



## The influence of motivation and competency on the performance of employees in head of the directorate of budget implementation with organizational commitment as a mediation variable

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### Abstract

This research aims to determine and analyze the influence of motivation and competence on employee performance through partial and simultaneous organizational commitment. This research is quantitative research through data analysis using path analysis and the Sobel test. The research was conducted on employees of the Directorate of Budget Implementation, with a sample size of 93 people. The research results show that there is an influence of motivation and competence on employee performance through organizational commitment. The organizational commitment that exists within the employees of the Directorate of Budget Implementation in creating high performance, especially to maintain or even increase the value of the Key Performance Indicator (KPI) Percentage of Budget Implementation Quality (PKPA) to realize organizational goals.

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### Introduction

Human Resources (HR) in a company have roles and functions that are very important for achieving company goals. Human Resources (HR) here includes all people in the organization, namely those involved in the company's operational activities from the lowest level to the top level (top management), even though they are at different levels, all elements of Human Resources (HR) have the same role in whether or not the company's goals are achieved, negligence in one part results in hampering the achievement of the company's goals.

The Directorate of Budget Implementation has performance targets that are calculated every quarter. These performance targets are outlined in the form of Key Performance Indicators (KPI) documents. Of the many Key Performance Indicators (KPIs) that are the performance targets of the Directorate of Budget Implementation, there is one Key Performance Indicator (KPI) that has required more attention in the process of achieving its value. This is because the Main Performance Indicators (KPI) are an illustration of the organizational performance achievements of the Directorate of Budget Implementation in managing the budget ceiling for the Budget Implementation List (DIPA) which is its authority as the owner of the strategy map. The Main Performance Indicator is the Percentage of Budget Implementation Quality (PKPA). About the discussion of Key Performance Indicators from the initial work implementation process to the organizational performance value calculated cumulatively on an annual basis, the researcher describes the research carried out at the research location, namely the Directorate of Budget Implementation at the address Prijadi Praptosuhardjo Building I Floor IV, Jl. East Banteng Field No. 2-4, Central Jakarta involving motivation, competency, organizational commitment, and employee performance variables.

Work motivation is the work drive possessed by employees to carry out their duties to the expectations of their superiors. Having work motivation makes a job more perfect. Motivation is an effort to improve employee work performance (Hasibuan, 2009). Motivation and achievement are two constructive and correlative elements. Both require each other and cannot be separated from each other. Employee work performance will be low if they do not have the motivation to carry out the work.

On the other hand, if the employee has high motivation at work, it can produce high employee performance. In this research, researchers discuss further the motivation within employees of the Directorate of Budget Implementation in creating high performance, especially to maintain or even increase the value of the Key Performance Indicator (KPI) Percentage of Quality of Budget Implementation (PKPA) to realize organizational goals.

Another aspect that influences employee performance is competence. Competence is related to everything humans know about themselves and their environment. This is obtained by humans through the five senses through a series of human experiences themselves. With competence, humans can solve various kinds of problems they face so competence has a very important meaning in human life. According to Hutapea and Thoha (2008) <sup>[11]</sup> explain that competence is the ability and willingness to carry out a task with effective and efficient performance to achieve company goals. This situation makes human resources an asset whose efficiency and productivity must be increased. To achieve this, the company must be able to create conditions that can encourage and enable employees to develop and improve their abilities and skills optimally. One effort that companies can make to create these conditions is by motivating their employees.

In running an organization, there is work that cannot be done by one employee alone, but the work must be completed by group work and not work that is done individually. Therefore, there is a need for organizational commitment that can generate positive behavior for employees in the company from the lowest level to the highest level. In this research, researchers discuss further the competencies possessed by employees of the Directorate of Budget Implementation in creating high performance, especially to maintain or even increase the value of the Key Performance Indicator (KPI) Percentage of Quality of Budget Implementation (PKPA) to realize organizational goals. The competency variables in this research are described in several indicators that reflect the competencies possessed by each employee of the Directorate of Budget Implementation which have been observed by researchers in determining suitable indicators to be studied and analyzed more deeply. Several indicators in this competency variable include integrity, work initiative, and discipline. After successfully determining the indicators for the variables being studied, the researcher determines the research object for this competency variable.

The competence possessed by employees of the Directorate of Budget Execution can be categorized as high and meets the qualifications, but after observing it in detail based on data in the field and which has been documented by the Directorate of Budget Execution, there are several aspects whose value is not as high as other aspects, so The researcher took aspects that did not have a high value to be used as research objects for the competency variable. The object of research in this competency variable is the competency variable indicator which in the process of collecting data at the research site is described or detailed in the form of questions which are statements that can describe the competencies possessed by employees of the Directorate of Budget Implementation. So in this case the object of research for the competency variable is integrity, especially in the application of codes of ethics and norms when working, work initiative, especially in efforts to create innovation and creativity by employees so that they can work following the progress of the times, discipline, especially to make employees work by Standard

Operating Procedures and regulations applicable in the organization. In each of these variable indicators, there are research objects that will be researched and analyzed more deeply to obtain truly objective results so that they can be used as a basis or guide for organizational leaders in making decisions. The object of research for competency variables in terms of integrity is the code of ethics and work norms. The object of research for competency variables in terms of work initiative is innovation and creativity. The research object for competency variables in terms of discipline is Standard Operating Procedures.

