The Competence Enhancement and Organizational Culture on Motivation of Public Employees

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Abstract:
This research originated from the phenomenon of public services that still did not give satisfaction to the community. To anticipate the increase in regional government performance, it needs to be optimized by increasing the performance of bureaucrats, which are based on strengthening competencies, giving motivation, and strengthening organizational culture. With the strengthening of competence in the field of government oversight and executive officers of local government watchdogs, it is expected governmental performance also be optimized because if it is not optimized then managing the behavior of government and local government officials in general will act outside the rules of governance right track. This study uses the technique of Ordinary Least Square analysis as multiple linear regression on. The results of this study are Pearson's R Correlation testing shows the value of motivation and competence shows a high enough value to determine the performance of public sector employees, while the development of organizational culture is sufficiently following administrative culture only. Whereas the ANOVA test shows that strengthening competencies is needed to support service performance, because without competence the community feels dissatisfied with government services as a whole.

Keywords: Competence, Motivation, Organizational Culture, Public Service, Local Government

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Introduction

Human resources are strategic assets in an organization, because human resources are the driving forces that run the organization. For this reason, human resources are always cared for, maintained, and improved in quality. Human resource development is basically an effort to improve employee performance, by assessing and measuring based on predetermined criteria. Increased employee performance a guarantee for the organization to continue its business, for

being able to answer every challenge changes in the present and the future. Thus the organization's achievements are largely determined by the achievements of human resources.

The quality of Indonesia's human resources (HR) is far behind compared to other ASEAN countries based on the Human Development Index (UNDP: 2006) indicators in (http://www.kompas.com: 006). Indonesia ranked 102 with an index number of 0.641. While other ASEAN countries are ranked 34 to 53 with

index numbers between 0.826to 0.881, except the Philippines ranks 95 with an index of 0.666. The range of ratings is even more visible when compared to Japan, Hong Kong and South Korea. HR quality is determined by education, for this reason the government continues to expand education equity and improve quality. According to the 1995 national census, Indonesian citizens over the age of 10 and junior high school graduates were more than 25%. The number of residents aged over 10 years but illiterate, originally 40% in 1971, fell to 14 percent in 1995. This condition is still far behind compared to Singapore, the Philippines, Thailand, Sri Lanka and South Korea which only number 2 - 12%.

The implementation of good governance in governance *Good Governance* is a manifestation of people's aspirations in achieving goals and the ideals of the nation and state. In that order, it is needed development and implementation of a system of accountability precise, clear and real so that governance and development can take place efficiently, effectively and can be justified and free from Corruption, Collusion and Nepotism (KKN). One of them requires accountability. Accountability is a form of obligation to accountable for the success and failure of implementation the organization's mission in achieving its goals and objectives determined through a media accountability carried out periodically. Departing from the above thoughts, the Government has issued Instruction of the President of the Republic of Indonesia Number 7 of 1999 concerning Performance Accountability of Government Agencies (LAKIP), where each government agencies as elements of government administration the state is obliged to account for implementation main tasks, functions, authority of the organization and management of resources

power based on a strategic plan determined by each agency.

Supervision carried out by the regional inspectorate on the course of regional government is an effort carried out so that the activities of the organization or management can run according to what has been planned. Supervision will be meaningful and can play its role well if it has been able to achieve the objectives of supervision, namely:

a. The supervised party feels helped so that he can achieve his vision and mission more efficiently and effectively;
b. Creating an atmosphere of openness, honesty, participation and accountability;
c. Create an atmosphere of mutual trust in and outside the organization's operating environment;
d. Increase organizational accountability;
e. Improve the smooth operation of the organization;
f. Encouraging the realization of *good governance*. (Ticoalu , 2013).

In connection with the implementation of regional government, as stated in the explanation of Law No. 32 of 2004, it is stated that supervision of the implementation of regional government is a process of activities aimed at ensuring that regional government runs in accordance with the plans and provisions of the applicable legislation. This means that supervision activities are intended to ensure the achievement of the expected or targeted regional performance. Meanwhile, regional performance is measured through: increasing community welfare, improving public services, and increasing regional competitiveness.

