The Influence of Organizational Culture and Motivation on Performance with Competence as an Intervening Variable in the Financial Management Agency Regional Income and Assets of Binjai City

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Abstract

This study aims to analyze the influence of organizational culture and motivation on performance with competence as an intervening variable. The type of research used is associative quantitative. This research was conducted at the Office of Regional Income and Assets Financial Management Agency, Binjai City. The population of this research is 173 employees. The sample technique used is a saturated sample. The data source is primary. The research model used is Path Analysis and the measurement tool used is Smart PLS version 3.3.3. The results of his research are as follows Organizational Culture has a positive and significant effect on performance. Organizational Culture has a positive and significant effect on competence. Competence has no significant positive effect on performance. Motivation has no significant positive effect on performance. Motivation has a positive and significant effect on competence. Organizational Culture has no significant positive effect on Performance through Competence. Motivation has a positive and insignificant effect on performance through competence.

Keywords: Organizational Culture, Motivation, Competence, Performance.

INTRODUCTION

Human resources (HR) is a very important factor that cannot even be separated from an organization, both institutions and companies. HR is also the key that determines the development of the company. In essence, HR is in the form of humans who are employed in an organization as movers, thinkers and planners to achieve the goals of that organization. Human Resources (HR) in general are productive individuals who work as the driving force of an organization, both within institutions and companies that have the function of being an asset so that their abilities must be trained and developed. Human resources in general consist of two, namely macro human resources, namely the number of people of productive age in an area, and micro HR in a narrow sense, namely individuals who work in an institution or company. The definition of human resources at a macro level is all human beings as residents or citizens of a country or within certain regional boundaries who have entered the age of the workforce, both those who have entered the age of the workforce, both those who have or have gotten a job.

Organizational culture is now being discussed everywhere, both among experts and among business practitioners and executives, because many of these organizational cultures have succeeded in making an organization more stable, more advanced, more anticipative of environmental changes. A strong and rooted

organizational culture will be able to make a significant contribution to members of the organization in terms of a clear and straightforward understanding of an issue being resolved. Culture has a significant influence on the attitudes and behavior of organizational members. Much evidence illustrates that the success of an organization is due to its strong culture which makes the organization more confident and ultimately more effective.

Motivation is an impulse that exists within a person to carry out an activity in order to achieve something desired. Motivation is what arouses and directs one's behavior in achieving goals (needs). In accordance with the opinion of Sumadi Suryabrata which states that motivation is a condition that exists within a person that encourages him to carry out certain activities in order to achieve a goal. The greater a person's need for something he wants to achieve, the stronger the motivation to achieve it. Thus motivation has an important role to achieve goals in one's life, not least in one's learning activities. Competence is a fundamental characteristic of an individual related to the reference criteria for effective performance in a job or situation (Spencer and Spencer, 1993: 9). A person is said to be competent in a field or job if he meets certain criteria set as standards, both in terms of knowledge, skills and attitudes. In the world of work, one's competence is an important reference to support the creation of reliable and professional human resources. Likewise in the world of education, the competence of a learner is an important factor in assessment and can be used as a measure of his ability. A person is said to be competent in a field or job if he meets certain criteria set as standards, both in terms of knowledge, skills and attitudes. In the world of work, one's competence is an important reference to support the creation of reliable and professional human resources. Likewise in the world of education, the competence of a learner is an important factor in assessment and can be used as a measure of his ability. A person is said to be competent in a field or job if he meets certain criteria set as standards, both in terms of knowledge, skills and attitudes. In the world of work, one's competence is an important reference to support the creation of reliable and professional human resources. Likewise in the world of education, the competence of a learner is an important factor in assessment and can be used as a measure of his ability.

Performance has become a very interesting popular word in public management talks. The concept of employee (individual) performance and organizational performance. Performance is a description of the level of achievement of task implementation in an organization, efforts to realize the goals, objectives, mission and vision of the organization (Bastian, in Wasilawati, 2014). Performance is said to be a result (output) of a certain process carried out by all components of the organization against certain sources used (input). Furthermore, performance is also the result of a series of process activities carried out to achieve certain goals of the organization. Performance is said to be a result

(output) of a certain process carried out by all components of the organization against certain sources used (input). Based on this definition, it can be described regarding the level of achievement of the implementation of tasks carried out by all employees in an organization or government agency. The phenomenon that occurs in the Binjai City Bpkpad office is an organizational culture that is not good for employees, which reduces employee competence and employees also lack respect for the organization, making employees deliberately reduce the quality of work in part and do not care about their surroundings and the motivation that is often given to employees is useless because many employees are lazy because of the unfairness that is given by the organization to employees.

