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### THE EFFECT OF COMPETENCE AND MOTIVATION ON EMPLOYEE PERFORMANCE THROUGH EMPLOYEES CAPABILITIES ON PT. BINASINAR AMITY

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#### Abstract

The purpose of this study is to analyze the influence of competence and motivation on employee performance simultaneously, to analyze the influence of competence and motivation on the ability of employees simultaneously, to analyze the influence of ability to partial employee performance, to analyze the influence of indirect competence. For employee performance through employee ability, indirect motivation on employee performance through employee ability. The object of research is employees at PT BinaSinar Amity. Sampling technique used in this research is probability sampling and simple random sampling. The number of samples in this study was as many as 40 employees of the company.

The results show that competence and motivation have a positive effect on employee performance. The direct impact of competence on employee performance is 0.398, while the influence of indirect competence on employee performance through the ability that is equal to 0.491. From the above explanation that the value of direct influence is less than the value of indirect influence that gives the meaning that the ability variable capable of mediating the competence to employee performance. Influence indirectly on employee performance through the proven ability and acceptable. The direct influence of motivation on employee performance that is equal to 0,378, while the magnitude of indirect influence of motivation on the performance of employees through the ability of 0.471. N value of direct influence is less than the value of indirect influence that gives the meaning that the ability of the variable is able to mediate employee performance motivation.

#### Introduction

The internal and external changes of an organization can be due to the weakening or strong contribution of its human resources. This means the existence of human resources in a company can be one of the drivers of the company's performance. Company performance is aggregation or performance accumulation of all organizational units. Thus, the company's performance is strongly influenced by three main factors namely organizational support, management capability and performance of everyone who works in the company. The role of human resources for the survival of the company, of course, no doubt. Human resources play a role in activity planning activities, implementation, achievement, evaluation and improvement results. The most important factor that can affect the achievement of one's work is the competence factor of the person concerned. Competence can be described as basic characteristics, personality deepest and influencing the behavior of a worker when he faces the job. Ultimately these basic characteristics affect the effectiveness in carrying out its work.

Lasmahadi (2002) states that competence will always be associated with superior performance since competence includes personal aspects that encourage employees to achieve superior performance. Competence includes a set of intelligent actions, full of responsibilities that someone has as a condition to be considered capable by the community in carrying out tasks in the field of work.

In addition to competence factors, motivation factors also play a role that is not less important. This is understandable because motivation is a stimulating force or stimulating force that encourages employees to be willing to work with different interests between one employee and another (Manulang, 2005). The existence of



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stimuli is a form of motivation that can be given to each employee for them to work better and responsible. Therefore, management needs to understand what factors can be used to stimulate employees to work better.

In line with the above opinion, Lazier (1999) states that employee motivation has a close relationship with job satisfaction of an employee. Motivation can cause encouragement or morale, so motivation can provide stimulation to take action to achieve the desired goals. With a strong work motivation, will be able to improve job satisfaction and achievement of the results of the implementation of the task carried.

### Literature Review

#### Competency

Dharma (2009: 102) quotes writing Armstrong review competence yan emphasis on behavioral dimensions of a role to need behavior for the right person to be able to perform the job satisfactorily. As the definition of competence above, it can be concluded that competence includes behavioral characteristics that can indicate the difference between those who are high performers who in this context concerns the achievements that are generated. Further Dharma (2009: 102) reveals that competence is what one brings to work in the form of different types and levels of behavior. This should be distinguished from certain abilities (knowledge, expertise, and expertise) required to perform various tasks related to a job. Competence determines aspects of the process of the outcome of a job.

Another opinion put forward by Wibowo (2010: 323) which defines competence as an ability to perform or perform a job or task based on skills and knowledge and supported by the work attitude demanded by the job. Thus, competence shows the skills and knowledge characterized by professionalism in a particular field as the most important, as the seed of the field. Competence can also be interpreted as a person's ability to produce at a satisfactory level in the workplace, including the ability of a person to transfer and apply those skills and knowledge in new situations and increase agreed benefits. Competence shows the characteristics of knowledge and skills that individuals have or need to enable them to perform their duties and responsibilities effectively and to raise the professional quality standards in their work.

