

THE EFFECT OF COMPETENCY, ORGANIZATIONAL CULTURE, AND JOB SATISFACTION ON EMPLOYEE PERFORMANCE WITH MOTIVATION AS A MODERATING VARIABLE AT THE SECRETARIAT OF THE HOUSE OF REPRESENTATIVES OF KARO DISTRICT

PENGARUH KOMPETENSI, BUDAYA ORGANISASI, DAN KEPUASAN KERJA TERHADAP KINERJA KARYAWAN DENGAN MOTIVASI SEBAGAI VARIABEL MODERATOR DI SEKRETARIAT DEWAN PERWAKILAN RAKYAT KABUPATEN KARO

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ABSTRACT

This study explores the influence of competence, organizational culture, and job satisfaction on employee performance, with motivation acting as a moderating variable at the Secretariat of the House of Representatives of Karo District. The research emphasizes the vital importance of competent, satisfied, and motivated human resources in enhancing organizational performance amid ongoing bureaucratic reform, digital transformation, and increasing expectations for effective public service delivery. Using a quantitative research design, data were collected through a census sampling technique involving all employees at the Secretariat. The instrument used was a structured questionnaire based on a Likert scale, and the data were analyzed through multiple linear regression and Moderated Regression Analysis (MRA). The results of the study demonstrate that competence, organizational culture, and job satisfaction each have positive and significant effects on employee performance. In addition, motivation was found to strengthen these relationships, proving its moderating effect in enhancing performance outcomes. This indicates that employees with high motivation can translate competence, cultural values, and satisfaction into more productive behavior and improved work results. Theoretically, the study contributes to the development of human resource management and organizational behavior theories, particularly regarding the moderating role of motivation in performance enhancement. Practically, the research offers valuable recommendations for leaders and policymakers at the Secretariat to improve performance through continuous competence development, the cultivation of a strong organizational culture, and the implementation of effective motivation strategies tailored to employee needs and organizational goals.

Keywords: Competence, Motivation, Organizational Culture, Employee Performance, Secretariat Of The House Of Representatives Of Karo District.

ABSTRAK

Penelitian ini mengkaji pengaruh kompetensi, budaya organisasi, dan kepuasan kerja terhadap kinerja karyawan, dengan motivasi berperan sebagai variabel moderator di Sekretariat Dewan Perwakilan Rakyat Kabupaten Karo. Penelitian ini menekankan pentingnya sumber daya manusia yang kompeten, puas, dan termotivasi dalam meningkatkan kinerja organisasi di tengah reformasi birokrasi yang sedang berlangsung, transformasi digital, dan meningkatnya harapan akan pelayanan publik yang efektif. Menggunakan desain penelitian kuantitatif, data dikumpulkan melalui teknik sampling sensus yang melibatkan semua karyawan di Sekretariat. Alat ukur yang digunakan adalah kuesioner terstruktur berdasarkan skala Likert, dan data dianalisis melalui regresi linier berganda dan Analisis Regresi Moderat (MRA). Hasil penelitian menunjukkan bahwa kompetensi, budaya organisasi, dan kepuasan kerja masing-masing memiliki pengaruh positif dan signifikan terhadap kinerja karyawan. Selain itu, motivasi ditemukan dapat memperkuat hubungan-hubungan ini, membuktikan efek moderasinya dalam meningkatkan hasil kinerja. Hal ini menunjukkan bahwa karyawan dengan motivasi tinggi dapat mengubah kompetensi, nilai-nilai budaya, dan kepuasan menjadi perilaku yang lebih produktif dan hasil kerja yang lebih baik. Secara teoritis, penelitian ini berkontribusi pada pengembangan teori manajemen sumber daya manusia dan perilaku organisasi, khususnya terkait peran moderasi motivasi dalam peningkatan kinerja. Secara praktis, penelitian ini menawarkan rekomendasi berharga bagi pemimpin dan pembuat kebijakan di Sekretariat untuk meningkatkan kinerja melalui pengembangan kompetensi

berkelanjutan, pembentukan budaya organisasi yang kuat, dan penerapan strategi motivasi yang efektif sesuai dengan kebutuhan karyawan dan tujuan organisasi.

