

THE EFFECT OF WORK MOTIVATION, COMPETENCY, AND WORK CULTURE ON EMPLOYEE PERFORMANCE AND THE IMPACT ON ORGANIZATIONAL PERFORMANCE AT THE DIRECTORATE GENERAL OF AGRICULTURAL INFRASTRUCTURE AND FACILITIES

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Abstract: This research aims to determine the effect of work motivation, competence and work culture on employee performance and their impact on organizational performance at the Directorate General of Agricultural Infrastructure and Facilities. Data collection was carried out through filling out questionnaires by PSP Ministry of Agriculture employees from various work backgrounds. The analytical method used is quantitative with the Structural Equation Model (SEM) Path Path analysis approach. In analyzing the research data using descriptive statistical analysis framework and inferential statistics. The research population is the employees of the Directorate General of Agricultural Infrastructure and Facilities 300 people, while the sample is 110 people. The design of this research is a quantitative research of primary data by collecting data with a questionnaire. The results of the research revealed that work motivation, competence and work culture had a significant effect on the performance of the employees of the Directorate General of Agricultural Infrastructure and Facilities.

Keywords: *Work Motivation, Competence, Employee Performance. Directorate General of Agricultural Infrastructure and Facilities of RI.*

1. Introduction

Government human resources, including the Directorate General of Facilities and Infrastructure of the Ministry of the Republic of Indonesia, require reliable employees who have the knowledge, skills and attitudes as well as quality performance. the driving force for the implementation of the wheels of development and service to the community. The development of Civil Servants within the Government as part of human resource development cannot be separated from human resource development in general.

Mangkunegara (2013; 75) defines performance as the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with his responsibilities. The definition of performance in question is as a result of work in quality and quantity achieved by an employee in the organization or company where a person works.

The employees of the Directorate General of Infrastructure and Facilities, if properly nurtured, are expected to have high commitment, confidence and performance for the benefit of the organization so that they will further strengthen the achievement of organizational tasks and functions in carrying out their functions as development drivers.

Generally, everyone has a different level of need, ambition and sense of responsibility according to the level of knowledge/education, skills and other personal potentials, so that their behavior becomes different. Basically, no employee's nature and behavior are completely the same.

In an organization, performance is always placed as a fundamental element in seeking organizational development efforts, especially human resource development. Welfare for employees that we have received so far is not just an attitude of individual/personal acceptance, but is closely related to coaching within the organization, in other words that employee welfare is an effort to maintain and improve employee development which is always needed by an organizational/institution to improve employee performance and organizational performance. The performance of the employees of the Ministry of Agriculture is as follows:

Table 1
Employee Performance Achievements of the Ministry of Agriculture
2019

Recapitulation of employee performance achievements in 2019			
No	Month	Number of Employees	Average Performance Achievements
1	January	327	92.04
2	February	327	92.15
3	March	327	93.06
4	April	327	93.12
5	May	327	93.05
6	June	327	92.42
7	July	327	92.09
8	August	326	93.05
9	September	326	93.09
10	October	326	92.35
11	November	326	93.03
12	December	326	93.07
Amount			1112.52
Recapitulation of employee performance achievements in 2019			92.71

Source: Directorate General of Agricultural Infrastructure and Facilities RI

Employee performance describes a good attitude towards the job. Employees with high motivation are expected to expend all their abilities and energy to complete the work, so that they can produce optimal performance and contribute to the company. Research on the performance of employees of the Directorate General of Agricultural Infrastructure and Facilities is very important to research because good performance will produce services good for society.

2. Literature Review

Management is the process where we start to coordinate something to achieve a result. An important factor in management is how to achieve a goal, how to balance conflicting goals, with management we are able to make work effective and efficient.

Griffin describes Management as a process of planning, organizing, directing and controlling resources to achieve goals effectively and efficiently. Meanwhile, according to Stoner (2012; 8) Management is a process that includes planning, organizing, leadership, controlling, the efforts of organizational members and using all organizational resources to achieve the goals that have been set.

Another opinion stated by Hasibuan (2007: 9) also says that management is a science and art that regulates the process of utilizing human resources and other resources effectively to achieve certain goals. Another definition according to Robbins (2010; 7) states that management is a work activity that involves coordination and supervision of the work that can be completed effectively and efficiently. According to Handoko (2013:10) Management is working with people to determine, interrupt and achieve organizational goals by implementing the functions of planning, organizing preparation of personnel or staffing, direction and leadership (leading) and supervision.

