

Review Article

The Effect of Job Description, Motivation, and Competence on the Employee Performance of Semarang Secretary office

Sukardi¹ , Yuliadi²

^{1,2} Faculty of Economics and Business, Universitas 17 Agustus 1945 Semarang
Jalan Pawiyatan Luhur Bendan Dhuwur, Semarang, Indonesia.

Received Date: 09 October 2020
Revised Date: 14 November 2020
Accepted Date: 16 November 2020

Abstract - This study aims to determine the effect of the job description, motivation, and competence on the employee performance of the Semarang Secretary's office. The population in this study were all employees of the Semarang Secretary's office. The samples to be taken in this study amounted to 76 respondents obtained by Slovin formula. Data analysis using multiple linear regression analysis. Based on the results of the study, it can be concluded as follows, there is a positive and significant influence of job description, motivation, and competence on the employee performance of Semarang Secretary office

Keywords - job description, motivation, competence, performance

I. INTRODUCTION

Government is essentially a service to the community (Sondang, 2009) who is obliged and responsible to provide good and professional services so that the State Civil Apparatus is professional, responsible, fair, honest, and expert in their fields. The Regional Secretariat is an element of local government staff that provides data, information, and planning support to local governments, led by a Regional Secretary who is responsible to the Mayor.

As one of the Regional Government Organizations that is tasked with directly assisting the Mayor of Semarang, the Semarang City Regional Secretariat has a very important role in the development and progress of the Semarang City Regional Government. Therefore, the human resources in it must also be able to carry out their respective duties optimally. To improve the performance of its employees, it seems that the Regional Secretariat of Semarang City still has many obstacles that must be faced. This is an obstacle for the Semarang City Regional Secretariat to achieve the

expected performance, resulting in less than optimal performance of the Semarang City Regional Secretariat employees. The performance achievements of the Regional Secretariat of Semarang City as seen from the fulfillment of work programs in each year are still not optimal. This can be seen from the work performance of each work program that has not been able to meet the work target expected by the leadership, namely to meet 100%.

Efforts to achieve employee performance are very much determined by the quality of human resources, including job description, motivation, and competence (Hasibuan, 2009) which in several previous studies still showed differences in research results (research gap). Pattisahusiwa (2013), Mustikawati and Kurniawan (2014), and Syelviani (2017) state that job descriptions have a positive and significant effect on employee performance, in contrast to Komara and Anisah (2016) who state that job description have no significant effect on employee performance. Research by Susan, Gakure, Kiraithe and Waititu (2012), Juniantara (2015), Novyanti (2015) and Agustrian (2015), Rokhilah & Darmanto (2016) states that motivation has a positive and significant effect on employee performance, in contrast to Utomo (2014) which states that motivation does not have a significant effect on performance. employees. Markonah and Sunarto (2013), Anis and Sutomo (2015), Cecilia and Gekara (2016) and Nugroho, et al (2017) stated that competence has a positive and significant effect on employee performance, in contrast to Utara and Liana (2014), Shodiqin and Mindarti (2015) and Ratnasari (2016) state that competence does not have a significant effect on employee performance.

Underlying the background of the problem and the research gap, three hypotheses are proposed, namely: job description (1), motivation (2) competence (3) have a



positive and significant effect on the performance of the Semarang City secretariat employees..

II. METHOD

Population and Sample

The population in this study were all employees of the Semarang Secretary's office. The samples to be taken in this study amounted to 76 respondents obtained by Slovin formula.

Data Analysis

The analysis technique using linear regression with SPSS v. 21, while hypothesis testing using t-test and test-F at a significance level of 5%. The classical assumptions test used in this research includes normality, multicollinearity, heteroscedasticity, and autocorrelation test.

Variables and Measurements

A job description is a written statement describing the functions, duties, responsibilities, authorities, working conditions, and other aspects of certain work (Pattisahusiwa, 2013). The indicators used include: authority, responsibility, working conditions, work facilities, work output standards

Motivation, namely employee encouragement or employee mental attitudes that lead or encourage behavior towards meeting needs that provide satisfaction (Hasibuan, 2009). The indicators used include work performance in agencies, positions in agencies, being able to help colleagues, getting recognition from the public for being a civil servant.

Competence is the ability to carry out or perform a job or task that is based on skills and knowledge and is supported by the work attitude demanded by the job (Wibowo, 2007). The indicators used include: characteristics, conceptual abilities, knowledge, expertise

Employee performance, namely the quality and quantity of work achieved by an employee in carrying out his duties following the responsibilities he has been given (Mangkunegara, 2009). The indicators used are: quality of work, number of jobs, compliance with work regulations, on-time attendance, cooperation with colleagues..

III. RESULT AND DISCUSSION

Normality test

Based on the results of the normality test, a p-value was obtained (Asymp. Sig) of 0.082, where the value was greater than 0.05, namely (0.082 > 0.05). So it can be concluded that the data distribution in the regression model is normally distributed (the regression model has met the normality assumption).

