

The Influence of Work Motivation, Office Spatial, Employee Competency, and Internal Communication on Employee Performance in the Public Secretariat and Employee Department Of Education, Sungai Penuh City

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Abstract

This study aims to see the influence of work motivation, spatial planning, competence and internal communication on the performance of employees at the General Secretariat and Personnel of the Sungai Penuh City Education Office. The population and sample in this study were all 80 employees at the General Secretariat and Civil Service Office of Sungai Penuh City. The results of this study indicate that (1) Motivation has a positive influence on Employee Performance at the General Secretariat and Personnel of the Sungai Penuh City Education Office. (2) Spatial Planning has a positive influence on Employee Performance at the General Secretariat and Personnel of the Sungai Penuh City Education Office. (3) Competence has a positive influence on Employee Performance at the General Secretariat and Personnel of the Sungai Penuh City Education Office. (4) Internal Communication has a positive influence on Employee Performance at the General Secretariat and Personnel of Sungai Penuh City Education Office (5) Motivation, Spatial Planning, Competence and Internal Communication collectively have a positive effect on Employee Performance at the General Secretariat and Personnel of the Education Office Sungai Penuh City.

Keywords: Motivation, Spatial Planning, Competence, Internal Communication

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I. Preliminary

Human resources are one of the most determining factors for the success or failure of an organization in achieving its goals, both in public and private organizations. From a strategic management perspective, human resources are human capital and intellectual capital that will determine the effectiveness of other factors, such as: capital, equipment and structure. Managing human resources in line with the direction of the organization's vision and mission can be pursued through the design or design and behavior of human resources in accordance with the core competencies of the organization.

Therefore, according to Brian Becker et al. (2001) in Sudarmanto (2015) states that the HR strategy architecture that rests on competence consists of three strategic value chains, namely: HR functions, HR systems, and HR behavior. To be able to find out the extent of the existence of roles, the contribution of human resources in achieving organizational success certainly requires performance measurement. The definition of performance in the organization is the answer to the success or failure of the organizational goals that have been set. Bernardin & Russel definitively in Sulistiyani (2003) explain that performance is a record of outcomes that have been generated from certain employee functions or activities carried out during a certain period of time. Meanwhile, the overall performance or position is the same as the average number of employee functions or activities performed. The definition of performance here does not mean to have individual characteristics but refers to a series of results obtained over a certain period of time. Without evaluation or measurement of performance in achieving organizational goals, it is not possible to know the causes or constraints of organizational failure to achieve goals. According to Brin Becker, Huselid & Ulrich (2001) in Sudarmanto (2015), effective human resource performance measurement has 2 objectives, namely: first, to be a guide in making decisions in organizations and, second: as a basis for conducting performance evaluations. The definition of performance here does not mean to have individual characteristics but refers to a series of results obtained over a certain period of time. Without evaluation or measurement of performance in achieving organizational goals, it is not possible to know the causes or constraints of organizational failure to achieve goals. According to Brin Becker, Huselid & Ulrich (2001) in Sudarmanto (2015), effective human resource performance measurement has 2 objectives, namely: first, to be a guide in making decisions in organizations and, second: as a basis for conducting performance evaluations. The definition of performance here does not mean to have individual characteristics but refers to a series of results obtained over a certain period of time.

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Hasibuan (2006) suggests that performance is a result of the work achieved by a person in carrying out the tasks assigned to him based on skill, experience and seriousness and time. Meanwhile, Bernardin (2001) in Sudarmanto (2015) states that performance is a record of results produced (produced) or certain job functions or activities during a certain period of time. So it can be concluded that performance is a behavior and results records with the competence possessed by an employee in achieving goals in completing work.

Another factor that affects performance is the motivation in the form of rewards according to Maslow (1943) in Kreitner and Angelo (2003) saying that, rewards are a hierarchy of needs that can motivate to improve performance. Award is a provision of leadership beyond wages, salaries and incentives as an effort to reward employee performance, Wibowo (2016). With good rewards, it is hoped that employees will be able to improve performance and have a higher desire to excel in doing work and have the ability to compete so that a balance is achieved between personal and organizational goals.

