TECHNIUM

SOCIAL SCIENCES JOURNAL

Vol. 22, 2021

A new decade
for social changes

www.techniumscience.com

Motivation and competence on the performance of employees in the procurement of goods and services at the Regional Secretariat - Government of Berau Regency

Agnes Alvin Dhian Puspita

Master Student in Department of Public Administration, Graduate Program, Universitas Terbuka, Indonesia.
Main authors e-mail: agnesalvin29@gmail.com

Anwar Alaydrus

Dr (Senior Lecturer) in Department of Public Administration, Faculty of Social and Political Sciences, Mulawarman University, Indonesia.
Second authors and corresponding e-mail: anwar.alaydrus@gmail.com

Tri Darmayanti

Dr (Senior Lecturer) in Department Library Science, Faculty of Social and Political Sciences, Universitas Terbuka, Indonesia.
Third authors e-mail: yanti@ut.ac.id

Abstract. Employee performance appraisal is a very important thing in an organization to achieve its goals, so that the organization must carry various policies out to improve employee performance. The purpose of this study was to analyze the influence of motivation and competence in performing the employees of the Service Procurement Service at the Regional Secretariat – Government of Berau Regency. We designed the study with primary data sources through interviews with thirty-one respondents or employees. Then, the data processed using the multiple linear regression analysis model through the IBM SPSS 24. Empirical findings revealed that motivation partially had a positive and significant effect on employee performance, competence partially had a positive and significant effect on performance, and competence is a variable that has a dominant influence on employee performance.

Keywords. motivation, competency, employee performance, multiple linear regression, IBM SPSS.

1. Introduction

Competence to be the factor that affects performance. They need competence to help organizations to create a high performance culture. The characteristics of this competency comprise five types, including motives, talents, self-concept, knowledge, and skills (Sedarmayanti, 2007).

Besides competence, in order to improve employee performance, compensation also needs to be considered. Compensation is all income as money, direct and indirect goods received by employees in return for services provided by the company (Hasibuan, 2011). Compensation as

money means that compensation paid in currency to the employee concerned. Meanwhile, it means that compensation paid in kind.

Likewise, with motivation, Handoko (2008) argues that motivation defined as a condition in a person's personality that encourages the individual's desire to carry out certain activities in order to achieve goals. Performance has a relationship with motivation, where motivation is a concept that we use when describing the forces at work within individuals to start and direct behavior and to explain differences in behavior intensity where more enthusiastic behavior results from powerful motivation.

Today, the increasingly stringent work demands in public services have resulted in the Berau Regency Government's Regional Secretariat facing the challenge of being able to maintain survival. For the Regional Secretariat – the Berau Regency Government, especially in the Goods and Services Procurement Service Section, research on employee performance is very useful for assessing the quality, quantity, motivation of employees, and always making improvements. They need optimal work enthusiasm and motivation to increase productivity and maintain organizational viability.

To ensure the achievement of goal alignment, organizational leaders can pay attention to providing compensation, because compensation is part of the reciprocal relationship between the organization and human resources.

Based on temporary observations, we found several phenomena related to the objectivity of the study, including employees with minimal motivation and competence because of the lack of training facilities to improve performance regularly. Second, the completion of work exceeds the set target. Third, the realization and absorption of the budget with the work program is not yet optimal. Fourth, there are some employees who still cannot complete their work. Fifth, the quantity of human resources of employees in the Goods and Services Procurement Service Section (Regional Secretariat – Berau Regency Government) is still limited and sixth, there are many other phenomena that researchers found in this agency.

The Goods and Services Procurement Service Section at the Regional Secretariat – Berau Regency Government always tries and makes improvements in the processing process to be better. One of the chief concerns of this agency is improving the quality and motivation, as well as the workability of employees. Because so far there are still many things that need to improved related to the motivation and level of competence of the employees' performance.

1.1. Objectivity and research problems

Referring to the report on implementing the competency development of work unit personnel in 2019, the total cost realized as personnel competence at UKPBJ Berau Regency reached IDR 57,000,000 for three programs, where all results implemented in three competency groups. From the budget, we can conclude that the budget allocation is still minimal to develop the motivation and competence of employees in the relevant agencies, in order to produce good and sustainable performance. Therefore, with limited costs, it hoped that HR can still contribute optimally through performance to realize programs and parts of the vision and mission that have stated in the Regional Medium Term Development Plan (RPJMD) of Berau Regency for 2016-2021.

This shows the existence of a phenomenon where even though there is sufficient budget available, but the implementation or work in the field is difficult, not fully implemented optimally by human resources because they considered that motivation and competence still limited. Especially considering the previous rules, agendas and work programs that have proclaimed, it takes too much time in the field, and the number of employees is still very much needed to help with the work.

