The Influence of Competency and Motivation on Job Satisfaction with Work Discipline as an Intervening Variable in BPJS Employment Pematang Siantar Branch and Kisaran Branch

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Abstract

This research was conducted to examine the influence of competency and motivation on job satisfaction with work discipline as an intervening variable. This type of research uses quantitative, primary data sources as the data source, the collection technique used is quantitative. The population used was 80 employees. The sample used was also 80 employees using a saturated sampling technique. The research model used is method analysis. The results of this research are as follows: Work Discipline has a positive and significant effect on Job Satisfaction with an original sample value of 0.390 and ap value of 0.000 <0.05. Competence has a positive and insignificant effect on Work Discipline with an original sample value of 0.071 and ap value of 0.257 > 0.05. Competency has a positive and significant effect on Job Satisfaction with an original sample value of 0.234 and ap value of 0.001 < 0.05. Motivation has a positive and significant effect on Work Discipline with an original sample value of 0.722 and ap value of 0.000 <0.05. Motivation has a positive and significant effect on Job Satisfaction with an original sample value of 0.377 and ap value of 0.000 <0.05. Competency has an indirect positive and insignificant effect on Job Satisfaction through Work Discipline with an original sample value of 0.028 and ap value of 0.262. Motivation has a positive and significant influence on Job Satisfaction indirectly through Work Discipline with an original sample value of 0.281 and ap value of 0.000.

Keywords: Competence, Motivation, Work Discipline, Job Satisfaction.

INTRODUCTION

Human resources are a form of success for an organization where the organization will be driven by human resources in carrying out overall organizational goals. Therefore, employees are required to have knowledge, skills, motivation, discipline and high work enthusiasm so that the organization gets good results and achieves its goals. Basically, humans have the ability to develop, have reason and thoughts, feelings, needs and hopes so that humans need special attention because these factors influence achievement, dedication, loyalty and love of work and organizational success. Therefore, to improve employee performance which will bring success to the organization and survive in an unstable competitive business environment, Human Resource Management is needed.

Competency is the expertise of an employee or someone who makes it an advantage at work and makes this ability a characteristic of his work in a particular field. Competence is built and formed in a person's experience at work. Competency is also a part of a person's personality that is very deep and inherent in that person with predictable behavior when there are various tasks and jobs.

Competency is the ability to carry out or carry out a job or task that is based on skills and knowledge and supported by the work attitudes required by the job. Thus, competency shows skills or knowledge that are characterized by professionalism in a particular field as the most important thing, as superior in that field. Motivation is formed in a person through the success of someone who is someone he admires, for example, a boss has a good career and that person knows that this boss's journey to success is very long, starting from having nothing and becoming successful until now so that someone who as an employee thinks he can be successful even though he used to be a difficult person so the employee is motivated to be like the boss.

In this example, it means that motivation is a person's attitude to change to be better than before and achieve certain goals by using other people's success as a bridge for him to work hard and create enthusiasm for work. Motivation is a state in a person's personality that encourages individuals to carry out certain activities to achieve goals. Motivation consists of intrinsic and extrinsic motivation. Motivation can also be interpreted as a natural urge or urge to satisfy oneself and maintain life. Therefore, work motivation is very useful and important because people who have motivation at work have commitment to their work. So as to produce maximum performance. Usually someone who is motivated at work will develop positive characters in everything they do. The importance of motivation is because motivation is what causes, channels and supports human behavior so that they are willing to work hard and enthusiastically achieve optimal results.

Job satisfaction is where an employee/employee feels pleased and happy with the results of the work they do so that the employee feels satisfied with all the results they get in their work. Job satisfaction is not achieved by many employees in a company. It is not uncommon for leaders not to know the factors that cause dissatisfaction so that employees feel dissatisfied at work. Many companies experience problems with employee satisfaction, ranging from lack of incentives, uncomfortable workplaces to problems with employee promotions. If left unchecked, there will be a very high turnover rate. Job satisfaction also includes the income provided by the organization. If the salary, bonuses and incentives are appropriate to the job, an employee will feel happy and satisfied so that the employee is enthusiastic about doing their job well.

