

Analysis Of Competency, Motivation And Work Discipline On The Performance Of State Civil Services (ASN) With The Internal Locus Of Control As Intervening Variables In The Regional Financial Agency Of Pasuruan Regency

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Abstract:

Background: One of the efforts to achieve the alignment of organizational goals requires employee performance in accordance with organizational standards and norms. In addition, employee performance is also widely supported by employee work discipline, internal locus of control and work motivation of organizational members.

Materials and Methods: The research method used is descriptive quantitative using multiple linear regression analysis. The population in this study were all State Civil Servants (ASN) in the Regional Finance Agency of Pasuruan Regency. The sample in this study using a saturated sample method, namely the entire ASN in the Regional Financial Board of Pasuruan Regency, amounting to 90 employees. The variables in this study are: Competence (X1), Motivation (X2), Work Discipline (X3), Performance (Y) and Internal Locus of Control (Z).

Results: The results of this study are (1) The influence of the competency variable on internal locus of control with t value (11.1) > t table (1.96), then hypothesis 1 is accepted. (2) The influence of motivation on internal locus of control with t value (6.59) > t table (1.96) then hypothesis 2 is accepted. (3) The influence of work discipline variable on internal locus of control with t value (7.45) > t table (1.96), then hypothesis 3 is accepted. (4) The effect of the competency variable on performance with t value (7.92) > t table (1.96), then hypothesis 4 is accepted. (5) The influence of the motivation variable on performance with a value of t count (2.49) > t table (1.96), then hypothesis 5 is accepted. (6) The influence of work discipline variable on performance with t value (6.55) > t table (1.96), then hypothesis 6 is accepted. (7) The influence of the internal locus of control variable on employee performance with t value (19.5) > t table (1.96), then hypothesis 7 is accepted.

Conclusion: the conclusion of this study is that competence, motivation, work discipline have an effect on internal locus of control. Competence, motivation, work discipline affect performance.

Key Word: Motivation, Competence, Work Discipline, Internal Locus Of Control, Performance

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I. Introduction

Individuals play an important role in human behavior. In economics, it is better known as human resource management (HR) which is one of the key factors to get the best performance, because in addition to dealing with skills and expertise, HR management is also obliged to build conducive behavior for employees to get the best performance. It is based on the application of human resource management policy science to examine various factors of organizational behavior on performance which is called the science of organizational behavior. (Parmin, 2015).

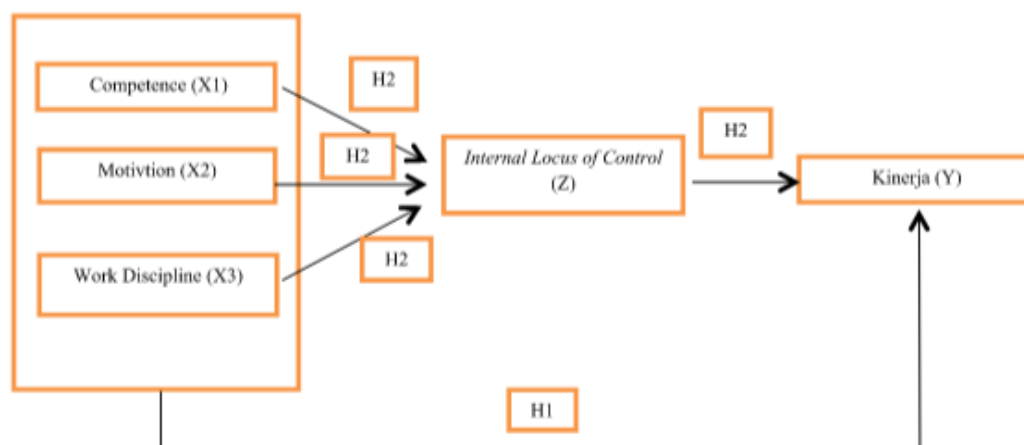
Problems that occur in ASN at the Regional Financial Board of Pasuruan Regency include completing the tasks of each employee based on tasks, mains and functions that have not been maximized so that it becomes an obstacle in achieving organizational goals, the number of employees who arrive late and do not participate in the morning roll call, delay completing work and sometimes also leave the office or work during working hours for their personal business.

