The Effects of Competence on Civil Servant Performance at the ABC Office of the East Nusa Tenggara Provincial Government as mediated by Achievement Motivation

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ABSTRACT *: This study aims to determine the effects of Competence on Civil Servant Performance at the ABC Office of the NTT Provincial Government as mediated by Achievement Motivation. The population of this study were Civil Servants at the ABC Office of the East Nusa Tenggara Provincial Government. The sampling method is a nonprobability sampling by taking all members of the population into the research sample (Saturated Sample) so that the number of samples in this study is 54 civil servants. The data analysis method used is Structural Equation Model-Partial Least Square (SEM-PLS) with the help of SmartPLS 4.0.9.2. The results showed that directly Competence and Achievement Motivation have a positive and significant effect on Employee Performance; indirectly Competence has a positive and significant effect on Employee Performance through Achievement Motivation. To improve and optimize the performance of civil servants at the ABC Office of the NTT Provincial Government, the ABC Office of the NTT Provincial Government can improve the social Competence of employees and determine the value standards to be achieved so that employee achievement motivation is high and the performance of civil servants becomes better and becomes more optimal.*

KEYWORDS *- Employee Performance, Competence, Achievement Motivation*

I.   INTRODUCTION

Public sector organizations often fail in the implementation of their strategic plans, because the strategic plans prepared and implemented are still theoretical and not proportional to the reality and capabilities of civil servants. The concept of good governance requires that public sector organizations meet the requirements of good service. The State Civil Apparatus as the main resource for public service delivery must be able to provide good service in quality, quantity and proactively. The State Civil Apparatus must be able to carry out government duties and develop for the achievement of national goals as referred to in the Civil Service Law No. 5 of 2014. The performance problem of civil servants is a serious problem that continues to be a concern of the Indonesian government. The Indonesian government has made various efforts to overcome problems related to the performance of Civil Servants, one of which is by issuing regulations and procedures related to the performance management of Civil Servants. This is done to optimize the performance of the State Civil Apparatus as a service provider to the community. However, until now, the performance of Civil Servants is still a major concern of the Government.

The ABC Office of the NTT Provincial Government is one of the government agencies within the scope of the East Nusa Tenggara Provincial Government with the task of realizing community welfare through community services. The ABC Office of the NTT Provincial Government has 4 programs 17 activities and 12 work indicators that are used to measure ABC office services for the next 5 years, namely 2018 to 2023. The achievement of the performance indicator target of the ABC Office of the NTT Provincial Government in 2019 averaged 100%, the achievement of the financial realization of the ABC Office in 2019 was 89.45%, the average growth in budget realization was -0.62% and the achievement of the Performance Indicator Target of the ABC Office of the NTT Provincial Government in 2020 averaged 70.84%, and the achievement of the financial realization of the ABC Office in 2020, 85.89%, the average growth in budget realization was -0.64%.

Table 1. Performance Assessment of Regional Apparatus of the NTT Provincial Government in 2020 and 2021

Name of Agency	Assessment Year	Key Performance (KP)	Supporting Performance (SP)	Final Score (KP + SP)
ABC Office of East Nusa Tenggara Provincial Government	2020	-	-	91.59%
	2021	59.29%	33.30	92.59%

Source: ABC Office of East Nusa Tenggara Provincial Government (2022)

The results of the performance assessment of the Head of Regional Apparatus within the NTT Provincial Government in 2020 and 2021 can be seen that the total target of the key performance and supporting performance in 2020 and 2021 has not reached 100%.

Table 2. Average Performance Appraisal Results of 15 Employees of ABC Office of East Nusa Tenggara Provincial Government in 2020 and 2021

Year	Employee Performance Goals (%)	Work Behavior (%)	Total Score (%)
2020 & 2021	52.72	33.99	83.19

Source: ABC Office of East Nusa Tenggara Provincial Government (2022)

The results of the Performance Appraisal of 15 Employees of the ABC Office of the East Nusa Tenggara Provincial Government in 2020 and 2021 can be seen that the total average of employee performance appraisal results based on employee performance goals and work behavior has not reached the expected total score of 100%. According to the key person of the ABC Office of the East Nusa Tenggara Provincial Government, the performance of civil servants at the ABC Office of the East Nusa Tenggara Provincial Government is quite good but still needs to be evaluated and improved on the quality and quantity of work done. The results of preliminary research on 28 Civil Servants at the ABC Office of the East Nusa Tenggara Provincial Government, show that there are still employees who feel that the quality of work produced is not in accordance with established work standards, there are still employees who feel that their competencies are not in accordance with the standards of work performed and there are still employees who feel that they are not active in working related to opportunities to occupy certain positions in the organization.

The success of the organization is influenced by employee performance, so the organization will try to improve the performance of its employees to achieve the stated organizational goals, Robbins & Judge (2017). According to Afandi (2018), the factors that influence the performance of an employee are ability, personality, work interest, the level of worker motivation in the form of energy power that encourages, directs and maintains behavior and Competence, namely the skills possessed by an employee. Thus it can be concluded that to achieve organizational success, employees must have high Competence to support the work performed and be motivated to do better and higher quality work. According to Rosiadi (2019), Competence is a problem in the processing of human resource apparatus (Public Sector) in Indonesia. Competence has always been a major problem in addition to problems related to professionalism, low discipline and corruption, Robbi in Rosiadi (2019).

In the context of public sector organizations that have implemented decentralization, the challenge of changing the role of human resource management is not only faced by the Central Government but also by Local Governments. The results of Antwi & Analoui research in Rosiadi (2019) related to Bureaucratic Reform in Ghana found that human resource management at the Local Government level will face various challenges related to organizational policies, motivation and performance. According to Antwi and Analoui in Rosiadi (2019), to face these challenges, local government human resource management in realizing goals, needs to focus on two main issues, namely developing employee core competencies and local government management and synchronizing training methods in increasing human resource capacity.

