



The Mediation Effect of Work Motivation in Relationship Between Employee Competencies, Leadership, Education and Training Toward Employee Performance (Case Study On Social And Settlement In Papua Province)

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Abstract: The purpose of this study was to investigate The Mediation Effect of Work Motivation in Relationship Between Employee Competencies, Leadership, Education and Training Toward Employee Performance (Case Study On Social and Settlement In Papua Province). This research is located in the Department of Social Welfare and Development Office of the Province of Papua. The study was conducted in March to May 2016. The population in this study were all employees of the Social Services Province of Papua, because they had the information and the authority to explain the variable data research. Based on the number of employees in the Social and Settlement Papua Province, the number of population in this study was 235 people. This study uses a quantitative approach in conducting the data analysis. The result show that there is significant influence between the variables Competence Employees, situational leadership style and education and training on work motivation and the role of variable work motivation as variables that mediate the effects of Competence Employees, style situational leadership, and education and training on employee performance, Motivation variable as a full mediation on the influence of situational leadership style and education and training on employee performance and quasi mediation on Employee Competency influence on performance.

Key words: Work Motivation, Competencies, Leadership, Education and Employee-Training, Employee Performance.

Introduction

Human Resources (HR) is a major factor in an organization. Whatever the shape and purpose, organization built on visions for the benefit of man, which in the implementation of the mission will be managed and regulated by humans as a strategic resource in the activities of institutions and organizations. Without a man in a company, would not be possible, a company can develop and progress as expected. Success in achieving the company's goals is largely determined by employee performance. As expressed by Veithzal [1] that "employee performance is a very important point in the company's efforts to achieve its objectives".

Employee performance is an issue that is always discussed by many people, especially on issues related to the world of work or institution. One institution in Indonesia that are quite complex issues regarding employee performance today is the social service agency. To be able to survive in the midst of challenges and changes, an institution should be able to improve the skills and performance of members for helping people in need. Besides the most important

thing is to change the way the work has been done, as well as government agencies or institutions are "human intensive industry" is an institution, which is the main engine of human. If the human resources that exist in this industry the lower the quality, resulting in the overall quality of the organization and its products will be reduced. To overcome this, the institution or agency must prepare a qualified workforce, both in competence should be improved as well as the increase in mental attitude prolific form of motivation is owned by employees. A qualified workforce can also be formed with the education and training are also not spared from the role of a wise leader.

In line with the views Covey [2] that leadership or leadership style is needed in directing and motivating employees to improve their work performance. Work performance shown by the employee will have a direct impact on achieving overall company performance. On the other hand, a product, both products are visible (tangible) and the product of invisible (intangible) is generated by a company is strongly influenced by the extent to which leaders / managers of companies capable of running the business and managerial functions.

Kouzes and Posner [3] states that competence is the knowledge, skills and abilities (skills) or the personality traits of a person that directly affect its performance. So it can be said that the competence of someone employees can give effect to the achievement of performance and will also affect the performance of the employee.

Motivation can be interpreted as an attempt driving (driving force) that causes people to do something or had done for fear of something (Sedarmayanti, [4]). In general, an employee will experience job satisfaction when their wants and needs are met. Similarly, the participation and self-involvement without force, will enhance work motivation. Correspondence between individual needs and the needs of the organization, an important factor that can support employee performance.

In an effort to improve employee performance and Resettlement Office of Social and Papua province, need to be implemented efforts to improve the quality of employees through an application of imposing a motivation to work effective and sustainable and consistent. In the application of the provision of such motivation, the expected birth of a high-performing employees and is able to support the development carried out by the government. Thus, the purpose of regional development can be run in accordance with the demands of the environment and its vision as one of the driving element and the protector of the public welfare in the region.

Based on the explanation above shows the importance of productivity for the sake of the survival and growth of the company. The purpose of this study was to investigate The Mediation Effect of Work Motivation in Relationship Between Employee Competencies, Leadership, Education and Training Toward Employee Performance (Case Study On Social and Settlement In Papua Province).