LITERATURE REVIEW

Organizational culture

According to Hari (2019) the definition of organizational culture is: Organizational culture is the values that guide human resources in carrying out their obligations and behavior within the organization. Furthermore, according to Edy (2019: 1-2). Organizational culture can be defined as a system of values, beliefs, assumptions, or long-standing norms that are agreed upon and followed by members as guidelines for behavior and problem solving. -organizational problems. As for another definition according to Saiful (2018: 34) that: Organizational culture is the basic philosophy of the organization which includes shared beliefs, norms and values that become these characteristics about how to do things in the organization.

Organizational Culture Indicator

According to Hari (2019) Organizational Culture indicators:

1. Innovative takes into account risks. That every employee will give sensitive attention to any problems that may be a risk of loss for the organization as a whole.
2. Pay attention to every problem in detail. Describe the thoroughness and accuracy of employees in carrying out their duties.
3. Oriented to the results to be achieved. A manager's supervision of his subordinates is one way for managers to direct and empower them. Through this supervision the goals of the organization and the group and its members can be described.
4. Oriented to all the interests of employees. One of the success or performance of the organization is determined by the work team (teams work), where teamwork can be formed if managers can supervise their subordinates well.
5. Aggressive at work. High productivity can be produced if employee performance can meet the standards needed to carry out their duties. Good performance is

meant, among other things, skill qualifications (ability and skills) that can meet productivity requirements and must be followed by high discipline and work.
6. Maintain and maintain work stability. Employees must be able to maintain their health condition in order to remain primed, this condition can only be fulfilled if they regularly consume nutritious food based on the advice of a nutritionist.

Motivation

Human resource management basically contains the steps of planning, attracting, selecting, developing, maintaining and using human resources to achieve certain goals, both individual and organizational goals. According to Samsudin (2015), "motivation is the process of influencing or pushing from the outside towards a person or work group so that they want to carry out something that is set". According to Sunyoto (2015), work motivation is a condition that encourages individual desires to carry out certain activities to achieve their desires.

Motivation Indicator

According to Sunyoto (2015), "measurement of work motivation is as follows":
1. The need for achievement (need for achievement) Related to the difficulty of people choosing tasks to run.
2. The need for affiliation (need for affiliation) The need for affiliation is the desire for friendly and intimate interpersonal relationships.
3. The need for power (need for power). The need for power is the need to make other people behave in a way that these people will not behave without being forced to do so or a form of expression from individuals to control and influence other people.

Competence

Conceptually according to the researcher, competence is an ability possessed by employees which is used as a guideline in carrying out their duties in accordance with SOP (Standard Operating Procedure). According to Wibowo (2016) Competence is an ability to carry out or do a job that is based on skills and experience and is supported by work attitudes demanded by workers. According to Edison et al (2016) Competence is an individual's ability to carry out a job correctly and have an advantage based on matters relating to knowledge, skills and attitudes.

Competency Indicator

According to Wibowo (2016), the competency indicators are as follows:
1. Skills (Skills)

Is the ability to show a system or sequence of behavior that is functionally related to the achievement of performance goals.

2. Knowledge

Is information that a person has in a particular field. Employees must know and understand knowledge or information in their respective fields.

3. Self-concept (Attitude)

is attitude. The attitude of an employee must be professionalism in completing their duties with confidence and confidence that the work can be carried out properly according to what has been determined by the company.

4. Traits

A relatively constant characteristic of a person's behavior. Each employee has a different character (characteristics) in completing his work assignments.

5. Motive

Is something someone consistently thinks about or wants that causes an action.

Performance

According to Rivai (2012), performance is real behavior displayed by everyone as work performance produced by employees according to their role in the company. Performance is defined as what employees do or don't do. Employee performance is what affects how much they contribute to the organization. According to Afandi (2018) Performance is the result of work that can be achieved by a person or group of people in a company in accordance with their respective authorities and responsibilities in an effort to achieve organizational goals illegally, does not violate the law and does not conflict with morals and ethics.

