

## THE EFFECT OF COMPETENCE AND MOTIVATION ON EMPLOYEE PERFORMANCE WITH INNOVATIVE BEHAVIORAS INTERVENING VARIABLES

(Case Study at Badan Meteorologi Klimatologi dan Geofisika Bali)

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### Abstract

Employee performance is the result of work that has a relationship with organizational goals, and has been achieved by someone in quality and quantity in accordance with the responsibilities given. This study aims to examine and analyze the effect of competence and motivation on employee performance with innovative behavior as an intervening variable at the Badan Meteorologi, Klimatologi dan Geofisika Bali. The population used in this study were 66 employees at the Badan Meteorologi, Klimatologi dan Geofisika Bali. Because the population is below 100 all populations will be taken as samples. Partial Least Square is used in the analysis technique and uses Smart PLS software. The results showed that competence has a positive and significant effect on innovative behavior and employee performance, motivation has a positive and insignificant effect on employee performance and has a positive and significant effect on innovative behavior, innovative behavior has a positive and significant effect on employee performance. The results of this study also confirm the partial mediating role of innovative behavior in the influence of competence on employee performance and the full mediating role in the influence of motivation on employee performance.

**Key words:** competence, motivation, innovative behavior and employee performance

## 1 | INTRODUCTION

Human Resources (HR) has a role in achieving organizational goals, so it is very important to always be improved in order to be able to adapt to an ever-changing environment (Bangun, 2012:4). In addition, HR must always be sensitive to all changes that occur, because these changes will cause various types of challenges that must be faced and overcome effectively and efficiently (Siagian, 2009:35). The ability of human resources to increase their capacity to be more adaptive and reliable is very much needed in dealing with the dynamics of rapid change. In response to this, the Meteorology, Climatology and Geophysics Agency

(BMKG) has identified it in the 2020-2024 Strategic Plan (Renstra) document. The BMKG policies contained in the 2020-2024 Strategic Plan cover 5 (five) aspects, namely HR, organization, services, equipment operational infrastructure, and data.

BMKG Bali in carrying out its main duties and functions in the MKG field, continues to encourage all employees to be more productive. The performance of employees contained in this institution is the result of each employee's performance in it. Therefore, the overall performance of BMKG Bali employees is reflected in the results of achieving performance in carrying out the targets that have been set. The performance of BMKG Bali employees can be seen in Table 1 as below:

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## 2 | LITERATURE REVIEW

### 2.1 | Goal Setting Theory

Goal setting theory is one part of the motivation theory proposed by Edwin Locke in 1978. Goal setting theory is based on evidence that assumes that goals (ideas for the future; desired states) play an important role in action. Goal Setting Theory is a model of individuals who want to have goals, choose goals and become motivated to achieve goals (Birnberg in Mahennoko, 2011). Goal setting theory explains the relationship between the goals set and work performance. The basic concept of this theory is that someone who understands the goals (what the organization expects of him) will affect his work behavior.

### 2.2 | Employee Performance

The term performance comes from the word Job Performance or Actual Performance (job performance or actual achievement achieved by someone). So that it can be defined that performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Mangkunegara, 2015: 67). Performance is the result of a process that refers to and is measured over a certain period of time based on pre-determined provisions or agreements (Edison, 2016:190).

### 2.3 | Competence

Competence is a characteristic that underlies a person related to the effectiveness of the individual's performance in his work or the basic characteristics of individuals who have a causal relationship or as a cause and effect with the criteria that are used as a reference. Competence is the underlying characteristic of a person that produces effective work and/or superior performance (George Klem in Edison et al . 2016:143).

### 2.4 | Motivation

Motivation is an encouragement to a series of processes of human behavior to achieve goals. While the elements contained in motivation include elements of generating, directing, maintaining, show-

Table 1

Average Value of SKP Achievement of BMKG Employees in Bali Province

NO	Year	Performance Target In SKP	Average Performance Achievements
1	2017	100	86.4
2	2018	100	86.5
3	2019	100	86.5

Source: Secondary Data processed

The data in Table 1 shows that there is a gap between performance targets and performance achievements. The average value of performance achievement is in the range of 86.4 – 86.5 of the specified value of 100, thus it is necessary to increase performance for BMKG Bali employees. Performance improvement can be done through training, training and workshop activities, so it is hoped that it will further improve the abilities and capacities of employees.