Work discipline is the attitude that a person carries out in his work by being self-aware and following all the rules in his organization and discipline is also a character that exists in a person naturally and is controlled by the person himself. Bad and good, a person's attitude is determined by himself. Work discipline is something that must be instilled in every employee. Employee awareness is required to comply with applicable regulations. Regulations are very necessary to provide guidance and counseling for employees in creating good rules and

regulations in the agency. Discipline is something that can be used as a benchmark to determine whether the role of a manager or leader as a whole can be carried out well or not. Discipline is also a form of employee self-control and regular implementation in showing the level of seriousness of employees' work in a company or organization, where employees who do not comply with the rules set by the company will receive sanctions.

The phenomenon that occurs at the BPJS Employment offices in the Pematang Siantar and Kisaran Branches is that there is still a lack of employee competence in the work so that the work results are not good, the lack of discipline in work makes the reason for the work results to be less good in terms of the way of work and wastes a lot of time, which is often done by employee. Breaks come late and during lunch breaks there is often a lack of discipline at work and not following organizational regulations. Lack of motivation can also be a benchmark for an employee not working enthusiastically, but the effect of motivation is not very good and also cannot be a definite benchmark for employee motivation for enthusiasm for work, motivation only increases employee morale temporarily which makes employees do good work and It is true that appreciation for employees who behave well and are diligent gets rewarded for their hard work so that they feel satisfied with their work, but what happens instead is that lack of motivation and appreciation for the employee's work creates employee dissatisfaction with the organization.

LITERATURE REVIEW
Theoretical Framework
Competence

Competency according to Wibowo (2017) who stated that, "Competency is an ability to carry out or carry out a job or task that is based on skills and knowledge and is supported by the work attitude required by the job. According to Marwansyah (2016) Competency is a combination of knowledge, skills, attitudes and 21 other personal characteristics needed to achieve success in a job, which can be measured using agreed standards, and which can be improved through training and development.

Competency Indicators

According to Wibowo (2017), in his research, there are five indicators for measuring competence (self-esteem), namely as follows:
a. Skills. In improving the performance of an employee or employees, one of the supporting factors is the skill level of the employee or employees themselves.
b. Knowledge. Information or information that a person knows or is aware of, knowledge is a variety of phenomena that humans encounter and obtain

through reason which has been combined with understanding and the potential to act, simply by being able to inform.

c. Social role. A behavior that is expected from an individual in accordance with the social status he holds, so that roles can also function to regulate a person's behavior and can vary when he holds a different status. Social roles contain the rights and obligations of social status.

d. Self Image. Self-image is also a conclusion of our views in various roles as students, staff and managers or is our view of the personality traits that we feel are in us, such as loyal, honest, friendly and bitchy.

e. Attitude. Attitude is a reaction or response of someone who is still closed to a stimulus or object, stating that attitude is a readiness or willingness to act and is not the implementation of a particular motive.

Motivation

According to Samsudin (2015), "motivation is the process of influencing or encouraging someone or a group of workers from outside so that they want to carry out something that has been determined." According to Sunyoto (2015), "work motivation is a condition that encourages an individual's desire to carry out certain activities to achieve their desires".

Motivational Indicator

According to Sunyoto (2015), indicators of work motivation are as follows:

1. The need for achievement (need for achievement). Related to people's difficulty in choosing which tasks to carry out. Those who have a low need for achievement may choose easy tasks, to minimize the risk of failure, or tasks with high difficulty, so that failing will not be embarrassing. Those who have a high need for achievement tend to choose tasks with a moderate level of difficulty, they will feel challenged but still achievable. "Those who have a high need for achievement are characterized by a tendency to seek challenges and a high level of independence."

2. The need for affiliation (need for affiliation). The need for affiliation is the desire for friendly and intimate interpersonal relationships. Individuals reflect the desire to have close, cooperative and friendly relationships with other parties. Individuals who have a high need for affiliation generally succeed in jobs that require high levels of social interaction.

3. The need for power (need for power). The need for power is the need to make other people behave in a way that those people would not otherwise behave in such a way or a form of expression of an individual to control and influence other people.

Work Discipline

Discipline is the most important operative function of human resource management, because the better the employee's discipline, the higher the work performance they achieve. Without good employee discipline, it is difficult for a company's organization to achieve optimal results (Hasibuan, 2015). According to Mangkunegara (2017) work discipline is defined as the implementation of management to strengthen organizational guidelines. Sometimes, the behavior of workers in an organization becomes so disruptive that it results in decreased performance.

