
THE INFLUENCE OF HUMAN RESOURCES COMPETENCE, ORGANIZATIONAL CULTURE, AND MOTIVATION ON EMPLOYEE PERFORMANCE AT THE REGIONAL SECRETARIAT OF BARRU DISTRICT

Hasni Sofian^{*1}, Muhammad Idris², Maryadi³

^{*1,2,3} Master of Management Postgraduate Program, ITB Nobel Indonesia
e-mail: ¹hasnisofian1977@gmail.com, ²muhammadidris709@gmail.com,
³ahmadmaryadi@gmail.com

Abstract

This study aims to analyze 1) partially the influence of Human Resource Competence, Organizational Culture and Motivation on Employee Performance at the Regional Secretariat of Barru Regency. 2) The simultaneous influence of Human Resource Competence, Organizational Culture and Motivation on Employee Performance at the Regional Secretariat of Barru Regency. 3) The most dominant variable has an effect on employee performance at the Regional Secretariat of Barru Regency. Data collection methods used are questionnaires and document studies. The analytical method used is descriptive statistical analysis and multiple linear regression analysis. The results of the study conclude that: partially Human Resource Competence has a positive and insignificant effect on employee performance at the Regional Secretariat of Barru Regency. Organizational Culture and Motivation have a positive and significant effect on Employee Performance at the Regional Secretariat of Barru Regency. This means that Human Resource Competence, Organizational Culture and Motivation are able to improve employee performance at the Barru Regency Regional Secretariat while simultaneously on employee performance at the Barru Regency Regional Secretariat.

Keywords : *Human Resource Competence, Organizational Culture and Motivation*

INTRODUCTION

The progress of a Government Agency is certainly determined by the performance of the HR (Human Resources) in it. A person's performance can be said to be good if he can carry out the work well, which means he can meet the goals and targets set by the agency. Therefore it is expected that each individual can work as well as possible and maintain that their performance can continue to increase so that Government Agencies can compete with the times. Government agencies or organizations can run and operate because there are activities of every individual in it.

The big role of a leader is one of the benchmarks in the success of achieving the goals produced by the organization, along with the dynamics that occur in agencies and the many problems faced will certainly affect the overall performance of the organization, apart from existing constraints, multicultural dynamics factors are also an obstacle in this organization, so that it becomes a challenge for leaders in directing their organizational goals. Rivai (2005: 14) states that strategic human resources also concerns the issue of human resource competency in technical, contextual, and human relations capabilities. Management of workforce competencies includes several human resource competencies such as: input-based competencies, transformational competencies, output competencies.

There are many things that must be considered so that employees can produce good performance, for example motivation, competence, awards including work atmosphere, work relationships and the physical environment and place of work, leadership and others. Motivation is seen as a central element when going through a learning process in humans. If an organization cannot motivate employees to improve their abilities, knowledge in an organization will not be practiced and used to its maximum.

Motivation is the desire that exists in an individual who stimulates him to take actions Hasibuan (2011: 23). The definition of motivation put forward by Hasibuan is internal because

the supporting factors or driving factors arise from within a person which stimulates him to take action. The driving factor can be in the form of needs, desires, desires that exist in humans. While the notion of motivation as the whole process of giving work motives to subordinates in such a way, so that they want to work sincerely in order to achieve Siagian's goals (2012: 7). The understanding given by Siagian is more external in nature because the impulse that appears in a person is motivated by external factors, not purely from within. Motivation that comes from within a person and motivation that exists outside a person has something in common, namely the existence of a goal or reward that a person wants to achieve by carrying out an activity.