From some sense of competence above it can be concluded that the competence is defined as the ability that must be owned by an employee or to perform a job with maximum (effective, efficient, productive and qualified) in accordance with the targeted organization/leader.

#### Component In Competence

Nawawi (2006: 1) defines competence as the possession and mastery of skills/skills or abilities demanded by the job/position respectively. In relation to the definition put forward, then formulated components inherent in the competence are:

1. Cognitive component is basically the ability of work that is based on the mastery of some knowledge (knowledge) and comprehension (comprehension) about the field done. Besides, it also shaped the ability to analyze and synthesize the conditions, problems, conditions in the field of work. The cognitive component also takes the form of an employee's ability to use (application) and evaluate the mastery and use of knowledge, understanding, and analyze results in carrying out his work.
2. Affective components show that competence contains also with the ability to maintain harmonious, effective and efficient human relationships at work. With this ability, one will be able to establish and develop cooperation and gain support from the supporters in carrying out the job/position that will lead to success.
3. Psychomotor components show that competence contains also a high level of skill/work skills, which at least meaningful professional in work in their field. In relation to that in the realization of competence in the stratum, ranging from the lowest competence called unskill (no skills), the next skill (have skills), the better said expert / professional, hereinafter called the specialist and the highest is a super-specialist in the field it works.



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### Type Competency

Palan (2007: 9-10) classifies competencies into two basic competencies and differentiating competencies, where each of the definitions can be described as follows:

1. Basic competencies are important characteristics such as the knowledge and skills that a person needs to achieve minimum standards in a job. It's just that these basic competencies do not distinguish employees who perform excellently from the ordinary.
2. Distinguishing Competencies, this competence refers to factors such as motives, personal characteristics, self-concept, and values that distinguish employees who perform excellently from ordinary employees.

### Competency Dimensions

Hutapea and Thoha (2008: 28) revealed that there are three main components of the formation of competence that is a knowledge possessed person, ability, and individual behavior. The description of each component of competence in question can be seen in the description below.

1. Knowledge is information owned by an employee to carry out his duties and responsibilities according to the field he is engaged in (certain), eg computer language. Knowledge of employees also determines the success or failure of the tasks assigned to him, employees who have sufficient knowledge to improve the efficiency of the organization.
2. Skill is an effort to carry out the duties and responsibilities given to a company employees with a good and maximal, for example, a computer programmer.
3. Attitude is a pattern of behavior of an employee in performing its duties and responsibilities in accordance with the rules of the organization. If the employee has the nature to support the achievement of the organization, then automatically all the tasks assigned to him will be done as well as possible.

### Motivation

Robbins & Coulter (2010: 109) suggests that motivation refers to the process by which one is energized, directed, and sustained towards achieving one goal. Another sense is expressed by Siagian cited by Sedarmayanti (2013: 233) defines motivation as "The whole process of motivation works to subordinates in such a way that they are willing to work sincerely in order to achieve the goals of the organization efficiently and economically". Definition revealed by Terry was quoted as saying by Sedarmayanti (2013: 233) is a desire that exists in an individual who stimulates action.

Another sense is expressed by Luthans (2006: 207) that defines motivation as a person's initial steps to take action due to physical and psychic shortcomings or in other words, is an impulse indicated to meet a particular purpose.

From some definition revealed by experts above in research, this motivation focused on the impetus that influences a person to do something. In relation to performance, it means motivation is the impetus that affects an employee to perform his duties or responsibilities.

### Dimension of motivation

Uno (2009: 73) revealed that motivation can be measured through indicator below this.

1. Internal motivation
  - Responsibility for performing the task
  - Carry out tasks with clear targets
  - There is feedback on the work.
  - Have pleasure in working.
  - Preferably the accomplishment of what it does.
2. External motivation
  - Always strive to meet the needs of life and work needs.
  - Pleased to get praise from what he did.
  - Working with incentives.
  - Working with the hope of getting the attention of friends and superiors.



