

# ANALYSIS THE EFFECT OF COMPETENCE AND ORGANIZATION CULTURE TO MOTIVATION AND PERFORMANCE AT URBAN VILLAGE IN BEKASI CITY

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**Submission date:** 26-Feb-2024 08:40PM (UTC+0700)

**Submission ID:** 2304327673

**File name:** 2.\_Jurnal\_Basis\_Data\_-\_Analysis\_the\_Effect\_of\_Competence.pdf (381.13K)

**Word count:** 7482

**Character count:** 41843



Research Article

## ANALYSIS THE EFFECT OF COMPETENCE AND ORGANIZATION CULTURE TO MOTIVATION AND PERFORMANCE AT URBAN VILLAGE IN BEKASI CITY

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### ARTICLE INFO

#### Article History:

Received 29<sup>th</sup> March, 2017

Received in revised form 15<sup>th</sup> April, 2017

Accepted 8<sup>th</sup> May, 2017

Published online 28<sup>th</sup> June, 2017

#### Key words:

Competence, Organizational Culture, Motivation and Performance.

### ABSTRACT

This study aims to analyze the influence of competence and organizational culture on the motivation and performance either partially or simultaneously in Urban Villages in Bekasi City Region. The population of this study is all urban villages and its peripheral scattered in 12 districts in Bekasi City Region and identified 56 urban villages and 224 urban villages, where the sample is 140 respondents. Quantitative analysis method using path analysis, followed by determination analysis (R Square), partial hypothesis testing (t test) and simultaneous (F test) with alpha 5 percent (0,05). Prior to further analysis, the requirements analysis test is performed. Analytical tool using SPSS version 21.0 for windows. The results showed that the competence and organizational culture partially and simultaneously have a positive and significant effect on the motivation and performance, as well as the motivation to have an influence on the performance of Urban Villages in Bekasi City Region.

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### INTRODUCTION

The success of an organization is strongly influenced by the performance of its employees, the main issue for organizational effectiveness that received a lot of organizational management attention is related to the performance of employees. Performance is an illustration of how well a person in carrying out a job during a certain time high and low influenced by individuals who implement it. In addition Gomes (2006) also revealed that performance is a performance that is the result of work produced by employees or real behaviors that are displayed in accordance with their role in the organization.

In connection with the implementation of development in Kota Bekasi, the urban villages Office has an important role in supporting the government's performance to improve the ext<sup>15</sup> quality in serving the community, since the officers who are the State apparatus have the duty to provide services to the community professionally, honestly, In the implementation of state duties, governance and development. In essence, employees are one of the main driv<sup>15</sup> factors in the implementation of development both at the central and regional levels.

Seeing the importance of the role of the urban village office must be able to provide good performance in an effort to achieve the goals in accordance with the vision and mission.

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performance and can run the affairs of governance, development and social as possible.

In implementing the empowerment of the village government first see all the possible factors that exist, whether the opportunities, opportunities and challenges and obstacles of what is in this era of autonomy and empowerment that will be made must also be able to answer and fulfill the will of the community in the urban village that require the waiter Optimal to create a condition that describes the good governance of urban village in Bekasi. It is also necessary for bureaucracy apparatus who have motivation, loyalty, competence, responsive and innovative, discipline, have commitment and responsible and accountability in execution of duty and its function as element of service to public organization. This is very important for bureaucrats in the implementation of mission tasks in order to realize the goal toward success, namely in the form of fulfillment needs and desires of society.

Performance is something that is important for an organization, especially the performance of employees who can bring an organization both private companies and government agencies on the achievement of the expected goals. Good or bad performance of employees can affect both the overall poor performance of the organization. Performance can affect the ongoing activities of an organization, the better the performance shown by the employees will be very helpful in the development of the organization.

In the performance management competence more role in the dimensions of individual behavior in adjusting a job well. Performance competence can be interpreted as the behaviors shown from employees who have perfect performance, consistent and effective compared with employees who have average performance.

Competence is the basic characteristic of a person that enables them to produce superior performance in their workforce. According to Trotter in Sopiah (2008) defines that a competent person is a person who skillfully performs work easily, quickly, intuitively and very rarely or never make mistakes. The importance of employee competence is to know critical causal thinking, to understand the principles of good measurement, to ensure causal relationships and to communicate the results of strategic human resource performance to superiors (Dessler, 2008).

