

Research Article

The Role of Competence and Communication in Improving Employee Performance with Motivation as a Mediating Variable: Case Study of a One-Stop Integrated Service Unit in Cipayung SubSub-district East Jakarta

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Abstract: This study aims to analyze the effect of competence and communication on employee performance through work motivation at the One-Stop Integrated Service Unit in Cipayung Sub-district, East Jakarta. The respondents of this study were 55 employees of the One Door Integrated Service Unit, Cipayung Sub-district, East Jakarta. The sampling technique uses a sample of random sampling techniques and analysis techniques using path analysis. The results showed that competence had a direct positive and significant effect on the performance of employees of the One Door Integrated Service Unit, Cipayung Sub-district, East Jakarta. Competence has no indirect effect on the performance of employees of the One-Stop Integrated Service Unit in Cipayung Sub-district, East Jakarta through work motivation. Communication has a positive and significant direct effect on the performance of employees of the One-Stop Integrated Services Unit in Cipayung Sub-district, East Jakarta. Communication does not affect indirectly on employee performance through work motivation. Work motivation has a positive and significant effect on the performance of employees of the One-Stop Integrated Services Unit in Cipayung Sub-district, East Jakarta. The indirect effect of competence and communication on the performance of employees of the One-Stop Integrated Service Unit of Cipayung Sub-district, East Jakarta through work motivation is smaller than the direct effect. This shows that work motivation does not contribute to competence and communication on employee performance at the One-Stop Integrated Service Unit in Cipayung Sub-district, East Jakarta.

Keywords: Competence, Organizational Commitment, Work Motivation and Employee Performance.

INTRODUCTION

One of the missions of the DKI Jakarta Province is to improve performance in the public service sector. Jakarta as the Center of Indonesian Government and the National Capital is demanded to move quickly to reform in the public service sector. Responding to these demands, in 2013 the Provincial Government of DKI Jakarta issued Regional Regulation of the Province of DKI Jakarta Number 12 of 2013 concerning the establishment of a one-stop integrated service. And for the implementation, a Work Unit called the One-Stop Integrated Service Province of DKI Jakarta was formed.

The form of public service provided by the One-Stop Integrated Service Agency is the licensing and non-permit issuance service, previously this service was still served in various Technical Work Units. In accordance with DKI Jakarta Provincial Governor Regulation No. 57 of 2014 There are 513 types of Permits and Non-Licenses which are divided into 27 Licensing and Non-Licensing Sectors which can be done in 318 offices / Outlets such as the One-Stop Integrated Service Agency, One-Stop Integrated Service Office City and Regency, Sub-district PTSP Implementing Unit or Sub-Sub-district PTSP Implementation Unit.

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The One-Stop Integrated Service Agency is the DKI Jakarta Provincial Government Work Unit whose task is oriented to public services not to profit. However, it is good in its operations to adopt a paradigm such as a business organization, which is efficient, effective and places the community as a stakeholder that must be served as well as possible. Improvement in service quality lies in the satisfaction of the community who play a role as stakeholders, therefore it is necessary to understand the community in this context are people who demand a public organization to meet certain quality standards.

One of the determinants of organizational success or failure is the Human Resources (HR) factor. The competitive advantage of an organization is largely determined by the quality of its human resources. Concerning globalization, ready or not, like it or not, Indonesia will enter the era of free markets, of course, human resources will determine the success of our country to compete with other countries.

In the context of good governance, public service is the main gate of bureaucratic reform because public service is a space where the community and the State apparatus interact directly with the community. This is where public services should be responsive to the public interest because they will be monitored transparently policies and procedures that occur in the service.

The quality of services provided to the community is one indicator of the success of government organizations. Therefore it must be realized that providing quality services for the achievement of public satisfaction is a vital aspect to maintain the existence of an organization. However, to realize overall satisfaction is not easy, especially now that the public is better educated and truly understands their rights.

