

Influence of Competence and Motivation, on Job Satisfaction and Employee Performance at Makassar Bhayangkara Hospital

A.Darni Jaya¹, Mansyur Ramly², Bahar Sinring³, St. Sukmawati⁴
^{1,2,3,4}(Universitas Muslim Indonesia)

Abstract: The purpose of this study is to analyze and determine the effect of competence on performance through job satisfaction and to determine the effect of motivation on performance through employee job satisfaction at Bhayangkara Makassar Hospital. Respondents in this study were 300 employees and the method of analysis used to determine the effect of variables is a structural model with the Partial Least Square (PLS) approach. The results showed that competence had an indirect effect on performance through employee job satisfaction of 11.2% and motivation had an indirect effect on performance through employee job satisfaction of 26.4%. There is a need to increase competence in terms of knowledge, ability and skills to be able to improve quality services that are of a national standard and to provide fair and just remuneration in accordance with the work performed. So that it will increase employee commitment and motivation.

Key Word: Competence, motivation, job satisfaction and performance

Date of Submission: 02-07-2020

Date of Acceptance: 18-07-2020

I. Introduction

A. Background

Health is one of the basic needs of the community, so health is a right for every citizen protected by the Basic Law. Each State recognizes that health is a big capital to prosper. Health development must be seen as a long-term investment in relation to supporting the improvement of the quality of human resources and economic development, and has an important role in poverty reduction efforts.

One of the spearheads of health services in Indonesia is the Hospital. Public hospitals are health facilities that provide health services in all fields and types of diseases which have a very important role in improving the degree of optimal public health. But in reality, there are still patients who feel dissatisfied with the service so that they submit complaints or complaints to the hospital. Patient complaints are a form of communication that contains information about the discrepancies felt by the patient against the hospital. However, this hospital still cannot be separated from the complaints of the patients. Based on the results of interviews conducted by the author that there are still many complaints from patients to the hospital. Complaints or complaints can be in the form of unsatisfactory service aspects, late handling, and others. From the problems that occur it can be seen that employees (doctors and nurses) have not been able to carry out their duties properly.

Here we present data on the percentage of employee performance at Bhayangkara Makassar Hospital in 2018 and 2019:

Table 1. Number of Percentage of Employee Performance at the Hospital
Makassar Bhayangkara in 2018 and 2019

Year	Percentage of Employee Performance		information
	Target	Realization	
2018	100%	74%	Target Not achieved
2019	100%	60%	Target Not achieved

The table reinforces Hendrawan's statement that the quality of service of Bhayangkara Hospital employees continues to decline which indicates poor employee performance. This is evidenced by the decreasing number of percentages of employee performance from year to year which means the greater the gap between the target and the realization. Then based on the results of the pre-survey through interviews with several hospital employees conducted randomly, it is known that one of the causes of the decline in employee performance is the dissatisfaction of the employees.

The existence of dissatisfaction from employees at work will bring adverse consequences both for the company and for the employees themselves, especially to the patients, considering that the hospital is one of the companies engaged in the field of public service. Robbins (1996) defines job satisfaction as an individual's

general attitude towards his work wherein in that job a person is required to interact with coworkers and superiors, follow organizational rules and policies, meet performance standards.

In addition to job satisfaction factors, the declining performance of Bhayangkara hospital employees is dominated by the lack of competency of employees and even there is a mismatch between employee competencies and their work fields. Managing human resources based on competence is believed to be more able to guarantee success in achieving goals. Most companies use competency as a basis for choosing people, managing performance, training and development and providing compensation. The recruitment and selection process is directed to look for people who are close to their competencies, as well as for employee performance and career development.

According to Boulter, Dalziel and Hill in Sutrisno (2009), competence is a basic characteristic of a person that enables him to provide superior performance in certain jobs, roles or situations. Competence is often associated with work results achieved by an employee. In other words, an employee will produce optimal performance if he has competencies that are appropriate to his job. Another problem related to employee satisfaction is the inability of management to provide proper motivation to employees. Motivation is an encouragement that moves employees so they can improve their performance so they can realize and achieve the goals set by the company. Motivation is very important for employees because motivation is the thing that causes, distributes, and supports human behavior so that they want to work actively and enthusiastically to achieve optimal results (Malayu S.P. Hasibuan, 2009).

