

THE EFFECT OF COMPETENCE AND CONFIDENCE ON THE PERFORMANCE OF ACTIVITIES TECHNICAL IMPLEMENTING OFFICERS (PPTK) WITH MOTIVATION AS INTERVENING VARIABLES IN GOVERNMENT BINTAN REGENCY

By

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ABSTRACT

This study aims to determine the Influence of Employee Competence and Confidence Against the Performance of Officials of Technical Activities (PPTK) With Motivation Employees as Intervening Variables partially or simultaneously in the Government of Bintan Regency. Population in this research is All ASN which become PPTK amounted to 329 employees. In this study the authors narrowed the population of the total number of PPTK to 181 ASN. The results of this study can be concluded Competence directly affects positively and significantly to Performance of PPTK. Self Confidence and Motivation have a direct and positive direct effect on PPTK Performance. Competence and Self Confidence have a direct and positive direct effect on Motivation. Competence has a significant effect on PPTK Performance not through Motivation. Or in other words Motivation is not an intervening variable between Competence with PPTK Performance. This shows that the actual influence between Competence on PPTK Performance is direct influence. Confidence has a significant effect on PPTK Performance not through Motivation. Or in other words Motivation is not an intervening variable between Confidence with Performance PPTK. This shows that the actual influence between confidence on the performance of PPTK is a direct influence.

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1. INTRODUCTION

One of the roles of human resource management is to maintain and improve employee performance. employee performance will affect the company's goals that have been set. Very low employee performance will result in the company experiencing losses which can then end up with the company closing. To determine the magnitude of the influence of the employee's performance on the company, it is important for every company to maintain and improve the performance of its employees in accordance with the desired goals. Performance is something that a person has achieved in carrying out the responsibilities and work given.

Individuals who have high self-confidence will devote all their efforts and attention to achieving goals and failures that occur and make them try even harder. Someone who has high self-confidence they are able to do something to change the events around them, while someone with low self-confidence considers himself basically unable to do everything around him. In difficult situations, people who have low self-confidence tend to give up easily, while people who have high self-confidence will try even harder to overcome the challenges.

There is another important thing that can affect employee performance is motivation. Motivation is an important thing that must be a concern, because motivation is one of the factors that determine a person's performance. The size

of the influence of motivation on a person's performance depends on how much intensity of motivation is given (Uno, 2011). The greater the motivation provided by the company, the employees will be more enthusiastic and willing to devote their energy and thoughts to work. Motivation is a condition or energy that moves employees who are directed or directed to achieve 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. The motivation that is owned is expected to be able to encourage a person to be passionate about work and will produce optimal performance.

In the scope of government agencies, many employees do not have adequate competence, this is evidenced by the low performance of employees. So far, employee performance appraisals have used the Work Implementation Assessment List (DP3) as regulated in Government Regulation No. 10 of 1979. With the issuance of Government Regulation of the Republic of Indonesia Number 46 of 2011 concerning the Assessment of Civil Servants' Work Performance (2014), then the employee performance appraisal is carried out by combining the SKP (Employee Performance Target) assessment with work behavior assessment. Employee Work Targets are work plans and targets to be achieved by a civil servant. In other words, employees who can achieve work targets have competencies in accordance with their fields and work units.

In the government of Bintan Regency, there were complaints from several participants regarding the procurement of government goods/services at the OPD Work Unit. The facts that emerged from the various questions and complaints were:

- a. There is a desire for PPTK in the OPD Work Unit to take over the role of the PPK in the procurement of government goods/services in the OPD Work Unit.
- b. When the role of the PPK is not given to the PPTK, the PPTK fights by refusing to sign the Payment Request Letter (SPP).
- c. As a result of the PPTK's refusal, the SPM Signing Officer cannot issue the SPM.
- d. The above problems will hinder the bill payment process for the procurement of government goods/services.

