The Effect of Intrinsic Motivation and Competence on Civil Servants Performance in Inspectorate General of The Indonesian Army with Job Satisfaction as Mediation

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Abstract

This study intends to examine the model of the influence of intrinsic motivation and competence on the performance of civil servants (PNS) in the Inspectorate General of the Indonesian Army (Itjenad) with job satisfaction as a mediating variable. The population is civil servants in the (Itjenad). The population is 115 respondents. The research model is analyzed using Structural Equation Modeling (SEM). The results of the study prove that Intrinsic Motivation influences job satisfaction positively and significantly, Competence influences Satisfaction of Civil Servants positively and significantly, Satisfaction influences Performance positively and significantly, Intrinsic Motivation influences PNS Performance positively and significantly, Competence does not significantly influence PNS Performance variable, Intrinsic Motivation influences the performance of civil servants through job satisfaction positively and significantly, and competence influences the performance of civil servants through job satisfaction positively and significantly. These findings contribute academically, especially in the renewal of the theory of causality among research variables and can be a reference for practical leaders, especially those in the (Itjenad). The novelty of this research lies in the combination of previous causality research models, with new objects. The limitation of the study is on the number of variables studied and the research scope.

Keyword: Intrinsic Motivation, Competence, Employee Performance, Job Satisfaction.

1. Introduction

Civil Servants (PNS) are the state workers who have an important role to serve the community, especially in the development process. The role of the civil servant is stated in the Civil Service Law No. 43 of 1999 that Civil Servants are the elements of the state apparatus who served as public servants and provide services fairly and evenly. Public servants are government employees, regulated by the government to carry out the task of developing the State and serving the community. Public servants are distributed in government institutions related to the field of development which is also related to their competence.

High performance indicates that civil servants are satisfied with their work and will carry out all their obligations as civil servants and of course have good discipline. One factor that supports the creation of high civil servant performance is inseparable from providing motivation to employees as well as job satisfaction which always contributes to performance, with the
understanding of job satisfaction is the individual's feelings about his work as a whole are able to satisfy their needs (Rivai & Sagala, 2014).

Related to the performance of civil servants, the Inspectorate General of the Indonesian Army (Itjenad) in measuring performance has parameters for the results of performance reports that can be seen from quarterly performance reports with achievement targets that should have increased by 40%. The phenomenon of non-optimal performance of civil servants in the Itjenad can be caused by low intrinsic motivation. Another problem according to the Secretary General of the Itjenad is that there are still non-compliance with the rules carried out by the PNS of Itjenad that occurred during the last few periods, such as the occurrence of disciplinary violations with violations Not Present without Permission.

The issue of motivation is a serious problem and requires attention to civil servants within the Itjenad. The persistence of rules violations committed by Itjenad civil servants is one indication of the lack of work motivation possessed by these personnel. The low work motivation of Itjenad PNS personnel as a result of dissatisfaction with performance so that it affects the unit's ability to improve its services. Therefore employee motivation is an important thing that must be maintained, because if left unchecked this will result in continued underperformance and further potential loss of employees which will be very difficult to replace especially if the employee is a qualified and competent employee. Employee motivation is a reflection of the level of energy, commitment, and creativity that is brought by company workers to their work. Intrinsic Motivation are values that must be internalized in all PNS personnel so that they realize that they are skilled workers needed for the development and progress of a country.

Organizations are made to achieve a goal and if achieved will be called a success, and a high productivity and superior performance in the process requires good competence. The term competency means skill, ability and authority. Competence also explains the characteristics of the knowledge and skills needed or possessed by each individual that makes them able to carry out their duties and responsibilities effectively. As one of the Army units that has high preparedness and also has the function of fostering PNS personnel is required to be able to complete the work according to the target of competency achievement. In the Itjenad environment, the competencies faced by PNS personnel are highly contradictory, meaning that PNS personnel within the Itjenad are often not carrying out their duties properly, delays in completing work and lack of knowledge of the field of work carried out.

All organizations always have a goal to improve the performance of their employees so that the goals and objectives of the organization are set to be achieved. Various ways taken by the organization to maximize the performance of its employees, including by encouraging increased job satisfaction employees based on increasing work motivation and creating ideal competencies in order to achieve the goals and goals of the organization.