Besides being required to have good employee competence, an agency must also consider the condition of organizational culture in carrying out its activities. Improving the performance of employees will basically affect the improvement of quality of work resulting in the process in carrying out its work. To be able to achieve optimal results of course employees must have good values and behavior that became his habit. These values stem from customs, religions, norms and rules that become his beliefs become a habit in work or organizational behavior. The values that have become such habits are called culture. Because culture is associated with the quality or quality of one's work in carrying out its work.

The lack of good culture that exist in an organization generally can be seen from the behavior of employees in carrying out activities such as high attendance, discipline time to come and work home that is not in accordance with the time set and others. This is certainly not good for the organization, because it can disrupt the overall performance of the organization.

Basically every activity undertaken by a person is driven by a force with the person, the driving force is what is called motivation. Employee motivation in an organization can be considered simple and can also be a complex problem, because basically humans are easy to be motivated by giving what it wants. Job motivation problems can be difficult in determining rewards where what is important to someone because something that is important to someone is not necessarily important to others.

Motivation is one factor that can support the effectiveness of work, because the motivation is the internal state of a person who activates and directs his behavior to a particular target (Simamora, 2001). Giving motivation to employees can be done by giving a driving force that creates an enthusiasm of one's work so that they will cooperate, work effectively, and integrated with all their efforts to achieve satisfaction.

Motivation is an encouragement from within an employee to achieve a goal. An employee will do a good job if there is a push from within himself. The impetus will arise if one has the need to fulfill, such as the need for success, the need to be sociable with other employees and the need to gain power.

Based on the background and problems, the objectives of this research are:

1. Analyzing the influence of competence on motivation partially.
2. Analyze the influence of organizational culture on motivation partially.
3. Analyzing the influence of competence and organizational culture on motivation simultaneously.
4. Analyzing the influence of competence on performance partially.
5. Analyze the influence of organizational culture on performance partially.
6. Analyzing the effect of motivation on performance partially.
7. Analyzing the influence of competence, organizational culture and motivation on performance simultaneously.

## LITERATURE REVIEW

### *Competence*

Competence is the basic characteristic of a person that enables them to perform superior performance in their work. According to Trotter in Hasibuan (2008) defines that a competent person is a person who skillfully performs work easily, quickly, intuitively and very rarely or never make mistakes. According Hutapea and Thoha (2008) competence is the capacity that exists in a person who can make the person is able to meet what is required by the worker in an organization so that the organization is able to achieve the expected results.

According to Wardah (2007) Competence is the basic characteristic of a person who makes it possible to produce superior performance in his work (Boulter, Dalziel and Hill, 1996). The meaning of competence contains a deep and inherent personality portion of a person with predictable behavior on various circumstances and work tasks. The prediction of who performs well and less well can be measured from the criteria or standards used. Competence analysis is largely devoted to career development, but determining the level of competence is required to determine the effectiveness of expected levels of performance.

According to Boulter (1996) the level of competence is as follows: Skill, Knowledge, Self concept, Self Image, Trait and Motive. Skill or skill is the ability to perform a task well. Knowledge is information that a person has for a specific field. Social role is the attitudes and values that a person has and highlighted in society (self-worth expression). Self image is a person's view of oneself, brand identity.

Competence is a fundamental characteristic of each individual associated with the criteria referenced to superior or effective performance in a job or situation. According to Spenser and spencer in Wibowo (2011) states that competence is the basic foundation of the characteristics of people and indicates how to behave or think, equalize the situation, and support for long periods of time.

Mathis and Jackson (2007) suggested several competencies that individuals must possess. According to them there are three competencies that must be owned by a human resource practitioner that is first knowledge about business and organization, then second knowledge about influence and change of management and knowledge and expertise of specific human resources.

According to Wyatt in Ruky (2002) competency is a combination of skills, knowledge, and attitude that can be observed and applied critically to the success of an organization and job performance as well as personal contribution of employees to the organization.

### Organization Culture

Organizational culture is a system of shared meanings within an organization that determines in a higher level how employees act (Robbins, 1999). According to Djokosantoso (2003) organizational culture is a system of values that are believed by all members of the organization and are studied, applied, and developed continuously that serves as a whole system and can be used as a reference behavior in the organization to create organizational goals that have been established. While Triguno (2000) states that organizational culture is something of philosophy based on the view of life as values that become the nature, habits and driving forces, entrenched in the life of a community or organization, then reflected from attitude to behavior.

