



**MEDIATION EFFECTS OF WORK MOTIVATION: THE INFLUENCE OF
COMPETENCE, ORGANIZATIONAL COMMUNICATION AND ROLE CONFLICT ON
EMPLOYEE PERFORMANCE**

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Abstract

This study aims to know Effect of Competence, Organizational Communication and Role Conflict on Employee Performance mediated by Work Motivation. To implement these objectives the data collection techniques are used through observation, questionnaires and documentation, using validity test analysis techniques, reliability testing, data analysis techniques, path analysis and sobel test. The results showed that competence had a positive and significant effect on employee performance, organizational communication had a positive and significant effect on employee performance. role conflict has a negative and significant effect on employee performance. work motivation has a positive and significant effect on employee performance. competence can increase motivation that has an impact on employee performance, work motivation can mediate the effect of organizational communication on employee performance. Mediation test results influence the role of conflict on employee performance through work motivation which shows that role conflict can explain the low level of work motivation so that the impact on declining performance the employee.

Keywords: *competence, organizational communication, role conflict, work motivation and employee performance*

Abstrak

Penelitian ini bertujuan untuk pengaruh Kompetensi, Komunikasi Organisasi dan Konflik Peran Terhadap Kinerja Karyawan dimediasi oleh Motivasi Kerja. Untuk mengimplementasikan tujuan tersebut maka digunakan teknik pengumpulan data melalui observasi, kuesioner dan dokumentasi, dengan menggunakan teknik analisis uji validitas, uji reliabilitas, teknik analisis data, analisis path (analisis jalur) uji asumsi klasik, uji MSI, uji sobel test. Hasil penelitian menunjukkan bahwa kompetensi berpengaruh positif dan signifikan terhadap kinerja karyawan, komunikasi organisasi berpengaruh positif dan signifikan terhadap kinerja karyawan. konflik peran berpengaruh negatif dan signifikan terhadap kinerja karyawan. motivasi kerja berpengaruh positif dan signifikan terhadap kinerja karyawan. kompetensi dapat meningkatkan motivasi yang berdampak terhadap kinerja karyawan, motivasi kerja dapat memediasi pengaruh antara komunikasi organisasi terhadap kinerja karyawan. Hasil uji mediasi pengaruh konflik peran terhadap kinerja karyawan melalui motivasi kerja yang menunjukkan bahwa konflik peran dapat menjelaskan rendahnya terhadap motivasi kerja sehingga berdampak pada menurunnya kinerja karyawan.

Kata kunci: kompetensi, komunikasi organisasi, konflik peran, motivasi kerja dan kinerja karyawan

A. INTRODUCTION

In the current era of globalization companies in the face of pressure to change are required to provide responses, in order to stay afloat and succeed in current and future business competition. To achieve success in business competition, every company will always try to improve the performance of its employees, with the hope that what the company's goals will be achieved. The most important resource for a company is human resources, those who have given their energy, talent, creativity and effort to the organization.

PT. Inti Tani Satwa in Maros which is currently engaged in the field of egg farming. But in the business management that has happened so far that the performance of employees in the company is currently not in line with what is expected by the company, the reason is because the achievement of the target in egg sales for the last 2 years is not in accordance with the target, this can be presented in the sales target data for 2016 until 2018, as follows:

Table 1. Target Data and Realization of Egg Sales in 2016 to 2018

Year	Sales Target (Rak)	Realization of sales (Rak)	Effectiveness of target achievement (%)
2016	437.487	361.715	82,68
2017	446.509	382.390	85,64
2018	417.294	339.636	81,39

Source : PT Inti Tani Satwa Financial Report 2016-2108

Table 1, the target data and the realization of outer sales, from 2016 to 2018, shows that the number of egg sales for the last 3 years has not been as targeted. This shows that employee performance is considered not in accordance with what is expected by the company. The problem that occurs in the company so far is that there are still employees who lack competence in doing work and besides the lack of financial incentives for employees who excel so that employees' encouragement in doing work cannot improve employee performance based on initial observations made in the field, besides that employees who work as cage operators are all women and also single parents who have a role as housewives when they finish work which can lead to role conflicts and can affect employee performance.