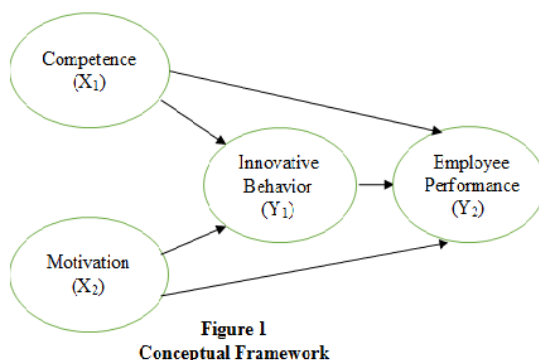
The success of an organization is also influenced by employee performance, where the optimal performance of employees in the organization can be measured by comparing the results of the work that has been done with the standards set by the organization. In addition, a person's performance is influenced by the level of education, initiative, work experience, and motivation of human resources. The results of HR work are able to support the output produced by an organization, meaning that HR will get good performance as long as it has high innovation power. This is as stated by Martina et al in Frediyanto (2017: 3) that innovative performance can improve HR performance, the influence will be stronger when HR has high human capital.

Performance in carrying out its functions does not stand alone, but is related to ability and work motivation. Therefore, according to Keith Davis in Mangkunegara (2005: 13), there are two (2) main factors affecting the ability of individual performance (ability) and motivation. Individual ability depends on the level of knowledge possessed, educational background, and skills mastered. While individual work motivation depends on the attitude as the basic motivation and the environment that influences that motivation. In addition, performance is also related to motivation and creative ideas or innovations that are applied in an organization (Mangkunegara, 2000).

ing intensity, being continuous and having a purpose (Wibowo, 2016: 322). Motivation is basically a mental condition that encourages taking an action ( action or activity ) and provides strength ( energy ) that leads to the achievement of needs, gives satisfaction or reduces imbalances (Martoyo, 2000: 165).

### 3 | CONCEPTUAL FRAMEWORK AND HYPOTHESES

The success of an organization in realizing its goals must be supported by human resources who have competence, work motivation and innovative behavior so employee are able to provide new ideas to continuously improve employee performance.



Several previous research results related to employee performance are used as a reference frame of mind in this research, which is focused on analyzing the relationship between the four variables, namely: competence, motivation, organizational behavior and employee performance.

The hypotheses in this study are as follows:  $H_1$ : Competence has a positive and significant effect on employee performance;  $H_2$ : Motivation has a positive and significant effect on employee performance;  $H_3$ : Innovative behavior has a positive and significant effect on employee performance;  $H_4$ : Competence has a positive and significant effect on employee innovative behavior;  $H_5$ : Motivation has a positive and significant effect on employee innovative behavior;  $H_6$ : Innovative behavior significantly mediates the effect of competence on employee performance;  $H_7$ : Innovative behavior significantly

mediates the effect of motivation on employee performance.

### 4 | RESEARCH METHODOLOGY

The research was conducted at the Badan Meteorologi, Klimatologi dan Geofisika Bali (BMKG) having its address at Jalan Raya Tuban, Kuta, Badung Regency, Bali. This study explains the effect of competence, motivation on employee performance and innovative behavior at the Badan Meteorologi, Klimatologi dan Geofisika Bali. The scope of the study is limited to the variable competence, motivation on employee performance through innovative behavior as a variable intervening.

The population in this study were 66 BMKG Bali functional employees. This study uses a saturated sample or census method which is a sampling technique when all members of the population are used as samples. This is often done when the population is relatively small, less than 100 people. This study uses Structural Equation Modeling (SEM) with a variance based or component based approach with Partial Least Square (PLS) and processed using Smart PLS 3 software.

### 5 | RESULT AND DISCUSSION

#### 5.1 | Evaluation of the Measurement Model (Outer Model)

Evaluation of the measurement model to test the validity and reliability of the indicators that measure the construct or latent variable. In this research into four latent variables, namely competence ( $X_1$ ), motivation ( $X_2$ ), innovative behavior ( $Y_1$ ), and employee performance ( $Y_2$ ) are measurement model with indicators reflective, so that the evaluation of the model taking the measurements performed by checking the convergent and discriminant validity of the indicator and the composite reliability for the indicator block. The results of the examination outer model which includes convergent, discriminant validity and composite reliability can be delivered

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## 5.2 | Convergent validity

Convergent validity aims to measure the validity of indicators as constructs that can be seen in the outer loading (Smart- PLS output). Indicators are considered valid if it has a value of outer loading at over 0.50. Besides that, the outer loading value can determine the contribution of each indicator/indicator to the latent variable. The outer loading of an indicator with the highest value shows the indicator as the strongest measure or in other words the most important in the latent variable. The results of the examination of the model can be seen outer loading each indicator and is presented in Table 2 below:

**Table 2**  
Outer Loading Evaluation Results

Variable	Indicator	Outer Loading
Competence (X <sub>1</sub> )	Knowledge (X <sub>1.1</sub> )	0.807
	Skills (X <sub>1.2</sub> )	0.918
	Attitude (X <sub>1.3</sub> )	0.834
Motivation (X <sub>2</sub> )	Desire to live (X <sub>2.1</sub> )	0.886
	Desire for a position (X <sub>2.2</sub> )	0.849
	Desire for power (X <sub>2.3</sub> )	0.763
	Desire for recognition (X <sub>2.4</sub> )	0.709
Innovative behavior (Y <sub>1</sub> )	Opportunity exploration (Y <sub>1.1</sub> )	0.738
	Generativity (Y <sub>1.2</sub> )	0.780
	Formative investigation (Y <sub>1.3</sub> )	0.779
	Champion (Y <sub>1.4</sub> )	0.700
	Application (Y <sub>1.5</sub> )	0.915
Employee Performance (Y <sub>2</sub> )	Loyalty (Y <sub>2.1</sub> )	0.878
	Achievement of work (Y <sub>2.2</sub> )	0.744
	Discipline (Y <sub>2.3</sub> )	0.934
	Cooperation (Y <sub>2.4</sub> )	0.903
	Proficiency (Y <sub>2.5</sub> )	0.921
	Responsibility answer (Y <sub>2.6</sub> )	0.708

Source: Processed data

## 5.3 | Discriminant validity

This evaluation is done by comparing the value of the square root of average variance extracted ( $\sqrt{\text{AVE}}$ ) of each latent variable with the correlations between other latent variables in the model. The results of the discriminant validity examination (Table 3) show the AVE value is greater than 0.50, and the four latent variables studied have a greater square root of average variance extracted ( $\sqrt{\text{AVE}}$ ) value with a correlation coefficient between other variables. Thus, the results obtained indicate that it has good discriminant validity.

**Table 3**  
Discriminant Validity Check

Variable	AVE	AVE	Employee Performance (Y <sub>2</sub> )	Competence (X <sub>1</sub> )	Motivation (X <sub>2</sub> )	Innovative Behavior (Y <sub>1</sub> )
Employee Performance (Y <sub>2</sub> )	0.727	0.852	1,000			
Competence (X <sub>1</sub> )	0.730	0.854	0.840	1,000		
Motivation (X <sub>2</sub> )	0.648	0.803	0.743	0.754	1,000	
Innovative Behavior (Y <sub>1</sub> )	0.618	0.786	0.826	0.787	0.784	1,000

Source: Processed data

## Composite reliability

Composite reliability aimed to evaluate the reliability values between blocks of indicators of the constructs that make it up. The assessment results of composite reliability in the measurement model (Table 4), it appears the value of four latent variables are above 0.70, so the block indicator declared reliable measure variables

**Table 4**  
Composite Reliability Results

Variable	Composite Reliability
Employee Performance (Y <sub>2</sub> )	0.941
Competence (X <sub>1</sub> )	0.890
Motivation (X <sub>2</sub> )	0.880
Innovative Behavior (Y <sub>1</sub> )	0.889

Source: Processed data

In accordance with the results of the evaluation of the convergent and discriminant validity of each indicator, and the composite reliability for the indicator block obtained, it can be concluded that the indicators for each latent variable are valid and reliable measures.

The next step will be an analysis of the inner model to determine the suitability of the model (goodness of fit model) in this research.

## 5.4 | Evaluation of the Structural Model (Inner Model)

Structural models were evaluated with regard Q<sup>2</sup>predictive relevance models that measure how well the observed values generated by the model.



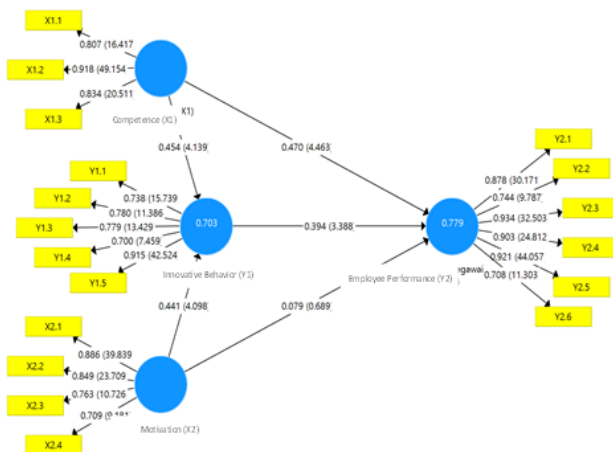
$Q^2$  is based on the coefficient of determination of all dependent variables. The magnitude of  $Q^2$  has a value with a range of  $0 < Q^2 < 1$ , the closer the value to 1 means the better the model. As for the calculation of  $Q^2$  predictive relevance models correspondence grain following Table 5.

