

The Effect of Competence, Communication & Motivation on Employee Performance in People's Welfare Regional Secretariat of Padang City, Indonesia

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ABSTRACT

The purpose of this study is to determine the effect of competence, communication, motivation and employees performance the People's Welfare Regional Secretariat of Padang City. This research is motivated by low employee performance and low competence and employee communication in the execution of work. Research method with a quantitative approach with path analysis method. Data collection techniques with questionnaires, observation and interviews. The respondents of this study are 49 employees at the People's Welfare Regional Secretariat of Padang City. The sample method uses census sampling method wherein the entire population in this study is used as the research sample. Hypothesis testing is calculated by IBM Statistical Package for Social Science (SPSS) program version 21.0. The results of this study found that competence does not have a significant effect on motivation, communication does not have a significant effect on motivation, motivation does not have a significant effect on performance, competence has a significant effect on performance, communication has a significant effect on performance, indirectly competence through motivation has no significant effect on performance and indirectly communication through motivation has a significant influence on employee performance in the People's Welfare Regional Secretariat of Padang City, Indonesia.

Keywords: competence, communication, motivation, employee performance

INTRODUCTION

Organizing government activities and building the position and role of civil servants are very important. This is because civil servants are elements of the state apparatus that carry out government and development in an effort to achieve national goals. Humans are planners, actors as well as determinants of the realization of organizational goals. Civil servants are required to have the ability to carry out their duties and responsibilities to participate in government, development and community activities effectively and efficiently. The perfection of the state apparatus, especially the state civil apparatus, is the hope of the realization of good governance. This is the main requirement for realizing people's aspirations in achieving the goals and aspirations of the nation and state. In this framework, it is necessary to develop and implement an appropriate, clear and tangible system of accountability, so that governance and development can take place in an efficient, effective, clean and responsible manner. Therefore, in order to achieve national development goals, namely to realize a law-abiding civil society, modern, democratic, prosperous, fair and high moral civilization. Employees who are elements of the state apparatus who are assigned as public servants who must provide services fairly and evenly to the community are based on loyalty and obedience to Pancasila and the 1945 Constitution. Furthermore, to create such employees, the employee needs to be fostered as

well as possible with a coaching system that can encourage the enthusiasm and enthusiasm of employees working to achieve national development goals generally and specifically the objectives of the agency where the employee works in terms of service to the community. The Padang Municipal Government, which has a vision of "Creating the City of Padang as a City of Education, Trade and Tourism that is Prosperous, Religious and Cultured", has a Main Agenda or Mission that focuses on the quality of human resources. This is reflected in his first mission, namely "Creating quality education to produce faithful, creative and competitive human resources".

The People's Welfare Section is one of the sections under the Economic, Development and Welfare Assistant of the Padang City Regional Secretariat, formed based on Regional Regulation Number 16 of 2008 concerning the Establishment of the Regional Secretariat Organization. For this reason, the People's Welfare Section as one of the elements of the Padang Mayor's staff has an important role in efforts to achieve the prescribed vision and mission of Padang City. As one part of the Regional Secretariat, it must be able to formulate and implement a plan well so that it can be used as a reference in the development activities of the City of Padang. The selection of the People's Welfare Section in the Regional Secretariat of the City of Padang as a focus of research is based on decreasing employee performance achievements, related to the previous explanation, that of the many resources that the organization has, human resources are seen as the most decisive resource. It is easy to understand because human resources can make the organization run effectively and efficiently, while other resources are dependent on the human resources that use it. Therefore, human resources must be managed professionally so that they can make optimal contributions to the achievement of organizational goals. The reality in the field is that there is still a lack of links between leaders and employees, employee competence that is not maximized, lack of coordination of work communications, and weak work motivation of employees. So that the achievement of work results is not optimal.

The phenomenon related to employee performance is that the performance is still low due to employee competency that is still low, this can be seen from the competency indicators which include the level of knowledge of employees on their duties and functions is still low, the work ability of employees in completing work is still relatively low, communication capabilities built by each employee are still relatively poor, especially communication with the leadership in submitting complaints to the duties and responsibilities given by the leadership. Then employee competency can also be seen from the skills possessed by employees, especially in completing work and mastering information technology that is still relatively low. This can be seen from the use and mastery of computer devices where not all employees can be done optimally, and the attitude of togetherness of employees who have not been able to be shown properly by employees.

Competence is an ability to carry out or do a job or task based on knowledge and skills and is supported by work attitudes demanded by the job as a person's ability to produce work at a satisfactory level including the ability to apply skills and knowledge, show characteristics of knowledge and skills possessed or needed in the implementation of tasks, explaining what someone is doing at work at various levels and detailing the standards of each level, defining the characteristics, knowledge and skills needed by individuals in carrying out their duties so as to achieve work quality standards (Wibowo, 2012). Competency problems can be explained that there are still many employees who have competencies that are not in accordance with their duties and functions, especially in the field of work performed by employees, this will certainly be a separate obstacle for agencies in improving performance, so that employee competencies need to get attention from leaders, especially through programs training and

education so that employees have competence in accordance with their duties and functions, especially with the field of work performed by employees.