The results of research by Maharani & Lo (2021), Mulia & Saputra (2021), Merdeka & Hermaningsih (2021), Wicaksono, Elmi & Aima (2020), and Aminah & Jusriadi (2018), found that Competence has a positive and significant effect on employee performance but research by Alang & Mentang (2021), Wijayaguna (2021) and Ardi (2021) found that Competence has not positive and significant effect on employee performance. Research by Mardiana, Kasmir, & Safuan (2021) found that Competence has a positive and significant effect on employee performance through motivation, but the results of research by Wicaksono, Elmi & Aima (2020) found that Competence does not have positive and significant effect on employee performance through motivation. Meanwhile, Ansyari & Kasmir research (2018) found that McClelland Work Motivation has a

positive value and has a significant effect on Employee Performance. Based on the results of previous research, it can be concluded that there are still research gaps in the effect of Competence on employee performance and the effect of Competence on employee performance through motivation. This study was conducted to determine how the effect of Competence on Civil Servant Performance at the ABC Office of the East Nusa Tenggara Provincial Government is mediated by Achievement Motivation.

I. THEORETICAL REVIEW

Employee Performance

Regulation of the Minister of Administrative Reform and Bureaucratic Reform of the Republic of Indonesia Number 8 of 2021 concerning Civil Servant Performance Management System, states that performance is the work achieved by each employee in the organization, work unit, or work team in accordance with Employee Performance Targets and Work Behavior. Meanwhile, according to Miner (1998) in Sudarmanto (2015), performance is the quality of results, quantity of output, and two things related to individual behavioral aspects, namely the use of time at work (level of compliance with working hours), and cooperation. Performance is the result of a process that refers to and is measured over a certain period of time based on predetermined provisions or agreements, (Edison, Anwar, and Komariyah, 2017). According to Miner (1998) in Edison, Anwar and Komariyah (2017) there are 4 dimensions that measure employee performance, namely (1) Quality includes the level of errors, damage, accuracy; (2) Quantity in the form of the amount of work produced; (3) Use of time at work, including the level of absence, tardiness, effective working time; (4) Cooperation with others at work. Meanwhile, according to Edison, Anwar and Komariyah (2017) the dimensions of employee performance are (1) Target, an indicator of the fulfillment of the amount of goods, work, or the amount of money produced; (2) Quality, in the form of results achieved and this is an important element, because quality is a force in maintaining customer satisfaction; (3) Completion time, in the form of timely completion and understanding of services to other parts of the internal scope of the company or organization; (4) Obeying principles, not only must meet quality and timely targets but must also be done in the right, transparent and accountable way.

Competence

Regulation of the Minister of Home Affairs Number 11 of 2017, concluded that Competence is the ability and characteristics possessed by an employee of the State Civil Apparatus in the form of knowledge, skills and behavioral attitudes needed in the implementation of his duties and positions, so that the State Civil Apparatus can carry out its duties professionally effectively and efficiently. According to Spencer and Spencer (1993) in Edison, Anwar and Komariyah (2017) state that Competence is "an underlying characteristic of an individual that is causally related to criterion-referenced effective and/or superior performance in a job or situation", meaning that the underlying characteristics of an individual are related to the causal or causal relationship of effective and or superior performance in a job or situation. The types of competencies according to Spencer and Spencer (1993) in Hertanto (2022) classify the dimensions and components of individual Competence into three, namely:

1) Intellectual Competence, is the character of attitudes and behaviors or willingness and intellectual abilities of individuals (in the form of knowledge, skills, professional understanding, contextual understanding, etc.) that are relatively stable when facing problems in the workplace, which are formed from synergies between character, self-concept, internal motivation, and contextual knowledge capacity.
This intellectual Competence is internalized in the form of nine competencies, namely: achievement, work certainty, initiative, mastery of information, analytical thinking, conceptual thinking, practical skills, linguistic ability, and narrative ability.

2) Emotional Competence, is the character of attitudes and behaviors or the willingness and ability to master themselves and understand the environment objectively so that their emotional patterns are relatively stable when facing various problems in the workplace. Individual emotional Competence is internalized in the form of five levels of willingness and ability, namely: sensitivity or mutual understanding, self-control, self-confidence, adaptability and commitment to the organization.

3) Social Competence is the character of attitudes and behaviors or the willingness to build knots of cooperation with others when facing problems in the workplace. Individual social Competence is internalized in the form of seven levels of willingness and ability, namely: influence and impact, organizational awareness, building working relationships, developing others, directing subordinates, teamwork and group leadership.

Achievement Motivation

Need theory was developed by David McClelland in 1961, there are three need theories developed by David McClelland, namely (1) Need for achievement (nAch) is the drive to excel, to achieve in relationship to a set of standards; (2) Need for power (nPow) is the need to make others behave in a way they would not have otherwise: (3) Need for affiliation (nAff) is the desire for friendly and close interpersonal relationships,

McCleland (1961) in Robbins and Judge (2017). McClelland (1961) in Robbins & Judge (2017) focused most of their attention on the need for achievement (Need for Achievement), according to him people who have a desire to achieve work best. McClelland (1961) in Robbins & Judge (2017 predicts the relationship between the need for achievement and work performance, namely when the job has a high level of personal responsibility and feedback and the level of risk in achievement is high, people will be highly motivated in doing their work. According to McClelland (1961) in Robbins & Judge (2017), the need for achievement is the drive to excel, to achieve a relationship with a set of standards. McClelland in Lusvianawati & Fasochah (2020) also states that the need for achievement or achievement motivation is defined as an effort to achieve success or succeed in competition with a measure of excellence which can be in the form of other people's achievements or one's own achievements. The dimensions and indicators of achievement motivation according to MacCleland (1961) in Robbins and Judge (2017), are (1) The drive to excel: Strive to complete work thoroughly and be able to do more challenging work; (2) To achieve in relationship to a set of standards: Setting a standard of value to be achieved and being able to do better work than before; (3) To strive to succeed: Encouragement to take more initiative in work and encouragement to do work innovatively. (Suryana, 2013).