The PPK's anxiety was not only due to the refusal of the SPM Signing Officer but also because on the one hand there was pressure from the providers of goods/services who demanded immediate payment, and on the other hand, the deadline for completing the SPM submission was getting narrower towards the close of the fiscal year. The root of the problem lies in the PPTK's reluctance to sign the SPP Form because the PPTK is not involved in the procurement of goods/services. Government procurement of goods/services and payment for the procurement of goods/services are two different things. Although in fact the two things cannot be separated because without the procurement of goods/services there can be no payment. The process of procurement of government goods/services is the process of how to obtain government goods/services by the ministry/institution/Regional Apparatus Organization/institution which starts from planning needs until completion of all activities to obtain goods/services. While the payment process for the procurement of government goods/services is a series of activities to carry out bill payments for the procurement of government goods/services. The payment process is carried out by the officer in charge of financial affairs (PA/KPA, PPK, PPTK, PPK-OPD, SPM Signing Officer, and Expenditure Treasurer) after the goods/service procurement process is completed. Meanwhile, the process of procuring government goods/services is carried out by PPK, Procurement Committee/Officer/Procurement Service Unit (ULP), and Committee/Office of Recipient of Work Results (PPHP). The process of procuring goods/services is included in the scope of the enactment of the Regulation on the procurement of goods and services (Peraturan Presiden Republik Indonesia Nomor 54 Tahun 2010 Tentang Pengadaan Barang/Jasa Pemerintah (2010) dan Peraturan Presiden Republik Indonesia Nomor 70 Tahun 2012 Tentang Perubahan Kedua Atas Peraturan Presiden Nomor 54 Tahun 2010 Tentang Pengadaan Barang/Jasa Pemerintah, 2012). The payment process for the procurement of goods/services is included within the scope of the applicable regulations regarding administration and payment (Ministry of Home Affairs Regulation (Perendagri) No. 13 of 2006 concerning Guidelines for Regional Financial Management and Regulation of the Minister of Finance of the Republic of Indonesia N. 190/PMK.05/2012 concerning Payment Procedures for the Implementation of the State Revenue and Expenditure Budget). implementation of payment for the procurement of goods/services are:

- a. PA/KPA;
- b. Financial Administration Officer (PPK-OPD);
- c. Commitment Making Officer (PPK);
- d. SPM Signing Officer; and
- e. Expenditure Treasurer

PPTK's desire to be involved in the process of procuring government goods/services has become a trigger for disharmony in the implementation of the main tasks and functions of the OPD work unit. For this reason,

competence, confidence and motivation are needed for the parties involved in the procurement of goods/services and the parties involved in the payment process for the procurement of goods/services based on the applicable provisions in the field of government procurement of goods/services and provisions in the payment sector.

Conceptual Framework

Relationship between Competence and Performance

Based on the literature review and the relationship between the variables above, the conceptual framework as follows in this study are:

Competence is defined as the ability to carry out or perform a job or task based on the skills and work knowledge required by the job (Wibowo, 2010). The relationship between employee competence and performance is very close and very important, the relevance is there and strong accurate, even if you want to improve your performance, you should have competencies that are in accordance with your job duties (the right man on the right job). Research result Hartandi (2013) competence has a relationship with performance. Similarly, research results Umar Makawi et al., (2015) shows that competence has an effect on performance.

Relationship between confidence and performance

Self-confidence refers to confidence in one's ability to motivate the cognitive resources and actions necessary to succeed in carrying out a particular task (Luthans, 2014). Belief in self-ability, belief in success that is always achieved makes a person work harder and always produce the best. Thusly it can be said that self-confidence can improve individual performance. Research conducted (Angreni, 2015) shows that there is an influence between self-confidence and performance.

Relationship between motivation and performance

Motivation is a factor that encourages someone to do a certain activity, therefore motivation is often interpreted as a factor driving a person's behavior (Sutrisno, 2010). Motivation as a reaction that begins with a need that fosters a desire or effort to achieve a goal which then causes tension, namely an unfulfilled desire, which then causes actions that lead to goals and will ultimately satisfy the desire. With the motivation, it will create enthusiasm for employees, so that motivation can affect employee performance. Motivation can have an effect on increasing employee performance according to research conducted by Rinawati (2014) that work motivation has a significant positive effect on employee performance.