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### Ability

Ability to work according to Hasibuan (2009: 94) is defined as the work achieved by a person in carrying out the tasks assigned to him based on the skills, experience and sincerity and time. While Soelaiman (2007: 112) defines the ability is the nature that brought birth or learned that allows a person who can complete the work, both mentally and physically. Employees in an organization though motivated well, but not all have the ability to work well. Abilities and skills play a major role in individual behavior and performance. Skills are skills related to the tasks that a person possesses and uses at the right time.

Robbins (2008: 46) ability is the capacity of individuals to perform various tasks in a particular job. The whole ability of an individual is essentially composed of two sets of factors namely intellectual ability and physical abilities. Mc. Shane and Glinow (in Buyung, 2007: 37) define the ability as the natural aptitude and ability capabilities required to accomplish a task (the abilities are natural intelligence and the capabilities learned to complete a task). Intelligence is a natural talent that helps employees learn certain tasks faster and work better. According to Greenberg and Baron (in Buyung, 2007: 38) defines abilities mental and physical capabilities to perform various tasks (abilities are mental and physical capabilities for performing various tasks). Ability consists of two main groups most relevant to behavior in work is the intellectual ability that includes the capacity to perform various cognitive tasks and physical abilities referring to the capacity to perform physical actions.

From some sense of workability put forward by the experts above can be concluded that the ability to work is someone who has the ability or ability to run the tasks that are realized through his actions to improve the results of his work.

### Component Capability

Sinamo (2008: 45) reveals several important components of the ability of employees such as:

1. His skills  
The skills possessed by the employee are based on the experience he or she has made during the work. Skills can increase if an employee has a longer tenure than an employee with fewer working lives.
2. His ability  
Ability owned by employees is based on the talent that under it since childhood or acquired during the period of education the better the education of an employee the higher the ability obtained.
3. His work ethic  
Work ethic is related to employee attitude and motivation in work. A tireless principle of working as a foundation of a high work ethic owned by an employee.

Sinamo further (2008: 45) reveals that humans as psychological creatures can be seen from several capabilities possessed, among others:

- Rational perceptions-rational ability;
- Creative-imaginative thinking ability;
- Critical-argumentative thinking skills
- Ability to select a number of options available;
- Ability to freely desire; and
- Ability to feel.

### Dimensions of Ability

Robbins (2008: 47) reveals several dimensions to measure the ability of work, among others:

1. Ability to work  
The ability of an employee is a condition in which an employee feels capable of completing the work given to him.
2. Education  
Education is an activity to increase one's knowledge including enhancement of theoretical mastery and skill deciding on issues related to the achievement of goals.
3. Years of service



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The period of work is the time it takes for an employee to work for the organization.

### Employee Performance

Riniwati (2011: 50) states that the real foundation of a company is performing. If there is no performance, then all parts of the company will not achieve its objectives. Performance is necessary as an evaluation material for a leader or manager. Performance is also a record of outcomes generated by certain employees or activities performed over a period of time. Where a person is required to play his part in executing company strategy.

Build (2012: 231) defines performance as a result of work achieved by employees based on job requirements. An employee is a person who does the job by getting rewards in the form of salary and benefits from the company. This employee is doing all the work or activities of the company's operations. So understanding the performance of employees is the work of individuals in a company. Company performance is the totality of work achieved by a company. Employee performance and company performance have a very close relationship, the achievement of corporate goals.

Another opinion expressed by Wibowo (2008: 67) that defines performance as a process of how the work takes place to achieve the work. However, the work itself also shows performance. Suwanto and Donni (2011: 196) state that performance is a performance or performance. Performance can also be interpreted as work performance or the implementation of work or performance results. According to Smith (cited by Suwanto and Donni, 2011: 196) states that " performance is output drives from processes, human otherwise ". Based on this statement can be interpreted that the performance is a result achieved by a person based on the size of the application within a period of time and with respect to work and its behavior and actions.