The increase and demand of the public for effective, efficient and satisfying public services from government employees as public servants are becoming increasingly regular. This is related to the development of needs, desires and hopes of the community which continues to grow. Society as the subject of services no longer likes the old service, convoluted due to the long bureaucracy. That is why the government needs to think about how people can get services easily, clearly and quickly following government functions regulated in Law No. 25 Year 29 on Public Services.

Hope the formation of a one-stop integrated service body to provide convenience for the community in managing permits. Besides serving licensing, the integrated service model can be used as a means for local governments to provide all information needed by the community. Through integrated services with all of

its completeness, business licensing arrangements will become easy and inexpensive which makes businesses avoid the high economic costs and a long time that usually occurs during the process of obtaining a permit.

Employee performance at public service places is influenced by a number of factors including leadership, motivation, organizational culture, commitment, communication, ability, knowledge, competence, education, experience, competence, interests, personality attitudes, physical conditions and physiological needs, facilities and supporting facilities, social and egoistic needs, support received, the existence of the work they perform and their relationship with the organization. Of the many factors that affect employee performance in one-stop integrated services, in this study, only competency, communication and employee motivation factors for performance will be examined.

Competency factor, research conducted by Novitasari (2014) states that the quality of human resources affects work performance or employee performance. The study was conducted on KUD Margorejo Pati patients in 2014. Employees must have good competence so that they can have high performance. The competency is related to the ability of employees to complete their work.

Currently, employees in UP PTSP Cipayung Sub-district, have a variety of backgrounds, ranging from high school graduates to S2, from those who have no experience to employees who have worked for more than 20 years. Some employees have gained competence and who have not yet gained competence. With the diverse condition as mentioned above, the One Door Integrated Service Unit of Cipayung Sub-district (UP PTSP of Cipayung Sub-district), East Jakarta Administration City, does not yet have data on the competencies of employees who work at UP PTSP of Cipayung Sub-district. Because of this it is not yet known with certainty the description of the competence of employees in UP PTSP Cipayung Sub-district. The absence of competency data is also unknown how big is the role of employee competence in their performance. And thus for the future, it will be difficult to improve performance policies when looking at the competency of its employees. This study can provide data or an overview of competence and its effect on employee performance in UP PTSP Cipayung Sub-district, East Jakarta Administrative City.

The communication factor, according to Handoko (2011: 272), "communication is the process of transferring understanding in the form of ideas or information from one person to another". Then according to Colquit, LePine and Wesson quoted by Wibowo (2013: 241) said that "communication is the process by which information and meaning or meaning are transferred from the sender to the receiver".

Meanwhile, according to Kreitner and Kinicki communication is the exchange of information between the sender and receiver and concludes perceptions about the meaning of something between the individuals involved. It is also said to be an interpersonal exchange of information and understanding (in Wibowo, 2013: 241).

Individual behavior in organizations has a close relationship with communication. The formation of organizational behavior to be following what is needed by the organization must use good communication to avoid misunderstandings in carrying out the task. Listening to complaints and communicating effectively is also important. Poor human relations can reduce the level of effectiveness and technical competence of the public services provided.

Employee communication at UPPTSP in Cipayang SubSub-district was carried out vertically from superiors to subordinates. This was used by superiors to convey various information to subordinates such as orders, instructions, new policies, directions, advice guidelines and reprimands. Vertically, from subordinates to superiors, this is used by staff to consult or ask for policy directions for the work being faced. Horizontal communication between staff and staff or leaders and leaders, this communication is usually done to meet the needs of coordination and additional reference in making policies. At present, no research has been conducted on the condition of communication and its role in improving performance.

LITERATURE REVIEW

Employee Performance

Rivai (2005: 309) said that performance is a real behavior that is displayed by everyone as a work performance produced by employees following their role in the company. Work results or activities of an employee in quality and quantity in the organization to achieve the objectives in carrying out the tasks and work given to him. Furthermore, according to Spencer and Spencer (2009: 41), personal characteristics that encompass temperaments, concepts and knowledge predict behavioral behaviors, which in turn will produce work performance. Furthermore, for organizations that do not choose, develop and create competency motivations for their employees, do not expect improvements and productivity, profitability and quality of a product or service.

