

## The Influence of Competence and Work Facilities on the Employees' Performance with Work Motivation as a Moderating Variable

**Abstract.** This study aims to determine the effect of competence and work facilities on work motivation and its impact on the employees' performance of the Medium Customs and Excise Service Office of Palembang. The population in this study was employees in the Medium Customs and Excise Service Office of Palembang, with 55 people taking samples using the proportionate stratified random sampling technique. Data was collected using a questionnaire containing a list of statements regarding each variable studied. The data analysis used in this research is by using the Structural Equation Model (SEM) – Partial Least Square (PLS) analysis method, which is operated through the SmartPLS program. Hypothesis testing with the PLS approach was carried out in two stages: testing the outer and inner models. The outer model test was conducted to prove the validity and reliability of all indicators on each variable. The inner model test is carried out to test the influence between variables according to the previously established hypothesis. From the model built and hypothesis testing conducted using SmartPLS in this study, the results showed that 1) competence and work facilities significantly positively affect work motivation and employee performance; 2) work motivation also has a significant positive effect on employee performance; 3) there is an influence of competence on employee performance mediated by work motivation; and 4) there is the effect of work facilities on employee performance mediated by employee work motivation at Medium Customs and Excise Service Office of Palembang. So, it is worth paying more attention to the formation of employees' potential by improving their qualifications and working conditions. When selecting employees, management must take into account their education and qualifications. In the work process, it is advisable to encourage the creative development of employees in the team, which will improve their work's effectiveness. Periodic evaluation of the employee's performance and providing certain rewards in the form of vacations or additional bonuses are also crucial in maintaining work motivation. The working environment can change, so it is necessary to analyze the factors affecting employees' performance periodically.

**Keywords:** competence, work facilities, employee performance, work motivation, personnel management.

### Suggested Citation

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## Вплив компетентності та умов робочого місця на ефективність співробітників з мотивацією до праці як модеруючою змінною

***Анотація.** Це дослідження має на меті визначити вплив компетентності та умов робочого місця на мотивацію до праці та її вплив на ефективність роботи співробітників середнього відділу митної та акцизної служби в місті Палембанг. Об'єктом цього дослідження є співробітники середнього відділу митної та акцизної служби міста Палембанг з вибіркою 55 осіб. Дані для аналізу були зібрані за допомогою розповсюдження анкети, що містить перелік тверджень щодо кожної з досліджуваних змінних. Аналіз даних у цьому дослідженні здійснюється за допомогою моделі структурних рівнянь (SEM) – часткового методу найменших квадратів (PLS), з використанням програми SmartPLS. Перевірка гіпотези за допомогою підходу PLS проводилась у два етапи, а саме тестування зовнішньої та внутрішньої моделі. Перевірка зовнішньої моделі була проведена, щоб підтвердити достовірність і надійність усіх показників для кожної змінної. Перевірка внутрішньої моделі проводилась для перевірки впливу між змінними відповідно до попередньо прийнятої гіпотези. Результати цього дослідження показали, що: 1) компетентність та умови робочого місця суттєво позитивно впливають на мотивацію до праці та ефективність співробітників; 2) мотивація до праці також суттєво позитивно впливає на ефективність працівників; 3) існує вплив компетентності на продуктивність працівників, опосередкований мотивацією до праці; і 4) існує вплив умов робочого місця на ефективність співробітників, опосередкований мотивацією до праці в середньому відділі митної та акцизної служби міста Палембанг. Отже, керівництву варто більше уваги приділяти формуванню потенціалу працівників шляхом підвищення їх кваліфікації та покращення умов праці. Підбираючи працівників, керівництво повинно враховувати їх освіту та кваліфікацію. У процесі роботи доцільно заохочувати творчий розвиток працівників в колективі, що підвищить ефективність їхньої роботи. Вирішальне значення для підтримки трудової мотивації має також періодична оцінка результатів діяльності співробітника та надання певних винагород у вигляді відпусток або додаткових премій. Робоче середовище може змінюватися, тому необхідно періодично аналізувати фактори, що впливають на продуктивність співробітників.*

**Ключові слова:** компетентність, умови робочого місця, ефективність роботи співробітника, мотивація до праці, управління персоналом.

### INTRODUCTION

In public institutions, the quality of public services largely depends on the competence and productivity of human resources. Many things must be considered so that human resources can develop and produce optimal public services, such as competence, work facilities, and work motivation.

According to Haryono (2018), the employee performance of an organization is influenced by three main factors, namely: (1) organizational support in the form of a compatible organizational structure, application of work support technology, and work environment or atmosphere, (2) management capabilities and effectiveness including planning, organizing, providing good human resources and supervision, and (3) the performance of everyone in the organization includes healthy individual competence, organizational support and management support.

Work facilities must support competence to achieve a good level of performance. Work facilities are facilities and infrastructure that can help employees to complete their work. Inadequate facilities and infrastructure needed to carry out work can also hinder motivated people from working properly.