One of the factors that can influence the improvement of employee performance in the People's Welfare Section of the City Secretariat of the City of Padang is the communication factor carried out by employees with employees and employees with the leadership. Communication is also one of the factors that can affect the improvement of employee performance and organizational performance, this indicates that communication is very necessary in order to improve organizational performance. Internal communication is a form of communication that is sent to members in an organization, in other words the recipient of the message in communication are the people in the organization. Internal communication that usually occurs in the People's Welfare Section of the Secretariat of the City of Padang includes downward communication, namely communication that moves from the leader to the subordinate, then communication upward is the flow of communication that moves from the bottom up and horizontal communication that is communication between parts that have a level of work frequency high, which is intended to save time and facilitate coordination that can take place formally (work relations in the division of work structures are arranged formally or informally to accelerate action. Then one of the factors that also play a major role in improving performance is the presence of work motivation from employees at the People's Welfare Section of the Padang City Regional Secretariat in achieving organizational goals.

Motivation is an encouragement made by an employee to achieve certain goals. Individual motivation of an employee is strongly influenced by two factors, namely intrinsic factors and extrinsic factors. Intrinsic factors include achievement, self-recognition, the nature of work responsibilities and career development while extrinsic factors include salary, work environment, work relations. Herzberg's theory also states that performance is influenced by motivator factors that are manifested in success, appreciation, responsibility, work, and self-development. This theory explains that with intrinsic changes the job satisfaction factor can be motivated. While extrinsic factors are only factors that prevent the occurrence of job dissatisfaction.

The aim to be achieved in this study is to test and analyze:

1. Effect of competence on employee motivation in the People's Welfare Regional Secretariat of Padang City
2. Effect of communication on employee motivation in the People's Welfare Regional Secretariat of Padang City.
3. Effect of motivation on employee performance in the People's Welfare Regional Secretariat of Padang City.
4. Effect of competence on employee performance in the People's Welfare Regional Secretariat of Padang City.
5. Effect of communication on employee performance at the People's Welfare Regional Secretariat of Padang City.
6. Effect of motivation as an intervening variable between competency and employee performance in the People's Welfare Regional Secretariat of Padang City.
7. Effect of motivation as an intervening variable between employee communication and performance in the People's Welfare Regional Secretariat of Padang City.

LITERATURE REVIEW

Employee Performance

According to Maryoto (2011, p.91) employee performance is the result of work for a certain period compared to various possibilities, for example standards, targets / targets or criteria that have been mutually agreed upon. According to Hasibuan (2013), performance is a result of work achieved by a person in carrying out the tasks assigned to him based on skills, experience and sincerity as well as time. Whereas according to Simamora (2006), performance appraisal is a useful tool not only to evaluate the work of employees, but also to develop and motivate employees. While according to Nawawi (2010, p.97) states that the performance of human resources is strongly influenced by the competence of human resources itself, especially by the level of work ability in carrying out good work obtained from the results of education and training as well as those derived from work experience.

Indicators to measure employee performance individually there are six indicators (Robbins, 2006, p.260), namely: (1) Quality, (2) Quantity, (3) Timeliness, (4) Effectiveness, and (5) Independence.

Competency

Mc.Lelland in Moeheriono (2012) competence is a basic characteristic of personnel which is a determining factor for the success of a person in working on a job or in certain situations. Piet and Ida Sahertian in Kunandar (2008: 52) say that competence is the ability to carry out something obtained through cognitive, conative and affective education and training. While Competence according to Mulyasa (2003, p.7) is a combination of knowledge, skills, values and attitudes reflected in the habit of thinking and acting.

According to Wibowo (2007, p.325) competence has a type consisting of: (1) Planning competency; (2) Influence competency; (3) Communication; competency; (4) Interpersonal competency; (5) Thinking competency; (6) Organizational competency; (7) Human resources management; (8) Leadership competency; (9) Client service competency; (10) Business competency; (11) Self management competency; and (12) Technical/operational competency.

Communication

According to Mangkunegara (2011, p. 10) states that the formation of good performance is generated if there is communication between all employees. The process of communication that exists between superiors and subordinates, between top management and labor / employees. The ability to communicate horizontally and vertically well will have an impact on good employee work performance. The communication theory used in this study is according to Pace and Faules (2011, p. 184) which states that organizational communication about information that moves formally from someone whose authority is higher to someone else whose authority is lower is called downward communication. Information that moves from a position whose authority is lower to people whose authority is higher is called communication upward. Information that moves between people and positions with the same level of authority is called horizontal communication or information that moves between people and positions that are not superior or subordinate to one another and they occupy different functional parts called cross-channel communication. Horizontal and cross-channel communication is also called crossing communication. Medium understanding of communication according to Uchjana (2002, p.2) is the technique and process of communication is a way or art in delivering a two-way message or reciprocity is done. Reinforced again by the opinion of Robbins (2006, p.392) that communication carries out four main functions within a group or within an organization, namely: 1) Communication functions as a controller; 2) Communication functions

as a motivating tool; 3) Communication functions as emotional disclosure; and 4) Communication functions to convey information.

