

## **Effect of Competence and Quality of Human Resources on Organizational Performance Through Motivation As Moderating Variable In Cooperation The Department of Trade Small and Medium Enterprises Jakarta Province**

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**Abstract:** This study aims to determine the effect of competence and quality of human resources simultaneously, the effect of competence to organizational performance partially, determine the effect of the quality of human resources to organizational performance partially, determine the effect of motivation on organizational performance partially, the effect of competence on performance organizations through motivation and determine the effect of the quality of human resources to organizational performance through motivation. The study was conducted at the department of cooperatives and small and medium businesses DKI Jakarta provincial trade. Sampling using saturated samples involving 78 employees in all parts of the organization. Analysis of data using path analysis.

The results showed that the variables of competence and quality of human resources affect the organization's performance simultaneously. Competence variables affect the performance of an organization partially. The variable quality of human resources affects the organization's performance partially. Motivation variable influence on organizational performance partially. Motivation can provide the effects of increasing the competence and quality of human resources to organizational performance.

**Keywords:** competence, quality of human resources, motivation, organizational performance

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### **I. INTRODUCTION**

Issues of competence concerning human resource management is an emerging discourse. When organizations are faced with various challenges and increasingly intense competition. Organizations in developed countries have shown success using human resource management practices through an effective way of improving the skills and expertise of human resources (HR).

In human resource management in the era of an organization of this competition gives the realization that the world of work today and in the future has changed. The role of HR in the organization has the same meaning as important as the work itself so that the organizational and human interaction between becoming the focus of attention of leaders at various levels of management and organizations, both public and businesses. It is therefore important to adopt and disseminate new values that correspond to the demands of the organization's environment to all elements within the organization.

Ancok in Usmara (2002) said shift the view of HR as a reflection of the revitalization of the role of HR in the activities of an organization that sees "people are no longer regarded as a cost but as assets (capital), employees are no longer focused on competent at self-promotion, but more on cooperation for the common good.

Competency development as a concept and practice in management can not be separated from the historical development of human resource management itself. The emergence of the theory of motivation in the decade of the forties with Maslow as the exponent is concrete proof that the emphasis of the importance of human resources as an asset, the potential of which has a major influence on the organization's progress in business and the public sector. One of the requirements concerning the organization is HR competencies. This is because the organization is now facing many advances in the field of information and technology that is required of people who have particular expertise.

Competence of employees in the public and private organizations is needed, especially to answer the demands of the organization, where there is rapid change, the development of a very complex matter and dynamic future uncertainties in the order of a society. Competence is a competence that is based on the skills

and knowledge that are supported by the work attitude and their application to carry out the tasks and duties in the workplace, which refers to the terms of the skills, attitudes and appreciation must be owned by the organization's human resources in order to carry out the job duties in accordance charged with the organization.

Implementation of a conducive environment that would encourage openness, a willingness to accept and encourage continuing employment. For that created qualified human resources. Qualified human resources are expected to bring employees to improve performance in the achievement of organizational goals, but it is not an easy thing. This is because basically, humans have different behavioral characteristics following the level of need. If there is a difference or gap between the perceptions of members of the leadership's perception of the human resources are perceived and expected, then this will enable the creation of job dissatisfaction of employees,

Performance can be likened to the work of an employee, the work accomplished by an employee must be able to make a significant contribution to the organization in terms of quality and quantity that is perceived by the organization and is very beneficial for the organization in the present and future. Therefore, the competence of employees and human resource management is an important factor in influencing the performance of someone. Competence is a key requirement in the performance of the organization. The employee must do more than just learn about something, people should be able to do his job well. Employee competence allows an employee to be able to realize the tasks related to the work required to achieve organizational goals.

## **II. LITERATURE REVIEW**

### ***Competence***

The definition of competence can be explained simply as a human competency that is found from real-world practice can be used to distinguish between those who succeed with mediocrity in the workplace. The competence of a person can be shown to work, knowledge, skills, behavior, character, attitude, motivation and / or talent. Mothering (2009: 4), states that competence is a basic characteristic of someone who indicated how to think, act, and act and draw conclusions that can be done and maintained by a person in a certain period.