In addition, the factors that influence the success rate of public services are work motivation. Government agencies must be able to motivate human resources to improve their abilities and knowledge. The purpose of giving work motivation to employees is to change employee behaviour following the wishes of the organization. They are expected not only to want to work but also to work according to what the organization wants. Many government agencies need to reward work performance for good performance. So this can be the cause of low employee motivation.

The results of a service user satisfaction survey conducted at the Palembang Customs and Excise Supervision and Service Office for 2021 experienced a decrease in value when compared to the assessment in the previous year's survey. In 2021, the service user satisfaction survey results are worth 4.15 (scale 5), which is a decrease of 0.28 compared to the assessment in 2020, which is worth 4.43 (scale 5). If you look at the results of the service user satisfaction survey conducted in 2021, it can indirectly illustrate that the output quality of employee performance is not optimal. This can be seen from the decreasing score on the speed of service personnel, employee attitudes, friendliness and courtesy of employees in providing services.

The motivation of the employees of the Palembang Customs and Excise Supervision and Service Office can be seen from the decrease in enthusiasm and motivation of the employees in carrying out their daily work due to the various dynamics that occur. The decrease in motivation causes employees to be less enthusiastic about completing work, lack recognition, and workspaces and facilities that do not support completing work.

### LITERATUR REVIEW

There are several studies regarding employee performance. However, the research results still show different results. Anggrainy, et al (2018) found that work facilities, work discipline and compensation have a positive and significant effect on work motivation. The results of the study also prove that work facilities, work discipline and compensation have a positive and significant effect on employee performance. The results of the study also prove that work motivation has a positive and significant effect on employee performance. In addition, there is also an indirect effect of work facilities, work discipline, compensation on employee performance through work motivation.

Research conducted by Astuti & Kurnia (2020) shows that competence has a significant positive effect on employee performance. Competence has no effect on work motivation. Compensation has no effect on employee performance. Compensation has a significant positive effect on work motivation. Work environment has no effect on employee performance. Work environment has no effect on work motivation. Work motivation has no effect on employee performance. Work motivation cannot mediate the effect of competence on employee performance. Work motivation can mediate the effect of compensation on employee performance. Work motivation cannot mediate the influence of the work environment on employee performance.

Meanwhile, research conducted by Jufrizen & Puspita (2021) shows that the effect of work discipline on employee performance is positive and significant. The effect of work motivation on employee performance is positive and significant. The effect of work facilities on work motivation is positive and significant. The effect of work discipline on work motivation is positive and significant. Work motivation as a mediating variable does not act as a mediation on the effect of work facilities on employee performance. Work motivation as a mediator

does not act as a mediation on the effect of work discipline on employee performance.

Kasiyanto's research (2019) shows that competence by mediating work motivation indirectly has a positive effect on employee performance and compensation by mediating work motivation indirectly has a positive effect on employee performance.

### THEORETICAL BACKGROUND

#### *Competence*

Competence is a characteristic that underlies a person and is related to the effectiveness of employee performance in his work (Spencer, 1993). Determining the level of competence is needed in order to know the level of performance expected to be good or not. Competence is the ability needed by employees which consists of elements of knowledge obtained from formal study and/or from training/courses related to the field of work handled, expertise (skills) for the field of work handled and able to handle it in detail, and the attitude of upholding organizational ethics and having a positive (friendly and polite) attitude in acting (Edison et.al, 2013).

#### *Work Facilities*

According to Cushway (2012), work facilities are as a means provided by the company to support the course of the company's tone in achieving the goals set by the control holder. Work facilities are equipment, technology that makes it easy for employees to get high morale at work, pleasure at work, great productivity, makes it easier and closer to employees in completing tasks (Donni & Agus, 2013).

#### *Employee Performance*

According to Mangkunegara (2021), employee performance is the result of work in quality and quantity achieved by an employee in carrying out his duties according to the responsibilities given to him. According to Griffin & Ebert (2008), there are three things that determine a person's performance, namely ability, motivation, and environment. Employee performance appraisal aims to measure, assess and evaluate how far the ability of human resources in carrying out their duties to achieve organizational goals. To assess performance, there are dimensions that become benchmarks, namely output quality, output quantity, use of time at work, and cooperation with others at work. (Jhon Miner in Sudarmanto, 2009).

#### *Work Motivation*

In principle, an employee is motivated to carry out his duties depending on the strength of the motives that influence him. Work motivation is the driving force from within that causes humans to do something or try to fulfill their needs, which is composed of 5 levels of needs in a hierarchy, namely physiological needs, needs for security, needs for belonging, needs for appreciation, and needs for self-actualization (Maslow in Edison et.al, 2017).

This research is based on the following hypothesis (Figure 1):

1. It is suspected that there is an influence of competence on work motivation at the Palembang Customs and Excise Supervision and Service Office.