According to Terry (2010:16) explains that management is a distinctive process consisting of planning, organizing, mobilizing and controlling actions to determine and achieve goals through the use of human resources and resources. From some of these definitions it can be concluded that in practice management is needed anywhere, in all spheres of work and life. To achieve goals in all organizations, it is necessary to have a management in managing their work in several kinds of organizations such as school organizations, sports associations, music groups, the military or corporate and government organizations.

Management is the science and art of managing the process of human resources and other resources effectively and efficiently which includes planning, organizing, directing and controlling to achieve the organizational goals that have been set. As a science, management is also universal and uses a systematic scientific framework that includes the correct principles and concepts in managerial situations.

Function of Management

The Function of Management was first introduced by a French industrialist named Fayol (in Juliansyah Noor: 2013; 39) at the beginning of the 20th century, when he mentioned 5 Function of Managements, namely designing, organizing, commanding, coordinating, and controlling. These have been summarized into four, namely:

- a. Planning or planning is to think about what will be done with the resources you have. Planning is done to determine the company's overall goals and the best way to meet those goals.
- b. Organizing is organizing with the aim of dividing a large activity into smaller activities.
- c. Directing is an action to ensure that all group members strive to achieve goals in accordance with managerial planning and organizational efforts.
- d. Evaluating or evaluating in the process of monitoring and controlling the company's performance to ensure that the company's operations are in accordance with the predetermined plan.

Elements of Management

To achieve the predetermined goals, tools are needed, tools are a requirement for an effort to achieve the predetermined results, and these tools are known as M, namely: Men, Money, Materials, Machine, Method and Market.

a. Men (Human resources)

In management, the human factor is the most decisive, humans make goals and humans also carry out the process to achieve goals. Without humans there is no work process, because basically humans are working creatures.

b. Money

Money is one element that cannot be ignored, money is a measuring tool and a means of measuring value, the size of the results of activities can be measured by the amount of money circulating in the company. Money is an important tool to achieve goals related to operational costs, labor salaries, and tools and infrastructure.

c. Material

Materials consist of semi-finished materials (raw materials) and finished materials, in the business world to achieve good goals, apart from humans who are experts in their fields; they must also be able to use materials/materials as a means, because material and human cannot be separated, without material will not occur the desired result.

d. Machines

In company activities, machines are indispensable, the use of machines will bring convenience or generate greater profits and create work efficiency

e. Methods

The work method is a good way to smooth the work. A method is determined based on considerations of targets, facilities, and time, costs and business activities. Good methods without the support of professionals the results will not be satisfactory.

f. Market

Marketing the product of an item is of course very important because if the goods produced do not sell, then the production process of goods will stop, meaning that the work process will not take place, therefore market control in the sense of spreading production is a decisive factor in the company.

Human Resource Management

Human resource management is one of the most important factors in an organization or company. Therefore, human resources must be managed properly to increase the effectiveness and efficiency of the organization, as one of the functions within the company known as human resource management. The definition of management comes from the English language management which means "to manage or manage". Meanwhile, human resource management has the meaning of a science that regulates or manages human resources to achieve certain goals. Human Resource Management as part of the field of management has a very important role in achieving organizational goals. Unlike other fields, HR management has a very complex range of issues.

a. Definition and Role of HRM

Some opinions of management experts regarding the notion of HRM include: Hasibuan (2001, 17) provides an understanding of management is the science and art of regulating the use of human resources and other resources effectively and efficiently to achieve certain goals. Mangkunegara (2001, 2) provides an understanding that human resource management can be defined as a management and utilization of existing resources in individuals (employees).

b. HR Main Duties

Some important issues in the HRM process involve attracting qualified workers, managing planning, recruitment and selection of workers, developing a quality

workforce, managing orientation, training and development as well as planning and developing employee careers, retaining a qualified workforce, managing, retaining and turnover, performance appraisal, compensation and benefits and labor and management relations.

Definition of Work Motivation

A manager must have the techniques to be able to maintain performance and job satisfaction, among others, by motivating subordinates to carry out their duties in accordance with applicable regulations. Motivation is the process of influencing or pushing from the outside on a person or work group so that they want to carry out something that is applied. Motivation or drive (driving force) is intended as a natural urge to satisfy and sustain life. According to Liang Gie, motivation is the work done by managers in providing inspiration, enthusiasm and encouragement to others, in this case employees to take certain actions. Giving this encouragement aims to activate people or employees so that they are enthusiastic and can achieve the results desired by these people. So work motivation is something that gives rise to encouragement or enthusiasm for work.