Regarding the existence of culture within organizations, Schein (1992) states that organizational culture is at three levels or levels as follows: a) Artifacts, ie all organizational structures and processes that can be seen include: building form, employee appearance, communication, reward or punishment; b) value, ie at this level, both the organization and the members of the organization need strategy guidance. The purpose of the organization's leadership to act, including: participation, cooperation, leadership; c) The basic assumption, namely the number of beliefs or beliefs that members of the organization get assurance that they are received correctly in the right way, including: human relationships with human, human relationships with activity, human relationships with time.

According to Robbins (1999) states there are seven dimensions of organizational culture as follows: 1) innovation and risk is the level where employees are encouraged to be innovative and risky; 2) attention to detail is the level at which employees are expected to display accuracy, analysis and attention to detail; 3) orientation to outcomes is the degree to which managers focus on results rather than on the techniques and processes used to achieve those results; 4) orientation to human beings is the degree to which management decisions take into account the effect of human outcomes within the organization; 5) team orientation is the degree to which work activities are organized around teams rather than individuals; 6) Aggressive is the degree to which people are aggressive and competitive rather than friendly and cooperate; 7) Stability is the level by which organizational activities emphasize the effort to maintain the status quo instead of growth.

Meanwhile, according to Denison (1990), argued that there are four integrative principles about the interrelationships between organizational culture and the effectiveness of the company's work. These four principles are named as the four main traits concerning involvement, consistency, adaptability, and mission.

### Motivation

Motivation is the impulse that exists in man that causes him to do something (Wursanto, 2007). In human life always held a variety of activities. One of these activities is manifested in

movements called work. According to As'ad (2009) work means to carry out a task that ends with the fruits of work that can be enjoyed by the human being concerned.

Terry, George R. & Leslie W. Rue (2010) argue that the motivation of work makes one complete the work with passion, because the person wants to do it. Wibowo (2011) said that motivation of work is a boost to a series of human behavior processes on the achievement of goals. Robbins (2010) argues that motivation is defined as the willingness to expend high levels of effort for organizational goals, conditioned by the ability of the effort to meet individual needs. If a person is motivated, then someone will try his best and besides it must be considered also the quality and effort it and the intensity.

One of the known theories of motivation is Maslow's motivational theory. This motivational theory is called "A theory of human motivation". This theory follows the plural theory, ie a person behaves / works, because of the urge to meet the various needs. Maslow argues that one's desirable needs are stratified, meaning that when the first requirement has been met, the second-level need will be the main one. Furthermore, if the second level needs have been met, then the third level needs and so on until the level of the fifth requirement (Suwatno and Priansa, 2011).

In another motivational study, McClelland in Mangkunegara (2011) suggests three kinds of human needs, namely the following. First Need for Achievement, which is the need for achievement which is a reflection of the drive for responsibility for problem solving. An employee who has high achievement needs tends to take risks. The need for achievement is the need to do a better job than before, always desiring to achieve higher achievement. The two Need for Affiliation, which is the need to affiliate which is the impetus to interact with others, be with others, do not want to do anything harmful to others. And Third Need for Power, that is the need for power which is a reflection of the urge to reach the authority to have influence on others.

### Performance

Performance related to business, activities/programs initiated and implemented to plan and direct and control employee performance (Ruky, 2002). Performance is a function of motivation and the ability to complete a person's task or job should have a certain degree of willingness and level of ability. One's willingness and skills are not effective enough to do something without a clear understanding of what to do and how to do it. Performance is a real behavior that every person displays as work performance generated by employees in accordance with their role in the organization. Employee performance is a very important thing in the organization's efforts to achieve goals (Rivai and Sagala, 2009). Locke (2009) suggests that historically, performance is defined as a set of task statements derived from job descriptions, then judged to know the extent to which they perform the task.

In performing its function, performance cannot stand alone but relate to its supporting factors. According to Mangkunegara as for the factors that affect the achievement of performance in the organization consist of two, namely individual factors and environmental factors organization. Psychologically, normal individuals are individuals who have high integrity between psychic and physical functions. Given the high integrity of psychic and physical function, the individual has a

good self-concentration. This good concentration is the main capital of human individual to be able to manage and utilize his potential optimally in carrying out activities or daily work activities in achieving organizational goals.