Here, several factors that influence the achievement of employee performance that support the organization also determined by several factors, such as motivation and level of competence. These factors directly affect the psychological and have a direct impact on the resulting performance.

The motivational factor also determines the quality and quantity of the work that employees can complete in the field under the target of the work. The impact of motivation is increasingly complex and tends not to be managed adequately, making it very difficult for some organizations to carry out a change process that can strengthen and improve the quality and quantity of employees. This motivation can come from within the employee himself and can also come from outside himself. Thus, this motivational factor considered in improving employee performance.

Competence describes the characteristics of knowledge, skills, behavior, and experience to perform a particular job or role effectively. Research also supported this by Ardiana et al. (2010) whose research concludes that competence has a significant effect on performance. Competence is an absolute thing that employees have, because this is technical and will affect the achievement of completion of work in the field. Through this competency, employees will find it easier to work and be able to actualize themselves based on their background, experience and skills so that it can channel them into work. This makes the competency factor the dominant influence on performance.

There are four vital problems that occur showing that performing employees in the Service Procurement Section at the Regional Secretariat - Berau Regency Government is not optimal. First, there is still a lack of technical human resource training, this is because of the weak motivation of employees, so they are less serious about carrying out their duties. Second, the competence of employees in the Service Procurement Section at the Regional Secretariat – Berau Regency Government is not good because of fieldwork with long overtime. Three, there are still programs or work processes that are not under the specified time because of a minimal budget. Fourth, the educational background of employees is not under the work being done, especially for old employees who work such as inadequate knowledge and expertise from employees so that the task not completed as planned, this scene from the level of education and class of employees.

This needs to get attention from the managerial side, especially the head of the institution, so that as early as possible prevent and try to improve the quality of human resource management in the institution. How is it if to achieve the goals expected by the institution/agencies, many employees are less concerned with what it must do and have become their responsibilities? In fact, their employees have a fairly large role in developing their potential to organize and shape the optimal performance of their work organization.

1.2. Goals

There are three research objectives in the study that present a partial relationship between motivation and competence on employee performance. Then, which of the two has a dominant effect on employee performance. We divided the flow of the paper into five stages, where these stages include introduction, theoretical basis and hypotheses, methods, data interpretation and discussion, and conclusions.

2. Literature background and hypothesis

2.1. Motivation – performance

Timple (2002) defines motivation as the process that controls the choices made by people or lower organizations among alternative forms of voluntary activity. Motivation in this case concerned with the direction of behavior, or what a person will choose to do when faced with several alternatives, the magnitude or strength of the effort, once the choice has dropped from the effort, once the choice has made, and the persistence of the behavior, or how much how long he can endure it.

Low work motivation will lead to low performance. Low employee performance is not possible to achieve excellent results if there is no motivation, because motivation itself is a necessity to achieve company goals. Meanwhile, for employees who have high work motivation to make themselves feel happy and get their own satisfaction in their work, an employee will try to get maximum results with high enthusiasm, and always try to develop his duties and himself (Anoraga, 2009). Therefore, the hypothesis that is built is:

H1 – there is a direct path of motivation and performance.

2.2. Competence – performance

According to Wibowo (2008) competence is an ability to carry out or perform a job or task that is based on skills and knowledge and supported by the work attitude required by the job. Thus, competence shows skills or knowledge that are characterized by professionalism in a particular field as the most important thing as superior in that field.

It distinguished characteristics of competencies based on the level at which it can teach these competencies. We usually group skills and knowledge as competition on the surface, so they are easy to see. These competitions are usually easy to develop and do not require large training costs to master. Self-concept competencies, personal characteristics and motives hidden and therefore more difficult to develop or assess. To change the motives and personal characteristics can still done, but the process is long. The most cost-effective way for organizations to have this competency is through a character selection process. Assumptions on the hypothesis that need to be developed are:

H2 – there is a direct path of competence and performance.

2.3. Motivation – performance and competence – performance

Siagian (2004) evaluates the overall motivation developed by Maslow, who assumes that we can classify human needs into a five hierarchies of needs. First, physiological needs usually called primary needs. Second, the need for security through protection from danger and threats. Third, the social need to liked and counted as a person, a sense of loyalty to friends, groups and cooperation. Fourth, the need for achievement awards that represent the need to recognize their existence and status to others or is an acknowledgment of self-esteem. Fifth, the need for self-actualization for the development of potential and abilities systematically, so that it becomes an effective ability, for example, developing a career.