Kata Kunci: Kompetensi, Motivasi, Budaya Organisasi, Kinerja Karyawan, Sekretariat Dewan Perwakilan Rakyat Kabupaten Karo.

INTRODUCTION

In a local government environment like Karo Regency, particularly the Karo Regency DPRD Secretariat, improving employee performance is crucial to support legislative, administrative, and public service functions. Understanding the factors that contribute to improved employee performance is crucial, especially given the pressures placed on employees by bureaucratic reform, accelerated digitalization, and increasingly high public expectations. Therefore, it is necessary to examine how competency, work culture, and job satisfaction influence employee performance.

Several previous studies have shown that competence and motivation significantly influence employee performance within an organization. Although various studies have examined the relationship between competence, organizational culture, job satisfaction, and motivation on performance, there is a research gap that has not been fully explored, especially in the context of local government agencies. Most previous studies only examine the direct relationship between two or three variables without considering the role of motivation as a moderating variable. Furthermore, research conducted within the local government environment, particularly the Regional People's Representative Council (DPRD) Secretariat, is still very limited. Therefore, the results of this study are expected to fill the gap in the literature and provide significant theoretical and practical contributions.

To focus this research, it was conducted solely on employees of the

Karo Regency DPRD Secretariat. The independent variables studied were limited to competency, organizational culture, and job satisfaction. The dependent variable studied was employee performance. Motivation was limited to moderating the relationship between competency, organizational culture, and job satisfaction on performance.

RESEARCH METHODS

This research is quantitative with a survey approach. Its aim is to examine the relationship and influence between competency, motivation, organizational culture, and employee performance. This research was conducted at the Karo Regency DPRD Secretariat, located at Jalan Jamin Ginting No. 14, Kabanjahe, Karo, North Sumatra. The research was conducted from May to July 2025, starting with instrument development and questionnaire distribution, and ending with data processing and analysis.

Population

The population in this study was all employees of the Karo Regency DPRD Secretariat, namely ASN and Casual Daily Workers totaling 46. The population calculated was those included in the attendance list of Karo Regency DPRD Secretariat employees. The sampling technique used the census method, considering that the population was not too large, namely only around 46 people, so the entire population was used as respondents.

Sample

Because the population is relatively small and affordable, this

research uses a census technique, namely all members of the population are used as research samples (total sampling).

Data Types and Sources

This study uses two types of data, namely:

1. Primary Data

Primary data was obtained directly from respondents through questionnaires. This data reflects the perceptions of Karo Regency DPRD Secretariat employees regarding their competence, motivation, organizational culture, and performance.

2. Secondary Data

Secondary data is obtained from previously available documents or sources, such as employee performance reports, organizational structures, personnel data, as well as references from scientific journals, books, and other literature relevant to the research variables.

Data collection technique

Data were collected through a questionnaire structured based on the indicators of each variable. The measurement scale used was a 5-point Likert scale, ranging from "Strongly Disagree" to "Strongly Agree."

Multiple Linear Regression Analysis

Used to test the influence of independent variables (X_1 = Competence, X_2 = Organizational Culture and X_3 = Job Satisfaction) on the dependent variable (Y = Performance). The regression equation used:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$$

Where:

Y = Employee Performance

X_1 = Competence

X_2 = Organizational Culture

X_3 = Job satisfaction

β_0 = Constant

$\beta_1, \beta_2, \beta_3$ = Regression coefficient

ε = error term

Moderated Regression Analysis (MRA)

To determine whether Motivation (Z) moderates the influence of organizational cultural competence and job satisfaction on performance. The interaction model tested:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3$$

Information:

Z = Motivation (moderator)

$X_1 \times Z$, $X_2 \times Z$, $X_3 \times Z$ = Interaction between each independent variable and motivation

Interpretation criteria:

If the interaction of $X_1 \times Z$ and/or $X_2 \times Z$ is significant (p -value < 0.05), then organizational culture moderates the relationship between these variables and performance.