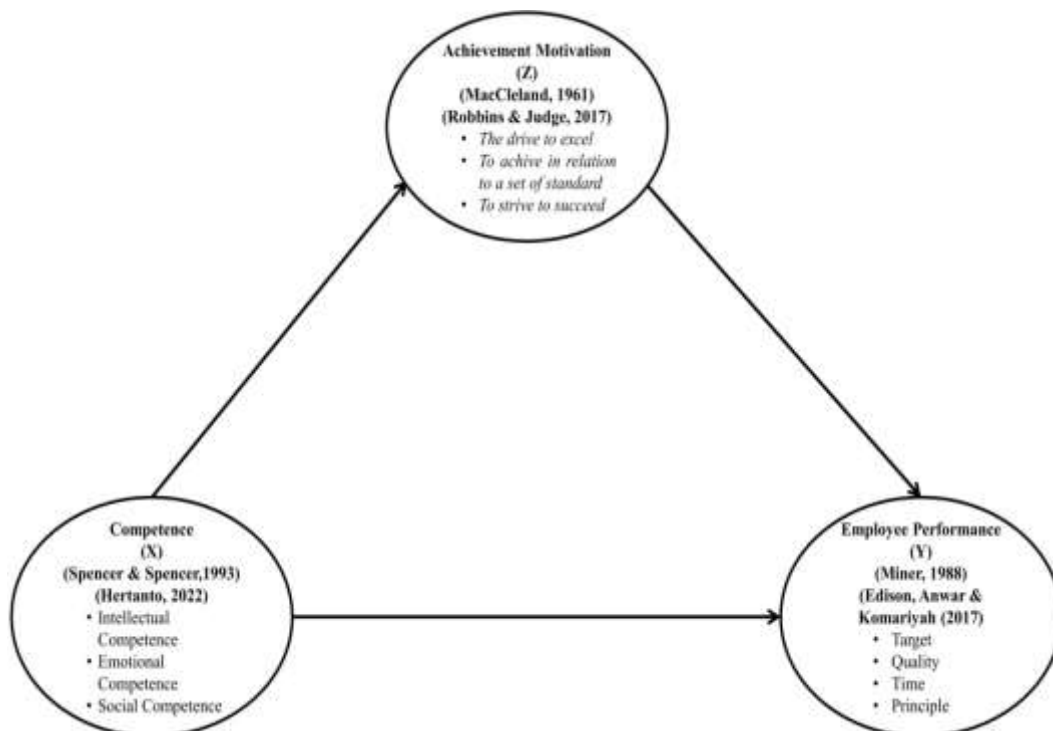## II.   CONCEPTUAL FRAMEWORK

Figure 1. Conceptual Framework

Based on the conceptual framework, there are 4 (four) research hypotheses, namely:

Hypothesis 1 (H1)   : Competence has a positive and significant effect on Employee Performance;
Hypothesis 2 (H2)   : Competence has a positive and significant effect on Achievement Motivation;
Hypothesis 3 (H3)   : Achievement motivation has a positive and significant effect on employee performance;
Hypothesis 4 (H4)   : Competence has a positive and significant indirect effect on employee performance through achievement motivation;

III.   RESEARCH METHOD

This type of research is included in quantitative research with a causal descriptive approach, namely research conducted to describe the relationship between variables as well as to test hypotheses about the effect of one or several variables (independent variables) on other variables (dependent variables), Bahri, (2018). The research population was Civil Servants at the ABC Office of the East Nusa Tenggara Provincial Government.

The sampling method is a nonprobability sampling by taking all members of the population into the research sample (Saturated Sample) so that the number of samples in this study was 54 civil servants at the ABC Office of the East Nusa Tenggara Provincial Government. The data collection technique used a questionnaire and the measurement scale used was a Likert scale. The analysis technique used is Structural Equation Model-Partial Least Square (SEM-PLS) with the help of Smart-PLS software version 4.0.9.2.

Path Models are diagrams used to visually display the hypotheses and variable relationships examined when Structural Equation Modeling (SEM) is applied, Hair et al., (2021). In general, Partial Least Square (PLS) is a tool for analyzing variant-based Structural equations (SEM) simultaneously, Cashmere (2022). The Partial Least Square (PLS) Path Model consists of two measurement elements, namely the evaluation of the measurement model (Outer Model) and the evaluation of the structural model (Inner Model), Hair et al., (2021).

IV.   RESULTS & DISCUSSION

Measurement Model Evaluation (Outer Model)