Performance is the level of success in carrying out the task, as well as the ability to achieve the goals set. Performance is said to be good and successful if the desired goals can be achieved well (Gibson *et al* 2007: 171). Employee performance is the work performance of employees during a certain period compared to various possibilities (standards, targets, or criteria) that

have been determined in advance and agreed upon together (Soeprihanto, 2007: 11).

Irwan *et al.*, (2007: 11) what is meant by performance is concrete, measurable and observable work results. Furthermore, it is said that the performance is actual while the goal is ideal. The same thing was stated by Mangkunegara (2008: 67), that performance comes from the word job performance or (work performance or actual achievement achieved by someone). Performance is defined as the results of work in quality and quantity achieved by employees in carrying out their duties following the responsibilities given to him.

A person's performance can be improved if there is a match between work and ability (Robbins, 2008: 83). Individual ability is a factor that refers to an individual's capacity to do various tasks in a job. This ability has many factors that influence it, including education and competence. If this ability is accompanied by one's talents it will be a factor that determines one's achievement.

Prawirosetono (2009: 236-239) Mentions Several Factors That Need To Be Known In Connection With Employee Job Appraisal, Namely:

1. Knowledge of the work
2. The ability to plan
3. Knowledge of quality standards required job
4. The level of productivity/employee's work
5. Technical knowledge of the job
6. Independence in work
7. Ability to communicate
8. Leadership and motivation.

From the description above it can be said that the so-called employee performance is the level of success of employees in carrying out the tasks and responsibilities given to them and achieve the goals set, shown by the ability expressed by severe experts, basically have the same view, that for Achieving organizational goals requires a good level of performance from both individual employees.

COMPETENCE

Competent is a skill that is needed by someone who is demonstrated by his ability to consistently provide an adequate or high level of performance in a job specification function. Initial efforts to determine the quality of effective managers are based on several personality traits and the skills of effective managers are based on several personality traits and ideal manager skills. This is an input model approach that focuses on the skills needed to do a job.

These skills are competencies and reflect the potential ability to do something. With the advent of scientific management, people's attention has turned more to the behavior of effective managers and the results of successful management. This approach is an

output model by which the effectiveness of managers is determined, which shows that someone has learned how to do things well.

According to Spencer and Spencer (2009) competence is defined as the Underlying characteristic of an individual which is causally related to criterion-referenced effective and or superior performance in a job or situation. In general, competency itself can be understood as a combination of personal attribute skills, and knowledge that can be observed, measured and evaluated in a number of literature, competencies are often divided into two types, namely soft competency or competency levels that are closely related to the ability to manage work processes, relationships between people and build interaction with others, examples of soft competency are: leadership, communication, interpersonal relations, etc. The second type of competency is often called hard competency or the type of competency that is related to the functional or technical capabilities of a job.

Competence can be increased by competency programs and development can be defined as a planned effort by the organization to enhance the knowledge, skills and abilities of personnel. Competence and development are two of the same concepts, namely to increase knowledge, skills and abilities. But when viewed from the target, competency is emphasized more on improving the ability to do specific work at the moment, and development is more emphasized on increasing knowledge to do future work done, through an integrated approach with other activities to change behavior work. There are several advantages to competence and development for personnel which will ultimately bring benefits to the organization including:

1. Encourage the achievement of personal development
2. Providing opportunities for personnel to develop and have views about the future of their careers
3. Helping personnel in dealing with conflict and tension.
4. Increase job satisfaction and work performance
5. Be a way to improve skills in socializing and communicating
6. Help eliminate fear in trying new things in the work of moving personnel to achieve organizational goals

Based on the above matters, the competence and development of human resources have a good impact on the performance of such personnel as individuals. This will bring about an increase in organizational performance if competence and personnel development are carried out in a planned and continuous manner. Human resource development is felt to be very important because the demands of work are very complex due to technological advances and

competition among various organizations, badly in need of good personnel development.

