



Research Paper

The Effect of Competence on Employee Performance with Satisfaction as a Moderating Variable (Study at the City Of Makassar Social Services)

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Abstract: This study aims to examine and analyze the effect of competence on employee performance with satisfaction as a moderating variable at the Makassar City Social Service. This study uses a quantitative approach. The object under study is an employee who is at the Makassar City Social Service Office. Data were obtained by survey methods and research instruments in the form of a questionnaire. The research sample as many as 60 people were selected by the sampling method in this study Random sampling. Data were analyzed by multiple regression method. The results showed that competence had an effect on employee performance and the job satisfaction variable could moderate the relationship between competence and employee performance at the Makassar City Social Service Office.

Keywords: Competence, Job Satisfaction, and Employee Performance

Received 12 Sep, 2022; Revised 25 Sep., 2022; Accepted 28 Sep., 2022 © The author(s) 2022.

Published with open access at www.questjournals.org

I. Introduction:-

Human resource management must be carried out accurately, especially the determination and use of it in order to maintain the existence of the company's survival. Human resources must be placed in the right position so that the smooth quality of work can be realized. Then the working capital used must be clearly allocated so that there is no wastage of costs. Human resources are one of the most important and dominant resources in leading the company to achieve its goals, the availability of capital, equipment (machinery) and other components without being supported by adequate quality human resources, it is difficult to obtain large profits. Therefore, the effective use of components owned by the company is very dependent on the quality of its human resources.

Employees are the main assets of the organization and have a strategic role in the organization, namely as thinkers, planners and controllers of organizational activities. Human resource management cannot be separated from the employee factor who is expected to perform as well as possible in order to achieve the goals of government organizations. Therefore every government organization is required to be able to optimize human resources and how human resources are managed effectively in order to achieve organizational goals, such as employees need training to improve optimal work.

Many factors affect performance, namely HR competence, work environment, and job satisfaction. HR competence is the ability of ape workers which includes knowledge, skills, motives, and self-concept. Humans are an important component in organizations that move and carry out activities to achieve goals, so that human resources will work optimally if the organization can support their career progress by seeing what competencies they actually have. According to Hasibuan (2014: 53), HR are all humans involved in an organization in seeking the realization of the organization's goals. Human resource development is usually competency-based and will increase employee productivity, resulting in higher quality of work and leading to customer and organizational satisfaction.

HR issues are still in the spotlight and the focus for companies to survive in the era of globalization. Human resources have a major role in every company activity. Although supported by facilities and infrastructure as well as excessive sources of funds, without the support of reliable human resources, the company's activities will not be completed properly. This shows HR as the main key that must be considered with all its needs. In order for the role of HR to be in sync with the vision, mission, goals and expectations of the organization, humans as one of the resources must be able to make adjustments to the development of an increasingly competitive organization. There are many ways to anticipate and respond to these changes.

According to Sugiarto in (Elfian and Ariwibowo, 2018), quality is a dynamic condition related to products, services, people, processes and the environment that meet or exceed expectations. One of the important things needed by employees is job satisfaction. It is very important that the work environment in a government agency pays attention to personnel management. Although the work environment does not implement operational processes in public services, the work environment has a direct influence on the State Civil Apparatus who carry out these operational processes.

Based on the phenomenon that occurred in the field, there was a decrease in employee performance from 2017 to 2018. This is in line with the results of Poedjono's (2006) research which suspects that the decline in employee performance is due to lack of ability and opportunity to do work that must wait for provisions or orders from superiors. All of this will affect the low level of employee performance at the Makassar City Social Service office in achieving organizational goals.

II. Literature Review:-

Performance Concept

Performance is a result of work achieved in an organization, in accordance with their respective authorities and responsibilities in order to achieve the goals of the organization concerned legally, not violating the law and in accordance with the morals and ethics of employees' performance is an important matter and needs to get serious attention. sufficient in order to improve and improve very useful to see or assess the quantity, quality and efficiency of services; encourage employees to better understand the needs of the people they serve and to improve public services (ENEAS MULUGOL, 2020).