As the individual characteristics, inherent competence is part of the individual personality of a relatively deep and stable and can be viewed and measured from the behavior of the individual concerned, in the workplace or a variety of situations. To the competence of someone indicates competence someone behaves in various situations are quite consistent for a long enough period, and not just mere coincidence. Competency has requirements that can be used to infer empirically proven to be the cause of success.

From the above, it is understood that what one does in the workplace, the work of what was accomplished person, and the level of job performance what someone achieves can be sourced from individual characteristics, which are affected by one or a combination of five types of sources of competence different. In other words, this competency approach believes that the effective behavior of someone at work or in a particular situation is a reflection of one's competence.

Characteristics of competence according to Spencer and Spencer (2009: 225-226), there are 5 (five aspects), namely:

- a. Motives are something where a person consistently thinks that he take action. For example, people have the motivation to excel consistently to develop goals to challenge themselves and take full responsibility for achieving these objectives and expects "feedback" to fix themselves.
- b. Traits are the character that makes people behave or how people respond to something in a certain way. For example, confidence, self-control, stress resilience.
- c. Self-concept is the attitude and values of a person. Attitudes and values measured by the test to the respondent to determine how the value of a person, what is interesting for someone to do something. For example, someone who is considered to be chairman of the leadership behaviors that should need a test of leadership ability.
- d. Knowledge is the information of a person to a particular field. Knowledge is a complex competence. Scores on tests of knowledge often fail to predict human sources from job performance because the score does not successfully measure the knowledge and expertise as to what should be done in a job. Tests measure knowledge competency test participants to choose the most correct answer, but could not see whether someone can do the job based on knowledge.
- e. Skills are competent to carry out a particular task, both physically and mentally. For example, a computer programmer makes a program related to human resources.

Based on the notion of competence can be concluded that competence is a set of knowledge, skills/expertise, and personality to be controlled by someone of employees through the motif, character, self-concepts, knowledge, and skills in the field of employment and occupation.

### **Human Resource Management**

Understanding management from the English "management" which means "regulate or manage". While human resource management has an idea of a science that regulate or manage human resources to achieve specific goals. Human Resource Management (HRM) as part of the field of management has a very important role in accomplishing organizational goals. Unlike other fields, HR management has a very complex issue coverage. Some experts opinion regarding the definition of HRM management among others Hasibuan (2005: 17), giving the notion of management is the science and art of governing the use of human resources and other resources effectively and efficiently to achieve certain goals.

Mangkunegara (2004: 2), giving a sense of human resource management can be defined as a management and utilization of existing resources on the individual (employee). Siagian (2002: 129), to give an understanding of human resource management are the concepts that are used as a starting point to think and act in formulating policy concerning the human organization, and practices applied, which concerns the life of working in the organization.

Yuli (2005: 16), states that personnel management can be understood from two categories, namely the function of management functions and operational functions. Management function refers to the process of planning, organizing, directing and controlling. While the operational functions include activities for recruitment, development, compensation, integration, maintenance, and termination of employment.

Given HRM is part of the management, the definition of HRM can be summed up as follows: "Human Resource Management is an activity that regulates the way in providing the labor, develop, compensate, integration, maintenance and separation of employees through management processes to achieve organizational goals".

Furthermore, Yuli (2005: 19-22), describes the human resource management process according to the above scheme as follows:

a. HR Planning

Human resource planning is the process by which leadership ensures that organizations choose the amount and type of energy right at the place where the right (right man on the right place) and at the right time, which has the competence to complete the tasks that help organizations the achieve overall goals effectively and efficiently. In practical terms, all leaders must ensure that all work within their area of responsibility is always filled with people who are competent to do it right.

b. Recruitment Agencies

Withdrawal of labor is a process or action taken by the organization to obtain employment through several stages that include the identification and evaluation of sources of withdrawal of labor, determine the needs of the labor required, the process of selection, placement, and orientation of the workforce. Withdrawal of labor aims at providing sufficient manpower so that the leadership can choose the qualified staff they need.

c. Selection

Selection is the process of deciding whether the candidate had proposed was acceptable or not. The selection process is often not objective so the impact on the quality of the organization of human resources. HR leaders use a selection process for a new employee admission decision. The goal of the selection process is to select employees who fit the job and the organization. The selection carried out to provide input to the organization to get the employee following the needs of the organization.