Work Discipline Indicators

Indicators of work discipline according to Hasibuan (2015) are as follows:

1. Complying with all company regulations is an attitude shown by employees in complying with all applicable regulations within the company.
2. Effective use of time is an attitude demonstrated by employees in using time effectively at work.
3. Responsibility in work and tasks is an attitude shown by employees to always be responsible for the work or tasks given by the leadership.
4. The level of absenteeism concerns discipline regarding attendance, thereby reducing employee absenteeism.

Job satisfaction

According to Wulantika, (2017) Job satisfaction generally concerns a person's attitude regarding their work. Because it concerns attitudes, the definition of job satisfaction includes various things such as a person's conditions and behavioral tendencies. According to Robbins (2015), defining job satisfaction is: Job satisfaction is a person's general attitude towards their work, the difference between the amount of income an employee receives and the amount they receive, namely what they should receive. In principle, every organization always expects employees to work optimally in order to increase profits and help accelerate the achievement of other organizational goals.

Job Satisfaction Indicators

According to (Robbins, 2015) indicators of Employee Job Satisfaction are as follows:

1. Working conditions that support employees care about the environment, both for personal comfort and to make it easier to do good work. Studies prove that employees prefer surroundings that are safe, not dangerous and not troublesome.
2. Fair pay or wages Employees want wage systems and promotion policies that they perceive as fair with expectations When wages are seen as fair based on

job demands, individual skill levels, and community wage standards, satisfaction is likely to result.

3. Supportive coworkers for many employees, work also fills a need for social interaction. Therefore, it is not surprising that having friendly and supportive coworkers leads to increased job satisfaction. Superior behavior is also a major determinant of satisfaction.

METHOD
Types of research

Research is the process of searching for evidence in a case aimed at looking at the problems of an organization and fixing a problem with this research. The type of research is the form and procedures of research used, this research uses associative and quantitative research types. This method is used in research that has 2 or more variables. This research is used to determine the influence of dependent and independent variables as well as intervening variables. According to Ghozali (2016), associative research aims to determine the influence or relationship between two or more variables.

Population

According to Ghozali (2016), the definition of population is the sum of all objects or individual units observed in research. The population used in this research was 80 BPJS Employment employees in the Siantar Branch with 38 employees and the Kisaran Branch with 42 employees.

Sample

According to Sugiyono, (2017) the sample is part of the population which is the source of data in research, where the population is part of the number of characteristics possessed by the population. According to Sugiyono, (2016), the sampling technique is a sampling technique to determine the sample to be used. Therefore, the sample used as research material is the entire population in the organization, namely 80 employees, and the research technique used is a saturated sampling technique. According to Sugiyono (2015), saturated sampling is defined as: "A sampling technique when all members of the population are used as samples.

Time and Place of Research

This research was conducted at BPJS Employment in 2 places, namely the Pematang Siantar Branch Office: Jl. Sakti Lubis No. 5 Timbang Galung, Pematang Siantar City

and Kisaran Branch Office: Jl. Sisingamaraja No. 460, Kisaran, Sendang Sari, Asahan, Asahan Regency, North Sumatra 21211 and the estimated time for completing the research in these two places is around 3 months.

Method of collecting data

The data collection method is to use a questionnaire method, where the questionnaire that has been prepared will be shared with the sample that has been determined to ask for opinions on various statements and once completed it will be returned according to the specified time. According to Sugiyono (2016) a questionnaire is a method of collecting data by giving questions and written statements to respondents to answer. Meanwhile, secondary data comes from books and websites related to the problem to be discussed and can be used as a guide in research.

Data source

The data source used by researchers is a primary data source where the data will be collected directly via questionnaires. According to Sugiyono (2016) Primary sources are data that directly provide data to data collectors.

Data analysis method
Data Processing Methods

Data processing in this research uses smartPLS SEM (Partial Least Square - Structural Equation Modeling) software. PLS has the ability to explain the relationship between variables and is able to carry out analyzes in one test. The purpose of PLS is to help researchers to confirm theories and to explain whether or not there is a relationship between latent variables. According to Ghozali (2016) the PLS method is able to describe latent variables (not directly measurable) and is measured using indicators. Researchers use Partial Least Square because this research examines every existing indicator so that researchers can calculate the data in detail.

