

The Influence of Education and Training (Training), Competence and Motivation on Job Satisfaction and Employee Performance at the Office of the Ministry of Religion Makassar city

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Abstract

This study aims to examine the effect of capital structure, ownership structure, earnings management and good corporate governance on firm value through tax avoidance in manufacturing companies listed on the Indonesian stock exchange. The data in this study were obtained from the financial statements of manufacturing companies listed on the IDX. This study uses secondary data by making observations by visiting the IDX Investment Gallery, Faculty of Economics and Business, UMI. The data analysis method uses the Partial Least Square (PLS) approach. The results show that: partially, the variables of capital structure, ownership structure and good corporate governance have a positive and significant effect on tax avoidance, earnings management variables have a negative and significant effect on earnings management, capital structure has a negative and significant effect on firm value, ownership structure, Earnings management, good corporate governance and tax avoidance have a positive and significant effect on firm value, capital structure and ownership structure variables have a positive and significant effect on firm value through tax avoidance, while earnings management variables have a negative and significant effect on firm value through tax avoidance.

Keywords: *Education and training, competency, motivation, job satisfaction, and performance*

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I. INTRODUCTION

The performance of employees of the Ministry of Religion in Makassar City in terms of service has increased from year to year, but the increase in performance does not directly indicate an increase in employee performance. Employee performance problems faced by the Makassar City Ministry of Religion so far include the completion of tasks by employees in a quality manner that has not met the expectations of the Ministry of Religion, the emergence of dissatisfaction (dissatisfaction) in some communities with the Ministry of Religion employee service system, employees lacking discipline, whether based on aspects of work attendance and compliance at the National Seminar on Information Systems 2017, 14 September 2017 Faculty of Information Technology-UNMER Malang Copyright © SENASIF 2017 ISSN: 2597 - 4696 396 regarding working hours regulations, resulting in the completion of work not on time and neglected time efficiency, employee understanding on job descriptions still varies, so that task completion has not achieved optimal results, work systems that tend to be routine in nature cause low creativity and innovativeness of employees. In efforts to increase the expected employee performance, it is deemed necessary to conduct research that examines and analyzes the factors that affect employee performance. Motivation to produce employee performance in accordance with expectations requires a sense of job satisfaction felt by employees. Many factors affect job satisfaction, including performance. Employee job satisfaction is the result of labor related to work motivation (Munandar, 2012; 350). The determinants of employee job satisfaction, according to (Munandar; 2012; 357) include; 1. Intrinsic characteristics of work, 2. Salary, the perceived reward is fair (Equitable Reward), 3. Supervision, 4. Supportive colleagues, 5. Supporting working conditions. Job satisfaction is a driving factor for employee performance. One of the efforts of the Ministry of Religion in maintaining the performance of its employees is by paying attention to employee motivation which is one of the important factors for obtaining optimal work results. Performance is related to the level of absenteeism, morale, complaints, or problems with the Ministry of Religion. Employees are one of the most important factors in the Ministry of Religion, without them how difficult it is for the Ministry of Religion to achieve its goals, it is employees who determine the progress and decline of the Ministry of Religion by having skilled workers with high motivation, the Ministry of Religion already has very expensive assets, because in the end basically humans are the subject and object of

development which is a very important factor, especially improving the quality of human resources is a top priority. Performance is an important thing that must be achieved by every agency, including the Ministry of Religion because performance is a reflection of the agency's ability to manage and allocate its employees; therefore the performance of employees has an influence on the National Seminar on Information Systems 2017, 14 September 2017 Faculty of Information Technology – UNMER Malang Copyright © SENASIF 2017 ISSN: 2597 - 4696 397 which is very important for the ongoing activities of the Ministry of Religion and influences the process of achieving the goals of the Ministry of Religion. The Jombang Ministry of Religion in improving employee performance, develops employee resource competencies, including through further studies for employees who still have high school/vocational high school qualifications, and also provides motivation for employees who have undergraduate education (S-1) to continue to a higher level. or strata two (S-2) or strata three (S-3), with the development of existing employee resources it is hoped that they will be able to improve performance as expected by the ministry of religion in Makassar City.

The development of human resource competencies is an effort to improve the condition of human resources through competency development within the organization (Sudarmanto; 2014; 75-149). The above conditions cause problems in achieving the performance of employees of the ministry of religion in Jombang. Achievement of performance that is not optimal is thought to be due to a lack of employee discipline and low motivation. From the description above, the researcher is interested in conducting research with the title "The Influence of Human Resource Competency Development on Employee Performance Through Employee Job Satisfaction as an Intervening Variable in the Ministry of Religion of Jombang." Along with the times and advances in technology, employees are more required to work proportionally and professionally in accordance with the demands of the work given. Therefore, Education and Training need serious management from related agencies, especially the Makassar City Office of the Ministry of Religion. This field is in direct contact with humans who will be equipped with expertise and skills for the world of work. Development of Apparatus Human Resources is organized through education and training with the aim of improving behavior and attitudes, improving the quality, expertise, abilities, and skills of employees in accordance with organizational needs, and being able to make positive changes in themselves and being able to find new breakthroughs that are beneficial to society in the administration of the State Government. The phenomenon that the author found at the Makassar City Office of the Ministry of Religion related to education and training is the low ability, knowledge and work productivity of employees in carrying out their duties due to the lack of education and training programs provided by agencies to employees. Achieving the objectives of education and training is inseparable from the role of education and training providers. The Implementation of Education and Training, which has been handled by the Office of the Ministry of Religion of Makassar City, has carried out various education and training related to the Development of State Apparatus Human Resources, including Basic Education and Training for CPNS Groups I, II, III, Education and Training for Supervisor Motivation (PKP) and Technical Education and Training. In organizing this Education and Training, the Office of the Ministry of Religion of Makassar City has collaborated with the Makassar Religious Research and Development Center. To improve Education and Training based on the Development of Human Resources for Apparatuses, one of the ways to do is through an analysis of training plans and a final evaluation of the entire series of education and training that has been carried out. It can be measured the extent to which the level of success of education and training is seen from the three Education and Training; Structural, Technical, and Functional. The State Civil Apparatus (ASN) as a human resource apparatus is the main element that has a very important role in determining the success of governance and development. Employees in an organization as human resources are developed so that their abilities can keep up with organizational developments. Therefore, personnel departments were formed with their duties and functions to achieve organizational effectiveness and efficiency. The development of human resources will support the achievement of organizational goals, as well as fulfilling the needs of employees to be able to occupy a higher career path in the form of a promotion or position, which is commonly called employee promotion, indicating the opportunity for employees to be better than before. It is a basic need for every human being to improve their quality of life. Increasing the competency of the apparatus in carrying out bureaucratic tasks or positions is oriented toward job competency standards according to the challenges of reform and globalization, not yet adapted to the needs of the times. Not only Education and Training issues but also competency is an important factor that can affect performance. Related to this, based on the author's observation, generally, the work patterns of employees in the Office of the Ministry of Religion of Makassar City do not have the expected competence. This can happen because individual humans have different levels of ability in addition to the value system adopted by an organization. Competence is needed in every process of using human resources, employee selection, performance management, and performance planning, Hutapea, (2008:73). Apparatus job competence, in general, means the abilities and characteristics possessed by a civil servant in the form of knowledge skills, attitudes and behavior in carrying out his duties and positions, Mustopadidjaja (2002:98). This is where competence becomes one of the characteristics that underlies individuals to achieve high performance in their work. These characteristics appear in the form of

