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Competency and Work Satisfaction, and Its Implications on Employee Performance National Land Agency of the Republic Of Indonesia

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Abstract*: Civil Servants (ASN) is the basis for implementing the government system in Indonesia, ASN's existence is essentially the backbone of the government in carrying out national development. Therefore ASN is expected to be able to mobilize and launch government tasks in development, including serving the community. This study reveals competence, and job satisfaction and its implications for employee performance. Survey of the perceptions of 376 employees of the Ministry of Agrarian Affairs and Spatial Planning / National Land Agency of the Republic of Indonesia. Data analysis was performed with Weighted Mean Score and Structural Equation Modeling. The results showed that: (1) Competence, Job Satisfaction and Performance of Civil Servants of the National Land Agency of the Republic of Indonesia showed good conditions, but not optimal; (2) Competency and job satisfaction of employees simultaneously and partially have positive and significant implications for the Performance of Civil Servants of the Ministry of Agrarian Affairs and Spatial Planning / National Land Agency of the Republic of Indonesia.

Keywords: Competence, job satisfaction, employee performance.

I. INTRODUCTION

The State Civil Apparatus (ASN) upholds loyalty to the Pancasila, the 1945 Constitution of the Republic of Indonesia (1945 Constitution) and the government. ASN in loyalty to the country, realize it through improving services to the people in Indonesia. However, in its application of a disciplined, honest, fair, transparent and accountable attitude in carrying out its duties, it has not been carried out to the fullest, so that in an effort to improve employee performance, the government through government regulation number 53 of 2010 emphasizes the discipline of ASN which contains clearly the obligations and restrictions that must be obeyed and obeyed by all ASNs, and disciplinary penalties that can be imposed on ASNs that have been proven to have committed violations. The disciplinary punishment is intended to foster ASN who have committed violations so that the person concerned has an attitude of regret and tries not to repeat and improve themselves in the future. The fact that occurs even though the government has affirmed the ASN discipline rules, it is still often seen that there are ASN that have not carried out the obligations that have been set, and there are still non-compliance or violation of the prohibitions set out in the ASN discipline rules. ASN performance appraisal is a systematic assessment process carried out by appraisers on the ASN employee work goals and work behavior. This is in line with the views of Bernardin and Russel[1]. which states that performance is defined as the record of outcomes produced on specified job functions or activities during a specified period. The number of ASN of the Republic of Indonesia spread across 33 Provinces in Indonesia as of December 31, 2014, was 4,455,303 people. Within 5 years the growth reached 31.05% with an average growth rate of 1.63%. Furthermore, it can be seen from the highest distribution of ASN that is focused on East Java province, which is 11.21%, Central Java Province which is 10.19%, West Java Province which is 9.90%, Special Region (DKI) Jakarta which is 6.57% and Sumatra Province North which is 5.56%. While the lowest ASN distribution was focused on the Bangka Belitung Islands Province at 0.71%, West Sulawesi Province at 0.74%, Gorontalo Province at 0.78%, West Papua Province at 0.90% and North Maluku Province at 0.98%. This shows that the level of performance demands is the main focus based on the distribution of ASN within the territory of the Republic of Indonesia[2].

Furthermore, [1] reported that the low level of ASN performance in the areas as mentioned above was strengthened by the Ombudsman Report in the field of Report Completion and Complaints in the 2014 Public Complaints Year-End Report on 17 December 2014, mentioned, there were five regions most complained to the Ombudsman, such as DKI Jakarta (433), East Java (413), West Java (342), North Sulawesi (312), and Central Java (269). Performance appraisal of civil servants is a systematic process carried out by appraisal officials on civil servants' work goals and work behavior.

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In other words, performance is the work outcome of each civil servant in an organizational unit assessed based on the employee's work goals and work behavior. This definition is in line with that of [3][4][5][6][7], in which performance is defined as the record of outcome produced on specified job function or activity during a specified period.