From some definition of employee performance presented by the experts above, it can be concluded that the employee performance is the work (output) both quality and quantity achieved by employees per unit period of time in carrying out their duties in accordance with the responsibilities given to him.

### Employee Performance Assessment Goals

The success or failure of the performance achieved by the company is affected by the level of performance of employees individually or in groups. Assuming the better the employee performance the better the company performance. With companies need to set employee performance goals. The purpose of employee performance appraisal by Basri and Rivai (2005: 27) are as follows:

- a. To improve the work of employees, both in quality and quantity.
- b. Provide new knowledge that will assist employees in solving complex problems, with a series of limited and regular activities, through the tasks and responsibilities of the company.
- c. Improve the interpersonal relationships of employees on work activities within the company.

### Factors Affecting Employee Performance

Employee performance can be influenced by various factors (Gibson, in Basri and Rivai 2005: 42) namely:

- a. Individual factors, namely ability and skill (mental and physical), background (experience, family) and demographics (age, origin).
- b. Company factors are resources, leadership, rewards (compensation), corporate organizational structure, and description ( job description ).
- c. Psychological factors are perception, attitude, personality, learning patterns and motivation.

In a company, each employee is required to be able to show a productive performance, for that each employee must have characteristics of a productive individual. These characteristics according to Sedarmayanti (2007: 78) should be grown by each employee to improve its performance. The characteristics or characteristics of a productive individual include:

- Confidence
- Responsibility
- Love for work
- Outlook ahead



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- Be able to solve the problem
- Adaptation to changing an environment
- Provide a positive contribution to the environment

**Employee Performance Measurement**

Sudarmanto (2009: 11) reveals dimensions or performance indicators are aspects that become measures in assessing performance. Measures serve as a benchmark for assessing performance. Dimensions or measures of performance is necessary because it will be beneficial to many parties. Dimensions or sizes that can be used as benchmarks in assessing employee performance are as follows:

- Quality of work, ie the level of error, damage, accuracy.
- The quantity of work, ie the amount of work produced.
- Use of time in work, ie absence rate, delay, effective working time/hours lost.
- Cooperation with other people and co-workers in work.

**Research methods**

**Research Design**

This study uses explanatory analysis and descriptive analysis, which aims to determine the influence of independent variables and bound. The findings will then be described by observing and researching and describing the ongoing nature or event at the time of the study and examining the causes of certain symptoms (Travers: 1978). In this study examines the influence of competence variables and motivation to employee performance either directly or indirectly through employee ability.