knowledge(knowledge), Skills(skill), and attitude(attitude) to create personnel who have a high spirit of dedication in serving the community who always act sparingly, efficiently, rationally, transparently, and accountably. For this reason, a strategy for increasing the competence of the apparatus is needed, in which adequate competence is something that is absolute and needs to be understood and implemented by all levels of the government apparatus, both at the central and regional levels. Competency becomes very useful in helping organizations create a high-performance culture. Competence is needed in every human resource process, selection of performance management employees, and performance planning, Hutapea, (2008:73). On the other hand, they also experience problems with employee motivation. Employees at the Makassar City Ministry of Religion Office are less motivated, so they do not complete the work at the time specified by the Agency. This makes the customer less satisfied. Employees tend to be too relaxed in doing their jobs because of a lack of motivation in these employees. Research conducted by Budhi & Tri (2006) states that there is a significant influence between work motivation on employee performance. The Office of the Ministry of Religion in Makassar City is experiencing problems in work motivation among employees, which results in employee performance and causes customers to be dissatisfied with the services provided by the Agency.

According to George and Jones, "work motivation can be defined as a psychological drive to someone who determines the direction of one's behavior (direction of behavior) in the organization, the level of effort (level of effort), and the level of persistence or resilience in the face of an obstacle or problem (level of persistence). Therefore, work motivation can be interpreted as the morale that exists in employees who make these employees able to work to achieve certain goals. (George & Jones, 2005). Providing motivation to employees or a person certainly has goals including encouraging employee enthusiasm and enthusiasm, increasing employee morale and job satisfaction, increasing employee work productivity, maintaining employee loyalty and stability, increasing discipline and reducing employee absenteeism, creating an atmosphere and working relationships good work, increasing employee creativity and participation, increasing employee welfare, enhancing employees' sense of responsibility towards their duties and work. (Sunyoto, 2012, p.17-18). According to George and Jones, the elements of work motivation are divided into three parts, namely: the direction of behavior (direction of behavior), effort level (level of effort), and persistence level (level of persistence). (George & Jones, 2005). According to Wijonarko, it is important to regard employees as assets. By treating employees as assets, there will automatically be an increase in Individual Capacity and Organizational Competitiveness, in addition to Performance Improvement and Employee Engagement sure to get. (Wijonarko, 2012, para.3). In addition, globalization has influenced people's attitudes and behavior. Changes in people's behavior indicate that people's demands for organizational performance, especially government bureaucracy, are no exception to the bureaucracy in the Office of the Ministry of Religion of Makassar City. Ravianto (1988: 20) mentions the factors that influence employee performance, including education and training, discipline, attitudes and work activities, motivation, years of service, nutrition and health, level of income, social security, work environment, technology and production facilities, employment opportunities, and the need for achievement. These factors affect employees in carrying out the tasks assigned to them, so that output it is the performance of the employee itself, whether it will get better or worse. Another definition of job satisfaction as stated by Winardi (2001:2), is that job satisfaction is the result of a number of processes that are internal or external to an individual, which causes an attitude of enthusiasm and potential in carrying out certain activities to achieve work results. Satisfaction describes efforts to produce work results. Effort together with individual traits and organizational support define performance. An unmotivated person only gives minimum effort when it comes to working. The concept of satisfaction is an important concept in the study of individual work. Job satisfaction is an important factor for individual performance, although there are other variables that also influence it, such as the effort exerted, abilities, work experience, instincts (instinct), age, and level of education.

Employees will be enthusiastic about high achievement when given the opportunity to get respect or recognition (award). Sometimes, a person realizes that only by achieving high work performance will he get greater income and with large income he can finally choose and meet his needs. Other research states that job satisfaction, Clifford, (1997:241), and commitment are factors that can affect employee performance. However, research conducted by Panggabean (2002:2) shows that fairness in pay and individual behavior does not affect a person's performance. Improving employee performance will be related to performance appraisal carried out by an organization or an agency. Employee job satisfaction according to Robbins (in Wibowo, 2007: 323) is defined as a general attitude towards a person's work which shows the difference between the number of awards received by workers and the amount they believe they should receive. Likewise, Vroom's statement contains clues as to why job satisfaction and performance are interrelated despite the fact that both are caused by different things (Lawler, 2003). In several studies, there are many facts that job satisfaction has an effect on the performance of personnel and the performance of hospital employees. Even Robbins (2007) states that the relationship between the two is more accurately called a "management myth" and it is difficult to determine which direction the causal relationship is between the two. However, various studies have also found evidence that organizations with more satisfied employees tend to be more effective than organizations with dissatisfied

employees. Latif et al.'s research (2013) strengthens the role of job satisfaction on organizational performance, where both studies have a significant positive effect. Antonioni's research (2000: 27) states one way to improve individual performance is with a feedback mechanism known as the 360-degree concept or theory. Employee performance can also be improved by creating stress or better known as positive or good stress. Positive stress can create challenges and act as a motivator for many employees so that their performance can be further increased, Widiatoro, (: 2001: 56). Mitchel (1978) argued that good performance will be greatly influenced by two things, namely the ability (competence) and employee motivation. In later developments, Blumberg and Pringle (1992:56) stated that performance is not only influenced by ability and motivation but is also strongly influenced by work environment situations. Therefore, problems regarding performance are things that will always be faced by the management of an institution, and because of that the management of an organization needs to know the factors that influence employee performance. Because here an organization or office can take the necessary policies, so that it is in accordance with the expectations of the organization, Habibah, (2001:28). Based on the phenomena above, in this study, the author will examine the effect of Education and Training (Training), Competence and Motivation on Performance and Satisfaction of employees of the Office of the Ministry of Religion in Makassar City. The research objective to be achieved is to test and analyze the effect of Education and Training (Training), Competence and Motivation on Employee Satisfaction and Employee Performance at the Office of the Ministry of Religion in Makassar City

II. RESEARCH METHODS

Research Approach

This study uses two approaches, namely the descriptive approach(descriptive research) and an explanatory approach(explanatory research). The descriptive approach is taken because the researcher tries to explain the results of the research by using tables, pictures, and graphs regarding the data or numbers that have been processed through the SEM-statistical tools. Structural Equation Modeling. While the explanatory approach is used to explain the effect of exogenous variables or what is often called the influencing variable (independent) on the endogenous variables or what is known as the affected variables (dependent). These variables in this study are called together, for example, endogenous variables: Education and Training (X1), Competence (X2), Motivation(X3), and Job satisfaction ((Y). In contrast, the exogenous or dependent variable dependent variables) is Performance (Z). Because the use of statistical tools is SEM, the terms moderating, intervening and latent variables are often encountered. Moderating variables are variables that bridge the level of connectedness between exogenous and endogenous variables. Intervening variables are variables that sometimes intervene – attack or resist. Latent variables are variables that cannot be detected significantly.

