
THE INFLUENCE OF MOTIVATION, COMPETENCE AND COORDINATION ON THE PERFORMANCE OF THE HUMAN RESOURCE BUREAU OF THE SECRETARIAT GENERAL OF THE FINANCIAL AUDIT BOARD

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This study aims to determine the effect of motivation on HR Bureau Performance; to determine the effect of Competence on HR Bureau Performance; and to find out the extent of the influence of Coordination on HR Bureau Performance. Research uses a quantitative research approach. The research sample of 153 respondents were drawn from a population of 153 using the census method. Secondary data collection from various books and documents using literature studies; Primary data collection from research samples using Questionnaire and Observation Techniques. Fund analysis techniques using SEM Analysis. The results of this study indicate that the magnitude of the influence of Motivation on the Performance of the Human Resources Bureau is very strong and significant and the magnitude of the effect of Competence on the Performance of the Human Resources Bureau is very strong and significant too.

INTRODUCTION

The implementation of the duties and functions of the HR Bureau at the Secretariat General of the Supreme Audit Board of the Republic of Indonesia effectively can only be done if the bureau is able to optimally improve performance. The performance in question is certainly not limited to individual performance, group performance, and organizational performance, but also includes ASN management performance as stipulated in Law Number 5 of 2014 concerning State Civil Apparatus. Article 1 of the law states that ASN Management is the management of ASN to produce ASN employees who are professional, have basic values, professional ethics, are free from political interference, free from corrupt practices, collusion and nepotism.

With the challenges and demands arising from the implementation of such ASN management, the HR Bureau does not appear to be optimal in managing ASN resources and in developing the strategic

role of ASN for the achievement of effective implementation of the management and financial accountability functions of the state in various entities examined. Not yet optimal performance of the HR Bureau as reported by LAKIP in the 2018 BPK HR Bureau, among others, revealed from the performance of creating a culture of integrity, independence and professionalism within the HR Bureau.

The performance of the HR Bureau that has not been optimal in developing the strategic role of ASN appears to be a performance phenomenon that is not independent. That is, there are a number of exogenous latent variables that correlate and have a positive effect on the phenomenon of the performance of the bureau. Referring to the phenomenon of HR Office performance not yet optimal in developing the strategic role of ASN, it is assumed that motivation, competence and coordination are the three exogenous latent variables that have a significant effect on HR Bureau performance.

This is in line with the results of the study revealed by Razak et al (2018) that motivation influences employee performance, because motivation is an internal factor of individuals that can directly correlate positively (in the direction) with the views, attitudes and behavior of individual work in carrying out their duties or work. Therefore, motivation which is indicated from the encouragement of individual needs and or expectations of his work can affect his performance in carrying out the duties and functions of the secretariat (Razak et al, 2018). Furthermore, Riyanto et al (2017) revealed that the factors that reveal competencies influence employee performance are individual internal factors that can be directly positively correlated with the views, attitudes and behavior of individuals working in carrying out their duties or work. Therefore, competencies that are indicated from physical capacity, intellectual capacity, quality of mental attitude and social capability of individuals can influence their performance in carrying out the duties and functions of the HR Bureau.

Not only motivation, Firdaus research results (2015) revealed that coordination affects ASN performance, because coordination is an organizational factor that functions to unite, harmonize and balance the process of managing administrative resources and organizational behavior in achieving organizational goals. Therefore, coordination indicated by individual communication activities, group communication and organizational communication can affect the effectiveness of the implementation of HR Bureau duties and functions.

RESEARCH METHOD

Research using quantitative research with positivism paradigm. The research sample of 153 respondents were drawn from a population of 153 ASN with the census method. Secondary data collection

from various books and documents using Literature Studies. The collection of primary data from research samples using a questionnaire technique compiled with a Likert scale. In order to understand the locus and objective conditions of the study Observation was carried out. The results of the study were processed by SEM (Structural Equation Models) consisting of Model Match Tests; Validity test; Reliability Test; Path coefficient measurement; and Hypothesis Test.