Noting the breadth of the scope of supervision and concerning fundamental matters,

especially in terms of the implementation of regional government, compatible implementing instruments are needed, implementing apparatus that are professional, capable, responsive, obedient and have integrity and reputation that are tested in facing the complexity of problems in activities guidance and supervision. For orderly supervision in the regions, Government Regulation No. 79 of 2005 concerning the Development and Supervision of the Implementation of Regional Government. Article 24 Government Regulation No. 79 of 2005 states that supervision of government affairs in the regions is carried out by government supervisory officials consisting of the Government Internal Supervisory Apparatus (APIP) at the Inspectorate General of the Department, Non-Departmental Government Institution Supervision Unit, Provincial Inspectorate and Inspectorate Regency/City. Furthermore, the main task and function is to carry out the internal control function of the government. The main functions of the Inspectorate in South Sulawesi Province are:

a. Examination of the duties of the government of South Sulawesi Province which covers the fields of government, apparatus and social politics, development, economy and people's welfare, revenue and regional income, wealth and equipment assigned by the Governor of South Sulawesi Province.
b. Testing or evaluating the correctness of periodic periodic reports from the Government of South Sulawesi Province.
c. Investigation and disclosure of the truth of reports or complaints about obstacles, irregularities, or misuse in carrying out tasks within the South Sulawesi Provincial Government.

d. Development of supervisory functional personnel in the South Sulawesi Province environment.
e. Administrative and functional technical services.

To anticipate the increase in the performance of the regional government of South Sulawesi Province, it needs to be optimized by improving the performance of the Inspectorate of South Sulawesi Province, by strengthening competencies in the field of government oversight and oversight of the regional government implementing officers. The performance of the South Sulawesi Province inspectorate body needs to be optimized because if it is not optimized, the behavior of government managers and regional government officials in general will act outside the rules or the right path of governance. Suspicions about the performance of the Inspectorate appear as follows:

a. HR (number of personnel, ability / competence, attitude, or mental);
b. Organizational structure (division of labor, decision making, standardization, etc.);
c. Leadership (leadership quality seen from the way of decision making, motivating, or communication);
d. There are other factors at the Inspectorate in question.

The question will be answered if we know in advance in detail what factors affect the performance of the Inspectorate or organization in general.

Tangkilisan (2005) suggests that the dominant factors affecting employee performance include: management efforts in translating and harmonizing organizational goals, organizational culture, human resource quality, and effective leadership. While Tangkilisan (2005) suggests that, the performance of bureaucratic

organizations in the future is influenced by factors: organizational structure, management policies, HR, management information systems, and facilities / infrastructure. Meanwhile, Yulk (2009) states that the factors that greatly influence the duties of supervision are institutional and human resources. Referring to a number of opinions from these experts, it can be seen that there are many factors that affect employee performance both from within (internal factors), as well as from outside (external factors) such as: human resources (HR), organizational structure, or factors leadership.

Eastern Indonesia has potential sources natural power is very large, but according to Raharto and Romdiati (2008) that eastern Indonesia does not have the quality of human resources that can develop potential sources For this reason, it is necessary to mobilize potential people from more developed regions to areas that are more in need. South Sulawesi Province is the highest sending area of human resources to other regions in Eastern Indonesia. According to Manning, Chris and Michael, Rumbiak (1989) said that the quality of the source human resources in South Sulawesi are higher, but the potential for development is very low, resulting in the highest and most educated population of job seekers migrating or around 15% of the total migration flows. Thus the development of an industry based on human resources is needed as a reservoir and human resource development within the South Sulawesi region.

The formation of the quality of human resources starts with the recruitment process. According to Schein (1992) that leaders can shape motivation when human resources are managed professionally. In the process of employee recruitment, management requires various qualifications such as education, work experience, motivation, creativity, and so on, with

the intention of knowing the level of suitability of the employee with the work to be carried out. The process of developing human resources including providing technical guidance, technical and non-technical training on improving employee competency is a continuation of the recruitment process, the continuation is to find out the flexibility of employees about job recognition, and changes in work methods. Means to get qualified employees, the management continues to provide ongoing guidance and training.