Human needs are not absolutely hierarchical and in this case mean sequentially. In fact, it sought various types of human needs to be satisfied simultaneously, although with different intensities. Therefore, among scientists who study motivation theory say that various human needs are a series and not a hierarchy. The implication is that an employee has a perception that work is not just for earning a living, but as a vehicle to satisfy various interests and needs regardless of the needs categorized.

Competence is a person's ability to produce at a satisfactory level at work, including one's ability to transfer and apply these skills and knowledge in new situations and increase agreed

benefits. Competence also shows the characteristics of knowledge and skills possessed and needed by each individual that enable them to perform tasks of professional quality standards in their work.

This also causes various definitions of competence. Palan (2007) suggests that competence refers to the characteristics that underlie behavior that describes the motives, personal characteristics (characteristics), self-concept, values, knowledge or skills brought by someone who is a superior performer in the workplace. Palan (2007) also describes five characteristics that make up competence. First, knowledge refers to information and learning outcomes. Second, skills concern a person's ability to perform an activity. Third, self-concept and values refer to a person's attitudes, values and self-image, such as a person's belief that he or she can succeed in a situation. Fourth, personal characteristics are physical characteristics and consistency of responses to situations or information, such as self-control and the ability to remain calm under pressure. Fifth, motives are emotions, desires, psychological needs or other drives that trigger action. Here is the third hypothesis that we propose:

H3 – competence has a dominant effect on performance, rather than motivation.

2.4. Theoretical framework

The theoretical framework serves as the identification of theories that are used as the basis for thinking to carry out a research or to describe the reference frame or theory used to examine the problem (Soeryasumantri, 1978).

They conducted this research to analyze the effect of motivation, competence, discipline on performance. The object of research is the employee of the Service Procurement of Goods and Services at the Regional Secretariat – Berau Regency Government. Based on the description of the theory that has put forward as well as the existing problems, it is necessary to create a conceptual framework of research. The aim is to provide convenience in reviewing the conditions under scrutiny. The conceptual framework describes the relationship of the independent variables, in this case the motivation (X1), competence (X2), and the dependent variable represented by employee performance (Y). For more details, we can see it in Figure 1. Under the picture shown in the conceptual flow, it described the variables into empirical indicators (dimensions) including motivation, competence, and employee performance.
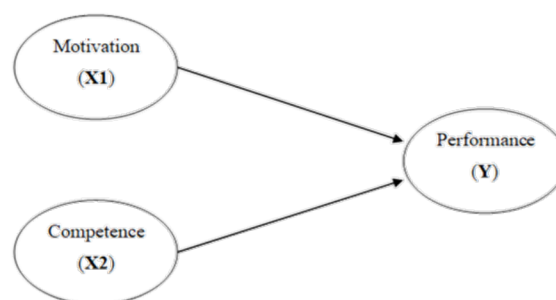

Figure 1: Variables model (*Source*: Author's elaboration)

Six indicators, such as physiological needs, job security, attention, social needs, job esteem, and self-actualization, form the motivation variable. Figure 2 illustrates the dimensions.
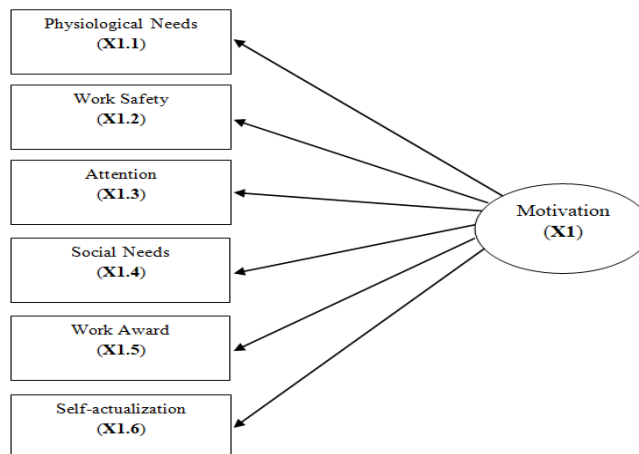
Figure 2: Motivation indicators (*Source*: Danang, 2013)

Five indicators formed the competence variable (knowledge, skills, self-concept, values, and personal characteristics). Figure 3 summarizes the indicators for competence.
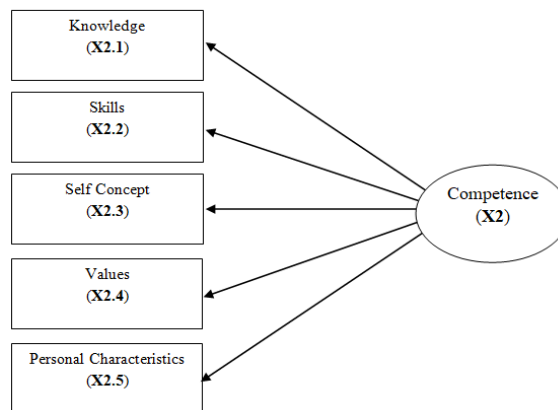

