

ANALYSIS OF THE EFFECT OF EMPLOYEE COMPETENCY AND WORK CULTURE ON EMPLOYEE PERFORMANCE THROUGH WORK MOTIVATION AS INTERVENING VARIABLE

Dwi Ratno Nurfadilah¹
Sumadi²
Ni Nyoman Putu Martini³

Muhammadiyah University of Jember, Jember, 68121, Indonesia^{1,2,3}

Received : 2022/04/04

Revised : 2022/04/29

Accepted : 2022/06/14

Corresponding author:

Name: Dwi Ratno Nurfadilah

E-mail: dwi.ratu82@gmail.com

ABSTRACT

The purpose of this study was to determine directly or indirectly the effect of employee competence and work culture on employee performance through work motivation as an intervening variable at the Bondowoso District Office. The number of samples in this study were 132 respondents. The analysis technique used is the Structural Equation Model (SEM) using WarpPLS 5.0. The results of data analysis show that the employee competence variable has a significant effect on work motivation, work culture has a significant effect on work motivation, employee competence has a significant effect on employee performance, work culture has a significant effect on employee performance, work motivation has a significant effect on employee performance,

Keywords: Employee Competence, Work Culture, Work Motivation and Employee Performance.

INTRODUCTION

The success of an organization / government agency in achieving optimal targets is much influenced by the ability of reliable human resources and the ability to manage resources well. Human resource management can be defined as a management and utilization of existing resources in individuals (employees). According to Mangkunegara (2013) human resource management is a planning, organizing, coordinating, implementing, and supervising the procurement, development, provision of remuneration, integration, and separation of workers in order to achieve organizational goals.

Furthermore, Siagian (2013) argues that human resource management is an ongoing procedure that aims to supply an organization or company with the right people to be placed in the right positions and positions when the organization needs them. The opinion of Hasibuan (2011), states that human resource management is the science and art of regulating the relationship and the role of the workforce to be effective and efficient in helping the realization of the goals of the company, employees, and society.

The role of competent workforce or employees is a driving factor for achieving the goals of an institution/organization. Good human resources can also improve the quality of work, this is indicated by the capabilities possessed. The definition and meaning of competence according to Moehariono, (2012) are the characteristics that underlie a person related to the effectiveness of individual performance in his work or the basic characteristics of individuals who have a causal relationship or as a cause-effect with criteria that are used as a reference for effective or excellent or superior performance at work or in certain situations. Rosidah, (2013) explains that competence is a basic characteristic of a person that allows employees to issue superior performance in their work. Mulyadi (2013) said that competence indicates the achievement and maintenance of a level of understanding and knowledge that allows a member to provide services with ease and ingenuity. Sutrisno (2012) that: "competency refers to an individual's knowledge, skill, ability or personality characteristics that directly influence job performance". That is, competence contains aspects of knowledge, skills, (expertise) and abilities or personality characteristics that affect performance. According to Rosidah, (2013) competency levels are as follows: Skill, Knowledge, Self-concept, Self Image, Trait and Motive. That is, competence contains aspects of knowledge, skills, (expertise) and abilities or personality characteristics that affect performance. According to Rosidah, (2013) competency levels are as follows: Skill, Knowledge, Self-concept, Self Image, Trait and Motive. That is, competence contains aspects of knowledge, skills, (expertise) and abilities or personality characteristics that affect performance. According to Rosidah, (2013) competency levels are as follows: Skill, Knowledge, Self-concept, Self Image, Trait and Motive.

Draft *competence* has a narrow meaning, namely the work area that supports an employee to be competent. The work area is composed of many factors including the work environment, workload and work culture. According to Rivai (2013), culture has a role in setting boundaries, meaning that culture creates clear differences between one organization and another; Culture provides an identity for the organization; culture facilitates the emergence of commitments that are broader than individual interests; the culture reminds the stability of the social system; and Culture as a meaning-making and control mechanism that guides and shapes employee attitudes and behavior. Attitudes and behavior of employees that arise in the work culture, can be in the form of positive or negative behavior. Positive behavior includes enthusiasm for work, good motivation and commitment to the institution and its responsibilities.

According to Hasibuan (2015), motivation comes from the Latin word *movere* which means encouragement or the provision of a driving force that creates one's work enthusiasm so that someone wants to work together, work effectively, and be integrated with all his efforts to achieve satisfaction. Furthermore, Hasibuan (2015) asserts that work motivation is a condition or energy that moves employees who are directed or focused on achieving the company's organizational goals. The mental attitude of employees who are pro and positive towards the work situation is what strengthens their work motivation to achieve maximum performance.

Performance is defined as the willingness of a person or group of people to carry out an activity, and perfect it according to their responsibilities with the expected results (Rivai, 2013). In

line with Rivai's opinion, Wibowo (2014) states that performance can be viewed as both a process and a result of work. Performance is a process of how work takes place to achieve work results. However, the results of the work itself also show performance.