While the environmental factors of the organization is very supportive for individuals in achieving work performance. Organizational environmental factors in question include a clear job description, effective communication patterns of work, harmonious working relationships, respectful and dynamic work climate, career opportunities and work facilities are relatively adequate. Even if the environmental factors of the organization are less supportive, then for individuals who have a level of intelligence of the mind adequate with good emotional level, in fact he still can excel in work. This is for the individual, the organizational environment can be changed and can even be created by himself and is a booster, a challenge for himself in achieving in the organization.

Armstrong (1998) fully explains that the four factors that affect the performance are: 1) personal factors, including individual skills, competence, motivation, and commitment, 2) leadership factors, namely the quality of motivation, guidance and encouragement given by the leadership, 3) occupational system factors and facilities provided by the organization, and 4) situational factors, including changes and emphasis of internal and external factors.

According Caudron (1995) there are several indicators that need to be considered in assessing organizational performance, these dimensions include: 1) Work teams and information sharing are building block, 2) Provide the training and resources needed to do good job, 3) Provide measurement, feedback and reinforcement, 4) On going reinforcement, 5) Provide responsibility and authority, and 6) Flexible in internal procedure.

### Conceptual Framework

Based on the formulation of the problem and the literature review described in the previous chapter, the conceptual framework of the study refers to earlier relevant theories and research.

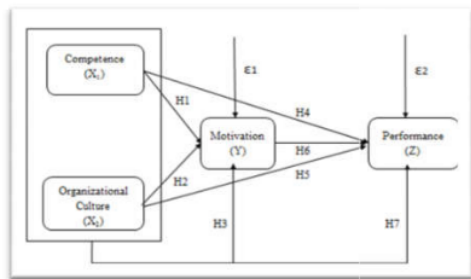


Figure 1 Conceptual Framework

As a comprehensive overview of the interrelationships between variables used in the research model, the following is presented in the conceptual framework of the study. Where the framework of the study can be described in (figure 1) as follows:

Based on research objectives and theoretical reviews, the research hypothesis is:

1. Competence affects partial motivation.
2. Organizational culture affects partial motivation.
3. Competence and organizational culture affect simultaneous motivation.
4. Competence affects performance partially.
5. Organizational culture affects performance partially.
6. Motivation affects performance partially.
7. Competence, organizational culture and motivation affect the performance simultaneously.

### METHODS

Approach in this research use quantitative approach with survey method and use path analysis technique. Path analysis is used to analyze patterns of relationships between variables with the aim to determine the direct or indirect effect of a set of independent variables (exogenous) to the dependent variable (endogenous).

The population of this study is all urban villages and its devices spread in 12 districts in Bekasi City and identified 56 urban villages and 224 urban villages, while the samples are 140 respondents.

Based on the purpose of research, the type of research used is explanatory research (explanatory research). Explanatory research is a research conducted to explain the causal relationship between research variables through hypothesis testing (Singarimbun and Effendi, 2012). The research approach used in this research is quantitative approach. The quantitative approach begins with theory, which is derived into a research hypothesis using deductive logic accompanied by measurement and operationalization of variables. Furthermore, generalization based on the results of statistical data so that it can be taken conclusion as research findings to answer the problems being faced.

Before the analysis, tested the questionnaire instrument with validity and reliability test, and normality test to test whether in the regression model, the dependent variable and free have normal distribution or not. Normality assumption is a very important requirement significance test (significance) regression coefficient. A good regression model is a regression model that has a normal or near-normal distribution, so it is feasible to do statistical testing.

This research uses Path Analysis. This analysis is an option in order to study the dependence of a number of variables within the model. This analysis is a good method to explain if there is a large set of data to analyze and look for causal relationships. Path analysis is one of the analytical tools developed by (Dillon and Goldstein in AliHapzi and Limakrisna, N, 2013). Wright developed a method for knowing the direct and indirect effects of a variable, in which there are exogenous variables and endogenous variables.

The path diagram consists of two substructures with two equations, where  $X_1$  and  $X_2$  are exogenous variables ie variables with no explicit cause, this variable serves as the independent variable/cause of the next sequence variable Y and Z as the endogenous variable.