2. It is suspected that there is an influence of work facilities on work motivation at the Palembang Customs and Excise Supervision and Service Office.

3. It is suspected that there is an influence of competence on employee performance at the Palembang Customs and Excise Supervision and Service Office.

4. It is suspected that there is an influence of work facilities on employee performance at the Palembang Customs and Excise Supervision and Service Office.

5. It is suspected that there is an influence of work motivation on employee performance at the Palembang Customs and Excise Supervision and Service Office.

6. It is suspected that there is an influence of competence on employee performance that is mediated by work motivation at the Palembang Customs and Excise Supervision and Service Office.

7. It is suspected that there is an influence of work facilities on employer performance that is mediated by work motivation at the Palembang Customs and Excise Supervision and Service Office.

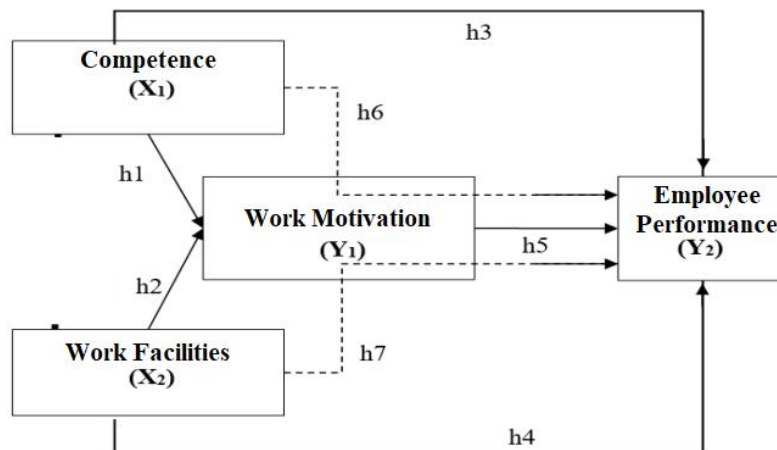


Figure 1. Research Thinking Framework

## RESEARCH METHODOLOGY

This study uses a quantitative survey method with a descriptive approach. The descriptive approach is seen as the most appropriate for carrying out this research with the consideration that the information expected to be obtained is about the symptoms at the time the research was conducted. Causal analysis is needed to investigate the effect of the independent variable on the dependent variable so that the hypothesis can be tested empirically and through accurate statistical analysis.

The population in this study were employees of the Palembang Customs and Excise Supervision and Service Office, with a total of 124 people. Meanwhile, the number of samples was determined using the formula from Taro Yamane in Riduwan (2013), so the sample in this study was 55 employees.

The data collection technique used in this study is to use the following method:

### 1. Questionnaire

A data collection technique by means of a series of lists of questions that have been prepared for respondents to answer and assess.

### 2. Library Studies

Literature study is a data collection method that is carried out by reading books, literature, journals,

references related to this research and previous research related to the research being carried out.

### 3. Observation

Observation is a technique used to obtain data by observing and recording the phenomena to be studied.

In the data collection process, the instrument used is a questionnaire containing questions that must be answered by respondents, namely employees. The questionnaire was assessed using a Likert scale. The answers to each instrument item using a Likert scale have a gradation from strongly agree (score 5) to strongly disagree (score 1).

According to the research objectives, the variables of this research consist of the independent variables (i.e. competency and work facilities) and the dependent variable (namely, performance and motivation), with the following description:

### 1. Competence (X<sub>1</sub>).

Competence is the ability needed by employees which consists of elements of knowledge (knowledge) obtained from formal study and/or from training/courses related to the field of work handled, expertise (skills) for the field of work handled and able to handle it in detail, and an attitude of upholding organizational ethics and having a positive (friendly and polite) attitude in acting (Edison

et.al, 2017). The competency variable dimensions used in this study consist of knowledge, skills, and attitudes.

2. Work facilities (X2)

Work facilities are equipment, technology that makes it easier for employees to get high morale at work, pleasure at work, great productivity, makes it easier and closer to employees in completing tasks (Donni & Agus, 2013). The variable dimensions of work facilities used in this study consist of tools and information.

3. Work motivation (Y1)

Work motivation is the driving force from within that causes humans to do something or try to fulfill their needs, which is composed of 5 levels of needs in a hierarchy, namely physiological needs, needs for security, needs for belonging, needs for appreciation, and needs for self-actualization. (Maslow in Edison et.al, 2017). The variable dimensions of motivation used in this study consist of physiological needs, the need for security, the need for belonging, the need for appreciation, and the need for self-actualization.

4. Employee performance (Y2)

Employee performance is the level of success of an employee in carrying out work, where to achieve or assess performance there are dimensions that become benchmarks, namely output quality, output quantity, use of time at work, and cooperation with other people at work (Jhon Miner in Sudarmanto, 2009). The variable dimensions of performance used in this study consist of output quality, output quantity, time, and cooperation.