Data Types and Sources

1. Data Type

a. Quantitative Data

Is data related to values or numbers based on the results of analysis and calculations, can be in the form of results output statistics produced by SEM tools Structural Equation Modeling.

b. Qualitative Data

Is data related to documents or other references related to research such as questions and statements in the questionnaire?

2. Data source

a. Data Primer

This data was obtained by measuring the variables of emotional intelligence, competence, and job satisfaction directly on the research subjects. The score obtained is in the form of a score with interval data type (scale).

b. Data Seconds

This data is in the form of additional information needed by researchers, such as theories about emotional intelligence, competence, job satisfaction, and the performance of employees of the Makassar City Ministry of Religion Office.

Data Collection Techniques

Data collection is done by:

1. Observation

Observations were made when conducting a preliminary survey until the time of data collection.

2. Interview

This interview was conducted at the time of returning the measuring instrument, used with the aim of obtaining more in-depth information and completing data not listed in the questionnaire.

3. Questionnaire

Methods of collecting data, facts, information on all issues related to research in the form of questions or questionnaires that make several predetermined questions and will be distributed to respondents and informants.

4. Documentation

Data collection was carried out based on notes, documents and other written reports or research results relevant to this writing.

Population and Sample

The population in this study were all State Civil Apparatus (ASN) Office of the Ministry of Religion of Makassar City, totaling 320 employees.

III. RESEARCH RESULTS AND DISCUSSION

Based on the empirical model proposed in this study, it is possible to test the hypotheses that have been proposed by testing the path coefficients in the structural equation model. Where are the results of data processing with a complete path analysis of the measurement model of the relationship between the variables Education and training, competence, motivation, job satisfaction, and employee performance at the office of the Ministry of Religion in Makassar City? The results of the path coefficient test on the structural equation model, which explains the direct or indirect relationship to the independent and dependent variables, namely the effect of education and competency training and motivation on job satisfaction and employee performance, can be presented in table 20 which is a hypothesis test by looking at the p-value. If the p-value is less than 0.05 then the relationship between the variables is significant, for that based on the test results it can be presented in table 19 below:

Table 19. Hypothesis Testing Results

No	Independent Variable	Variable Intervening (Z)	Variable depend	Standardized Regression				
				direct	Indeed	Total	p-value	Information
1	Education and Training (X1)		Job Satisfaction (Z)	0,078	-	0,941	0.347	Positive and Not Significant
2	Kompetensi (X2 (Z)		Job Satisfaction (Z)	0,685	-	4,058	0.000	Positive and Significant
3	Motivasi (X3))		Job Satisfaction (Z)	0,124	-	0,877	0.381	Positive and Not Significant
4	education and training (X1)		Employee Performance (Y)	- 0,0117	-	2,662	0.006	Positive and Not Significant
5	Competency (X2)		Employee Performance (Y)	1,024	-	7,157	0.000	Positive and Significant
6	Motivasi (X3)		Employee Performance (Y)	0,004	-	0,042	0.966	Positive and Not Significant
7	Job Satisfaction (Z)		Employee Performance (Y)	0,009	-	0,103	0.918	Positive and Not Significant
8	education and training (X1)	Job Satisfaction (Z)	Employee Performance (Y)	0,078	8.000	8,078	0,934	Positive and Not Significant
9	Competency (X2)	Job Satisfaction (Z)	Employee Performance (Y)	0,685	0,009	0,694	0,947	Positive and Not Significant
10	Motivasi (X3)	Job Satisfaction (Z)	Employee Performance (Y)	0,124	0,001	0,125	0.936	Positive and Not Significant

Source: Data after processing, 2022

From all the models used, there are 6 (six) paths that are found to be significant, and four paths are not significant. The interpretation of Table 19 can be explained as follows:

1. Education and Training (X1) has a positive and not significant effect on employee job satisfaction with $P = 0.347 > 0.05$ and the CR value ($t\text{-count} > t\text{-table}$ or $0.078 > 1.974$) with a coefficient value of 0.083 this coefficient indicates that if Education and training is not increased by one level, then employee job satisfaction will decrease by 0.078.
2. Competence (X2) has a positive and significant effect on job satisfaction in the office of the Ministry of Religion in Makassar City, with $P = 0.000 < 0.05$ and the CR value ($t\text{-count} > t\text{-table}$ or $0.685 > 1.974$), with a coefficient value of 0.169 coefficient, This shows that if the competency level is one level, then job satisfaction at the Makassar City Ministry of Religion office will increase. 0.169.

3. Motivation (X3) has a positive and insignificant influence on job satisfaction with $P = 0,381 > 0.05$ and the CR value ($t\text{-count} > t\text{-table}$ or $0.124 > 1.974$) with a coefficient value of 0.141, this coefficient indicates that if motivation is not increased by one level, employee job satisfaction will decrease by 0.141.
4. Education and Training (X1) has a positive and insignificant effect on employee performance with $P = 0.06 > 0.05$ and the CR value ($t\text{-count} > t\text{-table}$ or $-0.117 > 1.974$) with a coefficient value of 2.779; this coefficient shows that if education and training is not increased by one level, employee performance will decrease by -0.117.
5. Competence (X2) has a positive and significant influence on employee performance at the ministry of religion Makassar City, with a value of $P = 0.000 (> 0.05)$ and a CR value ($t\text{-count} > t\text{-table}$ or $1.024 > 1.974$), with a coefficient value of 7.157, this coefficient indicates that if competence is increased by one level, then the performance of employees at the Makassar City Ministry of Religion office will increase by 1.024.
6. Motivation (X3) has a positive and insignificant influence on employee performance with $P = 0,966 (> 0.05)$ and the CR value ($t\text{-count} > t\text{-table}$ or $0.004 > 1.974$) with a coefficient value of 0.088; this coefficient indicates that if transformational leadership is improved properly, employee job satisfaction will decrease.
7. Job satisfaction has a positive and insignificant effect on employee performance with $P = 0.918 (> 0.05)$ and the CR value ($t\text{-count} > t\text{-table}$ or $0.009 > 1.974$) with a coefficient value of 0.103; this coefficient indicates that if job satisfaction is increased one level, then Employee Performance will also decrease by 0.0009.
8. Education and training (X1) have a positive and insignificant effect on improving employee performance through job satisfaction $P = 0.934 > 0.05$ with a coefficient value of 0.8000. this (supported by data or empirical evidence according to the findings of this study, and the rejected hypothesis is accepted).
9. Competence (X2) has a positive and insignificant effect on improving employee performance through job satisfaction with $P = 0.947 (> 0.05)$ with a coefficient value of 0.086. this (supported by data or empirical evidence according to the findings of this study, and the hypothesis is rejected).
10. Motivation (X3) has a positive and insignificant effect on improving employee performance through job satisfaction with $P = 0.936 (> 0.05)$ with a coefficient value of 0.001; this is (supported by data or empirical evidence according to the findings of this study and the hypothesis is rejected).