### RESULT AND DISCUSSION

#### Respondents answer

Based on the respondent's answer can be given picture or

description related to the variable focus of discussion. Where the description can be described as follows.

1. The description of competence variables based on responses of 140 respondents is more likely to agree that the competencies possessed by the urban village employees in the Bekasi City Region. Where the respondent's assessment is aimed at aspects of character, attitudes and values, skills, and knowledge attached to the employees.
2. In general, respondents agreed that the organizational culture in urban village in Bekasi City Region has been formed conducive, it is concluded on the respondent's answer which on average expressly agree on the aspect asked related to employee's involvement, consistency, and adaptation and mission.
3. In general, respondents agreed that the work motivation of the urban village employees in Bekasi City Region is relatively high. The respondent's attitude is based on the statement on the aspect of achievement needs, power needs and the need for affiliation from the urban village employees.
4. Response of respondents on the performance of urban village in Bekasi City Region is also relatively good, it responded by respondents with average answers that lead to agree and strongly agree. This respondent's response is related to work team aspect and sharing of work information, preparing measurement, feedback on employee performance, reward and flexible rules.

**Normality Test Results**

Before stepping into hypothesis testing, first tested normality. The test is done by using SPSS 21.0 as a tool in this research is obtained result that the data in this research is normal distribution, it is proved from the result of significance value (Asymp, Sig. 2-tailed) bigger than 0,05, that is (0,855 > 0,05) so it can be concluded that the data in this study is normally distributed.

**Path Analysis**

This analysis is an option in order to study the dependence of a number of variables within the model. This analysis is a good method to explain if there is a large set of data to analyze and look for causal relationships.

To answer the objectives in this study, the main structure in the research model was broken into two sub-structures. Where to answer objectives 1, 2 and 3 with the first sub-structure, and to answer objectives 4, 5, 6 and 7 using the second sub-structure.

The output of the first structure equation in this research using SPSS 21.0 software as follows.

**Table 1** Coefficients regression

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
	(Constant)	20.763	3.944		
Competence_X1	.227	.072	.248	3.132	.002
Organizational_Culture_X2	.440	.072	.482	6.085	.000

a. Dependent Variable: Motivation\_Y

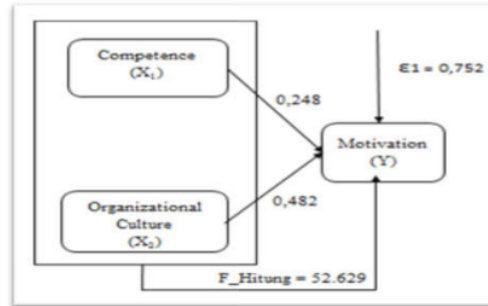
Source: Output SPSS under 21.0 for windows

Statistically the output of the above coefficients table obtained the following equation.

$$Y = \text{Pyx}_1 \cdot X_1 + \text{Pyx}_2 \cdot X_2 + e_1$$

$$Y = 0,248 \cdot X_1 + 0,482 \cdot X_2 + e_1$$

The result of the above equation is inserted into the picture of structural equation as below:



**Figure 2** Result of Sub Line Analysis of Structure I

To determine the influence of competence and organizational culture partially to motivation, then tested by t test (Partial). The statistic t test basically shows how far the influence of an individual explanatory variable in explaining the dependent variation. This test is done by looking at the statistical value of t calculation results then compare it with the value of t table with the degree of confidence of 5%. The following will be described one by one test partially in this study.

**The Influence Competence on Motivation**

From the output of SPSS as shown in Table 1, it is found that the value of t count of variable X<sub>1</sub> is 3,132, with significance level 0,002, because the level of significance is more <0.05 (0.002 < 0.05) it can be concluded that competence has an effect on motivation. Based on the explanation H<sub>0</sub> is therefore rejected and H<sub>1</sub> accepted, meaning that the competence affects the motivation.

**The Influence of Organizational Culture on Motivation**

From the output of SPSS as shown in Table 1, it is found that the value of t count variable X<sub>2</sub> is 6,085, with significance level of 0.000, because the level of significance is more <0.05 (0.000 < 0.05) it can be concluded that organizational culture has an effect on motivation. Based on the explanation H<sub>0</sub> is therefore rejected and H<sub>1</sub> accepted, meaning that organizational culture affect the motivation.