There is a strong relationship between motivational needs, actions or behaviors, goals and satisfaction, because every change is always thanks to motivational encouragement. Motivation arises because there is a need and therefore the action is directed towards achieving certain goals. If the goal has been achieved, satisfaction will be achieved and tends to be repeated again, so that it is stronger and more stable. According to Gibson (2000) motivation is a force that drives an employee to cause and direct behavior. Being in the opinion of Hamalik (1993) "motivation is a change in energy in (personal) someone who is characterized by the emergence of feelings and reactions to achieve goals".

Therefore motivation is an encouragement that can be sourced from within itself in the form of self-awareness to work better or provide the best for the organization.

II. Literature Review

A. Competence

Spencer and Spencer in Sutrisno (2009) suggested that competence is an underlying characteristic of an individual that is connected with the results obtained in a job. According to Boulter, Dalziel and Hill in Sutrisno (2009), competence is a basic characteristic of a person that enables him to provide superior performance in certain jobs, roles or situations. George Klemp in Edison, et al (2016), said that competence is an underlying characteristic of someone who produces effective work and / or superior performance. Meanwhile, according to Hellriegel, Jackson and Slocum (2005), competence is a combination of knowledge, skills, behavior and attitudes that contribute to personal effectiveness. George Klemp in Edison, et al (2016), said that competence is an underlying characteristic of someone who produces effective work or superior performance. Meanwhile, according to Hellriegel, Jackson and Slocum (2005), competence is a combination of knowledge, skills, behavior and attitudes that contribute to personal effectiveness.

Alwi (2008) argues that individual employee competencies must be able to support the implementation of organizational strategy and be able to support any changes made by management. According to Boulter et al. (in Rosidah, 2003), competence is a basic characteristic of a person that enables employees to produce superior performance in their work. Based on the description above, the meaning of competence contains a part of personality that is profound and inherent in someone with behavior that can be predicted in various circumstances and work assignments. Predictions of who is performing well and not well can be measured by the criteria or standards used. Some aspects contained in the concept of competence are as follows (Gordon in Sutrisno, 2010):

- a. Knowledge (knowledge), namely awareness in the cognitive field. For example an employee knows how to identify learning, and how to do good learning in accordance with the needs that exist in the company.
- b. Understanding (understanding), namely the depth of cognitive, and affective possessed by individuals. For example, an employee in carrying out learning must have a good understanding of the characteristics and working conditions effectively and efficiently.
- c. Value (value), is a standard of behavior that has been believed and psychologically united in a person. For example, the standard of behavior of employees in carrying out tasks (honesty, openness, democratic, etc.).
- d. Ability (skill), is something that is owned by individuals to carry out tasks or jobs that are charged to employees.

- e. Attitude (attitude), which is a feeling (happy-not happy, like-dislike) or a reaction to a stimulus that comes from outside. For example, the reaction to the economic crisis, the feeling of a salary increase.
- f. Interest (interest), is a tendency for someone to do an action. For example doing a work activity.

There are five types of competency characteristics, as follows:

1. Motive is something that is consistently thought out or desired by the person who caused the action.
2. Traits are physical characteristics and consistent responses to situations or information.
3. Self-concept is a person's attitude, values, or self-image.
4. Knowledge is information that is owned by people in a specific field.
5. Skills are the ability to do certain physical or mental tasks.

Mangkunegara, human resource competencies are competencies related to knowledge, skills, abilities and personality characteristics that directly affect its performance. This is in line with research from Yasin et al., 2019 that the competence of human capital is very influential on improving productivity and performance.

Human resource competencies according to Perrin's study results are:

1. Have computer skills (Executive Line)
2. Having broad knowledge about vision
3. Has the ability to anticipate the effects of change
4. Having the ability to provide education about human resources.

B. Motivation

Robbin (2002) suggests that motivation is the desire to do as a willingness to spend a high level of effort for organizational goals, which is conditioned by the ability of the effort to meet an individual's needs. According to Gibson (1995) motivation is a force that drives a person employee who raises and directs behavior. Being in the opinion of Hamalik (1993) "motivation is a change in energy in (personal) someone who is characterized by the emergence of feelings and reactions to achieve goals". Sarwoto (2000), put forward the notion of motivation as the process of giving work motives to employees so that they work sincerely for the achievement of organizational goals. Whereas Hasibuan (2005), means "motivation is the giving of a driving force that creates the excitement of one's work so that they want to cooperate, work effectively and be integrated with all their efforts to achieve satisfaction.