The Education Office has the main task of implementing regional authority in the education sector and carrying out co-administration tasks assigned by the government and / or provincial governments. Based on preliminary observations from December 10, 2019 to February 20, 2020, it shows that the performance in the General Secretariat and Personnel of the Sungai Penuh City Education Office for completing office tasks such as administration is still delayed, has not met the target so that sometimes there are employees who finish work at the end of the month or close to the deadline.

From the performance data of employees at the General Secretariat and Personnel of the Sungai Penuh City Education Office, it is seen that they are still experiencing a decline every year. In 2017, the average performance of the agency's target achievement was 89%, while in 2018, it decreased to 85%, and in 2019 the performance decreased by 80%. This is of course a problem for the institution concerned because the performance has decreased each year. Based on this condition, the writer is interested in studying this research.

Method

The population in this study were all 80 employees at the General Secretariat and Personnel of the Sungai Penuh City Education Office. The sampling technique uses total sampling technique (whole sample), total sampling is a sampling technique where the number of samples is the same as the population (Sugiyono, 2017). The reason for taking total sampling is because according to (Sugiyono, 2017) the total population of less than 100 the entire population was used as the research sample.

Hypothesis testing in this study uses multiple regression analysis. Multiple regression analysis aims to determine the causal relationship between the influencing variables and the affected variables. With the multiple regression equation model as follows:

$$Y = a + b_1 X_1 + b_2 X_2 + b_3 X_3 + e \dots \dots \dots (1)$$

Where:

- Y = Performance
- a = Intercept constant
- X1 = Motivation
- X2 = Spatial layout
- X3 = Competence
- X4 = Internal Communication
- b1,.... b4 = Regression Coefficient
- e = Error Term

II. Research Results

Normality test

The author used this normality test to test the normality of the regression model. Testing is done using the method *kolmogorov-smirnov* test against each variable. The regression model is normally distributed if the Kolmogorov-Smirnov sign value for each variable is greater than $\alpha = 0.05$. The results of the normality test can be seen in table 1.

Table 1
Normality Test Results

One-Sample Kolmogorov-Smirnov Test						
		Y	X1	X2	X3	X4
N		80	80	80	80	79
Normal Parameters a	Mean	53.0625	44.3250	34,9250	35.1750	26.2025
	Std. Deviation	2.47184	2.15110	1.99223	1.69717	1.77142
Most Extreme Differences	Absolute	.135	.136	.128	.149	.163
	Positive	.135	.098	.096	.106	.111
	Negative	-.109	-.136	-.128	-.149	-.163
Kolmogorov-Smirnov Z		1,208	1,213	1,141	1,333	1,452
Asymp. Sig. (2-tailed)		.108	.105	.148	.087	.180
a. Test distribution is Normal.						

Source: SPSS output results, 2020.

From the table 1 which is a normality test, it can be seen that in the regression model, confounding or residual variables have a normal distribution. This can be seen from the results of the sig value of the Performance variable (Y) is $0.108 > 0.05$ The motivation variable (X1) is $0.105 > 0.05$; Spatial variable (X2) is $0.148 > 0.05$; Competency variable (X3) is $0.087 > 0.05$ and the Internal Communication variable (X4) is $0.187 > 0.05$. So it is concluded that the variables of Performance, Motivation, Spatial Planning, Competence and Internal Communication of Employees at the General Secretariat and Personnel of the Sungai Penuh City Education Office have a normal distribution.

Multicollinearity Test

Multicollinearity test is useful for testing whether the regression model found a correlation between the independent variables. A good regression model should not have a correlation between the independent variables, if the independent variables are correlated, these variables are not orthogonal.. Orthogonal variables are independent variables whose correlation value between independent variables = 0 (Ghozali, 2011). Multicollinearity can be seen from tolerance and Variance Inflation Factor (VIF). The way to know whether there is a multicollinearity test deviation is to look at the Tolerance and VIF values of each independent variable, if the Tolerance value is > 0.10 and the VIF value < 10 then the data is free from multicollinearity symptoms. can be seen in table 2.