**The Influence of Competence and Organization Culture on Motivation Simultaneously**

In testing this hypothesis used Test F (simultaneous). F test is basically used to test the significant effect of some independent variables on dependent variable. In this case F test is used to test the significant influence of competence and organizational culture together on motivation. The following is the output of SPSS 21.0 for the F (Simultaneous) test.

Table 2 F test Results Simultaneously

ANOVA <sup>a</sup>					
Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	2349.274	2	1174.637	52.629	.000 <sup>b</sup>
Residual	3057.719	137	22.319		
Total	406.993	139			

a. Dependent Variable: Motivation\_Y  
 b. Predictors: (Constant), Organizational\_Culture\_X2, Competence\_X1

From ANOVA test or F test using SPSS 21.0 obtained Fcount of 52.629 with p-value probability 0.000, because the level of significance level is much more <0.05 (0.000 <0.05). Therefore H<sub>0</sub> is rejected and H<sub>1</sub> accepted, so it can be concluded that the hypothesis Zero (H<sub>0</sub>) is rejected and alternative hypothesis (H<sub>1</sub>) is accepted meaning this proves competence variable and organizational culture together significantly influence to motivation variable. Meanwhile, to measure how far the ability of the model in explaining the variation of dependent variables, can be seen from the coefficient of determination as follows.

Table 3 Model summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.659 <sup>a</sup>	.434	.426	4.724

a. Predictors: (Constant), Organizational\_Culture\_X2, Competence\_X1

The R value of 0.659 shows the double correlation (competence and organizational culture) with motivation. Taking into account the variation of R Square Value of 0.434, has the meaning of the role or contribution of competence variable and organizational culture able to explain the motivation variable of 43.4%. While the rest of 56.6% influenced by other variables that are not included in this model.

The output of the second structure equation in this study by using SPSS 21.0 software as follows.

Table 4 Coefficients regression

Model	Coefficients <sup>a</sup>				
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	6.935	2.019		3.435	.001
Competence_X1	.153	.035	.313	4.381	.000
Organizational_Culture_X2	.204	.038	.417	5.372	.000
Motivation_Y	.080	.040	.150	2.017	.046

a. Dependent Variable: Performance\_Z

Source: Output SPSS under 21.0 for windows

Statistically the output of the above coefficients table obtained the following equation.

$$Y = Pzx_1X_1 + Pzx_2X_2 + Pzy.Y + e_2$$

$$Y = 0,313.X_1 + 0,417.X_2 + 0,150.Y + e_2$$

The result of the above equation is inserted into the picture of structural equation as below:

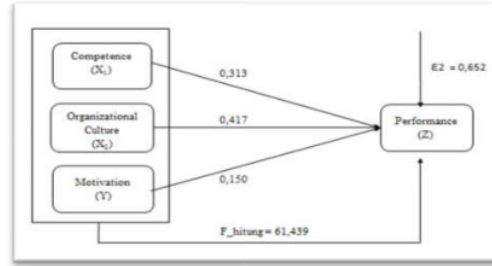


Figure 3 Result of Sub Line Structure Analysis II

To know the influence of competence, organizational culture and motivation partially to the performance, then tested by t test (Partial). The following will be described one by one test partially in this study.

The Influence of Competence on Performance

From the output of SPSS as shown in Table 4, it is found that the value of t count variable X<sub>1</sub> is 4,381, with significance level of 0.000, because the level of significance is more <0.05 (0.000 <0.05) it can be concluded that competence has an effect on performance. Based on the explanation H<sub>0</sub> is therefore rejected and H<sub>1</sub> accepted, meaning that the competence effect on performance.

The Influence of Organizational Culture on Performance

From the result of SPSS output as shown in Table 4, it is found that the value of t count variable X<sub>2</sub> is 5,372, with significance level 0.000, because the level of significance is more <0.05 (0.000 <0.05) it can be concluded that organizational culture has an effect on performance. Based on the explanation H<sub>0</sub> is therefore rejected and H<sub>1</sub> accepted, meaning that organizational culture affect the performance.