The analytical method of this research uses the Structural Equation Model (SEM). Ghozali in Haryono (2017) explains that the SEM model is a second generation multivariate analysis technique that allows researchers to examine complex relationships between variables, both recursive and non-recursive to obtain a comprehensive picture of the entire model. The SEM model currently used is variance-based SEM or often called Component Based with the Partial Least Square (PLS) method using SmartPLS software.

Analysis on PLS is carried out in the following three stages:

1. Outer Model Analysis

Outer model analysis is carried out to ensure that the measurement used is feasible to be used as a measurement (valid and reliable). The tests performed on the outer model are:

a. Convergent Validity. The value of convergent validity is the value of the loading factor on latent variables and their indicators. Expected value >0.7.

b. Discriminant Validity. This value is the value of the cross loading factor which is useful for knowing whether a construct has adequate discriminant, namely by comparing the loading value on the intended construct must be greater than the loading value with other constructs.

c. Composite Reliability. Data that has composite reliability > 0.7 has high reliability.

d. Average Variance Extracted (AVE). Expected AVE value > 0.5.

e. Cronbach Alpha. The reliability test is strengthened by Cronbach Alpha. Expected value >0.6 for all constructs.

2. Analysis of the Inner Model

Inner model analysis is carried out to ensure that the structural model built is robust and accurate. Inner model analysis can be evaluated by using r-square for the dependent construct, Stone-Geisser Square test for predictive relevance and t test and the significance of the structural path parameter coefficients.

3. Hypothesis Testing

The hypothesis test in PLS is based on the values contained in the structural model analysis, the significance level of the path coefficient is obtained from the t-statistic value and the standardized path coefficient value. According to Haryono (2017), hypothesis testing is a model evaluation stage to pay attention to the estimated path coefficient, which will be analyzed by looking at the significance of the relationship between constructs indicated by the T-Statistic value resulting from the SmartPLS Bootstrapping calculation. The magnitude of the influence between constructs and interaction effects (moderation) is measured by the value of the path coefficient (path coefficient). Path coefficients that have a T-Statistic value > 1.96 or have a P-Values < 0.05 can be declared valid and significant. Estimates for path relationships in structural models must be valid and significant.

RESULTS AND DISCUSSION

Outer Model Analysis

Outer Model Analysis Testing the outer model uses a formative construct by taking into account the following test:

a) Convergent Validity

The results of SmartPLS calculations show that all loading factor values have a value of more than 0.7, so that it can be said that it meets convergent validity. In detail the value of the loading factor can be seen in Figure 2 below:

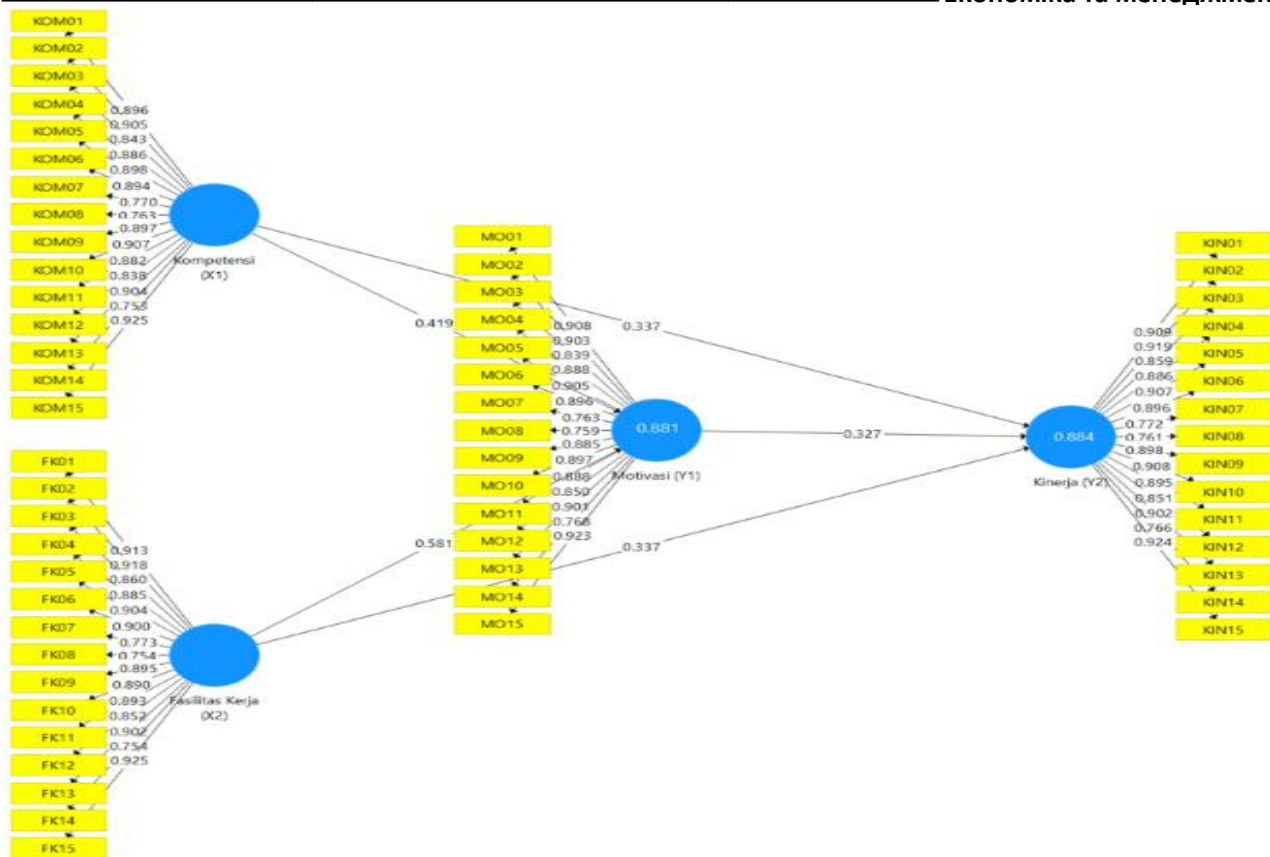


Figure 2. Outer Loading Factor

**b) Discriminant Validity**

The results of cross loading calculations on SmartPLS show that the correlation value of the construct with its indicators is greater than the correlation value with other constructs. Thus that all constructs or latent variables already have good discriminant validity, where the indicators in the construct indicator block are better than indicators in other blocks.

**c) Construct Reliability and Validity**

The SmartPLS calculation results in Table 1 show that the Composite Reliability value for all variables is above 0.7, the Average Variance Extracted value for all variables is above 0.5, and the Cronbah's Alpha value for all variables is above 0.6, so that all research variables have shown as a fit gauge, this means that all question items that will be used to measure variables are reliable.

Table 1. Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted
Work facilities (X2)	0.977	0.979	0.756
Employee Performance (Y2)	0.977	0.979	0.760
Competence (X1)	0.976	0.978	0.749
Work Motivation (Y1)	0.976	0.978	0.751

Source: SmartPLS processed data.

**Inner Model Analysis**

Testing the inner model pays attention to the following tests:

**a) R-Square value analysis**

The R-Square value is used to assess how much influence certain independent latent variables have on the dependent latent variable. R-Square results of 0.67 and

above for endogenous latent variables in the structural model indicate the influence of exogenous variables (which affect) on endogenous variables (which are influenced) is included in the good category. Meanwhile, if the result is 0.33 - 0.67 then it is included in the medium category, and if the result is 0.19 - 0.33 then it is included in the weak category.

Table 2. R-Square

	R-Square	R-Square Adj.
Performance (Y2)	0,884	0,884
Motivation (Y1)	0,881	0,881

Source: SmartPLS processed data.

The SmartPLS calculation results in Table 2 show the R-Square value of the Performance variable of 0.884 in the good category, meaning that the performance variable that can be explained by the independent variables studied is 88.4%, while the remaining 11.6% is influenced by other variables. For the value of R Square Motivation is 0.881 in the good category, meaning that the motivation variable can be explained by the independent variables studied at 88.1%, while the remaining 11.9%.

#### b) Indirect Effects

Indirect effects (indirect effects) between the two variables can occur when a variable affects another

variable through one or more latent variables according to the trajectory contained in the research model. The SmartPLS calculation results in Table 3 show the indirect effect between the Competency variable on Performance mediated by the Motivation variable and the Work Facility variable on Performance mediated by the Motivation variable, both of which have significant value  $0.037 \leq 0.05$  and  $0.001 < 0.05$  with T- Statistics are  $2.089 \geq 1.96$  and  $3.420 \geq 1.96$ . This indicates that the competence and work facilities variables can affect performance. It will be more effective if there is a moderating variable in the form of motivation between the two variables.

Table 3. Indirect Effects

	Original Sample (O)	T Statistics ( O/STDEV )	P Values
Competence (X1) → Work Motivation (Y1) → Employee Performance (Y2)	0.137	2.089	0.037
Work facilities (X2) → Work Motivation (Y1) → Employee Performance (Y2)	0.190	3.420	0.001

Source: SmartPLS processed data.

#### Hypothesis Testing

Hypothesis testing pays attention to the estimated path coefficient, which will be analyzed by looking at the significance of the relationship between constructs indicated by the T-Statistic value resulting from the SmartPLS Bootstrapping calculation. The magnitude of

the influence between constructs and interaction effects (moderation) is measured by the value of the path coefficient (path coefficient). Path coefficients that have a T-Statistic value  $> 1.96$  or have a P-Values  $< 0.05$  can be declared valid and significant.