Performance Indicator

Performance indicators according to Mangkunegara (2009), consist of:
1. Quality, the definition of quality is the level / level of good or bad / degree of something.
2. The quantity of work, the quantity of work means the amount of work and the utilization of time used during the specified working hours.
3. Cooperation, Cooperation is a joint effort between an individual or social group to achieve common goals.
4. Responsibility, responsibility is to carry out all duties and obligations seriously. Responsibility also means being ready to take all the risks for your own actions.
5. initiative. Initiative is a form of self-awareness from an individual who thinks that he has to do something to meet his needs or fulfill something.

METHOD

The type of research that will be used is quantitative associative, namely research that aims to determine the relationship between two or more variables (Sugiyono, 2013). In this study, the exogenous variables were Organizational Culture (X1) and Motivation (X2). Meanwhile, the endogenous variable is Performance (Y) and the Intervening Variable is Competency (Z). This research was conducted at the Office of the Regional Financial Management Agency, Revenue and Assets, Jalan Jambi, West Rambung Village, South Binjai District, Binjai City. According to Sugiyono (2013), The population is a generalization area consisting of objects/subjects that have certain qualities and characteristics determined by the researcher to be studied and then the conclusion is drawn that the population used is 173 employees consisting of 75 civil servants and 98 honorary employees. According to Sugiyono (2013), the sample is part of the number and characteristics possessed by the population. The sampling technique used is a saturated sample technique, which involves all respondents to become a sample, meaning that the sample to be used is 173 employees.

Data analysis technique

The data analysis technique used in this study is a quantitative data analysis method. Data analysis in this study used Partial Least Square (PLS) based Structural Equation Modeling (SEM) using SmartPLS 3.3.3 software run on computer media.

Measurement Model (Outer Model)

The procedure for testing the measurement model consists of a validity test and a reliability test.

1. Validity Test

   The validity test is used to assess whether or not a questionnaire is valid. A questionnaire is said to be valid if the questionnaire questions are able to reveal something that is measured by the questionnaire. Validity testing is applied to all question items in each variable.

2. Reliability Test

   In general, reliability is defined as a series of tests to assess the reliability of statement items. The reliability test is used to measure the consistency of measuring instruments in measuring a concept or measuring the consistency of respondents in answering statement items in questionnaires or research instruments. To measure the level of reliability of research variables in PLS, you can use the value of the alpha coefficient or Cronbach's alpha and composite reliability). Cronbach's alpha value is suggested to be greater than 0.7 and composite reliability is also suggested to be greater than 0.7. (Now, 2014)

Structural Model (Inner Model)

This test was conducted to determine the relationship between exogenous and endogenous constructs which has become a hypothesis in this study (Hair et al., 2017). To produce inner model test values, steps in SmartPLS are carried out using the bootstrapping method. The structural model is evaluated using the R-square for the dependent variable, the Stone-Geisser Q-square test for predictive elevation and the t test and the significance of the structural path parameter coefficients with the following explanation:

1. Coefficient of Determination / R Square (R2)

In assessing the model with PLS begins by looking at the R-square for each dependent latent variable. The interpretation is the same as the interpretation in regression. Changes in the R-square value can be used to assess the effect of certain independent latent variables on the dependent latent variable whether it has a substantive effect (Ghozali, 2012). The value of R2 is generally between 0 and 1.

2. Predictive Relevance (Q2)

This test is used to measure how well the observed values are generated by the model and also the parameter estimates. If the Q2 value is greater than 0, it indicates that the model has predictive relevance, which means it has a good observation value, whereas if the value is less than 0, it indicates that the model does not have predictive relevance (Ghozali, 2014).

3. t-Statistics

at this stage it is used for hypothesis testing, namely to determine the significance of the relationship between variables in research using the bootstrapping method. In the full Structural Equation Modeling model besides confirming the theory, it also explains whether or not there is a relationship between latent variables (Ghozali, 2012). The hypothesis is said to be accepted if the t statistic value is greater than the t table. According to (Latan and Ghozali, 2012) the criteria for a t table value of 1.96 with a significance level of 5%

4. Path Coefficient (Path Coefficient)

This test is used to determine the direction of the relationship between variables (positive/negative). If the value is 0 to 1, then the direction of the relationship between variables is positive. Meanwhile, if the value is 0 to -1, then the direction of the relationship between variables is declared negative.

5. Model Fit

This test is used to determine the level of suitability (fit) of the research model with the ideal model for this study, by looking at the NFI value in the program. If the value is closer to 1, the better (good fit).

RESULTS AND DISCUSSION
Outer Model Analysis

Testing the measurement model (outer model) is used to determine the specification of the relationship between latent variables and their manifest variables. This test includes convergent validity, discriminant validity and reliability.