Figure 3: Competence indicators (*Source*: Spencer & Spencer, 1993)

In Figure 4, six indicators formed the performance variable, such as work results, job knowledge, initiative, mental agility, attitude, and obedience.
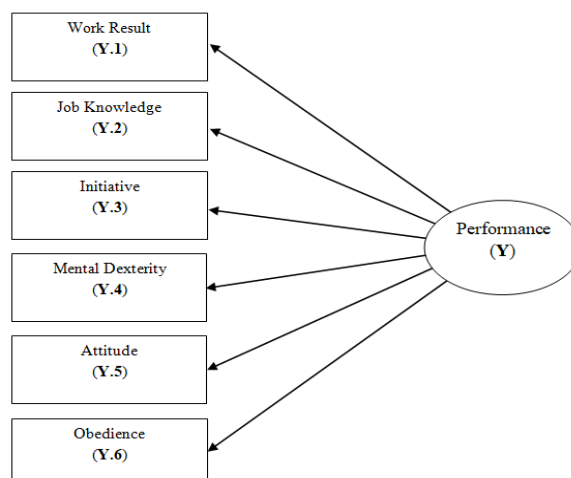

Figure 4: Performance indicators (*Source*: Sutrisno, 2010)

3. Method and materials

3.1. Approach

We carried this research out at the Service Procurement Section at the Regional Secretariat – Berau Regency Government, which is included in the category of explanatory research which aims to explain the effect of certain relationships between variables that have determined in a study. Sugiyono (2013) explains that the research variable is an attribute or nature or value of people, objects or activities that have certain variations that are determined by researchers to be studied, and then conclusions drawn.

Through a process carried out in stages, namely from planning and research design, determining the focus of research, research time, data collection, analysis, and presentation of research results. The writing of the results carried out descriptively or through descriptions that described and explained the research subject. The approach in this study follows the steps of mixed qualitative-quantitative research work. Here, we call it quantitative because the nature of the data collected is quantitative data, namely using measuring tools. Meanwhile, descriptive qualitative research is research that describes or describes the object of research based on the facts that appear or as they are (Nawawi & Martini, 1996). Qualitative descriptive research seeks to describe all existing symptoms or conditions, namely the state of the symptoms according to what they were at the time the research conducted (Mukhtar, 2013).

The primary data source results from the questionnaire recapitulation used in this study to provide facts that are more concise and easier for readers to understand. After that, it processed the data with multiple linear regression analysis model through the IBM SPSS 24 program.

We express the research design as variables related to the formulation of the problem, research objectives, to the proposed hypothesis. Herwawan (2003) states that the predictor variable is a variable that affects the criterion variable positively and negatively, while the criterion variable is a variable that is influenced by the predictor variable.

3.2. Populations

The target population applies to employees who work in the Service Procurement Section of the Regional Secretariat - Berau Regency Government, totaling 31 respondents (including the highest leadership and researchers). With these considerations, the reason the researcher wants speed, low cost, and ease in determining the population and sample.

Table 1: Summary of sample data

Samples	Gender	
	Male	Female
Permanent employee	13	5
Honorary employee (PTT)	7	6
Total	**31**	

(*Source:* Regional Secretariat – Government of Berau Regency, 2019)

Based on research needs, because the total population is not greater than 100 respondents, the authors take 100% or the total population in the field. Thus, the use of the entire population without having to draw a research sample as a unit of observation referred to as a census technique. This study uses the total or population of civil servants (PNS) and honorariums in the Service Procurement Section of the Regional Secretariat – Berau Regency Government 31 respondents and including the highest leaders and researchers (see Table 1).

3.3. Instrument

In collecting data (especially from primary sources), we need an instrument to support these activities. Because the research instrument can help data collection to be carried out. We use the stages of instruments such as writing instruments used to record the results of research in the field, cameras to document data in the field, questionnaires function to get information from respondents, and other needs as additional support (e.g. Purwadi et al., 2020).

The time for distributing the questionnaires is from December 2019 - January 2020. We carried the research out in stages starting from the questionnaire test, where after all the questions in the questionnaire are valid. Next, it distributed the questionnaires to the respondents. Besides the distribution of the respondents, the researchers also interviewed, observations, and documentation directly in the field with the above supporting tools. After all the questionnaires distributed, collected, it carried an analysis out to a predetermined limit.

