

Research Article

Modeling Antecedents and Consequences of Employee Performance

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Abstract: This study empirically explores the indirect influence of employee performance on the relationships between employee competence, intrinsic reward, and job satisfaction on organizational performances of the Financial Management Agency, Aceh Province, Indonesia. Of 231 employees at the agency, 146 of them were selected as the sample of the study using a proportionate stratified random sampling technique. To gather the data, questionnaires were distributed to the respondents and analyzed using the Structural Equation Modeling (SEM) approach. Based on the SEM analysis, the study found that employee performance significantly mediated the relationships between employee competence, intrinsic reward, and job satisfaction on organizational performances. This study suggests that to further improve organizational performance must be done through the enhancement of employee performance by improving employee competence, intrinsic reward, and job satisfaction.

Keywords: Competence, Intrinsic rewards, Job satisfaction, Performance.

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INTRODUCTION

Like other public organizations, the Financial Management Agency, Aceh Province, Indonesia always strives to improve its organizational performance by providing quality of services related to managing the provincial natural resource revenues and wealth to the public. In so doing, reliable and high-quality human resource management is needed. Human resources are the most important organizational assets because they act as subjects for implementing the organization's operational policies and Activities. Besides, it determines organizational success in providing services to the community. Human resources owned by organizations such as capital, methods, and machinery cannot provide optimum results if they are not supported by an optimum performance from their human resources.

The organizational performance is the result of work both in quality and quantity that can be achieved by all employees in accordance with their respective duties and functions. Based on the initial observations on the Financial Management Agency, Aceh Province, Indonesia, there were still employees who had not been able to show the performance as expected. The situation that has occurred so far is the decline in their performance, especially in achieving certain predetermined work targets. This phenomenon is at least seen from the lack of expectations of the

leadership of the work results of employees, both in terms of quantity and quality.

The performance of employees in public organizations, in reality, cannot be measured materially or financially but can be seen in the completion of the timeliness work, the quality of services provided as determined by their respective leaders. Besides that, it can also be seen that tasks can be carried out according to the field of work by utilizing various existing resources, including human resources, so that objectives can be achieved. The reduced performance of employees at the Aceh Financial Management Agency is inseparable from the influence of low quality, quantity and employee responsibility in carrying out their duties.

The phenomenon that appears within the agency is that there are still many employees who feel dissatisfied in carrying out their duties and functions. This can be seen from the sense of happiness of employees that there are still many employees feel less happy to run the work and accept responsibilities given by the leadership, low productivity employee work where many jobs that do not reach the target set by the leader, the low morale of employees in carrying out the work. Many employees are still reluctant to run the work with enthusiasm and sincerity and there are still many employees who are not careful in carrying out job responsibilities and lack of employee ability to

overcome burnout in work. There are still employees who are less mature in solving problems. Where based on the observation of many employees who have not been able to solve the problems that occur in the work environment.

Due to these problems, a number of official jobs that should be completed on time by each employee, but cannot be executed in a timely manner and its job quality also has not shown the quality as expected by the leadership. Besides, there are competency factors possessed by employees who have not in accordance with the workload, intrinsic rewards that have not been fully provided to employees who have achievements or employees who have had a certain period of work, as well as the level of job satisfaction of employees who are also still low that consequently impact on the employee performance.

Referring to the above phenomenon, this study intends empirically explores an indirect influence of employee performance on the relationships between employee competence, intrinsic reward, and job satisfaction on organizational performances of the Financial Management Agency, Aceh Province, Indonesia. The findings of this study are hoped to provide a constructive recommendation for promoting employee and organizational performance of the public organization.

The rest of this study proceeds to review selected relevant literature in Section 2, followed by providing the empirical framework and data used in the study. Section 4 discusses the findings and their implications, and finally, Section 5 concludes the paper.

LITERATURE REVIEW

Organizational Performance

Performance in an organization measures the success or failure of a predetermined organizational goal. Too often the leader does not know how bad the performance of an agency is until finally, the agency faces a serious crisis. The poor quality of services to the community also indicates the poor performance of an agency. Poor assessment of the community for the services of an agency will also give a bad impression on the agency itself. Performance is a condition that must be known and confirmed to certain parties to find out the level of achievement of the results of an agency associated with the vision carried out by an organization or company and know the positive and negative effects of operational policy.