If employees have high work discipline, they are expected to be able to complete tasks quickly and precisely so that the resulting performance will be good (Ayudiati, 2010). In addition to work discipline factors, locus of control can also affect performance. Robbins and Judge (2007) define locus of control as the degree to which individuals believe they are determinants of their own destiny.

Motivation is one of the factors that influence employee performance. Work motivation affects the spirit of employee performance which has the potential to achieve optimal results. According to Indrakusuma (2005: 105) work motivation is an attitude or feeling that arises in a person about his job in order to meet his needs which can cause an increase and decrease in morale and enthusiasm for work.

Performance can also be influenced through an indirect relationship between job satisfaction and work motivation, this is supported by the results of research conducted by Murti and Srimulyani (2013) which states that there is a mediating relationship between work motivation and employee performance through job satisfaction. By fulfilling all the needs or desires in employees, a feeling of satisfaction will be created, and employees with high levels of satisfaction will automatically experience an increase in performance. Employee satisfaction factors not only have an impact on service quality, but also on improving the quality of human resources within the company so that it can create a competitive advantage for the company (Lee et al, 2006).

The framework in this research is as follows Figure 1 below :



II. Material And Methods

This research uses descriptive quantitative method with multiple linear regression. The population in this study were all State Civil Servants (ASN) in the Regional Finance Agency of Pasuruan Regency. The sample in this study using a saturated sample method, namely the entire ASN in the Regional Financial Board of Pasuruan Regency, amounting to 90 employees. The variables in this study are: Competence (X1), Motivation (X2), Work Discipline (X3), Performance (Y) and Internal Locus of Control (Z).

Study Duration: June 2020 to August 2020.

Sample size: 90 Employees.

Based on the results of research that has been conducted at the Regional Financial Board of Pasuruan Regency, the characteristics of respondents are divided into: gender, age, education level and years of service. The characteristics of the respondents in this study are described in table 1 below:

**Table 1
Respondent Characteristics**

Respondent Characteristics		Amount (Person)	Percentage (%)
Gender			
1	Male	52	57,8%
2	Female	38	42,2%
Total		90	100%
Age			
1	20-30 years old	10	11,1%
2	31- 40 years old	18	20,0%
3	41- 50 years old	13	14,4%
4	>50 years	49	54,4%

		Total	90	100%
Education				
1	Senior High School		20	22,2%
2	S1		63	70,0%
3	S2		7	7,8%
		Total	90	100%
Years Of Service				
1	5-10years		5	5,6%
2	11-20 years		27	30,0%
3	>20 years		58	64,4%
		Total	90	100%