The relationship between competence and motivation

Employee competence is a manifestation of all forms of capabilities possessed. Employees will be motivated if the competencies they have are as expected by the company. These competencies will have an impact on the level of confidence in work. Employees with high competence will tend to show their abilities through achievements in the company. In the world of work, competence is needed to find out what type of job is right for someone. If the competence of an employee is known, the company/institution can also help to develop personally through certain training or training. In addition, the competence of an employee can be a guide for the company to find out the extent to which he is able to present himself and provide optimal work results for the company / agency. Every job that is based on adequate competence will tend to motivate at work, in contrast to the case if the work is not in accordance with its competence it will tend to be unmotivated, slow in completing work and so on. Research conducted Rahman et al.(2014) states that there is an influence between competence and motivation.

The relationship between self-confidence and motivation

Self-confidence affects the level of employee effort or employee motivation and persistence when learning difficult tasks. Research conducted by Cherian & Jacob, (2013) shows the results that self-confidence in individual performance at work will determine their performance and motivation. Employee performance is positively influenced by overall self-confidence. Further research Gemilang (2010) states that self-confidence has a significant effect on work motivation.

Hypothesis

Based on the theoretical framework, a review of previous research, and the framework of thinking, the hypotheses of this research are:

1. Competence has a direct effect on the performance of PPTK in the government of Bintan Regency.
2. Self-confidence has a direct effect on the performance of PPTK in the government of Bintan Regency.
3. Motivation has a direct effect on the performance of PPTK in the government of Bintan Regency.
4. Competence has a direct effect on motivation in the Bintan Regency Government.
5. Self-confidence has a direct effect on motivation in the government of Bintan Regency.

2. RESEARCH METHODS

This study uses a quantitative approach that focuses on hypothesis testing to find the truth of the hypothesis which is then carried out statistical tests to provide information and explanations in the form of accurate data so that it can be analyzed further (Sugiyono, 2016). Based on the research objectives, namely to test the effect of employee competence, confidence in the Technical Implementation Officer (PPTK) with employee motivation as an intervening variable. The nature of this research is categorized as explanatory research, which explains the relationship and influence through hypothesis testing. This research was adjusted to 181 people or about 55% of the total ASN who became Technical Implementation Officers (PPTK) in 28 OPDs of the Bintan Regency Government, this was done to facilitate data processing and for better test results. Samples were taken based on probability sampling technique; simple random sampling, where the researcher provides equal opportunities for each member of the population (PPTK) to be selected as a sample that is carried out randomly regardless of the strata that exist in the population itself (Sugiyono, 2016).

The measurement of the data carried out in this study is the interval scale. The measurement scale is an agreement that is used as a reference to determine the length of the short interval in the measuring instrument, so that the measuring instrument when used in the measurement will produce quantitative data. The interval scale is commonly used by social experts to measure social phenomena (Sugiyono, 2016). The scale or level of measurement is abstract but important and widely used in quantitative research. The size scale in quantitative research is important because: 1) Without a scale, it is impossible to measure or it is impossible to determine the value or unity score on the variable; 2) Without a scale, the selection of data collection methods or techniques cannot be determined based on rational reasons; 3) Scales for variables need to be determined due to statistical measures and tests; 4) Each of these scales causes the use of different statistical tests (Sillalhi, 2009). Thus, there are several scaling techniques or scale construction which are generally used in social research, including Likert scale, semantic differential scale, Guttman scale or gram scale, Thurstone scale and Bogardus scale.

Based on the description above, the author uses a Likert scale with the following measurements: Strongly Agree = given a score of 5; Agree = given a score of 4; Doubtful/Uncertain = scored 3; Disagree = given a score of 2; Strongly Disagree = given a score of 1.

In this study, the independent variables are Competence (X1) and self-confidence (X2) while the dependent variable is PPTK Performance which is then symbolized by (Y), then the Intervening Variable in this study is Commitment (Z). All of these variables are in the form of questionnaires distributed by scoring a Likert scale model filled out by respondents.

3. RESULTS AND DISCUSSION

Normality test

Tabel 1. Kolmogorov-Smirnov Test Results Equation I

| Constructs | Sig |
|------------|---------|
| Sig | 0.200 * |

Source: SPSS Data Processing Results (2021)

Tabel 2. Kolmogorov-Smirnov Test Results Equation II

| Constructs | Sig |
|------------|---------|
| Sig | 0.200 * |

Source: SPSS Data Processing Results (2021)

Based on the results of the One Sample Kolmogorov-Smirnov method as shown in Tables 1 and 2, the significance value is $0.200 > 0.05$. Thus, both regression models are normally distributed and meet the assumption of normality.