Communication indicators can be measured by (Uchjana, 2002), namely: 1) Communication with fellow employees, 2) Communication with other part employees, 3) Communication between fellow department heads, 4) Coordination of leadership with employees, and 5) Coordination among fellow employee.

Motivation

Motivation is a process that plays a role in the intensity, direction, and duration of individual efforts towards the achievement of goals (Robbins, 2006, p.17). Then McClelland in Mangkunegara (2011, p.68) argues that there is a positive relationship between achievement motivation and performance achievement. There are 6 characteristics of employees who have high achievement motivation; first, having high personal responsibility. Second, dare to take risks. Third, have realistic goals. Fourth, have a comprehensive work plan and strive to realize its goals. Fifth, utilizing concrete feedback in all work activities that he does. Sixth, look for opportunities to realize a programmed plan.

The indicators of work motivation in this study used the theory from Herzberg in Slamet (2007, p.137), namely: (1) Relationship with coworkers and superiors, (2) The work environment has work support facilities, (3) Opportunities to increase knowledge and skills, and (4) Provision of benefits.

RESEARCH LOCATION

The research conducted by the author is a study that is within the scope of human resource management namely analyzing competency, communication, motivation on employee performance in the People's Welfare Regional Secretariat of Padang city. This research was carried out in the SKPD Offices of Padang City, West Sumatra, Indonesia.

Conceptual Framework

Based on the theoretical foundation and the formulation of the research problem as explained earlier, the conceptual framework and research paradigm used in this study can be seen in the following figure:

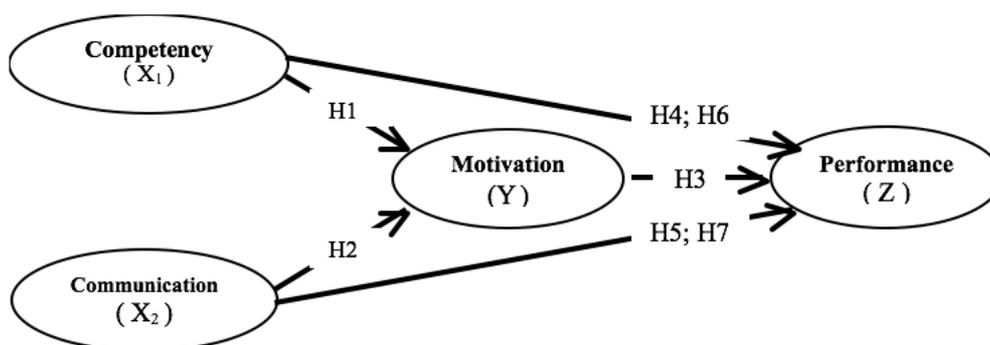


Figure 1: Reseach Conceptual Framework

Hypothesis

Based on the conceptual framework above, the hypothesis can be formulated in this study as follows:

H₁: Competence has an effect on employee motivation in the People's Welfare Regional Secretariat of Padang city.

H₂: Communication has an effect on employee motivation in the People's Welfare Regional Secretariat of Padang city.

H₃: Motivation has an effect on employees performance in the People's Welfare Regional Secretariat of Padang city.

H₄: Competence has an effect on employees performance in the People's Welfare Regional Secretariat of Padang city.

H₅: Communication has an effect on employee performance in the People's Welfare Regional Secretariat of Padang city.

H₆: Motivation as an intervening variable provides an effect between competency and employee performance in the People's Welfare Regional Secretariat of Padang city.

H₇: Motivation as an intervening variable provides an effect between communication and employee performance in the People's Welfare Regionall Secretariat of Padang city.

RESEARCH METHODS

In accordance with the conceptual framework, two structural equations can be made as follows:

$$Y = \rho_{YX_1}.X_1 + \rho_{YX_2}.X_2 + e_1$$

$$Z = \rho_{ZX_1}.X_1 + \rho_{ZX_2}.X_2 + + \rho_{ZY}.Y + e_2$$

Information:

X_1 = Competency

X_2 = Communication

Y = Motivation

Z = Performance

$r_{X_1X_2}$ = Correlation Coefficient of Competency with Communication

r_{X_1Y} = Correlation Coefficient of Competency with Motivation

$\rho_{YX_1}.X_1$ = Path Coefficient of Competency to Motivation

$\rho_{YX_2}.X_2$ = Path Coefficient of Communication to Motivation

$\rho_{ZX_1}.X_1$ = Path Coefficient of Competency to Performance

$\rho_{ZX_2}.X_2$ = Path Coefficient of Communication to Performance

$\rho_{ZY}.Z$ = Path Coefficient of Motivation to Performance

r_{X_2Y} = Correlation Coefficient of Communication with Motivation

e_1 = Other factors that influence motivation

e_2 = Other factors that affect performance

DATA ANALYSIS AND DISCUSSION

Description of Research Results

This study uses a quantitative method with path analysis, with a total sampling method, where the population and at the same time the sample of this study are 49 employees at the People's Welfare Regional Secretariat of Padang city. The results in this study describe the analysis of the influence of competence and communication with motivation as intervening on the employees performance. The results of this study in general based on the results of the questionnaire given to respondents, can be seen in the following table:

Table 1: Results of Variable Descriptive Analysis

	N	Min	Max	Mean	Std. Deviation	Variance	Item Pernyataan	TCR	Information
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic			
Competency (X ₁)	49	37	48	40.37	4.237	2.058	35	86,94	Good
Communication (X ₂)	49	33	50	41.04	5.873	2.423	21	80,57	Good
Motivation (Y)	49	34	50	39.29	7.333	2.708	25	84,98	Good
Performance (Z)	49	33	42	36.88	3.610	1.900	35	81,06	Good
Valid N (listwise)	49								

Source: Primary Data, Processed by IBM SPSS 21.0, 2018

From the table above, it can be seen that from each variable has an average of 36.88% - 41.04% and the level of achievement of respondents percentage of 82.36%, this can be interpreted that each respondent variable has a good average category response .

Validity test

It is known that the value of r counts all variable statement items greater than r table. This means that all statement items are declared valid.

Table 2: Validity Test Results

Item	r count	r table	Results
Performance (KI) (Z)	0,5045	0,2816	Valid
Competency (KP) (X ₁)	0,5596	0,2816	Valid
Communication (KO) (X ₂)	0,6405	0,2816	Valid
Motivation (MO) (Y)	0,5786	0,2816	Valid

Source: Primary Data, Processed by IBM SPSS 21.0, 2018

Reliability Test

The Cronbach's Alpha value of all variables is greater than 0.6. The meaning is that the measuring instruments used from all variables in this study are reliable.

Table 3: Reliability Test Results

Variable	Cronbach Alpha (α)	Information
Performance (Y)	0,643	Reliable
Competency (X ₁)	0,801	Reliable
Communication (X ₂)	0,832	Reliable
Motivation (I)	0,840	Reliable

Source: Primary Data, Processed by IBM SPSS 21.0, 2018

Normality test

This normality test is used to test the normality of the regression model. Testing is done using the Kolmogrov-Smirnov test for each variable. The regression model is distributed normally when the sign value of Kolmogrov-smirnov each variable is greater than $\alpha = 0.05$. The results of the normality test can be seen in the table below:

Table 4: Normality Test Results
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		49
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	1.85191291
Most Extreme Differences	Absolute	.132
	Positive	.132
	Negative	-.101
Kolmogorov-Smirnov Z		.922
Asymp. Sig. (2-tailed)		.364

a. Test distribution is Normal.

b. Calculated from data.

Source: Primary Data, Processed by IBM SPSS 21.0, 2018

Based on the results of the normality test prove that the value of Asymp. Sig is 0.364 greater than alpha of 0.05. It can be concluded that the data above meets the assumptions of normality. From these results it can be seen that this research data has been distributed normally.

Linearity Test

Linearity testing using the P-P Plot Graph can be seen in the figure below:



Figure 2: Linearity Test Results

From the picture above, it can be seen that the Normal P P-Plot output points are Normal. So this linearity test states that the specifications of the model used are correct. And the function of the regression equation used is linear.

Multicollinearity Test

Multicollinearity test aims to test whether the regression model is found to have correlation between independent variables. The results of the multicollinearity test from this study can be seen in the following table:

Table 5: Multicollinearity Test Results
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	39.156	5.635		6.949	.000		
Competency	-.051	.182	-.055	-.281	.780	.544	1.839
Communication	-.211	.178	-.269	-1.185	.242	.409	2.446
Motivation	.215	.151	.306	1.420	.162	.454	2.205

a. Dependent Variable: Performance

Source: Primary Data, Processed by IBM SPSS 21.0, 2018

Multicollinearity test is a way to detect the presence or absence of multicollinearity in the regression model through value tolerance and variance inflation factor (VIF). The cut-off value that is commonly used to indicate the presence of multicollinearity is the tolerance value ≥ 0.10 or equal to the VIF value of ≥ 1.0 .

From the table above it is obtained: (a) Competency Variable (X1), Tolerance value = 0.544; and VIF = 1,839. Then it can be concluded that this variable does not occur multicollinearity, (b) Communication Variables (X2), Tolerance value = 0.409; and VIF = 2,446. Then it can be concluded that this variable does not occur multicollinearity, and (c) Motivation Variables (Y), Tolerance value = 0.454; and VIF = 2,205. So it can be concluded that this variable does not occur multicollinearity.

