

## The Effect Of Competence And Environment On Employee Performance Through Motivation at Immigration Office In Class II Pati Central Java Indonesia

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**Abstract:** This study aims to analyze the influence of work competence of employees and the work environment on employee performance through work motivation at the Office of Class II Immigration Pati Central Java, Indonesia. Population and sample of research are 33 employees of Immigration Office Class II Pati Central Java, Indonesia. This research uses sampling technique of saturated samples. Analysis using path analysis and SPSS program. The results showed that the competence of employees, work environment, and work motivation affect the performance of employees simultaneously. Employee competence variable, work environment and motivation have an effect on partial employee performance. The direct influence of employee competence on employee performance through employee work motivation is greater than indirect influence so that work motivation variable does not mediate between work competence and work environment to employee performance.

**Keywords:** Competence, Work Environment, Motivation, and Performance

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### I. Introduction

Human resources are the most important aspect of an organization. In addition to natural resources and capital resources, human resources also have a vital role to achieve the goals and success of the organization. The concentration of human resources centers on people who have a working bond with the company or agency. Agencies in the journey will be more advanced and growing and have many challenges and obstacles, one of which is how agencies can improve the performance of employees in it.

Performance is a work achieved by a person in carrying out tasks assigned to him based on the skills, experience and sincerity and timing of an individual's performance (Hasibuan, 2001: 34). Performance is usually influenced by the work environment, competence, and support received as well as their relationship with where they work. A person who has a high performance is usually oriented to achievement, have self-confidence, self-control is also competent. According Mangkunegara (2000: 67) performance or work performance is the work of quality and quantity achieved by an employee in performing their duties in accordance with the responsibilities given to him.

One of the government institutions charged with performing includes the Class II Pati Immigration Office. Class II Immigration Office Pati is an institution that emphasizes the realization of excellent service and law enforcement of immigration by professional apparatus, authoritative and global insight. One of the offices required to perform well, the employees must be responsible for carrying out their work in order to get good performance and good service to the community.

To improve the performance in an effort to improve the service of Class II Immigration Office Pati is required to have the good competence and work environment both physically and non physically. Competence greatly affects the performance, if the competence of employees is not good then the performance of the agency will not be optimal and a conducive working environment must be good to sustain the performance of employees.

In improving employee performance an agency needs to plan a strategy and create good and professional management. For that in achieving these objectives then all the resources that exist in the organization should be utilized as well as possible including human resources as the main factor. Performance is a potential that must be owned by every employee to carry out the duties and responsibilities given to employees. With good performance then every employee can complete all the burdens that exist in the

organization. Performance can also improve the effectiveness and efficiency of job performance by employees who will ultimately benefit the agency.

To be able to form the figure of employees who have a sense of responsibility to the job needs to grow employment motivation among employees. Motivation is a motivator for employees to want to work hard and earnestly to achieve the desired goals. Motivation arises with the existence of some unmet needs that cause pressure or a sense of dissatisfaction in itself so as to encourage the creation of high performance and have the competence to produce optimal performance. The strength of the organization is determined by the people who support the organization, whether at the top, middle, or lower levels. When these people are carefully and precisely noted, the organization will achieve its goals and grow rapidly.

Employee competence can also be improved by providing the right motivation. And it can be seen clearly that the organization will only successful achieve goals and various goals if all components of the organization seek to show optimal work in order to achieve performance and one of them with high motivation. However, the problems that arise when an employee of the actual organization has good potential to do the task and authority given to him but does not perform the task well due to many factors that influence it.

## **II. Literature Review**

### **2.1. Employee Performance**

Performance of employees is the result of individual work in an organization. The achievement of organizational goals cannot be separated from the resources owned by organizations that are driven or executed by employees who play an active role as actors in an effort to achieve the goals of the organization.

According Mangkunegara (2001: 67) is the work of quality and quantity achieved by an employee in performing their duties in accordance with the responsibilities given to him. Sulistiyani and Rosidah (2003: 223) states performance is an outcome record generated from certain employee functions or activities performed over a period of time. While the performance of a position as a whole equal to the number (average) of the performance of employee functions or activities are undertaken.

Meanwhile, according to Rivai (2003: 309) states that performance is a function of motivation and ability. Performance is also interpreted by Handoko (2004: 135) that performance is the process through which organizations evaluate or assess employee performance. The above formulation explains that performance is the success rate of a person or institution in carrying out the work. The work achieved individually or institutionally, which means the performance is the end result obtained individually or in groups.

Irawan (2000: 1) states that performance is the result of an overall management process involving efficiency, effectiveness, and productivity factors, in which the work can be demonstrated concretely, and can be measured. Employee performance is the level at which employees reach job requirements. Performance differences can occur due to differences in skills and motivation. It can, therefore, be said that one's performance is considered as a function of ability and will. Without a willingness to work, even if someone has the ability, then its performance is not as expected. So performance is a result achieved by a person according to the size applicable to the work in question. (Riani, 2013: 61).

Based on the above description, it can be concluded that the employee's performance is the appropriate ability to achieve the predetermined objectives or the work achieved by an employee or group of employees within an organization, in accordance with their respective powers and responsibilities.

#### **2.1.1. Performance Indicators**

In this study using performance indicators according to Mangkunegara (2002: 75), namely:

1. Quality  
Quality of work is how well an employee does what it is supposed to do.
2. Quantity  
A quantity of work is how long an employee works in one day. A quantity of work can be seen from the speed of each employee's work each.
3. Reliability  
Reliability of work is how far employees are able to do their job accurately or no errors.
4. Attitude  
Work attitude is the ability of the individual to be able to carry out the work he is doing. The psychological aspects included are:
  - a. Systematic work is the ability of individuals to perform activities or complete the work systematically.
  - b. The durability of work is the ability of individuals to maintain productivity without losing the motivation to perform such work activities.
  - c. The accuracy of work, is the ability of individuals to do things quickly, meticulously and thoroughly.
  - d. The speed of work, namely the ability of individuals to work on a job with a certain time limit.
  - e. Working constancy is the consistency of the pattern or rhythm in work.