RESULTS AND DISCUSSIONS (HASIL DAN PEMBAHASAN)

Data Analysis Techniques

a. Validity Test

In this study, validity testing was conducted using the Stata program. In this validity test, the research can be said to be valid if $r_{hitung} \geq r_{tabel}$ at a significance level of 5% (0.05). The validity test was based on the results of a questionnaire distributed to 46 respondents. The results of the validity test that the researcher conducted by comparing r_{hitung} and r_{tabel} , where it was found that r_{tabel} of 46 was 0.291. The following are the results of the validity test which can be seen in the following table:

Table 1. Validity Test Results

Indicator	r Count	r Table	Information
k1	0.7667	0.291	Valid
k2	0.7981	0.291	Valid

Indicator	r Count	r Table	Information
k3	0.6484	0.291	Valid
k4	0.5789	0.291	Valid
bo1	0.7538	0.291	Valid
bo2	0.8202	0.291	Valid
bo3	0.6671	0.291	Valid
bo4	0.6186	0.291	Valid
kk1	0.2943	0.291	Valid
kk2	0.7505	0.291	Valid
kk3	0.5369	0.291	Valid
kk4	0.8266	0.291	Valid
kk5	0.7516	0.291	Valid
m1	0.6717	0.291	Valid
m2	0.8794	0.291	Valid
m3	0.7109	0.291	Valid
m4	0.7655	0.291	Valid
kp1	0.7466	0.291	Valid
kp2	0.7102	0.291	Valid
kp3	0.6721	0.291	Valid
kp4	0.4620	0.291	Valid
kp5	0.4672	0.291	Valid
kp6	0.4554	0.291	Valid

Source: Primary data processed by Stata

Based on the table above, it can be seen that all statement items for variables X1, X2, X3, Z, and Y are declared valid because all statement items obtained a calculated r value that was greater than the r table, which was 0.291.

b. Reliability Test

Based on the data obtained, namely the questionnaire results and testing, the following reliability test results were obtained:

Table 2. Reliability test results

No	Variable	Cronbach's Alpha	r Table	Status
1	Competence (X1)	0.7782	0.291	Reliable
2	Organizational Culture (X2)	0.7836	0.291	Reliable
3	Job Satisfaction (X3)	0.7566	0.291	Reliable
4	Motivation (Z)	0.8016	0.291	Reliable
5	Employee Performance (Y)	0.7342	0.291	Reliable

Source: Primary data processed by Stata 17

If the Cronbach's Alpha value is greater than the r table, then the questionnaire questions can be declared reliable. Based on the table above, it can be seen that variables X1, X2, X3, Y, and Z obtained Cronbach's Alpha values greater than 0.291. And also according to the alpha range, for the coefficient of each variable is in a fairly good range and can be relied upon. Therefore, it can be said that the questionnaire statement items are declared reliable.

c. Classical Assumption Test

After conducting the VIF test, the results obtained are as below.

**Table 3. Variable Interpretation
Table after centering**

Variables	VIF	1/VIF	Information
x1c	1.23	0.815	There is no multicollinearity
x2c	1.51	0.661	There is no multicollinearity
x3c	1.76	0.568	There is no multicollinearity
zc	1.58	0.633	There is no multicollinearity
x1zc	1.30	0.771	There is no multicollinearity
x2zc	1.38	0.723	There is no multicollinearity
x3zc	1.27	0.785	There is no multicollinearity
Mean VIF	1.43	—	—

Heteroscedasticity Test

Because the p-value = 0.7896 > 0.05, it is concluded that H0 has failed to be rejected and there are no symptoms of heteroscedasticity in the regression model.

the Breusch-Pagan/Cook-Weisberg test, there is no statistically significant evidence of heteroscedasticity in the model. In other words, the variance of the residuals can be considered constant (homoscedasticity).

