

Employee Competency on Professional Staff Performance in Bolaang Mongondow: The Mediating Role of Job Satisfaction

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Abstract: *This study aims to determine the role of job satisfaction in mediating employee competence on the performance of the professional assistant staff of the Bolaang Mongondow. This research is an explanatory quantitative research with a sample of 85 people and the method of data analysis using PLS (Partial Least Square). The results of the study were that Employee Competence had a significant positive effect on the performance of Bolaang Mongondow's professional assistant staff, competence had a positive and significant effect on job satisfaction of Bolaang Mongondow's professional assistant staff and job satisfaction had a significant positive effect on the performance of the village's professional assistant staff of Bolaang Mongondow.*

Keywords – *competency, satisfaction, performance.*

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I. Introduction

Human resources are the single most important element in daily activities, both in society, organizations, institutions, companies and government, because as sophisticated technology tools are available it would not be meaningful if there were no human resources to manage them. To realize these objectives, we need human resources who have good performance in carrying out the task. Performance is the result of the quality and quantity of work achieved by an employee in carrying out their duties in accordance with the responsibilities given to him (Mangkunegara, 2006: 9). According to Bangun (2012: 231) performance is the result of work achieved by someone based on job requirements or job requirements. In the implementation of village government to realize the goals of village development and empowerment of village communities, the government prepares various devices that can support these goals.

One factor that influences performance is employee competency. the way to maintain employee performance is to pay attention to employee competencies. According to Romberg (2007) an employee has high competence if the employee has work experience, an educational background that supports the profession, has expertise / knowledge, and has skills that are appropriate to his field of work. In line with research conducted by Halil (2013), in his research conducted in the banking, cargo, communications, food and catering, finance, publishing, technology and tourism industries, employee competency has a positive effect on employee performance. Furthermore, research (Olido et al., 2015) conducted on credit employees at FINCA MDI Uganda states that competence influences employee performance. This study concludes that if employee competence increases, it will improve employee performance. But research conducted by Rahardjo, (2014) conducted on elementary school teachers stated a different result, namely competence had no effect on teacher performance. Likewise the research conducted by (Natsir et al., 2015) conducted at the Southeast Sulawesi Province civil servants stated that competence had no effect on performance.

Job satisfaction is a factor that also affects employee performance. An employee who is competent in carrying out the task is proven by obtaining an achievement or achievement achieved, so that it will cause his own satisfaction. This is because he feels capable of carrying out the duties and responsibilities he has. Job satisfaction is a combination of psychological, physiological and environmental conditions that causes a person to be honest, satisfied with his work (Neog, 2014). In line with research conducted by Hira and Waqas (2012) and Perera et.al (2014) the results of job satisfaction have a positive effect on employee performance. This means that when someone feels satisfied with the work carried out, will improve performance. But in Sudiro's research (2009) conducted at UB's lecturers stated a different result, that satisfaction did not significantly influence performance. This means that the level of satisfaction of a lecturer will not affect performance.

Factors that influence job satisfaction are competencies. Sutrisno (2009: 202) argues that competence is defined as a behavioral dimension of expertise or excellence of a leader or staff who have good skills, knowledge, and behavior. Placement of employees according to competence can increase job satisfaction and vice versa, because by placing the right employee in the right place will provide its own satisfaction for

employees in completing work. In line with research by Esther Manic (2014) and Dhermawan (2012), competence has a positive and significant effect on job satisfaction. In contrast to research Iriani (2016) states competence has no influence on job satisfaction

Likewise in the implementation of the Village Government, based on Law Number 23 of 2014 concerning Regional Government, it has been regulated regarding the implementation of the decentralized system by granting the widest possible Regional Autonomy to the regions. The emphasis of Regional Autonomy is placed at the Regency / City level, but in Indonesia, mostly essence the independence must begin at the lowest level of government, namely the village, followed by funding for all villages throughout Indonesia to support several things for the progress of the village, including is improving the welfare and equitable development of villages through improving public services in the village, advancing the village economy, overcoming development gaps between villages and strengthening rural communities as the subject of development. To realize these goals, competent human resources are needed in carrying out the tasks given so that employee performance will be better and organizational goals will be easily achieved.