Heteroscedasticity Test

Based on the results of the heteroscedasticity test, the significance value (sig.) Obtained for each job description variable is 0.105, motivation is 0.072, and competency is 0.058. The significance value of these variables is greater

than 0.05 (significance > 0.05). So it can be concluded that the regression model used in this study does not occur heteroscedasticity.

Multicollinearity Test

Based on the multicollinearity test results, each job description, motivation, and competence variable has a tolerance value > 0.10 and a VIF value < 10. This means that there is no correlation between the independent variables used, so it can be concluded that the resulting regression model multicollinearity symptoms did not occur.

Coefficient of Determination

The coefficient of determination as seen from the Adjusted R Square is 0.312. It can be concluded that the variable job description, motivation, and competence can explain the variation in employee performance variables by 31.2%, while the remaining 68.8% variations in employee performance can be explained by other variables outside the research model.

F test

The F test results obtained a significance value of 0.000 < 0.05, it can be concluded that the resulting regression model is fit, so that the regression model is significant and feasible to use.

Hypothesis (t) test

The result of the t-test (hypothesis test) can be seen in Table 1 as follows :

Table 1. Result of t-test

No	Variable	t-count	Significance
1	Job description	2,245	0,028
2	Motivation	2,126	0,040
3	Competence	2,148	0,035

Source: primary data (2020)

Hypothesis Testing The Effect of Job Description on Employee Performance

Based on the results of the t statistical test in table 1, it is found that the t value of the job description variable is greater than the t table value, namely (2.245 > 1.669), and the significant value of 0.028 is less than 0.05. So the result of the decision is to reject the null hypothesis (H0) and accept the alternative hypothesis (Ha), which means that the job description has a positive and significant effect on employee performance. This means that if the job description has increased, the employee performance will increase. From these results, it can be concluded that hypothesis one which states that the job description has a positive and significant effect on employee performance is statistically acceptable. These results mean that if the job description that is applied to employees is getting better through the increased authority, responsibility, working conditions, work facilities, and work results standards, the performance of the Semarang

City Regional Secretariat employees will also increase. The results of this study support previous research conducted by Pattisahusiwa (2013), Mustikawati and Kurniawan (2014), and Syelviani (2017) which resulted in job descriptions that have a positive and significant effect on employee performance.

Hypothesis testing The Influence of Motivation on Employee Performance

Based on the results of the t statistical test in table 1, it is found that the t value of the motivation variable is greater than the t table value, namely $(2.126 > 1.669)$, and the significant value of 0.040 is less than 0.05. So that the result of the decision is to reject the null hypothesis (H_0) and accept the alternative hypothesis (H_a), which means that motivation has a positive and significant effect on employee performance. This means that if motivation has increased, then employee performance will increase. From these results, it can be concluded that the second hypothesis which states that motivation has a positive and significant effect on employee performance is statistically acceptable. These results mean that if the motivation possessed by each employee of Semarang Secretary office through work performance in agencies, positions in agencies, can help colleagues, and get recognition from the public for the profession as civil servants increases, then the performance of the Semarang City Regional Secretariat employees will also increase. . The results of this study support previous research conducted by Susan, Gakure, Kiraithe and Waititu (2012), Juniantara (2015), Novyanti (2015) and Agustrian (2015) which resulted in work motivation having a positive and significant effect on employee performance.

Hypothesis testing Effect of Competence on Employee Performance

Based on the results of the t statistical test in table 1, it is obtained that the t value of the competency variable is greater than the t table value, namely $(2.148 > 1.669)$, and the significant value of 0.035 is less than 0.05. So that the result of the decision is to reject the null hypothesis (H_0) and accept the alternative hypothesis (H_a), which means that competence has a positive and significant effect on employee performance. This means that if the competition has increased, the employee performance will increase. From these results, it can be concluded that the third hypothesis which states that competence has a positive and significant effect on employee performance is statistically acceptable. These results mean that if the competence possessed by each employee of the Semarang Regional Secretariat increases with better characteristics, conceptual abilities, knowledge, and expertise, then the performance of the Semarang City Regional Secretariat employees will also increase. The results of this study support previous research conducted by Markonah and Sunarto (2013), Anis and Sutomo (2015), Cecilia and Gekara (2016) and Nugroho, et al (2017) which

resulted in competencies having a positive and significant effect on employee performance.

IV. CONCLUSION

Three hypotheses were accepted, job description, motivation, and competence had a positive and significant effect on employee performance. The result recommends to the Semarang city government to arise the employee performance in the secretary office by some programs that can arise job description, motivation, and competence of the employee. The next research can try to analyze nonindividual variables such as teamwork, environment, culture toward employee performance.