The research measurement model (Outer Model) is included in the Reflective measurement model, namely the Employee Performance variable (Y), the Competence variable (X) and the Achievement Motivation variable (Z) are measured reflectively. Evaluation of the reflective measurement model consists of loading factors (Outer Loading) ≥ 0.70, composite reliability ≥ 0.70, Cronbach's alpha and average variance extracted (AVE ≥ 0.50) as well as evaluation of discriminant validity, namely fornell and larcker criteria and Heterotrait Monotrait Ratio (HTMT) below 0.90, Hair et al., (2021). According to Ghozali (2014), in early stage research from the development of a measurement scale, a loading value of 0.5 to 0.6 is considered sufficient and meets the measurement requirements. Thus, if in the initial stage of measurement there are still indicators with a loading factor value below 0.6 (< 0.6), these indicators are removed from the measurement model and re-measurement is carried out.
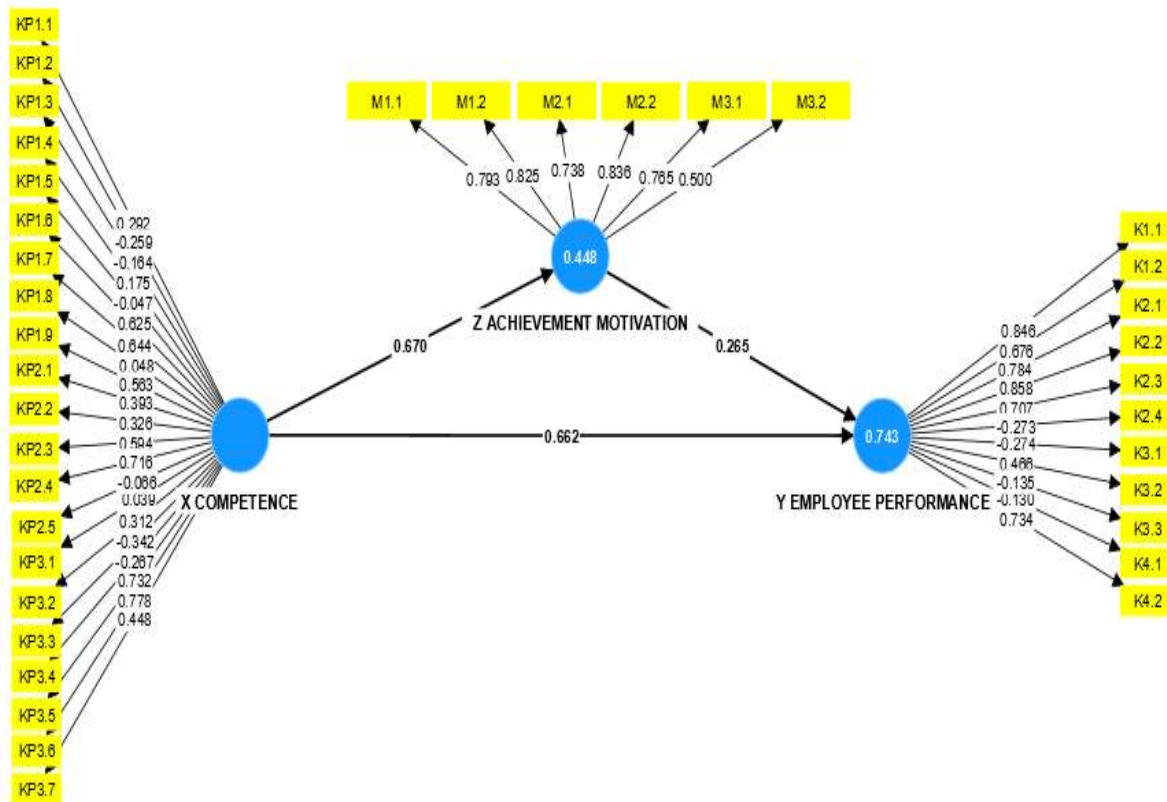

Figure 2. Measurement Model Evaluation (Outer Model) first stage
Source: Smart-PLS 4.0.9.2 (2023)

The results of the Measurement Model Evaluation (Outer Model) stage 1 show that there are still variable indicators with a loading factor value below 0.6, namely the variable indicators of Employee Performance (Y), K2.4, K3.1, K3.2, K3.3, and K4.1, the variable indicator of Achievement Motivation (Z), namely M3. 2 and variable indicators of Competence (X), KP1.1, KP1.2, KP1.3, KP1.4, KP1.5, KP1.8, KP1.9, KP2.1, KP2.2, KP2.3, KP2.5, KP3.1, KP3.2, KP3.3, KP3.4 and KP3.7, Thus variable indicators with a loading factor value below 0.6 are excluded and re-measured.
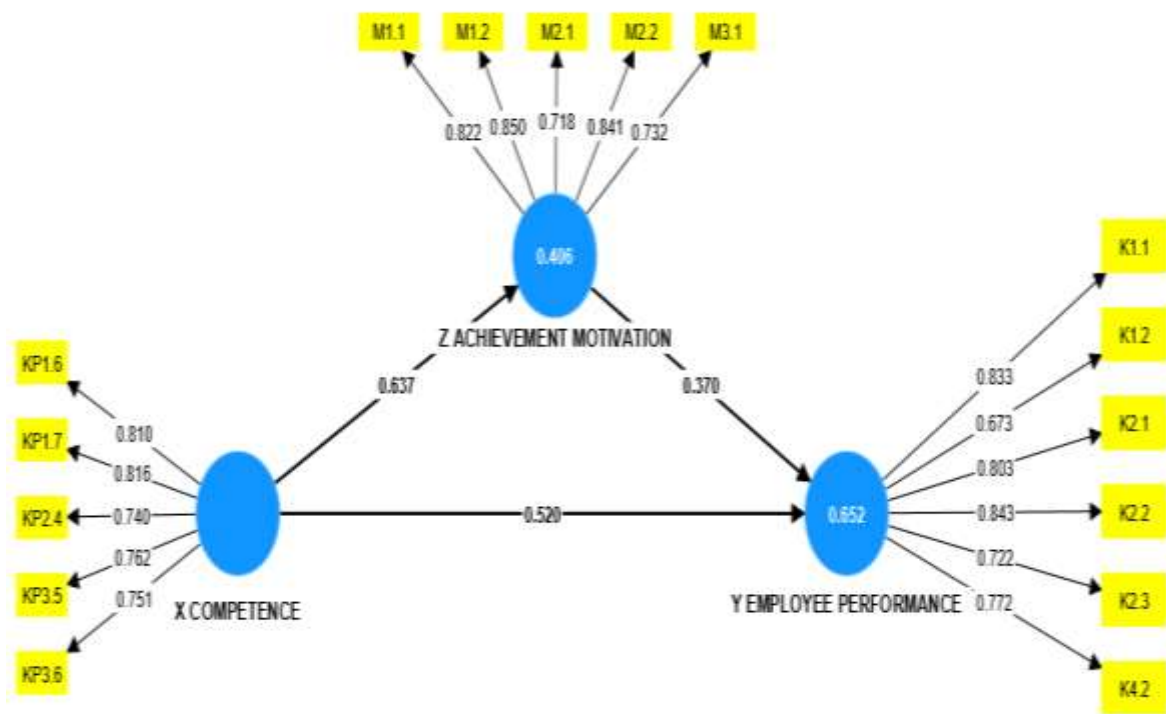
Figure 3. Measurement Model Evaluation (Outer Model) final stage
Source: Smart-PLS 4.0.9.2 (2023)

The results of the final stage Measurement Model Evaluation (Outer Model) show that the loading factor value of all variable indicators is greater than 0.6 (> 0.6) and each variable has an Average Variance Extracted (AVE) value above 0.5 (> 0.5).