Table 2
Multicollinearity Test Results

Coefficientsa			
Model		Collinearity Statistics	
		Tolerance	VIF
1	X1	.952	1,051
	X2	.962	1,040
	X3	.969	1,032
	X4	.978	1,023

a. Dependent Variable: Y

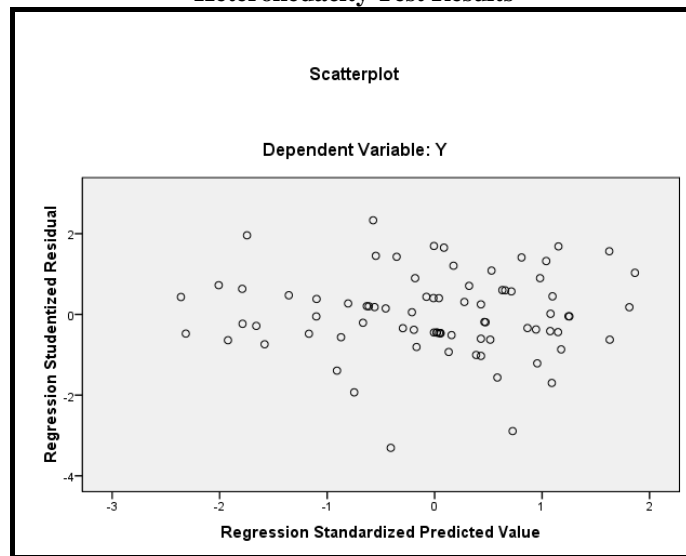
Source: SPSS output results, 2020

Based on the multicollinearity test in the table above, it can be seen that there is no relationship between the independent variables because all the VIF values of the independent variables < 10 .

Heteroscedasticity Test

The heteroscedasticity test aims to test whether in a regression model there is an inequality of variants from the residuals from one observation to another. If the variance from the residual of one observation to another remains, it is called homokedastability and if different is called heteroscedasticity. Detecting heteroscedasticity in this study using the Plott Graph test (Scatter Plot). This test if there is no clear pattern, such as a point spread above and below the number 0 (zero) on the Y axis, then there is no heterocedacity. The test results can be seen in Figure 1.

**Figure 1
Heterokedacity Test Results**



In Figure 1, it can be seen that there is no clear pattern and the dots spread above and below the number 0 on the Y axis. This shows that the data in this study did not occur Heteroscedasticity.

Research Hypothesis Test

Multiple Linear Regression Analysis

In testing the hypothesis of this study, multiple linear regression tests were used, which aims to determine how much influence some independent variables have on dependent variable. Multiple regression analysis was performed by comparison tcount with ttable and sig value with $\alpha = 0.05$. In detail, the results of multiple regression testing can be seen in Table 3.

**Table 3
Multiple Regression Equation**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	35,157	10,055		3,497	.001
	Motivation	.258	.113	.220	2,288	.024
	Spatial	1,020	.032	.312	3,091	.000
	Competence	1,368	.050	.968	7,623	.000
	Internal Communication	.420	.155	.299	2,706	.008

a. Dependent Variable: Y

Source: SPSS Output Results (2020)

Based on Table 3, the estimation model can be analyzed as follows:

$$Y = 35,157 + 0.258 (X1) + 1,020 (X2) + 1,368 (X3) + 0.420 (X4) \dots\dots\dots (2)$$

Based on the above equation, it can be explained that:

- a. From the above equation it can be seen that there is a constant value of 35,157 which means that if Motivation, Spatial Planning, Competence and Internal Communication are zero, then the value of the performance variable is at 35,157. This means that the variables of Motivation, Spatial Planning, Competence and Internal Communication contribute to improving Employee Performance at the General Secretariat and Personnel of the Sungai Penuh City Education Office.
- b. The regression coefficient of Motivation is positive 0.258. This means that if the motivation increases one unit will result in an increase in performance of 0.258 unit.
- c. The value of the spatial regression coefficient is positive, namely 1,020. This means that if the Spatial Planning increases by one unit it will result in an increase in Employee Performance by 1,020 unit.
- d. The competency regression coefficient value is positive, namely 1,368. This means that if the competency increases by one unit it will result in an increase in employee performance by 1,368 unit.
- e. The internal communication regression coefficient value is positive, namely 0.420. This means that if Internal Communication increases by one unit it will result in an increase in Employee Performance by 0.420 unit.