Employee performance can increase if there is a synergy in the form of joint commitment between leaders and employees through the management of human resources for mutual benefit. According to Mathis and Jackson (2001) that organizational commitment for employees is the level of trust and acceptance of organizational goals and has a desire to exist in the organization, indicated by the number of absences and entry of employees leaving high turnover. The high commitment of employees is not only demonstrated by the length of working in the organization, but the contribution of what is given to the organization, such as how to change the way of better production, how to create new methods, and how employees interact with other employees to co-exist and mutually. For this reason, organizational commitment for employees needs to be improved so that they work longer and, provide economic value contributions to the organization.

Employee productivity can increase if the leader of the organization is not only a motivator, and a stimulator, but also functions as a working partner towards his subordinates. Not all employees have the potential and motivation to work together, but with the provision of treatment in a work environment that is very conducive, then all subordinates will behave ethically and uniform norms in the organization. According to

Wijono (2001) that there is an influence of interaction between work motivation, affiliation motives and power with personality on work performance. The leadership functions as the giver and creator of a conducive working atmosphere, such as harmonizing relationships between employees, relations between superiors and subordinates, the existence of a clear and non-treatment career system that is different to subordinates, and remuneration and the provision of benefits/*rewards* that are balanced with work performance.

Success of resource management human power is characterized by increasing employee job satisfaction. Many factors can influence job satisfaction such as giving motivation, fair treatment, attention, giving promotion, fulfilling their wants and needs, and responding to employee complaints. Gibson (1996) in Ermayanti (2001) and Brahmasari (2004) suggest that employee performance is a result of leader's treatment, such as motivating, rewarding, and giving attention. Employee performance. According to Drago *et.al.* (1992) that payments can increase organizational satisfaction and commitment, but according to Mobley (1986) that there is a negative relationship between employee turnover and satisfaction with work compensation. So with increasing job satisfaction it will increase work motivation.

Work motivation is a psychological aspect and as a driver to improve employee performance. Sujak (1990) in Ermayanti (2001) suggests that work motivation comes from within the employee, also comes from the work environment. A manager needs to stimulate the motivation of his subordinates' work by creating organizational conditions or climate through the formation of work culture or organizational culture. Employees who feel happy with their working conditions are more motivated to work

harder. Giving motivation must be directed well according to priorities and can be well received by employees, because motivation can be given to each employee with different forms.

Assessment of employee performance for organizational management is a work program to evaluate the management system of human resources and its contribution to the organization. Delery and Doty (1996) say that employee performance is a result of a series of actions and treatments that have been given to employees. Mangkunegara (2000) says that employee performance is a work result in quality and quantity that can be achieved. To conduct a performance appraisal, first determine a model or desire to be achieved, for example the determination of production targets, employee attendance targets, employee creativity, and adherence to norms or work rules in the organization. For this reason, employee performance needs to be evaluated to determine the extent of the effectiveness of the treatment provided by the organization.

The practice of human resource management influences organizational performance. The results of Delery and Doty's (1996) study found that performance is influenced by the Practice of Human Resource Management which consists of: (1) internal career use, (2) formal *training* system , (3) results oriented assessment, (4) compensation based performance , (5) employee security, (6) employee voice, and (7) broad job definition. Similarly Delaney &Huselid (1996), in his study of 590 organizations both profit and non - profit oriented get a positive relationship between Human Resource management practices such as training and staffing selectivity with organizational performance. Fey *et al.,* (2000), in his research also shows the effect of the Practice of Human Resource Management on Performance

where as an independent variable human resource management is used and as the dependent variable is organizational performance, while as a *mediating* variable considered *motivation, retention and development* which is the *output* of the source human power.

Human resource management practice is a management process designed to obtain qualified human resources. Practically, always done with recruiting, training and developing the potential of employees to have a certain competence in accordance with what is required of the organization. Robbins (2003) that in practice human resource management begins with the stages of needs planning, selection, and socialization before the formation of work motivation. Socialization is the process by which the organization intends to help new employees adjust to work motivation. The workforce must be empowered in accordance with the competencies and needs of the organization and maintain them as assets by providing *rewards*. Indeed, there can be a cyclical alternating effect between one variable and another (Ndraha,1997), for example organizational culture is initially influenced by the practice of human resource management, and then with time the reverse correction occurs.