Table 4. Path Coefficient

	Original Sample (O)	T Statistics ( O/STDEV )	P Values
Competence (X1) → Work Motivation (Y1)	0,419	2,229	<b>0,026</b>
Work facilities (X2) → Work Motivation (Y1)	0,581	3,091	<b>0,002</b>
Competence (X1) → Employee Performance (Y2)	0,337	4,721	<b>0,000</b>
Work facilities (X2) → Employee Performance (Y2)	0,337	3,500	<b>0,001</b>
Work Motivation (Y1) → Employee Performance (Y2)	0,327	4,488	<b>0,000</b>

Source: SmartPLS processed data.

The results of hypothesis testing through the inner model can be seen in the path coefficient Table 4, and the results of each hypothesis can be explained as follows:

1. The first hypothesis: Competence has a significant positive effect on Work Motivation at the Palembang Customs and Excise Supervision and Service Office, this is shown by the T-Statistics of  $2.229 \geq 1.96$  or P-Value  $0.026 < 0.05$ ;

2. Second hypothesis: Work facilities have a significant positive effect on work motivation at the Palembang Customs and Excise Supervision and Service Office, this is shown by the T-Statistics of  $3.091 \geq 1.96$  or P-Value  $0.002 < 0.05$ ;

3. Third hypothesis: Competence has a significant positive effect on employee performance at the

Palembang Customs and Excise Supervision and Service Office, this is shown by the T-Statistics of  $4.721 \geq 1.96$  or P-Value  $0.000 < 0.05$ ;

4. Fourth hypothesis: Work facilities have a significant positive effect on employee performance at the Palembang Customs and Excise Supervision and Service Office, this is shown by the T-Statistics of  $3.500 \geq 1.96$  or P-Value  $0.001 < 0.05$ ;

5. Fifth hypothesis: Work Motivation has a significant positive effect on the employee performance of Palembang Customs and Excise Supervision and Service Office Employees, this is shown by the T-Statistics of  $4.488 \geq 1.96$  or P-Value  $0.000 < 0.05$ .