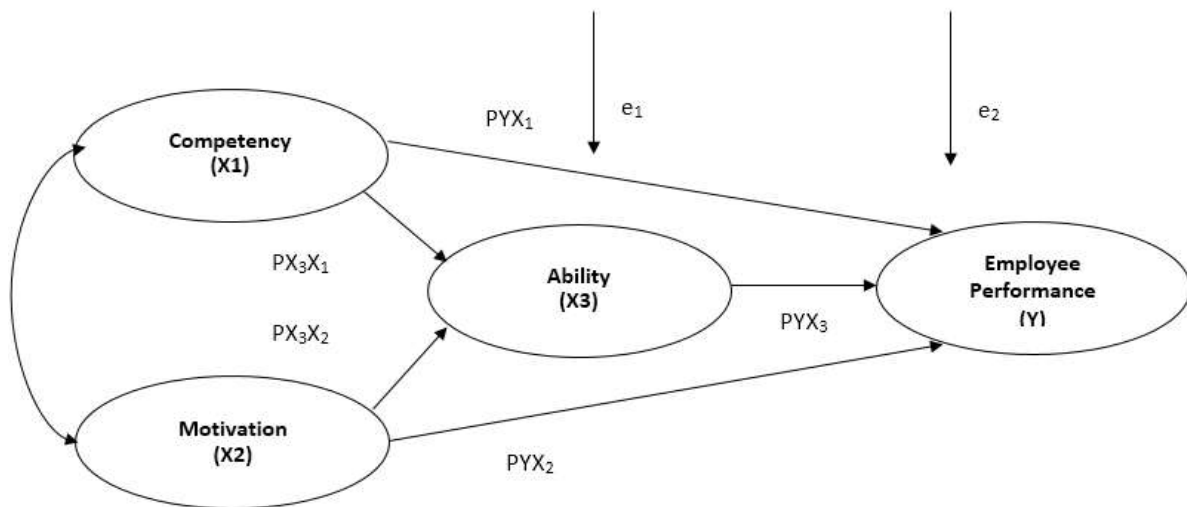


Figure 1. Design Research

**Population**

Population according to Umar (2008: 137) is defined as a collection of elements having the same particular characteristics and having equal opportunity to be selected as a sample member. Population in this research is employees at PT BinaSinar Amity counted 40 employees.

**Sample**

Suharsimi (2009: 131) defines the sample as a partial or representative of the population under study. In order to obtain a representative sample of the population, each subject in the population is attempted to have equal opportunity to sample. The sampling technique used in this research is probability sampling and simple random sampling. According Sugiyono (2009: 66) is a probability sampling is a sampling technique to provide the same opportunity in each member of the population to be elected as a member of the sample. While the simple



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random sampling is the method of sampling from members of the population using random without regard to the strata (level) in members of that population. The number of samples is 40 company employees.

### Data Collection Techniques

Data collection method used in this research is questionnaire (questionnaire). Questionnaires can be open questions that include the identity of respondents and closed questions along with alternative answers so that respondents just choose one of the alternative answers. Respondents were asked to fill out the questionnaire answers by checking (✓) on the measurement scale listed below according to the respondents' correct assessment of the statements in the questionnaire.

### Test Instrument

Before performing data analysis and interpretation, a questionnaire needs to be tested in advance of its validity and reliability. It is intended to know the extent to which the accuracy and accuracy of a tool in performing the function of the measuring instrument or provide a measurement that matches the level of validity and reliability that meet the required limit. It is necessary to distinguish between valid and reliable research results. The results of valid research when there is a similarity between the data collected with the actual data occurred on the object under study. The research results are reliable if there are similarities of data in different time.

#### a. Test Validity

Validity is intended to test the accuracy of an instrument in measuring the concept to be measured or performing its measuring function. A measuring instrument is said to be valid if the instrument measures what should be measured (Sugiyono, 1999). Testing the validity of each item used item analysis of the instrument in this study is done internal consistency approach that correlates the score of each item with a total score which is the number of each item score.

To facilitate the calculation of this validity, used computer aids with SPSS (Statistical Package for Social Science) program. Testing using Pearson correlation is done by correlating the score of each question item with the total score of the variable. The decision rule of decision is if there is a relation between the question item with the total question as a whole and the value of P-value below the real level ( $\alpha$ ) 0.05, then the questionnaire is valid.

#### b. Test Reliability

Reliability tests the consistency of an instrument in measuring the concept to be measured or performing its measuring function. Reliable instruments are instruments that when used multiple times to measure the same object will produce the same data (Sugiyono, 1999). In this research, the reliability test is done by calculating Cronbach's Alpha from each instrument in a variable. Instruments used in the variable is said to be reliable if it has a Cronbach's alpha of more than 0.6 (Nunnally, 1978).

## Research result and discussion

#### a. Test Validity

The test used to test the validity of each study variable, where all the variables contain 40 statements that are answered by 40 respondents. The criteria used in determining the validity of the statements used in this study are as follows: trust level = 95 percent (probability or  $\alpha = 5\%$ ), degrees of freedom ( $dk$ ) =  $n - 2 = 40 - 2 = 38$ , obtained  $r$  table = 0,320. If  $r$  count is greater than  $r$  table and the value of  $r$  is positive, then the statement item is said to be valid (Ghozali, 2005: 17). Based on the analysis that has been done, then the validity test results are all declared valid.

#### b. Test Reliability

Test reliability to know the extent to which the measurement results are reliable and consistent. In the table, the following test results note that all variables have alpha above 0.6 which means that all variables in this study reliable.