The poor performance of Civil Servants has been reported by the Coordinator of the Politics of Indonesian Corruption Watch, Adek Irawan, in the Voice of America on September 8, 2015[1]. He reported that the bad performance of civil servants has been a prolonged issue, but it is expected that the increasingly critical public attitudes can change the performance. Although many negative predicates are attributed to civil servants, there are still many civil servants with a spirit of dedication and high commitment to continue to do their duties very well and who are even willing to work overnight to complete their tasks and improve their performance. The findings of a documentary study conducted at the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency of the Republic of Indonesia show that some employees still experience a decline in their performance caused, among others, by the frequent delays in completing tasks, hindrance to the attainment of work targets, work standards that are not according to expectation, and in optimal problem-solving at work.

The findings are reinforced by the results of the performance appraisal of the Ministry of Agrarian Affairs and Spatial Planning/Badan Pertanahan Nasional (BPN/National Land Agency) of the Republic of Indonesia, also often reported to the Ombudsman. They are further confirmed by the report of the National Commission of Corruption Eradication on March 6, 2014, to the National Land Agency on the result of the Corruption Perception Index of 6.38, which is still relatively low compared to other vertical agencies.

The reports indicate that the performance of the National Land Agency employees is still not optimal. This conclusion is in line with the results of Rusdin Reaserach[8], which shows that the performance of employees, especially middle managers at State-Owned Enterprises, is not optimal. The lack of optimal performance is caused by weak employee empowerment, lack of opportunities to learn from mistakes, lack of opportunities to help improve themselves and their jobs, lack of assistance to improve employees themselves and the organization, and lack of integration of customer needs into the daily activities of employees.

To improve the competence of the employees of the Republic of Indonesia National Land Agency (BPN), efforts are continuously made in the form of a combination of skills, knowledge, and behavior that can be observed and applied critically for the success of an organization and work performance and personal contributions of employees to the organization. These efforts are implemented in the form of education and training for both structural and functional officials.

[9][10][4][7]

Based on the findings of preliminary observations, the problems in empowering employees at the BPN/National Land Agency are: (1) low trust in employees in delegating tasks and giving credibility; (2) low authority granted to employees in solving a problem; (3) low responsibility in delegating tasks and low credibility given to employees.

Based on the results of research [11][12][13][14], employee empowerment can be done by the company (leaders) by focusing on desire, trust, confidence, credibility, accountability, and communication. Employee empowerment in organizations can provide benefits in the forms of employee optimization and employee performance improvement; thus, the problems related to employee empowerment must be resolved by the organization [15][16][17][18]. The previous studies have the following limitations: (1) there was no uniform definition of employee performance; (2) employee performance is built from different constructs; (3) no research included empowerment as a construct in building employee performance, and (4) discipline was not included as a variable that influenced employee performance Referring to the documentation study conducted at the Ministry of Agrarian Affairs and Spatial Planning / National Land Agency of the Republic of Indonesia related to performance including employee work results that have decreased where frequent work is delayed to be completed, achievement of work targets is still experiencing obstacles, standards there are still jobs that are not in line with expectations, problem-solving at work is still less than optimal. This condition is strengthened by the results of the Service performance evaluation at the Ministry of Agrarian Affairs and Spatial Planning / National Land Agency of the Republic of Indonesia also often reported to the Ombudsman and the KPK's Disclosure Results on March 6, 2014, concerning the results of the Corruption Perception Index before the ranks of the BPN namely the BPN are at 6.38 . The figure is still relatively low when compared to other vertical agencies [1]. Based on the facts above shows the symptoms that lead to one point in the problem that the performance of BPN employees is not optimal. When linked with Rusdin's research results[8], which show that the performance of employees, especially middle managers in SOEs is not optimal, as a result of weak employee empowerment, lack of learning from mistakes, employees, less given the opportunity to improve themselves and their jobs, and less help other employees to improve themselves and the organization, and less integration of customer needs in daily employee activities. Furthermore, Rusdin's research results [19] show that the performance of employees in government agencies, especially State-Owned Enterprises (SOEs) is not optimal, because: (1) employees do not know what to expect; (2) employees do not have the tools, space or authority; and (3) employees do not get feedback on the quality of their work. Likewise the research results of [20] showed that employee performance (work performance) is influenced by job satisfaction, work discipline, competence, organizational commitment, and transactional leadership, where employee performance is measured by job strength, job quality, and the time taken to complete the work.