The organization is any form of partnership between two or more people who work together and are formally bound in order to achieve a predetermined goal in a bond where there is someone or several people called superiors and a person or group of people called subordinates (Robbins, 2012). An organization is a group of people (two or more) who are formally united in a collaboration to achieve their stated goals. An

organization is formed because it has the basis and objectives to be achieved. According to Cherrington (1994), organizations are a form of human union to achieve a common goal, but we need to understand that what the basis of the organization is. It is not who will be, but what it means, what is important is not who will hold the organization, but what the task of the organization is.

An organization can be formed because it is influenced by several aspects such as the unification of the vision and mission and the same purpose as the realization of the existence of a group of people towards the community. Organizations that are considered good are organizations that can be recognized by the surrounding community because they contribute like taking human resources in the community as members so as to reduce unemployment. Thus, organizational performance is the totality of work achieved by an organization achieving organizational goals means that the performance of an organization can be seen from the extent to which the organization can achieve goals based on predetermined goals (March and Sutton, 1997).

Employee Performance

Employee performance is also influenced by employee competencies, intrinsic rewards, and the level of job satisfaction. The competencies possessed by employees will provide better knowledge in improving performance, and then intrinsic rewards from the organization and perceived level of job satisfaction will have an impact on improving employee performance.

Employee performance is basically the work of quality and quantity achieved by an employee in carrying out his duties according to the responsibilities given. Performance means action, achievement, implementation of work that is useful and successful. People think a lot about the right way to work to produce something useful in accordance with the expectations of the organization. According to Rivai and Basri (2013) and Fachreza *et al.*, (2018), performance management is a term that is very widely used today. However, no definition is absolutely agreed upon. The definition that is often used is a process or set of processes regarding what will be achieved and how to achieve it, and regulate humans in such a way that the goals to be achieved become more open.

Employee Competence

Every organization is formed to achieve certain goals and if achieved then it can be called a success. To achieve success, a strong foundation is needed: leadership competencies, employee competencies and work disciplines that are able to strengthen and maximize competence. Competence is very useful to help organizations create a culture of high performance, work performance in every human resource process, employee selection, performance management, planning and so on (Wibowo, 2013).

According to Rafiie *et al.*, (2018), competence is the ability to carry out tasks in accordance with science and skills as well as technology and experience that are relevant to the field of duty so that they can develop work motivation in question and improve performance. Organizations have sought to build competency models to identify key competencies needed by the organization to be more competitive and successful in the future. Organizations benefit from the use of competencies because it gives them better and more sophisticated ways to manage, measure, and improve the quality of employees. Organizations use the competencies they have identified to help screen and interview, evaluate employees, determine compensation and help make better decisions about training, promotion, and assignments.

Intrinsic Rewards

Intrinsic reward, according to Ali and Ahmed (2009), is a reward received by employees for themselves. Usually, this reward is a positive value or an employee's satisfaction with himself because he has completed a task that is quite challenging for him. Job enrichment techniques, such as giving roles in decision making, greater responsibility, freedom and greater freedom of work with the aim of increasing employee self-esteem, are intrinsically rewarding employees.

According to Wibowo (2013), to achieve organizational success, a strong foundation is needed: intrinsic reward of leadership, intrinsic reward of workers and work discipline that is able to strengthen and maximize intrinsic rewards. Intrinsic rewards are very useful to help organizations create a culture of high performance, work performance in every human resource process, employee selection, performance management, planning and so on.

Csikszentmihalyi (2014) defines intrinsic reward is the ability to carry out tasks in accordance with science and skills as well as technology and experience that are relevant to the field of duty so that they can develop work motivation in question and improve performance. The joining of humans into a company or organization as a member is certainly accompanied by various expectations that the needs can be fulfilled by the company, as remuneration for participating in achieving some of the company's goals. The organization makes it possible to pay its members more than just a salary or basic wage, but it is also possible to provide various benefits, as well as awards both material and non-material in accordance with their respective achievements. There are various possibilities for obtaining awards in addition to the basic remuneration that is expected to be an incentive for higher achievement.