Competence

Sutrisno (2010:202) states that etymologically, competence is defined "as a behavioral dimension of expertise or excellence of a leader or staff that has good skills, knowledge, and behavior". Competence is a fundamental characteristic of a person that has a direct effect on, or can predict excellent performance (Sedarmayanti, 2007). In other words, competence is what outstanding performers do more often, in more situations, with better results than what policy raters do. From some of the definitions above, it can be concluded that competence is the basic expertise and skills as well as the experience of a person, staff or leader that can influence them in carrying out work or other tasks effectively and efficiently or in accordance with predetermined company standards.

Work Culture

A philosophy is based on a view of life as values that become traits, habits and also drivers that are cultivated in a group and are reflected in attitudes into behaviors, ideals, opinions, views and actions that manifest as work.

The definition of work culture is "the way we are doing here" or the attitudes and behavior of employees to carry out their duties. Therefore, each work process or function must have differences in work which can result in different values that are appropriate to be taken within the organizational framework (Sulakso, 2002).

Performance

The definition of performance according to Benardin and Russell (1998:239) is "the recording of outcomes produced in specific work functions or activities during a certain period of time". Understanding Performance according to Benardin and Russel (1998:239) the success or failure of the performance that has been achieved by an organization is influenced by the level of performance of employees both individually and in groups with the assumption that the better the performance, the better the organizational performance is expected.

Hypothesis

The hypothesis is put forward with the aim of directing and providing guidelines for the research to be carried out. The hypotheses in this research are:

H1: Work motivation has a direct positive effect on the performance of PSP employees Ministry of RI.

H1: Work motivation has a direct positive effect on the performance of the employees of the Directorate General of Agricultural Infrastructure and Facilities of the Republic of Indonesia.

H2: Competence directly has a positive effect on the Directorate General of Agricultural Infrastructure and Facilities of the Republic of Indonesia.

H3: Work culture has a direct positive effect on the performance of the Directorate General of Agricultural Infrastructure and Facilities of the Republic of Indonesia.

H4: Motivation directly has a positive effect on organizational performance of the Directorate General of Agricultural Infrastructure and Facilities of the Republic of Indonesia.

H5: Competence directly has a positive effect on organizational performance of the Directorate General of Agricultural Infrastructure and Facilities of the Republic of Indonesia.

H6: Work culture has a direct positive effect on organizational performance of the Directorate General of Agricultural Infrastructure and Facilities of the Republic of Indonesia.

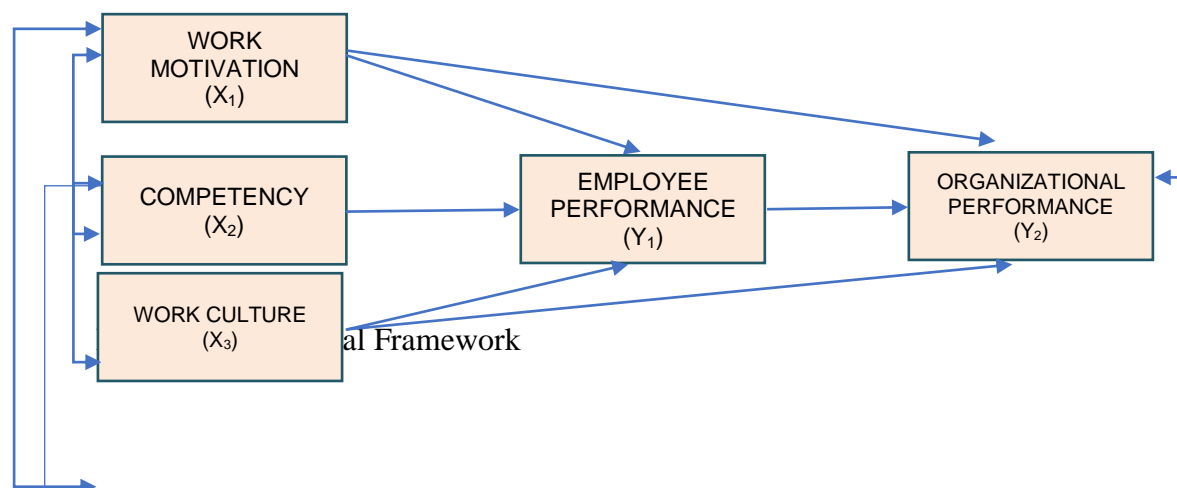
H7: Employee performance directly has a positive effect on organizational performance of the Directorate General of Agricultural Infrastructure and Facilities of the Republic of Indonesia.