COMMUNICATION

Robbins (2010) says: communication is the transfer of meaning and the delivery of ideas from one person to another. It was also said that one of the greatest strengths that hinder the performance of successful groups is the lack of effective communication. No group can exist without communication or transfer of meaning among its members so that communication can work effectively, the working groups must exercise control over their members and talk that can stimulate their members to work. Communication within an organization can be:

- a. Vertical communication downward is a vehicle for management to convey various things to subordinates, such as orders, instructions, new policies, directions, work guidelines, advice and reprimands.
- b. Vertical communication to the top, the members of the organization always want to be heard by their superiors, this desire is used to convey various things such as reports on work results and problems encountered, and consultation.
- c. Lateral/horizontal communication takes place between people who are at the same level in the organization but carry out different activities.
- d. Diagonal communication, communication between people who have different levels in the organization

Wibowo (2013) defines that communication is the process of delivering information from one party whether individual, group or organization as a sender to another party as a recipient to understand and open opportunities to respond to the recipient. According to Schermerhorn *et al.*, (2012; 244) states: Communication is a process of sending and receiving symbols with attached actions. Although this process may be applied to be elemental, it is not as simple as it looks. Noise is any that interferes with the effectiveness of communication.

Pace & Faules (2005) States: There Are Three Specific Organizational Communication Activities, Namely:

- a. Internal operations, namely the structure of communication carried out in an organization to achieve work goals.
- b. External operations, i.e. Communication structures within organizations that concentrate on achieving work goals carried out by people and groups outside the organization.
- c. Operational personal, i.e. all incidental changes, information and feelings felt by humans which take place whenever they are together.

From some of the meanings mentioned above, it can be concluded that communication is the process of delivering a message by someone to another person either directly or using the media to inform, change attitudes, opinions or behavior, as measured through the effectiveness dimension. Communication can be measured through the dimensions of 1) vertical communication, supervisor and subordinate with relationships with indicators relating to the task, related to achievement and career, related to the responsiveness of the boss; 2) horizontal communication, the relationship between leaders or employees of the same level; 3) diagonal communication is the relationship between people or fellow employees of different levels in the organization.

EMPLOYEE MOTIVATION

Steers & Porter (1983) states that work motivation is an effort that can cause behavior, direct the behavior, and maintain or maintain 8 behaviors that are compatible with communication within the organization. Work motivation is a basic human need and as an incentive that is expected to meet the desired basic needs, so that if those needs are present will have an impact on the success of an activity. Employees who have high work motivation will try to get their work done as well as possible.

In a general sense, motivation is said to be the need that drives actions towards a particular goal work motivation is something that gives rise to enthusiasm or drive of work. Therefore, work motivation in work psychology is commonly called work morale booster. The strengths and weaknesses of the work motivation of a worker also determine the size of the achievement (Anoraga, 2009).

Motivation is one of the most important factors that influence human behavior and performance. Motivation Theory has been discussed and conceptualized by various researchers. An individual or team's level of motivation is given in their assignments or work which can affect all aspects of organizational performance. In a recent study, motivation was defined by Saraswathi (2011) as a willingness to exert a high

level of effort, towards organizational goals, which is conditioned by the ability of efforts to meet several individual needs (Wan & Tan, 2013).

Winardi (2001) Revealed There Are Three Aspects Of Motivation That Lead To The Achievement Of Certain Goals, Namely:

- a. Desire, when a person has wants then motivation is motivated to do a job to be achieved as he wants
- b. Needs, a person has high motivation when a person needs it. When someone needs something, for example, salaries, compensation then the job will be encouraged to do the job well
- c. Security, someone will try to do something also due to fear when the person does not do something so that lack of motivation arises because when someone does something he feels safe.