2. Literature Study

The Peformance

(Wibowo, 2016) described performance in terms of the extent to which the individual has played a role in the implementation of strategies related to the organization, both in the achievement of specific goals, which relate to the role of the individual, or by displaying competencies that can be declared relevant to the organization either in a particular role, or more
general. Performance has a close relationship with productivity because performance has indicators to measure the efforts made by the organization to achieve high levels of productivity.

According to (Sedarmayanti, 2016) measuring performance can be done using indicators, namely: 1) The quality of work and the suitability of results with work standards; 2) The quantity of work and the suitability of results with work standards; 3) Completion of work / tasks on time and achieved in accordance with the target; 4) Able to complete work in accordance with what is expected and be able to complete work practically and neatly; and 5) Able to communicate well with superiors and fellow colleagues.

**Job Satisfaction**

(Locke, 1976) stated that job satisfaction is a positive emotional state that arises when people judge their work, or their work experience. In the book of (Robbins & Judge, 2014) mentioned when people talk about employee attitudes, what is meant is job satisfaction which illustrates an employee's positive feelings towards his work. By having a high level of job satisfaction, an employee will also have positive feelings related to his work, while employees who have a low level of satisfaction will instead produce negative feelings at work. Job satisfaction is usually obtained from the assessment process of aspects or characteristics of the employee's work. While (Suwanto & Priansa, 2016) explained job satisfaction is the way a person or individual feels the work he does, which is shown from the attitude of the individual in various aspects contained in his work. Job satisfaction is an interesting and quite important issue, because it has great benefits for the interests of individuals, industry and society (Soetrisno, 2016). Job satisfaction can be measured through cognitive (evaluative), affective (emotional), and behavioral components. The researchers also noted that the size of job satisfaction varies depending on the extent to which they measure feelings about work (affective job satisfaction) or cognition about work (cognitive job satisfaction).

An indicator that is often used in measuring employee job satisfaction according to (Robbins & Judge, 2014), namely: 1) Having a response at work; 2) Having satisfaction in getting salary / wages; 3) Have opportunities in education for promotion; 4) Having satisfaction in solving problems for supervisors / direct supervisors; 5) Having comfort with the environment.

**Intrinsic Motivation**

(Daft & Marcic, 2008) explained theories about motivation related to needs (Maslow’s hierarchy of need models). According to him, humans have the motivation to behave or do an activity because of the various needs of life. (Burton, 2012) mentioned humans will be motivated to meet whatever needs are most powerful for them at any given moment. The strength of a need depends on the current situation and individual experiences ranging from the most basic physical needs that must be met to the satisfaction of higher level needs. In this achievement, we need highly motivated human resources.

(Greenberg & Baron, 2007) in (Wibowo, 2015) expressed motivation is a series of processes that are able to arouse, direct and maintain human behavior towards achieving goals. According to (Herzberg, 2003), There are two types of factors that can encourage individuals to try to achieve satisfaction and distance themselves from dissatisfaction, namely factors in the form of hygiene (extrinsic factors) and motivator factors (intrinsic factors). Intrinsic motivation is factors such as interest, or curriculum. (Suwanto & Priansa, 2016) stated intrinsic motivation is
a condition that is really needed by all people who come from within him. The main use of intrinsic motivation is to create a passion for work, so that work productivity can increase. Through intrinsic motivation it will increasingly make employees aware of the responsibilities in their work better and be motivated to the spirit of completing their work properly.

Indicators commonly used to measure intrinsic motivation according to (Herzberg, 2003) are as follows: 1) Has responsibilities that are felt and given to an employee; 2) Has the possibility that employees can advance in their work; 3) Employees have recognition of getting work performance, in achieving high performance; 4) The size of the challenges felt by employees of their work; 5) Having the possibility of employees getting work performance, achieving high performance.

**Competence**

Competence can be interpreted as an ability in carrying out or doing a job or task, which is based on skills and also knowledge and is supported by the work attitude required at the job. In the scope of human resource management, the term competence refers to the characteristic attributes of a person that makes him successful in his work. According to (Soetrisno, 2009) Competence is explained as the abilities and characteristics possessed by an individual or a civil servant in the form of knowledge, attitudes or behaviors required in his duties and positions. The types of competencies can be divided into two competencies, namely Individual Competence and Job Competency (Moeheriono, 2012).