In connection with the conditions mentioned above, it is suspected that one of the causes of employee performance problems is the gap between what is expected and what employees feel. In other words, employee satisfaction has not been met. Robbins and Judge [1] stated that job satisfaction is a positive feeling about work, as a result of evaluating the characteristics of the job.

The results of the Interview (2015) illustrate that problems related to job satisfaction of employees of the National Land Agency of the Republic of Indonesia are not yet optimal physical work facilities for employees in the workplace, communication between superiors and employees is less than optimal, then remuneration that still needs to be improved by providing operational benefits that are even higher. If related to the results of Umar's research [1],

which shows that there is an effect of job satisfaction on employee performance, where the higher level of employee job satisfaction will be followed by a significant level of performance improvement. Similarly, the results of research by Perera, et., al., [1]. concluded that job satisfaction as measured by the level of wages, supervision, colleagues, work, and work situations affect the performance of employees in the Clothing Industry in Sri rare.

Job satisfaction is an affective or emotional response to various aspects of work. Specifically, job satisfaction describes a person's particular job feelings. In other words, employee job satisfaction becomes interesting and important to be studied further, because employee job satisfaction is a factor that can be an indication of why employees in the organization behave and behave in certain patterns, including its influence on work performance shown by the employee.

Besides, other factors that are believed to influence the performance of BPN RI employees are the lack of knowledge and ability of employees and supporting infrastructure in the form of training on technology that has been widely used to improve services to the public. Competence is very much needed in employee performance [1].Competence describes the combination of behavior between knowledge, skills, and characteristics needed to effectively demonstrate its role in the organization and the appropriate performance within the organization[21]. Competence is a set of specific behaviors that can be observed and needed by a person to succeed in carrying out the role and achieving the goals/targets of the company [22]

Increasing competence within the BPN RI, efforts are being made in the form of a combination of skills, knowledge, and behavior.

II. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Several studies are in line and show that performance is influenced by job satisfaction and competencies that have a relationship with one another. Performance can be influenced by several factors including ability, job satisfaction, support received, the existence of the work they do, their relationship with the organization[21]. Besides, [21] according to, performance is basically what employees do or don't do. Employee performance that is common to most jobs includes the following elements: (1) Quantity of results. Amount to be completed or reached. Quantitative measurement involves calculating the output of the processor implementation of activities. This relates to the amount of output produced; (2) Quality of results. Quality that must be produced (good or bad). Qualitative measurement of output reflects the measurement of "level of satisfaction", ie how well the solution is. This relates to the form of output; (3) Timeliness of results. Time must be used as well as possible and optimally. Delay in the use of time can lead to various consequences of large costs and losses; (4) Presence or absence. The level of attendance is something that becomes a benchmark for a company in knowing the level of employee participation in the company; (5) Ability to work together. The ability to work together can create cohesiveness to increase the sense of cooperation between employees.

Many studies have supported the argument that psychological empowerment is related to performance and job satisfaction[23][24][25] The effects of perceived authentic leadership and core self-evaluations on organizational citizenship behavior: The role of psychological empowerment as a partial mediator. The research conducted by research[26][27][28][29] in particular reported that empowerment has a positive and significant influence on employee performance through employee job satisfaction so that it can be stated that empowerment encourages employees to be more active and triggers their creativity. Employees who feel empowered then will have satisfaction in their job. Employees who have a sense of job satisfaction will then be productive and able to improve their performance. However, theoretically, not much research has investigated the relationship between work discipline, competence, empowerment, and job satisfaction and their effect on employee performance through job satisfaction. Hence, this study is conducted drawing upon the previous study by Setyaningdyah[30] who suggested the development of a model using a mediation analysis by exploring whether job satisfaction mediates between independent variables and dependent variables.