One of the factors that can improve employee performance is the work motivation variable. Hasibuan (2015) argues that work motivation is a condition or energy that moves employees to be directed or aimed at achieving the company's organizational goals. This opinion is supported by research results Sujati (2017) which states that motivation has a significant influence both directly and indirectly through competence on the performance of the employees of the Satellite Technology Center - National Aeronautics and Space Institute. Several research results that support Hasibuan's opinion state that there is a significant influence between motivation on performance (Murgianto, et al 2016; Ismawati 2016; Kadarisman 2011; Rohyani 2015; Supriyanto 2012; Dwiyantri, et al 2019).

Research result Febiningtyas and Ekaningtyas (2014) concludes that there is a conflict with expert opinion and other research (gap), where the results of the study show that motivation variable has no effect which is significant to the performance of employees in the financial department at the Regional Work Unit of Tulungagung Regency. In addition, several results also conclude the same thing, namely work motivation has no significant effect on performance. (Ismawati 2016; Azizah, et al 2019; Changgiawan 2017; Purwanto, et al. 2019; Adha, et al 2019).

The conflicting research results are not only on the relationship of motivational variables to performance. As the results of research Anggraini, et al. (2020) states that work culture has no significant effect on work motivation and performance. Budi et al (2016) also concluded the same thing, namely work culture has no significant effect on work motivation and performance. These results contradict the results of research which states that work culture has a significant effect on motivation and performance (Rohyani 2015; Supriyanto 2012; Iis, and Thoyib 2021).

Departing from the differences in the results of these studies, the researchers tried to raise issues related to measuring employee performance at the sub-district office whole Bondowoso Regency which there are 23 districts. The organizational structure and working procedures of the sub-district have changed in this regard greatly affects and has psychological implications for personnel, so that the performance/administrative arrangement and comprehensive government management at the sub-district and village levels will also be affected. Hierarchically, the sub-district is subordinate to the regent as a regional apparatus, so the sub-district is no longer an administrative area (as the head of the office) and the sub-district is no longer the head of the region, so that his duties and authorities are the delegation of authority from the regent.

Based on the main tasks and functions district office, then the identification, procedures and service iprocesses carried out by sub-district offices throughout Bondowoso Regency can be seen as shown in the following table:

Table 1. Identification of Employee Performance Analysis

No	Employee Performance Appraisal Sub-District of Bondowoso	Target	Realization		
			2018	2019	2020
1	SKP Value (Employee Performance Target)	100%	75.56%	73.97%	71.33%
2	Service Orientation	100%	82.66%	83.51%	86.22%
3	Integrity	100%	78.36%	75.39%	77.66%
4	Commitment	100%	76.66%	75.89%	76.05%

No	Employee Performance Appraisal Sub-District of Bondowoso	Target	Realization		
			2018	2019	2020
5	Discipline	100%	75.12%	77.98%	82.98%
6	Cooperation	100%	74.08%	78.55%	76.23%
7	Leadership	100%	41.64%	43.22%	45.24%

Source: District Employment Data Bondowoso (2019).

In table 1 it is explained that the performance appraisal of sub-district employees throughout Bondowoso Regency shows a decline in the value of SKP in 2019 and 2020. This shows that the achievement of performance targets for sub-district employees in Bondowoso Regency has decreased. The decline in employee performance was caused by the failure to achieve the realization of the performance targets of each employee during the COVID-19 pandemic. This shows that in carrying out the main tasks and functions, organized by the sub-district office in this case the sub-district employee is still not optimal. Based on the phenomena obtained, the researchers tried to provide solutions in improving employee performance by factors that were assumed to be important in improving performance, while these factors were employee competence, work culture and work motivation.

RESEARCH METHODS

Research design

The research method is basically a scientific way to get valid data with the aim of being able to find, prove and develop knowledge so that in turn it can be used to understand, solve and identify problems (Sugiyono, 2013). This research uses descriptive and quantitative research methods. According to Sugiyono (2013) descriptive method is a method for analyzing data by describing or describing the data that has been collected as it is without intending to make conclusions that apply to the public or generalizations. According to Sugiyono (2013) quantitative method is one type of research whose specifications are systematic, well-planned and clearly structured from the beginning to the making of research designs.

Population and Sample

This study selected employees of the Se District Office, Bondowoso Regency, totaling 23 sub-districts with structural staffing status of 661 employees. Therefore, sampling was carried out for this study. Sampling for research according to Arikunto (2011), if the subject is less than 100 people should be taken altogether, if the subject is large or more than 100 people can be taken 10-15% or 20-25% or more. So the researchers used 20% multiplied by the number of populations, namely 661, they got a sample of 132.

The sampling technique used in this study is non-probability sampling, namely the purposive sampling method. Purposive sampling is a sampling technique based on certain considerations, where samples are obtained from a certain target group who are able to provide the desired information because they do have the information and they meet the criteria determined by the researcher (Sugiono, 2012). The considerations used in selecting respondents are based on the following provisions:

- a) Respondents who have at least echelon IV a & IV b.
- b) Have a tenure of > 5 years
- c) Term of service in the District > 3 Years

RESULT ANALYSIS

a. Outer Model Evaluation

1 Validity Test

The validation test criteria are using the loadings factor (cross-loadings factor) criteria with a value of more than 0.70 and average variance extracted (AVE) with a value exceeding 0.50. The results of WarpPLS 5.0 are as follows:

Table 2 Combined loadings and cross-loadings

	X1	X2	Z	Y	Type (a)	SE	P value
X1.1	0.714	0.516	-0.403	-0.606	Reflect	0.079	<0.001
X1.2	0.706	0.435	-0.048	-0.523	Reflect	0.077	<0.001
X1.3	0.678	-0.660	-0.048	0.631	Reflect	0.074	<0.001
X1.4	0.778	-0.125	-0.132	0.257	Reflect	0.072	<0.001
X1.5	0.705	0.462	0.258	0.080	Reflect	0.081	<0.001
X1.6	0.731	-0.036	0.342	-0.185	Reflect	0.073	<0.001
X2.1	-0.035	0.784	0.054	0.356	Reflect	0.076	<0.001
X2.2	-0.375	0.732	-0.132	0.241	Reflect	0.073	<0.001
X2.3	0.348	0.740	0.022	-0.537	Reflect	0.073	<0.001
X2.4	0.155	0.740	0.203	0.056	Reflect	0.082	0.002
Z1	-0.251	0.269	0.761	-0.165	Reflect	0.076	<0.001
Z2	-0.083	-0.498	0.760	0.828	Reflect	0.080	<0.001
Z3	0.061	-0.191	0.711	0.086	Reflect	0.074	<0.001
Z4	0.225	0.091	0.722	-0.185	Reflect	0.073	<0.001
Z5	-0.047	0.135	0.731	-0.182	Reflect	0.073	<0.001
Y1	-0.042	0.049	-0.048	0.704	Reflect	0.076	<0.001
Y2	0.012	0.139	0.530	0.783	Reflect	0.081	<0.001
Y3	-0.001	-0.739	0.135	0.715	Reflect	0.075	<0.001
Y4	-0.046	-0.039	-0.147	0.791	Reflect	0.072	<0.001
Y5	0.115	0.825	-0.176	0.704	Reflect	0.077	<0.001

Source : data by researcher (2021)

The results of the WarpPLS 5.0 calculation in table 2 show that each value in the cross-loading factor has reached a value above 0.7 with a p value below 0.001. Thus the convergent validity test criteria have been met.

Reliability Test

The results of WarpPLS 5.0 data processing are as follows:

Table 3. Reliability Test

Composite reliability coefficients

X1	X2	Z	Y
0.749	0.777	0.761	0.701

Cronbach's alpha coefficients

X1	X2	Z	Y
0.705	0.797	0.709	0.785

Source : data by researcher (2021)

The basis used in the reliability test is the value of Composite reliability coefficients and Cronbach's alpha coefficients above 0.7. The results in table 3 show that the questionnaire instrument in this study has met the requirements of the reliability test.

b. Inner Model Evaluation

Direct Effect Path Coefficient Calculation

This section describes each path in the model section using path analysis. Each path tested shows the direct and indirect effect of employee competence (X1) and work culture (X2) on work motivation (Z) and employee performance (Y) in the District of Bondowoso. The path coefficient values can be seen in the following table:

- a) The results of testing the influence of the Employee Competence variable (X1) on Work Motivation (Z) obtained a Path coefficient value of 0.441 with an -value of 0.001. Because the -value is smaller than ($0.001 < 0.05$), then H0 is rejected, thus there is a significant effect of Employee Competence (X1) on Work Motivation (Z).
- b) The results of testing the influence of the Work Culture variable (X2) on Work Motivation (Z) obtained a Path coefficient value of 0.305 with an -value of 0.001. Because the value of -value is smaller than ($0.001 < 0.05$), then H0 is rejected, thus there is a significant effect of Work Culture (X2) on Work Motivation (Z).
- c) The results of testing the influence of the Employee Competency variable (X1) on employee performance (Y) obtained a Path coefficient value of 0.343 with an -value of 0.001. Because the value of -value is smaller than ($0.001 < 0.05$), then H0 is rejected, thus there is a significant effect of Employee Competence (X1) on employee performance (Y).
- d) The results of testing the influence of the Work Culture variable (X2) on employee performance (Y) obtained a Path coefficient value of 0.402 with an -value of 0.001. Because the -value is smaller than ($0.001 < 0.05$) then H0 is rejected, thus there is a significant influence of Work Culture (X2) on employee performance (Y).
- e) The results of testing the effect of the work motivation variable (Z) on employee performance (Y) obtained a path coefficient value of 0.165 with an -value of 0.016. Because the value of -value is smaller than ($0.025 < 0.05$), then H0 is rejected, thus there is a significant effect of work motivation (Z) on employee performance (Y).

Indirect Influence Pathway

The indirect effect of competence (X1) on the employee performance variable (Y) through the work motivation intervening variable (Z) of 0.073, which is smaller than the direct influence of the competency variable (X1) on the employee performance variable (Y) which is 0.343.

The indirect effect of the training variable (X2) on employee performance (Y) through the intervening variable of work motivation (Z) is 0.050, which is smaller than the direct effect of the training variable (X2) on the employee performance variable (Y) which is 0.402. Thus it can be stated that employee competence (X1) and work culture (X2) affect employee performance (Y) through work motivation (Z) with a smaller value than the direct effect.

Total Effect Path Coefficient Calculation

Based on the calculation of the path coefficient, it appears that:

- a. The total influence of employee competence (X1) on employee performance (Y) is 0.416 with details of the direct effect of 0.343 and the indirect effect of 0.073.