Heteroscedasticity Test

The heteroscedasticity test produces a scatterplot graph as shown in the figure as follows:

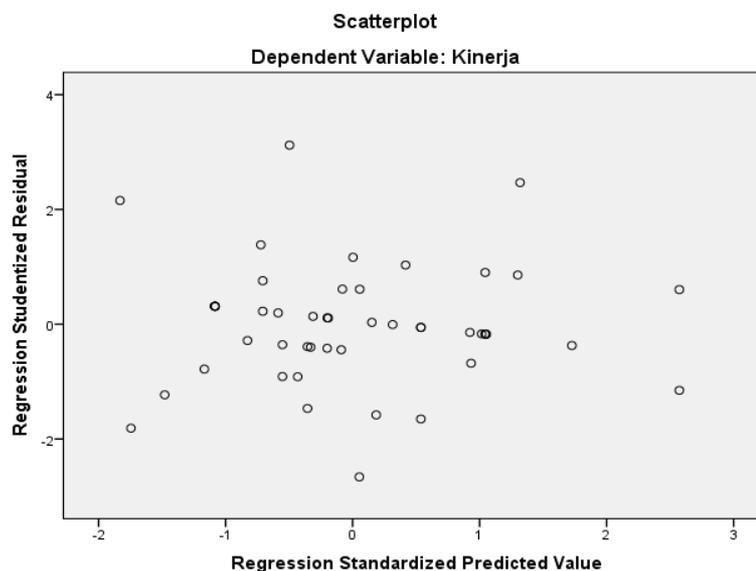


Figure 4: Heteroscedasticity Test Results

From the picture above, the Scatterplots output shows that: (a) Spread points above and below or around zero, (b) Points not gathering only above or below, (c) Spreading data points does not form a wavy wavy pattern and then narrows and widens again, and (d) The spread of non-patterned data points.

Thus the authors conclude that there is no heteroscedasticity problem, so this regression model qualifies as a good model.

ANALYSIS AND RESULTS

Path Analysis

Model Path I

Model Path Coefficient I

Multiple linear regression analysis was used in this study with the aim to determine whether there is an influence of independent variables on the dependent variable. The statistical calculation in multiple linear regression analysis used in this study is to use the IBM SPSS computer program ver. 21.0. The summary of the results of data processing using the SPSS program are as follows:

Table 6: R Square Y Value

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.739 ^a	.546	.527	1.863

a. Predictors: (Constant), Communication, Competency

b. Dependent Variable: Motivation

Source: Primary Data, Processed with IBM SPSS 21, 2018

Based on table 7 above, it is obtained that the significance of the variable $X_1 = 0.089 > 0.05$, this means that X_1 does not have a significant effect on Y. While the variable $X_2 = 0,000 < 0.05$, which means that X_2 has a significant effect on Y. in the Model Summary table is 0.546 which gives the meaning that the contribution of variables X_1 and X_2 to Y is equal to 54.6% and the remaining 45.4% is the contribution of other variables not included in the study. From R^2 it is obtained e_1 by means of $e_1 = \sqrt{1 - 0.546} = 0.674$.

Table 7: Regression Effect of X1 and X2 on Y

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.025	5.486		.187	.853
1 Competency	.298	.172	.227	1.738	.089
Communication	.639	.146	.572	4.384	.000

a. Dependent Variable: Motivation

Source: Primary Data, Processed with IBM SPSS 21, 2018

Based on the results above, the structural equation is obtained:

$$Y = 0,227.X_1 + 0,572.X_2 + 0,674$$

From the processing of the data above, it can be obtained from Model I Path Diagram, as follows:

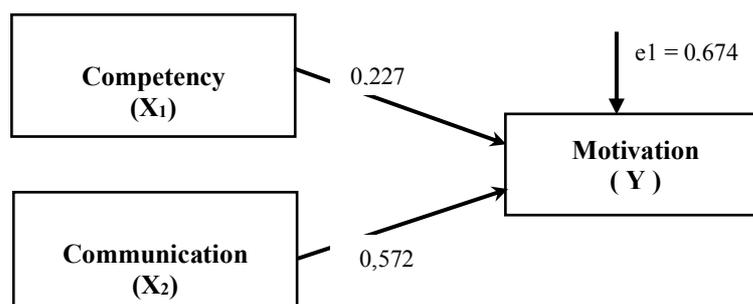


Figure 5: Model I – Path Analysis

Model Path Coefficient II

Multiple linear regression analysis is still used in subsequent studies to obtain the model path coefficients II with the aim to determine whether there is an influence of independent variables (competence and communication) and intervening variables (motivation) on the dependent variable (performance). Can be seen in the table below:

Table 8: R Square Z Result Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.223 ^a	.050	-.013	1.913

a. Predictors: (Constant), Motivation, Competency, Communication

b. Dependent Variable: Performance

Source: Primary Data processed, 2018

Based on table 9 below, it is obtained that the significance value of the three variables is $X_1 = 0.780 > 0.05$. This means that X_1 does not have a significant effect on Z. While the variable $X_2 = 0.242 > 0.05$, which means X_2 does not have a significant effect on Z. And for the variable $Y = 0.162 > 0.05$, it means that it has no significant effect on Z. R^2 contained in the Model Summary table is 0.050 which gives the meaning that the contribution of variables X_1 , X_2 and Y to Z is 5.0% and the remaining 95.0% is the contribution of other variables not included in the study. And from the value of R^2 (R Square), e_2 is obtained by means of $e_2 = \sqrt{1 - 0.050} = 0.975$.