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. estat hettest

Breusch-Pagan/Cook-Weisberg test for heteroskedasticity
Assumption: Normal error terms
Variable: Fitted values of y

H0: Constant variance

      chi2(1) =    0.07
Prob > chi2 = 0.7896
```

Figure 1. Heteroscedasticity Test**Normality Test**

The results of the normality test using this test can be seen in the following table:

```
. swilk x1 x2 x3 z y

Shapiro-Wilk W test for normal data
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Variable	Obs	W	V	z	Prob>z
x1	46	0.96232	1.660	1.075	0.14113
x2	46	0.98525	0.650	-0.915	0.81998
x3	46	0.97071	1.290	0.541	0.29438
z	46	0.98577	0.627	-0.991	0.83915
y	46	0.97684	1.020	0.043	0.48300

Figure 2. Shapiro-Wilk test

From the table above, we can see that the P-value for each variable is > 0.05. Therefore, the normality test in this study can be said to be normally distributed.

Then the Shapiro-Wilk test was carried out on the residuals of the regression model with the results as below:

```
. predict resid, residuals

. swilk resid

Shapiro-Wilk W test for normal data
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Variable	Obs	W	V	z	Prob>z
resid	46	0.98639	0.600	-1.085	0.86109

Figure 3. Shapiro-Wilk test on residuals

The null hypothesis for the Shapiro-Wilk test is that the data are normally distributed. The alternative hypothesis is that the data are not normally distributed. In this case, the p-value (Prob>z) is 0.86109.

Since $0.86109 > 0.05$ (assuming a conventional significance level of

$\alpha=0.05$), we cannot reject the null hypothesis. Therefore, based on the Shapiro-Wilk W test, we can conclude that the data for "residual" follows a normal distribution.

Multiple Linear Regression Test

At this stage, a multiple linear regression analysis was conducted by including interaction variables (moderation) to determine the extent to which motivation can strengthen or weaken the relationship between competence, organizational culture, and job satisfaction on employee performance at the Karo Regency DPRD Secretariat. Multiple linear regression tests were conducted on the centered variables. The following are the regression results using Stata17.

Table 4. Multiple Linear Regression Test

```
. regress y x1c x2c x3c
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Source	SS	df	MS	Number of obs	=	46
Model	7.05791241	3	2.35263747	F(3, 42)	=	0.57
Residual	173.920348	42	4.14096068	Prob > F	=	0.6391
Total	180.978261	45	4.02173913	R-squared	=	0.0390
				Adj R-squared	=	-0.0296
				Root MSE	=	2.0349

	y	Coefficient	Std. err.	t	P> t	[95% conf. interval]
x1c		.2190808	.1838305	1.19	0.240	-.1519043 .5900658
x2c		.0994181	.1646763	0.60	0.549	-.2329122 .4317483
x3c		-.0275453	.1324256	-0.21	0.836	-.294791 .2397004
_cons		23.97826	.3000348	79.92	0.000	23.37277 24.58375

Regression coefficient of each variable:

1. x1c (Competence): 0.2191 with p = 0.240 (not significant). This means that competence tends to have a positive effect on employee performance, but this effect is not statistically significant.
2. x2c (Organizational Culture): 0.0994 with p = 0.549 (not significant). Organizational culture also shows a positive but weak and insignificant influence on performance.
3. x3c (Job Satisfaction): -0.0275 with p = 0.836 (not significant). Job satisfaction shows a small negative effect which is also not significant on performance.

Partially, each variable did not show a statistically significant effect, although competence and organizational culture had a positive influence on performance, while job satisfaction tended to have a small negative influence. Based on these results, it can be concluded that the variables of competence, organizational culture, and job satisfaction in this model are not sufficient to explain significant variations in employee performance. Other factors not included in this model likely play an important role in determining employee performance at the Karo Regency DPRD Secretariat.