The existence of these conditions for employee satisfaction does not always motivate them. But his absence causes dissatisfaction for employees, because they need to maintain at least a level of 'no satisfaction', extrinsic conditions are called dissatisfaction, or hygiene factors. Intrinsic factors include: 1. Achievement, 2. Recognition, 3. Responsibility, 4. Progress, 5. The work itself, and 6. The possibility of developing. The opinion expressed by Abraham H. Maslow which states that humans are motivated to satisfy a number of needs inherent in every human being that tends to be innate. These needs consist of five types and are formed in a hierarchy in fulfillment (hierarchy of needs)

According to Hariandja, (2002), who said that there are three human needs, namely: a). The need for achievement (needs for achievement), namely the need for achievement which is a reflection of the drive for responsibility for problem solving. An employee who has a high need to participate tends to dare to take risks. The need for achievement is the need to do a better job than before, always desiring to achieve higher achievements. b). The need for power (needs for power), namely the need for power which is a reflection of the drive to achieve authority and to have the influence of others. c). The need for affiliation (needs for affiliation), that is, the need for social relations, which is an impetus for intimacy with others or being with other people, does not want to do something that harms others

C. Job Satisfaction

Job satisfaction is a positive attitude towards work in a person. Basically job satisfaction is an individual thing. Each individual will have a different level of satisfaction in accordance with the value system that applies to him. Usually people will feel satisfied with the work that is always or is being carried out, if what is done is considered to have met expectations, in accordance with the purpose of work.

Robbins (2007) defines job satisfaction as an individual's general attitude towards his work wherein in that job a person is required to interact with coworkers and superiors, follow organizational rules and policies, meet performance standards. Luthans (2012) states that job satisfaction has three dimensions. First, job satisfaction cannot be seen, but can only be suspected. Second, job satisfaction is usually determined by the extent to which work results meet or exceed someone's expectations.

According to Malthis (2006) job satisfaction is a positive emotional state from evaluating one's work experience. Job dissatisfaction arises when these expectations are not met (Malthis, 2006). Job satisfaction has many dimensions, in general it is satisfaction in the work itself, salary, recognition, the relationship between supervisors and workforce, and opportunities for advancement. Each dimension produces a feeling of overall

satisfaction with the work itself. There is no absolute standard level of satisfaction, because each individual employee has different satisfaction standards. Indicators of job satisfaction can be measured by discipline, work morale, and small labor turnover, so that employee job satisfaction is relatively good but conversely if discipline, work morale and labor turnover are large, employee job satisfaction at the company is considered to be less.

Robbins and Judge stated there are 21 factors related to job satisfaction, namely autonomy and freedom, career benefits, opportunities for advancement, career development opportunities, compensation / salary, communication between employees and management, work contribution to organizational goals, feeling of security in the work environment, flexibility to balance life and work issues, job security, job specific training, management recognition of employee turnover intentions, meaningful work, networking, opportunities to use abilities or expertise, organizational commitment to development, overall company culture, relationships among employees, relationships with employees direct supervisor, the job itself, diversity of work (Robbins & Judge, 2012).

In line with Kurniawaty's research (2019) that employee job satisfaction affects employee turnover intentions.

Whereas Yang, Feng-Hua, Cheng-Chieh Chang in A NurInsan, et.al., (2012) divided job satisfaction into five ways, namely:

- a. Job satisfaction;
- b. Satisfaction of salary;
- c. Satisfaction with promotion;
- d. Satisfaction with supervision; and
- e. Satisfaction with partners.

D. Performance

According to Rivai (2005), performance is the result of work that can be achieved by a person or group of people within an organization according to their respective authority and responsibilities in an effort to achieve organizational goals legally, does not violate the law, and does not conflict with morals and ethics. Performance management gets more attention when the organization has become more flexible and demands more focused activities. Performance management is the most important management because without the management of organizational performance is only a set of activities without goals.

Therefore Cushway (1996) states that performance management is a management process designed to be able to develop organizational goals and individual goals in such a way that both individual goals and organizational goals can be met. Bas and Avolio (1990) explain that in formal organizations, the performance of individual or group employees depends on their efforts and the direction and competence and motivation to show performance as expected to achieve goals based on their position in the system (Alimuddin, 2002). In measuring performance (Performance measurement) organizations should be able to determine what aspects are the topic of measurement. Sainul (2002) sets the components of performance measurement variables into three large groups, namely: (1) relating to the characteristics of the quality of employee work; (2) related to the quantity of employee work; and (3) relating to the ability to cooperate with other employees.