Table 9: Regression Effect of X_1 , X_2 and Y on Z

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	39.156	5.635		6.949	.000
	Competency	-.051	.182	-.055	-.281	.780
	Communication	-.211	.178	-.269	-1.185	.242
	Motivation	.215	.151	.306	1.420	.162

a. Dependent Variable: Performance

Source: Primary Data processed, 2018

Based on the results above, the structural equation is obtained:

$$Z = -0,055.X_1 - 0,269.X_2 + 0,306.Y + 0,975$$

From the processing of the data above, Path Chart Model II can be obtained, as follows:

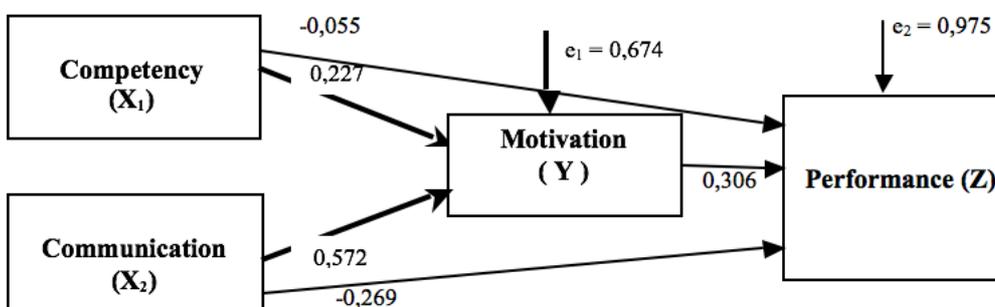


Figure 6: Model II - Path Analysis

Hypothesis Test Results

From the two path analysis models, the authors obtained an analysis of the results of this research hypothesis, namely:

1. Analysis of the influence of competence (X_1) on motivation (Y)
From the analysis of the variables above, the value of variable $X_1 = 0.227 > 0.05$ is obtained. This means that X_1 has no significant effect on Y.
2. Analysis of the influence of communication (X_2) on motivation (Y)
From the analysis of the variables above, the variable value $X_2 = 0.572 > 0.05$ is obtained. This means that X_2 has no significant effect on Y.
3. Analysis of the influence of motivation variable (Y) on performance (Z)
From the analysis of the above variables that the variable value $Y = 0.306 > 0.05$ is obtained. This means that Y has no significant effect on Z.
4. Analysis of the influence of competence (X_1) on performance (Z)
From the analysis of the variables above, the value of the variable $X_1 = -0.055 < 0.05$. This means that X_1 has a significant effect on Z.
5. Analysis of the influence of communication variable (X_2) on performance (Z)
From the analysis of the variables above that the value of the variable $X_2 = -0.269 < 0.05$. This means that X_2 has a significant effect on performance (Z).
6. Analysis of the influence of competence (X_1) through motivation (Y) on performance (Z)
From the analysis of the variables above, the direct effect given by the variable X_1 to Y is -0.055 . While the indirect effect given X_1 through Y to Z is the multiplication between the value of beta X_1 to Y with the value of beta Y to Z, which is $= 0.227 \times 0.306 = 0.007$. Then the total effect given X_1 to Z is $= -0.055 + 0.007 = -0.048$. Based on the results of this calculation, it is known that the direct effect value is 0.227 and the indirect effect value is 0.007 , which means that the direct influence value is greater than the indirect effect value. These results indicate that directly X_1 through Y has a non-significant effect on Z.
7. Analysis of the influence of communication (X_2) through motivation (Y) on performance (Z)
From the analysis of the variables above, the direct effect given by the variable X_2 on Z is -0.269 . While the indirect effect given by X_2 through Y to Z is the multiplication between the value of beta X_2 to Y with the value of beta Y to Z which is $= 0.572 \times 0.306 = 0.175$. Then the total effect given X_2 to Z is $= -0.269 + 0.175 = -0.094$. Based on the results of this calculation, it is known that the direct effect value is 0.572 and the indirect effect value is 0.175 , which means that the value of indirect influence is greater than the value of direct influence. These results indicate that indirectly X_2 through Y has a significant influence on Z.

Hypothesis testing

Coefficient of Determination (R^2)

To find out the magnitude of the coefficient of determination shown by the value of R Square, which can be seen in the table below:

Table 10: R Square Z Results (Performance)

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.223 ^a	.050	-.013	1.913

a. Predictors: (Constant), Motivation, Competency, Communication

b. Dependent Variable: Performance

Source: Primary Data processed, 2018

From table 10 above, obtained the value of the determination of keofisien (R Square) of 0.050, where the magnitude of the number of the coefficient of determination (R Square) 0.050 equals

5.0%. This means that the contribution of competence, communication and motivation to performance is 5.0%. While the remaining 95.0% is determined by other factors.