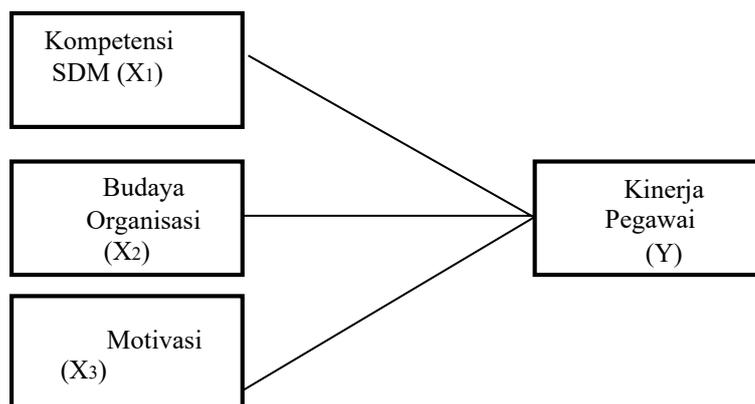
Very high employee performance is expected by the Government or government agencies. One of them is the Regional Secretariat of Barru Regency which is part of the Barru Regency administration in the administration of Regency government. The Regional Secretariat has very important functions and duties in the governance structure. The Regional Secretariat is one of the Regional Work Units within the scope of the Regional Government of Barru Regency which is responsible to the Regent and the legal basis for ordering is Barru Regency Regional Regulation Number 4 of 2008 concerning Organizational Formation and Work Procedures of the Regional Secretariat and the Secretariat of the Regional People's Representative Council of Barru Regency.

Seeing the importance of the duties of the employees of the Regional Secretariat of Barru Regency, the researchers wanted to see how human resource competence, organizational culture and motivation could influence employee performance. Previously there had been research related to these three variables. However, no one has examined government agency employees, especially at the Barru Regency Regional Secretariat. Previous research (Baba, 2014; Duwit, 2015; Junaedy et al, 2019; Kusuma, 2017; Nirwanto, 2019) showed the same results that high motivation, good organizational culture and good human resource competence, will have a positive impact on positive for employees in carrying out their duties and responsibilities, so that the goals of an organization can be achieved optimally. This is supported by Hendriani and Artati (2014) who state that the main failure of the current government is due to management weaknesses, not in what the government does, but how the government does it.

Human Resource Competence is the ability of a person or individual in an organization or a system to carry out its functions or authority to achieve goals effectively and efficiently.

According to McClelland, there is a positive relationship between motivation and performance with achievement, meaning that employees who have high achievement motivation tend to have high performance, whereas those who have low performance are possible because their motivation is low. Makta's research (2013) also tested the effect of motivation on employee performance, that work motivation has a positive effect on employee performance.

Figure 1. Conceptual framework



RESEARCH METHODS

The research approach used in this study is a quantitative method with a correlational approach. Arikunto (2008: 270) correlational approach is research that aims to find whether there is a relationship between variables, and if there is how heavy and meaningful or not the relationship is. Correlational research aims to investigate the extent to which variations in a variable are related to variables in one or more other variables based on the correlation coefficient. Measurement of several variables and their relationships in correlational research can be carried out simultaneously and realistically.

RESULTS AND DISCUSSION

Results of Multiple Regression Analysis

HR Competence (X1), Organizational Culture (X2), Motivation (X3) on Performance (Y)

Table 1
Multiple Regression Results

		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	3.980	11.537		.345	.732
	Competence	.162	.123	.163	1.314	.196
	Culture organization	.216	.126	.213	1.713	.094
	Motivation	.557	.125	.552	4.473	.000

a. Dependent Variable: Employee Performance

From the linear regression equation it can be explained as follows:

- a. The constant value is 3.980, which means that if the competency variable (X1),

organizational culture (X2), motivation (X3) is 0 (zero), then the value of the performance variable (Y) is 3.980

- b. HR competency regression coefficient (X1) is 0.162. This means that if the HR competency variable increases, then employee performance will increase. The coefficient is also positive, which means there is a positive relationship between competence and employee performance. The regression coefficient value of the organizational culture variable (X2) is 0.216. This means that if the organizational culture variable increases, the employee's performance will increase. This coefficient is also positive, which means that there is a positive relationship between organizational culture and employee performance. The higher the employee organizational culture, the higher the employee performance of the Barru Regency Government Secretariat.
- c. The regression coefficient value of the motivational variable (X3) is 0.557. This means that if the motivational variable increases, the employee's performance will increase. This coefficient is also positive, which means that there is a positive relationship between employee motivation and performance. The higher the employee motivation, the higher the employee performance of the Barru Regency Government Secretariat.