Moderation Test (MRA – Moderated Regression Analysis)

Moderation testing in linear regression in Stata involves creating an interaction variable (a product of the independent variable and the moderator variable) and then entering it into the regression model.

The general equation is:

$$Y = \beta_0 + \beta_1 X + \beta_2 Z + \beta_3 (X \times Z) + \epsilon$$

Table 5. MRA analyst regression test

. regress y x1c x2c x3c zc x1zc x2zc x3zc

Source	SS	df	MS	Number of obs =	46
Model	42.7363414	7	6.10519163	F(7, 38) =	1.68
Residual	138.241919	38	3.63794525	Prob > F =	0.1439
				R-squared =	0.2361
				Adj R-squared =	0.0954
Total	180.978261	45	4.02173913	Root MSE =	1.9073

y	Coefficient	Std. err.	t	P> t	[95% conf. interval]
x1c	.444694	.1903326	2.34	0.025	.0593859 .8300022
x2c	.0111845	.1728371	0.06	0.949	-.3387058 .3610749
x3c	-.0324911	.1502311	-0.22	0.830	-.3366181 .2716359
zc	-.0021978	.1348658	-0.02	0.987	-.2752193 .2708238
x1zc	.132018	.083237	1.59	0.121	-.0364865 .3005225
x2zc	-.1219835	.0627997	-1.94	0.060	-.2491149 .0051478
x3zc	-.0603533	.0440047	-1.37	0.178	-.1494362 .0287296
_cons	24.06272	.3120036	77.12	0.000	23.4311 24.69434

From the regression results table above, it can be seen that:

1. The P-Value ($P > |t|$) for x1zc is 0.121 (> 0.05) which means that the moderating effect of Zc on X1c is not significant.
2. The P-Value ($P > |t|$) for x2zc is 0.060 (> 0.05), which means that the

moderating effect of Zc on X2c is not significant but close.

3. The P-Value ($P > |t|$) for x3zc is 0.178 (> 0.05) which means that the moderating effect of Zc on X3c is not significant.

Then, for the significant moderating effect, namely the moderation of Zc on X1c, it can be seen from the table above that the coefficient is 0.132018 (Positive), which means that the relationship between x and y becomes stronger (positive) or less negative as the Z value increases.

The interaction between organizational culture and motivation (x2zc) has a positive and nearly significant effect on performance, with a coefficient of -0.121 and a significance level of 0.060. This means that motivation cannot yet act as a moderating variable that strengthens the relationship between organizational culture and employee performance. Motivation may moderate the influence of organizational culture on performance, but the direction of the influence is negative. The influence of organizational culture on performance can actually tend to decrease at high levels of motivation.

In general, the results of this regression indicate that employee competency directly and significantly influences performance. Meanwhile, the role of motivation as a moderating variable has not been strongly proven, although there are indications of a moderating interaction between organizational culture and motivation that approaches significance. Therefore, strengthening employee competency remains a primary focus for improving performance, accompanied by further study of the role of culture and motivation within organizations.

Discussion

Based on the results of multiple linear regression analysis with the Moderated Regression Analysis (MRA) approach, several important findings were obtained which will be discussed in detail in this section.

The Influence of Competence (X 1) on Employee Performance (Y)

Based on the regression results, the competency variable (x_{1c}) has a positive coefficient of 0.445 with a significance value of $p = 0.025$ (<0.05). This indicates that competency has a positive and significant effect on employee performance. This means that the higher the employee's competency level, the better the performance achieved. This finding is consistent with the theory that competency is the main foundation for employees to carry out their tasks effectively and efficiently.

The Influence of Organizational Culture (X2) on Employee Performance (Y)

Organizational culture (x_{2c}) shows a positive coefficient of 0.011 with $p = 0.949$, which means the influence of organizational culture on performance is not significant. This indicates that in the context of the Karo Regency DPRD Secretariat environment, organizational culture has not made a significant contribution to improving employee performance.