REFERENCES

- [1] Anis,M. & Sutomo, 2015, Pengaruh Kompetensi Dan Motivasi Terhadap Kinerja Guru Dimoderasi Kepemimpinan Kepala Sekolah (Studi Pada MTs Swasta Kecamatan Winong Kabupaten Pati), Jurnal Manajemen Pascasarjana, Universitas Stikubank Semarang
- [2] Cecilia & Gekara, 2016, "Influence of Interest Rates Determinants on the Performance of Commercial Banks in Kenya", International Journal of Academic Research in Accounting, Finance and Management Sciences Vol. 6, No.2, April 2016, pp. 121–133
- [3] Friadi, 2015, Pengaruh Pemberian Insentif Terhadap Kinerja Karyawan Distributor Baterai Yuasa (Kasus PT. Riau Indotama Abadi Pekanbaru), Jom FISIP, Volume 2(1), 1-9
- [4] Ghozali,I. 2012, "Aplikasi Analisis Multivariate dengan Program SPSS", BP UNDIP, Semarang.
- [5] Hasibuan, S.P. 2009. "Manajemen Sumber Daya Manusia". Jakarta: Bumi Aksara.
- [6] Mangkunegara, AA. 2009. "Manajemen Sumber Daya Perusahaan". Cetakan 6. Bandung: PT. Remaja Rosdakarya.
- [7] Markonah,S. dan Sunarto, 2013, "Pengaruh Motivasi Dan Kompetensi Terhadap Kinerja Guru Dimediasi Komitmen Organisasional (Studi Kasus Di SMA Negeri 1 Jakenan Kabupaten Pati)", Jurnal Manajemen Pasca Sarjana, Universitas Stikubank Semarang
- [8] Mayangsari, S. dan Wandanarum, P. 2013. "Auditing Pendekatan Sektor Publik dan Privat." Jakarta : Penerbit Media Bangsa.
- [9] Murty dan Hudiwinarsih, 2012. "Pengaruh Kompensasi, Motivasi Dan Komitmen Organisasional Terhadap Kinerja Karyawan Bagian Akuntansi (Studi Kasus Pada Perusahaan Manufaktur Di Surabaya)", The Indonesian Review, Volume 2, No. 2, July 2012, pages 215 – 228
- [10] Nurwanta, 2018, Pengaruh Kepemimpinan, Kompensasi Dan Komunikasi terhadap Kinerja Pegawai dengan Kompetensi dan Motivasi Sebagai Variabel Intervening (Studi Pada Badan Perencanaan Pembangunan Daerah Kabupaten Wonogiri), Jurnal Inisiasi Volume 7 Nomor 1, 2018
- [11] Ratnasari, S.R. 2016, Pengaruh Kompetensi Dan Kompensasi Terhadap Kinerja Karyawan di Lembaga Keuangan Syariah. Departemen Quality Assurance PT. Peb Batam, Prosiding Seminar Nasional Ekonomi dan Bisnis & Call For Paper FEB UMSIDA 2016
- [12] Robbins, S.P., 2006, Organization Behavior, Prentice-Hall International, New Jersey.
- [13] Rokhilah & Darmanto, S. (2016). Pengaruh Kompetensi, Motivasi Dan Lingkungan Kerja Terhadap Kinerja Penyuluh Lapangan Program Keluarga Berencana (PLKB) Di Kabupaten Pemalang. Media Ekonomi dan Manajemen, 29(1).
- [14] Shodiqin dan Mindarti,C.S., 2015, Pengaruh Kompetensi Dan Komitmen Organisasional Terhadap Kinerja Guru Yang Dimoderasi Oleh Iklim Organisasi Pada MI Sekecamatan Winong Kabupaten Pati (Studi Kasus pada Guru-guru MI Sekecamatan Winong Kabupaten Pati), Prosiding Seminar Nasional Multi Disiplin Ilmu &Call For Papers Unisbank (Sendi_U)
- [15] Spencer, Jr., Lyle M., and Signe M, Spencer., 2015., "Competence at Work: Models for Superior Performance", New York: John Wily & Sons, inc.

- [16] Sugiyono. 2010. "Metode Penelitian Administrasi. Bandung: CV. ALFABETA"
- [17] Sukmasari, 2011, Pengaruh Kepemimpinan, Motivasi, Insentif, Lingkungan Kerja, Dan Kepuasan Kerja Terhadap Kinerja Pegawai Dinas Pengelolaan Keuangan Dan Aset Daerah Kota Semarang, Tesis Manajemen Universitas Dian Nuswantoro Semarang.
- [19] Untara, S.B. & Liana,L. 2014, Pengaruh Kompetensi Dan Motivasi Terhadap Kinerja Guru Dengan Moderasi Supervisi Akademik Studi pada Guru Kelas SD di UPT Dinas Pendidikan Kecamatan Gunem Kabupaten Rembang, Jurnal Manajemen & Bisnis Indonesia, Vol. 3 No. 2 Hal 104-205 Juli 2014
- [20] Utari, 2015, Pengaruh Motivasi, Kepemimpinan dan Kedisiplinan terhadap Kinerja Pegawai (Studi Kasus Pada Dinas Pendapatan Pengelolaan Keuangan dan Aset Daerah Wonogiri), Jurnal Ekonomi Dan Bisnis Universitas Muhammadiyah Surakarta Wibowo. 2007. Manajemen Kinerja. Jakarta: Rajawali Pers.
- [21] Yukl, et all. 2004. "Social Capital and Economic Development: Toward a Theoretical Synthesis and Policy Framework". Theory and Society, Vol. 27, 151-208.
- [22] Yusuf, B. 2015. Manajemen Sumber Daya Manusia Jakarta: Rajawali Press.