Organizational commitment is the relative strength of an individual in identifying his involvement in the organization, in other words, organizational commitment implies the employee's relationship with the company or agency. Work commitment, which is another term for organizational commitment, is a behavioral dimension that can be used to assess employee tendencies. Work commitment is a condition of an employee who favors a particular organization, as well as his goals and desires to maintain his membership in the organization (Robbins and Judge, 2008). According to Luthans (2006) <sup>[15]</sup>, organizational commitment is a strong desire to remain a member of a particular organization, the desire to try hard to follow the wishes of the organization, as well as certain beliefs and acceptance of the organization's values and goals. In other words, organizational commitment is an attitude that reflects employee loyalty to the organization and an ongoing process in which organizational members express their concern for the organization and its success and sustainable progress.

In this research, the researcher discusses further the organizational commitment within the employees of the Directorate of Budget Implementation in creating high performance, especially to maintain or even increase the value of the Key Performance Indicator (KPI) Percentage of Quality of Budget Implementation (PKPA) to realize the objectives organization. The commitment variable in this research is described in several indicators that reflect the employee's internal situation to become an important part of the organization of the Directorate of Budget Implementation which has been observed by researchers in determining suitable indicators to be studied and analyzed more deeply.

Several indicators in this organizational commitment variable include organizational goals, human resource development, work culture, and values. After successfully determining the indicators for the variables studied, the researcher determined the research object for this organizational commitment variable. So far, the organizational commitment within the employees of the Directorate of Budget Implementation can be categorized as high, but after observing it in detail based on data in the field and which has been documented by the Directorate of Budget Implementation, there are several aspects whose value is not as high as other aspects, so the researcher taking aspects whose value is not high to be used as research objects for the organizational commitment variable.

The research object in this organizational commitment variable is an indicator of the organizational commitment variable which in the process of collecting data at the research site is described or detailed in the form of questions which are statements that can describe the organizational commitment that exists within the employees of the Directorate of Budget Implementation. So in this case the object of research for the organizational commitment variable

is the goals of the organization, namely the vision and mission of the organization which can be a commitment for employees to improve their performance, develop Human Resources (HR), especially in the organization's efforts to create employees who have a spirit of organizational commitment through education and training organized by the organization, work culture, especially to create a productive and innovative work culture created by the organization to increase employee commitment to the organization where they work, values, especially in providing positive value and impact for employees to be able to continue to instill values within employees and can improve their performance through the values created by the organization. In each of these variable indicators, there are research objects that will be researched and analyzed more deeply to obtain truly objective results so that they can be used as a basis or guide for organizational leaders in making decisions. The research object of the organizational commitment variable in terms of organizational goals is the organization's vision and mission. The research object of the organizational commitment variable in terms of Human Resources (HR) development is education and training organized by the organization. The research object of the organizational commitment variable in terms of work culture is the work culture created by the organization. Finally, the research object for the organizational commitment variable in terms of values is the values created by the organization, whether created by the Ministry of Finance or by the Directorate General of the Treasury.

Performance is a total collection of work carried out by the worker or the tasks given. Performance is a function of motivation and ability to complete tasks and work, a person must have a degree of willingness and level of ability. In essence, performance is the result of work achieved by someone in carrying out their duties following the standards and criteria set for the job. Performance refers to the level of success in carrying out tasks and the ability to achieve predetermined goals. If the desired goals can be achieved well, then the performance is declared good and successful. Mangkunegara (2000) assesses employee performance regarding the work results achieved by employees within a certain period which are measured based on the quantity and quality of work results.

Human Resources (HR) are the most important resource in an organization where the people in the organization provide their energy, talent, creativity, and effort to the organization. Therefore, humans are one of the determining factors for success in an organization because humans make the greatest contribution compared to other factors. In this research, researchers discuss further the performance of employees of the Directorate of Budget Implementation in completing work targets, especially to maintain or even increase the value of the Key Performance Indicator (KPI) Percentage of Quality of Budget Implementation (PKPA) to realize organizational goals. The performance variables in this research are described in several indicators that reflect the performance of the employees of the Directorate of Budget Implementation which have been observed by researchers in determining suitable indicators to be studied and analyzed more deeply. Several indicators in this performance variable include work quality, work quantity, and responsibility. After successfully determining the indicators for the variables being studied, the researcher determines the research object for this performance variable.

The performance of the employees of the Directorate of Budget Implementation can be categorized as high, but after observing it in detail based on data in the field and which has been documented by the Directorate of Budget Implementation, there are several aspects whose value is not as high as other aspects, so the researcher took aspects whose value was not This height is to be used as a research object for performance variables. The object of research in this performance variable is the performance variable indicator which in the process of collecting data at the research site is described or detailed in the form of questions which are statements that can describe the performance of the employees of the Directorate of Budget Implementation. So in this case the object of research for the performance variable is work quality, namely the results of employee work that is quality and useful according to the outcome to achieve organizational goals, quantity of work, namely the amount of work results or output achievements completed by employees, responsibility, especially the implementation of the employee code of ethics and organization in the work process carried out by employees. In each of these variable indicators, there are research objects that will be researched and analyzed more deeply to obtain truly objective results so that they can be used as a basis or guide for organizational leaders in making decisions. The object of research on performance variables in terms of work quality is quality work results according to the outcome. The object of research on performance variables in terms of work quantity is work results based on output. And finally, the object of research on performance variables in terms of responsibility is the employee and organizational code of ethics.