Employee performance refers to employee performance is measured based on standards or criteria set by the company. Management to achieve very high employee performance, especially to improve overall company performance. From the description above it can be concluded that the performance appraisal is an integral part of the appraisal process which includes: the application of specific performance goals, measurable, has a level of change, limited time, the direction and support of superiors. Employees together with their superiors can set goals and performance standards that must be achieved within a certain period of time. Improved performance of individual employees will in turn encourage the performance of overall human resources.

Conceptual Framework

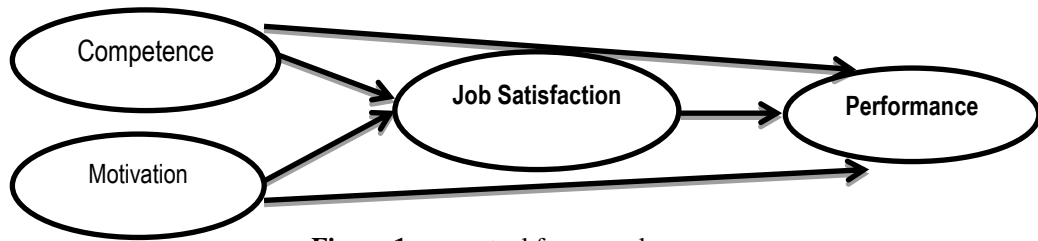


Figure 1.conceptual framework

III. Methodology

Research sites

This research was conducted at Bhayangkara Hospital Makassar

Population and Samples

the population in this study was 676 employees. Next to calculate the number of samples using probability sampling with a purposive random sampling method.

Tabel 1. Employee Qualifications

No.	Employee Qualifications	Number of employees	Number of Employees (Percentage)	Number of Samples
1.	Medical	72	11%	0.11 x 300 = 33
2.	Medics	447	66%	0.66 x 300 = 198
3.	Non medical	157	23%	0.23 x 300 = 69
Total number		676	100%	300

Source: HRD of Bhayangkara Hospital

Analysis Method

In this study data analysis using the Partial Least Square (PLS) approach. PLS is a Structural Equation Modeling (SEM) equation model based on components or variants. According to Ghozali (2006), PLS is an alternative approach that shifts from a covariant-based SEM approach to variant-based.

IV. Research Result

A. Measurement Model (Outer Model)

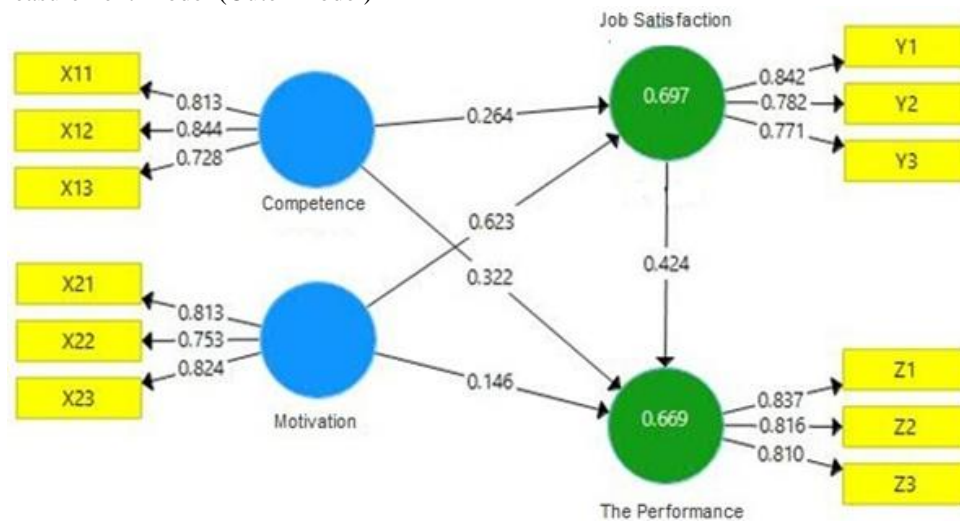


Figure 2. SEM-PLS Measurement Model (Outer Model)

The constructs of competence, motivation, job satisfaction and performance are analyzed by looking at the convergent validity and reliability of each indicator. The output in table 2 and figure 2 below shows the loading factor for the four constructs above 0.5 required, with a statistical T value above 1.96 (for a significance level of 0.05) this indicates that the construct has discriminant validity the good one.