An organization leader plays an important role to move the organization towards achieving goals. It needs to be realized that the success of a leader is greatly influenced by his potential in his socio-cultural environment. Fiedler's (1996) research shows that leadership is one of the main factors in the success of an organization, where the effectiveness of a leader will determine the success or failure of an organization. A *transformational* leader according to Nicholls (1994) equipped with *visionary* skills that will motivate organizations to achieve *Superior*performance . So the leadership still

needs an approach that motivates employees. Synchronization between leaders and subordinates will lead to high synergy. Simms (1997) researches that the relationship between leaders and organizational performance is very positive. Changes in leadership can improve the performance of an organization. Leadership in one organization functions to influence the behavior of others (subordinates), so that they will strive to achieve organizational goals with high willingness and enthusiasm.

Motivator leaders provide understanding and instill the essence of organizational values both formal and non-formal, as well as anticipation strategies in the face of changes and developments in the environment. Behling research and McFillen (1996) that the behavior of the leadership in enabling employees to use the indicators to convince subordinates will *assures followers of Reviews their competency* and provide opportunities to learn from experience *providing opportunities for followers to experience success.* Transformational leadership can produce the ability of subordinates to lead themselves, take responsibility for their own actions, and get rewards through strong independence. In the study of Ogbonna and Haris (2000) that there is a relationship between leadership style and organizational performance by doing work motivation. It turned out that the results of the study concluded that leadership style is not directly related to the performance of the organization but the effect in advance of motivation and a new impact on the performance of the organization, in the sense that commitment, sincerity, determination of the leadership, especially the top leaders of the organization, is factors a major and very support the implementation of a work motivation in the organization.

2. Theoretical Background

Human resource theory proposed by Frederick Herzberg *et al.* In Luthans, Fred (2002) that high attitudes and experiences from someone determine the quality of their work. The factors identified as the context of work are hygiene (preventive) factors, namely: supervision, interpersonal relations, physical work conditions, salary, company policy, administration, profit and safety. If these factors decrease below what the employee sees to a certain point, it will result in dissatisfaction. Conversely, if factors increase, job satisfaction will be achieved, so that it grows as a "motivator", namely factors such as achievement, recognition of the achievement of challenging work, increased responsibility, and opportunities to grow and develop.

Employee satisfaction is a condition of fulfilling employee needs. Employees who are satisfied with compensation and work facilities obtained are indicators of appropriate human resource management practices. Workers basically need physical and non-physical fulfillment, we know physically that it is related to material or money paid, while non-material fulfillment takes the form of positive interactions with the work environment, such as appreciation, trust, and sharing with fellow employees, or between employees and superiors. In Mossholder's research , Richardson and Setton (2011) that human needs as workers are very complex, including knowledge, trust, art, morality, law, environmental adaptation, and other abilities. Synergy to fulfill these needs, employees feel satisfied with their work.

Herzberg's hygiene-motivation theory has received support and criticism. Criticism because there is no evidence of a positive relationship between job satisfaction and productivity. However, the results of Wijono's (2001) study that there is an influence of interactions between work motivation, affiliation motives and power with personality on work performance. Conversely there is no influence of interaction between the motive of existence and the motive of achievement with personality on work performance. The human resource management system is far better than the practice of human resource management, and is very influential on employee performance because it links with many stakeholders and links with the environment (Becker &Huselid, 1998).

Organizational culture is a value pattern created by members of the organization, then seen as a legitimate step and can be used as an indicator to solve problems. Sigler and Pearson (2000), and Schein (1985, 1992) that the values created, then believe in those values, will become a bond for fellow workers to be used as a strategy in achieving goals. The strong togetherness according to Marcoulides and Heck (1993) can create values that need to be maintained. The value of a togetherness in a positive sense is difficult to create because of the existence of different interests, so it is necessary to equalize the vision and mission that must be lived together.

Development of organizational culture, in line with environmental changes. A good organizational culture is more flexible to adapt to changes in the environment, meaning not rigid and developing. Organizational culture itself is measured against external, and measured internally. According to Martinsons and Chong (1999) that organizational culture creates culture, especially in technology. Opinion means inwardly, organizational culture always leads to better change, and outwardly the culture is very dynamic towards its environment.