## Literature Review

### Motivation

Motivation, the Latin word for which is more, means encouragement or movement. According to Robbins (2008), employee motivation is a process that determines and reflects our interest in work-related behavior. From this definition of motivation, managers/leaders try to decide how to achieve the best possible performance from employees. Terry (1986) stated that motivation is the right desire of an individual that stimulates him to take action to be able to complete work enthusiastically to achieve the goals that have been set. Hasibuan (2007) states that motivation is the provision of a driving force that creates enthusiasm for a person's work so that they are willing to cooperate, work effectively, and integrate with all their efforts to achieve satisfaction. According to Luthans (2006)<sup>[15]</sup>, motivation consists of three elements, namely needs, encouragement, and goals. Motive is a stimulant of desire and the driving force of a person's will to work, each motive has a certain goal to be achieved. Motivation stems from the word "motive" which can be interpreted as a driving force which is defined as the driving force that exists within a person to carry out certain activities to achieve a goal. Employees who have high motivation will be able to carry out their work better, compared to employees who do not have motivation. Everyone has something that can trigger (move) whether it be material, emotional, spiritual needs, or certain values or beliefs. Indicators of work motivation, namely:

1. Physiological or physical needs, are demonstrated by providing adequate salaries to employees, giving bonuses, food allowance, transportation allowance, housing facilities, and so on.

2. Security is demonstrated by work security and safety facilities, including social security for workers, pension funds, health benefits, health insurance, and work safety equipment.
3. Social, demonstrated by interacting with other people, including establishing harmonious working relationships, the need to be accepted in the group.
4. Respect is shown by recognition and appreciation based on ability, namely the need to be respected and appreciated by other employees and leaders for their work performance.
5. Self-actualization is demonstrated by the interesting and challenging nature of the work, where the employee will mobilize his skills, abilities, abilities, and potential. Companies can fulfill this need by providing education and training.

### Competence

Competency is a combination of various aspects, such as attitudes, behavior, values, skills, and knowledge, as well as the character a person has in carrying out work to achieve optimal success (Hermawan, 2006) <sup>[10]</sup>. Another aspect of human resource competence that is present in a person is when he/she performs in the form of affection, psychomotor behavior, and cognitive display which is supported by ability and expertise (Sudarmanto 2009) <sup>[28]</sup>. The competencies possessed by an individual are used to carry out a task or job, based on the skills or knowledge they possess, through professionalism or excellence in a particular field (Wibowo, 2013) <sup>[31]</sup>.

Competence is a reflection that exists within a person, such as skills, experience, intuition, or education that has been obtained. Where competency ownership in the form of workforce proficiency, as well as personal knowledge and skills becomes a reference for competent individuals and can provide productivity or added economic value (Sheffrin, 2003). According to Khalique (2013) <sup>[13]</sup>, HR competency also called human capital is the lifeblood of an organization because it is a vital resource in the organizational development and innovation process so it is something that is highly considered and crucial. In line with the theory defined by Stewart *et al* (1997) <sup>[27]</sup>, HR competency or human capital acts as capital in the form of intellectuality which gives birth to improvement and innovation and is a component that is quite difficult to measure.

Several indicators can be applied in assessing the quality of HR competence (Ahmad, 2010) <sup>[1]</sup>, namely as follows:

1. Education level. There is a linear relationship between education and HR competency, where a high level of education will produce high HR competency. To obtain theoretical and conceptual knowledge for general purposes, the level of education is very effective or influential because it includes organized and systematic procedures, and takes time to process over a long period.
2. Experience in the business world. The more experience a person has in pursuing business, the more benefits and knowledge they will have. Experience is episodic memory, namely memory in the form of storing and receiving events that a person has experienced in a certain place and time, which can also be used as an autobiographical reference.
3. Competence in managing finances. A person's financial competency can be seen and assessed through their ability to manage financial assets through good financial

management concepts.

4. Competence in marketing. A person's ability to manage the marketing system in the business they are involved in is a competency they have in the field of marketing
5. General managerial competence. Managerial in question is the ability of an individual to carry out management in related organizations or companies, such as implementing decision-making and leadership attitudes and so on as a whole using competence.

### Organizational Commitment

Organizational commitment is a situation where an employee supports a particular organization and its goals and desires to maintain membership in that organization. So high job involvement means siding with an individual's particular job, while high organizational commitment means siding with the organization that recruits that individual (Robbins, 2008).

According to Luthans (2006) <sup>[15]</sup>, organizational commitment is a strong desire to remain a member of a particular organization, the desire to try hard to follow the wishes of the organization, as well as certain beliefs and acceptance of the organization's values and goals. In other words, it is an attitude that reflects employee loyalty to the organization and an ongoing process in which organizational members express their concern for the organization and its continued success and progress.