In statistical analysis of data using the PLS method. The following is the PLS method analysis technique:

1. Outer model analysis

According to Husein (2015), outer model analysis is carried out to ensure that the measurements used are suitable for use as measurements (valid and reliable). There are several calculations in this analysis:

a. Convergent validity is the factor loading value on the latent variable with its indicators. Expected value > 0.7.

b. Discriminant validity is a cross-loading value of factors that is useful for whether a construct has adequate discriminants. The way to do this is by comparing the

value of the targeted construct which must be greater than the value of the other construct.

c. Composite reliability is a measurement that if the reliability value is > 0.7 then the construct value has a high reliability value.

d. Average Variance Extracted (AVE) is an average variance of at least 0.5.

e. Cronbach alpha is a calculation to prove composite reliability results where the minimum value is 0.6.

2. Inner model analysis

This model analysis is to test the relationship between latent constructs. There are several calculations in this analysis: R Square is the coefficient of determination on the endogenous construct. According to Chin (1998) in Sarwono (2015) explains "the criteria for limiting the R square value in three classifications, namely 0.67 as substantial; 0.33 as moderate and 0.19 as weak".

3. Hypothesis test

In his book Husein (2015) hypothesis testing can be seen from the t-statistic value and probability value. To test the hypothesis, namely by using statistical values, for alpha 5% the t-statistic value used is 1.96. So the criteria for accepting or rejecting a hypothesis is that Ha is accepted and H0 is rejected when the t-statistic is > 1.96. To reject or accept a hypothesis using probability, Ha is accepted if the p value <0.05.

RESULTS AND DISCUSSION
Contents of Results and Discussion
Outer Model Analysis

Measurement model testing (outer model) is used to determine the specifications of the relationship between latent variables and 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 item/indicator scores and the construct scores. Indicators that have an individual correlation value greater than 0.7 are considered valid but are 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 the indicator has a loading below 0.60 and is not significant. The structural model in this research is shown in Figure 1 below:
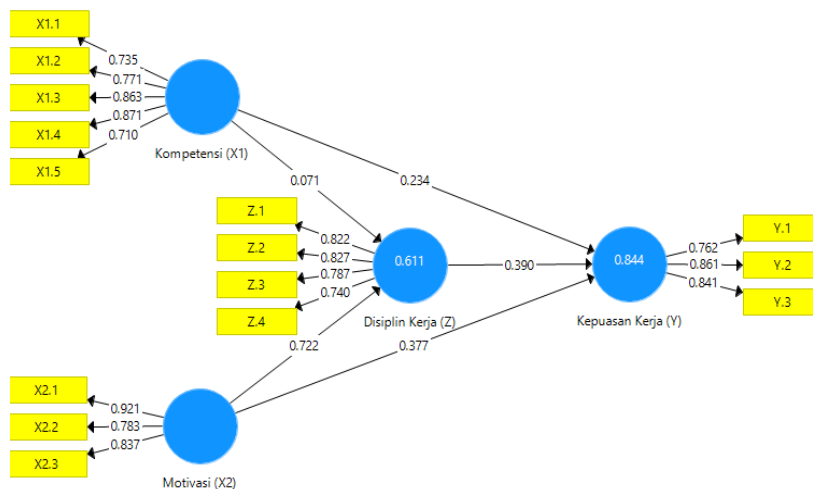
Figure 1. Outer Model
Source: Smart PLS 3.3.3

The Smart PLS output for loading factors gives the results in the following table: Outer Loadings
In this research there is an equation and the equation consists of two substructures
for substructure 1
Z = b1X1 + b2X2 + e1
Z = 0.071X1 + 0.722 X2 + e1

For substructure 2
Y = b3X1 + b4X2 + b5Z + e2
Y = 0.234X1 + 0.377X2 + 0.390 Z+ e2

Table 1. Outer Loadings

	Work Discipline (Z)	Job Satisfaction (Y)	Competency (X1)	Motivation (X2)
X1.1			0.735	
X1.2			0.771	
X1.3			0.863	
X1.4			0.871	
X1.5			0.710	
X2.1				0.921
X2.2				0.783
X2.3				0.837
Y.1		0.762		
Y.2		0.861		
Y.3		0.841		
Z.1	0.822			
Z.2	0.827			

Z.3	0.787			
Z.4	0.740			

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 it can be explained that each indicator has a value greater than 0.7, so the data is considered valid and in the table above all indicators are valid and research can be carried out. furthermore.