### **2.1.2. Factors Affecting Employee Performance**

Agencies as an organization have the goal of obtaining results. Organizations may operate due to activities or activities are undertaken by employees within the organization. According to Prawirosentono cited by Sutrisno (2010: 176-178), the factors that affect employee performance are as follows:

1. Effectiveness and Efficiency

In relation to organizational performance, the good measure of poor performance is measured by effectiveness and efficiency. The problem is how the process of efficiency and effectiveness of the organization. It is said to be effective when it reaches the goal, it is said to be efficient when it is satisfactory as a driver of achieving the goal, regardless of whether or not it is effective. That is, the effectiveness of the group (organization) when the group's objectives can be achieved in accordance with the planned needs. While efficiently related to the number of sacrifices incurred in an effort to achieve organizational goals. In order to achieve the goals that the organization desires, one that needs attention is related to the authority and responsibility of the participants who support the organization.

2. Authority and Responsibility

In organizations where both authority and responsibility have been delegated well, without any overlapping tasks. Each of the employees in the organization knows what is right and responsibility in order to achieve the goals of the organization. Clarity of authority and responsibility of each person in an organization will support the performance of employees. Employee performance will be realized if employees are committed to the organization and supported by high work discipline.

3. Discipline

In general, the discipline implies a condition or attitude of respect that exists in the employee to the organizational determination. Discipline includes obedience and respect for agreements made between companies and employees. Thus if the rules or provisions that exist within the company were ignored or often violated, then employees have poor discipline. Conversely, if the employee is subject to firm determination, it describes the existence of good disciplinary conditions.

4. Initiative

One's initiative is related to thinking power, creativity in the form of ideas to plan something related to organizational goals. Every initiative should get the attention or positive response from the boss if he is a good boss.

### **2.2. Competence**

Competence is the underlying characteristic of a person with regard to the effectiveness of an individual's performance in his job or of a basic characteristic having a causal or as-cause relationship with criteria that are used as benchmarks, effective or superior or superior performance in the workplace or in a particular situation.

According Hutapea and Thoha (2008: 28) explains that the competence is the ability and willingness in performing a task with effective and efficient performance to achieve corporate goals. Spencer & Spencer in Moehariono (2010: 3-4) explains competence is the underlying characteristic of a person relating to the effectiveness of individual performance in his work or the basic characteristics of an individual possessing a causal relationship or as a cause with the criteria being used as a benchmark, effective or superior performance at work or in certain situations.

According Sedarmayanti (2011: 126) explains that competence is a fundamental characteristic of a person who directly influences on, or can predict a very good performance. The meaning contained in this competency definition is:

1. The basic characteristics of competence are part of a deep-seated personality attached to a person and have predictable behaviors in different job task situations.
2. Casual relationship means competence can cause or be used to predict the performance of a person, meaning if have a high competence, it will have a high performance as well (as a result)
3. Criteria used as a reference, that the competence will significantly predict a person can work well, must be measurable and specific or standardized.

According Wibowo (2012: 324) explained that the competence is a trap to carry out a work based on skills and knowledge and supported by the work attitude demanded by the job.

Competence according to Sutrisno, (2010: 221) suggests that competence is a skill based on skills and knowledge supported by work attitude and its application in carrying out tasks and work in a workplace which refers to the specified work requirements.

Nawawi (2006: 166), argued competence is a capability that must be owned by an employee or an individual to be able to perform a job/position successfully (effective, efficient, productive and quality) in accordance with the vision and mission of the organization. Employees' knowledge also determines the success

or failure of the tasks assigned to them, employees who have sufficient knowledge to improve the efficiency of the organization.

Skill is an effort to carry out tasks and responsibilities given to the organization of an employee with a good and maximal, for example, a computer programmer. In addition to the knowledge and skills of employees, the most important thing to note is the attitude of employee behavior. Attitude is a pattern of behavior of an employee in performing its duties and responsibilities in accordance with the rules of the organization. If the employee has the nature to support the achievement of the organization, then automatically all the tasks assigned to him will be done as well as possible.

Based on the above description can be concluded that the competence is a basic characteristic of a person who indicates the way of thinking, acting, and acting and draw conclusions that can be done and maintained by someone at a certain time period.

### **2.2.1. Benefits of Competence**

According to Ruky (2006: 107) said that there are various reasons and benefits of competence are as follows:

1. Clarify the standards of work and direction to be achieved;  
What skills, knowledge, and characteristics are needed in the job. And any behaviors that affect the job satisfaction that ultimately affects the performance.
2. Employee selection tools;  
The use of competence as an employee selection tool in the organization to select the best employee candidates is expected to clarify the behavior of employees, effective targets, reduce the cost of recruitment.
3. Maximize productivity;  
Achieving employees when developed to cover gaps in skills so that able maximum in the work.
4. Basic development of remuneration system.  
To develop a remuneration system will be directed and transparent by linking as many decisions as possible with a set of expected behaviors displayed by an employee.
5. Facilitating adaptation to change;  
To establish what skills are needed to meet an ever-changing need.
6. Complete work behavior with organizational values;  
To communicate the values and what things should be the focus in employee

Meanwhile, according to Bernhart who quoted Azhar (2009: 10) states that the usefulness of competence is as follows:

1. For the selection process, training, development, and evaluation.  
The process of creating a list of competencies begins with doing a complete job task analysis. The data from the analysis are then grouped into task groups named and called competencies.
2. To determine a person's level of competence, Selection of people according to a job based on their level of the competencies required for the job. Assess employee performance by looking at its current level for the required competencies at work.