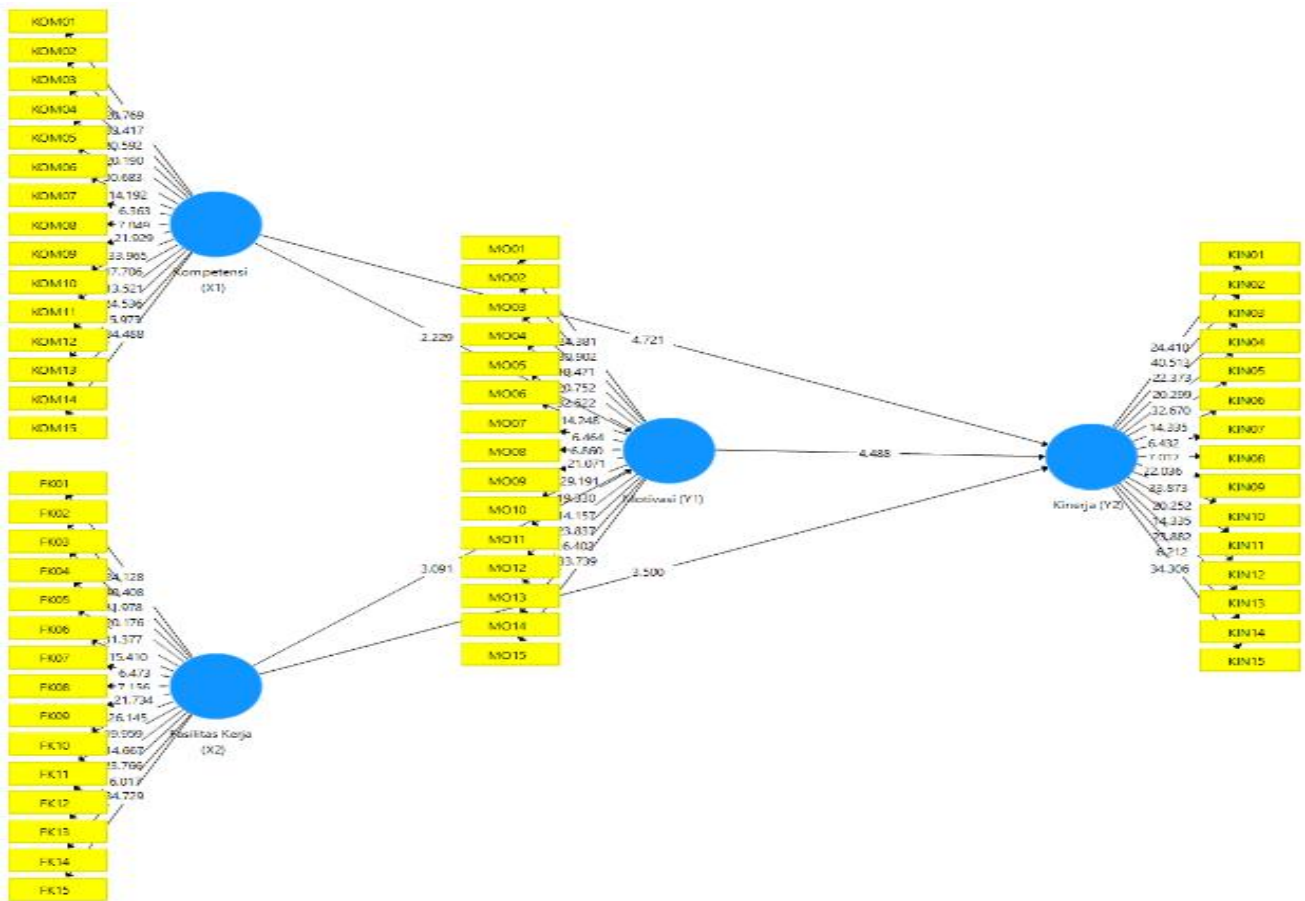


Figure 3. Full Model Bootstrapping T-Statistics

**Discussion**

1. There is an influence of competence on work motivation at the Palembang Customs and Excise Supervision and Service Office.

Based on the results of data analysis using SmartPLS as in Table 4 where the Original Sample (O) has a path coefficient of 0.419 and T-Statistics (|O/STDEV|) to show a significant effect of 2.229 is greater than t table 1.96 (t statistic > t table). Thus, Hypothesis 1 is proven; namely, competence influences work motivation at the Palembang Customs and Excise Supervision and Service Office.

In the opinion of Spencer (1993), competence always contains a purpose or purpose, which is an impetus or motive which causes an action to obtain a result. A good work environment can change the mindset, behaviour, attitudes and skills for the better. These changes will improve employee performance both in quantity and quality. The level of competence has practical implications for human resource planning, illustrating that knowledge and skill competencies tend to be more visible and relatively on the surface as one of the characteristics possessed by humans. Meanwhile, self-concept, trait (character/characteristics) and competency motives are more hidden and deep and are central to one's personality.

Research by Aryo Tejo & Machsini (2015) shows that competence significantly affects work motivation; work motivation significantly affects the employee

performance of Bid personnel Riau Police Public Relations.

Thus, employees will be motivated and enthusiastic to complete their work if the job descriptions assigned follow their competencies. Vice versa, employees will experience a decrease in enthusiasm when placed on assignments that are not following the competencies they have.

2. There is an influence of work facilities on employee motivation at the Palembang Customs and Excise Supervision and Service Office.

Based on the results of data analysis using SmartPLS as in Table 4 where the Original Sample (O) has a path coefficient of 0.581 and T-Statistics (|O/STDEV|) to show a significant effect of 3.091 is greater than t table 1.96 (t statistic > t table). Thus, Hypothesis 2 is proven; namely, work facilities affect work motivation at the Palembang Customs and Excise Supervision and Service Office.

Work facilities with conditions that are suitable for use and well maintained will help smooth the work process in an organization. According to Assauri (2010), the work facilities for employees need to be considered or considered so that employees can get pleasure from work, high morale and high productivity.

The results we obtained confirm the research of Anggrainy et al. (2018) that work facilities, work discipline and compensation have a positive and significant effect on

work motivation. Thus, work facilities will make employees enthusiastic and have pleasure in completing work. Vice versa, Work Facilities with damaged conditions, either lightly damaged or heavily damaged, will lower morale and make them feel unpleasant because they are hampered in completing work.

3. There is an influence of competence on employee performance at the Palembang Customs and Excise Supervision and Service Office.

Based on the results of data analysis using SmartPLS as in Table 4 where the Original Sample (O) has a path coefficient of 0.337 and T-Statistics ( $|O/STDEV|$ ) to show a significant effect of 4.721 is greater than t table 1.96 (t statistic > t table). Thus, Hypothesis 3 is proven; namely, competence influences employee performance at the Palembang Customs and Excise Supervision and Service Office.

This conclusion is confirmed by Astuti & Kurnia's (2020) research that competence has a significant positive effect on the employee performance of Muhammadiyah Magelang University Employees. Thus, an employee's competence will support them in completing work according to predetermined targets. The higher the employee competence, the higher the performance, and vice versa. If the competence is low, the performance will tend to decrease.

4. There is an influence of work facilities on employee performance at the Palembang Customs and Excise Supervision and Service Office.

Based on the results of data analysis using SmartPLS as in Table 4 where the Original Sample (O) has a path coefficient of 0.337 and T-Statistics ( $|O/STDEV|$ ) to show a significant effect of 3.500 is greater than t table 1.96 (t statistic > t table). Thus, Hypothesis 4 is proven; namely, work facilities affect employee performance at the Palembang Customs and Excise Supervision and Service Office.