Organizational culture can realize value in the form of quality and practical management implementation. Research by Sousa-Poza,

Nystrom, and Wiebe, (2001) that every company must have an organizational culture that supports better work implementation. Some studies that identify the character of organizational culture can create a better implementation of work. Prajogo and McDermott (2005) Organizational culture that creates good work implementation consists of several indicators, namely group culture, group culture, culture of developmental culture development, and rational culture of rational culture. All these indicators greatly determine the creation of a healthy organizational culture. Furthermore Prajogo and McDermott (2005) say that there is an unhealthy organizational culture that adheres to the term *hierarchical culture* which always looks at genes of seniority, age, and rank, and ignores the goals of the organization itself.

Glaser *et al.* (1987) in Koesmono (2005) suggested that organizational culture is often described in the sense of being shared. Patterns of beliefs, symbols, rituals, and myths that develop from time to time and function as glue that unites the organization. Hofstede (1986) in Koesmono (2005) argues that culture can be defined as various interactions of habit characteristics that affect groups of people in their environment.

Hofstide (1997) in Munandar, Sjabadhyni, and Wutun (2004) suggested that organizational culture has five main characteristics, namely: (1) mer try an integral and interrelated unit, (2) Organizational culture is a reflection of history of the organization concerned, (3) Organizational culture is related to things learned by anthropologists, such as rituals, symbols, stories, and figures, (4) Organizational culture is built socially, in the sense that organizational culture is born from a shared consensus of a group of people who founded the organization, (5) Organizational culture is difficult to change. For this reason, it is necessary to implement

professional human resource management as the main support for the formation of organizational culture.

The terms competent and competent sometimes confuse, many researchers such as Winterton (2009), McClelland (1973), Athey and Orth (1999), Weitz,*et.al* (1986), equating the term on the grounds that the two terms have the same meaning. But basically the two terms are different, by Winterton (2009) based on the writings of McClelland's (1973) using the term competency and competent towards the individual character in doing work. According to Winterton, (2009) the term competent is used when associated with the type of work or expertise needed. In other words, competent is an individual's ability that is adjusted to the work to be done, while competence is an input or individual character, while competent is the output.

Competence is the inner part and personality of a person who can predict behavior and performance widely in all situations and *job tasks* (Spencer, 1993). Competent is derived from the word *competence* which means capable. The definition of competence according to ISO 9000:2000 standards is *demonstrated ability to apply knowledgeand skill* which means knowledge aimed at applying knowledge and expertise. Whereas the notion of competency in management is that management should prioritize ability in effective and efficient argumentation, management must prioritize the analysis of employee capabilities now compared to the ability of employees who will come in the organization. Nurmianto (2002), Nurmianto and TerbitSatrio (2002), that while competency characteristics are a group of behaviors that are specific, can be seen and can be verified; which can be reliably and logically grouped together;

and has been identified as matters that have a major influence on the success of the work.

A work competency indicator is usually indicated in the form of technical communication work to subordinates, and work relations. Good communication when using language that is easy to understand, and does not offend the personality of workers, so workers are more respectful and motivated. Hicks and Ray (1996) that satisfaction, work motivation and employee productivity are high because of the competence they have in the form of good communication skills. Communication is not only between supervisors and employees, but communication between employees is also a strong work motivation. It means that good communication is one form of one's competence in work.

DuBrin (2005) argues that job competency is a verbal and non-verbal effort to communicate his latest ideas to many people through communication to achieve goals. How to transfer ideas or practices to communicate ideas to work relations, usually by inviting, these actions will cause other people to act or respond and cause positive changes. The strength of competence for a worker is an important dynamic force that motivates and coordinates the organization in order to achieve goals, besides being able to create self-confidence and provide support to its work relations.

Luthans (2002) suggested that the role of leaders competence in the organization is as a regulator of vision, motivator, analysts are, and mastery of the job. Yasin (2001) argues that the success of organizational development business activities is largely determined by the quality of leadership or management and the commitment of the top leadership of the organization to investment in necessary energy and leadership of personal efforts. Anoraga*et al.* (1995) in Tika (2006) suggests that there are nine roles of leadership in an organization namely leaders as planners, leaders as policy makers, leaders as experts, leaders as executors, leaders as controllers, leaders as gift givers or punishments, leaders as role models and symbol or symbol, the leader as a place to blame, and the leader as a substitute for the role of other members.