### **2.2.2. Competency Indicators**

According Hutapea and Thoha (2008: 28) explains that there are three main components of the formation of competence are as follows:

Information owned by an employee to carry out his duties and responsibilities according to the field he is engaged in (certain), eg computer language. Knowledge of employees also determines the success or failure of the tasks assigned to him, employees who have sufficient knowledge to improve the efficiency of the organization.

1. Skills  
An effort to carry out the duties and responsibilities that the company gives to employees with a good and maximal, for example, a computer programmer. Besides the knowledge and ability of employees, the most important thing to note is the attitude of employee behavior.
2. Attitude
3. the pattern of the behavior of an employee in carrying out his duties and responsibilities in accordance with company regulations. If the employee has the nature to support the achievement of the organization, then automatically all the tasks assigned to him will be done as well as possible. The competence of knowledge, skill, and attitude tends to be more real and relative on the surface (tip) as characteristic of human being. Thus it can be concluded that competence is the ability and willingness to perform a task with effective and efficient performance to achieve organizational goals.

### **2.3. Work Environment**

A work environment is a place where employees perform daily activities. The good working environment will give a positive impact on employees in improving employee performance. It is one way that can be taken so that employees can perform their duties without experiencing interference because the work environment greatly affects the performance of employees.

According to Nitisemito (2000: 183) defines the work environment is everything that is around the workers who can affect himself in carrying out tasks that are embedded. According to Isyandi, (2004: 134) suggests that the work environment is something that is in the environment of workers who can influence himself in performing tasks such as temperature, humidity, ventilation, lighting, noise, cleanliness of the workplace and the adequacy of equipment work.

The work environment is everything that is around the workers/employees that can affect job satisfaction employees in carrying out their work so that will be obtained the maximum work, wherein the work environment there are work facilities that support employees in the completion of tasks that burden to employees to improve work employees within an organization.

According to Mardiana (2005: 15) work environment is the environment where employees do their daily work. A conducive working environment provides a sense of security and allows employees to perform optimally. According to Simanjuntak, (2003: 39) work environment can be interpreted as the overall tooling tool faced the environment surrounding where a worker, the method works, as the influence of work both as individuals and as a group.

The work environment can affect employees' emotions. If the employee enjoys the work environment in which he works, then the employee will feel at his workplace to do the activities so that the working time is used effectively and optimistic employee performance is also high. The work environment includes work relationships formed between fellow employees and working relationships between subordinates and superiors and the physical environment in which employees work.

Based on the above description can be concluded that the work environment is an important role in the completion of tasks assigned to employees, which automatically able to improve employee performance.

#### **2.3.1. Factors Affecting the Work Environment**

Humans will be able to carry out their activities properly, to achieve an optimal result, if supported by appropriate environmental conditions. An environmental condition is said to be good or appropriate if the human can carry out its activities optimally, healthy, safe and comfortable. Work incompatibility can be seen as a result for a long time. Furthermore, unfavorable environmental conditions can require more time and energy and do not support the efficient design of work systems. Many factors affect the formation of a working environment condition.

Some factors described Sedarmayanti (2011: 27) that can affect the formation of working environment conditions associated with the ability of employees, including:

##### **1. Lighting/light at work**

Light or illumination is very beneficial for employees in order to obtain safety and smooth work. Therefore, note the existence of light that is bright but not dazzling. The light is less clear, so the work will be slow, a lot of mistakes, and ultimately lead to less efficient in carrying out the work, so that organizational goals difficult to achieve.

##### **2. Temperature/temperature of the air in the workplace**

Under normal circumstances, each member of the human body has a different temperature. The human body is always trying to maintain a normal state, with a perfect body system so that it can adapt to changes that occur outside the body. But the ability to adapt is limitless, that is, the human body can still adjust itself to the outside temperature if the temperature change outside the body is not more than 20% for hot conditions and 35% for cold conditions of the normal state of the body.

##### **3. Humidity in the workplace**

Humidity is the amount of water contained in the air, usually expressed as a percentage. This humidity is related or influenced by air temperature, and together between temperature, humidity, air velocity and radiation of heat from the air will affect the state of the human body upon receiving or releasing heat from the body. A situation with very hot air and high humidity will cause a massive reduction of heat from the body, due to the evaporation system. Another effect is the rapidly increasing heart rate due to the more active circulation of blood to meet the needs of oxygen, and the human body is always trying to achieve a balance between body temperature heat with the surrounding temperature.

4. Air circulation in the workplace

Oxygen is a gas needed for living things to maintain survival, namely for the metabolism process. The air around is said to be dirty when the oxygen levels, in the air have been reduced and have been mixed with gas or odors that are harmful to the health of the body. The main source of fresh air is the presence of plants in the workplace. Plants are the producers of oxygen needed by humans. With sufficient oxygen around the workplace, coupled with the psychological effects of plants around the workplace, both will provide coolness and freshness to the body. A cool and refreshing feeling at work will help accelerate the recovery of the body due to fatigue after work.

5. Noise at work

One of the pollution that is enough to occupy the experts to overcome it is noise, which is the sound that is not desired by the ear. It is undesirable because especially in the long run it can disrupt the working calmly, damage the hearing, and cause communication errors, even according to research, serious noise can cause death. Because the work requires concentration, the noise should be avoided so that the implementation of work can be done efficiently so that worker productivity increases. The longer the ear hears the noise, the worse it will result, the less hearing may be.

6. Bad smell at work

The presence of odors around the workplace can be regarded as contamination, as it may interfere with a concentration of work, and continuous perfume may affect olfactory sensitivity. Proper use of "air condition" is one way that can be used to remove unpleasant odors from the workplace.