1. Convergent Validity

Convergent validity of the measurement model with reflexive indicators can be seen from the correlation between the score of the item/indicator and the score of the construct. An indicator that has an individual correlation value greater than 0.7 is considered valid but at the research development stage. Indicator values of 0.5 and 0.6 are still acceptable. Based on the results for outer loading, it shows that there is an indicator that has a loading below 0.60 and is not significant. The structural model in this study is shown in the following figure:
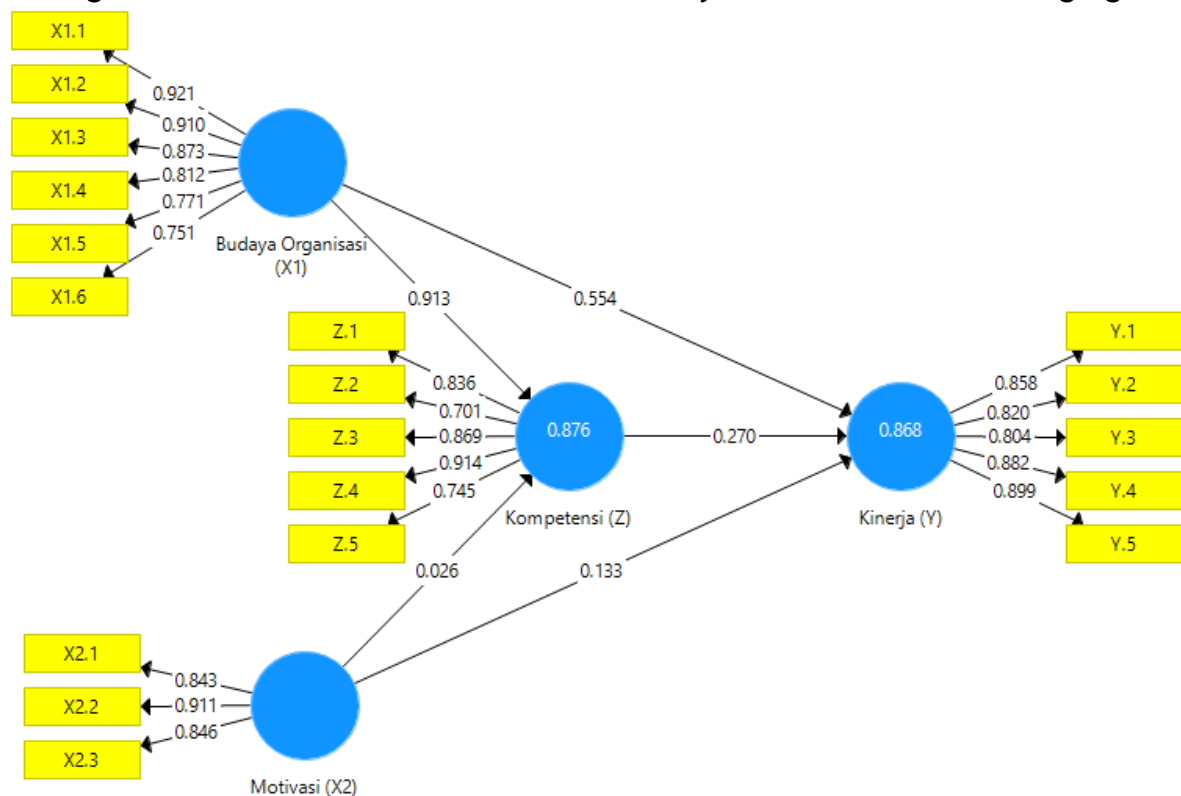

Figure 1. Outer Model
Source: Smart PLS 3.3.3

The Smart PLS output for the loading factor gives the results in the following table Outer Loadings. In this study there are equations, and the equation consists of two substructures for substructure 1.

$Z = b1X1 + b2X2 + e1$

$Z = 0.665 + 0.305 + e1$

For substructure 2

$Y = b3X1 + b4X2 + b5Z + e2$

$Y = 0.340 + 0.367 + 0.277 + e2$

Table 1. Outer Loadings

	Organizational Culture (X1)	Performance (Y)	Competency (Z)	Motivation (X2)
X1.1	0.921			
X1.2	0.910			
X1.3	0.873			
X1.4	0.812			
X1.5	0.771			
X1.6	0.751			
X2.1				0.843
X2.2				0.911
X2.3				0.846
Y. 1		0.858		
Y.2		0.820		
Y.3		0.804		
Y.4		0.882		
Y.5		0.899		
Z. 1			0.836	
Z. 2			0.701	
Z. 3			0.869	
Z. 4			0.914	
Z. 5			0.745	

Source: Smart PLS 3.3.3

Based on the table above, it can be seen that the outer loading of each indicator has a value for each indicator greater than 0.7 so that it can be explained that each indicator gets a value greater than 0.7, so the data is considered valid and the table above all indicators is valid and research can be done furthermore.