A person's response to a particular job can be reflected in the morality, discipline, and fulfillment of tasks assigned Greenberg and Baron[31]. Haris [32]show that work discipline is measured by the indicators of (1) Quality of work discipline, including coming and returning on time, time utilization for the implementation of tasks, and ability to develop self-potential based on positive motivation; (2) Quantity of work, including: volume of output and contribution; (3) Compensation needed, including advice, direction and improvement; (4) Location of work or residence; and (5) Conservation, including respect for rules with courage to always prevent the occurrence of actions that conflict with the rules and negatively affect the performance of employees.

In other words, good discipline reflects the amount of one's responsibility towards the tasks assigned to him or her. This encourages work passion, enthusiasm for work, and the realization of the goals of the company and its employees. Therefore, managers always try to make their subordinates always have good self-discipline. A manager is said to be effective in his/her leadership if subordinates have a high level of discipline.

To maintain and improve high discipline is difficult because many factors influence it. But discipline must be enforced in a company or organization. Without the support of good employee discipline, it will be difficult for the company to realize its goals, namely achieving optimal performance[33]. Another problem allegedly related to the performance of the employees of the National Land Agency (BPN) is the lack of knowledge and ability of employees and supporting infrastructure in the form of training on technology that has been widely used to improve service to the community. Competence is needed in the performance of employees[34][35][36].

Competence describes a combination of behaviors between knowledge, skills, and characteristics needed by employees to effectively demonstrate their role in the organization and appropriate performance within the organization [37][38][39]. Competence is a set of specific behaviors that can be observed and needed by a person to succeed in performing roles and achieve company goals/targets[40][41][42].

The research results of Setyaningdyah, et al, [43]measure employee performance from three indicators: quantity, quality, and time. Blumberg and Pringle[44], examined three factors influencing job performance, namely: ability variables (requirements that help to achieve work performance), motivation variables (related to employees to determine work performance) and opportunity variables (work environment (temperature, noise level) group and job leadership characteristics) together affect performance.

So many organizations (companies) are trying to assess their performance by using a system, for example (1) Employee Performance Assessment System, commonly called the Employee Performance Scorecard; (2) Systems with the Personal Balanced Scorecard (PBSC) approach; (3) The Organizational Balanced Scorecard; (4) Total Quality Management; (5) Competence Management; (6) Learning Circle (Rampersyad in Yuliandi dan Tahir) [1].

The leaders of the organization are very aware of the difference in performance between one employee and another employee under his supervision. Even though employees work in the same place, their productivity is not the same. Broadly speaking, the difference in performance is caused by 2 (two) factors [45][20][46] namely: individual factors and work situations.

First, job satisfaction. Previous research has shown that job satisfaction affects employee performance. This can be seen in studies conducted by [47][48].

Second, competence. Previous research has shown that competence influences employee performance[49][50][51]. This is as seen in studies conducted by Although many studies have supported the assumption that if employees already have a sense of satisfaction at work it will create productive human resources that can improve the performance of these employees, theoretically there is still the very little relationship between competence and job satisfaction with employee performance. However, the research will develop possibilities based on suggestions from previous studies, for example by Setyaningdyah, et al. [43] who suggest that for further research it is necessary to develop a model with the use of mediation analysis by exploring whether job satisfaction mediates between independent variables and variables bound. Likewise[1] suggest to further examine factors that will affect employee performance such as employee competency and job satisfaction.

Based on the literature review and mindset stated earlier, the hypotheses that can be proposed in this study are as follows:

1. Employees within the BPN RI feel that the Competency, Job Satisfaction and Employee Performance is appropriate.

2. Competency and Job Satisfaction have implications for the performance of the Civil Servants of the Ministry of Agrarian Affairs and Spatial Planning / National Land Agency of the Republic of Indonesia.

III. RESEARCH METHOD

This research employed the explanatory survey method, aimed to test previously formulated hypotheses. Despite being explanatory, this relational research focused on the relationships among variables. Consequently, the study required operational variables focused more on the construct and indicators. Following the hypotheses proposed, this study used inferential hypothesis testing/verification with Structural Equation Modeling (SEM), given that this model is an integrated model, combining Confirmatory Factor Analysis, Structural Model, and Path Analysis.

The operational variables in this study consisted of Employee Performance (EP), measured through indicators characteristic of this variable, operationalized into 21 statements/questions and grouped into 8 dimensions using an instrument in the form of a questionnaire.