2. Theoretical Review

2.1. Competence

According to Patricia Mowday [5] competence is a basic characteristic of a person that enable it to provide superior performance in a job, role or situation. Spencer and Spencer [6] states that there are five characteristics of competence is as follows: (1) motive, what is consistently thinks or desires that lead to action. What drives, and have behaviors that lead to a specific

activity or destination. (2) trait, physical characteristics and reactions that are consistent with the situation or information. (3) self concept, attitudes, values or self-image of people. (4) knowledge, which is an update of a person especially in the specific field. Knowledge is a complex competence. (5) skill, the ability to be able to perform the duties of certain physical and mental.

Competence is basically a person's identity on self-development oriented to the achievement of the ability of a person in his life. Capabilities in this regard include various aspects, among others, the knowledge, expertise and professional identity. Such capabilities can be used by individuals, organizations and communities in order to enhance its role in utilizing existing resources. According to Palan [7] refers to the competence of the underlying behavioral characteristics that describe motives, personal characteristics (typical), self-concept, values, knowledge or expertise that brought a person who performs excel in the workplace. The foundation of these characteristics are evident in the way people behave in the workplace. Based on the notion of competence. Palan [7] identified six types of competence, ie, experience, knowledge / education, skills, self-concept, personal character and motives.

2.2. Leadership

The words of the leader / leader have all kinds of sense. Leadership style is an interactive effect of the individual factors / personal factor of the situation. "Theory of Situational Leadership" Hersey and Blanchard [8] reported that: the situational leadership style is based on the relationship between (1) the levels of guidance and direction (task behavior) given by the leadership, (2) the level of emotional support (relationship behavior) provided leadership , (3) the degree of readiness shown in carrying out specific tasks, functions or a particular purpose.

Opinions Hersey and Blonchard [8] is: "An ability and willingness of people to be responsible in directing his behavior itself, related to the specific tasks that must be done". Situational leadership style is based on interconnected among them the following: The number of instructions and directives given by the leaders, Total support socio-emotional given by the leader, level of readiness or maturity of the followers was shown in carrying out specific tasks, functions or specific purpose ,

This conception has been developed to help people to run regardless of the style of leadership with a more effective role in the interaction with others. Conceptual equip leaders with an understanding of the relationship between effective leadership style and the maturity level followers. Therefore, even though there are many variables that other important situational example: organization, job tasks, supervision and work time, but the emphasis on situational leadership style is just the behavior of leaders and subordinates only.

2.3. Education and Training

Education and training embodied in a program of human resource development in the organization / institution. Education and training program is one of the activities concerning human resources are the most important in meeting the challenges of companies, both today and in the future. Factors to be considered in the implementation of education and training programs according to Bernadine and Russel [9]: (1) The coach must plan programs to meet the needs of people. (2) Trainees should have the ability and motivation to learn. (3) The

trainer should create training environment within which contains as much knowledge as possible. (4) The content of training should be detailed into portions were combined and each section must be studied until the parts can be performed well. (5) The coach should strive to create training courses and materials to ensure the training participants to devote attention to them. (6) The material presented in the trainee should meaningful for participants and attendees had a field to understand and remember. (7) The purpose or objective material must be clearly stated and the summary should be described.

Education and training is an attempt to reduce or eliminate the gap between the ability of employees within your organization. The business is conducted through increased employee working ability possessed by increasing knowledge and skills and changing attitudes. The gap between the ability of employees to the desired organization, causing the organization to bridge the gap through, one way of education and training (Sedarmayanti, [4]).

2.4. Work Motivation

The first to realize the importance of motivation is Sigmund Freud (Hersey [8]), who believes that people are not always aware of things he wants, and therefore behavior is influenced by unconscious motives or needs. In the process, Porter and Lawler [10] explained that the motivation and the environment lead to someone's performance. That is, someone will do the selection with a variety of alternate behaviors and the level of effort based on the appeal they will get as a result. Motivation becomes effective if a person knows the role of the organization well, and understand how to do business. There are two kinds of motivation, namely intrinsic and extrinsic. Intrinsic motivation is a push if someone is behaving as he is interested and get satisfaction on activities that, while extrinsic motivation is encouragement in the form of an award or acclaim as a tool for someone willing to behave, so that the satisfaction derived not derived from such activities, but it is a consequence of extrinsic guided towards these activities.