Direct and Indirect Effect

Besides using independent variables (X) more than one variable, this study also uses intervening variables. Intervening variables are variables between independent variables and dependent variables. To test the effect of intervening variables, path analysis methods are used. Path analysis is an extension of regression analysis to estimate the causality relationship between previously defined variables based on theory (Ghozali, 2011).

The following is the path analysis to test the intervening variable (motivation) between competency and communication towards performance as below:

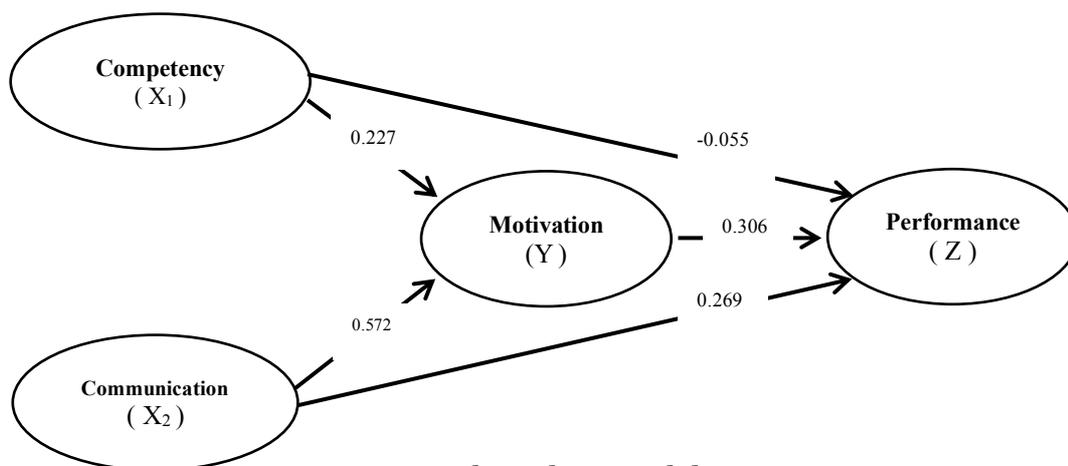


Figure 7: Path Analysis Model

Based on the picture above that competence has a direct relationship with performance and communication has a direct relationship with Performance. However, competence and communication also have an indirect relationship to performance.

Simultaneous Hypothesis Testing (F Test)

Test the feasibility of the model using the F Test. The following are the results of the F Test of data processing research using IBM SPSS 21.0.

Table 11: F Test Results - Performance and Competence
ANOVA Table

			Sum of Squares	df	Mean Square	F	Sig.
Performance * Competency	Between Groups	(Combined)	27.517	8	3.440	.944	.492
		Linearity	.380	1	.380	.104	.748
		Deviation from Linearity	27.137	7	3.877	1.064	.404
	Within Groups		145.748	40	3.644		
	Total		173.265	48			

Source: Primary Data, Processed with IBM SPSS 21, 2018

Table 12: F Test Results - Performance and Communication**ANOVA Table**

		Sum of Squares	df	Mean Square	F	Sig.
Performance * Communication	(Combined)	53.075	8	6.634	2.208	.047
	Between Groups					
	Linearity	1.248	1	1.248	.415	.523
	Deviation from Linearity	51.827	7	7.404	2.464	.034
	Within Groups	120.190	40	3.005		
Total	173.265	48				

Source: Primary Data, Processed with IBM SPSS 21, 2018

Table 13: F Test Results - Performance and Motivation**ANOVA Table**

		Sum of Squares	df	Mean Square	F	Sig.
Performance * Motivation	(Combined)	58.303	11	5.300	1.706	.110
	Between Groups					
	Linearity	1.104	1	1.104	.355	.555
	Deviation from Linearity	57.199	10	5.720	1.841	.087
	Within Groups	114.962	37	3.107		
Total	173.265	48				

Source: Primary Data, Processed with IBM SPSS 21, 2018

Can be seen from the table above that the overall test results obtained as follows competency = $0.404 > 0.05$; communication = $0.034 < 0.05$ and motivation = $0.087 > 0.05$. This means that a comprehensive test shows that there is no significant variable between Competence (X1) and Performance (Z), and Motivation (Y) with Performance (Z), while the Communication variable (X2) with Performance (Z) is significant.

Partial Testing of Hypotheses (t test)

The t test is intended to find out how far the influence of one independent variable (competence, communication, and motivation) individually in explaining the dependent variable (performance). The results of the t test in this study can be seen in the table below:

Table 14 : Test Results t - Y (motivation)**Coefficients^a**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.025	5.486		.187	.853
	Competency	.298	.172	.227	1.738	.089
	Communication	.639	.146	.572	4.384	.000

a. Dependent Variable: Motivation

Source: Primary Data, Processed with IBM SPSS 21, 2018

Based on the results of the t test, proof can be made as follows:

1. Effect of Competence (X₁) on Motivation (Y)

Partial influence between competence and motivation is 1,738 with sign. $0.089 > \alpha = 0.05$. Sign value. greater $\alpha = 0.05$, indicating the rejection of the hypothesis stating competence has a significant positive effect on motivation, meaning that the higher the influence of competency will not affect the motivation of employees in the People's Welfare Regional Secretariat of Padang city.