Competency Concept

The definition and meaning of competence by Spencer can be defined as the underlying characteristics of a person related to the effectiveness of an individual's performance in his work or the basic characteristics of individuals who have a causal relationship or as a cause and effect with the criteria proposed by reference, effective or excellent or superior performance in the workplace or in certain situations (A competency is an underlying characteristic of an individual that is causally related to criterion referenced effective and or superior performance in a job or situation).

Job Satisfaction Concept

Job Satisfaction is the (positive) attitude of the workforce towards their work, which arises based on an assessment of the work situation. The assessment can be carried out on one of the jobs, the assessment is carried out as a sense of appreciation in achieving one of the important values in the work. Satisfied employees like their work situation more than they dislike it. Feelings related to job satisfaction and dissatisfaction tend to reflect the assessment of the workforce about current and past work experiences rather than expectations for the future. So it can be concluded that there are two important elements in job satisfaction, namely job values and basic needs (Robbins & Judge, 2015:46).

Conceptual Model



Figure 1. Skeleton Conceptual

III. Research Methods:

Primary Data and Secondary Data

Data source

The source of data used in this study is primary data, namely data obtained directly from sources where the research is carried out directly. In this study, primary data was obtained through answers to questionnaires distributed to respondents.

Sampling

The sample in this study were employees of the Makassar City Social Service, amounting to 60 people. Determination of the sample in this study using random sampling

Data Collection Tools and Methods

Data was collected by survey method using a questionnaire or questionnaire. Questionnaire is a list of written questions used to obtain information from respondents. With this questionnaire, it is expected that respondents will easily provide answers and take a short time to answer them. Data collection was carried out by coming directly to the Makassar City Social Service and distributing questionnaires to employees to obtain the data needed in this study. The questionnaire is in the form of a statement that will be filled out by the respondent

Data analysis

In this study, two analyzes were used, namely multiple regression analysis and Moderated Regression Analysis (MRA). MRA is a special application of multiple linear regression which contains an interaction of regression equations (multiplication of two or more independent variables)

IV. Results:-

Linear Regression Analysis of the Effect of Competence on Performance

The first regression model in this study aims to analyze how much influence the competency variable has on performance. Here are the results of a simple linear analysis using SPSS 25.

Table 1: Results of Competency Linear Regression on Performance

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	5.881	1.666		3.531	.001
Kompetensi	.222	.078	.286	2.832	.006

a. Dependent Variable : performance

Source: Data processed

From the results of the analysis with the SPSS 25 program, it can be seen that the regression equation of the first equation model in this study. The linear regression equation formed is:

$$Y = 0.286 \text{ Competence} + e$$

The linear regression equation above shows that the coefficient value of the competency variable is 0.286, which means that there is a positive relationship between competence and performance. In other words, the higher the competence possessed by the employee, the employee's performance will increase.

Linear Regression Analysis With Audit Finding Variables Against Audit Opinion With Follow-Up Variables on Examination Results as Moderating Variables

The second regression model in this study aims to analyze the effect of audit findings on audit opinion after involving job satisfaction as a moderating variable. The following are the results of a simple linear analysis using SPSS 25.

Table 2: Moderated Regression Analysis (MRA) Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.732	.192		9.034	.000
	MODERASI X	.059	.022	.349	2.728	.008

a. Dependent Variable: performance

Source: Data processed

From the results of the analysis with the SPSS 25 program, it can be seen the regression equation of the second equation model in this study.

From the multiple linear regression table above, it shows that the coefficient value of the competency variable with job satisfaction as the moderating variable is 0.394. From the results of the data processing, it was found that the job satisfaction variable moderated competence positively on performance. That is, job satisfaction will strengthen the competence variable, so that performance will experience an increase in grade if employees are satisfied at work.

Coefficient of Determination Analysis (R Test)

The coefficient of determination (R²) aims to measure how far the ability of the independent variable to explain the dependent variable. The value of the coefficient of determination is between zero and one. The value of R² has an interval between 0 to 1 (0 R² 1). If the value of R² is large (close to 1), it means that the independent variable can explain almost all the information needed to predict the dependent variable. Meanwhile, if R² is small, it means that the ability of the independent variable in explaining the dependent variable is very limited.