Job satisfaction

Job satisfaction is felt by employees because

there are things that underlie it. Basically, a person will feel comfortable and the level of loyalty in his work will be high if in working the person gets job satisfaction in accordance with what is desired. Job satisfaction is a reflection of workers' feelings for their work. According to Masrukhin and Waridin (2012) and Safitri *et al.*, (2012, job satisfaction of an individual depends on individual characteristics and work situations. Each individual will have a different level of job satisfaction in accordance with the interests and expectations of the individual so that the level of satisfaction perceived is higher, and vice versa.

Meanwhile, according to Keith and Newstrom (2011), job satisfaction is the favorableness or unfavorableness with employees' view of their work (job satisfaction is a pleasant or unpleasant feeling experienced by employees at work). Wexly and Yukl (2010) define job satisfaction as the way an employee feels about his or her job (the way an employee feels about himself or his job). Employees will feel satisfied in working if the aspects of work and aspects of themselves support and vice versa if these aspects do not support, employees will feel dissatisfied.

Selected Previous Studies

Many previous studies have explored factors affecting employee and organizational performance. These factors include employee competence, reward, and job satisfaction. For example, Mangkunegara and Waris (2015) proved that the employee competencies caused organizational performance improvement. Ivancevich and Matteson (2011) stated that awards consist of intrinsic and extrinsic rewards. Intrinsic rewards approved settlement, autonomy, approval, personal growth, while extrinsic awards received and paid for, allowances, promotions and interpersonal awards are found according to employee performance. These rewards have been found as one of the important factors affecting performance.

Jimoh (2009) stated that the organization represents actions, behaviors, and outcomes that can be done where employees do that are related to organizational goals and contribute to organizational goals. This relates to job satisfaction that is owned by increasing employee performance. To be a successful organization, special competencies possessed by the best employees are needed to help them become successful. It needs competent people to achieve efficient and effective results. In a broad sense, an employee with full knowledge, analytical thinking ability, communication skills, and courage in making decisions is the main determinant of organizational high performance. Therefore, organizations need to do competency planning and competency development to support organizational competency improvement.

Furthermore, Dessler (2012) stated the provision of compensation for improving employee

performance in an organization. Therefore, approved by true, compensation helps the organization achieve the goals agreed and obtained, refute, and maintain a productive workforce. This will improve the quality of compensation received by employees will improve in improving employee performance. Rani Mariam (2009) stated that job satisfaction is able to provide an influence on improving the performance of an employee.

Finally, Sarmawa *et al.*, (2015) proved that the competency possessed by employees is able to give an effect on improving employee performance. The higher the compensation received by an employee will improve the organization's performance better by improving the performance of its employees (Dessler, 2012).

Based on the above-reviewed studies, the present study proposes the following research model to be estimated, as illustrated in Figure 1.

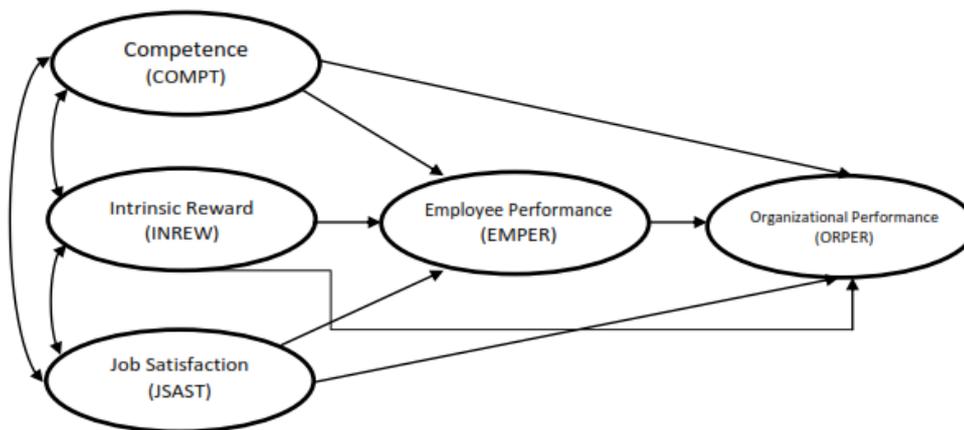


Figure1. The Proposed Research Model

Referring to Figure 1, the study would probe the following hypotheses using the SEM technique:

- H₁: Competence affects employee performance
- H₂: Intrinsic reward affects employee performance
- H₂: Job satisfaction affects employee performance
- H₃: Employee performance affects organizational performance
- H₄: Competence affects organizational performance
- H₅: Intrinsic reward affects organizational performance
- H₆: Job satisfaction affects organizational performance
- H₇: Competence affects organizational performance via employee performance
- H₈: Intrinsic reward affects organizational performance via employee performance
- H₉: Job satisfaction affects organizational performance via employee performance

RESEARCH METHODS

The population of this study is all 231 civil servants at the Financial Management Agency, Aceh Province, Indonesia. Of 231 employees at the agency, 146 of them were selected as the sample of the study using a proportionate stratified random sampling technique. To gather the data, the questionnaires were distributed to all respondents. This study examined three exogenous variables (i.e., employee competence, intrinsic rewards, and job satisfaction), one endogenous variable (i.e., organizational performance), and one mediating variable (i.e., employee performance). In this study, the investigated variables were measured using the Likert scale of 1 to 5 and based on indicators proposed by previous studies.

To empirically assess the direct effects of employee competence, intrinsic rewards, and job satisfaction on employee and organizational performances; and the mediated effects of employee performance on the influences of employee competence, intrinsic rewards, and job satisfaction on the organizational performance, as illustrated in Figure 1, the following Structural Equation Modeling (SEM) equations are estimated:

$$EMPER = \gamma_{11}COMPT + \gamma_{12}INREW + \gamma_{13}JSAST + \zeta_1 \quad (1)$$

$$ORPER = \gamma_{21}COMPT + \gamma_{22}INREW + \gamma_{23}JSAST + \gamma_{24}EMPER + \zeta_2 \quad (2)$$

Where EMPER is the employee performance, COMPT is the competence of employee, INREW is the intrinsic rewards, JSAST is the job satisfaction, ORPER is the organizational performance, γ_{ii} are the estimated

loading factors for each variable, and ζ_i are the structured error terms.

Before presenting and discussing the findings of the above-estimated SEM equations, the tests of the instrument, comprising validity and reliability will be performed first, followed by the tests of goodness of fit indices to ensure the suitability of the estimated models.

FINDINGS AND DISCUSSION

Respondents' Characteristics

Before the findings of the SEM estimates are reported, in this sub-section, the study reports firstly the characteristics of the respondents, comprising gender, age, education level, marital status, and income of the respondents.

Of 146 respondents of the study, 52.1% of them were male, while 47.9% consisted of female respondents. In terms of age of respondents, 17.8% of them aged 20-29 years old, 37.7% of them aged 30-39 years old, 28.8% of them aged 40-49 years old, and respondents with more than 50 years old was 15.8%. In views of marital status, 90.4% were married and 9.6% were single. As for education level, 28.1% of the respondents graduated high school, 11.0% with a Diploma degree, 53.4% with Bachelor's degree, and only 7.5% with a Master's degree. The study also found that 34.9% of them have been serving the agency for 2-4 years, 51.4% have a service period of 5-7 years, and as many as 13.7% have years of service of more than 8 years. Finally, in terms of the level of monthly income, 13.% them have monthly income of IDR3,000,000 - 3,999,999, 33.6% of respondents have income of IDR4,000,000 - 4,999,999, 39.7% have income of

IDR5,000,000 - 5,999,999, and 13.7% have income of IDR6,000,000.

These findings show that the respondents of the study were dominated by male respondents with an average age level of 40 - 49 years old with married status. Meanwhile, the education level of the respondents was dominated by the level of undergraduate with a working period of 5-7 2-4 years and possessed an average monthly income of IDR5,000,000 - 5,999,999.

Prior to testing the proposed SEM equations to investigate the interrelationships between factors, the instrument tests of validity and reliability tests were performed first to determine the precision and consistency of the indicators that measure the variables. The study found that all indicators were valid and reliable, indicated by the critical value of the product-moment correlation and the values of Cronbach Alpha of greater than 0.50 (Malhotra *et al.*, 2006).