Multicollinearity Test

Tabel 3. Multicollinearity Test of Equation I

| Var | Tolerance | VIF |
|------------|-----------|-------|
| Competence | 0,770 | 1,229 |
| Confidence | 0,771 | 1,298 |
| Motivation | 0,817 | 1,225 |

Source: SPSS Data Processing Results (2021)

Tabel 4. Multicollinearity Test of Equation II

| Var | Toleranc e | VIF |
|------------|---------------|-----------|
| Competence | 0,770 | 1,22 9 |
| Confidence | 0,771 | 1,29 8 |

Source: SPSS Data Processing Results (2021)

Based on the results of the multicollinearity test in tables 3 and 4, it can be seen that all independent variables in equation 1 and equation 2 have a tolerance 0.1 and a VIF value 10. From these results, it can be concluded that all exogenous variables in this study do not occur multicollinearity.

Linearity Test

Tabel 5. Linearity Test of Equation I

| Constructs | Sig |
|------------|------------|
| Sig | 0.000 * |

Source: SPSS Data Processing Results (2021)

Based on the linearity test table in table 5, it is known that the level of sig. $0.000 < 0.05$, so it can be concluded that there is a linearity relationship in the model structure in equation I.

Tabel 6. Linearity Test of Equation II

| Constructs | Sig |
|------------|---------|
| Sig | 0.000 * |

Source: SPSS Data Processing Results (2021)

Based on the linearity test table in table 6, it is known that the level of sig. $0.000 < 0.05$, so it can be concluded that there is a linearity relationship in the model structure in equation II.

Hypothesis testing

Tabel 7. Endogenous t-test Performance

| Constructs | T | Sig |
|------------|-------|-------|
| Competence | 3,030 | 0.000 |
| Confidence | 4.888 | 0.000 |
| Motivation | 4,005 | 0.000 |

Source: SPSS Data Processing Results (2021)

Tabel 8. Endogenous t-test of motivation

| Constructs | T | Sig |
|------------|-------|-------|
| Competence | 3,406 | 0.001 |
| Confidence | 3.380 | 0.001 |

Source: SPSS Data Processing Results (2021)

Path Analysis

With path analysis, it is hoped that researchers can find out how much influence competence and self-confidence have on PPTK performance through motivation. The analysis was carried out in 2 stages, namely the first to find out how much influence Competence and Confidence had on PPTK performance. With Equation is:

$$\text{Formula: } Y = b_1X_1 + b_2X_2 + b_3Z + e$$

The second is an analysis to determine the effect of Competence and Confidence on Motivation, with the equations being:

$$\text{Formula: } Z = b_1X_1 + b_2X_2 + e$$

Tabel 9. Path Coefficient of Equation I

| Model | Ajusted R ² |
|-------|------------------------|
| | 0.368 |

Source: SPSS Data Processing Results (2021)

Tabel 10. Path Coefficient of Equation I

| Constructs | B | Sig |
|------------|-------|-------|
| Competence | 0.205 | 0.003 |
| Confidence | 0.330 | 0.000 |
| Motivation | 0.263 | 0.000 |

Source: SPSS Data Processing Results (2021)

From Tables 1.9 and 1.10 it can be seen that the path coefficient and sig of each exogenous variable in influencing endogenous variables, namely Competence with a coefficient of 0.205, sig 0.003 < 0.05; Confidence with a coefficient of 0.330 sig 0.000 < 0.05 and motivation with a coefficient of 0.263 sig 0.000 < 0.05 This result means that in the model equation 1 is significant.