Table 2. Outer Loadings (Mean, STDEV, T-Value)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STERR))
Education (X11)	0.813	0.812	0.019	42.076
Skills (X12)	0.844	0.845	0.014	59.115
Experience (X13)	0.728	0.728	0.030	24.352
Archievement (X21)	0.813	0.812	0.021	38.228
Recognition(X22)	0.753	0.755	0.030	25.362
Employment status (X23)	0.824	0.824	0.013	65.894
Job itself (Y1)	0.842	0.842	0.015	57.979
Promotion (Y2)	0.782	0.782	0.022	35.975
There is a sense of fairness (Y3)	0.771	0.769	0.025	30.474
Effectiveness (Z1)	0.837	0.837	0.019	43.329
Initiative (Z2)	0.816	0.817	0.020	41.438
Work Quality (Z3)	0.810	0.810	0.019	42.851

B. Testing the Structure Model (Inner Model)

Table3. R-Square dan Cronbachs Alpha

	AVE	AVE Root	Composite Reliability (CR)	R Square	Cronbachs Alpha (CA)
Competence	0.634	0.796	0.838		0.710
Motivation	0.636	0.797	0.839		0.716
Job Satisfaction	0.638	0.798	0.841	0.697	0.716
Performance	0.674	0.804	0.861	0.669	0.758

Discriminant reliability (AVE), Cronbach alpha (CA), and composite composites (CR) were measured. The criteria state that if discriminant reliability (AVE) is greater than 0.5, Cronbach alpha is greater than 0.6 and composite reliability is greater than 0.7, the construct is declared reliable. The reliability test shows (Table 3) that all latent constructs have AVE values greater than 0.5, CA values greater than 0.6, and CR values greater than 0.7. Based on the reliability criteria, all items can be declared reliable in measuring latent variables. R-square The measurement model for competence, motivation and job satisfaction on performance is 0.669 or 66.9%. which can be interpreted that the variable competence and motivation influence on performance through job satisfaction is 66.9%.

Table 4.Path Coefficients (Mean, STDEV, T-Values)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values
Competence → Job Satisfaction	0.264	0.267	0.046	5.763	0.000
Motivation → Job Satisfaction	0.623	0.621	0.041	15.211	0.000
Competence → Performance	0.322	0.321	0.050	6.397	0.005
Motivation → Performance	0.146	0.146	0.052	2.825	0.005
Job Satisfaction → Performance	0.424	0.425	0.053	7.928	0.000
Competence -> Job Satisfaction -> Performance	0.112	0.113	0.0024	4.735	0.000
Motivation -> Job Satisfaction -> Performance	0.264	0.264	0.039	6.844	0.000

The next test is to test the hypothesis and determine the significance of the influence of exogenous variables on endogenous variables, both direct and indirect pathways. SEM-PLS explains that the hypothesis measures significance by comparing the values of T-tables and T-statistics. If the T statistic is higher than the T-table value, then the hypothesis is accepted. The 95 percent confidence level (or 5%; <0.05) for the two-sided hypothesis is > 1.96. Tabel 4 menggambarkan bahwa semua hubungan variabel adalah signifikan, dan dari hasil analisis data ditemukan bahwa besarnya koefisien parameter antara competence terhadap performance melalui job satisfaction adalah 0,112 atau 11,2 % dan besarnya parameter motivation terhadap performance melalui job satisfaction adalah 0.264 atau 26.4%.

V. Discussion

1. Influence of competence on performance through job satisfaction

From the results of data analysis it was found that the relationship to these three variables was positive and significant. But the relationship value is only 11.2%, meaning that the influence of employee competence is considered to be lacking in improving performance. Employee competence must still be considered especially in education that leads to the provision of training and if necessary requires employees to conduct research according to their field of work. The need to improve skills so that ideas and creativity in carrying out their duties as employees and medical staff can be more skilled, accurate and careful because this is what many patients complain about Bhayangkara Hospital Makassar. This needs to be evaluated again by the hospital, where the hospital needs to create and increase high organizational commitment to the nurses and their staff.

2. The influence of motivation on performance through job satisfaction

From the results of the study found that the relationship of motivation to performance through job satisfaction is positive and significant at 26.4%. This value is greater than the relationship of the first hypothesis. This means that the employees at Bhayangkara Makassar Hospital in terms of motivation are still quite good in carrying out their duties. In terms of achievement, recognition and work status, Bhayangkara Makassar Hospital is very concerned about this, so it is natural that its employees and staff are still satisfied with the work system at Bhayangkara Hospital so that they are still motivated in their duties.