There are several indicators of organizational commitment, according to (J Jufrizen, 2021) <sup>[12]</sup> which are as follows:

1. Discipline. It is every employee's obedience to the rules and regulations that apply in the company. Includes the need for working hours, applicable rules, uniforms, and so on.
2. Presence. It is data that shows the absence of employees from their duties, this includes time lost due to illness, accident, or personal interests that are authorized or that can be taken into account in the level of absenteeism, namely temporary layoffs, legal leave, and work holiday periods.
3. Collaboration. It is a joint action between one person and another where each employee works and contributes energy voluntarily and consciously to help each other achieve a common goal.
4. Satisfaction. It is an attitude of employees that shows the level of satisfaction with the tasks carried out within the company and with the guarantees they receive.

### Performance

Performance is a general description of the implementation of policies or programs to achieve the vision, mission, and goals of the organization using strategic plans in the relevant organization (Moehariono, 2009) <sup>[17]</sup>. According to Gibson (2014), performance can be assessed and defined through a goal approach, where work achievement is in the process of achieving organizational goals or objectives. Performance can also be seen through actions carried out regularly which will indicate skills and work performance.

Performance is a person's overall ability to work in such a way as to optimally achieve work goals and various targets that have been created with sacrifices that are in a small ratio compared to the results achieved (Siagian, 2004) <sup>[26]</sup>. Performance is an activity carried out by a person or group of people in a private or public organization, formal or informal to provide work results (Moorhead and Chung, 2009). The performance or work results must be by the responsibilities

and authority delegated to each individual by an organization, and must not violate ethics or morals with a series of legal achievements of organizational goals (Sarita, 1999) [29].

According to Harahap & Tirtayasa, (2020) [8], performance is the result of work that can be achieved by a person or group of people in an organization, by their respective authority and responsibilities, to achieve the goals of the organization concerned legally, without violating the law by norms and ethics. Employee Performance is the employee's ability to carry out all the tasks that are their responsibility. According to Rofiliana & Rofiluddin, (2021), employee performance is the employee's ability to achieve work requirements, which can be done on time and produce products of good quality and follow the company's vision and mission. So it is interpreted that employee performance can influence the quality of services produced. From the understanding of the experts above, it can be concluded that employee performance is an achievement that is successfully carried out by employees by company goals.

According to Pradhan & Jena, (2017) [19], there are 3 indicators of employee performance, namely:

1. Performance of duties. Task performance is behavior that contributes to core transformation and maintenance activities in an organization, such as producing products, selling merchandise, acquiring supplies, managing subordinates, or providing services. Task Performance includes the behavior of employees who are directly involved in the process of forming organizational

resources into goods or services that the organization produces.

2. Adaptive performance. Adaptive performance is the employee's performance, namely bringing up something new (starting in part and can also be whole) for example, innovative ideas, adapting goals and plans to the situation, flexibility, openness, and the like.
3. Contextual performance. Contextual performance is extra performance, namely hard effort, enthusiasm, attention to work, proactiveness, cooperation, and the like.

**Research Methods**

The population in this study were employees of the Directorate of Budget Implementation, with a population of 93 people. In this study, researchers used a simple random sampling technique because the population has the same opportunity to be sampled. Data analysis uses path analysis and the Sobel test.

**Research Result**

In model 1 using a sample of 93, variable 2, and a real level of 5%, we get a t table of  $(\alpha/2; n-k-1) = (0.025; 90) = 1.986$ , while in model 2 using a sample of 93, variable 3 and a real level of 5%, then we get a t table of  $(\alpha/2; n-k-1) = (0.025; 89) = 1.986$ .

**Table 1:** Partial Test Results Model 1

Coefficients					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1	(Constant)	10.170	2.961		3.435 .001
	Motivation	.437	.125	.356	3.488 .001
	Competence	.601	.134	.457	4.469 .000

a. Dependent Variable: Organizational Commitment

Based on the results of the t-test, presented in the table above, the following information is obtained:

1. The Motivation variable has a significance value of 0.001, this value is smaller than 0.05. Meanwhile, for the calculated t, the value obtained is  $3,488 > t$  table (1,986), so motivation affects the Organizational Commitment

variable.

2. The Competency variable has a significance value of 0.000, this value is smaller than 0.05. Meanwhile, for the calculated t, the value obtained is  $4,469 > t$  table (1,986), so Competence affects the Organizational Commitment variable.

**Table 2:** Partial Test Results Model 2

Coefficients					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1	(Constant)	3.380	2.553		1.324 .189
	Motivation	.219	.108	.241	2.024 .046
	Competence	.303	.120	.311	2.517 .014
	Organizational Commitment	.172	.085	.231	2.008 .048

a. Dependent Variable: Employee Performance

Based on the results of the t-test, presented in the table above, the following information is obtained:

1. The Motivation variable has a significance value of 0.046, this value is smaller than 0.05. Meanwhile, for the calculated t, the value obtained is  $2,024 > t$  table (1,986), so motivation influences the Employee Performance variable.
2. The Competency variable has a significance value of 0.014, this value is smaller than 0.05. Meanwhile, for the

calculated t, the value obtained is  $2,517 > t$  table (1,986), so competency affects the Employee Performance variable.

3. The Organizational Commitment variable has a significance value of 0.048, this value is smaller than 0.05. Meanwhile, for the calculated t, the value obtained is  $2.008 > t$  table (1.986), so Organizational Commitment affects the Employee Performance variable.