Table 3. Measurement Model Evaluation (Outer Model) final stage

Variable	Indicator	Indicator Code	Loading Factors	AVE	Result
Employee Performance (Y)	Focus on achieving targets.	K1.1	0.833	0.603	Valid
	Challenging and realistic targets.	K1.2	0.673		Valid
	Quality according to established standards.	K2.1	0.803		Valid
	Members have a commitment to quality.	K2.2	0.843		Valid
	Have procedures regarding quality achievement.	K2.3	0.722		Valid
	Transparent and accountable.	K4.2	0.772		Valid
Competence (X)	Conceptual Thinking.	KP1.6	0.810	0.603	Valid
	Practical skills.	KP1.7	0.816		Valid
	Adaptability.	KP2.4	0.740		Valid
	Directing subordinates.	KP3.5	0.762		Valid
	Team work.	KP3.6	0.751		Valid
Achievement Motivation (Z)	Trying to finish the job thoroughly.	M1.1	0.822	0.632	Valid
	Able to do more challenging work.	M1.2	0.850		Valid
	Set the standard value to be achieved.	M2.1	0.718		Valid
	Able to do a better job than before.	M2.2	0.841		Valid
	Encouragement to take more initiative at work.	M3.1	0.732		Valid

Source: Data processed by researchers (2023)

The results of the Measurement Model Evaluation (Outer Model) show that all variables are discriminantly valid as indicated by the Heterotrait Monotrait Ratio (HTMT) below 0.90 and the Fornell-Larcker criterion with the root value of the Average Variance Extracted (AVE) latent variable greater than its correlation with other latent variables.

Table 4. Heterotrait Monotrait Ratio (HTMT)

	Competence (X)	Employee Performance (Y)	Achievement Motivation (Z)
Competence (X)			
Employee Performance (Y)	0.845		
Achievement Motivation (Z)	0.733	0.798	

Source: Smart-PLS 4.0.9.2 (2023)

In table 4. it can be seen that all variables have a Heterotrait Monotrait Ratio (HTMT) value below 0.90, thus it can be concluded that all variables are discriminantly valid.

Table 5. Fornell-Larcker Criterion

	Competence (X)	Employee Performance (Y)	Achievement Motivation (Z)
Competence (X)	0.776		
Employee Performance (Y)	0.755	0.777	
Achievement Motivation (Z)	0.637	0.701	0.795

Source: Smart-PLS 4.0.9.2 (2023)

In table 5. it can be seen that each pair of variables has a latent variable Average Variance Extracted (AVE) root value greater than its correlation with other latent variables, meaning that each variable indicator really measures its latent variable and low measures other latent variables. Thus it can be concluded that all variables are discriminantly valid.

Table 6. Cronbach's Alpha and Composite Reliability

	Cronbach's alpha	Composite reliability	Result
Competency (X)	0.836	0.883	Reliable
Employee Performance (Y)	0.868	0.901	Reliable
Achievement Motivation (Z)	0.853	0.895	Reliable

Source: Data processed by researchers (2023)

In table 6. it can be seen that all variables have Cronbach's alpha and composite reliability values above 0.70 (> 0.70). Thus it can be concluded that all variables are reliable and reliable or reliable.

R-Squre (R²)

The R-Squre value describes the amount of variation in endogenous variables that can be explained by other exogenous or endogenous variables in the model. According to Chin (1998) in Narawati et al., (2019) an R-Square value of 0.19 is categorized as a weak effect, an R-Square value of 0.33 is categorized as a moderate effect and an R-Square value of 0.67 is categorized as a substantial or high effect.

Table 7. R-Square (R²)

	R-square	R-square adjusted
Employee Performance (Y)	0.652	0.638
Achievement Motivation (Z)	0.406	0.394

Source: SmartPLS 4.0.9.2 (2023)

The results of the R-Square (R²) value show that the joint effect of the Competence and Achievement Motivation variables on the Employee Performance variable is 0.652 or 65.2% (Moderate effect or close to high), the remaining 34.8% is influenced by other variables not examined in this study. The results of the R-Square (R²) value also show that the influence of the Competence variable on the Achievement Motivation variable is 0.406 or 40.6% (moderate effect), the remaining 59.4% is influenced by other variables not examined in this study.

Q-Square (Q²)

The Q-Square (Q²) value is used to see the relative effect of the structural model on the measurement of observations for dependent variables (endogenous latent variables). The Q-Square (Q²) value> 0 shows evidence that the observed values have been well reconstructed so that the model has predictive relevance, Narawati et al., (2019). The Q-Square (Q²) value is calculated using the formula:

$$(Q^2) = 1 - (1-R^2{}_1)(1-R^2{}_n)$$

Then:

$(Q^2) = 1 - (1-R^2{}_1)(1-R^2{}_n)$

$(Q^2) = 1 - (1-0.425)(1-0.165)$

$(Q^2) = 1 - (0.575)(0.835)$

$(Q^2) = 1 - 0.480$

$(Q^2) = 0.520$

The results of the calculation of the Q-Square (Q²) value show that, the Q-Square (Q²) value of $0.520 > 0$. Thus it can be concluded that the observed values in this study have been well reconstructed so that the research model has predictive relevance.