- b. The total influence of work culture (X2) on employee performance (Y) is 0.452 with the details of the direct effect being 0.402 and the indirect effect being 0.050.

From the above calculation, the independent variable that has the strongest influence on the work motivation variable (Z) is the competency variable (X1), which is 0.441. Meanwhile, the independent variable that has the strongest influence on the employee performance variable (Y) is work culture (X2), which is 0.402. And the independent variable that has an influence on the employee performance variable (Y) through the intervening variable work motivation (Z) is the employee competence variable (X1), which is 0.073.

Hypothesis Model

Hypothesis testing is based on the results of the analysis of the PLS SEM model which contains all the variables supporting the hypothesis test. The PLS model with the addition of a work motivation variable as a mediating variable explains that the addition of a variable will provide an additional contribution as an explanation of employee performance.

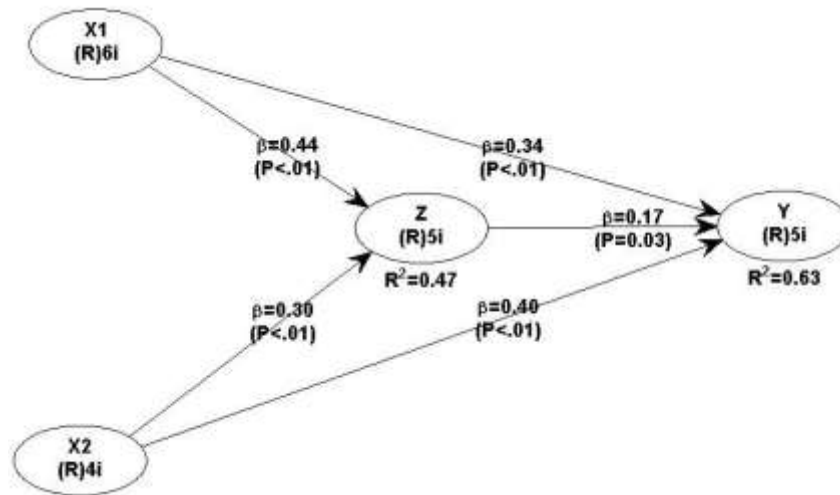


Figure 2. Path Analysis Results

Coefficient of Determination

The results of the analysis of the influence of competence and training on work motivation, show the coefficient of determination or R² of 0.472, from these results it means that all independent variables (employee competence and work culture) have a contribution of 47.2% to the dependent variable (work motivation), and the remaining 36.6% is influenced by other factors not included in the study.

The results of the analysis of the influence of competence, training and work motivation on employee performance, shows the coefficient of determination or R square of 0.637, from these results it means that all independent variables (employee competence, work culture and work motivation) have a contribution of 63.7% to the dependent variable (employee performance), and the rest by 36.3% influenced by other factors not included in the study.

INTERPRETATION

The Influence of Employee Competence on Work Motivation

Based on the results of testing the Employee Competence (X1) variable on Work Motivation (Z) the value of *Path coefficient* is 0.441 with a *t*-value of 0.001. Because the *t*-value is smaller than ($0.001 < 0.05$), then H0 is rejected, thus there is a significant effect of Employee Competence (X1) on Work Motivation (Z). This means that employee competence has a significant effect on the work motivation of sub-district employees in Bondowoso Regency which is proven true or H1 is accepted.

Rosidah, (2013) competence is a basic characteristic of a person that allows employees to issue superior performance in their work. Competence according to Mulyadi (2013) shows the achievement and maintenance of a level of understanding and knowledge that allows a member to provide services with ease and ingenuity..

Employee Districts throughout Bondowoso Regency must have competent competence by demonstrating skills or knowledge characterized by professionalism in a field of government, public service, staffing and management of financial statements and assets as the most important thing. Considering that the District Office in Bondowoso Regency is an OPD (Local Government Organization) whose main purpose is to provide services to the community in the Bondowoso Regency area. It is important to always have good competence in order to be motivated to provide optimal services to the community and local government.

The results of this study have significant similarities with previous research conducted by Murgianto, et al (2016); Dwiyanti, et al (2019); Manurung, and Riani, (2017); Rahim, et al (2017); Basori, et al (2017); Firdaus D Mulyanto, M. (2021); .Sudarwati (2014); Mardiana, et al. (2021); .Zai, FY (2021) with the results of the study stating that competence has a significant effect on work motivation.

The Influence of Work Culture on Work Motivation

Based on the results of testing the Work Culture variable (X2) on Work Motivation (Z), the *Path coefficient* value is 0.305 with a *t*-value of 0.001. Because the value of *t*-value is smaller than ($0.001 < 0.05$), then H0 is rejected, thus there is a significant influence of Work Culture (X2) on Work Motivation (Z). This means that work culture has a significant effect on the work motivation of sub-district employees in Bondowoso Regency which is proven true or H1 is accepted.

Work culture is a process of teaching certain knowledge and skills and attitudes so that employees are more skilled and able to carry out their responsibilities better, in accordance with standards (Mangkunegara 2015). Ideally, work culture should be designed to realize the goals of the organization, while at the same time realizing the goals of individual workers. Work culture is often considered as the most common activity and leaders support a work culture because through work culture, workers will become more skilled and therefore more productive even though these benefits have to be taken into account with the time taken up while workers are being trained. According to Dessler (2015), work culture is a process of teaching the skills needed by employees to do their jobs.