d. Socialization or Orientation

Once a potential employee is accepted as an employee in the organization, then the next step is the orientation that the introduction of new workers on the job and the organization. The move was designed to familiarize new employees with their work, their colleagues and key aspects and the organization as a whole.

e. Furthermore, this step involves clarifying the mission and culture of the organization, explains the operational objectives and expectations of the job, communicating policies and procedures and to identify key personnel.

f. Training and Development

The training program aims to improve the mastery of a skill and technique of execution of specific work to the needs of today, while development aims to prepare certain employees ready to assume office in the future. The development is broader because it involves many aspects such as the increase in knowledge, insight and competence, attitude and personality. Training and development programs aimed among other things to cover the "gap" between the skills of employees with office demand, but it is also to improve the efficiency and effectiveness of employees working towards the goal of the task.

To implement the training program and the development, management should analyze the needs, goals, objectives, and the contents and principles of learning first so that the implementation of the training program was not in vain. To learn the principles to guide the way of learning, the program should be participatory, relevant and valid, thereby enabling the transformation of expertise as well as provide feedback on the progress

of trainees. On the other hand, the long-term human resource development has many benefits, such as reducing dependence on attracting new employees, provide the opportunity for long-serving employees, anticipate obsolescence employee and labor turnover.

a. Rating Achievement

To see if the employees are trained and developed it to benefit and what they do, there should be an evaluation or assessment of their achievements. Job performance is the result of the quality and quantity of work accomplished by an employee in performing their duties following the responsibilities given to him. The purpose of performance appraisal is to determine whether the employee has been working following the standards that have been predetermined. If an employee has to meet standards set then it means that employees have a good record and vice versa.

b. Promotions, Transfers, and Demotions

If the prospective employee has been received, selected and developed as well as to conduct an objective assessment process, the leaders need to observe and follow their movements and tasks. Embodiment and the principle of the right people in the right position, either by way of promotion, reduction, transfer and termination of employment (FLE) provide great benefits, both the organization and employees. Employees will be happy to work because they are in an appropriate position. By contrast, productivity will decrease when the tasks assigned to him are not following their competence.

### **Motivation**

Motive or motivation comes from the Latin word "moreve" which means the encouragement of human beings to act or behave. Motivation is defined as intent, encouragement, basic to do something. In this regard, of course, the only motivation shown in the human resources that exist within an organization. An employee must have interests and needs that must be fulfilled. It was a disincentive for him to carry out the work, with the hope of needs and interests of the individual can be realized and otherwise, the activities are undertaken to provide benefits to the organization.

Each employee has specific wants and needs and tries to carry out the work to pursue and realize the desires and needs so that ultimately expect satisfaction from the work it. Further motivation or encouragement can make someone's job to distribute and support the attitudes and behavior to be willing to work diligently and enthusiastically to achieve optimal results. This is in line with the understanding of motivation proposed by Samsudin (2006: 281), which affects the process or push from outside against an individual or group work so that they would carry out what is stipulated.

Mintorogo (2001: 56), imposes limits that motivation is the strength of the tendency of an individual involved in activities that are directed to the target job. This was not a happy feeling that relative to the results of a variety of jobs as well as satisfaction, but rather a feeling ready or willing to work to achieve the purpose of employment.

Notoatmodjo (2009: 114), suggests that the definition of motivation is inseparable from the word needs or "need" or "want". Necessity is the "potential" in human beings that need to be addressed or responded to. Suwatno and Priansa (2011: 171), suggests that motivation is the provision of motive. A person commits an act generally has a motive. Someone did something on purpose, there must be a purpose or goal that pushed him to commit an act, also the needs of the person.

From the statement above, indicates that the motivation is the thrust of one's desire that he accomplished something activity or employment by giving the best of themselves to achieve the desired objectives by considering factors of personal needs, goals and perceptions person or group of people. Someone wants to do an action because of an urge to meet the needs and interests to carry out the activities of the organization that will ultimately achieve the purpose of the organization so that its interests or needs of individuals also will be achieved anyway.