7. Color in the workplace

Arranging color in the workplace needs to be studied and planned with the best possible. In fact, the color cannot be separated by decoration arrangement. This is understandable because color has a great influence on feelings. The nature and effect of color sometimes cause pleasure, sadness, and others, because in the nature of color can stimulate human feelings.

8. Decorating at work

Decorations have something to do with good coloring, so decoration is not only about workspace results but also with how to set the layout, color, equipment, and others to work.

9. Music at work

According to experts, music that is the soft tone in accordance with the atmosphere, time and place can generate and stimulate employees to work. Therefore songs need to be selected selectively to be echoed at work. The incompatibility of music that is played in the workplace will disrupt the work concentration.

10. Security at work

In order to keep the place and working environment conditions remain in a safe state, it is necessary to note the existence of the security itself. One of the efforts to maintain security in the workplace can take advantage of the Security Officers.

**2.3.2. Aspects of Work Environment**

The work environment can be called also the aspect of the working environment, the parts can be described as follows (Simanjuntak, 2003: 39) Service work

1. Employee service is the most important aspect that must be done by every organization to the workforce. Good service from the organization will make employees more enthusiastic in work, have a sense of responsibility in completing the work, and can continue to maintain the good name of the organization through its work productivity and behavior. In general, employee services include several things:

- a. Meal and drink service
- b. Health services
- c. Small room/bathroom workplace service, and so on.

2. Working Conditions

Working conditions of employees should be endeavored by the organization as well as possible in order to generate a sense of security in work for employees, these working conditions include adequate lighting, appropriate air temperature, controlled noise, color effects, the movement required and employee job security.

### 3. Employee relations

Employee relations will be very decisive in generating work productivity. Hala is caused by the relationship between motivation and passion and enthusiasm work with a conducive relationship among fellow employees in the work, the incompatibility relationship between employees can decrease motivation and enthusiasm which consequently will be able to decrease work productivity.

### 2.4. Work Motivation

Understanding motivation comes from the word motive that can be interpreted as the strength contained in the individual, which causes the individual to act or do. The definition of motivation according to Rivai (2003: 455) is a series of attitudes and values that affect the individual to achieve the specific according to individual goals. While motivation by Mathis and Jackson (2001: 89), motivation is a desire within a person that causes the person to take action.

From the above understanding that motivation is a condition that has an effect on generating, directing and maintaining behavior related to the work environment in achieving the goal. Furthermore, the motivation or motivation of a person can channel and support the attitude and behavior of someone to want to work hard and enthusiastically achieve optimal results. This is in line with the notion of motivation proposed by Samsudin (2006: 281), suggests motivation is the process of influencing or pushing from the outside of a person or working group so that they want to implement something that has been established.

Priansa (2011: 171), suggests that motivation is the provision of motives. A person performs an action, in general, has a motive. Someone does something on purpose, of course, there is an intent or purpose that encourages him to perform an action, also the needs of that person.

Every employee has certain wants and needs and tries to carry out the work to pursue and realize the wants and needs so that ultimately expect satisfaction from the work. Understanding and applying motivational problems is not an easy task, according to Siagian's opinion (2008: 287), which states that motivation problems are not easy to understand and apply, but clearly with the right motivation employees will be encouraged to do as much as possible in implementing because believing that with the success of the organization achieving its goals and objectives, the personal interests of the members of the organization will be preserved as well.

The process of the emergence of one's motivation through several stages as proposed Gitosudarmo (2002: 28 - 29). The emergence of one's motivation is a combination of the concept of need, encouragement, purpose, and reward with several stages, namely:

1. The emergence of an unmet need causes an imbalance in a person and tries to reduce it by a certain behavior.
2. Someone then looks for ways to incorporate those desires.
3. A person directs his or her behavior toward achieving the goal or achievement in the ways it has been chosen with the support of his or her skills, experience and experience.
4. Performance appraisal was done by self or others about its success in reaching a goal.
5. The reward or penalty received or perceived depends on the evaluation of the performance performed.
6. Someone judges how far behavior and reward satisfy their needs, then a balance or satisfaction of a particular need is felt.

In addition, the emergence of motivation can also be influenced by factors that come from within and outside oneself, as suggested by French quoted by Irawan (2003: 259), argued that a person's motivation is influenced by internal and external factors, the interaction of both factors will be able to create a conducive atmosphere in which employees individually / group can work optimally, on the contrary, internal and external factors that are less support to create an atmosphere that is less conducive for employees so it will be able to decrease motivation kerjanya.

Based on the description of the opinion of experts, it can be concluded that work motivation is an action because of an impulse to meet the needs and interests so as to carry out organizational activities that will eventually achieve the goals of the organization, so that by itself the interests or individual needs will also be achieved .

#### 2.4.1. Indicators Motivation Work

According to Suwatno (2011: 177), that employee motivation is influenced by physical needs, the need for security, safety, social needs, the need for self-esteem and the need for self-realization. Then from these factors is revealed to be indicators to determine the level of work motivation in employees, namely:

1. Physical needs, indicated by the need to eat, drink, physical protection, breathing, sexual. This requirement is the lowest level requirement or also referred to as the most basic needs.
2. The need for security, ie the need for protection from threats, dangers, disagreements, and the environment, not only in a physical sense but also mental, psychological and intellectual.

3. Social needs, namely the need to feel belonging is the need to be accepted in groups, affiliated, interact, and the need to love and be loved.
4. The need for self-esteem, which is the need to be respected, and appreciated by others.
5. Self-actualization needs, namely the need to use the ability, skill, potential, the need to argue, by using ideas, giving judgment and criticism of something.