Sub-district employees in Bondowoso Regency need to adapt to a work culture that has been well-organized so that they are able to motivate employees' work and can improve their performance. The work culture of each sub-district has a unique characteristic that characterizes the sub-district. The uniqueness of the work culture is generally influenced by many factors including geographical, cultural and social factors of the community.

This research is in line with the results of previous research conducted by Saputra, Rohyani (2015); Erlan Supriyanto (2012); Manurung, and Riani, (2017); Iis, and Thoyib (2021); Budi, et al. (2016); Nurhasanah, (2020); and Daniswara, et al. (2016) which states that work culture has a significant effect on work motivation.

The results of this study contradict the research conducted by Anggraini, et al. (2020) states that work culture has no significant effect on work motivation.

The Influence of Employee Competence on Employee Performance

Based on the results of testing the Employee Competency (X1) variable on employee performance (Y), the Path coefficient value is 0.343 with an -value of 0.001. Because the value of -value is smaller than ($0.001 < 0.05$), then H0 is rejected, thus there is a significant effect of Employee Competence (X1) on employee performance (Y). This means that employee competence has a significant effect on the performance of sub-district employees in Bondowoso Regency which is proven true or H1 is accepted.

Competence is an important aspect to support its performance. According to Sudarmanto, (2012) competence is the knowledge, skills, and abilities possessed by a person, which are part of him, so that he can perform certain cognitive, affective, and psychomotor behaviors. The definition and meaning of competence according to Moehersono, (2013) are the characteristics that underlie a person related to the effectiveness of individual performance in his work or basic characteristics of individuals who have a causal relationship or as a cause and effect with criteria that are used as references, effective or excellent or superior performance in the workplace. or in certain situations.

Sub-district employees in Bondowoso Regency must have qualified competencies by demonstrating skills or knowledge characterized by professionalism in certain fields. The main field that must be mastered is public services related to procedures and rules in providing services to the community.

This is supported by research conducted Kurniawan, et al (2018); Sujiati (2017); Murgianto, et al (2016); Kadarisman (2011); Dwiyantri, et al (2019); Rahim, et al (2017); Basori, et al (2017); Firdaus DSaputra, and Mulia, (2021); Mulyanto, M. (2021); Purwanto, et al. (2019); Anwar (2016); and Mardiana, et al. (2021) concluded that competence has a positive and significant effect on performance.

The findings in this study do not support the results of Basori et al. (2017); Purwanto, et al. (2019); Anwar (2016); Zai, FY (2021) who concluded that competence has no significant effect on performance.

The Influence of Work Culture on Employee Performance

Based on the results of testing the Work Culture variable (X2) on employee performance (Y), the Path coefficient value is 0.402 with an -value of 0.001. Because the -value is smaller than ($0.001 < 0.05$) then H0 is rejected, thus there is a significant influence of Work Culture (X2) on employee performance (Y). This means that work culture has a significant effect on the performance of sub-district employees in Bondowoso Regency, it is proven true or H1 is accepted.

Organizational culture in one organization can be different from that in other organizations. However, organizational culture shows certain traits, traits, or characteristics that show their similarities. The terminology used by experts to show the characteristics of organizational culture varies greatly. This shows the religious characteristics, traits, and elements contained in organizational culture (Wibowo, 2012). The key characteristics of culture are: (a) culture is learned, (b) norms and customs are common across cultures, (c) culture is mostly unconscious, (d) social processes, (e) cultural elements are passed on from one generation to the next. to the next

generation, (f) adapting acceptable customs and behavior patterns tend to be associated with moral virtue and superiority, and (g) like other customs, cultural behavior is comfortable and well known. The root of an organizational culture is a set of core characteristics that are shared by all members of the organization (Wibowo, 2012). Characteristics of organizational culture show the characteristics, traits, elements, or elements contained in an organizational culture. Each organization will reveal its characteristics and characteristics based on their respective characteristics in an organizational culture (Wibowo, 2012). or elements contained in an organizational culture. Each organization will reveal its characteristics and characteristics based on their respective characteristics in an organizational culture (Wibowo, 2012). or elements contained in an organizational culture. Each organization will reveal its characteristics and characteristics based on their respective characteristics in an organizational culture (Wibowo, 2012).

This research has significant similarities with previous research conducted by Rohyani (2015); Supriyanto (2012); Iis, and Thoyib (2021); Saputra, (2020); Azizah, et al (2019); Faizal (2019); Purwanto, et al. (2019); Anwar (2016); Adha, et al (2019); Qomariah, N. (2012); Luturmas (2017); Umboh, et al (2015); Widhaswara (2017); Rakhmawan, et al (2016); Budi, et al. (2016); Anggraini, et al. (2020); Daniswara, et al. (2016) stated that there is a positive and significant influence of work culture on performance.

The results of this study do not support the research of Anggraini, et al. (2020) and Budi, et al. (2016) with results which state that work culture has no significant effect on performance.