Regression Coefficient Test (t test)

Hypothesis Testing 1

The first hypothesis proposed, that Motivation partially has a positive effect on employee performance. Based on the analysis of the t test, it is known that the level of significance of the Motivation variable is 0,024 < from the significance value (0.05). Thus H_0 was rejected and H_a accepted. So that the alternative hypothesis proposed in this study is accepted, meaning that there is a significant influence between motivation on the performance of employees at the General Secretariat and the Personnel of the Sungai Penuh City Education Office.

Hypothesis Testing 2

The second hypothesis is proposed, that partially spatial planning has a positive effect on employee performance. Based on the analysis of the t test, it is known that the level of significance of the Spatial Plan variable is 0,000 < from the significance value (0.05). Thus H_0 was rejected and H_a accepted. So that the alternative hypothesis proposed in this study is accepted, which means that there is a significant negative effect between Spatial Planning on Employee Performance at the General Secretariat and Personnel of the Sungai Penuh City Education Office.

Hypothesis Testing 3

The third hypothesis proposed, that Competence partially has a positive effect on performance. Based on the results of the analysis of the t test, it is known that the significance level of the Competency variable is 0,000 < from the significance value (0.05). Thus H_0 was rejected and H_a accepted. So that the alternative hypothesis proposed in this study is accepted, meaning that there is a significant influence between competence on the performance of employees at the general secretariat and the staffing of the Sungai Penuh city education office.

Hypothesis Testing 4

The third hypothesis proposed, that Internal communication partially has a positive effect on performance. Based on the analysis of the t test, it is known that the significance level of the Internal Communication variable is 0,008 < from the significance value (0.05). Thus H_0 was rejected and H_a accepted. So that the alternative hypothesis proposed in this study is accepted, meaning that there is a significant influence between internal communication on the performance of employees at the General Secretariat and the Civil Service of Sungai Penuh City Education.

Hypothesis Testing 5

The fourth hypothesis proposed, that motivation, spatial planning, competence, and Internal communication together has a positive effect on employee performance. Based on the results of the analysis of the F test, it is known that the significance level of the Motivation, Spatial Planning, and Competence and Internal Communication variables is 0.000 < 0.05. Thus H_0 was rejected and H_a accepted. So that the alternative hypothesis proposed in this study is accepted, meaning that there is a significant influence jointly between Motivation, Spatial Planning, Competence and Internal Communication on Employee Performance in the General Secretariat and Personnel of Sungai Penuh City Education Office. As can be seen in table 4.

Table 4
F Test Results

ANOVA ^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	610,445	4	305,222	385,887	.000a
	Residual	37,175	74	.791		
	Total	674,620	78			
a. Predictors: (Constant), X4, X2, X3, X1						
b. Dependent Variable: Y						

Source: SPSS Output Results (2020)

Coefficient of Determination (Adjusted R Square)

The coefficient of determination aims to see or measure how far the model's ability to explain variations in the independent variable, where the value is *R square* used for research with 2 variables and the value of Adjusted R Square is used for research with more than 3 variables. The coefficient of determination in this study is taken from the Adjusted R Square value which can be seen in table 5.

Table 5
Test results R Square

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.543a	.294	.270	0.12246
a. Predictors: (Constant), X4, X2, X3, X1				
b. Dependent Variable: Y				

Source: Results of SPSS data processing (2020)

Based on the results of the Adjusted R square analysis is 0,270 This means that 27.0% of employee performance is influenced by the independent variables of motivation, spatial planning, competence and internal communication. While the remaining 83.0% is influenced by other variables outside the model.