#### 2.4.2. Principles Of Motivation

According to Mangkunegara (2001: 100), there are several principles in motivating employee work:

1. Principle of participation  
In an effort to motivate work, employees need to be given the opportunity to participate in determining the goals to be achieved by the leader.
2. The principle of communication  
Leaders communicate everything associated with the effort of achieving the task, with clear information, employees will be more easily motivated work.
3. The principle recognizes subordinate share  
Leaders recognize that subordinates have a stake in the effort to achieve goals. With such recognition, employees will be more easily motivated.
4. The principle of delegation of authority  
Leaders who give authority or authority to employees to at any time to take decisions on the work it does will make the employees concerned be motivated to achieve the goals expected by the leader.
5. The principle of paying attention  
Leaders pay attention to what the employee wants, will motivate employees to work what the leader expects.

### III. Research Methods

#### 3.3. Research Design

This research uses explanatory analysis approach. This means that each variable presented in the hypothesis will be observed through testing the causal relationship of independent variables to the dependent variable. Influence of variables can be described in the form of lane analysis diagram.

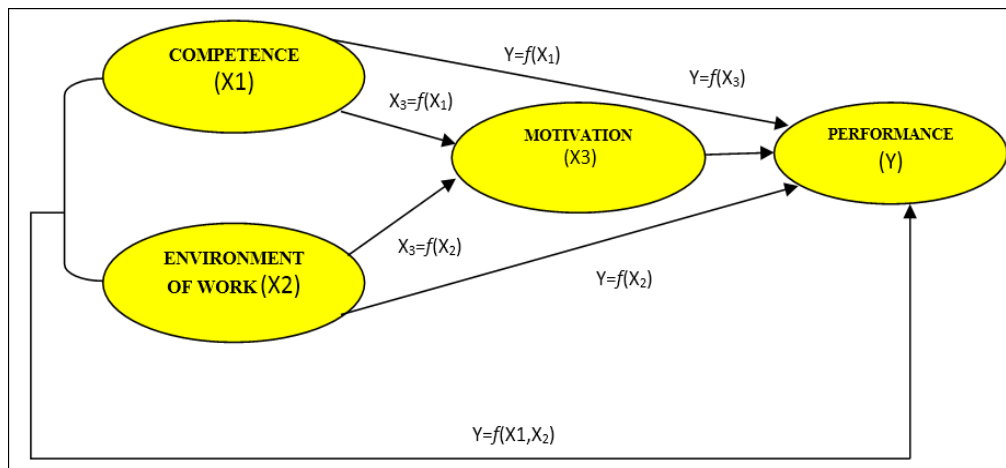


Figure 1. Overall Path Analysis

#### 2.5. Population and Sample

The population is a generalization region consisting of objects/subjects that have a certain quantity and characteristics set by researchers to be studied and then drawn conclusions (Sugiyono, 2005). The sample is the pull of a portion of the population to represent the entire population, (Surakhmad, 2000). The sample used by the authors in this study was at the Class II Pati Immigration Office. The total number of employees as many as 33 people. The number of employees is fully involved in this study. So the sampling is using saturated sample method.

#### 2.6. Data Collection Technique

Data collection techniques used in this study is quantitative data is a type of data that can be measured or calculated directly, in the form of information or explanations expressed by numbers or shaped numbers



(Sugiyono, 2010). In this case, the quantitative data used is the number of employees and the result of the questionnaire.

While the data source in the research is the subject from which data can be obtained (Arikunto, 2009: 129). In this study using two data sources are:

- a. Primary data sources, ie data directly collected by the researcher (or officer) from the first source (Suryabrata, 1987: 93). The primary data source in this research is the employee at Class II Pati Immigration Office.
- b. Sources of secondary data, ie data directly collected by researchers as a supporter of the first source. It can also be said that data are arranged in the form of documents. In this study, documentation and questionnaires are secondary data sources.

#### IV. Research Results and Discussion

##### 4.1. Research Result

##### 4.1.1. Analysis of Results Competence Variable Work

Job competence variables include 10 statements composed of numbers 1 through 10. The statement is then submitted to 33 respondents. Before analyzed further then the results of the questionnaire is seen the validity and reliability. Validity test results can be seen in the following table.

**Table 1.** Results of Validity of Competency Statement

<b>Item-Total Statistics</b>				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
KK1	38,8485	18,320	,823	,895
KK2	38,7576	20,564	,600	,909
KK3	38,8182	19,716	,796	,898
KK4	38,8788	18,297	,902	,890
KK5	38,7273	19,580	,854	,895
KK6	38,7879	20,485	,527	,915
KK7	38,6364	20,676	,675	,906
KK8	38,6364	21,051	,534	,913
KK9	38,8485	20,633	,524	,914
KK10	38,6061	20,496	,637	,907

**Source:** Primary Data Processed Year 2017

Based on Table 1 it is known that the correlation value between the items with the total is greater than the value of 0.3. This means that all items of the proposed statement are valid so that they can be used for further analysis. Another test that needs to be done to see the quality of data generated is to perform reliability testing. This test is done by comparing the value of Cronbach alpha with a value of 0.6. If the value of Cronbach alpha is greater and 0.6 then it can be said that the statement is reliable. Cronbach alpha calculation results using SPSS version 21 program with the following results.

**Table 2.** Results of Reliability Competence Statement

Reliability Statistics	
Cronbach's Alpha	N of Items
,913	10

**Source:** Primary Data Processed Year 2017

Based on Table 2, it is known that Cronbach Alpha value is 0.913. The value is greater than 0.6 so it can be said that the statement on the variable is reliable.

##### 4.1.2. Analysis of Results of Working Environment Variables

Work environment variables include 8 statements compiled from numbers 11 to 18. The statement was then submitted to 33 respondents. Before analyzed further then the results of the questionnaire is seen the validity and reliability. Validity test results can be seen in the following table.