Collecting data through the distribution of a list of questions arranged in stages based on a Likert scale (Sekaran, 2006) which examines how strongly the subjects agree or disagree with questions on a five-point scale including strongly agree (score 5), agree (score 4), moderate (score 3), disagree (score 2), and strongly disagree (score 1).

4. Data interpretation and discussions
4.1. Demographics

Characteristics of respondents observed in this study include gender, age, last education, and length of work. We present description of respondent characteristics as percentage and frequency. Characteristics during interviews based on gender who work in the Service Procurement Section at the Regional Secretariat - Berau Regency Government, of 31 people still dominated by men 19 people (61%), while the rest are women 12 people or 39% .

It dominates the characteristics of respondents based on age by the age of 31-40 years, namely 12 people (39%), then second at 20-30 years, namely 9 people (29%). Third, respondents from the age of 41-50 years were 7 people (22%) and the last at the age interval of 51-60 years were 3 people or 10%.

Each respondent based on the last education level taken quite balanced. It showed this from 31 respondents, 9 people or 29% of them have completed their education at the undergraduate level, while the last 8 educated people at the High School/Vocational High School reached 26%. The 14 employees, each divided into 7 people, equally balanced from Diploma 1 to Diploma 4 (D1 - D4) and Master's educational backgrounds.

Finally, if you look at the respondents based on length or duration of work, the dominant employees who serve at intervals of 1-5 years are 10 people (32%). Meanwhile, the remaining 8 employees (26%) worked an average of 5.1-10 years and 10.1-15 years 5 people (16%). The 4 people each, or 13% have worked for less than 1 year and 15.1-20 years in the agency.

Broadly, referring to the profile of gender, age, last education taken, and length of work are very varied. The difference factor actually does not become a barrier for HR in managing an organization, especially in government. Basically, the level of management productivity in the Goods and Services Procurement Service Section at the Regional Secretariat - Berau Regency Government can realized through soft skill training, competency development, and the diversity of potential or talents that can be channeled in order to realize the vision, mission, and goals of the organization.

4.2. Data validity and reliability

In measurement, there are two major concepts used by researchers as further requirements so that further analytical instruments and data collection can accept, namely through the stages of validity and reliability. It described the results of the analysis in Table 2 and Table 3.

Table 2: Validity requirements

Indicators	r-value	r-table	Remarks
Physiological Needs (X1.1)	-0.067	<0.367	Not valid
Work Safety (X1.2)	0.505	> 0.367	Valid
Attention (X1.3)	0.471	> 0.367	Valid
Social Needs (X1.4)	0.537	> 0.367	Valid
Work Award (X1.5)	0.167	<0.367	Not valid
Self-Actualization (X1.6)	0.411	> 0.367	Valid
Knowledge (X2.1)	0.685	> 0.367	Valid
Skills (X2.2)	0.410	> 0.367	Valid
Self Concept (X2.3)	0.660	> 0.367	Valid
Values (X2.4)	0.743	> 0.367	Valid
Personal Characteristics (X2.5)	0.676	> 0.367	Valid
Work Result (Y.1)	0.756	> 0.367	Valid
Job Knowledge (Y.2)	0.787	> 0.367	Valid
Initiative (Y.3)	0.895	> 0.367	Valid
Mental Dexterity (Y.4)	0.909	> 0.367	Valid
Attitude (Y.5)	0.768	> 0.367	Valid
Obedience (Y.6)	0.788	> 0.367	Valid

(*Source:* SPSS calculated)

The test results on competence (X1), motivation (X2), and performance (Y) with seventeen items. It known from the results of the validity test, the provision of the r table value with a significance level of 0.05 (5%) is 0.367, where the two-tailed df is 29 (n - 2 = 31 - 2). The test criteria are, if the calculated r value> r table value, then all the variable questions are valid or can used as research instruments. We can conclude it, all indicators of the six-item performance variable are valid because they are above the provisions. Meanwhile, each of the other variables such as motivation and competence, including one indicator that has an r-count value below 0.367, with details for each indicator such as physiological needs (X1.1) of -0.067 and work rewards (X1.5) is 0.167.

Besides testing the validity, a research instrument needs another test, namely reliability. Testing the reliability of the research questionnaire should determine or analyze whether statistically the questionnaire used from each of the variables studied declared reliable.