Based on the opinion expressed some experts concluded that work motivation factors are: supervision, interpersonal relations, salary, needs, desires, job satisfaction, the resulting performance.

RESEARCH METHODS

Research Design

This research uses the descriptive-analytic method with a quantitative approach. According to Sugiyono (2008: 13), quantitative research methods can be interpreted as research methods based on the philosophy of positivism, used to examine populations or specific samples, sampling techniques are generally carried out randomly, data collection using research instruments, data analysis is quantitative / statistics with the aim to test the hypothesis that has been set. The design of this study is used to describe a particular variable, condition, symptom or phenomenon, so that in this study the research design is used to analyze data obtained in-depth with the aim of knowing the role of the first variable (X1) competence, variable the second (X2) communication, the dependent variable (Y) of employee performance, and the mediating variable that influences the relationship between the independent variables and the dependent variable, namely motivation. Relationships between variables can be described in the form of path analysis diagrams as follows:

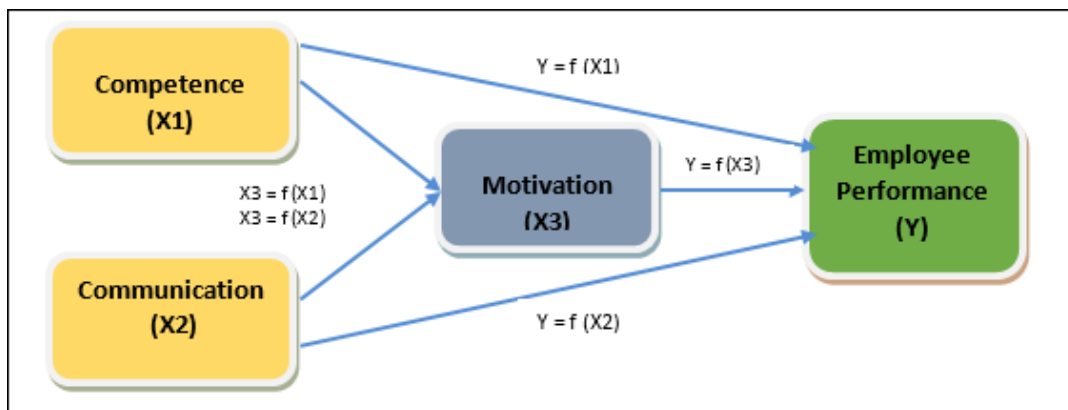


Figure 1. Overall Path Analysis

OBJECT OF RESEARCH

The study was conducted in Unit One Stop Cipayung subSub-district in East Jakarta.

Population, Sample and Research Period

The population is a generalization region consisting of the objects/subjects that have a certain quantity and characteristics defined by the researchers to learn and then drawn conclusions (Sugiyono, 2005). Samples were towing the majority of the population to represent the entire population (Surakhmad, 1990).

The sample used in this study is the number of employees Unit One Stop Cipayung subSub-district in East Jakarta as many as 55 people. The sample was entirely included in the data analysis. This sampling includes the sampling using a purposive sampling method, sampling is sampling in an analytical unit by taking into account the same characteristics in the samples. Overall samples were taken at the organization's use of sampling saturated.