The Effect of Work Motivation on Employee Performance

Based on the results of testing the work motivation variable (Z) on employee performance (Y), the path coefficient value is 0.165 with an t -value of 0.016. Because the value of t -value is smaller than ($0.025 < 0.05$), then H_0 is rejected, thus there is a significant effect of work motivation (Z) on employee performance (Y). This means that work motivation has a significant effect on the performance of sub-district employees in Bondowoso Regency, it is proven true or H_1 is accepted.

According to Irianto (2012:) namely: achieving success in the form of sources of inspiration in order to achieve goals by showing attitudes, beliefs, and efforts from oneself which can then determine the level of achievement and achievement in life. According to Stewart (2012), as a thing that encourages someone to do something and expend all his effort and energy for it. The nature and intensity of each person's motivation varies depending on the various influences that exist at a certain time.

The concept of motivation in various literatures is often emphasized on stimuli that arise from a person both from within (intrinsic motivation) and from outside (extrinsic motivation). On the other hand, motivators or satisfactions such as achievement, responsibility, and rewards support job satisfaction. Motivators are closely related to the work itself or the direct results it produces, such as promotion opportunities, personal growth opportunities, recognition of responsibility and achievement. Improvements in job content lead to increased satisfaction and motivation to work better.

As for this study, there are significant similarities in results with previous research conducted by Kurniawan, et al (2018); Febiningtyas and Ekaningtias (2014); Sujiati (2017); Murgianto, et al (2016); Ismawati (2016); Indah Rohyani (2015); Erlian Supriyanto (2012); Dwiyantri, et al (2019); Riyanto, et al (2017); Rahim, et al (2017); Basori, et al (2017); Firdaus D (2019); Saputra, and Mulia, (2021); Mulyanto, M. (2021); .Iis, and Thoyib (2021); Azizah, et al (2019); Changgriawan (2017); Purwanto, et al. (2019); Adha, et al (2019); Budi, et al. (2016); Daniswara, et al. (2016); Mardiana, et al. (2021); Zai, FY (2021) stated in his research that work motivation affects employee performance

The Influence of Employee Competence on Employee Performance through Work Motivation

Based on the sixth hypothesis, the indirect effect of competence (X1) on the employee performance variable (Y) through the work motivation intervening variable (Z) of 0.073, which is smaller than the direct influence of the competency variable (X1) on the employee performance variable (Y) which is 0.343.

It can be concluded that if competence affects work motivation and work motivation affects the performance of sub-district employees in Bondowoso Regency. So it can be concluded that competence indirectly has an influence on performance through work motivation. If sub-district employees in Bondowoso Regency have good competence and work motivation, then they should be able to improve their performance.

The Influence of Work Culture on Employee Performance through Work Motivation

Based on the seventh hypothesis, the indirect effect of the training variable (X2) on employee performance (Y) through the intervening variable of work motivation (Z) is 0.050 which is smaller than the direct effect of the training variable (X2) on the employee performance variable (Y), namely of 0.402. Thus it can be stated that employee competence (X1) and work culture (X2) affect employee performance (Y) through work motivation (Z) with a smaller value than the direct effect.

It can be concluded that if the work environment affects work motivation and work motivation affects the performance of sub-district employees in Bondowoso Regency. So it can be concluded that the work environment indirectly has an influence on performance through work motivation. If sub-district employees in Bondowoso Regency have a good work environment and work motivation, then they should be able to improve their performance.

CONCLUSION

Based on the research findings that have been described in Chapter IV, the conclusions in this study are as follows:

1. The test results prove that competence has a positive and significant effect on work motivation in the District in Bondowoso Regency.
2. The test results prove that training has a positive and significant effect on work motivation in the District of Bondowoso.
3. The test results prove competence, has a positive and significant effect on the performance of sub-district employees in Bondowoso Regency.
4. The test results prove that training has a positive and significant effect on the performance of sub-district employees in Bondowoso Regency.
5. The test results prove that work motivation has a positive and significant effect on the performance of sub-district employees in Bondowoso Regency.
6. The test results prove that there is an indirect influence of education level on employee performance variables through the intervening variable of work motivation in the District of Bondowoso whose value is smaller than the direct effect.
7. The test results prove the indirect effect of the training variable on employee performance through the intervening variable of work motivation in the District of Bondowoso whose value is smaller than the direct effect.

Research Limitations

From the results of the discussion of the thesis, by looking at the background of the research, justification of the theory and research methods, it can be stated that some limitations of this research are:

1. This research takes a long time to collect data, considering the scope of this research is all sub-districts in Bondowoso Regency.
2. There are several positions in certain sub-districts that are the target of filling out the questionnaire, there are no employees or the positions are vacant. So that researchers need to adjust the distribution of the questionnaire again in other districts.
3. The limitations of the researcher in reading the output of the WarpPLS analysis in the form of a notepad are also limitations in this study.

Suggestion

The suggestions that can be given based on the results of the study are as follows:

1. It is recommended for sub-district employees in Bondowoso Regency to improve their performance by paying attention to factors that have a significant effect on employee performance including competence, work culture and employee motivation. Employees who already have good performance are expected to maintain if possible continue to be improved.
2. Local governments need to abolish a culture that is common in all OPDs, namely the assessment of work behavior in DP3 should not decrease, at least the same as the assessment of performance behavior in the previous year or increase.
3. For further research, it is expected to add research variables to add to the treasures of knowledge about the factors that affect employee performance.