Indicators are often used in measuring Competence according to (Soetrisno, 2009) namely: 1) Encouragement of economic needs; 2) Encouragement of social needs; 3) Impulse psychological needs; 4) Character, Nature; 5) Appearance, Behavioral language Speech; 6) Knowledge of work procedures; 7) Knowledge of technical work; 8) Administrative Skills; 9) Managerial Skills; 10) Technical Skills; and, 11) Social Skills.

**Research Paradigm**

Based on the discussion of the problem and research literature, the researchers formulate the paradigm and research hypothesis as follows.
Figure 1. Framework for Thinking

H1: Intrinsic motivation influences job satisfaction significantly on PNS Itjenad.
H2: Competence influences job satisfaction significantly in PNS Itjenad.
H3: Intrinsic motivation significantly influences the performance of PNS Itjenad.
H4: Competence influences the performance of PNS significantly on Itjenad PNS.
H5: Job satisfaction influences the performance of PNS significantly on PNS Itjenad.
H6: Intrinsic motivation indirectly influences the performance of PNS through job satisfaction on PNS Itjenad.
H7: Competence influences indirectly the performance of PNS through job satisfaction on PNS Itjenad.

3. Research Method

This research was conducted at the Inspectorate General of the Indonesian Army (Itjenad). While the variables of this study are intrinsic motivation, competence, civil servant (PNS) performance, and job satisfaction as moderating variables. The sample of this study was all PNS in the Itjenad (PNS-Itjenad). (Arikunto, 2014) explained that the greater the number of sample or close to the population, the chance of errors that occur in generalizing will be increasingly smaller, and vice versa. Based on the concept mentioned above, the population in this study is the entire civil servant in Itjenad as many as 115 people.

Data collection was conducted by using interviews (interviews), questionnaires (questionnaire), and observation. The list of questions were asked and assessed using a Likert scale. Data were analyzed using Structural Equation Modeling (SEM) technique. The SEM model is a collection of statistical techniques that allow simultaneous testing of relatively complex relationship chains (Hair, Hult, Ringle, & Sarstedt, 2016). SEM is able to enter latent variables into the analysis. Before testing the hypothesis, confirmatory factor analysis (CFA) was used. CFA in SEM needs to be carried out to ensure that the indicators are fit or not (Silva & Alwi, 2008). To test mediation variable, this study uses the Sobel test.

In this study, researchers build constructs for each variable studied based on previous theories, and the binding conditions for the measurement of organizational performance under study, namely:

1. Intrinsic motivation with measurement indicators: 1) Responsibility; 2) Progress; 3) Recognition; 4) The work itself; and, 5) Achievement.
2. Competence with measurement indicators: 1) Motives; 2) Traits; 3) Self-Concept; 4) Knowledge; and, 5) Skills.
3. Job satisfaction with measurement indicators 1) The work itself; 2) Salary / wages; (3) promotion / education; 4) supervision; 5) coworkers.
4. Performance with measurement indicators: 1) Quality of work; 2) Quantity of work; 3) Timeliness; 4) Ability; and 5) Communication.

4. Results and Discussion

Analysis of the structural model that explains the effect test between variables is presented in the following path diagram:
The results of testing by Amos on the full model for testing hypotheses after going through the fulfillment of SEM assumptions, are more clearly found in the following table:

Table 1. Hypothesis Testing Results.

<table>
<thead>
<tr>
<th>Pathway</th>
<th>Original Sample</th>
<th>Sample Mean</th>
<th>Standard Deviation</th>
<th>T Statistik</th>
<th>P value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Intrinsic motivation -&gt;</td>
<td>0.403</td>
<td>0.388</td>
<td>0.145</td>
<td>2.785</td>
<td>0.006</td>
</tr>
<tr>
<td>Competence -&gt; satisfaction</td>
<td>0.425</td>
<td>0.438</td>
<td>0.172</td>
<td>2.464</td>
<td>0.014</td>
</tr>
<tr>
<td>Satisfaction -&gt; performance</td>
<td>0.582</td>
<td>0.583</td>
<td>0.165</td>
<td>3.523</td>
<td>0.000</td>
</tr>
<tr>
<td>Intrinsic motivation -&gt;</td>
<td>0.259</td>
<td>0.227</td>
<td>0.106</td>
<td>2.458</td>
<td>0.014</td>
</tr>
<tr>
<td>Competence -&gt; performance</td>
<td>0.124</td>
<td>0.148</td>
<td>0.153</td>
<td>0.812</td>
<td>0.417</td>
</tr>
</tbody>
</table>