2. Discriminatory Validity

The next test is to test discriminant validity. This test aims to determine whether a reflective indicator is a good measurement for the construct based on the principle that the indicator has a high correlation with the construct. The

table shows the results of cross loading from discriminant validity testing as follows:

Table 2. Discriminant Validity

	Organizational Culture (X1)	Performance (Y)	Competency (Z)	Motivation (X2)
X1.1	**0.921**	0.892	0.893	0.844
X1.2	0.910	0.832	0.906	0.750
X1.3	0.873	0.765	0.783	0.727
X1.4	0.812	0.781	0.748	0.598
X1.5	0.771	0.750	0.692	0.860
X1.6	0.751	0.623	0.674	0.692
X2.1	0.776	0.692	0.746	0.843
X2.2	0.814	0.749	0.748	**0.911**
X2.3	0.707	0.764	0.672	0.846
Y. 1	0.760	0.858	0.762	0.839
Y.2	0.804	0.820	0.728	0.588
Y.3	0.711	0.804	0.631	0.788
Y.4	0.804	0.882	0.827	0.709
Y.5	0.860	**0.899**	0.871	0.705
Z. 1	0.764	0.699	0.836	0.659
Z. 2	0.669	0.563	0.701	0.623
Z. 3	0.809	0.851	0.869	0.762
Z. 4	0.872	0.874	**0.914**	0.759
Z. 5	0.688	0.636	0.745	0.582

Source: Smart PLS 3.3.3

Based on the table above, it can be seen that the cross loading in each indicator and variable is greater than other variables and indicators. The cross loading of the Organizational Culture variable shows that the cross loading of the variable is greater than the cross loading of other latent variables. greater than other latent variables, cross loading Competence shows a greater value of cross loading indicators than the cross loading of late variables, cross loading of motivational variables is greater than other latent variables, this means that discriminately the results of cross loading are considered valid.

3. Composite reliability
The next test determines the reliable value with the composite reliability of the indicator block that measures the construct. A construct value is said to be reliable if the composite reliability value is above 0.60. In addition to looking at

the composite reliability value, the reliable value can be seen in the value of the construct variable with cronbachs alpha from the indicator block that measures the construct. A construct is declared reliable if the Cronbachs alpha value is above 0.7. The following is a table of loading values for the research variable construct resulting from running the Smart PLS program in table 3 below:

Table 3. Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Organizational Culture (X1)	0.917	0.936	0.709
Performance (Y)	0.906	0.930	0.728
Competency (Z)	0.872	0.909	0.667
Motivation (X2)	0.834	0.901	0.752

Source: Smart PLS 3.3.3

Based on the table above, it can be seen that the Cronbach's Alpha value for each variable has a value greater than 0.7 and it is assumed that all variables have a reliable distribution. It can be seen from the composite reliability column that each variable has a value above 0.6 so that it can be explained that each variable is considered reliable in the composite reliability column. Another method for testing discriminant validity is by looking at the AVE value and the square root of the AVE, provided that each construct has a greater correlation than the correlation between other constructs. Before looking at the correlation, the AVE value is said to be valid if it is greater than 0.7. In this study all values are considered reliable because all values are greater than the specified value.

Inner Model Analysis

Evaluation of the structural model (inner model) is carried out to ensure that the structural model built is robust and accurate. The stages of analysis carried out in the evaluation of the structural model are seen from several indicators, namely:

1. Coefficient of Determination (R2)

Based on the data processing that has been done using the SmartPLS 3.0 program, the R Square value is obtained as follows:

Table.4. R Square results

	R Square	Adjusted R Square

Performance (Y)	0.868	0.862
Competency (Z)	0.876	0.872

Source: Smart PLS 3.3.3

Based on the results of the R square performance variable of 0.868 and a percentage of 86.8%, it means that the influence of Organizational Culture, Motivation and Competence on Performance is 86.8% and the remaining 13.2% is in other variables and other research. The result of the R square value of the Competency variable is 0.876 and is percentaged at 87.6% meaning that the influence of Organizational Culture, Motivation on Performance is 86.0%, the remaining 14.0% is in other variables and other research.