IV. Discussion

This discussion is focused on the decisions resulting from hypothesis testing as an attempt to answer the research problem formulation. Furthermore, to explain these results, a combination of empirical findings from research results that have been statistically tested with theories and empirical findings from previous studies will be described so that a new theoretical construct is justified or the development of an existing theory is obtained. The results of the analysis of hypothesis testing are described as follows:

Education and Training have a positive and insignificant effect on Employee Job Satisfaction.

Based on the results of the study explained that Education and Training had a positive and insignificant effect on employee job satisfaction with $P = 0.347 > 0.05$ and the CR value ($t\text{-count} > t\text{-table}$ or $0.941 > 1.974$) with a coefficient value of 0.083; this coefficient shows that if education and training are not increased by one level, employee job satisfaction will decrease by 0.941. Education and training is an efforts to reduce or eliminate the gap between the capabilities of employees and what is desired by the organization. This effort is carried out by increasing the workability of employees by increasing knowledge and skills and changing attitudes. Employees are the most valuable organizational wealth because with all the potential they have; employees can continue to be trained and developed so that it can be more efficient, its potential

optimally to achieve organizational goals. There is a gap between the ability of employees and what the organization wants; bridging employees with what the organization wants, bridging the gap, one way of training and development. Thus it is hoped that all the potential possessed by employees, namely knowledge, skills, and attitudes, can be increased, and finally, the gap is reduced or there is no gap anymore. Irawan (1995:43) classifies performance improvement strategies into two categories, namely through training solutions and non-training solutions. Furthermore, Rao (1986:13) emphasized: "poor performance can be an indication of a lack of understanding or lack of ability (knowledge, skills, and so on). If poor performance is caused by a lack of ability, then increasing capacity through training becomes an action plan. This opinion is supported by Maarif (2003: 3), Situmorang (2002: 177), and Notoatmodjo (1998: 31), which basically says that strategies to increase the ability to boost performance in carrying out tasks can be done through education and training. The same thing was stated by Jhon Kendrick in Simanjuntak (1989: 690) says that education and training not only increase knowledge but also improve skills. , so that it will increase the work productivity of the organization. Likewise, the theory of human capital put forward by Simanjuntak (1998:70-74), that a person can increase his income through education and training so that there appears to be a relationship between education and training and

performance which is reflected in the level of income. According to Article 8 PP No.14 1994 what is meant by education and training is the education and training required for civil servants who will and have studied occupying functional positions. Functional education and training can be carried out in stages according to the level in the functional position. Technical education and training is education and training organized to provide civil servants with skills and mastery of knowledge in certain technical fields so that they are able to carry out their assigned duties and responsibilities as well as possible. This technical education and training can be carried out in stages according to the level and type of work of the civil servant concerned.

Increasing the capacity of civil servants through education and training is carried out in order to achieve national goals. State employees are expected to be loyal and loyal to Pancasila and the 1945 Constitution, the state, and the government. In addition, civil servants can be unified, have a good mentality, be authoritative, efficient, efficient, clean, and of high quality, and are aware of their responsibilities as elements of the state apparatus, eternal state, and eternal society in carrying out general government and development tasks. The importance of education and training for employees is listed in staffing, namely to achieve maximum efficiency and effectiveness; arrangements and implementation of education and training for Civil Servant positions are made with the aim of increasing dedication, quality, and expertise, so this discussion of Education and training also has a connection with the application of Islamic concepts contained in the Qur'an Surah Al-Mujadalah verse 11:

بَيْنَ أُمَّتٍ أَمِنُوا وَآمَنُوكُمُ الَّذِينَ آؤْتُوا الْعِلْمَ ذُرِّيَّتٍ يَرْفَعُ اللَّهُ الَّذِينَ

It means: "Allah will elevate those who believe among you and those who are given knowledge to several degrees."

This verse commands every human being to always increase faith in God and always strive to learn to increase/increase knowledge so that God will increase the degree to a higher degree compared to people who do not have faith and people who do not have knowledge so that in doing work based on faith and knowledge to increase job satisfaction.

The Effect of Competence on Job Satisfaction

Based on the results of the study proved that competence has a positive and significant influence on job satisfaction in the office of the Ministry of Religion in Makassar City, with $P = 0.000 < 0.05$ and the CR value ($t\text{-count} > t\text{-table}$ or $4.058 > 1.974$), with a coefficient value of 0.169, this coefficient indicates that if the competency level is one level, then job satisfaction at the office of the Ministry of Religion in Makassar City will increase. 0.169. The following is explained based on the facts that the researchers observed and the results of the interviews that the researchers conducted, explaining that the variable competency indicators prove to have a positive and significant influence on employee job satisfaction. The explanation of the variable competency indicator in the form of knowledge in question is the employee's level of insight in understanding his work in the field he is engaged in. Every employee is required to have work knowledge both theoretical and technical in providing services, practical in overcoming work problems, and practical in providing policies in various matters relating to the ability of an employee's knowledge at work. Consideration of this working knowledge becomes important and is needed by every employee to achieve job satisfaction. The next explanation of the variable competency indicator in the form of work skills in question is the level of employee skill in working reliably in their field.

competency theory quadrant Kraurtz (2004) stated that competence is a person's ability to carry out the quadrants of human activity. The quadrants are in the form of thoughts, skills, tendencies, and talents. People who have used their thinking competence are always based on knowledge, people who have skills are always skilled, people who have a tendency to always rely on experience, and people who have talent must have a comparative attitude towards job satisfaction. This theory gives the meaning that competence must be increased through the development of knowledge, skills, attitudes, and work experience to realize the fulfillment of employee job satisfaction. The professional competence theory by Durker (2001) states that competence is a unity of knowledge, skills, and professional attitudes in realizing job satisfaction. This theory leads to the understanding that competence is the main foundation for employees to become professionals in realizing job satisfaction. The more professional a person is in his field of work, the higher the degree of competence to realize perceived job satisfaction. The theory put forward above provides input to the Makassar City Ministry of Religion office to continue to improve employee competence by improving the contemporary team competency approach in organizations, improving employee job choice competencies, developing basic human resource competencies through the human quadrant approach to be more professional according to knowledge, skills, attitudes, and work experience in realizing job satisfaction. The most appropriate theory to be applied in maintaining the positive and significant impact of competence on job satisfaction is the theory of professional competence.