In carrying out village governance and to realize the goals of achieving development and empowering village communities, the government has prepared various tools that can support these goals. One of the supporting instruments for achieving this goal is the village Professional Assistance Staff. In accordance with the Regulation of the Minister of Villages, Development of Disadvantaged Regions, and Transmigration of the Republic of Indonesia, Number 3 of 2015, regulates the duties and responsibilities that must be done by Village Facilitators.

The task of the village facilitator is to carry out a village community empowerment program, Facilitate the implementation of the program stages, participate actively in hamlet and village meetings, Encourage the participation of women and poor people in village meetings, oversee proposals 4 areas of local village-scale authority until funded, Guide villages in making Development Plans Village Mid-Term (RPJM), Village Government Work Plan (RKP) and Village Expenditure Budget (APBD), guiding village administration, Checking, correcting and validating village fund bookkeeping, guiding the preparation of village financial reports & accountability reports on village fund activities, and periodically check the village administration.

The task of a village assistant who must carry out an empowerment program to the village community, then the facilitator must have skills in terms of socializing with the community, able to communicate well but also be able to transfer ideas and creative ideas with the aim of empowering the village community. Not only that, village facilitators must be able to understand the procedures for preparing the Village Revenue and Expenditure Budget (APB-Vil) and also must understand related to development programs that are allocated through village funds.

Based on the situation in the field that there are some employees who have competencies that do not support each other based on the education they have, work experience and training, because there are not a few village assistants from educational backgrounds who are not in accordance with their responsibilities. There were also found village assistants who lacked experience in the field of village community empowerment and village fund allocation management. Some villages even complained about the role of village facilitators who seemed to be slow in providing solutions to the problems that occurred. There are even some village assistants who have not contributed to the development of village communities such as empowering village communities in the village Innovation program, running Village-Owned Enterprises (BUM-Vil), as well as in creating creative village products and also raising local village wisdom. In these circumstances the Village Assistant must have competent competence in order to carry out their tasks productively. In this case the organization must be able to manage so that village assistants can have competent competence to carry out their tasks.

II. Literatur Review

Employee Competence

The company has made many efforts to build competency models to identify the main competencies needed by the organization to be more competitive and successful in the future. Organizations benefit from using competence because it gives them better and more sophisticated ways to manage, measure and improve employee quality. Organizations use the competencies they have identified to help screen and interview the best candidates, evaluate employees, determine compensation and help make better decisions about training, promotions and assignments. Understanding competence in public and private organizations is needed especially to answer the demands of the organization, where there is a very rapid change, the development of very complex and dynamic problems and future uncertainties in the fabric of people's lives. Literally, Competence comes from the word competence, which means skills, abilities and authority. Etymologically, competence is defined as a dimension of expertise or excellence behavior of a leader or staff who have good skills, knowledge, and behavior. Sutrisno (2009: 202). Understanding of competence according to Government Regulation No. 101 of 2000 "Competence is the ability and characteristics possessed by a civil servant in the form of knowledge, behavioral attitudes required in the duties and positions (article 3). Competence is an

individual characteristic that underlies performance or behavior in the workplace. Performance at work is influenced by (a) knowledge, abilities, and attitudes; (b) work style, personality, interests / interests, basics, attitude values, beliefs, and leadership style. From the various views mentioned above it can be concluded that competence is the ability to carry out a task or job based on knowledge, skills, and supported by attitudes that are individual characteristics.

according to Wibowo (2014: 283), there are six competency indicators namely Beliefs and Values are people's beliefs about themselves and others will greatly influence behavior. If people believe that they are not creative and innovative, they will not try to think about new or different ways of doing things. Furthermore Skills play an important role in increasing competence. Experience is a person who desires good competence must have experience, good experience organizing people, communicating in front of groups, solving problems and so on. Personality Characteristics is a way for people to respond and interact with their strengths and surroundings. Motivation is a factor in competence that provides encouragement, appreciation for the work of subordinates, giving recognition and individual attention from superiors can have a positive influence on the motivation of a subordinate. Intellectual ability is the ability to work together and communication skills can improve competency.