**Simultaneous Test (F Test)**

Simultaneous tests are carried out to determine the influence of several independent variables together on one dependent variable. The basis for making this F Test decision is as follows:

- If the Sig. < 0.05 or F count > F table then the independent variable has a simultaneous effect on the dependent variable.
- If the Sig. > 0.05 or Fcount < Ftable then the independent

variable has no simultaneous effect on the dependent variable.

In model 1 using a sample of 93, 2 independent variables, and a real level of 5%, we get an F table of (k; n-k) = (2, 91) = 3,096, while in model 2 using a sample of 93, the independent variable is 3 and a real level of 5%, then we get an F table of (k; n-k) = (3, 90) = 2.70

**Table 3:** Simultaneous Test Results Model 1

ANOVA <sup>a</sup>						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1334.098	2	667.049	61.345	.000 <sup>b</sup>
	Residual	978.633	90	10.874		
	Total	2312.731	92			
a. Dependent Variable: Organizational Commitment						
b. Predictors: (Constant), Motivation, Competence						

Based on Table 3, information on the significance value is 0.000 < 0.05 and the calculated F value is 61.345 > F table is 3.096, which means that the independent variables in the form of Motivation and Competence affect the dependent variable Organizational Commitment. Thus, it can be

concluded that there is a significant simultaneous influence of the independent variables in the form of Motivation and Competence on the dependent variable in the form of Organizational Commitment.

**Table 4:** Simultaneous Test Results Model 2

ANOVA <sup>a</sup>						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	636.650	3	212.217	29.684	.000 <sup>b</sup>
	Residual	636.274	89	7.149		
	Total	1272.925	92			
a. Dependent Variable: Employee Performance						
b. Predictors: (Constant), Motivation, Competence, Organizational Commitment						

Based on Table 4, information on the significance value is 0.000 < 0.05 and the calculated F value is 29,684 > F table is 2.70, which means that the independent variables in the form of Motivation, Competence, and Organizational Commitment influence the dependent variable Employee Performance. Thus, it can be concluded that there is a significant simultaneous influence of the independent variables in the form of Motivation, Competence, and Organizational Commitment on the dependent variable in the form of Employee Performance.

test that tests the effect of including intervening variables in the model, whether they have a statistically significant effect or not. Decision-making is based on the sig value, which is compared to 0.05 if the sig value. < 0.05, it can be concluded that there is a mediation effect (Ghozali, 2016) [6].

**1. The Effect of Motivation on Employee Performance Through Organizational Commitment**

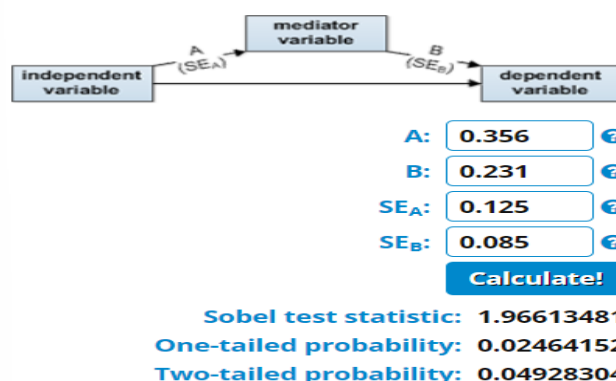
The indirect influence of motivation on employee performance can be seen from the following calculations:

**Sobel Test**

Testing the significance of the mediation effect was carried out using the Sobel test method. The Sobel test is a special t-

**Calculating the Sobel Test**

a = 0.356 Sa = 0.125  
b = 0.231 Sb = 0.085



**Fig 1:** Results of Sobel Test Calculation for Significance of Mediation Motivation on Employee Performance Through Organizational Commitment

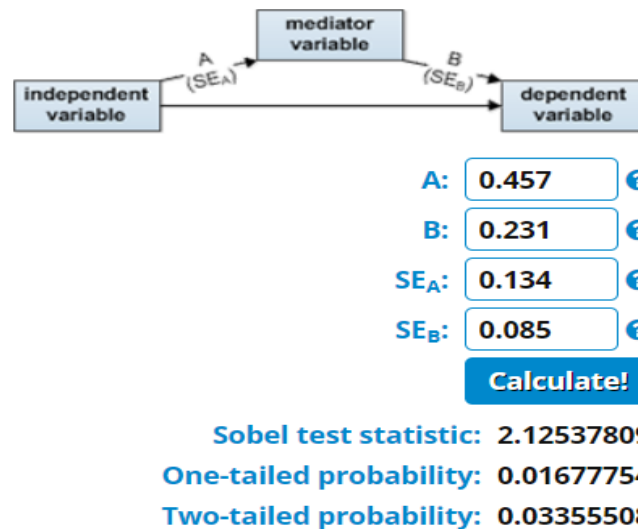
Based on the calculation results, the Sobel test results obtained through the Sobel Test Calculation application obtained a significance value of 0.049. This value means it is smaller than 0.05. This shows that Organizational Commitment significantly mediates the influence of Motivation on Employee Performance. These results mean that motivation has an indirect effect on employee performance.