The Influence of Motivation on Performance

From the output of SPSS as shown in Table 4, it is obtained that the value of t count variable Y is 2.017, with significance level of 0,046, because the level of significance is more <0.05 (0.046 <0.05) it can be concluded that motivation has an effect on performance. Based on the explanation H<sub>0</sub> is therefore rejected and H<sub>1</sub> accepted, meaning motivation effect the performance.

The Influence of Competence, Organizational Culture and Motivation on Performance Simultaneously

In testing hypothesis used Test F (simultaneous). F test is basically used to test the significant effect of some independent variables on dependent variable.

Table 5 F test Results Simultaneously

ANOVA <sup>a</sup>					
Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	896.582	3	298.861	61.439	.000 <sup>b</sup>
Residual	661.554	136	4.864		
Total	1558.136	139			

a. Dependent Variable: Performance\_Z

b. Predictors: (Constant), Motivation\_Y, Competence\_X1, Organizational\_Culture\_X2

In this case F test is used to test the significant influence of competence, organizational culture and motivation together

on performance. The following is the output of SPSS 21.0 for the F (Simultaneous) test.

Anova or F test using SPSS 21.0 obtained Fcount of 61,439 with p-value probability 0.000, <sup>31</sup> cause the level of significance is much more  $<0.05$  ( $0.000 < 0.05$ ) Therefore  $H_0$  is rejected and  $H_1$  accepted, so it can be concluded that the hypothesis Zero ( $H_0$ ) is rejected and alternative hypothesis ( $H_1$ ) is accepted meaning this proves competence variable, organizational culture and motivation together significant <sup>2</sup> influence to performance. Meanwhile, to measure how far the ability of the model in explaining the variation of dependent variables, can be seen from the coefficient of determination as follows.

<sup>35</sup>  
**Table 6** Model summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.759 <sup>a</sup>	.575	.566	2.206

a. Predictors: (Constant), Motivation\_Y, Competence\_X1, Organizational Culture\_X2

The R value of 0.759 shows the double correlation (competence, organizational culture and motivation) with performance. Considering the variation of R Square Value of 0,575, it has significance of role or contribution of competence variable, organizational culture and motivation able to explain <sup>3</sup> performance variable equal to 57,5%. While the rest of 42.5% influenced by other variables that are not included in this model.

From the interpretation of the above data it can be discussed that:

#### Competence on Motivation

Competence affects motivation. Competence with character indicators, attitudes and values, skills, and knowledge affect work motivation partially with indicators of achievement needs, power needs, and affiliate needs. This means that the higher the competency possessed by someone tend to have a high motivation in running the job. This is in accordance with the opinion expressed by Lesser et al in Pramono, R (2006) which concludes the existence of a close relationship between competence and motivation. Competence for the leadership of the village is also indispensable in a good governance bureaucracy, this is in line with Ruky (2002) which states that competence is needed as something or basic characteristic of a person that influences the way of thinking and acting, generalize to all situations encountered, and survive enough Long in man.

#### Organizational Culture on Motivation

Organizational culture has an effect on motivation. Organizational culture with indicators of engagement, consistency, adaptation and mission affect work motivation partially with indicators of achievement needs, power needs, and affiliate needs. This means a strong organizational culture allows to increase one's motivation. This is put forward by Harris and Mossholder (1996) argued that, motivation is influenced by organizational culture. In addition, Mahal (2009) also concluded that organizational culture is found as a very important determinant to improve one's motivation level. Schein (1992) views organizational culture as a pattern of underlying assumptions that are shared in an organization,

especially in solving the problems faced. These patterns become something definite that is socialized to the new members of the organization.

#### Competence and Organizational Culture on Motivation

Competence and organizational culture together affect the motivation. These findings provide an understanding that a person's motivation in carrying out his work can be supported through competence and organizational culture. This means that the better the competence of a person and supported by a strong organizational culture, it will increasingly affect the employee's motivation.

#### Competence on Performance

Competence affects performance. The results of this study support or strengthen the existing theory, which states that the competence is the capacity that exists in someone who can make the person is able to meet what is required by the work in an organization so that the organization is able to achieve the expected work (Hutapea and Thoha, 2008). Some research results also support performance influenced by competence, such as research conducted by Aima, Havidz and Ali, Hapzi, et al (2017), Linawati and Suhaji (2012), Dhermawan, Sudibya and Utama (2012), and Albatros, E (2012) which states significantly and positively competence can affect performance.