Robbins and Coulter [11] defines motivation as a process that produces the intensity, direction and persistence of individuals in an effort to reach the goal. A key element contained in the above definition is intensity, purpose and perseverance. The intensity here means concerned about the level of effort of an employee in achieving personal goals and is one of the focus on when talking about motivation. The intensity level should also be directed earnestly to the intended destination in order to produce a good result. Perseverance an employee is a measure of how long a person can sustain his efforts in reaching the goal. While Mathis and Jackson [12] defines motivation as a desire in a person that cause people to take action.

2.5. Employee Performance

Employee performance evaluation is usually based on a job description that had been developed by the organization. Thus, both the poor performance of an employee visits his ability to complete tasks according to work under his responsibility, as stated in the job description. Dyne et al. [13] states that if someone is doing the work in accordance with the existing task in the job discription, so-called in-role behavior. There is a fundamental difference between the behavior of in-role and extra role. In the in-role usually associated with rewards and sanctions, while in extra-role usually free rewards, and the behavior of the individual is not organized by the reward that will be received, no additional incentives are given to the individual, despite having contributed to the organization (Morrison [14]).

Employee performance can be measured on the various dimensions of the work include the following types of work, supervision, salary given, promotion obtained and working conditions that include co-workers and the working atmosphere. Tsui in Mas'ud [15] to evaluate the performance of human resources based on specific behaviors (judgment performance evaluation) using 11 criteria, ie the quantity of employee, employee quality, employee efficiency, employee quality standards, business employees, professional standards of employees , the ability of employees to the core work, the ability of employees to use common sense, accuracy employee, employee knowledge and creativity of employees.

3. Materials and Methods

This research is located in the Department of Social Welfare and Development Office of the Province of Papua. The study was conducted in March to May 2016. The population in this study were all employees of the Social Services Province of Papua, because they had the information and the authority to explain the variable data research. Based on the number of employees in the Social and Settlement Papua Province, the number of population in this study was 235 people. This study uses a quantitative approach in conducting the data analysis, the analytical methods used in analyzing empirical data gathered researchers include (1) the analysis of descriptive statistics intended to determine the frequency distribution of the answers from the questionnaire, and (2) statistical analysis of inferential used to test hypotheses of the study Structural Equation Modeling (SEM).

4. Result and Discussion

4.1. Measurement Model

Table 1 below presents the average yield and loading factor of each indicator in each study variable.

Table 1: Measurement Model

Variables	Indicators	Mean	Loading Factor	Sig
Employee Competencies (X1)	Formal Education (X1.1)	3.70	0.642	0.000
	Skills (X1.2)	3.64	0.695	0.000
	Experiences (X1.3)	3.59	0.670	Fix
Situational Leadership Style (X2)	Guidance and Direction (X2.1)	3.64	0.684	0.000
	Socio-Emotional Support (X2.2)	3.66	0.651	0.000
	Readiness/Maturity (X2.3)	3.62	0.674	Fix
Education and Training (X3)	Materials (X3.1)	3.61	0.624	0.000
	Methods (X3.2)	3.57	0.736	0.000
	Evaluation (X3.3)	3.60	0.655	Fix
Work Motivation (Y1)	Intrinsic (Y1.1)	3.67	0.739	Fix
	Extrinsic (Y1.2)	3.61	0.787	0.000
Employee Performance (Y2)	Timeliness (Y2.1)	3.65	0.660	Fix
	Quantity (Y2.2)	3.66	0.715	0.000
	Quality (Y2.3)	3.59	0.688	0.000