Competence (C), measured by indicators characteristic of this variable, was operationalized into 24 statements/questions and grouped into 7 dimensions.

Job Satisfaction (JS), measured through indicators characteristic of this variable, was operationalized into 17 statements/questions and grouped into 3 dimensions. All of these operational variables were measured using an instrument in the form of a questionnaire.

The data in this study were divided into primary and secondary data. Primary data were concerned with the perceptions of employees at the Republic of Indonesia National Land Agency (BPN) along with the phenomenon that was happening, collected through surveys. The primary data for descriptive and verification research were collected from the same respondents and simultaneously with documentary study, limited interviews, and questionnaires. The sample comprised of 376 BPN employees.

IV. FINDINGS AND DISCUSSION

1. Findings

Employee performance in this study is a variable that does not stand alone, meaning that it will be assessed as an endogenous variable, and is associated with other variables. Research, in general, is relational in the social sciences (including economics and business) delivered in the form of narratives or models. The presentation model is the effect of several variables in a single unit. Theories and models in social science and behavior (social and behavioral sciences) are generally formulated using theoretical concepts or constructs that cannot be measured or observed directly.

Nevertheless, there are still some indicators or symptoms that can be used to study these theoretical concepts. This condition raises two fundamental problems related to making scientific conclusions (scientific inference), namely: (1) Problems of measurement, and (2) Problems of causal relationships between variables.

The model in this study was developed based on results of the investigation of certain phenomena in the field, using variables derived from real problems in the field. The model is developed based on a partial theory of several models and supporting theories, resulting in a comprehensive model.

Model Measurement

In this study, model testing is carried out using structural equations, namely Structural Equation Modeling (SEM), an estimation method based on data distribution. The data needed needs to be distributed, whether the data obtained from those with normal distribution or not. Hair, et., al. [52] explain that if the data obtained from those with normal distribution, then the estimation model can be done with the maximum likelihood method.

If the data is obtained from participation that is not normally distributed, then the assessment method is carried out using the Robust Maximum Likelihood or Generalized Least Squares (GLS) method. Data normality test, formulated as follows:

H_0: Data obtained from participation that is not normally distributed

H_i: Data obtained from participation in a normal distribution

where, H_0 : *p-value* ≥ α; H_i : *p-value* < α.

Goodness-of-Fit Testing

The results of the accuracy of the model obtained (simultaneous or overall model testing) indicated by Goodness-of-fit statistics is summarized in Table 2.

Table 1. Multivariate Normality Test Results

Skewness			Kurtosis			Skewness and Kurtosis	
Value	*Z-Score*	*p-Value*	Value	*Z-Score*	*p-Value*	*Chi-Square*	*p-Value*
2.823	1.782	.042	1.661	1.010	0.031	12.128	.036

Source*: Test of Multivariate Normalitas for Countinuous Variabel*

First Hypothesis Testing

The results of the first hypothesis testing, regarding the effect of Competence (C), and Job Satisfaction (JS) of employees performance at the Ministry of Agrarian Affairs and Spatial Planning, National Land Agency (BPN) show the following results:

In other words, the hypothesis which states Competency, Job Satisfaction and Employee Performance at the Ministry of Agrarian Affairs and Spatial Planning of the National Land Agency (BPN) in Indonesia, shows good conditions, can be accepted. This means that Employee Competency shows good ability, Job Satisfaction shows satisfaction and Employee Performance shows the results achieved by employees at the Ministry of Agriculture and Spatial Planning of the National Land Agency (BPN) in Indonesia is already high.