Source: Data PLS 3.0 (2019)

Based on the results in table 1, the analysis can be explained as follows:

1. H1: The p value on the influence of intrinsic motivation variables on satisfaction is 0.006 with a statistical T of 2.785 and the original sample has a positive sign. Because the significance value obtained <0.05 and the statistical T value> 1.96, it indicates that Ho is rejected and it can be stated that the Intrinsic Motivation variable affects Satisfaction positively and significantly. This revealed the higher intrinsic motivation towards civil
servants, the higher the job satisfaction of employees, and vice versa. Good intrinsic motivation will have an impact on the achievement of civil servant performance targets in Itjenad, while declining motivation will be an obstacle and slow down the process of achieving the goals of the Itjenad. The test result also shows the Intrinsic Motivation variable has a positive and significant effect on the variable Job satisfaction. The higher the intrinsic motivation, the higher the job satisfaction. This reveals the intrinsic motivation of the Inspectorate General Civil servants is a factor that can cause an increase or decrease in the level of job satisfaction.

2. H2: The p value of the influence of the competency variable on satisfaction is 0.014 with a statistical T value of 2.464, and the original sample has a positive sign. Because of the significance value obtained <0.05 and the statistical T value > 1.96, it indicates that Ho is rejected and it can be revealed that the Competency variable influences job satisfaction positively and significantly. This means that the higher the competence of civil servants, the higher job satisfaction of civil servants, and vice versa. The higher the competence, the higher job satisfaction. Vice versa. It also illustrates that the competency of Itjenad civil servants is a factor that can cause an increase or decrease in the level of job satisfaction.

3. H3: The p value of the effect of satisfaction variable on performance is equal to 0.000 with a statistical T value of 3.523 and the original sample has a positive sign. Because the significant value obtained <0.05 and T statistic > 1.96, then Ho is rejected and can be explained that the Satisfaction variable influences performance positively and significantly. This result means that the higher PNS job satisfaction, the higher the PNS performance, and vice versa. The higher the motivation for Intrisnik, the higher the performance of civil servants in the Itjenad. This also indicates that the Intrinsic Motivation of Civil Servants in Itjenad is a factor that can cause an increase or decrease in work productivity.

4. H4: The p value on the influence of intrinsic motivation variables on performance is 0.014 with a statistical T value of 2.458 and the original sample has a positive sign. Because the significant value obtained <0.05 and the statistical T value > 1.96, it indicates that Ho is rejected and it is concluded that the intrinsic motivation variable influences performance positively and significantly. This means that the higher intrinsic motivation towards civil servants, the higher the performance, and vice versa. The test result also shows competency variable does not significantly influence performance. This means that the level of competency of an employee has not been able to be a benchmark of the level of performance of the civil servant.

5. H5: The p value related to the effect of the competency variable on performance is 0.4170 with a statistical T value of 0.812 and the original sample has a positive sign. Because the significant value obtained > 0.05 and the statistical T value < 1.96, it indicates that Ho is accepted and it is revealed that the Competency variable has no significant effect on performance. This means that the level of competency of an employee has not been able to be a benchmark of the level of performance of the civil servant. The test result also shows that job satisfaction variables affect the performance of civil servants positively and significantly. The higher job satisfaction, the higher the performance of civil servants. The same thing happened the other way around. These results explain that job satisfaction of civil servants in Itjenad is a factor that can cause an increase or decrease in PNS performance figures.