The Effect of Motivation on Job Satisfaction

Based on the research results in proving the problem hypothesis proposed, it shows that motivation (X3) has a positive and not significant effect on job satisfaction with $P = 0,381 > 0.05$ and the CR value ($t\text{-count} > t\text{-table}$ or $0.877 > 1.974$) with a coefficient value of 0.141, this coefficient indicates that if motivation is not increased by one level, employee job satisfaction will decrease by 0.141. Work motivation directly has a positive and insignificant effect on job satisfaction. This means that the proposed hypothesis is proven. To achieve organizational goals, what needs to be done is to provide a driving force that results in, distributes, and maintains employee behavior so that they are willing to work according to what the organization wants. The driving force is referred to as motivation. Motivation is an impulse that exists within humans that causes them to do something (Wursanto, 1987: 132). Motivation (X3) does not have a positive and significant effect on job satisfaction with $P = 0,381 (< 0.05)$ and the CR value ($t\text{-count} > t\text{-table}$ or $0.877 > 1.974$) with a coefficient value of 0.141; this coefficient indicates that if motivation is not increased properly, then employee job satisfaction will decrease. Intrinsic motivation in research includes responsibility which is the encouragement shown by employees to complete work on time; the achievement is the encouragement of an employee in achieving work results; work results are the output produced by every employee who has worked well; development is the encouragement interpreted by every employee. employees to advance their careers. This needs to be considered so that employee job satisfaction can be achieved. Extrinsic motivation in this study includes salary, which is part of the compensation received by each employee after work; working conditions are the environment in which the employee works; work relations are mutual encouragement to employees in carrying out work; work procedures are procedures for an employee in carrying out work. work. If this is considered, job satisfaction will be achieved for employees of the Office of the Ministry of Religion in Makassar City. According to Herzberg (Hasibuan, 2000: 108), there are two types of factors that encourage someone to try to achieve satisfaction and keep away from dissatisfaction. The two factors are called intrinsic factors and extrinsic factors. Intrinsic motivation involves people engaging in an activity because they find it interesting and derive direct satisfaction from the activity itself. Extrinsic motivation requires an intermediary between the activity and several separate consequences, such as real rewards, so satisfaction comes from the extrinsic consequences that guide the activity. Intrinsic motivation arises from within the individual himself without any coercion or encouragement from other people, but on the basis of his own will. Intrinsic motivation is a driving force for work that originates from within the employee as an individual in the form of awareness of the importance or benefits or meaning of the work he is carrying out (Nawawi, 2003). Extrinsic motivation comes from outside the individual so that someone wants to do something. Extrinsic motivation is a driving force that comes from outside the employee as an individual in the form of a condition that requires him to carry out work optimally (Nawawi, 2003). In connection with intrinsic motivation and extrinsic motivation, it will produce job satisfaction. Job satisfaction is concerned with the total attitude towards various aspects of the work process from the results obtained in meeting expectations. Employees who have job satisfaction will be more productive, and contribute to the goals and objectives of the organization. Job satisfaction is a pleasant emotional attitude and loves his work (Fathoni, 2006). The results of research by Moynihan and Pandey (2007) show that work motivation with extrinsic motivation dimensions has a positive effect on job satisfaction. The results of Habibi's research (2007) show that there is a positive influence between intrinsic motivation and extrinsic motivation on job satisfaction. Intrinsic motivation and extrinsic motivation carried out in the organization will be able to create job satisfaction. Stringer research resultset al., (2011) showed that there was a positive influence between intrinsic motivation on job satisfaction and had a difference with Moynihan and Pandey and Habibi, namely that there was a negative effect between extrinsic motivation on job satisfaction. Fulfillment of extrinsic motivation will not make people feel satisfied but extrinsic motivation is only able to eliminate dissatisfaction. The three results of this study have differences and are identified research gap of extrinsic motivation variables on job satisfaction.

The Effect of Education and Training on Employee Performance

Education and Training has a positive and not significant effect on employee performance with $P = 0.06 > 0.05$ and the CR value ($t\text{-count} > t\text{-table}$ or $2.779 > 1.974$) with a coefficient value of 2.779; this coefficient indicates that if training not increased by one level, the employee's performance will decrease by 0.009. The Effect of the Training Program on Performance. The results of the direct effect test show that there is a significant positive effect between the training program on performance. This means that the better the training program, the better the performance of employees.

The Effect of Competence on Employee Performance

Based on the results of the study, it is proven that competency has a positive and significant influence on employee performance in the Makassar City Ministry of Religion office, with a P value = 0.000 (> 0.05) and a CR value ($t\text{-count} > t\text{-table}$ or $7.157 > 1.974$). with a coefficient value of 7.157 this coefficient indicates that if competency is increased by one level, then employee performance at the Makassar City Ministry of Religion

office will increase by 7.157; competence has a positive and significant influence on employee performance, but it is proven that competency has a positive and significant effect on employee performance. This means that the application of competencies that have been carried out so far has no problems in its application, so it has a positive effect on developing employee competencies and is significant for improving employee performance. This shows that the competencies possessed by employees are not only competencies related to the potential of employees in carrying out their work activities but competencies that are oriented towards improving employee performance. This shows that the competencies possessed by employees have proven to have a positive and significant effect on employee performance. In more detail described, each competency indicator on employee performance. Explaining the competence of employees, it is first necessary to describe indicators of employee knowledge as a reflection that the employee has insight into the work being occupied. Knowledge is an important element of the competency of an employee. The knowledge of each employee in a field of work differs in the level of intelligence and intelligence in carrying out the main tasks and functions of the employee. It turns out that the results of the study show that knowledge as employee competence contributes to improving employee performance. This is not a problem because the competence of employees seen from the aspect of knowledge they have is not only limited to knowledge related to the implementation of their main duties and functions as known daily routines. Among many employees who have been able to develop innovative, comparative, and aspirational knowledge management in improving employee performance. For example, employees are not only fixated on knowing the areas of work that are authorized to be carried out every day, so that the achievement of employee performance is realized from the presence of competent employees.