#### Organizational culture on performance

Organizational culture has significant influence on performance. The results of this study support or strengthen the existing theory, which states that the culture formed within an organization is closely related to improve performance, because with the creation of a good work culture and supported by cooperation with fellow employees, it will achieve results that can improve performance Employees (Tika, 2008). The results of this study show similar results with the research that has been done by Ahmad (2016), Judge, A., and Hadipapo, A. (2015), Taurisa, CM, and Ratnawati, I. (2012), Maslukhan, F. (2015) and <sup>1</sup>Porwani, S. (2010) which states that organizational culture has a positive and significant effect on performance. This means that by having a strong organizational culture, someone will be able to perform a task well, so it will be able to provide maximum results.

#### Motivation on Performance

Motivation affects the performance significantly. The results of this study support or reinforce existing theories, which states that there is a close relationship between motivation and performance, where the two have interrelationship with each other. Besides the various studies on the relationship between the two shows that good <sup>46</sup> motivation will create good performance (Tiatna, 2015). The results of this study show the same results with research conducted by Riyanto, S., Adonia, and Ali, H <sup>11</sup>zi (2017) where the results showed that motivation has a positive and significant impact on performance.

Competence, Organizational Culture and Motivation on Performance.

Organizational culture, competence and motivation together affect performance. The findings provide an understanding that the performance of an employee in carrying out the



service must be supported by competence, organizational culture and motivation. This means that the better the competence, organizational culture and motivation, it will increasingly affect the performance of employees.

## CONCLUSIONS AND SUGGESTION

### Conclusions

Based on the results and discussion then the conclusion of this research are:

1. Competence has a positive and significant effect on motivation partially. Competencies consisting of dimensions: character; Attitudes and values; Skills; and knowledge. The better the competencies possessed by employees will be able to increase employee motivation in carrying out their work.
2. Organizational culture has a positive and significant effect on motivation partially. Organizational culture consisting of dimensions: involvement; consistent; Adaptation and mission. The stronger the positive organizational culture that exists within an organization will make it possible to increase one's motivation.
3. Competence and organizational culture of motivation have a positive and significant impact on motivation. The better the competence and organizational culture that is owned in an organization, it will increasingly affect the employee's motivation.
4. Competence has a positive and significant effect on performance partially. Competencies consisting of dimensions: character; Attitudes and values; Skills; and knowledge. The better the competencies possessed by employees will be able to contribute positively to the employee performance spirit.
5. Organizational culture has a positive and significant effect on performance partially. Organizational culture consisting of dimensions: involvement; consistent; Adaptation and mission. The stronger positive organizational culture that is run, maintained and developed within an organization will be able to contribute positively to the performance of employees.
6. Motivation has a positive and significant effect on performance partially. Motivation consisting of dimensions: achievement needs; Power needs and affiliate needs. The higher the work motivation that is owned by the employee in carrying out the main task and function, it will be able to contribute good work also in an effort to achieve the vision and mission of the organization.
7. Competence, organizational culture and motivation have a positive and significant effect on performance. The better the competence, organizational culture and motivation that is owned in an organization, it will increasingly affect the performance of the organization.

### Suggestion

Based on data analysis, statistical calculation process, empirical research model test and discussion of the results of the study conducted, submitted some suggestions as follows:

1. In the future, the placement of employees in the urban villages should be adjusted to the educational background and also adapted to the work of the employees themselves.

2. In the future, urban villages employees should be more understanding and obedient to the rules, have a sense of responsibility to the organization, willingness to work together, ownership and good interpersonal relationships to the community, colleagues or superiors.
3. Need to do research with a relatively larger sample involving organizations from other Governments that can be used as a comparison, so generalization of research results can more represent the condition of Government in general in Indonesia.
4. Need to consider other variables in improving employee motivation such as job characteristics variable, work climate variable, organizational commitment variable, work environment and others.

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#### How to cite this article:

Suharto and Abdul Rivai (2017) 'Analysis The Effect Of Competence and Organization Culture To Motivation and Performance At Urban Village in Bekasi City', *International Journal of Current Advanced Research*, 06(06), pp. 4235-4243. DOI: <http://dx.doi.org/10.24327/ijcar.2017.4243.0473>

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