Job satisfaction

Job satisfaction is basically something that is individual. Each individual has a different level of satisfaction in accordance with the value system that applies to him. Job satisfaction is an evaluation that describes someone's feelings of being happy or not happy, satisfied or dissatisfied at work. According to Sopiah (2008: 170) "Job satisfaction is an emotional expression that is positive or pleasant as a result of an assessment of a job or work experience". Likewise, according to (Neog, 2014) states that job satisfaction is a combination of psychological, physiological and environmental conditions that cause someone to be honest, satisfied with their work.

The indicators of job satisfaction according to Robbins (2003: 148) include, among others, the Work is the content of work done by someone whether it has a satisfying element or not. Wages are the amount of payment a person receives as a result of carrying out work. Supervisor Someone who always gives orders or instructions in carrying out the work. Colleague is to whom someone always interacts in the implementation of work.

Employee Performance

Performance is the result of work both in quality or quantity achieved by an employee in carrying out tasks in accordance with the responsibilities given to him (Mangkunegara, 2005: 9). According to Bangun (2012: 231) performance is the result of work achieved by someone based on (job requirements) or job requirements. Performance (performance) according to Moeheriono (2012: 96) is the work that can be achieved by a person or group of people in an organization either quantitatively or qualitatively, in accordance with the authorities, duties and responsibilities of each in an effort to achieve the goals of the organization concerned legally, not violating the law and in accordance with morals and ethics. Performance is a description of the level of achievement of the implementation of program activities or policies in realizing the goals, objectives, vision, mission of the organization as outlined through the strategic planning of an organization (Moehoriono, 2010: 60).

Likewise in measuring the performance of the Village Professional Assistance Staff, in accordance with the Regulation of the Minister of Villages, Development of Disadvantaged Regions and Transmigration No. 3 of 2015 concerning Companion, there are several aspects of evaluation in the performance evaluation of village counterparts that cover 4 (four) main aspects, namely: mentoring performance, supervision performance, coordination performance, and administrative performance.

CONCEPTUAL FRAMEWORK

This study aims to examine the role of job satisfaction in mediating employee competence on the performance of the professional assistant staff of the Bolaang Mongondow village. There are three influences that can be explained in the conceptual framework as follows:

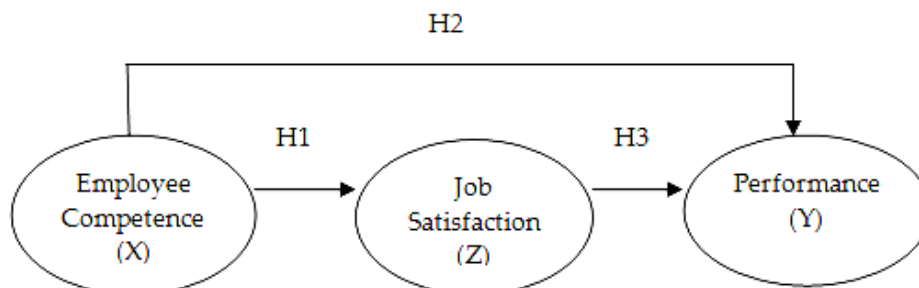


Fig 3.1 The Conceptual Framework

RESEARCH HYPOTHESIS

Sedarmayanti (2011: 126) suggests that competence is a fundamental characteristic possessed by someone who has a direct effect on performance, or can predict excellent performance. HR competencies are the abilities and characteristics possessed by an employee in the form of knowledge, skills and attitudes needed in the implementation of his job duties. If an employee has a high level of competence, he will have a high level of satisfaction as well, because by having competency simultaneously satisfaction with his work will arise in the employee. This is in line with research conducted by Manik (2014), and Dhermawan (2012) states that employee competence has a significant effect on job satisfaction. Thus it can be understood that employees who have high competence and fulfilled their needs will show better job satisfaction. Based on the description, the hypotheses in this study are:

H1: Employee Competency has a Significant influence on job satisfaction of Professional Assistance Staff in Bolaang Mongondow Village

an employee has high competence if the employee has work experience, educational background that supports the profession, has expertise / knowledge, and has skills that are appropriate to the field of work. Indeed, highly competent employees in the field of work they carry out are very much needed by companies / organizations for the achievement of effective and efficient work. In line with research conducted by Halil, (2013) in his research conducted in the banking, cargo, communications, food and catering, finance, publishing, technology and tourism industries, it was stated that employee competence had a positive effect on employee performance. Furthermore, Olido et al. (2015) conducted on credit employees at FINCA MDI Uganda stated that competence has a significant effect on employee performance. This study concludes that if employee competence increases, it will improve employee performance. Based on the description, the hypotheses in this study are:

H2: Competence has a significant effect on the performance of Bolaang Mongondow District Professional Assistance Staff

According to Locke quoted by Sopiah (2008: 170) "Job satisfaction is an emotional expression that is positive or pleasant as a result of an assessment of a job or work experience". Job satisfaction is basically something that is individual. Each individual has a different level of satisfaction in accordance with the value system that applies to him. Job satisfaction is an evaluation that describes someone's feelings of being happy or not happy, satisfied or dissatisfied at work. In line with research conducted by Aftab and Idrees (2012) and Perera et.al (2014) job satisfaction significantly and greatly affects performance. This means that when employees feel satisfied eating will spur the employee to work as expected by the company. Based on the description, the hypotheses in this study are:

H3: Job Satisfaction has a Significant Impact on the Performance of Professional Assistance Staff in Bolaang Mongondow Village

III. Methodology

This research is explanatory quantitative research. The study population was all professional advisors in the Bolaang Mongondow amount of 85 people. The variables studied were Employee Competency (X), job satisfaction (Z1) and performance (Y1). The data analysis method used in this study is PLS (Partial Least Square) using the Smart PLS 3.0 application program. This method has its own advantages. Can be used to

overcome the problem of relationships between complex variables, but the sample size of the data is small. Data analysis and structural equation modeling are using Smart PLS 3.0 software (Ghozali and Latan, 2015).

IV. Data And Results

The number of hypotheses tested was three hypotheses consisting of testing the direct effect coefficient. The results of data processing using PLS bootstrap are in the following image.

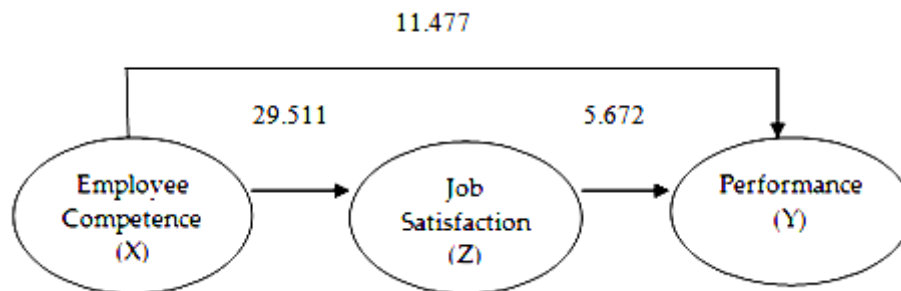


Fig. 5.1 Direct Influence

Table 5.1. Result Testing the Hypothesis

H	hypothesis	Koefisien Values	T- Statistics	T-Table	P Values	Conclusion
<i>(Direct Effect)</i>						
H1	Employee Competence -> Job Satisfaction	0.888	29.511	1.96	0.000	H1 received, Ho rejected
H2	Employee Competence -> Employee Performance	0.780	11.747	1.96	0.000	H2 received, Ho rejected
H3	Job Satisfaction -> Employee Performance	0.520	5.672	1.96	0.000	H3 received, Ho rejected

a. The influence of employee competence on job satisfaction of Bolaang professional assistant staff.