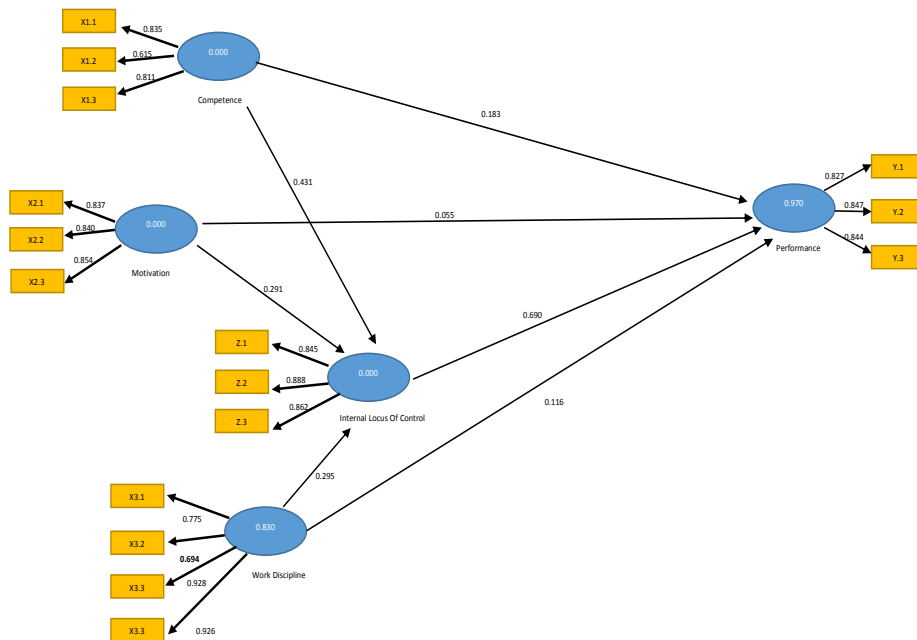
Source: Data processed in 2020

Statistical analysis

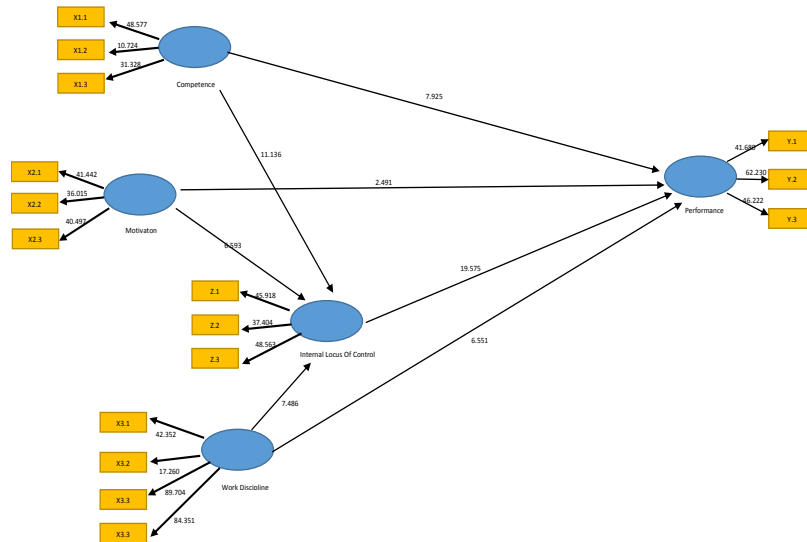
Data analysis using SPSS software in five stages. First, the descriptive statistics of respondents. The second stage, testing data quality. The third stage is to test the classic assumptions deviation. The fourth stage, perform multiple regression analysis. The fifth stage, testing the hypothesis.

III. Result

The results of the calculation of outer loading of each construct indicator of competence, motivation, work discipline, internal locus of control and employee performance, all indicators have an outer loading value of > 0.50. The image of the calculation results regarding the outer loading value can be seen in Figure 2 below:



The results of the calculations regarding the results of the significance test (bootstrapping) can be seen in Figure 3 below:



Based on the results of path analysis and statistical testing (direct effect), the following results were obtained:

Table 2
Path Analysis

	T Statistics (I/O/STERR)
Competence ->Internal Locus Of Control	11,135639
Competence -> Performance	7,924713
Internal Locus Of Control -> Performance	19,574633
Motivation ->Internal Locus Of Control	6,593471
Motivation -> Performance	2,490552
Work Discipline ->Internal Locus Of Control	7,455501
Work Discipline -> Performance	6,551225

Source: Data processed in 2020

In table 2 above, the results are: (1) The influence of the competency variable on the *internal locus of control* with a value of $t(11.1) > t$ table (1.96), then hypothesis 1 is accepted. (2) The influence of motivation on *internal locus of control* with t value (6.59) $> t$ table (1.96) then hypothesis 2 is accepted. (3) The influence of work discipline variable on *internal locus of control* with t value (7.45) $> t$ table (1.96), then hypothesis 3 is accepted. (4) The effect of the competency variable on performance with t value (7.92) $> t$ table (1.96), then hypothesis 4 is accepted. (5) The influence of the motivation variable on performance with t value (2.49) $> t$ table (1.96), then hypothesis 5 is accepted. (6) The influence of work discipline variables on performance with a value of $t(6.55) > t$ table (1.96), then hypothesis 6 is accepted.

IV. Discussion

Effect of Competence on Employee Performance

Research conducted by (Faisal and Istiyah., 2018) shows that there is a direct influence between competence and employee performance. Likewise with research conducted by (Triastuti, 2018). The results of this study are in accordance with Hidayat, (2018) which states that competence affects employee performance.

Based on data from respondents' answers to the questions in the open questionnaire, it is known

that the competence of the Regional Financial Board of Pasuruan Regency is very good, evidenced by the leadership's concern for their employees in being actively involved when solving work problems, and among employees having a caring relationship with each other. The better the competence, the better the employee's performance.

The Influence of Motivation on Employee Performance

Research conducted by (Lauda et al., 2018), (Kumala et al., 2018) and (Aji, 2018) shows that there is a significant influence between motivation and employee performance. The results of this study are in accordance with Triastuti (2018) who examined the effect of motivation on performance, obtaining motivation results have a positive effect on employee performance.