The importance of employee performance in a company, one of which is employee performance, because the performance of employees will affect the success of the business carried out by the company so far. Factors that influence performance other than work motivation are competence, which is related to the ability of individuals to carry out a job properly and has advantages based on matters relating to knowledge, skills, and attitudes.

Employee competence plays an important role, because competence affects employee performance, this is consistent with the opinion expressed by Sudarmanto (2014: 96) that competency is related to a desire to work well or meet / exceed performance standards or the existence of an impulse to work well. Competence always contains a purpose or goal, which is an impetus for motives or traits that cause an action to obtain an outcome that is employee work performance, as research

conducted by Anita Silvianita (2016), that this competency is very important and has a positive influence on employee performance.

Competence influences performance, also influences work motivation, as stated by Wibowo (2016: 172) that competence is a person's ability to produce at a satisfactory and motivating level at work, including one's ability to transfer and apply these skills and knowledge in new situations and increasing agreed benefits. This is consistent with research conducted by Ngatemin and Arumwanti (2013) whose results indicate that competence has an influence on work motivation. Whereas the research conducted by Tejo and Machasin (2015) which results showed that competence had no effect on employee work motivation, so that a research gap was found in this study.

Organizational communication is an important part of work life, because it can improve employee performance. Organizational communication is the process of delivering messages by one person to another through certain media that produces an information. Handoko (2014: 70) said that the establishment of good communication among employees can lead to better performance thereby reducing the level of decline in performance of employees. Research conducted by I Made Adi Suwandana (2018) found that there was a positive and significant simultaneous effect between communication on employee performance.

Organizational communication also influences work motivation, because according to Robbins and Judge (2016: 75) that with organizational communication can maintain employee motivation by giving employees an explanation of what to do, how well they do it and what employees can do to improve performance if it is below standard. Poor communication in organizations has an impact on motivation, job satisfaction and employee performance, Umar (2013: 79). Then in a study conducted by Haryati and Kesumadewi (2015) the results of the study found that partially there was a significant influence between communication variables on work motivation. While Versmagita (2015), the results of the study found that there was a significant influence between organizational communication on employee performance, while Wahyuni (2009), the results of the study showed that organizational communication directly affected performance. Where Pangestoeti and Subiyakto (2016) stated that communication had no effect on performance, so a research gap was obtained in this study.

Work conflict that occurs in a company is very influential on the decline in employee performance, as stated by Robbins and Judge (2015: 110) explains the correlation between the level of conflict with the performance or performance of the company unit. If there is a conflict, at a low level, the work performance of a work unit will be low. Conversely, if a constructive conflict occurs, the work unit's performance starts to increase. If conflicts continue, they will turn dysfunctional and so on into destructive conflicts. Putra, et al. (2013) found that role conflict greatly affected the achievement of employee performance in the Public Service Office. Payakubah city.

Then role conflict does not only affect performance, but also affects work motivation, research conducted by Khairil Amry (2015), the results show that role conflict both simultaneously and partially influences performance, in addition there is an indirect effect of role conflict on employee performance through employee work motivation on the Aceh Women's Empowerment and Child Protection Agency.

Motivation is a desire that arises from within a person or individual, because it is inspired, encouraged, and encouraged to do activities with sincerity, pleasure and sincerity so that the results of the activities he does get good and quality results

(Afandi, 2018: 23). Motivation to work is very important for the level of employee performance. Without the motivation of the employees to work together for the interests of the company, the stated goals will not be achieved. Conversely, if there is high motivation from employees, then this is a guarantee of the company's success in improving the performance of its employees.

Motivation is a condition in a person that drives an individual's desire to carry out certain activities in order to achieve a goal. Basically if the company wants to achieve optimal performance in accordance with predetermined targets, the company must provide motivation to employees, so that employees are willing and willing to devote their energy and mind to work. Putra, et al. (2013) found that work motivation has a significant effect on employee performance.