RESEARCH RESULT AND DISCUSSION

Analysis of the Effect of Motivation on HR Performance

From the results of the measurement of the path coefficient it is known that the magnitude of the influence of Motivation on the Performance of the Human Resources Bureau reached 0.79, somewhat strong and significant. The magnitude of the influence of Motivation on the Performance of the Human Resources Bureau is determined by physiological needs, security needs, social needs, appreciation needs, and self-actualization needs. The disclosure of this influence indicates that between the Motivation and Performance of the Human Resources Bureau there is a causal relationship (cause-effect). This causal relationship is meaningful: if Motivation is increased or increased, the stimulant increase in Motivation is followed by an increase in the Performance of the Human Resources Bureau. Therefore, the increase in the performance of the Human Resources Bureau of the Secretariat General of the Auditor's Financial Auditing Agency can be improved by improving, enhancing, or optimizing motivation.

Terry (1960: 390) said that "Motivation is desire within an individual that stimulates him or her to action." (Motivation is the desire within a person who stimulates the person in action. Nawawi (1998: 351) explains that the

motive which means encouragement, cause or reason for someone to do something, thus motivation means a condition that encourages or becomes the cause of someone doing an action / activity, which takes place consciously, but the opinion "motivation means a condition that encourages someone to do an act consciously" that is not entirely true, because it could be that someone does an act without being aware of his motives beforehand. This opinion refers to Sigmund Freud's thoughts proposed by Hersey and Blanchard (1995: 15) follows:

Sigmund Freud was the first to realize the importance of unconscious motivation. Freud believed that people were not always aware of the things they wanted, and therefore most of their behavior was influenced by unconscious motives or needs. In fact, the results of the study convinced him that an analogy could be made between human motivation in general and the structure of the iceberg. Significant human motivation segments are below the surface that is not always known to the person concerned. Therefore, often only a small part of the motivation is clear or realized by someone. This may be due to the lack of effort of the person concerned to understand themselves.

Human behavior essentially has a specific purpose and / or is oriented towards certain goals, because human behavior is based on a particular need or desire. Thus human behavior is basically oriented towards specific goals. Regarding motives and motivations, Suradinata (1996: 130) argues: "Motive is an impulse that is in a person to do good in the form of movement and speech. While Motivation is a follow-up of motives, which are actions or movements in the form of words and actions as well as behavior in certain ways by someone.

Koontz: Motivation refers to the drive and effort to satisfaction a want or goal. (Motivation shows encouragement and effort to meet / satisfy a need or to achieve a goal). Jones: Motivation is concerned with how behavior is activated, maintained, directed and stopped. (Motivation is how behavior begins, is strengthened, encouraged, directed and stopped).

In that context, motivation is seen as an impulse to the needs and expectations of the State Civil Apartur in the HR Bureau at the Secretariat General of the BPK in working that is revealed from physiological needs, security needs, social needs, appreciation needs, and self-actualization needs.

Analysis of the Effect of Competence on HR Bureau Performance

From the results of the measurement of the path coefficient it is known that the magnitude of the influence of Competence on the Performance of the Human Resources Bureau reaches 0.76, fairly strong and significant. The magnitude of the effect of Competence on the Performance of the Human Resources Bureau is determined by Technical Competence, Managerial Competence, Ethical Competence. The disclosure of this influence indicates that between the Competencies and Performance of the Human Resources Bureau there is a causal relationship. This relationship of causality is meaningful: if Competency is increased or increased the stimulant increase in competency is followed by an increase in the Performance of the Human Resources Bureau. Therefore, the increase in the performance of the Human Resources Bureau of the Secretariat General of the Auditor Finance Auditing Agency can be improved by improving, increasing, or optimizing Competence.

When a person is placed in a particular position or job, and he is

required to be able to carry out the function of the job or complete the job in accordance with the functions and or standards of the job, then the question is whether that person has competencies that are in accordance with the functions and or standards of the job. If not, of course it is difficult for the person to carry out the functions of the position or complete the job.

Aisworth et.al. (In Cohen, 1999: 173) said that competence is a combination of knowledge and skills relevant to work. Competence is the capacity to handle a job or task based on a predetermined standard. Boyatzis (in Thoha, 1998: 4) said Competence as the capacity that exists in someone who can make that person able to fulfill what is required by the work in an organization so that the organization is able to achieve the expected results. Cohen (1999: 173) says that "competencies are in the areas of knowledge, abilities and skills that increase and individual's effectiveness in dealing with the world". This opinion shows three important things in competence, namely knowledge, abilities and skills. With a slightly different view, Woordruffe and Woodruffe (in Thoha, 1998: 4) distinguish the notions of competence and competency, and explain that competence is a work-related concept, which shows "the work area where people can be competent or superior"; while competency is a basic concept related to people, which shows "behavioral dimensions that underlie superior achievement (competent)". Referring to this matter of competence, Dreher (2001: 27) says that "Competence" is now starting to be used often to reflect one's ability in certain fields or certain skills, such as verbal communication, presentation skills, technical knowledge, stress control, planning ability and decision making skills.