**2. The effect of competency on employee performance through organizational commitment**

The indirect influence of competency on employee performance can be seen from the following calculations:

**Calculating the Sobel Test**

a = 0.457 Sa = 0.134  
b = 0.231 Sb = 0.085



**Fig 2:** Results of Sobel Test Calculation for Significance of Mediation Competence on Employee Performance Through Organizational Commitment

**Table 5:** Hypothesis Test Results

Hyp	Variable			Type of Testing performed	Test Results
	Exogenous	Mediation	Endogenous		
H1	Motivation	Organizational commitment		Partial Test	Motivation has a partially significant effect on the Organizational Commitment variable "accepted"
H2	Competence	Organizational commitment		Partial Test	Competency has a partially significant effect on the Organizational Commitment variable "accepted"
H3	Motivation		Employee performance	Partial Test	Motivation has a partially significant effect on the Employee Performance variable "accepted"
H4	Competence		Employee performance	Partial Test	Competency has a partially significant effect on the Employee Performance variable "accepted"
H5	Organizational commitment		Employee performance	Partial Test	Organizational Commitment has a partially significant effect on the Employee Performance variable "accepted"
H6	Motivation	Organizational commitment	Employee performance	Sobel Test	Motivation influences employee performance through "accepted" organizational commitment
H7	Competence	Organizational commitment	Employee performance	Sobel Test	Competency influences employee performance through "accepted" organizational commitment

Based on the calculation results, the Sobel test results obtained through the Sobel Test Calculation application obtained a significance value of 0.033. This value means it is smaller than 0.05. This shows that organizational commitment significantly mediates the influence of competency on employee performance. These results mean that competency has an indirect effect on employee performance.

**Discussion**

Motivation can mean encouragement or a driving force within oneself. Motivation is a stimulus or stimulus for each employee to work and achieve the goals that have been set. With high motivation, we will be more enthusiastic and passionate about work, but it cannot be denied that the reality in the field is that many employees have low or declining motivation. A person's work motivation varies and can also

change. Work motivation is very important for employees or employees who want to stay in a career, develop a career, or even reach a higher career level. Without work motivation, it is impossible to achieve high performance and work achievement. A person's work motivation sometimes goes up, and sometimes it goes down. Passion for work is not always at its maximum point.

Competency can generally be interpreted as the ability that a person needs or has to do a job. To obtain increased and optimal performance results, it is also necessary to increase employee competency. This competency increase is carried out to improve employees in carrying out their work effectively, efficiently, and responsibly. Employees will improve their performance if they have high competence, have a high interest in work, and are confident that their goals will be achieved.

Employees of the Directorate of Budget Implementation tend to agree that motivation is formed by indicators of will, increasing expertise, increasing skills, and cooperation. Indicators of increasing skills provide the greatest support in forming motivation. This proves that the Directorate of Budget Implementation prioritizes employee quality by always orienting towards improving the existing skills of employees so that they can provide optimal service and work performance to satisfy the stakeholders of the Directorate of Budget Implementation's work partners to achieve organizational goals. As a case example, the Directorate of Budget Implementation as an echelon II unit in the Directorate General of Treasury, Ministry of Finance, has a service motto and service slogan that are very closely related to the organization's vision and mission. The service motto of the Budget Implementation Directorate is PASTI, which is an acronym for Professional, Trustworthy, Solutive, Trusted and Innovative.

Meanwhile, the service slogan of the Directorate of Budget Implementation is "guarding the state coffers, serving with SURE". As a form of determination to guard the implementation of the APBN which always applies the values of the Ministry of Finance and provides services with SURE (Professional, Trustworthy, Solutive, Trusted, and Innovative). This is very interesting for stakeholders working partners of the Directorate of Budget Implementation to continue to interact and receive services from the Directorate of Budget Implementation with PASTI. By thoroughly internalizing the Ministry of Finance's values to the employees of the Directorate of Budget Execution, this program has proven to be one of the organization's advantages in forming the soul and enthusiasm of employees so that they have stronger organizational commitment to achieve organizational goals.

The skill improvement indicator as a measure of the motivation variable makes the largest contribution and is followed by other indicators. This means that indicators of increasing skills dominate as a measure of motivation variables compared to other indicators. The research results show that the skill improvement indicator is the best reflection of the motivation variable. Furthermore, the competency variable shows that the discipline indicator as a measure of the competency variable makes the greatest contribution and is then followed by other indicators. This means that discipline indicators dominate as a measure of competency variables compared to other indicators. The research results show that the discipline indicator is the best reflection of the competency variable. In the organizational

commitment variable, the value indicator as a measure of the organizational commitment variable makes the largest contribution and is then followed by other indicators. This means that indicators of values dominate as a measure of organizational commitment compared to other indicators. The research results show that the values indicator is the best reflection of the organizational commitment variable. This means that motivation and competence have a positive effect on organizational commitment.

The results of this research are in line with the results of research conducted by Anggraeni and Helmy (2020)<sup>[3]</sup>; and Mudayana and Suryoko (2016)<sup>[18]</sup> research results show that motivation and competence have a positive effect on organizational commitment.

Skill improvement indicators provide the greatest support in forming motivation. Employees always try to increase the potential skills they have so far to be able to support the work they have been responsible for. There are many ways and strategies used by employees of the Directorate of Budget Execution to improve their skills, for example following technical guidance or socialization or Distance Learning (PJJ) and so on organized by internal or external agencies or organizations outside the Ministry of Finance. The motivation that exists within employees directly influences the performance of employees in the Directorate of Budget Implementation. Motivation creates enthusiasm to be able to work well and productively, which in the end will enable employees to produce good performance too. This motivational drive will make employees always try and work to produce quality performance to achieve organizational goals.