Based on Table 1, note that all significant indicators to measure the variables respectively. The analysis also showed that the most powerful indicator as a measure of competence Employees (X1) is Skills (loading factor 0.695 and the mean is 3.64). Thus it can be seen that the Employee Competency mainly influenced by the presence of strong skills. In situational leadership style variable (X2) is known that the most powerful indicator as measures is Guidance and Direction (0684 loading factor and mean 3.64). Thus it can be seen that the situational leadership style is mainly influenced by the Guidance and Direction. On education and training variables (X3) is known that the most powerful indicator as measures is Methods of Education and Training (0.736 loading factor and mean 3.57). Thus it can be seen that the education and training mainly influenced by their method of education and training. At work motivation variable (Y1) CFA results showed that the most powerful indicator as measures is extrinsic motivation (loading factor 0.787 and the mean is 3.61). This means that the variable work motivation is mainly influenced by factors extrinsic motivation. In the variable Employee Performance (Y2) is known as the strongest indicator that the measuring is Quantity Deliverables (loading factor of 0.715 and mean 3.66). in other words, variable Employee Performance mainly influenced by the quantity of work.

4.2. Assumption of Model

The assumptions that must be met prior to SEM analysis is the assumption of normality, absence of outliers, and linearity. The multivariate normality assumption was tested with the help of software AMOS 6. normality test results obtained critical ratio value of 0.804 to the critical value for alpha 5% is equal to 1.96. Because the absolute value of CR for 0.804 amounted multivariate <1.96 then the multivariate normality assumptions are met.

To test whether there is an outlier, it can be seen with mahalanobis distance (Md). Mahalanobis distance is evaluated using a value of 95 751. Mahalanobis distance with the most distant observation point is the respondent to 33 with a value Md = 40 593. When compared with the value of 95 751 then the value Md point-to-68 <95 751, it was concluded that all points of observation are not an outlier.

Testing was conducted by the assumption of linearity Curve Fit. Linearity test results shows all significant linear model for the Sig> 0.05 thus concluded that the assumption of linearity have been met.

4.3. Goodness of Fit Model

Results of testing the overall goodness of fit models, according to the results of the SEM analysis, to determine if a hypothetical model supported by empirical data, are given in Table 2 below:

Table 2: Goodness of Fit Model

Criterion	Cut-of value	Result	Conclusion
Chi Square	Kecil	63.443	Fit Model
p-value	≥ 0.05	0.666	
CMIN/DF	≤ 2.00	0.919	Fit Model
RMSEA	≤ 0.08	0.000	Fit Model
GFI	≥ 0.90	0.944	Fit Model
AGFI	≥ 0.90	0.915	Fit Model

TLI	≥ 0.95	1.017	Fit Model
CFI	≥ 0.95	1.000	Fit Model

The test results based on the Goodness of Fit Overall Table 2 shows the seven criteria showed a good model. According to Arbuckle and Wothke, the best criteria are used as an indication of the good of the model is the value of Chi Square / DF is less than 2, and RMSEA were under 0:08. In this study, the value of CMIN / DF and RMSEA has met the cut-off value. Therefore, the model SEM in this research is suitable for use, so do the interpretation for further discussion.

4.4 Hypothesis Testing

The next part is to interpret structural models or structural models. Structural model presents the relationship between the study variables Coefficient structural model of stating the magnitude relationship between the variable to another variable. There is significant influence between variables one to another variable, if the value of P-value of <0.05. In the SEM are two influences that direct effect (direct effect), as well as indirect effect (indirect effect). The results of the analysis are summarized in Table 3 and Figure 1 for a direct influence and Table 4 for the indirect effect.

Table 3: Structural Model: Direct Effect

No	Relationship	Coefficient	P-value	Result
1	X1 to Y1	0.410	0.000	Significant
2	X2 to Y1	0.448	0.002	Significant
3	X3 to Y1	0.475	0.001	Significant
4	X1 to Y2	0.284	0.034	Significant
5	X2 to Y2	0.122	0.425	Not Significant
6	X3 to Y2	0.075	0.628	Not Significant
7	Y1 to Y2	0.420	0.012	Significant