Influence Motivation for Employee Performance at the General Secretariat and Personnel of the Sungai Penuh City Education Office.

The results of this study indicate that motivation has a significant influence on employee performance at the General Secretariat and Personnel of the Sungai Penuh City Education Office. This indicates that Motivation determines Employee Performance at the General Secretariat and Personnel of the Sungai Penuh City Education Office. This means that the higher the employee motivation, the higher the employee performance.

From the results of this study, it appears that the work motivation variable has a coefficient 0.258 which means motivation has a big influence. This indicates that motivation can play a role in improving employee performance. If the General Secretariat and Personnel of the Sungai Penuh City Education Office wish to improve employee performance, it must improve employee motivation.

This goes hand in hand According to Kreitner and Angelo (2003) state that motivation is taken from the Latin term *move*, meaning "move", motivation is a psychologic process that enhances and directs behavior to achieve goals. The word motivation can also be interpreted as encouragement, driving force or power contained in an organism that causes the organism to act or act, Ruliana (2016). Meanwhile, Robbins (2008) states that motivation is a process that explains the intensity, direction, persistence of efforts to achieve a goal.

The results of this study are in line with the research Rezky (2016) which shows that motivation has a positive and significant effect on employee performance. Sindi (2014) the results of his research also show motivation has a significant effect on employee performance.

Influence Spatial Planning for Employee Performance at the General Secretariat and Personnel of the Sungai Penuh City Education Office.

The results of this study indicate that spatial planning has a significant positive effect on employee performance at the General Secretariat and Personnel of the Sungai Penuh City Education Office. This indicates that the Employee Spatial Planning determines the Employee Performance in the General Secretariat and Personnel of the Sungai Penuh City Education Office. This means that the better the spatial structure of the agency, the better the employee performance.

From the results of this study, it appears that the workspace variable has a coefficient 1.020 which means that the workspace has a big influence. This indicates that a good and good layout can play a role in improving employee performance. If the General Secretariat and Personnel of the Sungai Penuh City Education Office want to improve employee performance, it must improve the spatial structure of the agency for employees.

This is in line with opinion Moekijat (2002) argued that "office layout is the determination of the arrangement of all these components in an efficient unit". Meanwhile, Sedarmayanti (2001) explains that "office layout is the arrangement and arrangement of all office machines, office equipment and office furniture in the right place, so that employees can work properly, comfortably, freely, and are free to move, so as to achieve work efficiency ". In addition, Littlefield and Peterson in Gavinov (2016) stated that "office layout can be formulated as an arrangement of equipment on the available space.

The results of this study are in line with Emi's research (2016) which shows that Spatial planning has an effect on employee performance. Widi (2017) research results also show that Spatial planning has a significant effect on employee performance.

Influence Influence Competence on Employee Performance at the General Secretariat and Personnel of the Sungai Penuh City Education Office.

The results of this study indicate that competence has a significant influence on employee performance at the General Secretariat and Personnel of the Sungai Penuh City Education Office. This indicates that competence determines employee performance at the General Secretariat and Personnel of the Sungai Penuh City Education Office. This means that the greater the competence provided by an agency, the greater the employee performance.

From the results of this study, it appears that the job competency variable has a coefficient 1.368 which means that competence has the greatest influence over the other variables. This indicates that competence can play a role in improving employee performance. If the General Secretariat and Personnel of the Sungai Penuh City Education Office want to improve employee performance, it must increase employee competency in the agency.

This is in accordance with the opinion Training Agency in Sudarmanto (2015) states that competence is the ability to carry out activities in a job or function in accordance with the expected work standards. Spencer in Sutrisno (2009) states competence as a characteristic that underlies a person and is related to the effectiveness of individual performance in their work. Based on this definition, it implies that competence is a part of one's personality that is deep and inherent in a person as well as predictable behavior in various situations and job assignments.