Simultaneous testing (F-Test)

Does competence, organizational culture and motivation simultaneously have a positive and significant effect on employee performance at the Secretariat of the Government of Barru Regency.

Table 2
F test results

		ANOVA^a				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	169.205	3	56.402	8.452	.000 ^b
	Residual	273.595	41	6.673		
	Total	442.800	44			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Motivation, Competence, Organizational Culture

In Table 2 the significance level obtained is $0.000 < 0.05$, which means that the independent variable has a positive effect on the dependent variable.

The coefficient of determination (R²)

The ability of competency variables (X1), organizational culture (X2) and motivation (X3) explain their influence on the performance (Y) of Barru Regency Government Secretariat employees.

Table 3
Coefficient of Determination
Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.618 ^a	.382	.337	2.583

a. Predictors: (Constant), Motivation, Competence, Organizational Culture

b. Dependent Variable: Employee Performance

Based on Table 3 it can be seen that the calculation results obtained the value of the coefficient of determination (R^2) of 0.382 or 38.2%. This means that the ability of the independent variables, namely competence (X1), organizational culture (X2) and motivation (X3) explains the effect on employee performance (Y) Barru District Government Secretariat of 38.2% while the remaining 61.8% is another variable outside of this research.

Partial Test (t test)

Competency (X1), organizational culture (X2) and motivation (X3) partially on the performance (Y) of Barru Regency Government Secretariat employees.

Table 4
Test Results t

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	3.980	11.537		.345	.001		
	Competence	.162	.123	.163	1.314	.000	.978	1.022
	Culture organization	.216	.126	.213	1.713	.000	.970	1.030
	Motivation	.557	.125	.552	4.473	.000	.989	1.011

a. Dependent Variable: Employee Performance

In Table 4 the significance level obtained for the organizational culture variable (X2) is 0.000 < 0.05, which means that the significant level of motivation (X3) is smaller than the standard significance value. This means that there is a significant relationship to the competency, organizational culture and motivation variables. has a positive and significant effect on the performance of employees of the Barru Regency Government Secretariat.

DISCUSSION

1. The Effect of Competence on Employee Performance

The results of the study show that competence significantly influences performance, because the competencies possessed by employees are considered to lack competence for organizational progress which incidentally is an organization that should produce dedicated and educated students. Good employee knowledge seen in the form of employees are always able to think about completing various kinds of work assignments, able to solve problems at work well, complete work independently, always try to solve complex problems, passionate in carrying out daily tasks, always able to work hard, be able to think independently, be able to communicate well for the success of work charged by the leadership, always interested in completing complex work, always wanting to know something new, interspersed with humor to increase work enthusiasm, be open when receiving a reprimand or criticism and accept what is the work that is given and done steadily.

2. The Effect of Organizational Culture on Employee Performance

Organizational culture has a positive and significant effect on the performance of Barru Regency Government Secretariat employees. An organization, be it government or private, is always driven by a group of people who play an active role in achieving the goals to be achieved from the organization.

3. The Effect of Motivation on Employee Performance

The results showed that motivation significantly influences performance. that the stronger the work motivation, the higher the employee performance. This means that any increase in employee motivation will provide a very significant increase in improving employee performance in carrying out their work.

CONCLUSION

Based on the results of the analysis in this study, several conclusions can be drawn, namely: There is a positive and significant influence on employee performance, organizational culture has a simultaneous effect on employee performance, motivation has a positive and significant effect on employee performance at the Barru District Government Secretariat. Then the Human Resources Competency variable dominantly influences the performance of employees at the Secretariat of the Government of Barru Regency

SUGGESTION

Employee competence is further enhanced by paying more attention to aspects of increasing employee knowledge, because this factor turns out to be more dominant in increasing employee performance.

Suggestions for future researchers are to explore the effect of control variables on employee performance, and involve other variables such as: leadership style, compensation and work discipline to predict the performance of Barru Regency Government Secretariat employees.

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