Palan (2008: 5) says the terms competencies, competence and competent which in Indonesian are translated as

competence, skills and empowerment refer to the condition or quality that is capable and appropriate. Kusmana (1989: 43) says that competence is a general ability that is needed or required to support the appearance in a particular position or job which includes a number of very important behaviors and is the main condition for satisfying performance in carrying out a position or job. Cira (1998: 26) argues that competence can be interpreted as a specification of the behaviors exhibited by those who have perfect performance more consistently and more effectively than those who have below-average performance. A broader understanding of competence is found in LOMA's Competency Dictionary (1998) which explains:

Competence is defined as the personal aspects of a worker which enables him to achieve superior performance. The personal aspects of a worker that enable him to achieve superior performance. These personal aspects include the nature, motives, value systems, attitudes, knowledge and skills. Competencies will direct behavior. Whereas behavior will produce performance. Based on these definitions, it can be concluded that not all the personal aspects that drive him to achieve superior performance are his competencies. In addition, it can also be concluded that competence will always be associated with superior performance. The competency model is defined as a set of competencies that are important for the superior performance of a job or group of jobs. This competency model provides a map that helps someone understand the best way to achieve success at work or understand how to overcome a particular situation.

Each individual employee certainly has the characteristics of competence that

are in harmony with his personality. According to Mangkuprawira and Hubeis (2007: 35):

The characteristics of employee competence are having knowledge, capabilities, and initiative and innovative attitude in various dimensions of work, namely 1) Skills and attitudes in solving problems that are oriented to efficiency, productivity, quality and concern for environmental impacts; 2) Skills and attitudes in horizontal and vertical communication and building internal networks; 3) Skills and attitudes in controlling emotional self, building friendship and perception objectivity; 4) Attitude to want to learn on an ongoing basis; 5) Personal development skills and attitudes to link work competencies with individual personal competencies; 6) Advanced skills and attitude to look for new ways in optimizing quality service for customers; and 7) Skills and attitudes of mutual reinforcement (synergy) between employees to always improve product quality and service quality to customers.

In that context, competency is seen as an ASN professional work capability of the HR Bureau at the BPK Secretariat General in implementing various policies, programs and human resource management activities that are revealed from technical competence, managerial competence and ethical competence.

Analysis of the Effect of Coordination on HR Bureau Performance

From the results of the measurement of the path coefficient it is known that the magnitude of the influence of Coordination on the Performance of the Human Resources Bureau reached 0.79, somewhat strong and significant. The magnitude of the influence of

Coordination on the Performance of the Human Resources Bureau is determined by Leadership, Organization, Administration. The disclosure of this influence indicates that between the Coordination and Performance of the Human Resources Bureau there is a causal relationship (cause and effect). This causal relationship is meaningful: if Coordination is increased or increased the stimulant increase in Coordination is followed by an increase in the Performance of the Human Resources Bureau. Therefore, the performance improvement of the Human Resources Bureau of the Secretariat General of the Supreme Audit Board can be improved by improving, enhancing, or optimizing Coordination.

A public organization like BPK has its own structure. The organizational structure not only shows the arrangement of a number of work units and the division of tasks for each work unit; but also shows the importance of coordination between work units in carrying out the tasks and functions of the organization. Many experts define coordination by giving different opinions but have the same goal, namely that coordination is a general principle in all organizations or it can be said that coordination is the main principle of the organization. Brech (in Handayani, 2002: 54) says that coordination is to balance and move the team by providing suitable locations for each activity and to ensure that the activities are carried out with proper harmony among the members themselves. Manulang (2001: 72) says:

Coordination is an effort to direct the activities of all organizational units so that they are directed to contribute as much as possible to achieve overall organizational goals, with coordination there will be harmony of activities among organizational units in achieving organizational goals. So it can be concluded that coordination is the process of integrating goals and

activities within a company or organization in order to have harmony in achieving the goals set. With this coordination is interpreted as an effort towards harmony of work between members of the organization so that there is no confusion, overlapping. This means that the work will be carried out effectively and efficiently.