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**Table 1. Reliability Test Results Instrument Variable Research**

Variables	Cronbach Alpha ( α )	Information
Competence (X1)	0.973	Reliable
Motivation (X2)	0.981	Reliable
Ability (X3)	0.976	Reliable
Employee Performance (Y)	0.977	Reliable

Source: Primary Data, processed in 2017

Based on the above Cronbach alpha reliability figures can be seen that all existing statements form a reliable measure of the variable competence, motivation, ability, and employee performance form a reliable measure of each dimension.

### Hypothesis testing

#### 1. The Influence Of Competence And Motivation Of Employee Performance

The value of R square on the influence of competence and motivation on employee performance that is equal to 0.157. This value can be interpreted that the variation of employee performance variable change can be explained by the variation of competence and motivation change by 15.7 % while the rest is 84.3 % influenced by other variables beyond competence and motivation.

The result of F-arithmetic is 13.433 when compared with f - table (alpha = 0.05 DF = 2; 38 ), then the f - table value is 3.24 . From the results of F-arithmetic and f table obtained when compared can be concluded that the value of f - count is greater than f - table. The value of the influence of competence and motivation on employee performance can be seen in table 2.

**Table 2. Influence of Competence and Motivation Against Employee Performance**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. An error of the Estimate
1	.396 <sup>a</sup>	.157	.111	.246

a. Predictors: (Constant), Motivation, Competence

**Table 3. Model Summary Effect of Competence and Motivation on Employee Performance**

ANOVA <sup>a</sup>						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	34651	2	17326	13.433	.000 <sup>b</sup>
	Residual	186.724	37	5.047		
	Total	221.375	39			

a. Dependent Variable: Performance employees  
b. Predictors: (Constant), Motivation , Competence

Competence and motivation variable influence on employee performance can be seen from the equation compiled is  $Y = 0.398 + 0.378 x_1 + x_2$

**Table. Effect Analysis of Competence and Motivation on Employee Performance**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.128	9.736		2.067	.000
	Competence	.458	.175	.398	2.620	.000
	Motivation	.038	.152	.378	6.249	.000

a. Dependent Variable: Employee performance





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In table 4, it can be seen that the influence of competence and motivation variables have a positive effect on employee performance. Values coefficients standardized regression coefficient variable competence is competence that gives meaning is the competence of the employees continued attention to the performance of employees increased by 0, 3 98. For the regression coefficient of motivation variable of 0.378. This value means that paying attention to employee motivation once will have an impact on employee performance of 0.378. From both regression coefficient value obtained can be concluded that the greatest value is owned by competence variable compared with employee motivation. This means that the priority of the leadership in improving the performance of each individual employee lies in so far where the company through the leadership fable to increase the competence of each individual employee.

2. The Influence Of Competence And Motivation Of Employee Ability

The value of R square on the influence of competence and motivation to the employee's ability is 0.378. This value can be interpreted that variation of change of employee ability variable can be explained by the variation of competence variable change and motivation equal to 37.8% while the rest that is equal to 62.2% influenced by other variables beyond competence and motivation.

The result of F-count obtained is 11.261 when compared with f - table (alpha = 0.05 DF = 2; 3 8 ), then the value of f table is 3.24. From the results of F-arithmetic and f table obtained when compared can be concluded that the value of f - count is greater than f - table. The value of the influence of competence and motivation on the ability of employees can be seen in table 5.

Table 5. Model Summary Influence Competence and Motivation Against Employee Ability

Model Summary				
Model	R	R Square	Adjusted R Square	Std. An error of the Estimate
1	, 615 <sup>a</sup>	, 378	, 345	, 072

a. Predictors: (Constant), Motivation, Competence

Table 6. Model Summary Influence of Competence and Motivation to Employee Ability

ANOVA <sup>a</sup>						
	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	96,716	2	48,358	11.261	, 000 <sup>b</sup>
	Residual	158,884	37	4,294		
	Total	255,600	39			

a. Dependent Variable: Ability  
b. Predictors: (Constant), Motivation, Competence