The results of this study are in line with the research of Ilman (2015) which shows that There is a significant positive influence between competence on employee performance.

Influence Influence Internal Communication on Employee Performance at the General Secretariat and Personnel of the Sungai Penuh City Education Office

The results of this study indicate that Internal Communication has a significant influence on Employee Performance at the General Secretariat and Personnel of the Sungai Penuh City Education Office. This indicates that Internal Communication determines Employee Performance at the General Secretariat and Personnel of the Sungai Penuh City Education Office. This means that the better internal communication between employees and leaders in an agency, the better employee performance.

From the results of this study, it appears that the work Internal Communication variable has a coefficient 0.420 which means that Internal Communication has a great influence. This indicates that internal communication can play a role in improving employee performance. If the General Secretariat and Personnel of the Sungai Penuh City Education Office want to improve employee performance, it must improve internal communication between employees and good leaders in the agency.

The results of this study are in line with Amalia's research (2016) which shows that There is a significant positive influence between motivation on employee performance

The Influence of Motivation, Spatial Planning, Competence and Motivation for Employee Performance at the General Secretariat and Personnel of the Sungai Penuh City Education Office

The results of this study indicate that Motivation, Spatial Planning, Competence and Internal Communication together have a significant influence on Employee Performance at the General Secretariat and Personnel of the Sungai Penuh City Education Office. This indicates that Motivation, Spatial Planning, Competence and Internal Communication determine Employee Performance at the General Secretariat and Personnel of the Sungai Penuh City Education Office. This means Motivation, Spatial Planning, Competence and Internal Communication, it will improve Employee Performance.

This is in line with research rezky (2016), Sindi (2014), widi (2017) and Emi (2016) which shows that The results show support for a positive and significant influence between, Motivation, Spatial Planning, Competence, and Internal Communication on Employee Performance.

III. Conclusion

Based on the results of testing and discussion of the hypotheses described in the previous chapter, the following conclusions can be drawn:

1. Motivation has a positive influence on Employee Performance at the General Secretariat and Personnel of the Sungai Penuh City Education Office. This means that employee performance will increase if employee motivation is high, it will be able to provide encouragement to employees in carrying out their duties.
2. Spatial Planning has a positive influence on Employee Performance at the General Secretariat and Personnel of the Sungai Penuh City Education Office. This means that employee performance will increase if a good workspace is able to provide morale to employees in carrying out work. The better the Spatial Planning in an agency, the better the employee's performance will be in doing their work in the agency.
3. Competence has a positive influence on Employee Performance at the General Secretariat and Personnel of the Sungai Penuh City Education Office. This means that employee performance will increase if the competence of employees in the institution where employees are increased, thus making employees confident and more enthusiastic about doing their jobs well. And high competence will encourage high performance.
4. Internal Communication has a positive influence on Employee Performance at the General Secretariat and Personnel of the Sungai Penuh City Education Office. This means that employee performance will increase if good internal communication is able to provide morale and comfort to employees in carrying out work. The better internal communication between employees and leaders in an agency, the better their performance will be in doing their jobs within the agency.
5. Motivation, Spatial Planning, Competence and Internal Communication together have a positive effect on Employee Performance at the General Secretariat and Personnel of the Sungai Penuh City Education Office. Employee performance is influenced by the independent variable Motivation, Spatial Planning, Competence and Internal Communication.

Based on the results of the discussion analysis as well as some conclusions in this study, there are suggestions that can be given through the results of this study in order to get better results, namely:

1. For further researchers, it is hoped that they can examine other variables outside of this variable in order to obtain more varied results that can describe what things can affect performance and it is suggested to expand the scope of research on the influence of motivation, spatial planning, competence and internal communication. on employee performance used in this study.
2. For the agency management it is hoped that it will improve competence and good spatial planning in the institution. Because to achieve productivity and better achievement of agency goals, high competence, good and good layout and loyalty from employees are needed. When Motivation and Spatial Planning, Competence and Internal Communication are given in a balanced way, employee performance also increases.

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