RESULTS AND DISCUSSION

Path Analysis

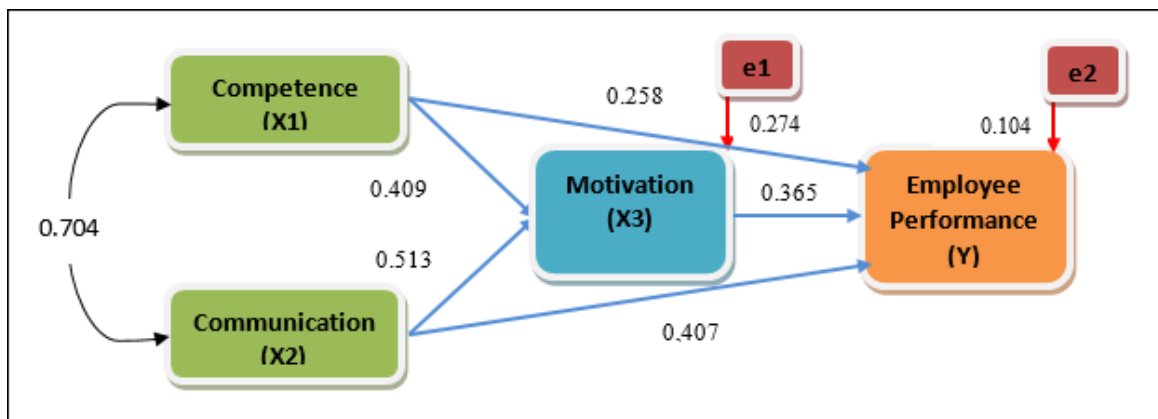


Figure 2. Overall Path Analysis Results

HYPOTHESIS TESTING

Allegedly Competence And Communication Affect The Performance Of Employees Through Motivation To Work On Unit One Stop Cipayung SubSub-district In East Jakarta.

a. Competence Variables Influence The Performance Of Employees Through Work Motivation.

$$X1 \rightarrow X3 \rightarrow Y = (\rho_{x3x1}) \times (\rho_{yx3}) = 0.409 \times 0.365 = 0.149$$

Values obtained from the indirect effect ρ_{x3x1} path coefficient value multiplied by the coefficient value ρ_{yx3} track into $(0.409 \times 0.365) = 0.149$. The results showed that the value of the coefficient multiplication indirect effect $\{(\rho_{x3x1}) \times (\rho_{yx3})\}$ is smaller than the coefficient of direct influence ρ_{yx1} , $(0.149 < 0.258)$. This shows that the variable competence can not be through the mediating variables that work motivation in influencing the performance of employees, because the value of the coefficient without work motivation or directly to employee performance is greater.

b. Communication variables influence the performance of employees through work motivation.

$$X2 \rightarrow X3 \rightarrow Y = (\rho_{x3x2}) \times (\rho_{yx3}) = 0.513 \times 0.365 = 0.187$$

Values obtained from the indirect effect ρ_{x3x2} path coefficient value multiplied by the coefficient value

ρ_{yx3} track into $(0.513 \times 0.365) = 0.187$. The results showed that the value of the coefficient multiplication indirect effect $\{(\rho_{x3x2}) \times (\rho_{yx3})\}$ is smaller than the coefficient of direct influence ρ_{yx2} , $(0.187 < 0.407)$. This shows that the communication variables can not be through the mediating variables that work motivation in influencing the performance of employees, because the value of the coefficient without work motivation or directly to employee performance is greater.

c. TOTAL EFFECT

1. Influence of competence to employee performance through motivation to work.

a) $X1 \rightarrow X3 \rightarrow Y = \rho_{yx1} + \{(\rho_{x3x1}) \times (\rho_{yx3})\} = 0.258 + 0.149 = 0.407$

b) Total effect arising from competence to employee performance through motivation to work is equal to 0.345.

2. Communication influence on employee performance through motivation to work.

a) $X2 \rightarrow X3 \rightarrow Y = \rho_{yx2} + \{(\rho_{x3x2}) \times (\rho_{yx3})\} = 0.407 + 0.187 = 0.594$

b) Total effect arising from communications to employee performance through motivation to work is equal to 0.594.

3. Influence of competence on employee performance

- a) $X1 \rightarrow Y = \rho_{yx1} = 0.258$
- b) Total effect arising from competence to employee performance that is equal to 0.258.

4. Communication influence on employee performance

- a) $X2 \rightarrow Y = \rho_{yx2} = 0.407$
- b) Total effect arising from communications to employee performance that is equal to 0,407

5. The influence of work motivation on employee performance

- a) $X3 \rightarrow Y = \rho_{yx3} = 0,365$
- b) The total effect arising from work motivation on employee performance is equal to 0,365.