**Table 3.** Validity Result of Work Environment Statement

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
LK11	28,7273	14,330	,730	,919
LK12	28,6970	14,093	,753	,918
LK13	28,6061	14,121	,735	,919
LK14	28,6970	13,843	,891	,908
LK15	28,6061	13,746	,821	,912
LK16	28,6364	14,614	,647	,926
LK17	28,6667	13,854	,780	,915
LK18	28,6667	14,354	,669	,924

Source: Primary Data Processed Year 2017

Based on Table 3, it is known that the correlation value between the items with the total is greater than the value of 0.3. This means that all items of the proposed statement are valid so that they can be used for further analysis. Another test that needs to be done to see the quality of data generated is to perform reliability testing. This test is done by comparing the value of Cronbach alpha with a value of 0.6. If the value of Cronbach alpha is greater and 0.6 then it can be said that the statement is reliable. Cronbach alpha calculations using SPSS version 21 with the following results.

**Table 4.** Results of Reliability Working Environment Statement

Reliability Statistics	
Cronbach's Alpha	N of Items
,927	8

Source: Primary Data Processed Year 2017

Based on Table 4, it is known that Cronbach Alpha value is 0.927. The value is greater than 0.6 so it can be said that the statement on the variable is reliable.

**4.1.3. Analysis of Variable Motivation Results Work**

Job motivation variables include 8 statements composed of numbers 19 to 26. The statement was then submitted to 33 respondents. Before analyzed further then the results of the questionnaire is seen the validity and reliability. Validity test results can be seen in the following table.

**Table 5.** Results of Validity of Work Motivation Statement

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
MK19	30,0909	20,085	,959	,985
MK20	30,0606	20,059	,951	,985
MK21	30,1212	20,047	,983	,983
MK22	30,0909	20,023	,971	,984
MK23	30,0909	20,835	,894	,988
MK24	30,0909	20,023	,971	,984
MK25	30,1212	21,110	,857	,989
MK26	30,0909	20,023	,971	,984

Source: Primary Data Processed Year 2017

Based on Table 5 it is known that the correlation value between items with a larger total and a value of 0.3. This means that all items of the proposed statement are valid so that they can be used for further analysis. Another test that needs to be done to see the quality of data generated is to perform reliability testing. This test is done by comparing the value of Cronbach alpha with a value of 0.6. If the value of Cronbach alpha is greater and 0.6 then it can be said that the statement is reliable. Cronbach alpha calculation results using SPSS version 21 program with the following results.

**Table 6.** Results of Reliability Motivation Work Statement

Reliability Statistics	
Cronbach's Alpha	N of Items
.987	8

Source: Primary Data Processed Year 2017

on Table 4, it is known that Cronbach Alpha value is 0.987. The value is greater than 0.6 so it can be said that the statement on the variable is reliable.

**4.1.4. Analysis of Employee Performance Variables Results**

Employee performance variables include 9 statements compiled from numbers 27 to 35. The statement was then submitted to 33 respondents. Before analyzed further then the results of the questionnaire is seen the validity and reliability. Validity test results can be seen in the following table.

**Table 7.** The Result of Validity of Employee Performance Statement

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
KP27	34,6364	19,051	,731	,971
KP28	34,6970	17,843	,936	,962
KP29	34,6667	17,917	,906	,964
KP30	34,7576	18,127	,823	,968
KP31	34,6970	18,280	,938	,963
KP32	34,7273	17,830	,957	,962
KP33	34,7879	17,985	,873	,965
KP34	34,6667	18,292	,919	,964
KP35	34,6061	18,184	,757	,971

Source: Primary Data Processed Year 2017

Based on Table 7 it is known that the correlation value between items with a larger total and a value of 0.3. This means that all items of the proposed statement are valid so that they can be used for further analysis. Another test that needs to be done to see the quality of data generated is to perform reliability testing. This test is done by comparing the value of Cronbach alpha with a value of 0.6. If the value of Cronbach alpha is greater and 0.6 then it can be said that the statement is reliable. Cronbach alpha calculations using SPSS version 21 with the following results.

**Table 8.** Reliability Results Employee Performance Statement

Reliability Statistics	
Cronbach's Alpha	N of Items
.969	9

Source: Primary Data Processed Year 2017

Based on Table 4, it is known that Cronbach Alpha value is 0.969. The value is greater than 0.6 so it can be said that the statement on the variable is reliable.

**4.1. Discussion**

**4.1.1. The Influence of Work Competence, Work Environment and Work Motivation on Employee Performance**

Linear analysis model can be seen based on a calculation by using SPSS program as follows.

**Table 9.** First equation analysis results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	9.922	6.442		1.540	.013
1 Competence	.195	.159	.201	1.223	.023
Environment	.197	.177	.176	1.113	.027
Motivation	.415	.154	.446	2.698	.012

a. Dependent Variable: Performance

Source: Primary Data Processed Year 2017

Based on table 9, the simultaneous structural equation  $Y = 0.201 X_1 + 0.176X_2 + 0.446 X_3$   
The value of F arithmetic can be obtained and the following table.

**Table 10.** Value F calculate simultaneous equations

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	338.623	3	112.874	8.301	.000 <sup>a</sup>
	Residual	394.347	29	13.598		
	Total	732.970	32			

- a. Dependent Variable: Motivation, Environment, Competence
- b. Predictors: (Constant), Performance

**Source:** Primary Data Processed Year 2017

Based on table 10 it is known that the value of F arithmetic of 8.301 and significance of 0.00. This value is smaller and 0.05. This means that the work competence variable, work environment, and work motivation affect the performance of employees simultaneously. The magnitude of the effect of independent variables on the dependent variable can be seen and r squared values as follows.