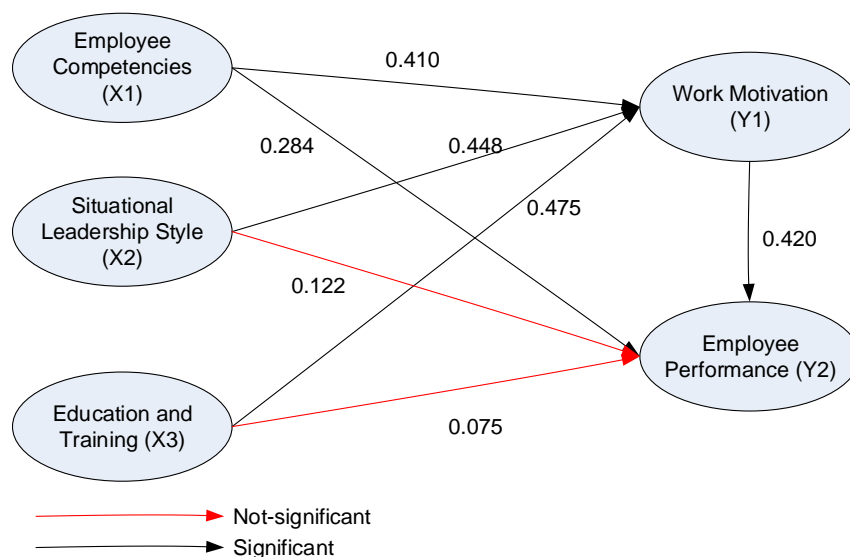


Figure 1: Structural Model: Direct Effect

Based on Table 3 and Figure 1 it is known that there is a significant direct influence between variable Employee Competency, Situational Leadership Style, and education and training on work motivation (Y1). Direct influence marked positive coefficient indicates that increasing employee competence variables, Situational Leadership Style and education and training it will affect the increasing work motivation (Y1). It was also found that a significant direct influence and positive between the competence of employees on employee performance (Y2) which means that the higher the competence of the employees will improve employee performance. The different results shown on the outcome of direct influence between variable Situational Leadership Style and education and training on employee performance (Y2) which indicates that there is no significant direct influence between variable Situational Leadership Style and education and training on employee performance (Y2). In other words, the intensity of the Situational Leadership Style and education and training will not affect the high and low levels of employee performance (Y2).

Testing mediation obtained from several study directly influence the form of mediation. Here is presented the test results of mediation by using Sobel test:

Table 3: Structural Model: Mediation Effect

Mediation	Relationship	Coefficient	CR	P-value
Y1	X1 to Y2	0.172	2.195	0.028
Y1	X2 to Y2	0.188	1.977	0.048
Y1	X3 to Y2	0.200	2.043	0.041

A. The Mediation Effect of Work Motivation in Relationship Between Employee Competencies To Employee Performance

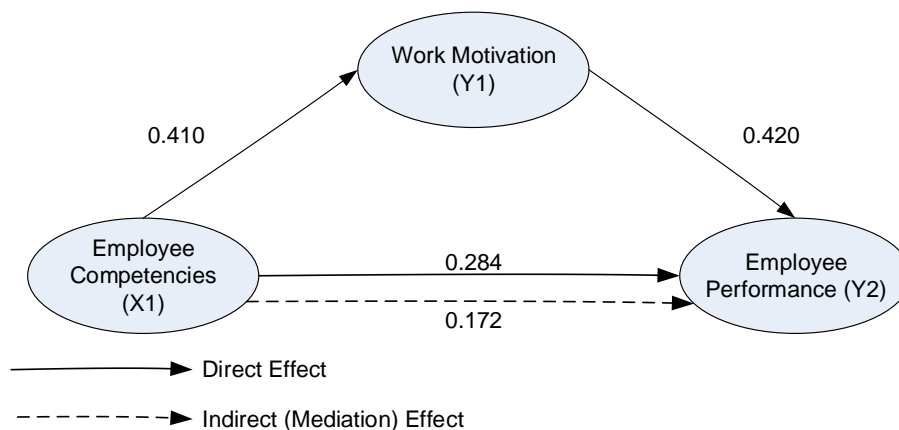


Figure 2: The Mediation Effect of Work Motivation in Relationship Between Employee Competencies To Employee Performance