Motivation is an integral part of the organization's activities in the process of coaching, directing the development of human resources in an organization. Opinion Rivai (2004: 27), about the benefits of understanding the motivation that is a series of attitudes and values that influence individuals to achieve specific things following the individual goals. The attitude and the value are out of the invisible which provides power to encourage individuals to behave achieve the goal. Of borders and in different contexts as mentioned above, it can be concluded that motivation is the interaction of a person with a particular situation it faces to meet the physiological needs, safety, social, esteem, and self-actualization is done to achieve personal goals that person.

### **Organizational Performance**

An organization founded because it has the goal to be and should be achieved. In achieving the goal of every organization affected the organizational behavior is a reflection of the behavior and attitudes of behavior contained in the organization. The most commonly rated activity in an organization is the performance of employees, which is how he did everything related to a job, position or role within the organization.

Performance is the work of individuals within an organization. Achievement of organizational goals can not be separated from the resources owned by the organization that is driven or run employees play an active role as actors in efforts to achieve these goals. Achieving maximum performance will not be separated from the leadership role in motivating subordinates in carrying out the work effectively and efficiently.

Mahsun (2009: 25), suggests that the performance is an overview of the level of achievement of the implementation of an activity/program/ policy in achieving the goals, objectives, mission, and vision of the organization as stated in the strategic planning of an organization. Ndraha (2001: 112), states that the performance is a manifestation of the democratic relationship between the public and the government. Prawirosentono (2000: 2), suggests that the performance or the performance is the result of work that can be achieved by a person or group of people within an organization, following the authority and responsibilities of each, to attempt to achieve organizational goals concerned with morals or ethics.

Widodo (2006: 78), suggests that the performance is an activity and refine them following his responsibilities with the expected results. Mangkunegara (2004: 67), states that the term is derived from the performance of job performance (performance or achievements achieved by someone). Understanding the performance is the result of the quality and quantity of work accomplished by an employee in performing their duties following the responsibilities given to him.

From the above definition can be concluded that the performance is a result of work can be achieved by an employee or group of employees in an organization, in accordance with the authority and responsibilities of each, in order to achieve the objectives of the organization in question legally, do not break the law and in accordance with moral and ethical, which can be measured through effectiveness and efficiently achieve goals and satisfy with the authority and responsibility that have good discipline also supported the initiative with bright ideas.

### **III. RESEARCH METHODS**

#### ***Research Design***

The study design was used as a research design guideline in conducting the research process. The study design will be useful for all parties involved in the research process because the steps in conducting research refer to research designs that have been created. The method used in this research is the analysis of pathways for researchers who wanted to determine whether there is the influence of competence, quality of human resources and motivation on the performance of the organization in the Department of Small and Medium Enterprises Cooperative and Trade of Jakarta.

#### ***Population and Sample Research***

In general, the population is meant parts of generalization which consist of object/subject that has certain qualities and characteristics, Sugiyono (2009: 115). The population in this study were employees of the Department of Cooperatives Small and Medium Enterprises and Trade of Jakarta with the number of employees as many as 78 people. According to Sugiyono (2009: 116), the sample is generally the portion of the number and characteristics possessed by this population. When a large population and a writer impossible to learn all there is in the population due to limited funds, manpower and time, the author can use a sample drawn from that population. What is learned from the sample, the conclusion will be applied to the population. For that samples taken from the population to be truly representative.

#### ***Types and Sources of Data***

Source of data the researchers used in research on the effect of competence, quality of human resources and motivation on the performance of the organization in the Department of Small and Medium Enterprises Cooperative and Trade of Jakarta is the primary and secondary data.

### **IV. RESULTS AND DISCUSSION**

#### **1. Effect of Competence on Organizational Performance**

The analysis results of competence to organizational performance is partially known the structural equation is  $Y = 0.790 X_1$

Based on the results of data analysis known that the beta coefficient of 0.790 competence, the value of t count equal to 10.219 and the significant value of 0.000. The significance value smaller than 0.05, it means that the competence variables affect the performance of an organization partially. The amount of influence competence on the performance of organizational known value of R Square of 0.624, meaning that the effect of variable competence to organizational performance amounted to 62.4% and the rest influenced by other variables outside of this study.