- The residual effect of variable coefficients on work motivation coefficient $e1 = 0.274$
- The residual effect of variable coefficients to employee performance coefficient $e2 = 0.104$

Table 1. The Path Coefficients Direct Effect, Indirect Effect, And Total Effect Of Competence, Communication, Motivation, And Performance Of Employees.

Variables	Coefficient line	Influence			R2	F
		Direct	Indirect	Total		
X1	0.258	0.258	0.149	0,407	-	-
X2	0,407	0,407	0.187	0.594	-	-
X3	0,365	0,365	-	-	-	-
Y	-	-	-	-	-	-
The coefficient e1	0.274	-	-	-	-	-
The coefficient e2	.104	-	-	-	-	-
X1, X2, X3	-	-	-	-	0.726	68 906
X1, X2, X3, Y	-	-	-	-	.896	145 681

DISCUSSION

Based on the test results of the instrument in the form of a validity and reliability test shows that the data obtained from respondents are valid and reliable, so that it meets the requirements for further analysis. The results of testing the basic assumptions and classical assumptions also indicate that the requirements of the regression research model have been met in the presence of normally distributed data, no symptoms of multicollinearity and no symptoms of heteroscedasticity. As a translation of the results that have been obtained based on multiple linear regression analysis, the following is discussed the effect of competence, communication, and work motivation variables on employee performance.

1. The Effect of Competency Partially On Employee Performance

The results of this study stated that the competency variable partially had a positive effect on employee performance in the One-Stop Integrated Services Unit in Cipayung Sub-district, East Jakarta. This means that if competence is improved the employee's performance will increase. The performance and effectiveness of employees in carrying out tasks is largely determined by the competencies required by the field of employment. Through increasingly adequate competence a person will be more capable and able to practice in practice all work tasks following the assigned tasks and functions. The higher employee competency can be measured by the increasing knowledge and skills as well as the development of temperament/character and self-concept that is getting

better. While the characteristics of employees with high competence can be seen from several indicators, namely being able to carry out tasks according to work standards, having extensive knowledge, being able to complete tasks quickly, precisely and correctly, being able to prepare reports accurately and systematically, having the ability to master

The results support the research conducted by Sanyoto (2006) that competence has a positive and significant effect on employee performance at the Semarang City Land Office. This study also supports the research of Prasojo (2009) that competence has a positive and significant effect on employee performance within the Secretariat of the Regional House of Representatives. Implications of the results of this study, the performance of employees in the One-Stop Integrated Services Unit Cipayung Sub-district, East Jakarta Administration City can be improved through increased competence.

2. The Effect of Partial Communication on Employee Performance

From the results of this study, it can be concluded that partial communication has a positive and significant effect on employee performance in the One-Stop Integrated Service Unit, Cipayung Sub-district, East Jakarta Administrative City, meaning that the higher the effectiveness of communication, the higher the employee's performance will be. Based on the indicators in this study, the effectiveness of communication is higher if the employer submits detailed work instructions; information is delivered on

time with language that is easy to understand, a reprimand if something goes wrong, superiors want to listen to suggestions/opinions of subordinates, superiors respect each complaint, employees exchange opinions, listen to the opinions of fellow employees. The results of this study support the research of Sukiman (2008) that communication has a positive and significant effect on the performance of employees of PT. BNI (Persero) Tbk. Wonogiri Branch Office. The implication of the results of this study, the performance of employees in the One-Stop Integrated Services Unit Cipayung Sub-district, East Jakarta Administration City can be improved through improved communication.

3. The Effect of Work Motivation on Employee Performance

Based on the results of the study, motivation has a positive and significant impact on employee performance in the Sukoharjo Sub-district education office, meaning that the higher the motivation, the higher the employee's performance will be. In addition to competence, to maximize one's performance needs to have higher motivation. The higher motivation plays a role to reinforce desires that lead to the achievement of better work performance and can direct the attitude of individual behavior in achieving goals. The characteristics of employees with high motivation according to the motivation indicators in this study can be seen from like the work done, showing creativity at work, showing responsibility at work. The implication of the results of this study, the performance of employees in the One Door Integrated Services Unit Cipayung Sub-district, East Jakarta Administration City can be improved through increased motivation.