The competency variable is formed using indicators of integrity, work initiative, and discipline. Discipline indicators provide the largest contribution to the competency variable. The competencies possessed by employees of the Directorate of Budget Implementation have demonstrated qualifications that meet the position and job description that is the responsibility of each employee. These competency standards need to be updated or changed every certain period so that employees can always meet the job and position criteria required by the organization. Optimal and good competencies are needed to make employees able to adapt to changes that occur within the organization, both changes relating to work, work culture, competency standards, changes in the direction of organizational policies, and so on, all of which are aimed at achieving the vision, mission, and organizational goals. Through indicators of integrity, work initiative, and discipline, it is hoped that employees will be created who have high commitment and loyalty to the organization to continuously work with full dedication to contribute to achieving organizational goals. Besides that, it can make employees competent in dealing with problems that exist within the organization.

In the competency variable, there are statement items that can be used as a benchmark in determining or assessing the competency of employees who work in the Directorate of Budget Implementation. The statement items in the competency variable consist of several indicators that can be used as indicators or references in assessing the competency of employees of the Directorate of Budget Implementation regarding employee performance. Then these indicators are explained again in the form of statements in more detail regarding which aspects are tested to determine the extent of the relationship or influence of competency variables on



employee performance. The research results show that work quality indicators are the best reflection of employee performance variables. This means that motivation and competence have a positive effect on employee performance. The results of this research are in line with the results of research conducted by Sujana (2012); and Basori (2017) <sup>[4]</sup> research results show that motivation and competence have a positive effect on employee performance.

In the organizational commitment variable, there are statement items that can be used as a benchmark in determining or assessing the spirit of employee organizational commitment to the performance of employees who work in the Directorate of Budget Implementation. The statement items in the organizational commitment variable consist of several indicators that can be used as indicators or references in assessing the organizational commitment of the Directorate of Budget Implementation to employee performance. Then these indicators are explained again in the form of statements in more detail regarding which aspects are tested to determine the extent of the relationship or influence of organizational commitment variables on employee performance.

Organizational commitment influences the performance of employees of the Directorate of Budget Implementation. Employee performance can be demonstrated by the results of the employee's work within the organization, with the commitment implemented within each employee. With this commitment, they become enthusiastic about working and can complete work by existing standards and procedures in the Directorate of Budget Implementation. This well-established relationship between employees and the organization is very valuable capital in achieving organizational goals.

Based on research on employee performance variables consisting of indicators of work quality, work quantity, and responsibility. The work quality indicator makes the largest contribution and is followed by other indicators. This means that work quality indicators dominate as a measure of employee performance variables compared to other indicators. In the current era of globalization, high and capable employee performance is an absolute requirement for an organization to be able to continue running and developing toward better directions and goals. The performance of employees in the Directorate of Budget Implementation reflects that the performance produced by employees reflects the results, vision, mission, and goals of the organization. The research results show that work quality indicators are the best reflection of employee performance variables. This means that organizational commitment has a positive effect on employee performance. The results of this research are in line with the results of research conducted by Kurniasari and Rofiaty (2018) <sup>[14]</sup>, and Sampunto's (2019) <sup>[24]</sup> research results show that organizational commitment has a positive effect on employee performance.

Furthermore, in the employee performance variable, there are statement items that can be used as benchmarks in determining or assessing the performance of employees of the Directorate of Budget Implementation. The statement items in the employee performance variable consist of several indicators that can be used as indicators or references in assessing the performance of employees of the Directorate of Budget Implementation with employee performance. Then these indicators are explained again in the form of statements in more detail regarding which aspects are tested to find out

to what extent employee performance variables are influenced by motivation, competency, and organizational commitment variables.

Based on path analysis with the Sobel test to determine the influence of motivation on employee performance through organizational commitment, the results showed that organizational commitment significantly mediates the influence of motivation on employee performance. These results mean that motivation has an indirect effect on employee performance.

Based on path analysis with the Sobel test to determine the effect of competence on employee performance through organizational commitment, the results showed that organizational commitment significantly mediates the effect of competence on employee performance. These results mean that competence has an indirect effect on employee performance.

Based on the results of research on the statement items in each indicator variable of employee motivation and competence in influencing the performance of employees of the Directorate of Budget Implementation through organizational commitment, it can be explained that the results of hypothesis testing from the first to the seventh hypothesis show that Motivation and Competence influence Employee Performance through Organizational Commitment. Thus the results of the first to seventh hypothesis can be accepted.

The results of this research are in line with the results of research conducted by Pramukti (2019) <sup>[21]</sup>; and Prakoso (2017) <sup>[20]</sup> research results show that organizational commitment has a significant and positive effect and is successful in mediating motivation and competency variables on employee performance.

## Conclusions and Recommendations

### Conclusion

Based on the results of research regarding the influence of motivation and competence on employee performance with organizational commitment as an intermediate variable, the following conclusions can be drawn:

Motivational variables consisting of indicators of will, increasing expertise, increasing skills, and cooperation provide influence and support for increasing organizational commitment. Furthermore, the competency variable with indicators of integrity, work initiative, and discipline also provides influence and support for organizational commitment.