The value of Adjusted $R^2 = 0.368$ so that the value of $e1 = (1-0.368) = 0.632$. The resulting equation I is $Y = 0,205X_1 + 0,330X_2 + 0,263Z + 0,632$

Tabel 11. Path Coefficient of Equation II

| Model | Adjusted R^2 |
|-------|----------------|
| | 0.368 |

Source: SPSS Data Processing Results (2021)

Tabel 12. Path Coefficient of Equation II

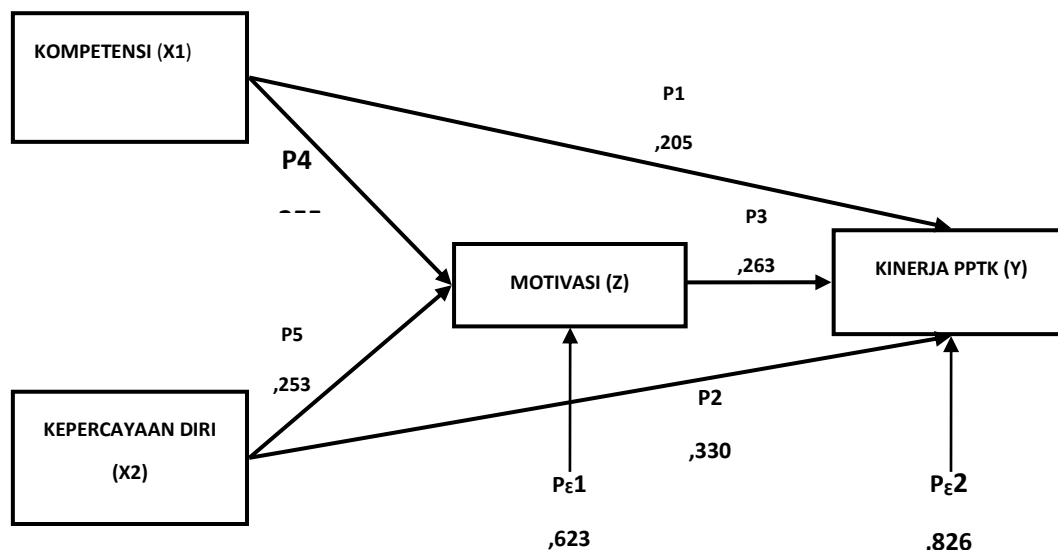
| Constructs | B | Sig |
|------------|-------|-------|
| Competence | 0.255 | 0.001 |
| Confidence | 0.253 | 0.001 |

Source: SPSS Data Processing Results (2021)

From Tables 11 and 12 it can be seen that the path coefficient and sig of each exogenous variable in influencing endogenous variables, namely Competence with a coefficient of 0.255, sig 0.001 < 0.05; Confidence with a coefficient of 0.253 sig 0.001 < 0.05, this result means that the equation II model is significant.

The value of Adjusted $R^2 = 0.174$ so that the value of $e1 = (1-0.368) = 0.826$. The resulting equation II is $Y = 0,255X_1 + 0,253X_2 + 0,826$

From the data analysis above, the research equation model can be conveyed as follows:

Figure 1. Research Equation Model Path Analysis Diagram

From the picture above, the following analysis can be carried out:

a. Analysis of the Effect of Competence on PPTK Performance

- Direct Effect = 0.205
- Indirect Effect = $0.255 \times 0.263 = 0.067$

- Total Effect = $0.205 + 0.067 = 0.272$
- Based on the calculation of the coefficients above, it can be seen that the coefficient of the direct influence of competence on PPTK performance is 0.205, which is greater than the indirect effect of 0.067, so that the direct effect is more effective than the indirect effect.
- Competence has a significant effect on PPTK performance not through motivation. Or in other words, Motivation is not an intervening variable between Competence and PPTK Performance. This shows that the actual influence of competence on PPTK performance is a direct influence.

b. Analysis of the Effect of Confidence on PPTK Performance

- Direct Effect = 0.330
- Indirect Effect = $0.253 \times 0.263 = 0.066$
- Total Effect = $0.330 + 0.066 = 0.396$
- Based on the calculation of the path coefficient above, it can be seen that the coefficient of the direct influence of the Confidence variable on PPTK Performance is 0.330 greater than the indirect effect of 0.066 so that the direct effect is more effective than the indirect effect.
- self-confidence has a significant effect on PPTK performance not through motivation. Or in other words, motivation is not an intervening variable between self-confidence and PPTK performance. This shows that the actual influence between self-confidence on PPTK performance is a direct influence.

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