**2. Human Resources Quality Impact on Organizational Performance**

Results of the analysis of the influence of the quality of human resources to organizational performance are partially known the structural equation is  $Y = 0,808 X_2$

Based on the analysis that the beta coefficient of the quality of human resources at 0.808, t value amounted to 10.902 and the significant value of 0.000. The significance value smaller than 0.05, this means that the variable quality of human resources affects the organization's performance partially. The amount of influence the quality of human resources to organizational performance known value of R Square of 0.654, meaning that the effect of variable quality human resources to organizational performance and the remaining 65.4% is influenced by other variables outside of this study.

**3. Effect of Motivation on Organizational Performance**

The results of the analysis of the effect of motivation on organizational performance partially with the structural equation, namely  $\hat{Y} = 0,823 X_3$

Based on the results of the analysis show that the beta coefficient of 0.823 motivation, t value amounted to 11.498 and the significant value of 0.000. The significance value smaller than 0.05, it means that the motivation variable influence on organizational performance partially. The magnitude of the effect of motivation on the performance of the organization known value of R Square of 0.677, meaning that the motivation variable influence on organizational performance of 67.7% and the rest influenced by other variables outside of this study.

**4. Effect of Competence, Quality of Human Resources and Motivation on Organizational Performance Simultaneously**

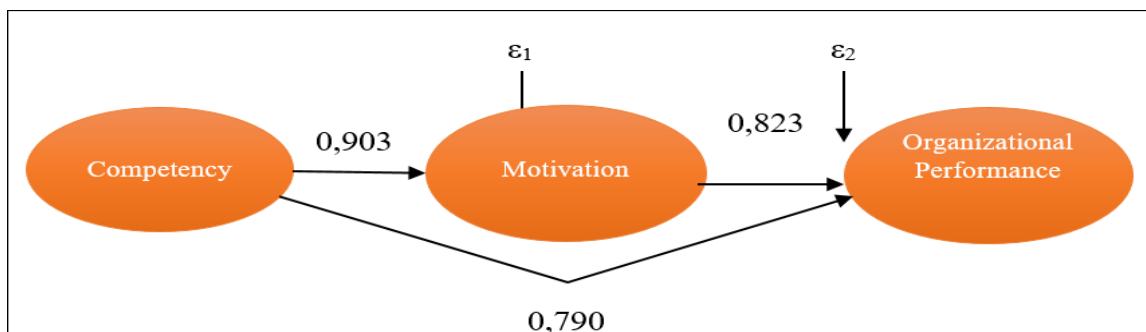
The analysis results of competence, quality of human resources and motivation to organizational performance simultaneously with the structural equation is  $Y = 0,171 X_1 + 0,365 X_2 + 0,447 X_3$

Based on data analysis known that the calculated F value of 51.872 and significance of 0.000. The significance value smaller than 0.05, this means that the variable competence, quality of human resources and motivation to influence the performance of the organization simultaneously. The magnitude of the effect of the competence, quality of human resources and motivation on the performance of the organization known value of R Square of 0.718, meaning that the effect of variable competence, quality of human resources and motivation to organizational performance at 71.8% and the rest influenced by other variables outside of this research ,

**5. Effect of Competence on Organizational Performance Through Motivation Partial**

Based on previous data is known that the effect of competence on organizational performance is .790. The effect of competence to organizational performance through motivation is  $0,903 \times 0,823 = 0,743$ . In this case it is known that the direct effect of competence to organizational performance is greater when compared to the indirect influence through motivation, namely  $0,790 > 0,743$ , so it can be said that the variables of motivation are not as moderating variable.

Based on path analysis competence to organizational performance through partial motivation can be described as follows.