Table 3: Reliability requirements

Variables	r-value	r-tabel	Remarks
Motivation (X1)	0.878	> 0.60	Not valid
Competence (X2)	0.696	> 0.60	Valid
Performance (Y)	0.674	> 0.60	Valid

(*Source:* SPSS calculated)

In the results of data analysis, the reliability value of the questionnaire (research instrument) studied based on the magnitude of each r-count value (r-Alpha). From the two independent variables studied, the results got are values greater than the r-table value (alpha coefficient> 60% significance level), then the questionnaire used is reliable. Thus, the acquisition of the

reliability test of motivation (0.878), competence (0.696), and performance (0.674), said to meet the statistical requirements.

4.3. Regression coefficient

To see the magnitude of the equations of the variables used from the study constantly (regression coefficients) reviewed in Table 4. Hypothesis testing by testing the significance (meaning) with t-test by calculating the t-value of each independent variable (motivation and competence) which can searched by statistical calculations. To simplify the calculations, we used IBM SPSS Release 24.0, where the magnitude of the t-count and partial significance got.

Based on the results of the calculation of the significance of the t-count, it known that the magnitude of the t-count value in X1 is 1.367 or smaller than the t-table (1.367 <2.048) in df 28 (n - 3 = 28) with a significant level of 5%, where probability value above the provision (0.182> 0.05). This can mean that the hypothesis accepted or vice versa that there is a positive but not significant relationship between motivation and performance in the Goods and Services Procurement Service Section at the Regional Secretariat - Berau Regency Government.

Table 4: Partial test for the effect of motivation and competence on performance

Variables	t-value	Prob.	t-tabel	Remarks
Motivation (X1)	1.367	0.182	<2.048	Tidak signifikan
Competence (X2)	5.250	0.000	> 2.048	Signifikan

(*Source:* SPSS calculated)

Then, the magnitude of the calculated t value for X2 is 5.250 or greater than the t-table (5.250> 2.048) in df 28 (n - 3 = 28) with a significant level of 5%, where the probability value is above the provisions (0.000 <0.05). We can interpret this that the hypothesis rejected or vice versa that there is a significant and dominant positive relationship between competence and performance. In addition, from the results of the study, it can also be said that the motivation and competence of employees are good, because from the results of the study we know that these variables have a relationship with employee performance so far.

To test the significance of the effect of the two independent variables on the dependent variable simultaneously, the Analysis of Variance (ANOVA) method used. Provided that if the value of the calculated F is greater than the value of the F-table and the probability level is less than the provisions, then the proposed hypothesis accepted. If the F-count value is smaller than the F-table value and the probability level is greater than the provision, then the hypothesis has accepted.

Table 5: Simultaneous test for the effect of motivation and competence on performance

Model		Sum of Squares	df	Mean Square	F	Prob.
1	Regression	5.133	2	2.566	24.833	0.000[b]
	Residual	2.894	28	0.103		
	Total	8.027	30			

(*Source:* SPSS calculated)

Table 5 presents that the magnitude of the F-count is 24.833, and the significance is 0.000. Meanwhile, the value of the F-table at the level of the provision of 5% df (2:28) is 3.34. It means, the magnitude of the F-count (24.833)> F-table (3.34) and the probability value under the provisions (0.000 <0.05), it can said that the hypothesis has accepted. There is a significant positive effect between the motivation and competence variables on performance.

It can also explain that improving performance through motivation and competency strategies in the Goods and Services Procurement Service Section at the Regional Secretariat - Berau Regency Government is good, because from the results of the study it known that these two variables have a strong and positive relationship to employee performance.

4.4. Coefficient of determination

The magnitude of the relationship between motivation and competence, together with the performance variable, can also measured by the product moment in Table 6. The contribution of the coefficient of determination (R^2) given by the two independent variables is 0.639. In contribution of the two independent variables to the increase in the dependent variable reached 63.9%, while the remaining 36.1% was the influence of other factors not observed in this study.

Table 6: R2 for the relationship of motivation and competence to performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	0.800[a]	0.639	0.614	0.32148	1.912

(*Source:* SPSS calculated)

The motivation and performance applied by the Goods and Services Procurement Service Division at the Regional Secretariat – Berau Regency Government is good, because these two variables together have a strong relationship and influence (the correlation is quite high) at the level of 63.9% in order to improve performance.

4.5. Summary of the influence of motivation and competence on performance

Based on the results of the questionnaires distributed, we can see that most respondents stated "enough" to the items or statements submitted from the motivation variable to employee performance. Thus, motivation has a positive, but not significant, effect on employee performance. This means that if the applied motivation is as expected, it can improve employee performance, but it has not had a broad and long-term impact, because it is not significant.