Table 2. Evaluation of Goodness-of-Fit Indices

Criteria	Result	Testing Criteria	Implication for H_0	Model Evaluation	Conclusion
χ^2 (CMIN) Df = 5352	3065.652	Expected to be small	Not Rejected	Marginal	Model Fit
CMIN/DF	1,325	≤ 2.00	Rejected	Good	
Significance Probability (p-Value)	.000	< 0.05	Rejected	Good	Model Fit
Root Mean Square Error of Approximation (RMSEA)	.0258	≤ 0.08	Rejected	Good	
The goodness of Fit Index (GFI)	.729	≥ 0.90	Rejected	Marginal	
Adjust Goodness of Fit Index (AGFI)	.678	≥ 0.90	Rejected	Marginal	
Normed Fit Index (NFI)	.917	≥ 0.90	Not Rejected	Good	Model Fit
Non-Normed Fit Index (NNFI)	.983	≥ 0.90	Not Rejected	Good	
Comparative Fit Index (CFI)	.978	≥ 0.90	Not Rejected	Good	

Source: Primary Data, Structural Equation Modeling (SEM) Analysis Method by Linear Structural Relation R. 8.8

Competence, job satisfaction, and employee performance at the Ministry of Agrarian Affairs and Spatial Planning of the National Land Agency (BPN) were identified to be in the "good" category. The competence of the employees at the Ministry of Agrarian Affairs and Spatial Planning of the National Land Agency (BPN) was in the "good" category. It was measured through 24 indicators, grouped into 7 dimensions, namely: commitment to the organization, desire to achieve, serving, cooperation, proactiveness, leading, and adaptation to show good values. However, there were still indicators with less than optimal results, such as Competence3, Competence4, Competence7, Competence8, Competence9, Competence11, Competence15, Competence19, and Competence21 at a value below 70%.

Regarding satisfaction, the employees at the Indonesian Ministry of Agrarian Affairs and Spatial Planning of the National Land Agency were satisfied with their job. This result was based on a measurement of 17 indicators grouped into 3 (three) dimensions, namely: External satisfaction, internal satisfaction, and general satisfaction. However, some indicators were still found to fall under the score of 70%, such as Job Satisfaction1, JS_2, JS_4, JS_7, JS_8, JS_{10}, JS_{11}, and JS_6.

Table 3. Latent/Observed Variables

	LATENT VARIABLE/ OBSERVED VARIABLE	ACTUAL SCORE	IDEAL SCORE	%
1.	**Employee Performance (EP)**	**30397**	**41360**	**73.49**
	a. Quantity of Work	3808	5640	67.52
	b. Quality of Work	2831	3760	75.29
	c. Job Knowledge	5638	7520	74.97
	d. Creativity	4031	5640	71.47
	e. Cooperation	4229	5640	74.98
	f. Dependability	4211	5640	74.66
	g. Initiative	1420	1880	75.53
	h. Personal Quality	4229	5640	74.98
2.	**Competence (Comp)**	**29367**	**41416**	**70.91**
	a. Commitment	3951	5640	70.05
	b. Desire to excel	6393	9400	68.01
	c. Serving	2713	3760	72.15
	d. Cooperation	5384	7520	71.60
	e. Proactiveness	5427	7520	72.17
	f. Leading	2636	3760	70.11
	g. Adaptability	5443	7520	72.38
3.	**Job Satisfaction (JS)**	22458	31960	70.27
	a. Extrinsic Job Satisfaction	10498	15040	69.80
	b. Intrinsic Job Satisfaction	9325	13160	70.86
	c. General Job Satisfaction	2635	3760	70.08

Source: Primary Data, Weighted Mean Score (WMS) Method

Table 4. Summary of First Hypothesis Testing Results with Weighted Mean Score (WMS) Analysis

	HYPOTHESIS	DECISION RULES	ANALYSIS RESULTS	CONCLUSION
H_0:	Employee Competency at the Ministry of Agrarian Affairs and Spatial Planning of the National Land Agency (BPN) in Indonesia, shows that conditions are not good.	H_0: WMS ≤ 60% H_1: WMS > 60%	WMS=70,91%	H_0: *Reject*
H_1:	Employee Competency at the Ministry of Agrarian Affairs and Spatial Planning of the National Land Agency (BPN) in Indonesia, shows good conditions.			
H_0:	Employee Job Satisfaction at the Ministry of Agriculture and Spatial Planning of the National Land Agency (BPN) in Indonesia, shows that conditions are not good.	H_0: WMS ≤ 60% H_2: WMS > 60%	WMS=70,87%	H_0: *Reject*
H_2:	Employee Job Satisfaction at the Ministry of Agriculture and Spatial Planning of the National Land Agency (BPN) in Indonesia, shows good conditions.			
H_0:	Employee performance at the Ministry of Agrarian Affairs and Spatial Planning of the National Land Agency (BPN) in Indonesia, shows that conditions are not good.	H_0: WMS ≤ 60% H_3: WMS > 60%	WMS=73,49%	H_0: *Reject*
H_3:	Employee Performance at the Ministry of Agriculture and Spatial Planning of the National Land Agency (BPN) in Indonesia, shows good conditions.			