Then from the results of the mediation test where in the research conducted by Subagyo and Idris (2015) showed that competence has a significant effect on employee performance through work motivation. While Hidayah and Personal (2015) found that communication has a significant effect on employee performance through work motivation. Similarly, research conducted by Chendikia, et al. (2015) that work conflicts significantly influence employee performance through work motivation.

B. RESEARCH METHOD

Location and Research Design

This research was conducted at the company PT. Inti Tani Satwa is located on Jalan Azalea, Pettuadae, Turikale, Maros Regency, South Sulawesi. The research design uses a quantitative approach. According to Sugiyono (2016: 79) quantitative research aims to explain the position of the variables studied and the relationship between one variable with another variable. The research design used in this study is to obtain objective, valid, and reliable data with the aim that the research can be found, proven and developed knowledge, so that it can be used to understand, solve and anticipate problems that occur

Population and Sample

As for the population and sample in this study are all employees who work at PT. Inti Tani Satwa in Maros Regency, with a total of 105 people consisting of 44 male employees and 61 female employees.

Method of Collecting Data

In order to collect data used as a support in this discussion, researchers used Observation, Interview, Documentation and Questionare techniques.

Research Instruments

In this study the ordinal scale is used as the measurement scale. Likert scale is related to something. The answer of each instrument indicator that uses a Likert scale has a gradation from the highest value to the lowest value.

Table 2. Scale Measurement Score

Option	Statement	
	Vavorable	Unvavorable
Strongly Agree	5	1
Agree	4	2
Doubt	3	3
Disagree	2	4
Strongly Disagree	1	5

Source : Sunyoto (2015 :95)

Validity Test

Validity test is useful to find out if there are questions on the questionnaire that must be discarded / replaced that are considered irrelevant, Umar (2013: 52) Validity testing is done by correlating the answer scores obtained on each item with the total score of the whole item. Correlations are calculated using the Product Moment Correlation technique to determine the relationship between two variables.

Reliability Test

Reliability test is a measure of the stability and consistency of respondents in answering matters relating to the constructs of questions which are dimensions of a variable and are arranged in the form of a questionnaire. The technique in this study using the Alpha Cronboach technique. The results of the next calculation are compared with the coefficient number r that is equal to 0.60. Ghozali (2016: 76) if the alpha coefficient is greater than the coefficient r then the questionnaire is said to be reliable.

Data Analysis Techniques

Path Analysis

Path analysis is part of the multiple linear regression model used to analyze the causal relationship between one variable with another variable. Path analysis is used by using correlation, regression and path, so that it can be known to arrive at the last dependent variable, it must be through the direct path or through the intervening variable. The following will present the path analysis regression equation with multiple linear regression which can be formulated according to Pardede (2014: 85), namely:

$$Y_1 = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \epsilon$$

$$Z = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4Y_1 + \epsilon$$

Where :

Y_1 = Employee performance

Z = Motivation

X_1 = Competence

X_2 = Organizational communication

X_3 = Role conflict

β_0 = Constant

β_1 - β_4 = Regression coefficient

e = Error rate

Coefficient of Determination (R^2)

The coefficient of determination (R^2) is intended to find out the best level of

accuracy in a regression analysis where it is shown by the amount of the coefficient of determination (R²) between 0 (zero) and 1 (one). The coefficient of determination (R²) zero of the independent variable has absolutely no effect on the dependent variable. If the coefficient of determination approaches one, it can be said that the independent variable influences the dependent variable.

Hypothesis Testing

a. Test T (Partial Test)

This test is to find out whether the effect of each independent variable on the dependent variable is meaningful or not, this test is carried out by comparing the t-counts of each independent variable with a t-table value with an error rate of 5% ($\alpha = 0.05$). If the t-count is greater than the t-table, the independent variable gives a significant effect on the dependent variable.

b. Test F (Concurrent Test)

This test is used to determine whether all independent variables together have a significant influence on the dependent variable. Testing is done by comparing the value of F_{calculate} with F_{table} at an error rate of 5% ($\alpha = 0.05$). If the value of F_{count} \geq from the value of F_{table}, it means that the independent variables together have a significant influence on the dependent variable. By using SPSS version 24 program tools.