Based on the results of an open questionnaire, it is known that the employees of the Regional Financial Board of Pasuruan Regency routinely participate in the Training and Education and Training Programs regularly in order to improve organizational performance. Motivation can be used as the basic criteria for an organization to be able to produce maximum performance. Good employee motivation is very important for the benefit of the organization. Motivation possessed by business knowledge, formulation of human capital strategies and the ability to influence others supports the company's vision and mission (Sagala, 2017). The better the employee motivation, the better the employee's performance.

The Effect of Work Discipline on Employee Performance.

Research conducted by (Wahyuni, 2016) shows the influence of work discipline on the performance of local government officials. Based on the results of research conducted by (Nainggolan, et al., 2018), the results of work discipline have a direct effect on the performance of teaching staff at the Faculty of Economics and Business, Sam Ratulangi University.

Based on the results of the questions on the open questionnaire, the work discipline of employees of the Regional Financial Board of Pasuruan Regency can be assessed from the activities of employees in completing their duties and responsibilities. The better the employee's work discipline, the better the employee's performance.

Effect of Internal Locus Of Control on Performance

The results of research conducted (Abrar, 2015) show the results of internal locus of control research have a positive and significant effect on performance, where employee performance will increase when the individual's internal locus of control is in a high position.

A person who has a high internal locus of control on his job will have a high positive feeling, and vice versa. This research is in line with research conducted by (Ngebu et al., 2018) which shows that the internal locus of control has a positive and significant effect on employee performance.

Internal locus of control for employees at the Regional Financial Board of Pasuruan Regency obtained through an open questionnaire shows that the high level of absenteeism and discipline shown by employees reflects that there is an internal locus of control for their work so that they successfully pass integrity with the best staffing management in the Pasuruan Regency Government. . The higher the employee's internal locus of control, the better the employee's performance.

The Effect of Competence on Internal Locus Of Control

The results of this study are in line with research conducted by (Riyadi, 2015), (Nuriasih, 2016) and (Mahendra and Subudi, 2019), according to (Faisal and Istiyah, 2018) competence states that competence is the employee's view of the organizational environment that can affect their behavior in the organization.

Good competence can improve employees to work optimally. The better the competence, the higher the employee's internal locus of control. The competencies contained in the Regional Financial Board of Pasuruan Regency show that the atmosphere of togetherness and the level of care between employees in the organization is very good, this is shown by the attitude of superiors who always actively involve their employees in meeting activities and accept input given by employees in the process of planning work activities. Good competence will increase employee internal locus of control (Nuriasih, 2016).

The Influence of Motivation on Internal Locus Of Control

According to (Faisal and Istiyah, 2018) motivation 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. Research conducted by (Aji, 2018) shows that there is an influence of employee motivation on internal locus of control in employees in line with research conducted by (Lauda et al., 2018), (Kumala et al.,

2018).

Motivation also shows the characteristics of the knowledge and skills that each individual has or needs to perform their duties and responsibilities effectively and raise the standards of professional quality in their work.

The motivation possessed by employees at the Regional Financial Board of Pasuruan Regency from the results of an open questionnaire shows that all employees are well aware of their duties and responsibilities in carrying out their work, besides that they also routinely attend education and training and special skills training aimed at supporting their work. The better the employee motivation, the higher the internal locus of control.

Effect of Work Discipline on Internal Locus Of Control

Work discipline is a core self-evaluation indicator because individuals who think they have less control over their lives and tend to lack self-confidence (Sitorus et al., 2019). According to (Andini et al., 2019) stated that internal auditors who have work discipline have a good level of performance compared to internal auditors who have internal locus of control.

Research conducted by (Amalini et al., 2016) states that work discipline has a significant effect on internal locus of control and employee performance, in line with what was done by (Wulandari et al., 2016). The work discipline that employees at the Regional Financial Board of Pasuruan Regency have from the results of an open questionnaire shows that the success they achieve comes from what they try and fully occur on their own responsibility. The better the employee's work discipline, the higher the employee's internal locus of control.

V. Conclusion

Based on the above discussion, the conclusion of this study is that competence, motivation, work discipline have an effect on internal locus of control. Competence, motivation, work discipline affect performance. Based on the calculation of the total effect of each variable, it was found that the internal locus of control variable had the greatest influence on performance in the Pasuruan City Government.

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