The influence of competence and motivation variable on employee's ability can be seen from the equation which is composed that is  $X_3 = 0,798 x_1 + 0,766 x_2$

Table 7. Effect Analysis of Competence and Motivation on Employee Capabilities

Coefficients <sup>a</sup>						
	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,410	8,981		8,268	, 000
	Competence	, 677	, 161	, 798	2,340	, 000
	Motivation	, 612	, 141	, 766	4,357	, 000

a. Dependent Variable: Ability



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In table 7, it can be seen that the influence of competence and motivation variables positively affect the ability of employees. Value standardized coefficients competence is the regression coefficient of competency that gives meaning if competence of employees continued attention be paid by one then the ability of employees increased by 0798. For the regression coefficient of motivation variable of 0.766. This value means that paying attention to employee motivation once will have an impact on the employee's ability of 0.766. From both regression coefficient value obtained can be concluded that the greatest value is owned by employee competency variable compared with employee motivation. This means that the priority of the leadership in improving the performance of each individual employees lies in how far the company through the leadership can increase the competence of each individual employees.

3. Influence Ability Against Employee Performance

Rated R square on the influence of the partial variable ability of the employee to the employee's performance is equal to 0379. This value can be interpreted that variation of change of employee performance variable can be explained by the variation of change of employee ability variable equal to 37.9% while the rest that is equal to 62.1% influenced by other variables beyond employee ability.

The result of t arithmetic is 4,819 when compared with t- table (alpha = 0,05 DF = 2, 3 8 ), then t- table value equal to 1,697 . From the results, t arithmetic and t - table obtained when compared can be concluded that the value of t - count is greater than t - table. The value of partial influence of the ability to employee performance can be seen in table 8.

Table 8 . Model Summary Influence Partial Ability To Employee Performance

Model Summary				
Model	R	R Square	Adjusted R Square	Std. An error of the Estimate
1	, 616 <sup>a</sup>	, 379	, 363	, 902

a. Predictors: (Constant), Abilities

Influence Partial variable ability to employee performance can be seen from the equations are compiled that is  $Y = 0.616 x_3$

Table 9. Partial Influence Analysis Ability to Employee Performance

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,068	4.898		3,485	, 001
	Ability	, 573	, 119	, 616	4,819	, 000

a. Dependent Variable: Employee performance

In table 9, it can be seen that the partial variable ability to positively affect employee performance. Value standardized coefficients ability of employees is regression coefficient employee's ability to mean that the increase in the ability of employees one will have an impact on employee performance improvement by 0616. Implementation of this value is the improvement of workability of each individual employees will give impact to the improvement of employee performance.

From the analysis described in the analysis of the partial influence of the variable ability to employee performance can be concluded that the hypothesis that states " a da influence ability to employee performance at PT. BinaSinar Amity "can be proven and hypothesis accepted.

4. The Indirect Effect of Competence on Employee Performance Through Ability

From the results of data processing has been done then can be described some equations that can be prepared on the variables discussed as follows.



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Equation I :  $Y = f(X_1, X_2) = b_1 x_1 + b_2 x_2$   
 $Y = 0.398 x_1 + 0.378 x_2$

Equation II :  $X_3 = f(X_1, X_2) = b_3 x_1 + b_4 x_2$   
 $X_3 = 0.798 x_1 + 0.766 x_2$

Equation V :  $Y = f(X_3) = b_5 X_3$   
 $Y = 0.616 x_3$

The immediate effects that can be composed are  
 $Y = 0,398 x_1$   
 $Y = 0.378 x_2$

Indirect influence of competence on employee performance through ability that can be arranged that is:  $(0,798)(0,616) = 0,491$

From the direct and indirect influence can be explained that the magnitude of the direct influence of competence on employee performance is equal to 0,398, while the amount of indirect influence of competence on employee performance through the ability that is equal to 0.491. From the above explanation can be concluded that the value of direct influence is smaller than the value of indirect influence which gives the meaning that the ability variable capable of mediating competence to employee performance.