According to Mathis and Jackson (2001) that the competence is based on human characteristics in relation to the achievement of performance. Groupings competence consists of knowledge, skills, and the ability. Visibility and hidden competence illustrate that knowledge, more visible, can be recognized by many organizations in matching people to work. Skills, although some can look like skills in making financial work sheets, others such as negotiation skills can be less identified. But hidden competencies are skills, which may be more valuable, which can improve performance. For example, competencies to conceptualize strategic relationships and to overcome interpersonal conflicts are more difficult to identify and assess. Competencies established in the organization are the basis of various aspects of the development of resources owned, which are conditioned as supporting efforts in achieving organizational performance, with performance excellence being an important capital to deliver the organization to reach the level of optimal and efficient competitive advantage.

Stoner et.al. (1996) stated that "Motivation is a characteristic of human psychology that contributes to the level of one's commitment. This includes the factors that cause, channel and maintain human behavior in a certain direction. "As for Robbins (1997) states that" Motivation is the willingness to issue a high level of effort towards organizational goals to meet individual needs. "From the various definitions in above can be interpreted that motivation is

something in someone who causes, channel and maintain behavior in a certain direction according to its purpose. Various efforts carried out by men to fulfill their needs and desires but so that their needs and desires can be fulfilled are not easy to obtain if without maximum effort. Given the needs and desires of someone who is different from one another, the effort made by someone is of course different too. In meeting the needs and desires of a person will behave in accordance with the drive that is owned and what is based on behavior and can be said that in a person has a drive that directs to his actions. In reality motivation is a concept that is an explanation of one's needs and desires and shows the direction of action.

Maslow Hierarchy of Needs, Maslow divides human needs into five levels, in general he thinks that one's motivational needs are arranged hierarchically. If a level of existing needs has been met, then these needs no longer motivate a person and the next higher need that drives to be fulfilled. Hirlow's Maslow needs are; 1). Physiological needs or physiological needs, these relate to primary needs such as clothing, food, shelter, and sex, 2). Safety and security needs or security needs are emotional and physical needs, 3). Social needs or social needs, this is related to affection and efficacy, 4). Esteem needs, for example; power, achievement and status are the peak needs of all human needs and have a meaning that is an element of one's motivation to change perceptions in him into reality.

3. Methods

This research is designed to answer the problems that have been formulated, and the objectives of the research to be achieved and answer the research hypothesis that has been made. The design of this study is causal observational research in which this study collects data from the phenomenon of human resource development in public service organizations in South Sulawesi Province then measures the causal relationship between variables, then this research is descriptive, namely to describe the conditions of employees within the Inspectorate Office of South Sulawesi Province. This study analyzes the sample from employee population data in the Organization within the scope of the Office of the Inspectorate Office of South Sulawesi Province. The formulation of the problem in this study is to connect between exogenous variables consisting of organizational culture, and competence, with the intervening variable of motivation on the performance of employees in organizations within the scope of the Inspectorate Office of South Sulawesi Province.

The population in this study is the public service apparatus that is in the scope of the government of South Sulawesi Province. The sampling in this study is carried out in a representative sample, which will give results that have the ability to be generalized. Representative sample criteria depend on two interrelated aspects, namely: sample accuracy and accuracy (precision) of the sample. In this regard, this study was used. The sampling technique in this study is probability sampling. To determine the sample size, the Roscoe (1982) study in Sugiyono (2010) said that experimental research was simple, so the number of samples was 1 20 respondents.