F-Square

Effect size (F-Square) value is the amount, the effect of direct variables at the structural level with the criteria f-Square 0.02 weak or low, f-Square 0.15 moderate and f-Square 0.35 strong or high, Hair et al., (2021) in Yamin, (2023). The effect size (f-Square) of the mediating variable is called the upsilon statistic, obtained by multiplying the quantum of the path coefficient of the exogenous variable to the mediating variable and the quantum of the path coefficient of the mediating variable to the endogenous variable, Lacchowicz et al., (2018) in Yamin (2023) which is interpreted in Ogbeibu et al., (2022) with a magnitude of 0.02 low mediating effect, 0.075 moderate mediating effect and 0.175 high mediating effect. F-Square Direct Effect of other exogenous or endogenous variables can be calculated with the help of SmartPLS 4.0.9.2.

Table 8. F-Square Direct effect

	Employee Performance (Y)	Achievement Motivation (Z)
Employee Performance (Y)		
Achievement Motivation (Z)	0.233	
Competence (X)	0.461	0.683

Source: Smart-PLS 4.0.9.2 (Data processed by Researchers, 2023)

The results of the effect size value show that the effect of Competence on employee performance is included in the strong or high criteria, the effect of Achievement Motivation on Employee Performance is included in the moderate criteria, and the effect of Competence on Achievement Motivation is included in the strong or High criteria.

Effect size (F-Square) Indirect Effect (mediating variable) can be calculated using the upsilon (v) formula proposed by Lachowicz et al., (2018) in Yamin (2023), which is the multiplication of the square of the path coefficient of the exogenous variable to the mediating variable and the square of the path coefficient of the mediating variable to the endogenous variable. Upsilon (v) can be calculated by the formula:

$$v = \beta^2{}_{M.X} \; \beta^2{}_{Y.M}$$

The effect size (F-Square) of the Competency variable on Employee Performance mediated by Achievement Motivation is:

$v = \beta^2{}_{MX} \; \beta^2{}_{Y,M}$

$v = (0.637^2)(0.370)^2$

$v = (0.405769)(0.1369)$

$v = 0.056$ (Small effect size close to moderate)

Goodness of fit index (Gof)

Goodness of Fit Index (Gof) is an overall evaluation of the model between measurement model evaluation and structural model evaluation. Goodness of Fit Index (Gof) can be obtained through calculation:

$$GOF = \sqrt{AVE} \; x \; R^2$$

Then:

$GOF = \sqrt{AVE} \; x \; R^2$

$GOF = \sqrt{0.373} \; x \; 0.529$

$GOF = \sqrt{0.197317}$

$GOF = 0.444$

Ghozali (2014) suggests that the Gof value of 0.1 is included in the Gof small or low criteria, 0.25 is included in the Gof medium criteria and 0.36 is included in the Gof large or high criteria). The results of the calculation of the Goodness of Fit Index (Gof) value of 0.444 are included in the large or high category. So it can be concluded that the overall evaluation of the model between the measurement model evaluation and the structural model evaluation in the study is good because the empirical data in the study are able to explain the measurement model as a whole and the measurement model has a category with a large or high level of fit.

Structural Model evaluation (Inner Model)

Structural Model Evaluation is related to hypothesis testing or to test whether there is an influence of independent variables (Exogenous) on the dependent variable (Endogenous). Testing the Structural Model (Inner Model) or hypothesis testing in this study was carried out by means of Second Order (measurement of latent variables based on dimensions and indicators) with the bootstrapping method with the help of SmartPLS 4.0.9.2 software. The way to make a hypothesis decision is if the P-Values < 0.05 then there is an influence of exogenous variables on endogenous variables (Hypothesis Accepted).
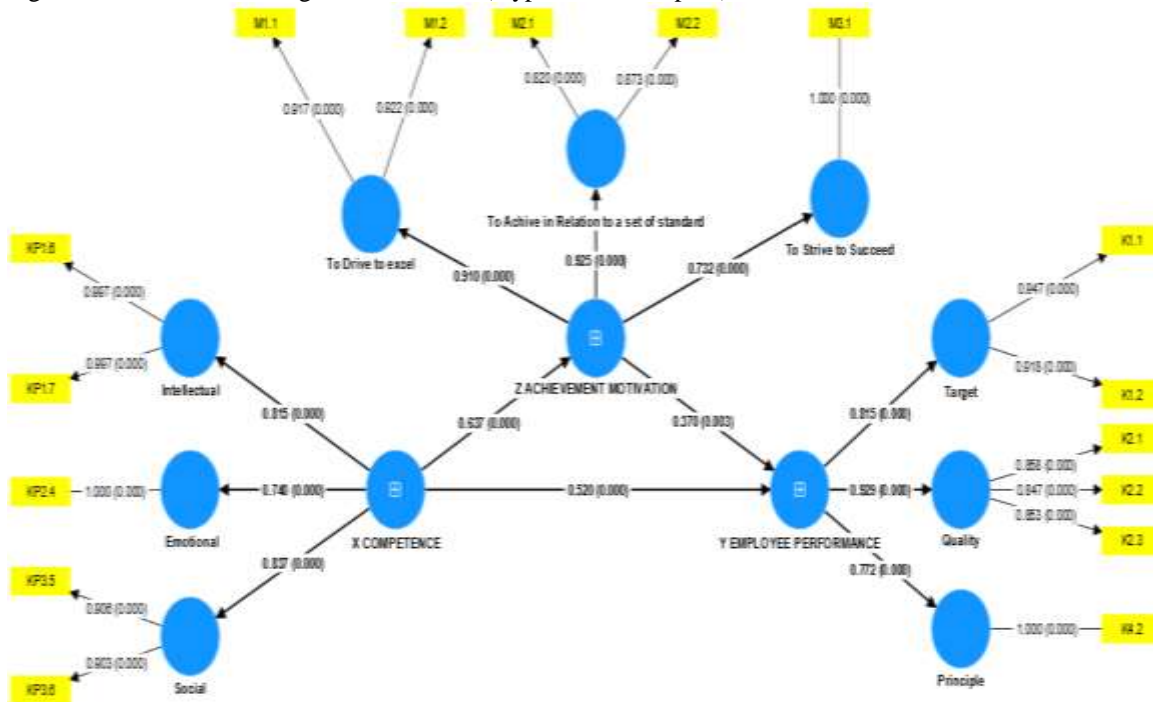