The Effect of Job Satisfaction (X 3) on Employee Performance (Y)

Job satisfaction (x_{3c}) has a negative coefficient of -0.032 with $p = 0.830$, indicating a negative but insignificant effect on employee performance. This means that job satisfaction in this study is not a strong determinant of performance, and there

are even indications of a direction of influence that is not as expected.

The Role of Motivation as a Moderating Variable

The motivation variable (z_c) itself has a very small and insignificant coefficient ($p = 0.987$), indicating that motivation has no direct effect on employee performance. However, when viewed from the interaction variable as a result of moderation between motivation and the independent variables, several important findings emerge:

1. The interaction between competence and motivation (x_{1zc}) has a positive coefficient of 0.132 with $p = 0.121$, although not yet significant, indicating a tendency that motivation can strengthen the influence of competence on performance.
2. The interaction between organizational culture and motivation (x_{2zc}) shows a negative coefficient of -0.122 with $p = 0.060$, which is close to the significance level. This indicates that motivation may weaken the influence of organizational culture on performance, although further study is needed to determine the direction of this influence.
3. The interaction between job satisfaction and motivation (x_{3zc}) has a negative coefficient of -0.060 with $p = 0.178$, which means that the moderation of motivation on job satisfaction and performance is also not significant.

Overall, the motivation variable has not clearly moderated the relationship between the independent variables and performance in this model, although there is a tendency for a positive influence in the interaction between competence and motivation.

Implications of Research Findings

1. The Importance of Competency Development

The positive and significant influence of competence on performance emphasizes the need for organizations to focus on improving employee competence through training, education, and development of technical skills and work behavior so that employee performance can continue to improve.

2. Organizational Culture Evaluation

An insignificant organizational culture indicates the need for organizations to evaluate the extent to which organizational values and norms are implemented and perceived by employees. Strengthening a more structured organizational culture can support the creation of a productive work environment.

3. In-depth Study of Job Satisfaction

Because job satisfaction is insignificant and even negative, it's important to review the current aspects of job satisfaction. Factors like compensation, recognition, or work-life balance may need to be improved to positively impact job satisfaction.

4. Motivation as a Moderating Variable

Although motivation has not been proven to significantly moderate the relationship between other variables and performance, the positive trend in interactions with competence indicates that motivation still needs to be considered as a supporting factor in human resource development.

5. Further Research Model Development

These findings open up opportunities for further research by including additional variables such as leadership, workload, satisfaction

with the current system, or reward systems.

CONCLUSION AND SUGGESTION

Conclusion

Based on the results of multiple linear regression analysis and Moderate Regression Analysis (MRA) tests on research data conducted on employees of the Karo Regency DPRD Secretariat, it can be concluded that Competence has a positive and significant effect on employee performance.

The higher the competence possessed by employees, the higher the resulting performance. Although the direction of the influence is positive, organizational culture in the current context has not provided a real contribution to improving employee performance. Job satisfaction does not have a significant effect on employee performance, in fact the direction of the influence tends to be negative, which indicates that even though employees feel satisfied, it does not necessarily improve their performance. Motivation does not have a direct effect on performance and does not significantly moderate the relationship between competence, organizational culture, or job satisfaction on performance.

However, there are indications that motivation can strengthen the influence of competence on performance, although it is not yet statistically significant.

Suggestion

Based on the conclusions that have been outlined, here are some suggestions for developing policies and improving employee performance:

1. Local governments must focus more on improving employee competency.
2. Evaluation is needed to strengthen the implementation of organizational culture.

3. A review of strategies to increase job satisfaction is needed.
4. Increasing motivation in a structured manner. Using a performance-based reward approach or incentive system can be an alternative.
5. Developing a research model with additional variables as independent and moderating variables to gain a more comprehensive understanding of the factors that influence employee performance.

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