**Table 5**  
**Structural Model Evaluation Results (Inner Model)**

Structural Model	Endogenous Variable	R-square
1	Employee Performance (Y2)	0.779
2	Innovative Behavior (Y1)	0.703
Calculation : $Q^2 = (1 - [(1 - R_1^2) (1 - R_2^2)])$ $Q^2 = (1 - [(1 - 0.709) (1 - 0.703)]) = 0.913$		

Source: Source: Processed data

Table 5 shows that the value of  $Q^2 = 0.913$  and approaching a value of 1, so it can give right evidence that structural models have compatibility (goodness-fit model) was good. It also gives the sense, that 91.3 % of the data can be explained by the model, while the remaining 8.7 % is explained by error or variables other that are not included in the model.



**Figure 2**  
**Research Result Model**

The results of hypothesis testing in this study are: Hypothesis 1 ( $H_1$ ), competence ( $X_1$ ) is proven to have a positive and significant effect on employee performance ( $Y_2$ ). These results indicated by the

path coefficients are positive value of 0.470 with T-statistic = 4.463 (T-statistic > 1.96), so the hypothesis 1 ( $H_1$ ): competence impact positively on the performance of employees can be proven. The results of the analysis obtained mean that the higher the competence possessed by the employee, the higher the employee's performance;

Hypothesis 2 ( $H_2$ ), motivation ( $X_2$ ) proved to be positive and not significant to employee performance ( $Y_2$ ). These results indicated by the path coefficients are positive value of 0.079 with T-statistic = 0.689 (T-statistic < 1.96), so the hypothesis 2 ( $H_2$ ): motivational impact positively on the performance of employees rejected. The results of the analysis obtained mean that the existing motivation has not been able to improve employee performance;

Hypothesis 3 ( $H_3$ ), innovative behavior ( $Y_1$ ) proved positive and significant effect on employee performance ( $Y_2$ ). These results indicated by the path coefficients are positive value of 0.394 with T-statistic = 3.338 (T-statistic > 1.96), so the hypothesis 3 ( $H_3$ ): innovative behavior affects positively to the performance of employees can be proven. The results of the analysis obtained mean that the better the innovative behavior of employees at work, the better the performance of employees.

Hypothesis 4 ( $H_4$ ), competence ( $X_1$ ) proved positive and significant impact on the innovative behavior ( $Y_1$ ). These results indicated by the path coefficients are positive value of 0.454 with T-statistic = 4.139 (T-statistic > 1.96), so the hypothesis 4 ( $H_4$ ): competence affect positively to innovative behavior can be proved. The results of the analysis obtained mean that the higher the level of competence of the employee, the more innovative behavior of the employee will be.

Hypothesis 5 ( $H_5$ ), motivation ( $X_2$ ) has been shown to have a positive and significant effect on innovative behavior ( $Y_1$ ). This result is indicated by a positive path coefficient of 0.441 with T-statistic = 4.098 (T-statistic > 1.96), so that hypothesis 5 ( $H_5$ ): motivation has a positive effect on innovative behavior can be proven. The results of the analysis obtained mean that the greater the motivation of the employee, the greater the innovative behavior of the employee.

Hypothesis 6 ( $H_6$ ), innovative behavior ( $Y_1$ ) shown to mediate the effect is not immediate competence

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variable ( $X_1$ ) to employee performance ( $Y_2$ ). These results are shown from the mediation test conducted on effects A, C and D have a significant value. Based on these results it can be stated that the better the innovative behavior of employees with a high level of competence can also improve employee performance. Information else that can be delivered, the mediating effect of variables innovative behavior ( $Y_1$ ) in the indirect influence of competence ( $X_1$ ) of the employee performance ( $Y_2$ ) are partial mediation. This finding provides clues that the innovative behavior variable ( $Y_1$ ) is not a determining variable on the effect of competence ( $X_1$ ) on employee performance ( $Y_2$ ).