Figure 4. Structural Model Evaluation (Inner Model)
Source: Smart-PLS 4.0.9.2 (2023)

Table 9. Hypothesis Test Results

Hypothesis	Path Coefficient	P Value	Effect	Result
Direct Effect				
Competence (X) → Employee Performance (Y)	0.520	0.000	Positive & Significant	Accepted
Competence (X) → Achievement Motivation (Z)	0.637	0.000	Positive & Significant	Accepted
Achievement Motivation (Z) → Employee Performance (Y)	0.370	0.003	Positive & Significant	Accepted
Indirect Effect				
Competence (X) → Achievement Motivation (Z) → Employee Performance (Y)	0.235	0.005	Positive & Significant	Accepted
Total Effect				
Competence (X) → Employee Performance (Y)	0.755	0.000	Positive & Significant	-

Source: Data processed by researchers (2023)

Effect of Competence on Employee Performance

The results showed that, the path coefficient of the effect of Competence (X) on employee performance (Y), is 0.520, which means that the performance of employees of the ABC office of the East Nusa Tenggara Provincial Government will increase positively if the competence of employees of the ABC office of the East Nusa Tenggara Provincial Government is improved. The results of the research hypothesis test show that the p-value of the effect of competence (X) on employee performance (Y) is $0.000 < 0.05$, which means that competence has a significant effect on employee performance, so that if there is an increase in the competence of employees of the ABC office of the East Nusa Tenggara Provincial Government, employee performance will increase significantly. From the research results it can be concluded that, hypothesis one (H1), as the researcher's initial assumption, competence has a positive and significant effect on employee performance is accepted.

Spencer & Spencer (1993), in Edison et al., (2017), explain that competence is "an underlying characteristic of an individual that is causally related to criterion-refrenced effective and/or superior performance in a job or situation", this means that, the basic characteristics of an individual, are related to cause and effect in doing effective and superior work. Research by Aminah and Jusriadi (2018), Wicaksono, Elmi and Aima (2020), Maharani and Lo (2021), Merdeka and Hermaningsih (2021) and Mulia & Saputra (2021), explained that, competence has a positive and significant effect on employee performance.

The ABC Office of the East Nusa Tenggara Provincial Government can optimize employee performance by paying attention to employee competence. To serve as a reference in optimizing employee performance, the ABC office of the East Nusa Tenggara Provincial Government, can develop and improve employee social competence by directing subordinates to help employees who need help in their work and by prioritizing teamwork, thus employee performance will be better and more optimal.

Effect of Competence on Achievement Motivation

The results showed that, the path coefficient of the effect of competence (X) on achievement motivation (Z), was 0.637, which means that the achievement motivation of employees of the ABC office of the East Nusa Tenggar Provincial Government will increase positively if the competence of employees at the ABC office of the East Nusa Tenggar Provincial Government is increased. The results of the research hypothesis test show that, the p-value of competence (X) on achievement motivation (Z), is $0.000 < 0.05$, which means that competence has a significant effect on achievement motivation, so that if there is an increase in the competence of employees of the ABC office of the East Nusa Tenggar Provincial Government, it will have a significant effect on employee achievement motivation. From the research results, it can be concluded that hypothesis two (H2), as the researcher's initial assumption, competence has a positive and significant effect on achievement motivation, is accepted.

Edison et al. (2017) argue that competence is an individual's ability to do things correctly and excellently based on knowledge, skills and attitudes, which means that competence has a strong relationship with achievement motivation as evidenced by the results of research showing that competence has a positive and significant effect on achievement motivation, which can be interpreted that competence is a characteristic that supports and motivates an employee to do a good and superior job.

Wibowo (2016), explains that, one aspect of competence in reflecting the ability of an employee is achievement motivation, in the form of encouragement to innovate, improve work quality and productivity. The research results are in line with the research results, Thenu (2020). This means that, if the competence of ABC office employees of the East Nusa Tenggara Provincial Government is developed and improved, the achievement motivation of ABC office employees will increase.

Effect of Achievement Motivation on Employee Performance

The results showed that the path coefficient of the effect of achievement motivation (Z), on employee performance (Y), was 0.370, which means that the performance of employees of the ABC office of the East Nusa Tenggara Provincial Government, will increase positively if employee achievement motivation is increased. The results of the research hypothesis test show that the p-value of achievement motivation (Z), on employee performance (Y), is $0.003 < 0.05$, which means that achievement motivation has a significant effect on employee performance so that, if there is an increase in the achievement motivation of employees of the ABC office of the East Nusa Tenggara Provincial Government, employee performance will increase significantly. From the results of the study, it can be concluded that hypothesis three (H3), as the researcher's initial assumption, achievement motivation has a positive and significant effect on employee performance, is accepted. Armstrong, in Ansyari and Kasmir (2018), argues that achievement motivation is the willingness to do something better than before. Hertanto (2022) argues that achievement motivation is an encouragement within a person to carry out a task activity as well as possible which is useful for achieving maximum achievement, this means that achievement motivation is an encouragement within an employee to maximize the work done to be better and become superior to achieve maximum achievement.

The results of the study are in line with the results of the study, Aminah and Jusriadi (2018), Aqil, et al. (2020), Sumiati and Lo (2021), Ansyari and Kasmir (2018), Guo, et al. (2021), Riyanto, Endri and Herlisha (2021), Mulia and Saputra (2021), who found that achievement motivation has a positive and significant effect on employee performance. This means that, the higher the achievement motivation of employees of the ABC office of the East Nusa Tenggara Provincial Government, the more employee performance will increase. The ABC Office of the East Nusa Tenggara Provincial Government can improve employee performance by increasing employee achievement motivation. As a reference to be considered in improving employee performance, the ABC office of the East Nusa Tenggara Provincial Government can set a standard value that employees will achieve and encourage employees to work better than before, thus the performance of employees of the ABC office of the East Nusa Tenggara Provincial Government will increase and be optimal.