Test Results Sobel in Table 4 and Figure 2 shows that the coefficient of Indirect Influence by 0.172, and the value of CR for 2.195 > 1.96 and P-value of 0.028 < 0.05 indicates that the motivation of work (Y1) mediates the influence of Competence Employees on employee performance (Y2) , Given the marked positive coefficient indicates that higher employee competency will result in the higher employee performance (Y2), if mediated Motivation (Y1) were also higher. Motivation (Y1) as a variable pemediasi relationship between employee competency on employee performance (Y2).

This study found that the Employee Competency influence on employee performance. Employees of high competence, will impact on the high employee performance as reflected by the level of accuracy of time, quantity Deliverables and Work Outcomes Quality. The results of this study are consistent with findings Reio and Sutton (2006), Aris Vitello et al., (2011) and Nurita Adriani and Djumilah Zain (2010) stating that the competence of the employees have a significant effect on employee performance, which is indicated from the high competence of the employees will result in the high performance of employees. However, the results of this study breaking findings and Ticu Constantin Andreea Tutu (2011), Sanda, Sackey and Falholm (2011), and Done (2011) that there is no correlation of employee competence on employee performance.

B. The Mediation Effect of Work Motivation in Relationship Between Situational Leadership Style To Employee Performance

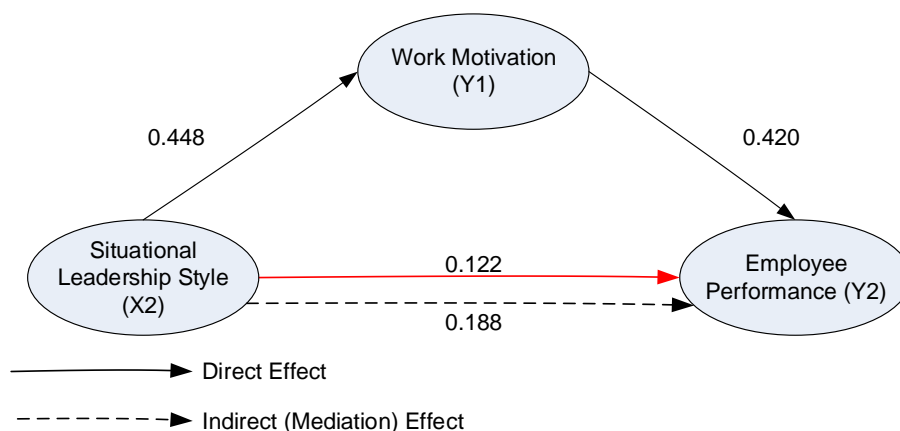


Figure 3: The Mediation Effect of Work Motivation in Relationship Between Situational Leadership Style To Employee Performance

Test Results Sobel in Table 4 and Figure 3 shows that the coefficient of Indirect Influence by 0.188, and the value of CR for $1.977 > 1.96$ and P-value of $0.048 < 0.05$ indicates that the motivation of work (Y1) mediates the effect of situational leadership style on employee performance (Y2). Given the marked positive coefficient indicates that the higher the situational leadership style will result in the higher employee performance (Y2), if mediated Motivation (Y1) were also higher. Motivation (Y1) as a variable pemediasi relationship between situational leadership style on employee performance (Y2).

This study found that the leadership has no direct effect on employee performance. Leadership is high, it will not impact on the high employee performance as reflected by the level of accuracy of time, quantity Deliverables and Work Outcomes Quality. The results of this study weakens the research Christine M. Shea (1999), which examines the influence of leadership style based on the performance of individual tasks compared to structured charismatic. The findings are that individuals who demonstrate leadership style have a better performance, but it will fade from time to time. Proficiency themselves moderate the relationship between leadership style with employee performance. In contrast to this research, leadership styles measurable by otoriteri leadership style, democratic, and free, where the dominant leadership style democratic measure variables measured leadership style. However, in general seen the positive influence of leadership style on employee performance. Found indirect influence between leadership to employee performance through motivation research work was supported by Rajiv Metha, Nature Dubinsky and Rolph. E (2003), who studied the style of leadership, motivation and performance in the international marketing channels. Here, researchers used three types of leadership styles that were examined in this study are partisipatif leadership style, supportive leadership style and directive leadership style. Research findings show to the United States three types of leadership have a significant impact positively on the performance of work through motivation. Partisipative leadership style is a fashionable affect motivation followed by supportive and directive style.