reliability theory or reliability theory put forward by Pigors and Mayers (2003: 152) that the important value of performance-oriented competence lies in the reliability of a person doing the job. The form of a person's reliability lies in the ability to know what is being done, be skilled at completing work, have experience developing work, and have an innovative attitude in mastering work. It is this reliability that brings a person able to improve his performance. This means that the theory of reliability becomes relevant to be used to maintain or increase the positive and significant influence of competence so that the application of this theory is able to maintain or increase competence which has a positive and significant effect on employee performance. The theory of professionalism or professionalism theory stated by Rudolph (2003: 251) that professionalism is the result of performing competently. The more professional a person is in carrying out his work activities, the more competent the person carrying out the task is in improving his performance. This theory is an inspiration to maintain or increase the application of positive and significant competencies to employee performance by enabling employees to be professional in carrying out their work activities according to their competencies to improve performance. Competency development theory or development competence theory, stated by Saydam (2006:67), is that the development of competence always follows the trend of performance. Competency development is mixed by combining aspects of knowledge, skills, experience, and work mastery as an important trend in realizing one's performance at work. The essence of competency development is the realization of the integration of people who have intelligence capabilities based on experts in reliability according to their professionalism to show their performance. This theory is an important contribution to improving a person's competence in improving his performance, especially employees who have positive and significant competencies; using this theory can remain positive and significant towards employee performance. The results of previous research that are relevant to this research include the results of research from Marvind (2011) showing positive and significant competence on performance, as well as Ali's research (2006) which also shows positive and significant competence on performance. In this study, competence has a positive and significant effect on performance, so this finding is an update from previous studies.

The Effect of Motivation on Employee Performance

Based on the research results it is proven that motivation (X3) has a positive and insignificant effect on employee performance with $P = 0,042 (> 0,05)$ and the CR value ($t\text{-count} > t\text{-table}$ or $0,056 > 1,974$) with a coefficient value of 0.088, this coefficient indicates that if transformational leadership is improved properly, employee job satisfaction will decrease. motivation has a positive and insignificant effect on employee performance. This means that the application of work motivation is needed and required by every employee in carrying out their daily activities according to the enthusiasm and encouragement that exists within and outside the employee. Motivation has no significant effect on job satisfaction of $0,381 > 0,05$ with a T value count of $0,877 > 0,936$ (Ttable). So that the hypothesis is accepted ($H_a = \text{Accepted}$ and $H_1 = \text{Rejected}$). This means that the third hypothesis is rejected because it is not in accordance with the research results obtained. it is known that employees have many needs and work activities sometimes have a level of instability in carrying out their work, so there needs to be enthusiasm and stimulation to increase work motivation by fulfilling all the motives needed to improve performance. It is important for the organization to pay attention to employees so that they are motivated to work according to motivation in the form of giving incentives based on work results, getting promotion awards according to their work performance, being given authority to work responsibilities based on

their work enthusiasm, getting opportunities to work according to their intrinsic and extrinsic spirit, and feel happy at work with the support of a harmonious work environment. This condition makes employees feel motivated and strive to improve their performance. This means work motivation is proven to have a positive and significant effect on employee performance. In more detail, each indicator of motivation on employee performance is described. Assessing an employee's work motivation is certainly inseparable from the support of indicators that provide reinforcement of the importance of implementing work motivation in an organization. An incentive provision indicator is a form of work motivation received by employees as remuneration or expression of gratitude for the success of a job carried out by employees so that employees deserve and deserve additional incentives. The manifestation of providing this motivation is to provide stimulation and enthusiasm to employees to always improve their performance according to the implementation of the main duties and functions of employees. Providing incentives that motivate employees to work is manifested in the provision of wages that support increased employee income. Giving this incentive is a driving force or encouragement for employees to work diligently and tenaciously in producing optimal performance. For example, employees are always diligent and tenacious at work if each of their work is given an additional incentive. The provision of these incentives is a manifestation of remuneration or gratitude given by the organization as a form of motivation for employees to always strive to produce work in quantity, quality, efficiency, effectiveness, and goal-oriented. This is the reason that motivation in the form of incentives has a positive and significant effect on employee performance. The link with previous research has similarities and differences. The similarities lie in the exogenous and endogenous variables studied, namely motivation on performance, as well as the analytical tool used, namely SEM. While the difference lies in the research object, variable indicators, population size, and sample and research results. The results of previous research that are relevant to this research include the results of research from Aston (2011) and Marvind (2011) showing that motivation has a positive and insignificant effect on performance. Likewise, Djaelani's research (2011) shows that motivation has a negative and insignificant effect on performance. Whereas in this study, motivation has a positive and significant influence on performance, so this finding is an update from previous research.

The Effect of Job Satisfaction on Performance

Job satisfaction has a positive and insignificant effect on employee performance with $P = 0.018 (> 0.05)$ and the CR value ($t\text{-count} > t\text{-table}$ or $0.103 > 1.974$) with a coefficient value of 0.086, this coefficient indicates that if job satisfaction is not increased by one level, then the employee's performance will also decrease by 0.086. Job satisfaction is the result of work achieved by a person in carrying out the tasks assigned by the Ministry of Religion to him, which is based on the actualization of work based on achieving work goals, work performance, realization, targets, and welfare. The results of testing the first hypothesis can be observed from the results of the analysis. The table it shows that job satisfaction has a positive and not significant effect on performance. This shows that the better the job satisfaction is done, the performance will increase. Thus, job satisfaction that is owned in the form of work, orientation, targets, completion, benefits, and rewards has a positive and significant effect on performance. This means that indicators of job satisfaction owned by employees, it gives real meaning to employee performance. For an organization, efforts to increase the job satisfaction of its employees are important things to pay attention to and consider in order to realize organizational sustainability. Job satisfaction in question is an expression of pleasant or disappointing feelings for the achievement of work efforts that have been carried out. Usually, employees express feelings of satisfaction marked by pleasant expressions or show serious and innovative actions at work, and employees who feel dissatisfied usually express disappointment or show actions that are lazy and not enthusiastic about working. The impact of job satisfaction on employees directly has a positive and significant impact on improving employee performance both in quantity, quality, efficiency, and effectiveness, as shown in carrying out routine activities within an organization. Employee job satisfaction is very important for organizations or individuals in carrying out one's activities or tasks because they are the ones who will do the work in an effort to realize performance. The results of the research based on the data obtained show that job satisfaction has a positive and not significant effect on performance. This means that the variables of job satisfaction and their indicators provide positive reinforcement of work, are oriented, targets, completion, allowances, and rewards, and make a very strong or significant contribution to performance. The following describes each indicator of job satisfaction that has a positive and insignificant effect on performance. Happiness is a very important indicator and becomes the basic capital for humans or employees, or institutions in carrying out their duties. The theory of goals (goal theory), according to Stuggart (2005: 89), states that everyone who works in an organization always considers the fulfillment of satisfaction and performance to achieve goals. Realizing a goal must start from a person's ability to carry out a series of satisfying activities to improve his performance. Achieving satisfaction and performance in an organization is a goal that must be met or pursued. The more fulfilled one's job satisfaction, the easier it is to realize job satisfaction and performance in achieving the expected goals. The result theory put forward by Norton (2005:25) states that satisfaction and performance determine work results.