2. Discriminate 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 is highly correlated with the construct. The table shows the cross loading results from discriminant validity testing as follows:

Table 2. Discriminant Validity

	Work Discipline (Z)	Job Satisfaction (Y)	Competency (X1)	Motivation (X2)
X1.1	0.424	0.536	0.735	0.545
X1.2	0.551	0.618	0.771	0.639
X1.3	0.647	0.716	0.863	0.677
X1.4	0.527	0.691	0.871	0.749
X1.5	0.446	0.594	0.710	0.623
X2.1	0.743	0.864	0.815	0.921
X2.2	0.628	0.613	0.526	0.783
X2.3	0.609	0.724	0.719	0.837
Y.1	0.558	0.762	0.653	0.638
Y.2	0.736	0.861	0.662	0.795
Y.3	0.761	0.841	0.666	0.712
Z.1	0.822	0.566	0.461	0.590
Z.2	0.827	0.599	0.549	0.572
Z.3	0.787	0.629	0.508	0.627
Z.4	0.740	0.818	0.565	0.664

Source: Smart PLS 3.3.3

Based on the table above, there is a cross loading of the Work Discipline variable with a cross loading value that is greater than the cross loading of other latent variables, for the cross loading of the Job Satisfaction variable there is a value that is greater than the cross loading of other latent variables, for the cross loading of the Competency variable there is a higher value. greater than the cross

loading of other latent variables, the cross loading of the Motivation variable has a value that is greater than the cross loading of other latent variables so that the discriminant validity of the data is considered valid and further research can be continued.

3. Composite reliability

The next test determines the reliability 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. Apart from looking at the composite reliability value, the reliable value can be seen in the variable construct value with Cronbach's alpha from the indicator block that measures the construct. A construct is declared reliable if the Cronbach's alpha value is above 0.7. The following is a table of loading values for the research variable constructs resulting from running the Smart PLS program in the next table:

Table 3. Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Work Discipline (Z)	0.806	0.873	0.632
Job Satisfaction (Y)	0.760	0.862	0.676
Competency (X1)	0.850	0.894	0.629
Motivation (X2)	0.804	0.885	0.721

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 considered 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 it can be explained that each variable is considered reliable in the composite reliability column. Another method to test discriminant validity is to look at the AVE value and the square root of AVE, provided that each construct has a correlation greater 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 research, all values are considered reliable because they are all greater than the predetermined 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 analysis stages carried out in the structural model evaluation are seen from several indicators, namely:

1. Coefficient of Determination (R2)

Based on data processing that has been carried out using the SmartPLS 3.3.3 program, the R Square value is obtained as follows:

Table 4. R Square Results

	R Square	Adjusted R Square
Work Discipline (Z)	0.611	0.601
Job Satisfaction (Y)	0.844	0.838

Source: Smart PLS 3.3.3

In the table above there is an R square value for the Work Discipline variable of 0.611 and if you change it to a percent it is 61.1%, meaning that the influence of the competency and motivation variables on work discipline is 61.1% and the rest is in other variables. For the R square value of the job satisfaction variable, it is 0.844, if changed to a percentage it becomes 84.4%, meaning that the influence of the competency, motivation and work discipline variables on job satisfaction is 84.4%, the remainder is on other variables.