C. The Mediation Effect of Work Motivation in Relationship Between Education and Training To Employee Performance

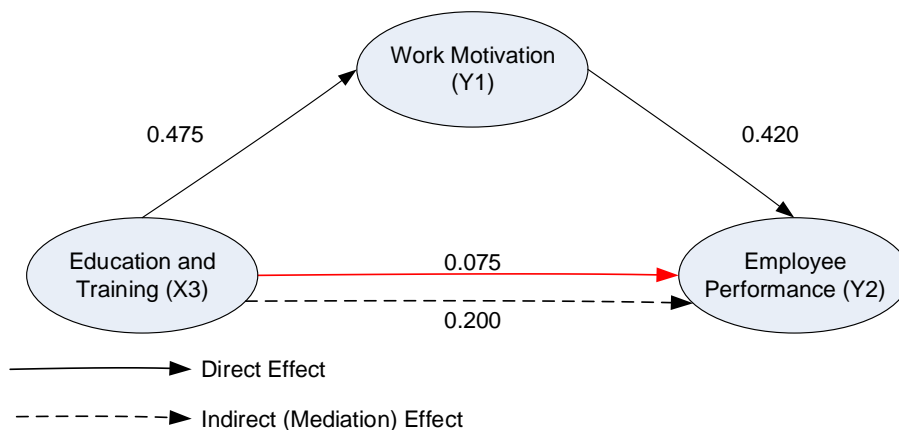


Figure 4: The Mediation Effect of Work Motivation in Relationship Between Education and Training To Employee Performance

Test Results Sobel in Table 4 and Figure 4 shows that the coefficient of Indirect Influence by 0.200, and the value of CR for $2.043 > 1.96$ and P-value of $0.041 < 0.05$ indicates that the motivation of work (Y1) mediates the influence of education and training on employee performance (Y2). Given the marked positive coefficient indicates that the higher education and training will result in the higher employee performance (Y2), if mediated Motivation (Y1) were also higher. Motivation (Y1) as a variable pemediasi the relationship between education and training on employee performance (Y2).

This study found that education and training had no effect on employee performance. Education and training are high, it will not impact on the high employee performance as reflected by the level of accuracy of time, quantity Deliverables and Work Outcomes Quality. This study weakens the research conducted by Irena M Ali (2002), which focused on efforts to pengidentifikasi factors that enable and facilitate a person to study or attend education and training programs. The influence of the training program on job performance. However, significant results were found on the indirect effect of education and training to employee performance mediated by work motivation.

5. Conclusion and Recommendation

Based on the results and the discussion is concluded that there is significant influence between the variables Competence Employees, situational leadership style and education and training on work motivation and the role of variable work motivation as variables that mediate the effects of Competence Employees, style situational leadership, and education and training on employee performance, Motivation variable as a full mediation on the influence of

situational leadership style and education and training on employee performance and quasi mediation on Employee Competency influence on performance.

Based on the research conclusions, recommended some of the following: (1) For the local government, in order to improve employee performance, it is necessary to increase the competence, improving the quality of education and training of employees, as well as the capability of a leader in local government institutions. The other important thing is to increase employee motivation, (2) For employees, can improve themselves in terms of competence in the work, and followed various opportunities of education and training, both formal and non-formal. Many areas in Indonesia other employees who already have a bachelor degree, improve the strata into master or doctoral degree through scholarship programs offered by the local government. (3) For further research, in order to examine other factors in improving the performance of employees who have not been studied in this study, like the mediating effect of quality of work-life, or organization citizenship behavior.

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