This means that a job that has a satisfaction value is always followed by the achievement of performance to obtain optimal work results. Job satisfaction in an organization is always marked by an increase in the resulting work performance. The theory of benefits put forward by Armstrong (2000:22) is that job satisfaction always provides benefits to the realization of a performance. This means that people who work with satisfactory work results are able to provide benefits for the performance produced. Satisfaction and performance achieved are always beneficial for individuals and organizations. The most appropriate theory to be applied to increasing positive and significant job satisfaction on performance is the goal theory that everyone who works in an organization always considers the fulfillment of satisfaction and performance to achieve goals which means that the more one's job satisfaction is fulfilled, the more easily realize the performance in achieving the expected goals. The link with previous research has similarities and differences. The similarities lie in job satisfaction and performance, while the differences lie in the research object, population and sample size, analysis tools, and research results. The results of previous research that are relevant to this research include the results of research from Nelson M (2013), Waite Stoner (2014) and Moore (2011). In previous studies, job satisfaction directly has a negative and significant effect on performance.

Education and training affect employee performance through job satisfaction.

The results of the direct effect test show that education and training have a positive and insignificant effect on improving employee performance through job satisfaction with $P = 0.083 (> 0.05)$ with a coefficient value of 0.083. this (supported by data or empirical evidence according to the findings of this study and the hypothesis rejected), there is no significant positive effect between the training program on job satisfaction. This means that no matter how good the education and training program will not have a direct effect on job satisfaction. On the other hand, job satisfaction is related to psychology or factors that lead to psychology, including 1. Relationships between individuals (relationships between superiors and subordinates, psychological factors and working conditions, coworker relationships, coworker suggestions, and emotions). 2. Individual factors (attitude, age, and gender). assessment of training implementation, in which the training material indicator is the most dominant. On the other hand, job satisfaction is measured by four indicators, namely self-employment, leadership, cooperation, and working conditions, with the cooperation indicator being the dominant measure of the job satisfaction variable. Education and training have no significant effect on improving employee performance through employee job satisfaction with $P = 0.006 (<0.05)$ (supported by data or empirical evidence according to the findings of this study, and the rejected hypothesis is accepted). This indicates that the two variables are in fact well, perceived by the respondents. That is the implementation of the education and training program at the Makassar City Ministry of Religion office. It has been very good, as well as employee job satisfaction at the Makassar City Ministry of Religion office. also very good. The results of research in the field also show that education and training programs greatly affect employee job satisfaction. Because the training program must be designed with the aim of increasing work performance, reducing employee truancy and employee turnover, as well as improving job satisfaction. Implementation of education and training is made with the aim of improving employee performance in current positions and preparing employees to occupy more strategic positions. So that employees who have attended education and training programs will improve their performance. The most powerful indicators of education and training are evaluation after training, training materials, and training methods. The training materials are tailored to the background of the participants and the needs of employees for current jobs and future placements. The training method used is a combination of theory and simulation.

The Effect of Competence on Performance Through Job Satisfaction

Competitive has a positive and insignificant impact on improving employee performance through job satisfaction with $P = 0.947 (> 0.05)$ with a coefficient value of 0.066. this (supported by data or empirical evidence according to the findings of this study, and the hypothesis is rejected). The competencies observed in this study are the potential possessed by employees to carry out their main duties and functions. Job satisfaction observed in this study is the expression of pleasant feelings for the work done. While performance as a result of work obtained by employees according to their competence and job satisfaction. This research observes the effect of competency on performance through employee job satisfaction at the Makassar City Ministry of Religion office. Competence has a positive and significant effect on employee performance through job satisfaction. This means that the better the competencies possessed, the job satisfaction will also increase and ultimately have an impact on increasing performance. Indicators of knowledge, skills, mastery attitudes, work experience and professionalism have a positive influence through job satisfaction in the form of work, orientation, targets, completion, allowances, and rewards received for their achievements towards increasing performance in quantity, quality, effectiveness, and efficiency. The following describes each indicator of competence directly or indirectly through job satisfaction which has a positive and significant influence on employee performance. Indicators of knowledge of competence are needed in employee work activities. Every

employee must know and be able to develop work activities properly according to the knowledge they have. Indirectly, indicators of knowledge of competence also have a positive and significant effect through job satisfaction on performance. This means that in every work activity, it is necessary to have the ability of employees who have sufficient work knowledge so that employees in carrying out their activities are able to realize job satisfaction by being happy to carry out the work of the service itself. Theories that support the influence of competence on performance through job satisfaction are innovative theory, success theory, synergy theory, and result assessment theory. These four theories become relevant to maintain the effect of competency on improving performance through job satisfaction. An innovative theory put forward by Maxwell (2011: 55) is that the core of innovation is satisfaction and performance-oriented competence. This means that innovation determines the performance improvement of someone who has the knowledge, skills, experience, work mastery, and professional attitude to produce satisfying and high-performance work. This innovation theory is relevant in looking at the influence of competence through job satisfaction on employee performance. The theory of success put forward by Alvin (2007) is that every success is determined by competence which results in satisfaction and performance. This means that there is relevance that the better a person's competence in carrying out his work activities, the more satisfaction and performance are fulfilled in assessing the size of an organization's success. Likewise, employees who have a good level of competence will easily carry out their main tasks and functions because they have the knowledge, skills, experience, mastery, and professional attitude to realize satisfaction and performance as an assessment of success. Synergy theory from Barrolly (2008) states that synergy is a combination of competence, satisfaction, and performance. This means that developing and implementing of main tasks and functions within an organization is inseparable from the synergy of organizational members who have professional competence in job satisfaction and achieving optimal work results. Organizations that maintain employee synergy will create employees with high work dedication, namely people who are competent in their field by always happy to work to obtain optimal work results.

In previous studies, competence directly has a negative and significant effect on job satisfaction on performance. Whereas in this study, it shows that competency has a positive and not significant effect through job satisfaction on performance, so it is an update of this research among previous studies. While performance is the result or level of success of a person as a whole during a certain period in carrying out tasks compared to various possibilities, such as work standards, targets or goals, or criteria that have been determined in advance and have been mutually agreed upon. And job satisfaction is the result of work achieved by a person in carrying out the tasks given to him by the Ministry of Religion, which is based on the actualization of work based on achieving work goals, work performance, realization, targets, and welfare.