Source: Primary Data, Weighted Mean Score (WMS) Method

Finally, in terms of performance, the employees at the Indonesian Ministry of Agrarian Affairs and Spatial Planning of the National Land Agency perceived their performance to be good. This was measured by 22 indicators grouped into 8 (eight) dimensions, namely: quantity of work, quality of work, understanding of work procedures, creativity, cooperation, delegating ability, initiative, and personal quality. However, two indicators fell below the score of 70%, namely: EP_3, and EP_{12}.

Competence and job satisfaction implication to the performance of employees in the Ministry of Agrarian Affairs and Spatial Planning of the National Land Agency (BPN) in Indonesia, both partially and simultaneously, but not optimally. This is quite reasonable. The influence is not considered optimal. Some indicators of Competence, the less than optimal indicators were: $Comp_3$, $Comp_4$, $Comp_7$, $Comp_8$, $Comp_9$, $Comp_{11}$, $Comp_{15}$, $Comp_{19}$, and $Comp_{21}$.

Second Hypothesis Testing

The results of testing the first hypothesis, about Competency (Comp) and Job Satisfaction (JS) of Employees Performance at the Ministry of Agriculture and Spatial Planning of the National Land Agency (BPN) in Indonesia show the following results:

Based on Table 5, it explains that the 3 supporting hypotheses proposed to support the second hypothesis show all reject H_0, so the research hypothesis is accepted (H_2 accepted).

The test results of the influence of exogenous variables of competence and job satisfaction on endogenous variables Employee Performance obtained a coefficient of determination of 71.2%. Thus it can be said that Competency (Comp.) and Job Satisfaction (JS) has implications for the Performance of BPN Employees in Indonesia by 71.2%. Other findings show that Competency partially implies Employee Performance of 36.8%, and Job Satisfaction partially implies Employee Performance of 34.4%.

Table 5. The Influence of Work Discipline, Competence, and Empowerment on Job Satisfaction

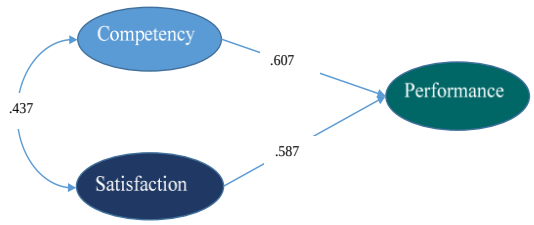
The relationship between variables	Koefisien		F Change test	P-Value (Sig.)	Ket
	r	R_{Square} (R^2)			
competency and Job Satisfaction simultaneously with Employee Performance	.844	.712	135.901	.000	H_0*Reject*
Job Satisfaction partially concerning Employee Performance	.587	.344	17.908	.000	H_0*Reject*
Competency partially concerning Employee Performance =	.607	.368	13.792	.000	H_0*Reject*

Source: Primary data is processed by the author using the Lisrel Application

Based on Table 5, it explains that the 3 supporting hypotheses proposed to support the second hypothesis show all reject H0, so the research hypothesis is accepted (H1 accepted). The test results of the influence of exogenous variables of competence and job satisfaction on endogenous variables employee's performance obtained a coefficient of determination of 71.2%. Thus it can be said that Competency (Comp) and Job Satisfaction (JS) have implications for the Performance of BPN Employees in Indonesia by 71.2%. Other findings show that Competency partially implies Employee Performance of 36.8%, and Job Satisfaction partially implies Employee Performance of 34.4%. The results of testing the second hypothesis can be made as follows:

$$EP = 0.607Comp. + 0.587JS + 0.288$$

Besides, the results of data processing also showed the value of R^2 = 0.712 or 71.2%. This value indicates that there are still other factors that affect employee performance beyond employee competency and job satisfaction as indicated by an error variance of 0.288 or 28.8%. The other factor is alleged to be government policy, politics and / or certain elements of purpose. Second hypothesis testing results can be described, as follows:



Chi-Square=217.79, p-value=.000, RMSEA=.151
Figure 1. Diagram of First Hypothesis Testing: The Influence of Competence and Job Satisfaction on Employee Performance

This analysis is carried out because the variables of Employee Performance, Competence, and Job Satisfaction are variables whose measurements are carried out directly, which is measured through several indicators that will determine how much effective contribution to the five variables.

2. Discussion

Competence, job satisfaction, and employee performance at the Ministry of Agrarian Affairs and Spatial Planning of the National Land Agency (BPN) in Indonesia show good conditions. Work discipline at the Ministry of Agrarian and Spatial Planning Officials of the National Land Agency (BPN) in Indonesia shows good behavior. This is employee competencies at the Ministry of Agrarian Affairs and Spatial Planning of the National Land Agency (BPN) in Indonesia show good grades. This is measured through 24 indicators that are used as a construct to build competencies, grouped into 7 dimensions, namely: commitment to the organization, the desire to achieve, serve, cooperate, proactive, lead, and adaptation shows good value. But still found indicators that are not optimal, such as $Comp_3$, $Comp_4$, $Comp_7$, $Comp_8$, $Comp_9$, $Comp_{15}$, $Comp_{19}$, and $Comp_{21}$ are at values below 70%.

Employee Job Satisfaction at the Ministry of Agriculture and Spatial Planning of the National Land Agency (BPN) in Indonesia has been well felt. This is measured through 17 indicators as constructs that build job satisfaction for employees, which are grouped into 3 (three) dimensions, namely: External satisfaction, internal satisfaction, and general satisfaction. However, there are still indicators that fall into the category below 70%, such as JS_1, JS_2, JS_4, JS_7, JS_8, JS_{10}, JS_{11}, dan JS_{16}.

Employee performance at the Ministry of Agriculture and Spatial Planning of the National Land Agency (BPN) in Indonesia has been well felt. This is measured through 22 indicators as constructs that build employee performance, which is grouped into 8 (eight) dimensions, namely: work quantity, work quality, understanding of work procedures, creativity, cooperation, delegating ability, initiative, and personal quality. However, there are still indicators that fall into the category below 70%, such as EP_3, and EP_{12}.

V. CONCLUSION

The employees at the Indonesian National Land Agency (BPN) perceived that their competence, job satisfaction, and employee performance were appropriate. Competence and job satisfaction both partially and simultaneously affected their employee's performance. This means that an increase in competence and Job satisfaction will be followed by an increase in employee performance at the Ministry of Agrarian Affairs and Spatial Planning of the National Land Agency (BPN) in Indonesia, both partially and simultaneously, but not optimally, it is quite reasonable, as follows:

Employee competencies at the Ministry of Agrarian Affairs and Spatial Planning of the National Land Agency (BPN) in Indonesia show good grades. This is measured through 24 indicators that are used as a construct to build competencies, grouped into 7 dimensions, namely: commitment to the organization, the desire to achieve, serve, cooperate, proactive, lead, and adaptation shows good value.

Employee Job Satisfaction at the Ministry of Agrarian Affairs and Spatial Planning of the National Land Agency (BPN) in Indonesia has been well felt. This is measured through 17 indicators as constructs that build job satisfaction for employees, which are grouped into 3 (three) dimensions, namely: External satisfaction, internal satisfaction, and general satisfaction.

Employee performance at the Ministry of Agrarian Affairs and Spatial Planning of the National Land Agency (BPN) in Indonesia has been well felt. This is measured through 22 indicators as constructs that build employee performance, which is grouped into 8 (eight) dimensions, namely: work quantity, work quality, understanding of work procedures, creativity, cooperation, delegating ability, initiative, and personal quality.

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