**Table 11.** The r-value of the squared first regression model

Model	R	R Square	Adjusted R Square	Std. An error of the Estimate
1	.680 <sup>a</sup>	.462	.406	3.68757

- a. Predictors: (Constant), Motivation, Environment
- b. Dependent Variable: Performance

**Source:** Primary Data Processed Year 2017

Based on Table 11 it is known that r square equal to 46,2% meaning work competence variable, work environment and work motivation influence to employee performance equal to 46,2% while the rest is influenced by other variables not included into model equation.

**4.1.2. Influence Analysis of Job Competence on Employee Performance Partially**

The result of the analysis of the influence of work competence on the performance of employees partially can be seen in the following table.

**Table 12.** Results of the analysis of the second regression equation

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1	(Constant)	17.996	6.506	2.776	.002
	Competence	.195	.150		

- a. Dependent Variable: Performance

**Source:** Primary Data Processed Year 2017

The structural equation and data above  $Y = 0,505X_1$

Based on Table 12, it is known that the coefficient of work competence is 0,505. The value of t is 3.254. The value of significance is 0.03. This value of significance is smaller than 0.05. This means that job competence variable affects to employee performance partially. The magnitude of the influence of the competence of employees to the performance of employees can be seen in the following table.

**Table 13.** The value of r squared the second equation

Model	R	R Square	Adjusted R Square	Std. An error of the Estimate
1	.505 <sup>a</sup>	.255	.230	4.19830

- a. Predictors: (Constant), Competence
- b. Dependent Variable: Performance

**Source:** Primary Data Processed Year 2017

Based on Table 13, it can be seen r square value of 0.255. This means that the influence of work competence variable against employee performance is 25,5% and the rest is influenced by other variables not included in equation model.

**4.1.3. Analysis of the influence of work environment on employee performance partially**

The results of the analysis of the effect of the work environment on the performance of employees can be seen partially in the following table.

**Table 14.** Results of the analysis of the third regression equation

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	22.135	5.899		3.752	.001
1 Environment	.516	.179	.460	2.888	.002

a. Dependent Variable: Performance

**Source:** Primary Data Processed Year 2017

The structural equation and data above  $Y = 0.460X_2$

Based on Table 14 it is known that the working environment coefficient is 0.460. The value of t is 2.888. The value of significance is 0.02. This value of significance is smaller than 0.05. This means that the working environment variables affect the performance of employees partially. The magnitude of the influence of work environment on employee performance can be seen in the following table.

**Table 15.** The value of r squared the third equation

Model	R	R Square	Adjusted R Square	Std. An error of the Estimate
1	.460 <sup>a</sup>	.212	.187	4.31650

a. Predictors: (Constant), Environment

b. Dependent Variable: Performance

**Source:** Primary Data Processed Year 2017

Based on Table 15 it can be seen r square value of 0.212. This means that the effect of work environment variables on employee performance is 21.2% and the rest is influenced by other variables that are not included in the equation model.

**4.1.4. Analysis of the influence of work motivation on employee performance partially**

The result of analysis of the effect of work motivation on the performance of employees can partially be seen in the following table.

**Table 16.** Results of the analysis of the fourth regression equation

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	18.960	4.528		4.187	.000
1 Motivation	.584	.130	.627	4.480	.000

a. Dependent Variable: Performance

**Source:** Primary Data Processed Year 2017

The structural equation and data above  $Y = 0.627X_3$

Based on table 16 it is known that the coefficient of work motivation is 0.627. The value of t is 4.480. The value of significance is 0.000. This value of significance is smaller than 0.05. This means that the variable of work motivation of the employee to the performance of the employee partially. The magnitude of the effect of work motivation on employee performance can be seen in the following table.

**Table 17.** The r-value of squared the fourth equation

Model	R	R Square	Adjusted R Square	Std. An error of the Estimate
1	.627 <sup>a</sup>	.393	.373	3.78848

a. Predictors: (Constant), Motivation

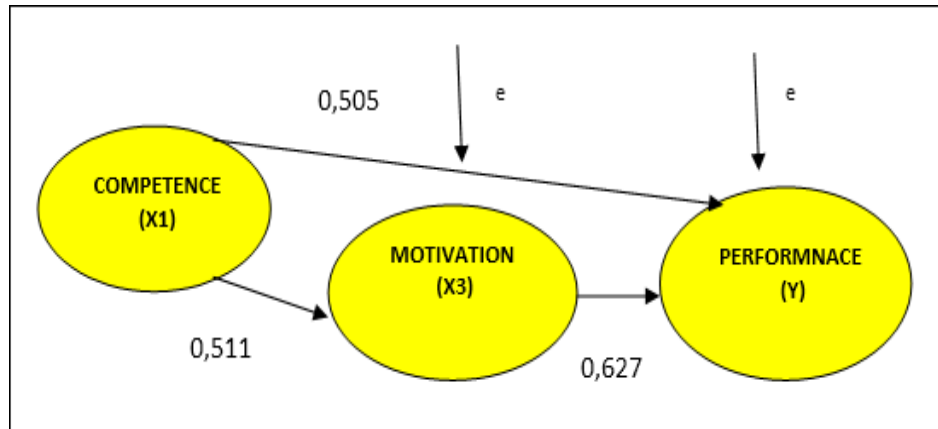
b. Dependent Variable: Performance

**Source:** Primary Data Processed Year 2017

Based on Table 17 it can be seen r square value of 0.393. This means that the effect of work motivation variable on employee performance is 39.3% and the rest is influenced by other variables that are not included in the equation model.

**4.1.5. Analysis of the Effect of Work Competence on Employee Performance through Job Motivation Variables**

Based on the partial path analysis above it can be described as follows. The analysis is an analysis of the path with the sub-structure picture as follows.



**Figure 2.** Path analysis of X1 effect to Y through X3

The coefficient of an influence of work competence on work motivation can be seen in the following table.