In the following step, the study presents the goodness of fit indices of the estimated SEM to ensure the goodness of the proposed model. As shown by Table 1, the study found that all the goodness of fit indices comprising X²-Chi-Square Statistics, Root Mean Square Error of Approximation (RMSEA), Goodness of Fit Index (GFI), Augmented Goodness of Fit Index (AGFI), Tucker-Lewis Index (TLI), and Comparative Fit Index (CFI) were a better fit. The estimated value of the goodness of fit indices was above the cut-off value, indicating that the overall estimated SEM models better fit to provide the answer for the objectives of the study.

Table1. The Goodness of Fit Indices

Index	Cut off value	Finding	Remark
X ² (Chi-Square)	Expected to be small	855.917	Best fit
Probability	≥0.05	0.055	Best fit
CMIN/DF	≤ 2.00	1.649	Best fit
GFI	≥ 0.90	0.989	Best fit
AGFI	≥ 0.90	0.956	Best fit
PGFI	≥ 0.90	0.945	Best fit
NFI	≥ 0.90	0.948	Best fit
TLI	≥ 0.90	0.976	Best fit
CFI	≥ 0.90	0.970	Best fit
PNFI	0.60 – 0.90	0.745	Best fit
RMSEA	0.05 – 0.08	0.073	Best fit

The Direct Effects of Employee Competence, Intrinsic Rewards, and Job Satisfaction on Employee and Organizational Performances

Table 2 reports the findings of the SEM estimates on the direct effects of employee competence, intrinsic rewards, and job satisfaction on employee and organizational performances. As illustrated in Table 2,

the study found that employee competency has a positive and significant influence on employee and organizational performances at the 1% level of significance with the estimated values of 0.382 and 0.507, respectively. Particularly, these findings showed that as the employee competency increases by one unit, the employee and organizational performances would increase by 0.382 and 0.507 units on the Likert scale,

respectively. These findings show that competence has led to an increase in employee’s performance as they have the ability and adequate knowledge in accordance with the field of work they do. If these needs can be met, it will make the employees more committed to the organization, especially in improving their performances. These employees would realize the importance of trying and contributing to the interests of

the organization (Momeni *et al.*, 2012). The results of this study are consistent with the study by Brown *et al.*, (1996) who found that increasing competency could increase organizational effectiveness and productivity by involving more workers truly in work so that workers get a more meaningful and satisfying experience.

Table2. The Direct Effects

Hypothesis	Estimate	CR
H ₁ : Competence affects employee performance	0.382 ^{***}	6.323
H ₂ : Intrinsic reward affects employee performance	0.459 ^{***}	8.626
H ₂ : Job satisfaction affects employee performance	0.928 ^{***}	10.101
H ₃ : Employee performance affects organizational performance	0.715 ^{***}	13.772
H ₄ : Competence affects organizational performance	0.507 ^{***}	8.919
H ₅ : Intrinsic reward affects organizational performance	0.940 ^{***}	10.393
H ₆ : Job satisfaction affects organizational performance	0.685 ^{***}	7.396

Note: ^{***} indicates a 1% level of significance, and CR is a critical ratio value.

Table 2 also shows that the intrinsic rewards also have a significant and positive influence on improving employee and organizational performance at the 1% level of significance with the estimated values of 0.459 and 0.940, respectively. These findings, specifically, showed that as the intrinsic rewards increase by one unit, the employee and organizational performances would increase by 0.459 and 0.940 units on the Likert scale, respectively. This could be partly due to the presence of intrinsic rewards that are in accordance with the capabilities possessed by employees will have an impact on improving employee performance. This finding is similar to the finding of Aktar *et al.*, (2012), Januar and Handayani (2015), Munawir *et al.*, (2014), and Marlina *et al.*, (2018) who documented the positive role of intrinsic rewards on performance.

Furthermore, the study also documented that job satisfaction has a positive impact on employee organizational performance at the 1% level of significance with the estimated values of 0.928 and 0.685, respectively. These empirical findings, specifically, showed that as job satisfaction increases by one unit, the employee and organizational performances would increase by 0.928 and 0.685 units on the Likert scale, respectively. These indicate that job satisfaction improved employee organizational performances even better, the findings consistent with the previous studies by Yousef (2000) and Sativa *et al.*, (2018). Job satisfaction that is defined as a condition that exists in an organizational environment both related to fellow employees and all work equipment carried out by employees contributed to higher performance. The positive effect of job satisfaction on organizational performance is also evidenced by Wani *et al.*, (2018), Hariyonyoto *et al.*, (2019), Rozanna *et al.*, (2019), and Rukayah *et al.*, (2019).