Coefficient of Determination (Test R) competence on performance

The coefficient of determination of the first regression model is used to determine how far or how large the competency variable is able to explain the employee performance variable, which is indicated by the Adjusted R Square value, then the following test results assisted by the SPSS 25 program are:

Table 3 Adjusted R square Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.704 ^a	.447	.435	.34980

a.Predictors: (Constant), competence
b.DependentVariable : performance

The value of the coefficient of determination (Adjusted R square) is 0.435, which means that the independent variable (X) which includes competence on employee performance at the Makassar City Social Service is 43.5%, while the remaining 56.5% is influenced by other variables. not included in this research model.

Partial Regression Test (T Test)

T test is used to partially test the hypothesis in order to show the effect of each independent variable individually on the dependent variable. The T test is done by comparing the p value in each sig column. To determine this effect, the following test results assisted by the SPSS 25 program are:

Table 4: Partial Regression Test (T Test)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig
	B	Std.Error	Beta		
(Constant)	5.881	1.666		3.531	.001
Kompetensi	.222	.078	.286	2.832	.006

a.DependentVariable : Kinerja

Source: processed data

Based on the results of the output coefficient above, it can be seen that the calculated T value for the audit findings variable is 0.208. Meanwhile, the value of T table is 1.671 (T count < T table). So it can be concluded that there is a partial effect of the competence variable on employee performance with a significance level lower than 0.05, which is 0.006, which means that the competency variable has a positive and significant effect on employee performance at the Makassar City Social Service.

V. Discussion:

The Effect of Competence on Performance

Based on the results of the study, it was found that the competency variable in this study had a positive and significant influence on employee performance at the Makassar City Social Service, which means that the competency factor had a significant and significant effect on the Makassar City Social Service Employee Performance. The success achieved by an organization is influenced by the performance carried out by ASN employees. Thus, employees are an important asset in an agency. When there are employees who have problems

it will have an impact on performance results. The solution given is in order to maintain and improve the competence of the Makassar City Social Service, namely the Makassar City Social Service Office needs to pay more attention to and assess the competencies in the Social Service Office by participating in the implementation of increasing the competencies in DONSOS, so that employees those who work can more easily adapt and have no difficulty in completing the work assignments given. This is in line with research conducted by ZulkifliDamopolii (2021) where the results of this study indicate that competence has an influence on employee performance.

The influence of competence on performance moderated by job satisfaction

Competence has a positive and significant effect on employee performance with job satisfaction as a moderating variable. Competence is what an employee needs to carry out his duties properly. Competence is usually obtained in various things ranging from education, training and experience. Without this, service activities or main tasks in the office will not be good if they do not have the ability in accordance with the profession they are doing, because if employees work with good abilities, it will certainly make them satisfied or comfortable at work, in this study also proves that job satisfaction Job satisfaction is an important thing because job satisfaction is one of the most important things in carrying out work activities. Job satisfaction refers to the general attitude of employees, the general attitude of employees towards their work. So based on the results of this study, it can be concluded that job satisfaction can strengthen the relationship between competence and employee performance at the Makassar City Social Service office. This research is in line with that conducted by RezkiAlhamdi (2018) which examines the effect of competence and motivation on employee performance with job satisfaction as a moderating variable at the Patra Semarang convention hotel. The results of this study indicate that job satisfaction can strengthen the relationship between competence and employee performance.

VI. Conclusion:

Based on the results of the analysis in this study, several conclusions can be drawn as follows:

1. Competence has a significant effect on employee performance at the Makassar City Social Service. Thus, the better the knowledge possessed, the better the performance at the Makassar City Social Service.
2. The results of the analysis show that competence which is moderated by job satisfaction has an effect on employee performance at the Makassar City Social Service, so it can be said that job satisfaction can strengthen the influence of competence on employee performance.

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