Effect of Competence on Employee Performance through Achievement Motivation

The results showed that, the path coefficient of the effect of competence (X), on employee performance (Y), through achievement motivation (Z), was 0.235, which means that, the performance of employees of the ABC office of the East Nusa Tenggara Provincial Government will increase positively if, the competence of employees of the ABC office of the East Nusa Tenggara Provincial Government is improved and employee achievement motivation is high. The results of the research hypothesis test show that the p-value of competence (X), on employee performance (Y) through achievement motivation (Z), is 0.005 <0.05, which means that, indirectly competence has a significant effect on employee performance through achievement motivation, so that if the competence of the ABC office employees of the East Nusa Tenggara Provincial Government is improved and employee achievement motivation is high, the performance of the ABC office employees of the East Nusa Tenggara Provincial Government will increase and become more optimal. From the research results it can be concluded that, hypothesis four (H4), as the researcher's initial assumption, competence has a positive and significant indirect effect on employee performance through achievement motivation, is accepted.

Wibowo, in Wahyuni et al. (2021), explains that competence is the ability to carry out work based on skills and knowledge supported by work attitudes. Stanford, in Mangkunegara (2013), said that, "motivation as an energizing condition of the organism that serves to direct that organism towards the goal of a certain class", which means that, motivation as a condition that moves humans to achieve goals, so, with the existence of abilities, skills, knowledge and work attitudes, it will encourage employees to complete their work to achieve the desired goals. The results of the study are in line with research, Mardiana, Kasmir & Safuan (2021), which found that competence affects employee performance through motivation. This shows that the performance of employees of the ABC office of the East Nusa Tenggara Provincial Government will increase and become more optimal if employee competence increases and employee achievement motivation is high.

Total Effect Competence on Employee Performance

The results showed that, the path coefficient of the total effect of competence on employee performance (competence on employee performance + competence on employee performance through achievement motivation), was 0.755 with a p-value of 0.000 < 0.05. This means that employee competence is very important in supporting the work done. Adequate competence and high employee achievement motivation will have a big effect or impact on employee performance. Therefore, to improve and optimize employee performance, the ABC office of the East Nusa Tenggara Provincial Government needs to evaluate, develop and improve employee social competence specifically in terms of directing subordinates to help each other and attach importance to teamwork and set value standards that employees will achieve, thus achievement motivation will increase and employee performance will be better and optimal.

Managerial Implications

Competence has a direct and indirect effect on employee performance through achievement motivation. Social competence, in terms of directing subordinates and teamwork, has the greatest influence on employee competence. Thus to improve and optimize employee performance, the ABC office of the East Nusa Tenggara Provincial Government can pay attention to employee competence, namely employee social competence, in terms of directing subordinates to help employees who need help at work and prioritizing teamwork in the form of employees' desire and ability to cooperate with other employees by prioritizing the success of teamwork and by setting the value standards that employees will achieve, employee achievement motivation will increase and employee performance will be better and optimal.

V. CONCLUSION & SUGGESTION

CONCLUSION

Based on the results of research and discussion of the Effect of Competence on the Performance of Civil Servants in the ABC Office of the East Nusa Tenggara Provincial Government as mediated by Achievement Motivation, it can be concluded that:

1. Competence has a positive and significant effect on the performance of employees of the ABC office of the East Nusa Tenggara Provincial Government, this means that the performance of employees of the ABC office of the East Nusa Tenggara Provincial Government will increase positively and significantly if employee competence is improved.
2. Competence has a positive and significant effect on the achievement motivation of employees of the ABC office of the East Nusa Tenggara Provincial Government, this means that the achievement motivation of employees of the ABC office of the East Nusa Tenggara Provincial Government will increase positively and significantly if employee competence is developed and improved.
3. Achievement motivation has a positive and significant effect on the performance of employees of the ABC office of the East Nusa Tenggara Provincial Government, this means that the performance of employees of the ABC office of the East Nusa Tenggara Provincial Government will increase positively and significantly if the achievement motivation of employees of the ABC office of the East Nusa Tenggara Provincial Government is high.
4. Competence has a positive and significant effect on the performance of employees of the ABC office of the East Nusa Tenggara Provincial Government through achievement motivation, this means that the performance of employees of the ABC office of the East Nusa Tenggara Provincial Government will increase and be optimized positively and significantly if employee competence increases and employee achievement motivation is high.

SUGGESTION

1. To improve and optimize the performance of civil servants at the ABC office of the East Nusa Tenggara Provincial Government, it is hoped that the ABC office of the East Nusa Tenggara Provincial Government can develop and improve employee social competence by directing subordinates to help each other and attach importance to teamwork, namely the desire and ability of employees to cooperate with other employees so that employee achievement motivation is higher and employee performance becomes better and optimal.
2. To improve and optimize the performance of civil servants of the ABC office of the East Nusa Tenggara Provincial Government, it is hoped that the ABC office of the East Nusa Tenggara Provincial Government can develop and improve employee achievement motivation to encourage employees to achieve maximum performance, namely by setting the standard of value to be achieved and motivating employees to be able to work better than before, thus, the performance of civil servants of the ABC office of the East Nusa Tenggara Provincial Government will increase and become more optimal.
3. This research is still far from perfection, as it is known that, the number of samples of this research only amounted to 54 respondents. Therefore, it is hoped that in the future, to increase or increase the number of research samples so that the research becomes more varied and becomes useful input in the field of human resource management science and for related organizations. Another thing that is also expected from future researchers is that, for future researchers with the same main problem as this research, it is hoped that they can develop other variables that are not included in this study, for example, leadership variables, compensation, organizational culture, and work discipline variables which are factors that affect employee performance.

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