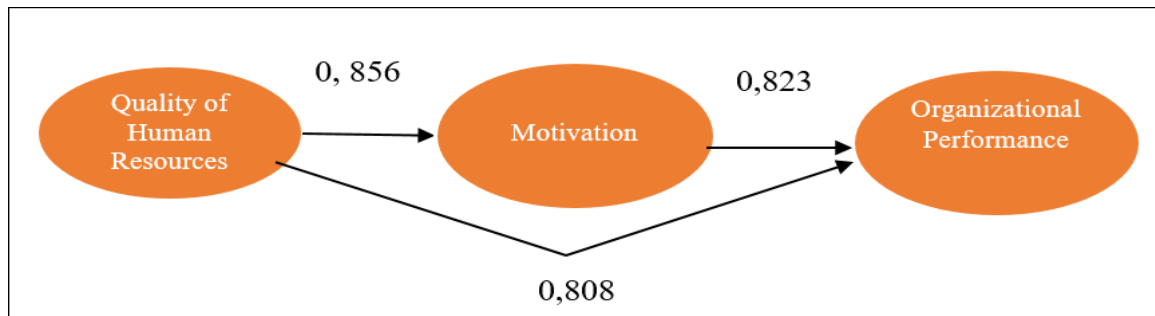


**Figure 1.** Analysis of Influence Line  $X_1$  Through  $X$  to  $Y_3$

**6. Human Resources Quality Impact on Organizational Performance Through Motivation Partial**

Based on previous data it is known that the influence of the quality of human resources to organizational performance is .808. As for the influence of the quality of human resources to organizational performance through motivation is  $0,856 \times 0,823 = 0,705$ . In this case it is known that directly influence the quality of human resources to organizational performance is greater when compared to the indirect influence through motivation, namely,  $0,808 > 0,705$ , so it can be said that the variables of motivation are not as moderating variable.

Based on the analysis of the quality of human resource path to organizational performance through partial motivation can be described as follows.



**Figure 2.** Analysis of Influence Line  $X_2$  Through  $X$  to  $Y_3$

## V. CONCLUSIONS AND SUGGESTIONS

### *Conclusion*

Based on the research that has been done to test the hypothesis and formulation of the problem posed answer, the researchers can draw the following conclusion:

1. Partially competence generates strong positive influence and a significant impact on organizational performance with a correlation of 0.790.
2. Partially quality of human resources resulted in a strong positive influence and a significant impact on organizational performance with a correlation of 0.808.
3. Partially motivation to generate strong positive influence and significant impact on organizational performance with a correlation of 0.823.
4. Simultaneously competence, quality of human resources and motivation to produce a strong positive influence and significant impact on organizational performance with a correlation of 0.903.
5. Influence of competence to organizational performance through motivation is  $0.903 \times 0.823 = 0.743$ . While the effect of competence to organizational performance is 0.790. In this case a direct influence competence on the performance of organizational is greater when compared to the indirect influence through motivation, namely  $0.790 > 0.743$ , so it can be said that the variables of motivation are not as moderating variable.
6. The influence of the quality of human resources to organizational performance through motivation is  $0.856 \times 0.823 = 0.705$ . While the influence of the quality of human resources to organizational performance is 0.808. In this case it is known that directly influence the quality of human resources to organizational performance is greater when compared to the indirect influence through motivation, namely,  $0.808 > 0.705$ , so it can be said that the variables of motivation are not as moderating variable.

### *Suggestion*

Based on the results of research and discussion the author tries to give advice that may be actionable as follows:

1. Suggested that employee competency is enhanced through the concept of Quality Circles (QCC) which is a concept to respond to and take advantage of their basic psychological needs, motivation, and employee morale. Quality Circles helpful to improve the standard and quality of work in the working environment is concerned. Repair employee has the meaning as enhancement and quality improvement in both the quality of management, quality of service as well as other elements in the organization.
2. Human resource management in the organization is expected to be enhanced by improving the quality of human resources that can be done with the implementation of the training program's continuous career development and training on mastery of the work to improve job skills for new staff. Besides, the organization also needs to implement innovations in the performance of work so that employees are accustomed to new things as well as provide flexibility for employees to give their opinion.
3. Motivation is recommended to be increased by providing morale to employees to have a high motivation by providing the opportunity to progress, providing incentives, rewards, and remuneration for the top quality of work produced by employees.
4. Organizational performance can be enhanced through organizational governance appropriately, improved accountability measures in management, lack transparency in the selection and implementation of policies, their independent audits both internally and externally, as well as the courage organizations to evaluate the performance of the top leaders to correct the actions or policies considered one.

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