Facilities are places and facilities needed by employees to achieve comfort at work. Work facilities are any equipment that supports the implementation of a work activity effectively and, of course, will affect the existence of employees in the agency itself. According to Cushway (2012), work facilities are a means the company provides to support the company's tone in achieving the goals set by the control holders. Work facilities enable workers to obtain great performance productivity.

Our research supports the results of Anam & Rahardja's research (2017) that work facilities positively affect the performance of employees of the Office of Industry and Trade of Central Java Province. Thus, adequate work facilities will support the implementation of work completed effectively and certainly affect their increased performance. Work facilities in a damaged condition will hinder employees from completing their daily work.

5. There is an influence of work motivation on employee performance at the Palembang Customs and Excise Supervision and Service Office.

Based on the results of data analysis using SmartPLS as shown in Table 4 where the Original Sample (O) has a path coefficient of 0.327 and T-Statistics ( $|O/STDEV|$ ) to show a significant effect of 4.488 is greater than t table 1.96 (t statistic > t table). Thus, Hypothesis 5 is proven; namely, work motivation influences employee performance at the Palembang Customs and Excise Supervision and Service Office.

The purpose of giving work motivation to employees is to change employee behaviour following the wishes of the organization. Employees can carry out work according to their skills and motivation. Keith Davis in Mangkunegara (2021) formulates the opinion that the factors that influence the achievement of performance (human performance) are ability factors and motivation factors (motivation).

According to Jufrizen & Puspita (2021), there is a positive and significant influence of work motivation on employee performance at PT Perkebunan Nusantara III (Persero) Medan. Thus, motivation encourages employees to complete various tasks according to their responsibilities. Motivated employees will have high job satisfaction and performance and a strong desire to succeed.

6. Competence influences employee performance mediated by work motivation at the Palembang Customs and Excise Supervision and Service Office.

Based on the results of data analysis using SmartPLS as in Table 3 where the Original Sample (O) has a path coefficient of 0.137 and T-Statistics ( $|O/STDEV|$ ) to show a significant effect of 2.089 is greater than t table 1.96 (t statistic > t table). Thus, Hypothesis 6 is proven; namely, competence mediated by motivation indirectly affects employee performance at the Palembang Customs and Excise Supervision and Service Office. This means that competence will increase motivation so it will affect employee performance at the Palembang Customs and Excise Supervision and Service Office.

This conclusion is confirmed by the research of Kasiyanto (2019). He states that competence by mediating work motivation indirectly has a positive effect on the performance of the Army Polytechnic teaching staff.

Therefore, such components as gratitude, bonuses from the management, and opportunities for self-development are important for increasing the motivation and competence of employees, and the end result will be better performance indicators. However, the path coefficient value for the indirect effect in this hypothesis is smaller than the path coefficient value for the direct effect hypothesis; this occurs because the performance targets that have been prepared have taken into account the direct contribution of each variable to the achievement of the performance target.

7. Work facilities influence employee performance, which is mediated by work motivation at the Palembang Customs and Excise Supervision and Service Office.

Based on the results of data analysis using SmartPLS as in Table 3 where the Original Sample (O) has a path

coefficient of 0.190 and T-Statistics ( $|O/STDEV|$ ) to show a significant effect of 3.420 is greater than t table 1.96 (t statistic > t table). Thus, Hypothesis 7 is proven; work facilities mediated by work motivation indirectly affect employee performance at the Palembang Customs and Excise Supervision and Service Office.

Similar results were obtained in the research conducted by Munawirsyah (2017). This research shows that there is an indirect effect of job satisfaction and work facilities on the employee performance of non-medical employees at Subulussalam Hospital through work motivation.

The results of this study also follow the observations of researchers in the field where adequate work facilities are needed to motivate. Quality infrastructure and a comfortable work environment will support optimal employee performance in completing daily tasks. However, the path coefficient value of the indirect effect on this hypothesis is smaller than the path coefficient value on the direct effect hypothesis; this occurs because the employee performance targets prepared have taken into account the direct contribution of each variable to the achievement of the performance target.

## CONCLUSIONS

The results of this study show that competence and work facilities significantly positively affect work motivation and employee performance. At the same time, work motivation also has a significant positive effect on employee performance and enhances the positive effect of competence and work facilities.

When developing a personnel management policy, the research results can guide the Head of the Palembang Customs and Excise Supervision and Service Office. In particular, it is worth paying more attention to the formation of employees' potential by improving their qualifications and working conditions. When selecting employees, management must take into account their education and qualifications. In the work process, it is advisable to encourage the creative development of employees in the team, which will improve their work's effectiveness. Periodic evaluation of the employee's performance and providing certain rewards in the form of vacations or additional bonuses are also crucial in maintaining work motivation. The working environment can change, so it is necessary to analyze the factors affecting employee performance periodically.

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