The technical analysis of the data in this study is descriptive, namely describing and interpreting the results of the research, then testing the measurement model, testing the model as a whole, and proving the research hypothesis. The analysis starts from the framework of the next research will be developed into a research

model. By using Ordinary Least Square (OLS) equipment which will be connected between exogenous and endogenous variables. To ensure that the model is made correctly and the results are valid, a testing process is needed (Hair et.al,1998). Of the several exogenous and endogenous variables that have been connected based on the research framework, the study structure model is $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon$. Suppose X_1, X_2, . . . , X_n randomvariableeach other b free and b distributionwith function k probability phase $f (x ; \theta)$with $\theta \in \Omega \subseteq R^r$and $T = (T_1, T_2, \ldots, T_m)^t$with $T_j = T_j (X_1, X_2, \ldots, X_n)$ for $j = 1, 2, \ldots$, m is statistics enough forθ . Suppose k's $g (x ; \theta)$function close probability from T and $G = \{ g (x ; \theta) | \theta \in \Omega \}$ lengk ap. Suppose k an$V = (V_1,$

$V_2, \ldots, V_m)^t$ with $V_j = V_j (X_1, X_2, \ldots, X_n)$ for $j = 1, 2, \ldots$, m is statistics other. If distribution ofnot depend on θ, then V and T each other b free. Suppose k an X random vector b dimension k with function close probability$f (x ; \theta)$and $\theta \in \Omega \subseteq R^r$, so m Isalk 'sg : $R^k 7 \to R$ function measured so that $g (X)$ come into one's vision k an randomvariable. Considered that$E_\theta [g (X)]$there is for all $\theta \in \Omega$and $F = \{ f (x ; \theta) | \theta \in \Omega \}$. Performance of employees of public sector services or F regarded as complete iffor every g, $E_\theta [g (X)] = 0$. Forall $\theta \in \Omega$ has an impact that$g (X) = 0$ except on N , so $P_\theta [X \in N] = 0$for all$\theta \in \Omega$. For this reason the research model developed can be seen in figure 1 below:o
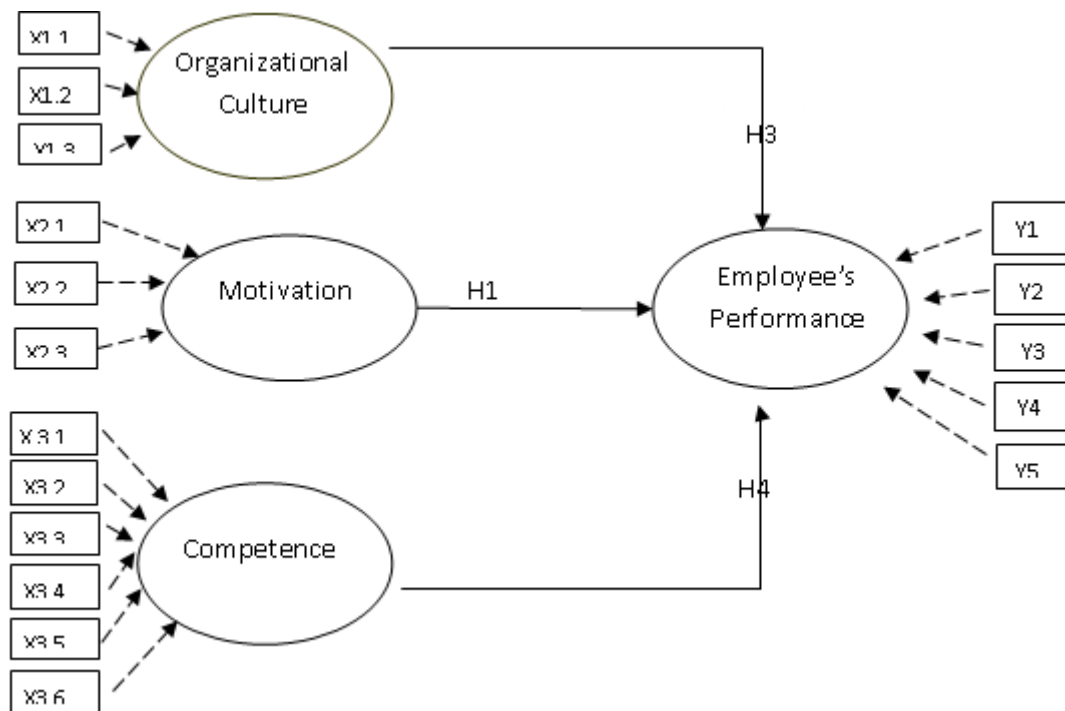

Figure 1 Research Framework

4. Result

Validity and reliability tests are conducted to ensure that each question is classified in each predetermined variant (Nasir,1988). Questionnaires that have been compiled, tested by giving questions to a group of respondents with the aim to determine the extent to which measuring instruments have validity and

reliability. Valid and reliable instruments are the main requirements for obtaining valid and randomized research results (Sugiyono, 2009). The validity of a measurement scale can be defined "to what extent the differences between observed scores (scales) indicate the actual differences between objects/respondents on the characteristics measured and not because of systematic or random error". Valid whether or not an item can be known by comparing the product moment correlation index with its probability value (Arikunto 1998), if these items do not correlate significantly at a significant level of 5%, then the instrument is declared null and void. To test the validity, the product moment correlation formula is used.