REFERENCES

- Adha, Risky Nur, Nurul Qomariah, and Achmad Hasan Hafidzi. "The Influence of Work Motivation, Work Environment, Work Culture on Employee Performance at the Social Service of Jember Regency." *Research Journal of Science and Technology* 4.1 (2019): 47-62.
- Anggraini, R., Rosidi, ME, and Dewi, NN (2020). The Influence of Organizational Culture, Work Spirit, Work Discipline on Work Motivation and Performance of Permanent Employees at PT. Rama Emerald Multi Success. *iqtishadEQUITY*, 1(1).
- Anwar. A (2016). The Effect of Competence and Organizational Commitment on Lecturer Performance Moderated Organizational Culture (Study at Maritime Universities in Semarang). *Management Review* Vol. 13 Issue 1, April 2016, pp. 21 – 32
- Azizah, N., Murgiyanto, M., and Nugroho, R. (2019). The Effect of Transformational Leadership, Work Motivation on Organizational Commitment and Teacher Performance at Abdurrahman Wahid Lamongan Vocational High School. *Equilibrium: Journal of Economics-Management-Accounting*, 15(2), 240-249.
- Basori, MAN, Prahyan, W., and Kamsin, D. (2017). The Effect of Employee Competence and Work Environment on Employee Performance Through Work Motivation as an Intervening Variable (Study at PT. Krakatau Bandar Samudera). *Tirtayasa Journal of Business Research and Management*, 1(2).
- Budi, SH, Choerudin, A., and Winarna, W. (2016). The Influence of Work Culture and Work Environment on Performance through Motivation and Organizational Commitment (Study at the General Election Commission of Karanganyar Regency). *Manage*, 3(1), 24-33.

- Daniswara, AG, Al Musadieg, M., and Iqbal, M. (2016). The Influence of Corporate Culture on Work Motivation and Its Impact on Employee Performance (Study at PT. Syngenta Seed Indonesia, Pasuruan Site). *Journal of Business Administration*, 37(1), 55-64.
- Dwiyanti, Ni Kadek Ayu, Komang Krisna Heryanda, and Gede Putu Agus Jana Susila. "The Influence of Competence and Work Motivation on Employee Performance." *Bisma: Journal of Management* 5.2 (2019): 121-130.
- Faizal, Riza, Maman Sulaeman, and Ismayudin Yulizar. "The Influence of Culture, Work Motivation and Competence on Employee Performance." *eBA Journal: Journal Economics, Business and Accounting* 5.1 (2019): 11-21.
- Febiningtyas, Rista Eka Rachim and Diah Ekaningtias 2014. The Effect Of Leadership, Motivation, And Work Discipline On The Employees' Performance Of Finance Section In The Regional Working Unit In Tulungagung Regency. *The Indonesian Accounting Review* Vol. 4, No. 2, July 2014, pages 97 – 106
- Garry Surya Changgriawan (2017) / The Effect of Job Satisfaction and Work Motivation on Employee Performance in One Way Production. *AGORA* Vol. 5, No. 3, (2017)
- Iis, EY, and Thoyib, A. (2021). The Effect of Empowerment, Work Environment, and Career Development on Employees Performance with Work Motivation as The Intervening Variable in The Government of Aceh-Indonesia. *Quantitative Economics and Management Studies*, 2(6), 376-386.
- Ismawati, Ida 2016. The Effect of Motivation and Work Discipline on Employee Performance in the Production Division Case Study at PT. Gatra Mapan Ngijo Karangploso. e – Management Research Journal; Management Study Program, Faculty of Economics, Unisma
- Kadarisman, M. (2012). The Effect of professionalism and competence on the performance of regional representatives council. *BUSINESS & BUREAUCRACY: Journal of Administrative and Organizational Sciences*, 18(1).
- Kalnadi, D. 2013. Measurement of Acceptance and Use of Technology in MSMEs Using the UTAUT Method. Department of Business Administration, Faculty of Social and Political Sciences, University of Lampung. (unpublish)
- Decree of the Minister of State Apparatus Empowerment of the Republic of Indonesia Number 25/KEP/M.PAN/04/2002 concerning Guidelines for the Development of a Work Culture of State Apparatus, Jakarta
- Kurniawan, Donatus Adi; Guswandi and Sodikin 2018. The Effect Of Competence And Motivation On Employee Performance Through Employees Capabilitieson PT. Amity Binary. *International Journal of Research Science and Management*. ISSN: 2349-5197 Impact Factor: 3,765
- Luturmas, JR (2018). The Influence of Work Culture and Job Satisfaction on Work Productivity of Employees of Ajb Bumiputera 1912 Ambon Branch. *Journal of Applied Management Research (PENATARAN)*, 2(2), 153-163. Retrieved from <https://journal.stieken.ac.id/index.php/penataran/article/view/328>
- Manurung, N., and Riani, AL (2017). The Influence of Work Discipline, Work Motivation, Job Satisfaction and Competence on Organizational Commitment. *Journal of Competitive Management*, 18(1), 10-19.
- Mardiana, I., Kasmir, K., and Safuan, S. (2021). Effect of Competence, Compensation on Performance through Employee Motivation SIMPro PT. Multitechnical Core Solutions. *Jesya (Journal of Islamic Economics and Economics)*, 4(1), 588-605.