Motivation variables consisting of indicators of willingness, increasing expertise, increasing skills, and cooperation provide influence and support for improving employee performance. Furthermore, the competency variable with indicators of integrity, work initiative, and discipline also provides influence and support for employee performance. The organizational commitment variable with indicators of organizational goals, human resource development, work culture, and values provides influence and support for improving employee performance.

Motivation variables consisting of indicators of willingness, increasing expertise, increasing skills, and cooperation provide influence and support for employee performance through organizational commitment. Competency variables with indicators of integrity, work initiative, and discipline provide influence and support for employee performance through organizational commitment.

## Recommendations

Based on the results of research regarding the influence of motivation and competence on the performance of employees of the Directorate of Budget Execution with organizational commitment as an intermediate variable, several suggestions can be made as follows:

For the Head of the Directorate of Budget Implementation, through this research, it is hoped that it will be useful for other related parties, especially for the head of the Directorate of Budget Implementation, by considering the following:

- a. The motivation variable, especially the cooperation indicator, has the lowest value for the formation of the motivation variable. This can be done by taking scientific approaches to create employee performance based on what the organization needs. Or also collaborate with other organizational units under the Ministry of Finance which have the main task and function of developing and increasing employee motivation, such as the Financial Education and Training Agency (BPPK) to create employee character so that they can develop attitudes and motivation to work better. A concrete example of what the Directorate of Budget Implementation needs to do is to hold Capacity Building activities regularly and continuously to create cooperation between employees. With Capacity Building, a spiritual atmosphere will be created that makes employees feel like they are in the same boat and share responsibility so that they need each other and ultimately they will work together as a team to achieve organizational goals. This activity can be carried out at least once a year after the end of the year so that the soul, enthusiasm, and motivation of employees will be refreshed in facing the new fiscal year.
- b. In the competency variable, especially the Integrity indicator which has the lowest value in the formation of the competency variable. This can be overcome by collaborating with many other organizational units under the Ministry of Finance which have the main tasks and functions in forming and strengthening the character of employee integrity, such as the Inspectorate General of the Ministry of Finance, to ensure that integrity, work initiative and discipline can be raised in employees so that will make employees more confident which can ultimately improve the performance of the employee concerned. A concrete example of what the Directorate of Budget Implementation needs to do is holding Focus Group Discussion (FGD) activities, outreach, or workshops for employees about integrity at work. With activities such as FGDs, socialization, or workshops, integrity will emerge in employees. The integrity that exists within each employee already exists but is less visible because employees need the right means or activities to bring back the spirit of integrity within employees. Directorate of Budget Implementation. This activity can be carried out at least once every semester so that the indicators in the competency variables can be updated following job demands in this modern and digital era because if you cannot adapt to current developments it can hinder the achievement of organizational goals.
- c. The organizational commitment variable, especially organizational goals, has the lowest value for the formation of the organizational commitment variable. In this regard, organizations must be able to make

breakthroughs so that employees can improve their performance. Reforms and internalization are needed for all employees so that employees feel part of the organization so that employees can actively contribute to achieving organizational goals. A concrete example of what the Directorate of Budget Implementation needs to do is to hold meetings, coordination, and consolidation activities once a week to instill in employees the vision and mission of the organization. Not only memorized but also understood and implemented as well as possible so that the spirit of organizational commitment within employees can be embedded more deeply and make employees superior human resources in helping achieve organizational goals.

- d. In employee performance variables, especially the responsibility indicator which has the lowest value in the formation of employee performance variables. In this case, the organization can provide examples of responsibility and exemplary behavior for employees to perform better in the future. So the employee mindset or view will emerge that they are potential employees and have high performance and dedication to the organization who will ultimately work with high enthusiasm and work ethic to achieve organizational goals. A concrete example of what needs to be done is by rotating employees between sections or between sub-directorates every year or two years. This can prevent employees from getting bored with what they have been doing so far. For employees, a new job presents its challenges so that the employee can achieve high performance to achieve the work targets that have been assigned to the employee.

For further research, it is hoped that this research will be able to be developed further, namely those related to motivation and competence on employee performance through organizational commitment as a mediating variable, to examine other indicators that have not been studied in this research, including:

- a. Organizational commitment by using indicators of coaching, talent, and human resource capabilities to move towards an advanced and competitive organization in line with the times. Following Employee Performance Targets (SKP) and Main Performance Indicators (KPI), which change every year, the indicators studied must also be by the latest job demands. It is hoped that aspects that have not been studied in more depth can be researched in the future. The latest literacy is required according to the indicators to be studied.
- b. Competency using qualification indicators for expert and skilled functional personnel by job descriptions and positions in the organization, and employee placement that supports the organization's vision and mission. The organization must be able to become a bridge for its employees to improve their skills, both soft skills and hard skills so that they can work well following the demands of the organization's needs in achieving organizational goals.
- c. Motivation uses indicators of long-term work ethic, formal and informal education, and employee dedication or service in the organization. More extensive literacy study is needed regarding several indicators of motivation variables that will be studied further. The increasingly advanced development of the world of work

requires employee motivation to always be maintained so that they do not easily give up on the conditions they face.

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