2. Effect of Communication (X₂) on Motivation (Y)

Partial influence between communication and motivation 4,384 with sign. $0,000 < \alpha = 0.05$. Sign value. smaller $\alpha = 0.05$, indicating the acceptance of the hypothesis that communication has a significant positive effect on motivation, meaning that the higher

the influence of communication will be the higher the motivation of the Employees in the People's Welfare Regional Secretariat of Padang city.

**Table 15 :Test Results t - Z (performance)
Coefficients^a**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	39.156	5.635		6.949	.000
	Competency	-.051	.182	-.055	-.281	.780
	Communication	-.211	.178	-.269	-1.185	.242
	Motivation	.215	.151	.306	1.420	.162

a. Dependent Variable: Performance

Source: Primary Data, Processed with IBM SPSS 21, 2018

Based on the results of the t test, proof can be made as follows:

3. Effect of Competence (X_1) on Performance (Z).

Partial influence between competency and performance is -0,281 with sign. $0.780 > \alpha = 0.05$. Sign value. the large $\alpha = 0.05$, indicates the rejection of the hypothesis that competency has a significant positive effect on performance, meaning that the higher the influence of competency will not affect the performance of employees in the People's Welfare Regional Secretariat of Padang city.

4. Effect of Communication (X_2) on Performance (Z)

Partial influence between communication and performance is -1,185 with sign. $0.242 > \alpha = 0.05$. Sign value. greater $\alpha = 0.05$, indicating the rejection of the hypothesis that communication has a significant positive effect on performance, meaning that the higher the influence of communication will not affect the performance of employees in the People's Welfare Regional Secretariat of Padang city.

5. Effect of Motivation (Y) on Performance (Z).

Partial influence between motivation and performance is 1,420 with sign. $0.162 > \alpha = 0.05$. Sign value. greater $\alpha = 0.05$, indicating the rejection of the hypothesis which states that motivation has a significant positive effect on performance, meaning that the higher the influence of motivation it will not affect the performance of employees in the People's Welfare Regional Secretariat of Padang city.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

Based on the results of testing and discussion of the hypotheses described above, some conclusions can be drawn as follows:

1. Competence does not have a significant effect on Employee Motivation in the People's Welfare Regional Secretariat of Padang city, this means that with increased competence it will not increase the motivation of Employee Work in the People's Welfare Regional Secretariat of Padang city.
2. Communication does not have a significant effect on Employee Motivation in the People's Welfare Regional Secretariat of Padang city, this means that with increasing communication it will not increase the motivation of Employee Work in the People's Welfare Regional Secretariat of Padang city.
3. Motivation does not have a significant effect on Employee Performance in the People's Welfare Regional Secretariat of Padang city, this means that with increasing motivation it will not improve employee performance in the Regional Welfare Regional Secretariat of Padang city.

4. Competence has a significant effect on Employee Performance in the People's Welfare Regional Secretariat of Padang city, this means that with increasing competence it will improve employee performance in the People's Welfare Regional Secretariat of Padang city.
5. Communication has a significant effect on Employee Performance in the People's Welfare Regional Secretariat of Padang city, this means that with the increase in communication, it will improve the performance of employees in the People's Welfare Regional Secretariat of Padang city.
6. Direct competence through motivation has an insignificant influence on Employee performance in the People's Welfare Regional Secretariat of Padang city, this means that if employee competency increases then it will not affect employee work motivation and will directly improve employee performance in the People's Welfare Regional Secretariat of Padang city.
7. Indirectly communication through motivation has a significant influence on the performance of employees in the People's Welfare Regional Secretariat of Padang city, this shows that an increase in employee performance is not influenced by the rise or fall of communication even though it is influenced by rising and falling motivation does not directly affect employee performance at People's Welfare Regional Secretariat of Padang city.

Suggestion

Based on the findings and conclusions of the research, the following suggestions are presented:

1. If viewed from the results of the study that competence does not affect motivation, it influences employee performance. It is expected that in the future to the Personnel Section of the People's Welfare Regional Secretariat of Padang city, to further improve the competence of employees in the People's Welfare Regional Secretariat of Padang city both for existing employees or for future recruitment in order to improve competency standardization in employee recruitment .
2. So is the case with communication that does not affect motivation, but has a significant effect on employee performance. In this case, it is suggested that improving the quality of communication in the employee environment at the People's Welfare Regional Secretariat of Padang city both vertical communication or horizontal communication. So that the target of the agency, namely improving employee performance can be achieved optimally.
3. And if seen from the results that indirectly communication through motivation has a significant influence on the performance of employees in the People's Welfare Regional Secretariat of Padang city. In this case it is recommended to improve the quality of communication both horizontally and vertically.

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