Coordination can be said as an alignment of the activities of organizational work units that have different authorities, levers and functions but are bound to the same strategic goals. In this perspective, Handoko (1984: 196) argues that coordination is the process of integrating goals and activities in separate units (departments or functional areas) of an organization to achieve organizational goals efficiently. The need for coordination depends on the nature and need of communication in the performance of tasks and the degree of interdependence of the various units of implementation. If the tasks require information flow between units, a high degree of coordination is best. High degree of coordination is very beneficial work that is not routine and not expected, environmental factors are always changing high interdependence. According to Winardi (2000: 39) the characteristics of coordination are:

1. A leader is a person who is responsible for good coordination, it takes cooperation from every component of the organization.
2. The existence of a continuous process, because coordination is the work of leaders who are sustainable and must be developed so that goals can be achieved properly.
3. Coordination is a concept set in a group, not an individual effort, a number of individuals who work together to produce a group effort that is really done well will

produce the overall organizational work well too.

4. The concept of unity of action. Leaders must be able to manage the business of each individual activity so that there is harmony in achieving results.
5. A leader is a person who is responsible for coordination. to be able to carry out coordination well, it takes a collaboration of each component of the organization.

According to Manullang (2001: 72), coordination can be done in various ways. The four main ways to maintain coordination are:

1. Hold an official meeting between the elements or units that must be coordinated. In this meeting, discussed and held an exchange of parties concerned with their goals will go hand in hand and together in achieving a goal.
2. To appoint a person, a team or coordinating committee that is specifically tasked with carrying out coordination activities, such as providing explanations or guidance to the coordinated units.
3. Make a manual that contains an explanation of the tasks of each unit. Such manuals are given by each unit to be guided in carrying out their respective duties.
4. Leaders or superiors hold meetings with subordinates in the context of providing guidance, consultation and direction.

To carry out coordination activities in various ways as mentioned above is very necessary because with the existence of coordination activities can avoid conflict, reduce duplication of tasks, eliminate unemployment, eliminate self-interest and strengthen cooperation. In that context, coordination is seen as aligning the activities of the implementation of the ASN Management at the BPK Secretariat General BPK Human Resources which is

carried out through the implementation of leadership functions, organizational functions and administrative functions to achieve the objective of conducting audits on the management and financial responsibility of the state.

CLOSING

The magnitude of the influence of Motivation on the Performance of the Human Resources Bureau reached 0.79, somewhat strong and significant. The magnitude of the influence of Motivation on the Performance of the Human Resources Bureau is determined by physiological needs, security needs, social needs, appreciation needs, and self-actualization needs. The disclosure of this influence indicates that between the Motivation and Performance of the Human Resources Bureau there is a causal relationship (cause-effect). This causal relationship is meaningful: if Motivation is increased or increased, the stimulant increase in Motivation is followed by an increase in the Performance of the Human Resources Bureau. Therefore, improving the performance of the Human Resources Bureau of the Secretariat General of the Supreme Audit Board can be improved by improving, increasing, or optimizing motivation. The magnitude of the effect of Competence on the Performance of the Human Resources Bureau reached 0.76, fairly strong and significant. The magnitude of the effect of Competence on the Performance of the Human Resources Bureau is determined by Technical Competence, Managerial Competence, Ethical Competence. The disclosure of this influence indicates that between the Competencies and Performance of the Human Resources Bureau there is a causal relationship (cause-effect). This relationship of causality is meaningful: if Competency is increased or increased the stimulant increase in competency is followed by an increase in the Performance of the Human Resources Bureau. Therefore, the performance

improvement of the Human Resources Bureau of the Secretariat General of the Supreme Audit Board can be improved by improving, increasing, or optimizing competence. The magnitude of the influence of Coordination on the Performance of the Human Resources Bureau reached 0.79, somewhat strong and significant. The magnitude of the influence of Coordination on the Performance of the Human Resources Bureau is determined by Leadership, Organization, Administration. The disclosure of this influence indicates that between the Coordination and Performance of the Human Resources Bureau there is a causal relationship. This causal relationship is meaningful: if Coordination is increased or increased the stimulant increase in Coordination is followed by an increase in the Performance of the Human Resources Bureau. Therefore, the performance improvement of the Human Resources Bureau of the Secretariat General of the Supreme Audit Board can be improved by improving, enhancing, or optimizing Coordination.

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