Hypothesis test

After assessing the inner model, the next thing is to evaluate the relationship between latent constructs as hypothesized in this research. Hypothesis testing in this research was carried out by looking at T-Statistics and P-Values. The hypothesis is declared accepted if the T-Statistics value is > 1.96 and P-Values < 0.05. The following are the results of Path Coefficients of direct influence:

Table 5. Path Coefficients (Direct Influence)

	Original Sample (O)	T Statistics (| O/STDEV |)	P Values	Results
Work Discipline (Z) -> Job Satisfaction (Y)	0.390	5,038	0,000	Accepted
Competency (X1) -> Work Discipline (Z)	0.071	0.653	0.257	Rejected
Competency (X1) -> Job Satisfaction (Y)	0.234	3,055	0.001	Accepted
Motivation (X2) -> Work Discipline (Z)	0.722	6,735	0,000	Accepted
Motivation (X2) -> Job Satisfaction (Y)	0.377	3,507	0,000	Accepted

Source: Smart PLS 3.3.3

Regarding the results of the direct influence hypothesis, the explanation of this research is as follows:

1. Work Discipline has a positive and significant effect on Job Satisfaction with an original sample value of 0.390 and a p value of 0.000 <0.05. So it can be explained that if work discipline increases then job satisfaction will increase significantly and if it decreases then job satisfaction will also decrease.

2. Competence has a positive and insignificant effect on Work Discipline with an original sample value of 0.071 and a p value of 0.257 > 0.05. So it can be explained that if there is an increase in competence, it is not certain that work discipline will increase, sometimes an increase in competence does not even have an effect on discipline.

3. Competency has a positive and significant effect on Job Satisfaction with an original sample value of 0.234 and a p value of 0.001 < 0.05. So it can be explained that increasing competence can also increase job satisfaction for each individual, but if it decreases then job satisfaction can also decrease.

4. Motivation has a positive and significant effect on Work Discipline with an original sample value of 0.722 and a p value of 0.000 <0.05. So the explanation is that when motivation increases, work discipline will increase and if motivation decreases, work discipline will also decrease.

5. Motivation has a positive and significant effect on Job Satisfaction with an original sample value of 0.377 and a p value of 0.000 <0.05. This means that if motivation increases, job satisfaction will increase and conversely, if motivation decreases, job satisfaction will also decrease.

Table 6. Path Coefficients (Indirect Influence)

	Original Sample (O)	T Statistics (| O/STDEV |)	P Values	Results
Competency (X1) -> Work Discipline (Z) -> Job Satisfaction (Y)	0.028	0.638	0.262	Rejected
Motivation (X2) -> Work Discipline (Z) -> Job Satisfaction (Y)	0.281	3,732	0,000	Accepted

Source: Smart PLS 3.3.

Based on the results of the indirect influence hypothesis in the table above, the explanation is as follows:

1. Competence has an indirect positive and insignificant effect on Job Satisfaction through Work Discipline with an original sample value of 0.028 and a p value of

0.262, meaning that work discipline is not an intervening variable because it cannot significantly influence competence on job satisfaction directly.

2. Motivation has a positive and significant influence on Job Satisfaction indirectly through Work Discipline with an original sample value of 0.281 and a p value of 0.000, meaning that work discipline is an intervening variable because it can indirectly influence motivation and job satisfaction.

CLOSING
Conclusion
The conclusions of this research are as follows:

1. Work Discipline has a positive and significant effect on Job Satisfaction with an original sample value of 0.390 and a p value of 0.000 <0.05.

2. Competence has a positive and insignificant effect on Work Discipline with an original sample value of 0.071 and a p value of 0.257 > 0.05.

3. Competency has a positive and significant effect on Job Satisfaction with an original sample value of 0.234 and a p value of 0.001 <0.05.

4. Motivation has a positive and significant effect on Work Discipline with an original sample value of 0.722 and a p value of 0.000 <0.05.

5. Motivation has a positive and significant effect on Job Satisfaction with an original sample value of 0.377 and a p value of 0.000 <0.05.

6. Competency has an indirect positive and insignificant effect on Job Satisfaction through Work Discipline with an original sample value of 0.028 and a p value of 0.262.

7. Motivation has a positive and significant influence on Job Satisfaction indirectly through Work Discipline with an original sample value of 0.281 and a p value of 0.000.

Suggestion
Suggestions from this research are as follows:

1. It is hoped that this research will be used as input for organizations so that they can change and correct mistakes that are often made and for the progress of the organization.

2. For researchers, it can be used to develop knowledge about the influence of competence, motivation, job satisfaction and work discipline.

3. It is hoped that this research can be used as a reference for future researchers to create new research with a new model, similar title and additional variables.

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