In quality, the phenomenon that occurs during the observation or observation period is the aspect of responsibility in doing work, namely awareness within the individual in carrying out obligations or work, accompanied by a sense of courage to accept all risks, great initiative in dealing with difficulties at work and a great urge to act. The complete what is urgent or needs to be done. This means that an employee in the Service Section for the Procurement of Goods and Services at the Regional Secretariat – the Berau Regency Government feels they required to always complete work that is immediately or must completed on time and will work beyond their working time because of piling work, and every time they complete their work, will focus on the work and not do other activities, such as talking to coworkers because employees have a high sense of responsibility for the work they do.

From the insignificant influence of motivation on employee performance in the Service Procurement Section at the Regional Secretariat - Berau Regency Government, actually it is only a matter of observation which takes a long time or motivation from the employees themselves have formed, but only in the short term (temporary) just. If the research time lag can increased, it is likely that there is a significant effect between the two variables.

Empirical studies contradict the findings of Mundakir & Zainuri (2018). Work motivation actually has a significant effect on employee performance. Meanwhile, the study results are also not in line with Sinaga & Hidayat (2020) studied, where work motivation has a significant effect on performing PT Indonesian Railways.

Based on the results of the questionnaires distributed, we can see that most respondents stated "agree" to the items or statement items submitted from competence to performance. Thus, motivation has a positive and significant effect on employee performance. This means that if the competencies applied are as expected, they can improve employee performance and have a broad impact in the short, medium and long term.

In terms of quality, the phenomenon that occurs during the observation or observation period is that competence is a key determining factor for someone in producing excellent performance, as well as giving a signal that the organization well managed and will cause effective management behavior in the Goods Procurement Service Section. and Services at the Regional Secretariat – Berau Regency Government. Thus, the measurement of competence in this study can identify what competencies needed in all jobs in the organization and competencies in certain jobs and the next most important stage of competence is to accurately identify the level of competence possessed by employees and prospective employees. Determination of the level of competence needed, in order to find out the level of performance of employees in the Service Procurement Section at the Regional Secretariat - Berau Regency Government which is expected to be in the good or average category. Determining the required competencies will certainly used as the basis for performance evaluation so far.

The empirical study is in line with previous research conducted by Sarboini et al. (2018). The results of the study explain that competence significantly affects the performance of employees at the Banda Aceh City Health Office. Meanwhile, the results of the study are also in line with Sudirman et al. (2017) studied what. Studies have underlined that competence partially affects the performance of officials in the Ministry of Education, Youth, and Sports (Tojo Una-Una District).

In terms of quality, the phenomena that occur during the observation or observation period are HR in the Goods and Services Procurement Service Section at the Regional Secretariat - Berau Regency Government who are skilled and have superior characteristics, potential and perform well, directed HR empowerment, support in performance appraisal aim, and a supportive work environment to achieve work productivity, as well as motivation to improve performance in the office.

From the results of data processing, it also shows that the competence variable has a dominant influence on employee performance. This is in line with the level of employee competence, has a causal relationship that is expected to predict the behavior of employees in the Service Procurement Section at the Regional Secretariat - Berau Regency Government, so that in the end it can predict the person's performance. Competence always contains certain goals and objectives, which are motives or traits that cause a person's action to get a result.

The empirical study applies to what Azis (2018) found, which explains that competence is a variable that has a dominant influence in improving employee performance at the South Makassar Tax Service Office.

5. Conclusions

This study has the ambition to investigate the relationship between motivation and competence on employee performance in the Service Procurement Section of the Regional Secretariat – Berau Regency Government. Motivation and competence partially have a positive effect on employee performance, but motivation does not have a significant or long-term effect on employee performance. Interestingly, competence is a variable that has a dominant influence on employee performance.

The motivation of existing employees is quite conducive and good and does not cause problems for existing employees, so basically it can further develop through training, soft skill development, and the need for activities that can support motivation.

Competence needs to maintained and improved, so that policies can get that really pay attention to policies that carried out to improve employee performance in the Goods and Services Procurement Services Section at the Regional Secretariat - Berau Regency Government, which should start from the stage of equalization and empowerment of all appropriate employees. With the job descriptions, portions, and capabilities they have, the pattern of equity and empowerment will affect their performance, motivation, and enthusiasm to return to work actively for the Agency.

Competence is the most influential thing in this study, but there are still many influencing factors, including the comparison of the number of non-permanent employees from the Goods and Services Procurement Services Division at the Regional Secretariat - Berau Regency Government to permanent employees, job analysis, transfers, proportion of staff groups existing, discipline, absenteeism level, and others on employee performance so that it hoped that it can continue in other studies.

We need similar research regarding other factors that have not studied in this study, whether it is the development of other variables, additional indicators, or populations and samples, so that they are more varied.