Based on the results of the reliability test in table 1, the instrument in this study used the Cronbach Alpha coefficient formula, where if the alpha value is greater 0.6 indicates the instrument is reliable (Solimun, 2010). Reliability can also be seen based on criteria according to Ebel and Frisbie (1991) which states that the reliability of an instrument is acceptable or not is to look at the number of items / categories used.

Table 1. Reliability Test

	Corrected Item-Total Correlation	Cronbach's Alpha if Deleted Item
Organizational Culture	, 470	, 752
Motivation	, 722	, 606
Competence	, 671	, 634
Employee's Performance	, 388	, 780

Source: Output of SPSS V, 17

Based on the results of the F test in Table 2, showing partially on each model shows a value of F> 0.00, except for X13 and X 13, but overall shows all indicators in the latent variable can explain the purpose of this study, namely to prove how much the performance of public service employees will be determined by the three latent variables.

Table 2 . Estimation Model Test

Effect	P Value	F	Sig.	Eta Squared's Partial
Intercept	44,008	22,004 [b]	, 149	, 978
X11	17,331	11,554 [c]	, 081	, 945
X12	2,624	2,624 [c]	, 276	, 724
X13	0,000	, 000 [b]	0,000	.000
X21	0,000	, 000 [b]	0,000	.000
X22	10,201	10,201 [c]	, 089	, 911
X23	1,152	1,152 [c]	, 465	, 535
X31	4,941	4,941 [c]	, 168	, 832
X32	3,304	1,652 [b]	, 482	, 768

X33	1,518	1,518 [c]	, 397	, 603
X34	14,726	14,726 [c]	, 064	, 936
X35	6,845	6,845 [c]	, 127	, 873
X36	19,746	13,164 [c]	, 071	, 952

Source: Output of Smart PLS V , 20

Based onthe testing of Pearson's R Correlation shows the value of motivation and competence demonstrated a high enough value to determine the performance of public sector employees, while the development of organizational culture simply follow an administrative culture, ie all program work was based on the Standard Operational Procedure (SOP) only. Whereas in the ANOVA test in Table 3, it shows that strengthening competencies is needed to support service performance, because without competence the community feels dissatisfied with government services as a whole.

Table 3. Pearson's R Correlation, Boostraping and ANOVATest

Pearson's R		Value	Bootstrap [a]		P Value	ANOVA	
			Bias	Std.Error		F	P Value
Employee's Performance	Organizational Culture	, 244	-, 001	, 133	, 113	1,632	, 204
	Motivation	, 176	, 009	, 159	, 643	, 852	, 477
	Competence	, 244	-, 001	, 133	, 643	7.504	, 001

Source: Output of Smart PLS V, 20

5. Conclusion and Discussion

Strengthening competencies in public sector services is very supportive of their performance, this is also reinforced in Law Number 23 of 2014 concerning Regional Government The main function of local governments as public servants. To help the government program in terms of improving the coordination of the implementation of regional government, then as a public service, and community empowerment, it should improve scientific and technical capabilities of services. In order for the passage of the law to be in line with the demands of the people who want a clean and responsible government and service-oriented to the wider community. However, there are service bureaucrats who pay less attention to how to provide a service that pitch well. In line with the broad autonomy, real and has responsible for the implementation of regional autonomy as stipulated in Law No. 23 of 2014 on Regional Government, which asembodiment of accountability answers that focuses on improving service and welfare of the community are getting better. So strengthening the performance of public services which are acts, implementation of work, work performance, implementation of effective work. It is expected to be able to produce outcomes that are far more satisfying for community service needs over a period of time. This is what is expected to show that performance

is the level of achievement of organizational goals.

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