4. Effect of Motivation on the Relationship between Competence and Communication, and Employee Performance

The results of this study indicate that motivation does not affect the relationship between competence and communication on employee performance. Thus motivation is not a moderating variable. This can be seen from the direct effect of competence and communication on performance greater than the effect of competence and communication on performance through motivation variables.

5. Influence of Competence, Communication, and Motivation on Employee Performance

The results showed that communication and work competency simultaneously had a positive and significant effect on the performance of employees of the One-Stop Integrated Service Unit, Cipayung Sub-district, East Jakarta Administration City. Hutapea and Thoha (2008: 28) revealed that knowledge, skill and attitude competencies tended to be more real and relatively on the surface as characteristics of humans. Thus it can be concluded that competence is the ability and willingness to perform tasks with effective and efficient performance to achieve company goals. The company certainly has rules or rules of social norms in force that have been mutually agreed upon. To

implement the rules, it is necessary to have disciplinary rules that contain the main points of obligations, prohibitions, and sanctions if they are not obeyed if the prohibitions or norms are violated. Thus, employees can carry out their work properly followed by improvement in employee performance and company performance.

CONCLUSIONS AND SUGGESTIONS

Conclusion

This study aims to determine the role of competence and communication in improving employee performance with motivation as a mediating variable (Case Study of the One-Stop Integrated Services Unit in Cipayung Sub-district, East Jakarta). Based on the results of data analysis and discussions that have been carried out, the following conclusions can be drawn:

1. Competence and communication play a positive role in work motivation in the environment of the One-Stop Integrated Service Unit Cipayung Sub-district, East Jakarta Administration City.
2. Simultaneous competence and communication play a significant role in the performance of employees of the One-Stop Integrated Service Unit in Cipayung Sub-district, East Jakarta Administration City
3. From the result of motivation analysis, it plays a significant role in the performance of employees in the One-Stop Integrated Services Unit of Cipayung SubSub-district, East Jakarta Administration City
4. The results of the study found that competence does not significantly influence employee performance through motivation in the One-Stop Integrated Service Unit Cipayung Sub-district, East Jakarta Administration City. Thus motivation is not an intervening role of competence in the performance of the employee.
5. The results of the study also found that communication does not have a significant effect on employee performance if through motivation in the One-Stop Integrated Service Unit Cipayung Sub-district, East Jakarta Administration City. Thus motivation is not an intervening role of communication on the performance of the officer.

SUGGESTION

Suggestions From The Results Of This Study Are:

- Employees are expected to further enhance competence in understanding the procedures and requirements needed, so that employee performance can be improved;
- Need to hold training and technical guidance on an ongoing basis for employees in the DPMPSTP environment and socialization related to service standards and licensing requirements so that employee competence can be maintained and even improved;
- It is necessary to certify service competencies for all workers in the DMPTSP environment so that the quality of the minimum competency of human

resources, especially in the field of services at DPMPSTP can be maintained properly;

- Unit heads are advised to be able to apply a participative leadership style, wherein this leadership style, the leader tries to ask and use the suggestions from his subordinates, but decision making remains with the leader, so that it is expected that with the application of participatory leadership style the staff can maximize productivity and achieve optimal work results;
- Based on the results of the study note that interpersonal communication influences employee performance, therefore, staff and unit heads are advised to improve interpersonal communication, thus it is expected to improve the relationship between unit heads and employees so that it can improve employee performance optimally ;
- The use of social media, the community service system (jakevo.jakarta.go.id) or by using e-mail, effectively facilitates communication between employees, however technical guidelines need to be made in their use so that communication using these aids can still run smoothly and according to a purpose.

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