After proving the direct influence hypothesis, the following results of the indirect influence analysis are presented as follows:
Table 2. Test for Indirect Effects

<table>
<thead>
<tr>
<th>Pathway</th>
<th>Original Sample</th>
<th>Sample Mean</th>
<th>Standard Deviation</th>
<th>T Statistik</th>
<th>P value</th>
</tr>
</thead>
<tbody>
<tr>
<td>competence -&gt; performance (through satisfaction)</td>
<td>0.247</td>
<td>0.246</td>
<td>0.107</td>
<td>2.314</td>
<td>0.021</td>
</tr>
<tr>
<td>intrinsic motivation -&gt; performance (through satisfaction)</td>
<td>0.235</td>
<td>0.236</td>
<td>0.123</td>
<td>3.914</td>
<td>0.016</td>
</tr>
</tbody>
</table>

Source: Primary Data, 2019 (processed)

Based on the test results of the indirect effect of motivation and competence variables through the satisfaction variable in the table above obtained the following results:

1. H6: The significant value of the indirect effect of the Intrinsic Motivation variable on Performance through Satisfaction is 0.016 with a statistical T of 3.914, because the significance value obtained <0.05 and the statistical T> 1.96, then indicates Ho is rejected and concluded that indirectly, job satisfaction is able to mediate the effect of intrinsic motivation on performance. This means that the higher intrinsic motivation received by civil servants, the higher employee job satisfaction will further improve performance. The test results indicate that the variable Intrinsic Motivation through job satisfaction affects the performance of civil servants. From the analysis model that involves mediating factors, this study embraces full mediation in which the independent variables cannot significantly influence the dependent variables without passing through mediator variables. That is because the size of the performance figures of civil servants can be determined by the Intrinsic Motivation of employees in civil servants in Itjenad if it gives an impact first on job satisfaction.

2. H7: The significant value of the indirect effect between the Competency variables on Performance through Satisfaction is 0.021 with a statistical T of 2.314, because the significance value obtained <0.05 and the statistical T> 1.96, then indicates Ho is rejected and concluded that indirectly, job satisfaction is able to mediate the effect of competence on performance. This means that the higher the competency of the Itjenad PNS will increase the job satisfaction of the Itjenad PNS which will further improve the performance of the PNS. The results showed that the variable Competence through job satisfaction affects the performance of civil servants. From the analysis model that involves mediating factors, this study embraces full mediation where the independent variables are not able to significantly influence the dependent variables without going through mediator variable. That is because the size of the performance of PNS can be determined by the competence of employees in PNS in Itjenad if it gives an impact first on job satisfaction.

5. Conclusions

The result finds that Intrinsic Motivation influences job satisfaction positively and significantly, Competence influences PNS Satisfaction positively and significantly, Satisfaction influences Performance positively and significantly, Intrinsic Motivation influences PNS Performance positively and significantly, Competence does not significantly influence PNS
Performance variables, Motivation influences the Performance of PNS through Job Satisfaction, and Competence influences the Performance of PNS through Job Satisfaction. These findings contribute to the renewal of the theory of causality and are useful as a basis for the development of advanced research models. The novelty of the research lies in the combination of models of influence between variables from previous studies, and with new objects. The limitation of the study lies in the number of variables.

This research is also useful for practitioners, especially the object of research. Several research implications can be mapped. To improve the performance of the PNS, the Itjenad applies appropriate rewards and punishments based on the scale / workload prevailing within the Itjenad, so that the Itjenad in carrying out its work to the maximum and on time. The leadership of the Itjenad unit and related staff in the field of civil servant career development are also encouraged to review career paths and develop key performance standards or indicators of performance appraisal that are clear and measurable in determining promotions for PNS and their competency programs in increasing knowledge and skills to support the implementation of duties in the field of work of each work unit through training, courses and upgrading or the like in accordance with the field of work in the Itjenad work unit.

Related to the fulfillment of facilities for Personnel to re-record any facilities that are suitable for use and not suitable for use in accordance with predetermined rules so that they can be given to TNI / PNS personnel in supporting their main tasks and responsibilities in the work unit, because the principle is that potential dissatisfaction must be minimized even eliminated, in order to achieve Work Performance on the performance of the Itjenad. Providing opportunities for civil servants who have sufficient work period, educational background that meet the requirements and consider other factors and not only based on PNS / Military criteria but based on positions held to obtain promotion of positions in the environment at the Itjenad. There needs to be improved synergy between sectors and between implementing units as well as improvements and effective implementation in the field to make a study on improving the education or skills of PNS personnel so that performance can be set by the Itjenad in line with the right target.

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