Sobel Test

That is a test to find out whether a relationship through a mediating variable is significantly capable as a mediator in that relationship. To test how much the role of work motivation variables mediate the effect of competence, organizational communication and role conflict on employee performance, the Sobel test was used. Where Sobel test uses the z test with the following formula:

$$z = \frac{ab}{\sqrt{(b^2 SE_a^2) + (a^2 SE_b^2)}}$$

Information :

a = Coefficient of the independent variable to the mediating variable

b = Coefficient of the mediating variable regression of the dependent variable

SE_a = Standard error of estimation of the effect of independent variables on mediating variables

SE_b = Standard error of estimation of the effect of mediating variables on the dependent variable

C. RESEARCH RESULT

Validity Test Result

Table 3. Recapitulation Validity Test Result

Variable	Question Item	Corrected Item Total Correlation	Information
Competence	X1 ₁	0,822	Valid
	X1 ₂	0,773	
	X1 ₃	0,686	
	X1 ₄	0,670	
	X1 ₅	0,560	
Organizational communication	X2 ₁	0,726	Valid
	X2 ₂	0,713	
	X2 ₃	0,512	
	X2 ₄	0,607	
Role conflict	X3 ₁	0,947	Valid
	X3 ₂	0,931	
	X3 ₃	0,901	
	X3 ₄	0,909	
Work motivation	Y1 ₁	0,683	Valid
	Y1 ₂	0,516	
	Y1 ₃	0,662	
	Y1 ₄	0,461	
Employee performance	Y2 ₁	0,749	Valid
	Y2 ₂	0,601	
	Y2 ₃	0,686	
	Y2 ₄	0,663	

Source : Primary data processing results, 2023

From table 3 the results of validity tests for competency variables, organizational communication, role conflict, work motivation and employee performance at the company PT. Inti Tani Satwa in Maros has a greater correlation value than the standard value (0.30). So it can be concluded that the indicators or questionnaires used by each variable of competence, organizational communication, role conflict, work motivation and employee performance are declared valid, the reason being that they have a corrected item total correlation value above 0.30, because the correlation value of each the indicator is above 0.30, it can be concluded that all indicators are valid.

Reliability Test Result

Table 4. Reliability Test Result

No.	Variable	Cronbach's alpha	Cronbach's alpha standar	Information
1.	Competence	0,871	0,60	Reliable
2.	Organizational communication	0,810	0,60	Reliable
3.	Role conflict	0,967	0,60	Reliable

4.	Work motivation	0,771	0,60	Reliable
5.	Employee performance	0,832	0,60	Reliable

Sorce : Primary data processing results, 2023

Based on the results of reliability testing, the Cronbach's alpha value of each competency variable, organizational communication, role conflict, work motivation and employee performance has a Cronbach's alpha value greater than the standard value of 0.60, so it can be concluded that all the research variable is reliable, so further analysis can be done.

Test Result Path Analysis Effect of Competence, Organizational Communication and Role Conflict on Work Motivation at PT. Inti Tani Satwa in Maros

Table 5. Path Analysis Coeficient Processed with SPSS 24

Research Model	Standardized Coefisien	Std. Error	t _{count}	Sign.
Competence	0,280	0,080	3,324	0,001
Organizational communication	0,340	0,080	4,029	0,000
Role conflict	-0,329	0,060	-4,575	0,000
R = 0,741		Adjusted R ² = 0,536		
R ² = 0,549		Sign. = 0,000		

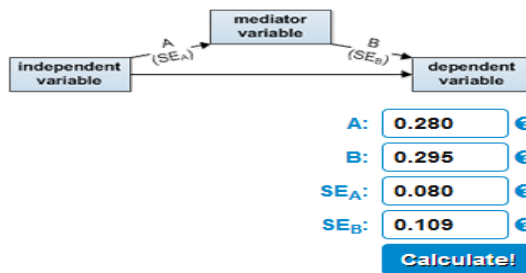
Test Result Path Analysis Effect of Competence, Organizational Communication, Role Conflict on Employee Performance through work motivation