**5. Indirect Influence Motivation Against Employee Performance Through Ability**

The indirect effect of motivation on employee performance that can be prepared are:  
 $(0.766)(0.616) = 0.471$

From the direct and indirect influence described can be explained that the magnitude of direct influence of motivation on employee performance that is equal to 0.378, while the amount of indirect influence motivation to employee performance through the ability of 0.471. From the above explanation can be concluded that the value of direct influence is smaller than the value of indirect influence which gives the meaning that the variable ability is able to mediate the motivation of employee performance.

To see the direct and indirect effects of the compiled equations can be seen in the picture below.

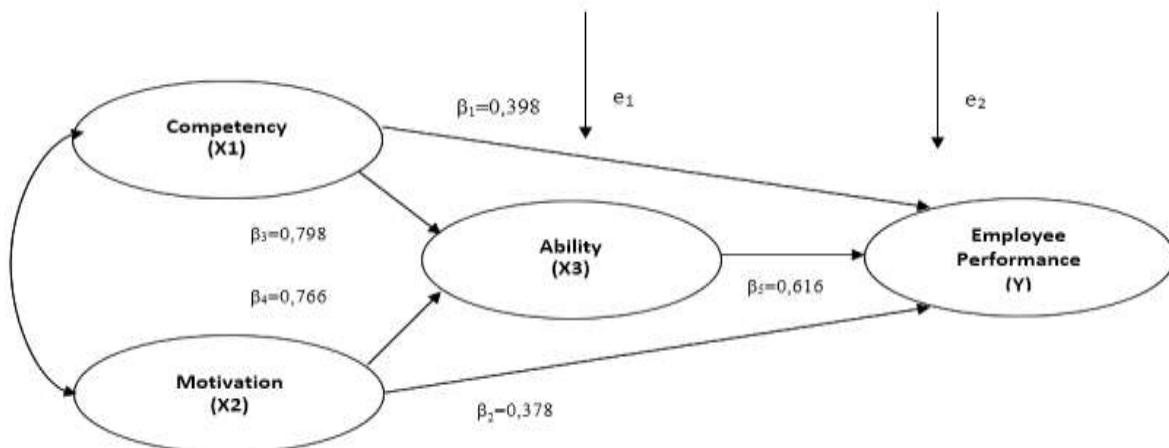


Figure 2. Model Analysis of Influence Path Competence and Motivation Against Employee Performance Through Employee Ability

**Conclusions and recommendations**

**Conclusion**

Based on the analysis and discussion can be concluded that partially each independent variable, namely competence, motivation and the ability to have an influence on the performance of employees at PT BinaSinar



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Amity. Then from the result of analysis of variable ability as an intervening variable can be proved perfectly that variable ability gives indirect influence on competence variable to employee performance and motivation variable to employee performance. This statement can be proven by the extent of indirect influence (competence on employee performance and motivation on employee performance) through the ability identified as an intervening variable when compared with the influence of competence on employee performance and the influence of motivation on employee performance.

### Suggestion

As input from the analysis and discussion that has been done suggestions. Which are given as follows?

1. Employee competence and employee motivation have an effect on employee performance. Therefore, the improvement of employee competence and employee motivation should be kept in mind.
2. Increased employee competence can be done through increased employee knowledge, upgrading employee skills, as well as improvement of employee attitudes. While the improvement of motivation for employees can be taken either through external motivation of employees or from the internal or self-employee.
3. However, based on research, it can be seen that the competence and motivation of employees will give a greater impact on employee performance when mediated by the increase in the ability of employees. Therefore, in improving the competence and motivation of employees in order to improve the performance of employees is advised to pay attention and improve aspects of employee skills improvement, as evidenced through the improvement of employee's competence and employee motivation can give a greater impact on employee performance. Increased employee capacity can be pursued through education, training, and providing opportunities to perform new jobs but with assistance to improve employee experience and employment.
4. The author is very aware that in the preparation of this thesis is still far from perfection for it is expected for further research that wishes to lift the same variable to pay more attention to the determination of research indicators wherein the determination of indicators can be adjusted to the place or object of research set.

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