**Table18.** Effect of Work Competence on Work Motivation

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	11.527	6.961		1.656	.011
1 Competence	.531	.161	.511	3.306	.002

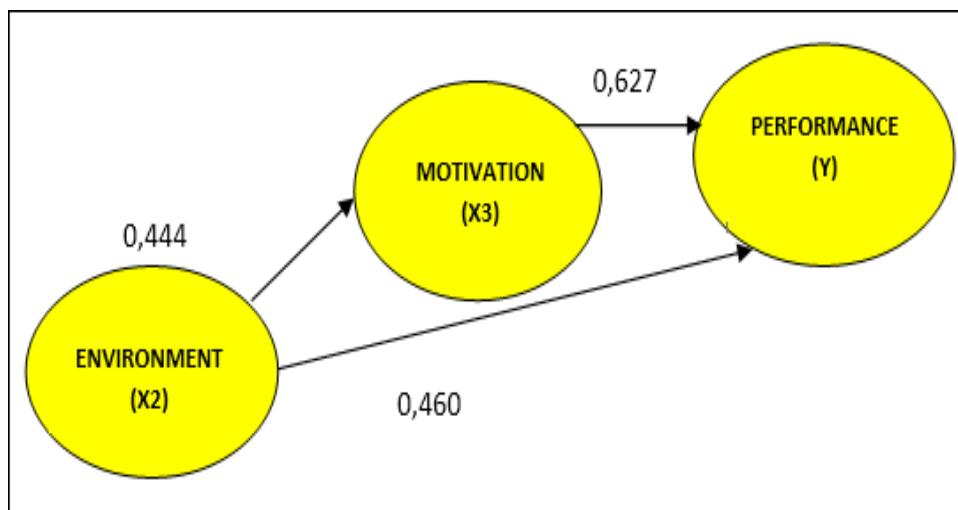
a. Dependent Variable: Motivation

**Source:** Primary Data Processed Year 2017

Based on Figure 2 it can be seen that the influence of work competence on employee performance is 0,505. The influence of work competence on employee performance through work motivation is  $0,511 \times 0,627 = 0,320$ . In this case, the direct influence is greater than the indirect effect so it can be said that the variable of work motivation is not as intervening variable.

**4.1.6. Analysis of the Effect of Work Environment on Employee Performance Through Job Motivation Variables**

Based on the partial path analysis above it can be described as follows. The analysis is an analysis of the path with sub-structure picture as follows.



**Figure 3.** Path analysis of the X2 effect on Y through X3

The value of work environment coefficient on work motivation can be seen in the following table.

**Table 19.** Value of coefficient of influence work environment to work motivation

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	16.887	6.396		2.640	.013
1 Environment	.534	.194	.444	2.760	.010

a. Dependent Variable: Motivation

**Source:** Primary Data Processed Year 2017

Based on Figure 3 it can be seen that the direct effect of the work environment on employee performance is 0.460. While the influence of work environment on employee performance through work motivation is  $0.444 \times 0.627 = 0.278$ . In this case, the greater direct effect than indirect influence can be said that the variable of a work motivation not as intervening variable.

## V. Conclusion and Suggestion

### 5.1. Conclusion

1. Employee competence variables, work environment, and work motivation affect the performance of employees simultaneously. The value of F arithmetic is 8.301 and the significance is 0.000. This value is smaller and 0.05. The r squared value of 46,2% means employee competence variable, work environment and work motivation influence to employee performance equal to 46,2% while the rest is influenced by other variables not included in the model equation.
2. Employee competency variables affect the performance of employees partially. The value of t is 3.254. The value of significance is 0.03. This value of significance is smaller than 0.05. The value of r squared is 0.255. This means that the effect of employee competency variable on employee performance is 25.5% and the rest is influenced by other variables that are not included in the equation model.
3. Variable work environment effect on employee performance partially. The value of t is 2.888. The value of significance is 0.02. This value of significance is smaller than 0.05. r squared value of 0.212. This means that the effect of work environment variables on employee performance is 21.2% and the rest is influenced by other variables not included in the equation model.
4. Job motivation variables affect the performance of employees partially. The value of t arithmetic is 4.480 and the significance value is 0.000 or smaller and 0.05. The value of r squared is 0.393. This means that the effect of work motivation variable on employee performance is 39.3% and the rest is influenced by other variables that are not included in the equation model.
5. The influence of employee competence on employee performance is 0,505. The influence of employee competence on employee performance through employee work motivation is  $0,511 \times 0,627 = 0,320$ . In this case, the direct influence is greater than the indirect effect so it can be said that the variable of work motivation is not as intervening variable.
6. The direct effect of work environment on employee performance is 0.460. While the influence of work environment on employee performance through work motivation is  $0.444 \times 0.627 = 0.278$ . In this case, the direct influence is greater than the indirect effect so it can be said that the variable of work motivation is not as intervening variable.

### 5.2. Suggestion

1. In order to build an organization that is responsive to the public, it requires professional staff in the sense of having competence in each field. Therefore, in placing an employee in a position must pay attention to the competence they have in accordance with the conditions that exist in order to improve the performance of a government agency.
2. Organizations need to consider the work environment in the organization for the convenience and smoothness of employees in carrying out their work because together, the work environment affects the performance of employees and need to be considered especially office equipment facilities.
3. Organizations pay attention to employee motivation by providing opportunities for employees to develop skills and expertise they have, it can be done by providing learning opportunities for employees with good work performance. In addition, the organization can also provide more space for creativity in employees so that employees are encouraged to provide optimal performance for the achievement of organizational goals.
4. It is expected that the organization can continue to improve the performance of employees by providing training, promotion, and motivation, and organizations are expected to keep attention to the competence and work environment of the organization.

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