Table 6. Processed Data Regression Results Processed with SPSS 24

Research Model	Standardized Coefisien (Beta)	Std. Error	t _{count}	Sign.
Competence	0,222	0,092	2,471	0,015
Organizational communication	0,211	0,095	2,297	0,024
Role conflict	-0,191	0,072	-2,388	0,019
Work motivation	0,295	0,109	2,924	0,004
R = 0,736		F Count = 29,56		
R ² = 0,542		Sign. = 0,000		

Sobel Test Result

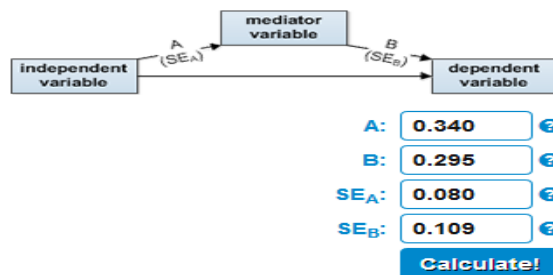
Table 7. Sobel Test Results The Effect of Competence on Employee Performance through Work Motivation



Sobel test statistic: 2.14099563
 One-tailed probability: 0.01613720
 Two-tailed probability: 0.03227439

Source : Data processed

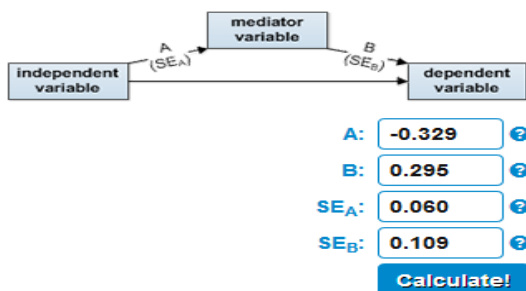
Table 8. Sobel Test Results The Effect of Organizational Communication on Employee Performance through Work Motivation



Sobel test statistic: 2.28284736
 One-tailed probability: 0.01121968
 Two-tailed probability: 0.02243936

Source : Data processed

Table 9. Sobel Test Results The Indirect Effect of Role Conflict Against Employee Performance Through Work Motivation



Sobel test statistic: -2.42690494
 One-tailed probability: 0.00761412
 Two-tailed probability: 0.01522825

Source : Data processed

D. DISCUSSION

Effect of Competence on Employee Performance at PT. Inti Tani Satwa in Maros

From the results of the regression equation, the results show that competence has a positive and significant effect on employee performance at PT. Inti Tani Satwa in

Maros. This shows that any increase in competency possessed by employees through knowledge, skills and experience will have an impact in improving employee performance. In other words, employee performance can be improved by the competencies possessed by each employee in doing work. Competence is very influential on employee performance, this is in accordance with the theory put forward by Sudarmanto (2014: 96) that competence is related to a desire to work well or meet or exceed performance standards or the existence of an impulse to work well.

Effect of Organizational Communication on Employee Performance at PT. Inti Tani Satwa in Maros

Based on the results of processed regression equation data, it is found that organizational communication has a positive and significant effect on employee performance at PT. Inti Tani Satwa in Maros. This means that the higher the implementation of organizational communication applied to the company, the employee's performance will increase, where the better the creation of organizational communication within the company will be able to improve employee performance. This is consistent with the theory put forward by Handoko (2014: 70) saying that the establishment of good communication between employees can lead to better performance thereby reducing the level of decline in performance of employees.

Effect of Role Conflict on Employee Performance at PT. Inti Tani Satwa in Maros

The results of the processed data of the regression equation are obtained findings that role conflict has a negative and significant effect on employee performance at PT. Inti Tani Satwa in Maros. This can be said that the higher the role conflict that occurs in the company will have an impact on the decline in employee performance. This is consistent with the theory put forward by Robbins and Judge (2015: 110) explains the correlation between the level of conflict with the performance or the performance of the company's units. If there is a conflict, at a low level, the work performance of a work unit will be low. Conversely, if a constructive conflict occurs, the work unit's performance starts to increase. If conflicts continue, they will turn dysfunctional and so on into destructive conflicts.