VI. Recommendations

1. Need to improve competence in terms of knowledge, abilities, and skills to be able to improve quality services that are of national standard in the city of Makassar. Besides needing to also pay attention to and increase nurse job satisfaction, by creating a comfortable work atmosphere, by providing the necessary work facilities and infrastructure, as well as appropriate and fair remuneration in accordance with the work performed. So that will increase the commitment of nurses.

2. Bhayangkara Hospital Makassar needs to provide and increase work motivation in accordance with what is expected by nurses will cause job satisfaction for nurses, so nurses who feel satisfaction in working will improve their performance.

References

- [1]. Alimuddin. 2002. Pengaruh Gaya Kepemimpinan terhadap Kinerja Pegawai Badan Pengawasan Daerah Kota Makassar. Yogyakarta: Universitas Gajah Mada.
- [2]. Alwi, Syafarudin. 2008. Manajemen Sumber Daya Manusia. Edisi kedua. Yogyakarta: BPFE Yogyakarta.
- [3]. Arifin, Zainul, 2002. Dasar-dasar Manajemen Bank Syariah. Bandung: Alva Beta,
- [4]. Bass, B. M dan Avolio, 1990, The Implications Of Transaksional and Transformational, Team and Organization Development, 4, P. 231-273
- [5]. Cushway, Barry. 1996. Human Resource Management. Jakarta: PT Elex Media Komputindo
- [6]. Edison, Emron., Yohny Anwar., dan Imas Komariyah. (2016). Manajemen Sumber Daya Manusia. Alfabeta. Bandung
- [7]. Gibson, et al, 1995. Organisasi dan Manajemen, Edisi ke empat, Jakarta : Erlangga,
- [8]. Gibson, James, L. 2000. *Organization, Behavior, Structure, Process*, edition 10. Boston. USA.
- [9]. Hamalik, Oemar . 1993. Media Pendidikan Cetakan ke Vi. Bandung : Citra Aditya
- [10]. Hariandja, Marihot T.E, 2002. Manajemen Sumber Daya Manusia. Jakarta: Grasindo
- [11]. Hasibuan, Malayu S.P. 2005. Manajemen Dasar, Pengertian, dan Masalah. Jakarta: PT Bumi Aksara
- [12]. Hellriegel dan Slocum. 2005. Organizational Behavior 13th edition. South-Western Cengage Learning: USA
- [13]. Luthans, Fred. 2012. Perilaku Organisasi. Yogyakarta: Penerbit Andi.
- [14]. Kurniawaty, K., Ramly, M., & Ramlawati, R. (2019). The effect of work environment, stress, and job satisfaction on employee turnover intention. *Management Science Letters*, 9(6), 877-886.
- [15]. Malayu S.P. Hasibuan. 2009. Manajemen Sumber Daya Manusia. Jakarta: Bumi Aksara.
- [16]. Mathis, R.L. & J.H. Jackson. 2006. Human Resource Management: Manajemen Sumber Daya Manusia. Terjemahan Dian Angelia. Jakarta: Salemba Empat.
- [17]. Rivai, Veithzal dan Sagala, E. J. 2005. Manajemen Sumber Daya Manusia untuk Perusahaan dari Teori ke Praktik. Jakarta : Penerbit Rajawali Pers.
- [18]. Robbins, S.P. 1996. *Organizational Behavior: Concepts, Controversies, and Application. Eight Edition. Engelwood Cliffs: Prentice-Hall.*
- [19]. Robbins, Stephen P. 2002. Perilaku Organisasi. Gramedia. Jakarta
- [20]. Rosidah. 2003. Manajemen Sumber Daya Manusia, Graha Ilmu : Yogyakarta
- [21]. Robbins, Stephen and Judge, Timothy A. 2007. Organizational Behaviour. 12nd edition. Upper Saddle River: New Jersey
- [22]. Robbins, P. Stephen dan Timothy A. Judge. 2012. Perilaku Organisasi. Salemba Empat. Jakarta
- [23]. Sarwoto, 2000, Dasar-Dasar Organisasi Management, Ghalia Indonesia, Jakarta
- [24]. Sutrisno, Edy. 2009. Manajemen Sumber Daya Manusia. Jakarta. Prenadamedia Group
- [25]. Yasin, N. A., Ridjal, S., & Jjufri, M. 2019. Human capital and entrepreneurship and their impact on the productivity of traditional craftsmen. *Revista ESPACIOS*, 40(04), 8-20.