Testing the hypothesis 2, Employee Competency (X2) has a significant positive effect on Job Satisfaction (Z) resulting in a coefficient value of 0.888 and a t-statistic value of 29,511 greater than the t-table value of 1.96 with $\alpha = 10\%$. Based on the test results, the Ha hypothesis is accepted and H0 is rejected, which means that the higher the competency of employees can increase job satisfaction Professional Village Assistant Staff Bolaang Mongondow.

Employees who have competence or have skills in working, have abilities in certain fields and placement of employees that are according to competence can increase job satisfaction and vice versa, because by placing the right employees in the right place will provide its own satisfaction for employees in completing work so that the organization only needs conduct training for employees to adjust the duties and responsibilities in the workplace.

b. The Influence of competence on the performance of Boolang Mongondow professional assistant staff.

Hypothesis 1 testing, Employee Competence (X) has a significant positive effect on employee performance (Y) resulting in a coefficient of 1,780 and a t-statistic value of 11,747 is greater than the t-table value of 1.96 with $\alpha = 10\%$. Based on the results of the test, the Ha hypothesis is accepted and H0 is rejected, which means that the higher the competency of the employee can improve the performance of the employee professional assistant staff in Bolaang Mongondow.

The results of this study prove that the higher the competency of professional village assistant staff in Bolaang Mongondow Regency will make the performance of the professional assistant staff of Bolaang Mongondow better. This shows the dimensions of employee competence such as beliefs and values, skills, experience, personality characteristics, motivation, ability and intellectual impact on improving the performance of the professional assistant staff of Bolaang Mongondow.

Good competence will improve performance and vice versa, if the competency of employees is not good then it will make performance not optimal. Through the results of this study indicate that employees must have good competence in terms of community empowerment, in the management and development of villages and have competence in facilitating each assisted village to go to a developed and prosperous village.

c. The Influence of job satisfaction on professional assistant staff performance in Bolaang Mongondow

Hypothesis testing H3, Job satisfaction (X2) has a significant positive effect on employee performance (Y) resulting in a coefficient of 1.183 and a t-statistic value of 5.672 greater than the t-table value of 1.96 with $\alpha = 10\%$. Based on the results of the test, the H_a hypothesis is accepted and H_0 is rejected, which means that the higher job satisfaction can improve the performance of employees of the Professional Assistant Staff in Bolaang Mongondow.

The factors that influence job satisfaction of Professional Staff Assistant in Bolaang Mongondow are the type of work performed. When a village facilitator does a job that suits his ability, it will make employees feel satisfied and improve the performance. In addition to that job satisfaction is also influenced by wages received. When wages are received according to the work done it will improve the performance of the employees themselves. Another factor that also makes employees feel satisfied is when employees have supervisors / supervisors who can work well together, thereby making employee performance better. Besides that what can also make employees satisfied at work is a colleague. When employees have co-workers who help each other, can be invited to work together and discuss the related work done, it will make employees feel satisfied at work and will automatically improve the performance of the Professional Assistance Staff in Bolaang Mongondow. Thus, if employees have satisfaction at work, employees will be able to complete work effectively and efficiently and can improve employee performance.

V. Conclusion And Implication

The results of this study can be used as a more comprehensive reference in maintaining and improving the performance of the professional assistant staff of the village of Bolaang Mongondow Regency. The work dimensions of village facilitators are mentoring performance, coordination performance, supervision performance and administration performance. In this study found the results that are very directly influential on the performance of assistants is employee competence, for that competence needs to be the top priority of the organization in the management of village professional assistants. Regular training is needed to improve the knowledge and skills of facilitators in the development program and empowerment of rural communities. The organization must strive to make the companion feel satisfied at work. There are several things that can make professional assistants satisfied at work, namely by providing wages in accordance with the sacrifices provided and then creating a work environment that can support work.

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