Effect of Work Motivation on Employee Performance at PT. Inti Tani Satwa in Maros

Based on the processed data of the regression equation, it is found that work motivation has a positive and significant effect on employee performance at PT. Inti Tani Satwa in Maros. This means that the better or higher the motivation given to employees through the provision of salaries, bonuses and benefits, the employee's performance will increase in performance as expected by the company. This is consistent with the theory put forward by Afandi (2018: 23) that motivation is a desire that arises from within a person or individual, because it is inspired, encouraged, and motivated to do activities with sincerity, pleasure and sincerity so that the results of the activity what he did got good and quality results. Motivation to work is very important for the level of employee performance. Without the motivation of the employees to work together for the interests of the company, the stated goals will not be achieved.

Effect of Competence on Employee Performance is mediated by work motivation at PT. Inti Tani Satwa in Maros

The results of the processed data of the regression equation are obtained findings that work motivation can mediate the effect of competence on employee performance which means competence can increase work motivation so that it has an impact on employee performance. This means that each employee has criteria or standards of success that are the benchmarks set by the organization at work. Therefore, with the motivation to achieve the goals and targets set by the company, it will have an impact on the achievement of employee performance. This is consistent with the theory put forward by Wibowo (2016: 172) that competency is the ability of a person to produce at a satisfactory and motivating level at work, including one's ability to transfer and apply these skills and knowledge in new situations and improve agreed benefits.

The Effect of Organizational Communication on Employee Performance is mediated by work motivation at PT. Inti Tani Satwa in Maros

From the results of the regression equation, it is found that work motivation can mediate the effect of organizational communication on employee performance, which means that the establishment of organizational communication can increase work motivation so that it has an impact on employee performance. This shows that with good communication between leaders and employees, as well as communication between employees and other employees, it will create a harmonious relationship and facilitate the acceptance of suggestions and input from leaders to their subordinates. This is consistent with the theory put forward by Robbins and Judge (2016: 75) that with organizational communication can maintain employee motivation by giving employees an explanation of what needs to be done, how well they do it and what employees can do to improve their performance if they are below standard. Poor communication in organizations has an impact on motivation, job satisfaction and employee performance (Umar, 2013: 79)

Effect of Role Conflict on Employee Performance is mediated by work motivation at PT. Inti Tani Satwa in Maros

The results of the processed data of the regression equation are obtained findings that work motivation can mediate the effect of role conflict on employee performance at PT. Inti Tani Satwa in Maros, this means that with a role conflict it can cause stress for employees which of course will produce something undesirable, both for themselves and for the organization, because an employee who experiences a conflict of roles will result in the emergence of stress for employees which of course will provide motivation for employees to work decreased, and this has an impact on the achievement of employee performance at work.

The higher the role conflict, it will affect the motivation of employees to work, thus affecting the decline in employee performance. This is consistent with the theory put forward by research conducted by Khairil Amry (2015), the results of the study show that role conflict both simultaneously and partially influences performance, in addition there is an indirect effect of role conflict on employee performance through employee work motivation at Women's Aceh Women's Empowerment and Child

Protection Agency. So it can be said that this research is in line with research that researchers have conducted.

E. CONCLUSION

Based on the results of the analysis and discussion, it can be presented several conclusions in this study, namely Competence, Organizational Education, Role Conflict and Work Motivation have a positive and significant effect on employee performance at PT. Inti Tani Satwa in Maros, while Competence can increase motivation which impacts on employee performance. Likewise with work motivation can mediate the influence between organizational communication on employee performance, and role conflict can explain the low level of work motivation so that the impact on declining employee performance.

The suggestions in this study are: (1) It is recommended that every employee has the ability to think wisely about every job done, so that later any work given can be completed well and on time. (2) To improve employee performance, every employee should have an understanding of all information submitted by the leadership so that employees can easily complete the work given. (3) We recommend that the leadership in overcoming the role conflict that often occurs in the company so that there is no conflict between duties and responsibilities between employees, it is recommended that each employee be given training and training so that each employee can easily know each task and responsibility in the company though. (4) It is recommended that the leader always instill in each employee that they have a high level of responsibility in completing each given job, namely by giving one task / work to be completed and given an assessment. In addition, by providing incentives, so employees are responsible for completing work to completion.

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