- Muhammad Miranda Firdaus D (2019). The Influence of Competence and Work Environment on Work Motivation and Its Implications on Employee Performance at PT. Telekomunikasi Indonesia Witel Bandung. *Journal of Business Administration Ilmu*, 7(4), 236-247.
- Mulyanto, M. (2021). Realizing Improved Performance of State Civil Apparatus through Leadership Role, Competence, Budget Planning, Training and Work Environment With Motivation and Discipline. *JOURNAL STIE SEMARANG (ELECTRONIC EDITION)*, 13(1), 70-80.
- Murgianto, Siti Sulasmi, Suhermin (2016) / The Effects Of Commitment, Competence, Work Satisfaction On Motivation, And Performance Of Employees At Integrated Service Office Of East Java. *International Journal of Advanced Research* (2016), Volume 3, Issue -378-396
- Nurhasanah, ST (2020). The Influence of Work Culture and Work Environment on Employee Work Motivation at PT. Pelindo IV (Persero) Samarinda branch. *Journal of Exist*, 14(2).
- Bondowoso Regency Regional Regulation Number 7 of 2016 concerning Formation and Composition of Bondowoso Regency Regional Apparatus and Regent's Regulation Number 98 of 2016 concerning Position, Organizational Structure, Duties and Functions and Work Procedures of Bondowoso Regency
- Purwanto, A., Asbari, M., and Santoso, PB (2019). Does Culture, Motivation, Competence, Leadership, Commitment Influence Influence Quality Performance?. *Inovbiz: Journal of Business Innovation*, 7(2), 201-205.
- Qomariah, N. (2012). The Influence of Organizational Culture, Leadership and Organizational Commitment on Lecturer Performance at Private Universities in Jember Regency. *Conference In Business, Accounting, And Management (CBAM)*, 1 (3), 787–801.
- Rakhmawan, ML, Utami, HN, and Ruhana, I. (2016). The Influence of Work Culture and Physical Work Environment on Employee Performance (Study on Employees of PT. Semen Indonesia (Persero) Tbk). *Journal of Business Administration*, 35(2), 189-196.
- Riyanto, S., Sutrisno, A., and Ali, H. (2017). The Impact of Working Motivation and Working Environment on Employees Performance in Indonesia Stock Exchange. *International Review of Management and Marketing*, 7(3).
- Riyanto, S., Sutrisno, A., and Ali, H. (2017). The Impact of Working Motivation and Working Environment on Employees Performance in Indonesia Stock Exchange. *International Review of Management and Marketing*, 7(3).
- Rohyani, I. (2015). The Influence of Work Culture, Discipline, Organizational Climate with Motivation as Intervening Variables on the Performance of Civil Servants in the Regional Secretariat of Kebumen Regency. *Business Focus: Management and Accounting Studies Media*, 14(2), 68-89.
- Sangadji, Etta Mamang and Sopiah. (2010). *Research Methodology–Approach. Practical in Research*, Yogyakarta, ANDI.
- Saputra, H. (2020). The effect of organizational commitment and organizational culture on employee performance in contractor and construction service companies in Kediri and Solo (Doctoral dissertation, Widya Mandala Catholic University Surabaya).
- Saputra, N., and Mulia, RA (2021). The Influence of Competence, Work Environment and Achievement Motivation on the Performance of Civil Servants at the Regional Secretariat of Padang City. *Scientific Journal of Ecotrans and Erudition*, 1(1), 1-24.
- Sujiati (2017) / The Influence Of Job The Effect Of Motivation And Competence On Employee Performance In Satellite Technology Center - National Institute Aeronautics And Space. *International Journal of Learning and Development*. ISSN 2164-4063, 2014, Vol. 4, No. 2

- Supriyanto, E. (2012). The Influence of Work Culture and Communication on Work Motivation and Its Impact on the Performance of Institution "X" (Doctoral dissertation, UNPAS).
- Triyanto, A. The Influence of Competence and Appreciation on Work Motivation of PT Kai's Employees at Sragen Station. *Journal of the Paradigm of the Islamic University of Batik Surakarta*, 12(01), 116413.
- Umboh, B., Rorong, A., and Londa, V. (2015). The Influence of Work Culture on Productivity of Civil Servants at the Center for the Study of Agricultural Technology (Bptp) of North Sulawesi. *Journal of Public Administration*, 2(30).
- Law of the Republic of Indonesia Number 23 of 2014 concerning regional government
- Widhaswara, Y. (2017). The Influence of Work Culture, Work Environment and Work Stress on Employee Performance at PT Suling Mas Tri Tunggal Abadi Tulungagung. *Simki-Economic* Vol. 01 No. 03 Year 2017 ISSN : BBBB-BBBB
- Zai, FY (2021). The Influence of Competence and Internal Communication on Employee Performance through Motivation as an Intervening Variable at PT. Pegadaian (PERSERO) Regional Office 1 Medan. *Collection of Scientific Works of Students of the Faculty of Social Sciences*, 1(01)