Acknowledgment

References

[1] Anoraga, P. (2009). *Psikologi kerja*. Jakarta: Rineka Cipta.
[2] Ardiana, I. D., Brahmayanti, I. A., & Subaedi. (2010). Kompetensi SDM UKM dan pengaruhnya terhadap kinerja UKM di Surabaya. *Jurnal Manajemen dan Kewirausahaan, 12*(1), 42-55.
[3] Azis, M. D. (2018). Pengaruh motivasi kerja, kompetensi, dan kompensasi terhadap kinerja pegawai pada Kantor Pelayanan Pajak Pratama Makassar Selatan. *Jurnal Aplikasi Manajemen, Ekonomi dan Bisnis, 2*(2), 1-11.
[4] Danang, S. (2013). *Dasar-dasar manajemen pemasaran*. Yogyakarta: CAPS.
[5] Handoko, T. H. (2008). *Manajemen personalia dan sumber daya manusia*. Yogyakarta: Liberty.
[6] Hasibuan, M. S. (2011). *Manajemen sumber daya manusia (edisi revisi)*. Jakarta: Bumi Aksara.
[7] Hermawan, A. (2003). *Pedoman praktis metodologi penelitian bisnis*. Jakarta: LPFE – Universitas Trisakti.
[8] Mukhtar. (2013). *Metode penelitian deskriftif kualitatif*. Jakarta: GP Press Group.
[9] Mundakir., & Zainuri, M. (2018). Pengaruh kompensasi dan motivasi terhadap kinerja pegawai negeri sipil dengan kepuasan kerja sebagai variabel intervening. *Business Management Analysis Journal, 1*(1), 37-48.
[10] Nawawi, H., & Martini, M. (1996). *Penelitian terapan*. Yogyakarta: Gajah Mada University Press.
[11] Palan, R. (2007). *Competency management: teknik mengimplementasikan manajemen sdm*

berbasis kompetensi untuk meningkatkan daya saing organisasi. Penerjemah Octa M, J. Jakarta: PPM.

[12] Purwadi, P., Darma, D. C., Ikbal, M., Syahrul, S., & Darma, S. (2020). Long Tuyoq settlement: structuring of the border area of Mahakam Ulu Regency, Indonesia. *Discovery, 56*(293), 254-266.

[13] Regional Secretariat – Government of Berau Regency. (2019). *Laporan pelaksanaan pengembangan kompetensi personil unit kerja pengadaan barang/jasa*. Tanjung Redeb: LPSE.

[14] Sarboini., Rizal, S., Surya, J., & Yusuf, Z. (2018). The effect of leadership, compensation and competency on employee performance of Banda Aceh Public Health Office. *Jurnal Ilmiah Peuradeun, 6*(2), 215-234.

[15] Sedarmayanti, S. (2007). *Manajemen sumber daya manusia*. Bandung: Refika Aditama.

[16] Sekaran, U. (2006). *Metodologi penelitian untuk bisnis*. Edisi 4, Buku 1. Jakarta: Salemba Empat.

[17] Siagian, S. P. (2004). *Teori motivasi dan aplikasinya*. Jakarta: Bina Aksara.

[18] Sinaga, T. S., & Hidayat, R. (2020). Pengaruh motivasi dan kompensasi terhadap kinerja karyawan pada PT. Kereta Api Indonesia. *Jurnal Ilman: Jurnal Ilmu Manajemen, 8*(1), 15-22.

[19] Spencer, L. M., & Spencer, S. M. (1993) *Competence at work: models for superior performance*. New York: John Wiley & Sons.

[20] Soeryasumantri, J. S. (1978). *Filsafat ilmu sebuah pengantar populer*. Jakarta: Sinar Harapan.

[21] Sudirman, S., Bachri, S., & Hasanuddin, B. (2017). Pengaruh kompetensi, motivasi, disiplin dan kepuasan kerja terhadap kinerja pegawai Dinas Pendidikan Pemuda dan Olah Raga Kabupaten Tojo Una-Una. *e Jurnal Katalogis, 5*(9), 125-131.

[22] Sugiyono, S. (2013). *Metode penelitian kombinasi (mixed method)*. Bandung: Alfabeta.

[23] Sutrisno, E. (2010). *Manajemen sumber daya manusia*. Jakarta: Kencana Prenada Media Group.

[24] Timple, A. D. (2002). *Seri manajemen sumber daya manusia-kinerja*. Alih Bahasa: Sofyan Ckmat). Jakarta: Elex Media Komputindo, Kelompok Gramedia.

[25] Wibowo, W. (2008). *Manajemen kinerja*. Jakarta: Rajagrafindo Persada.