2. Assessment of Goodness of Fit (GoF)

The goodness of fit model test can be seen from the NFI value ≥ 0.697 which is declared fit. Based on the data processing that has been done using the SmartPLS 3.3 program, the Fit Model values are obtained as follows:

Table 5. Model Fit

	Saturated Model	Estimation Models
SRMR	0.182	0.182
d_ULS	1,292	1,292
d_G	12.215	12.215
Chi-Square	716,825	716,825
NFIs	0.881	0.881

Source: Smart PLS 3.3.3

The results of the goodness of fit test for the PLS model in table 5 above show that the NFI value is 0.881, meaning that this study is considered FIT because the NFI value is greater than 0.819. Thus, from these results it can be concluded that the model in this study has high goodness of fit and feasible to use to test the research hypothesis.

3. Hypothesis Testing

After assessing the inner model, the next thing is to evaluate the relationship between latent constructs as hypothesized in this study. Hypothesis testing in this study was carried out by looking at the T-Statistics and P-Values. The hypothesis

is declared accepted if the T-Statistics value is > 1.96 and the P-Values are <0.05. The following are the results of the Path Coefficients of direct influence:

Table 6 Path Coefficients (Direct Effects)

	Original Sample (O)	T Statistics (| O/STDEV |)	P Values	Results
Organizational Culture (X1) -> Performance (Y)	0.554	1,714	**0.087**	**Rejected**
Organizational Culture (X1) -> Competency (Z)	0.913	8.345	**0.000**	**Accepted**
Competence (Z) -> Performance (Y)	0.270	1,298	**0.195**	**Rejected**
Motivation (X2) -> Performance (Y)	0.133	0.776	**0.438**	**Rejected**
Motivation (X2) -> Competence (Z)	0.026	0.223	**0.823**	**Rejected**

Source: Smart PLS 3.3.3

Based on the results of the table above, organizational culture has a positive and significant effect on performance with a value of 0.554 and a P value of 0.087 > 0.05, meaning that organizational culture does not always affect performance. Organizational culture has a positive and significant effect on competency with an original sample value of 0.913 and P-values of 0.000 <0.05. This means that if organizational culture increases, competence also increases if it decreases competence also decreases. Competence has no significant positive effect on performance with an original sample value of 0.270 and P values 195 > 0.05 meaning that employee competency does not necessarily increase employee performance because there are other factors that prevent competency from increasing employee performance. Motivation has no significant positive effect on performance, meaning that if motivation increases, performance will not increase; if it decreases, performance will not decrease either. Motivation has a positive and significant effect on competence with the original research sample of 0.026 and P values 0.823 > 0.05 meaning that motivation does not always increase competence so that employee performance is not good.

Table 7. Path Coefficients (Indirect Effects)

	Original Sample (O)	T Statistics (| O/STDEV |)	P Values	Results
Organizational Culture (X1) -> Competence (Z) -> Performance (Y)	0.246	1.143	0.254	Rejected
Motivation (X2) -> Competence (Z) -> Performance (Y)	0.007	0.178	0.859	Rejected

Source: Smart PLS 3.3.3

Based on the research above, the P values are not significant, which means that the Competency variable is not an intervening variable because it has no significant effect. Organizational Culture has an insignificant positive effect on Performance through Competence with an original sample value of 0.246 and P values of 0.254 > 0.05. Motivation has a positive and insignificant effect on Performance through Competence with an original sample value of 0.007 and P values 0.859 > 0.05.

CLOSING
Conclusion
1. Organizational Culture has a positive and significant effect on performance.
2. Organizational Culture has a positive and significant effect on Competence.
3. Competence has no significant positive effect on performance.
4. Motivation has no significant positive effect on performance.
5. Motivation has a positive and significant effect on competence.
6. Organizational culture has no significant positive effect on performance through competence.
7. Motivation has a positive and insignificant effect on performance through competence.

Suggestion
1. The organization must eliminate unnecessary organizational culture in work and create a new organizational culture to advance employee performance.
2. Any motivation given must come from influential people so that employees feel compelled to work even harder.
3. Organizations must be able to see the competence of employees to be able to choose which ones are competent and which are not.
4. The organization must have a performance appraisal for each employee to see whose performance is good and deserves to be maintained.

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