Hypothesis 7 ( $H_7$ ), innovative behavior ( $Y_1$ ) is proven to be able to mediate the indirect effect of motivational variables ( $X_2$ ) on employee performance ( $Y_2$ ). This result is shown from the mediation test conducted on the effects of C and D which have a significant value of  $n$ . However, the effect of A has an insignificant value. Based on these results, it can be stated that an increase in innovative behavior driven by motivation will have an impact on increasing employee performance. Other information that can be delivered, the mediating effect of variables innovative behavior ( $Y_1$ ) on indirect influence motivation ( $X_1$ ) of the employee performance ( $Y_2$ ) is full mediation. These findings provide clues, innovative behavioral variables ( $Y_1$ ) as a determinant on the influence of motivation ( $X_1$ ) of the employee performance ( $Y_2$ ). This is because motivation ( $X_1$ ) does not have a significant direct effect on employee performance ( $Y_2$ ).

### 6 | CONCLUSIONS AND SUGGESTIONS

Based on the discussion of the results, it can be concluded that the effect of variables competence ( $X_1$ ), motivation ( $X_2$ ), innovative behavior ( $Y_1$ ), and employee performance ( $Y_2$ ) as follow: Competence has a positive and significant effect on employee performance at the Badan Meteorologi, Klimatologi dan Geofisika Bali. This means that the higher the competence possessed by the employee, the higher the performance of the employee. And vice versa if the competence possessed is low, it will have an impact on decreasing employee performance; Moti-

vation has no effect on employee performance at the Badan Meteorologi, Klimatologi dan Geofisika Bali. This means that the existing motivation has not been able to improve the performance of employees of the Badan Meteorologi, Klimatologi dan Geofisika Bali; Innovative behavior has a positive and significant effect on employee performance at the Badan Meteorologi, Klimatologi dan Geofisika Bali. This means that the higher the innovative behavior possessed by the employee, the higher the performance of the employee. Vice versa if the innovative behavior that is owned is low, it will have an impact on decreasing employee performance;

Competence has a positive and significant effect on the innovative behavior of employees at the Badan Meteorologi, Klimatologi dan Geofisika Bali. This means that the higher the competence possessed by the employee, the more innovative behavior of the employee will be. Vice versa if the competence is low, it will have an impact on decreasing the level of innovative behavior. Motivation has a positive and significant effect on the innovative behavior of employees at the Badan Meteorologi, Klimatologi dan Geofisika Bali. This means that the higher the motivation possessed by the employee, the more innovative behavior of the employee will be. Vice versa if the motivation is low, it will have an impact on decreasing the level of innovative behavior; Innovative behavior is able to partially mediate the effect of employee competence on employee performance at the Badan Meteorologi, Klimatologi dan Geofisika Bali. This means that the higher the competence possessed and supported by high innovative behavior will also be able to improve the performance of employees; Innovative behavior is able to fully mediate the influence of employee motivation on employee performance at the Badan Meteorologi, Klimatologi dan Geofisika Bali. This means that work motivation supported by high innovative behavior will be able to improve performance than employees.

Based on the conclusions above, suggestions that can be given by researchers are as follows: In optimizing the achievement of employee performance at the Badan Meteorologi, Klimatologi dan Geofisika Bali, efforts should be made to promote the improvement of employee skills where this is not in accordance with the reality on the ground, where employ-

ees prefer to increase knowledge as indicated by the acquisition of the highest average score. Thus the existing competencies at the Badan Meteorologi, Klimatologi dan Geofisika Bali are not sufficient. This provides input to the organization to improve skills at work, and continues to pay attention to improvements in other competency indicators so that employee performance increases; The motivation for employees of the Badan Meteorologi, Klimatologi dan Geofisika Bali is quite good where the indicator of the desire to live has a high factor and average weight value, which is in accordance with the reality in the field. Thus the existing motivation can be said to be adequate. The results of this study provide input to the organization to further increase the motivation to want to live but still strive to improve other motivation indicators in order to create increased employee performance; In optimizing the achievement of performance at the Badan Meteorologi, Klimatologi dan Geofisika Bali, it is necessary to have innovative behavior from employees. By prioritizing the application of application indicators that are in accordance with the results of the analysis but are not in accordance with the reality in the field, where employees prefer the application of generativity which is indicated by the acquisition of the highest average score. Thus, the innovative behavior of the Badan Meteorologi, Klimatologi dan Geofisika Bali is not sufficient. This provides input to the organization to prioritize the application of applications in improving employee performance while still paying attention to improvements in other indicators of innovative behavior in order to create increased employee performance; Future researchers can replicate this research model through a longitudinal approach model (from time to time), and allow it to be used in other organizations. In addition, future researchers can modify the research model by adding and developing other indicators and variables. This is based on the fact that the competence, motivation and individual behavior of employees in each organization are different from one another.

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