Finally, Table 2 also shows that employee performance has a positive and significant effect on organizational performance at the 1% level of significance with the estimated values of 0.715. This empirical finding, specifically, showed that as the employee performance increases by one unit, the organizational performance would increase by 0.715 units on the Likert scale. This finding further indicates that the existence of high employee performance would influence organizational performance to improve. The finding is consistent with previous studies by Naqvi and Khan (2013), Masood (2010), Qadariah *et al.*, (2019), and Amin *et al.*, (2019) who recorded that employee performance has a significant influence on improving organizational performance. By further improving employee performance, the organizational performance would be materialized, especially in achieving organizational goals.

These findings suggest that to improve employee and organizational performances, the human resources manager should focus on improving employee competency, intrinsic rewards, and their job satisfaction. Regular and continuous professional training related to the official duties must be provided and impressive intrinsic rewards schemes comprise of appreciation and awards must be provided to the high employee's performer that is, consequently, hoped to improve the employees' job satisfaction.

The Mediated Effects of Employee Performance on the Influences of Employee Competence, Intrinsic Rewards, and Job Satisfaction on Organizational Performance

Table 3 reports the findings of the SEM estimates on the mediated effects of employee performance on the influences of employee

competence, intrinsic rewards, and job satisfaction on organizational performance using the Sobel test based on the Baron and Keney's (1986) framework. As illustrated in Table 3, employee performance is found to have a significant positive mediated effect on the influence of competency on organizational performance

with the estimated coefficient of 0.273 at the 1% level of significance. This finding implies that to enhance organization performance, the focus should be given on improving employee performance based on promoting employee competence.

Table2. The Indirect Effects

Hypothesis	Estimate	CR
H ₇ : Competence affects organizational performance via employee performance	(0.382 x 0.715) = 0.273***	5.023
H ₈ : Intrinsic rewards affects organizational performance via employee performance	(0.459 x 0.715) = 0.328***	6.626
H ₉ : Job satisfaction affects organizational performance via employee performance	(0.928 x 0.715) = 0.663***	7.134

Note: *** indicates a 1% level of significance, and CR is a critical ratio value.

Table 3 also shows that employee performance is found to have a significant positive mediated effect on the influence of intrinsic rewards and job satisfaction on organizational performance with the estimated coefficient of 0.328 and 0.663 at the 1% level of significance, respectively. These empirical findings imply that to enhance organizational performance, the focus should be given on improving employee performance based on enhancing intrinsic rewards and job satisfaction.

Since the direct effects of employee competency, intrinsic rewards, and job satisfaction on organizational performance are found to be significant; and the indirect effects of employee competency, intrinsic rewards, and job satisfaction on organizational performance via the employee performance, thus the variable of employee performance is found to act at the partially mediated variable.

These findings imply that any efforts aimed to promote the performance of an organization; it should be focused on improving the employee performance based on the enhancements of the employee competency, intrinsic rewards, and job satisfaction.

CONCLUSIONS

This study empirically explored and analyzed the mediated effects of employee performance on the relationships between employee competence, intrinsic reward, and job satisfaction on organizational performances of the Financial Management Agency, Aceh Province, Indonesia. Based on the Structural Equation Modeling (SEM) approach, the study found the positive and significant direct effects of employee competency, intrinsic rewards, and job satisfaction on employee and organizational performances. Besides, the study also recorded that employee performance significantly mediated the relationships between employee competence, intrinsic reward, and job satisfaction on organizational performances.

Based on these findings, the study suggests that to further improve organizational performance must be done through the enhancement of employee performance by improving employee competence, intrinsic reward, and job satisfaction. Regular and continuous professional training related to the official duties must be provided and impressive intrinsic rewards schemes comprise of appreciation and awards must be provided to the high employee's performer that is, consequently, hoped to improve the employees' job satisfaction.

Further studies on this topic could provide robust findings by taking into account more antecedents and consequences into the model of analysis. These antecedents and consequences could cover both internal and external determinants affecting employee and organizational performances. Finally, incorporating more organizations both public and private into the analysis would also provide enriching empirical evidence.

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