H8: Work motivation indirectly has a positive effect through the performance of the employees of the Directorate General of Agricultural Infrastructure and Facilities of the Republic of Indonesia.

H9: Competence indirectly has a positive effect through the performance of the employees of the Directorate General of Agricultural Infrastructure and Facilities of the Republic of Indonesia.

H10: Work culture indirectly has a positive effect through the performance of the employees of the Directorate General of Agricultural Infrastructure and Facilities of the Republic of Indonesia.

Framework



3. Method

3.1 Research design

The design of this research is a quantitative research of primary data by collecting data with a questionnaire. Questionnaires were distributed to colleagues at the PSP of the Ministry of Agriculture of the Republic of Indonesia. This research was also supported by secondary data in the form of documents sourced from the Directorate General of PSP of the Ministry of Agriculture.

3.2 Population and Sampling Procedure

In this research, the sample size was adjusted to the analytical model used, namely structural equation modeling (SEM). The sample size for SEM that uses the maximum likelihood estimation model (MLE) is 100 - 200 samples (Ghozali, 2008). According to Loehlin (1998), the minimum sample size needed to reduce bias in all types of SEM estimates is 200. So in this research, the number of samples used is 110 employees out of 300 employees who have worked at the Directorate General of Agricultural Infrastructure and Facilities, Ministry of Agriculture. Indonesian Agriculture.

The sampling technique used in this research is to use probability sampling method. According to Sugiyono (2017:82) probability sampling is a sampling technique that provides equal opportunities for each element (member) of the population to be selected as a sample member. Probability sampling consists of simple random sampling, proportionated stratified random sampling, disproportionate stratified random and sampling area (cluster).

3.3 Analysis Methods, Analysis Tools and Measurement Process

The method used in this research is quantitative method. In analyzing research data using descriptive statistical analysis framework and inferential statistics. Descriptive statistical analysis is intended to obtain an overview of respondents' answers to the indicator items used to measure research variables and to determine the status of each indicator and variable category. This analysis was carried out using the index value technique (Augusty, 2006) to describe the respondents' perceptions of the questions asked.

3.4 Analysis Techniques

This research uses quantitative analysis techniques with Structural Equation Model (SEM) Path Path analysis approach. The inferential analysis technique used in this research is Structural Equation Modeling (SEM). The parameter estimation used is the maximum likelihood (ML), among others, with the consideration of being more efficient (Ghozali, 2014).

4. Discussion

Table 2
Recapitulation of Hypothesis Test Results

No	Hypothesis	Analysis Results	Descriptions	Rejected/ Accepted
1	Work motivation has a direct positive effect on employee performance	CR value = 2,021 0.043	Influential positively and Significantly	Accepted

2	Competence directly has a positive effect on employee performance	CR value = 5,039 0,001 (***)	Influential positively and Significantly	Accepted
3	Work culture directly has a positive effect on employee performance	CR value = 5,440 0,001 (***)	Influential positively and Significantly	Accepted
4	Motivation directly has a positive effect on organizational performance	CR value = 3,355 0,001 (***)	Influential positively and Significantly	Accepted
5	Competence directly has a positive effect on organizational performance	CR value = 3,446 0,001 (***)	Influential positively and Significantly	Accepted
6	Work culture directly has a positive effect on organizational performance	CR value = 5,239 0,001 (***)	Influential positively and Significantly	Accepted
7	Employee performance directly has a positive effect on organizational performance	CR value = 4.717 0,001 (***)	Influential positively and Significantly	Accepted
8	Work motivation indirectly has a positive effect through employee performance on organizational performance	t _{count} value = 6,54 (> 1, 65)	Influential positively and Significantly	Accepted
9	Competence indirectly has a positive effect through employee performance on organizational performance	t _{count} value = 2,59 (> 1, 65)	Influential positively and Significantly	Accepted
10	Work culture indirectly has a positive effect through employee performance, employee performance on organizational performance	t _{count} value = 9,55 (> 1, 65)	Influential positively and Significantly	Accepted

Source: Data processed, 2021

After conducting research that tested the ten hypotheses proposed in the previous discussion, the conclusions of the research on the ten hypotheses are as follows:

- a. Work motivation has a direct positive effect on employee performance.
The right and correct work motivation will have a positive impact on employee performance, because an employee who has high motivation will be able to carry out tasks effectively and efficiently so that they have good performance.
- b. Competence directly has a positive effect on employee performance.
Employees at the Directorate General of PSP of the Ministry of Agriculture who have good skills, knowledge and abilities will be able to work well, contribute to the institution well and can also master the field of work well.
- c. Work culture directly has a positive effect on employee performance.
With a strong work culture will cause adjustments (goals) between groups or employees in the organization so that it affects performance because it can provide extraordinary motivation for employees.
- d. Motivation directly has a positive effect on organizational performance.
Motivation and performance possessed by employees have a very close relationship in directing the organization in a predetermined direction.
- e. Competence directly has a positive effect on organizational performance.
Competencies consisting of technical abilities, skills in analyzing and making decisions, communication skills, the ability to work independently and in groups to leadership and managerial aspects, then through a certain competence an employee will work better and with quality.
- f. Work culture has a direct positive effect on organizational performance.
The work culture at the Directorate General of PSP of the Ministry of Agriculture can encourage them to be innovative in taking the risks they face, namely by contributing ideas in meetings, daring to accept challenges for new assignments and always being punctual in carrying out tasks and coming to the office on time. .
- g. Employee performance directly has a positive effect on organizational performance.
That the performance of employees will affect the performance of the organization. Due to efforts to improve organizational performance, it is necessary to have qualified employees at the Directorate General of PSP of the Ministry of Agriculture.
- h. Work motivation indirectly has a positive effect through employee performance on organizational performance.
The motivation of employees of the Directorate General of PSP of the Ministry of Agriculture in working can be in the form of intensity; high sincerity and perseverance in carrying out tasks so that it has an impact on organizational performance.
- i. Competence indirectly has a positive effect through employee performance on organizational performance.
The abilities and skills in accordance with the expertise possessed and able to interact using interpersonal skills with other parties in the field of work result in good employee performance at the Directorate General of PSP of the Ministry of Agriculture so that it will have an impact on organizational performance.
- j. Work culture indirectly has a positive effect through employee performance, employee performance on organizational performance.
Discipline, mutual respect and good cooperation according to the level of perception of respondents in this study indicate that the work culture is formed.

5. Conclusion

Based on the results of this research, it is concluded that there are variables that directly affect the performance of employees of the Directorate General of Agricultural Facilities and Infrastructure (PSP), Ministry of Agriculture, Republic of Indonesia.

Work motivation is a psychological factor that arises from within every PSP employee of the Indonesian Ministry of Agriculture. Employees who have high motivation have an impact on good performance. In general, it can be seen that every task carried out can be completed properly and responsibly.

Another factor is competence, where PSP employees who receive formal and informal education, are proven in their duties to have high performance. Education is meant to be a university graduate in S-2 and S-3, seminars and scientific discussions, as well as technical guidance related to operations or technical education.

Work culture is the following variable that affects the performance of the Ministry of Agriculture PSP employees. This work culture forms cohesiveness in groups so that each individual learns and increases his ability to work and solve problems in tasks and operations. A good work culture affects the performance of the Ministry of Agriculture's PSP employees.

Similarly, other variables that directly have a positive effect on organizational performance, competencies include technical abilities, analytical skills, and the ability to solve problems and make decisions, communication skills, the ability to work independently and in groups. Furthermore, managerial capabilities that improve the performance of PSP employees are better. Meanwhile, employee performance directly has a positive effect on organizational performance.

Work motivation indirectly has a positive effect through employee performance on organizational performance. The motivation of employees of the Directorate General of PSP of the Ministry of Agriculture includes intensity; high earnestness and perseverance. Competence indirectly has a positive effect through employee performance on organizational performance. Competence includes skills, expertise, ability to interact in the field of work. While work culture indirectly has a positive effect through employee performance, employee performance on organizational performance.

Researchers realize there are limitations in this study. According to the theory of human resource development, there are other intervening variables that affect organizational performance, such as leadership style, rewards and punishments (reward and punishment), as well as other variables that may be found according to scientific developments. This research can answer comprehensively the complex problem of human resource development. In addition, researchers hope to develop independent research in the future, as well as implement it through proposals in the PSP environment of the Ministry of Agriculture of the Republic of Indonesia.

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