Motivation influences employee performance through Job Satisfaction.

Based on the results of the study shows that motivation has a positive and insignificant effect on improving employee performance through job satisfaction with $P = 0.936 (> 0.05)$ (supported by data or empirical evidence according to the findings of this study and the hypothesis rejected) from the problem hypothesis proposed, it is directly proven that motivation has no positive and significant effect on job satisfaction and employee performance. Employees of the Makassar City Government agencies realize that to carry out their main tasks and functions; they really need work motivation to obtain maximum work results so that they can influence satisfaction and performance appraisal and improvement. This means work motivation in the form of existence, relationship, growing (ERG) has been running so that it is able to encourage, stimulate or move employees to always work well in improving their performance. That is, the form of giving motivation has succeeded in encouraging or encouraging employees to improve their performance in realizing work results in quantity and quality so that the work produced is very efficient and effective. Motivation has a significant effect on improving employee performance through job satisfaction with $P = 0.001 (<0.05)$; this (is supported by data or empirical evidence according to the findings of this study, and the rejected hypothesis is accepted). Motivated employees, the existence received by employees always shows self-existence, always enthusiastic and passionate about working because the fulfillment of life's needs, physical needs, and fulfillment of family needs properly so as to bring satisfaction and improve performance. This means that the influence of motivation in the form of self-existence has a positive effect on satisfaction and performance. Employees are motivated because they themselves give appreciation in the form of giving incentives to meet their basic needs, meeting the physical needs of both uniforms and the mobility of official two-wheeled vehicles so that they can look attractive due to the availability of facilities by the organization and the routine provision of family allowances which directly and indirectly affect the existence of employees in carrying out their main tasks and functions, so as to bring satisfaction and improve employee performance. And this achievement is in accordance with the targets and indicators set by the organization, both in terms of quantity, quality, efficiency, effectiveness, and loyalty in developing the work given. The results of the study show that motivation has a positive and insignificant effect on employee satisfaction and performance, especially with regard to relational motivation or fulfillment of social needs, in this case, the need for employees to constantly interact with the people served,

communicate with parties related to their work and work together. with various teams, it has been well implemented so motivated employees are motivated to always develop relationships of social needs at work. And this gives the achievement of very optimal employee satisfaction and performance. Many of the jobs produced in quantity and quality have provided an encouraging output value because the work carried out always takes into account the principles of efficiency and effectiveness of work and team cohesiveness.

Understanding the discussion about work motivation on satisfaction and performance, there are several theories that can be used, including

a. The ERG theory from Alderfer in Rivai (2006: 104) that Alderfer states that everyone is motivated to fulfill their needs in accordance with existence (Existence), social relations (Relatedness), and development or growth (Growth) in improving their performance. This means that humans are motivated to meet the survival needs of existence in accordance with their physical needs; humans need mutually beneficial relationships with each other such as family relationships, friends, superiors, and community members. And humans need growth to be productive, creative and have sustainable performance.

b. expectancy theory (expect theory) from Vroom in Sudrajat (2006) that this theory is a theory that shows a fulfillment of job satisfaction that is manifested through performance. This theory states that everyone has a way of meeting their expectations depending on their performance. This indicates that every employee must have the motivation of expectations according to performance-oriented existence, maintenance, and growth.

c. The theory of behavioral reinforcement put forward by Haderston (2003) asserts that everyone will be motivated according to the role of modifying behavior factors to realize performance. Behavioral factors are the dominant factors that influence a person to receive a satisfactory response after being able to realize his performance. The relevance of this theory provides reinforcement that employees must always be motivated to do work to produce performance.

d. Achievement reward theory (presentation feedback theory) stated by Stuggart (2005) that every motivational act carried out by humans always gets rewards according to the achievements and performance achieved. Rewards from an act of motivation in the form of perceptions based on meeting the needs of life, physical, family, work, and creativity. This indicates that someone who has strong motivation will get a reward or reward for the realization of satisfaction and performance achievement.

V. Research Findings

As for the findings from the results of this study are

1. Education and Training have a positive and not significant effect on employee performance with $P = 0.06 > 0.05$ and the CR value ($t\text{-count} > t\text{-table}$ or $-0.117 > 1.974$) with a coefficient value of 2.779, this coefficient indicates that if education and training are not increased by one level, the employee's performance will decrease by 0.117. Whereas the education and training carried out by employees of the Makassar City Ministry of Religion Office is very helpful in completing their duties, in assigning employees to attend training, sometimes it is only based on the closeness of the leadership to employees, not based on the needs of employees, this sometimes causes the results of the training to not have a major effect on employee performance.

2. Competence has a positive and significant influence on employee performance at the Makassar City Ministry of Religion office, with a value of $P = 0.000 (> 0.05)$ and a CR value ($t\text{-count} > t\text{-table}$ or $7.157 > 1.974$), with a coefficient value of 7.157 coefficient this shows that if competence is increased by one level, the performance of employees at the Makassar City Ministry of Religion office will increase by 7.157. The placement of employees carried out by the Ministry of Religion in Makassar City is very good, namely the placement of employees in their places of work in accordance with the competencies possessed by these employees. This is also directly related to The ability of employees to adapt to whatever working conditions are happening or will happen. All the competencies that are owned, starting from intellectual competence, social competence, emotional competence, and spiritual competence, it certainly has an impact on the performance provided by employees. Thus employees at the Makassar City Ministry of Religion office are able to adapt to any conditions. Motivation (X3) has a positive and not significant effect on employee performance with $P = 0.966 (> 0.05)$ and the CR value ($t\text{-count} > t\text{-table}$ or $0.004 > 1.974$) with a coefficient value of 0.088; this coefficient indicates that if transformational leadership is improved properly, employee job satisfaction will decrease. In completing the work carried out by employees of the Makassar City Ministry of Religion Office, it is not only based on motivation but based on Law no. 5 of 2014; one of the duties and functions of the State Civil Apparatus (ASN) is public service, so an ASN must be able to be a good servant for the community.

VI. Conclusions And Suggestions

CONCLUSIONS

From the results of this study, several main conclusions were obtained, namely:

- 1) Education and training have a positive and not significant effect on job satisfaction, this is evidenced by the planning of Education and Training Programs in Agencies that are Education and Training Centers at the Office of the Ministry of Religion in Makassar City at this time, there has been no allocation of funds incurred in financing the implementation of Education and Training in Agencies, selected for Candidates for Education and Training Participants in positions (Structural Training PIM IV, PIM III and PIM II) and Brother Agencies carry out Pre-Occupational Education and Training and in positions experience many obstacles from the Office of the Ministry of Religion in Makassar City.
- 2) Competence has a positive and significant influence on job satisfaction; this is evidenced by the fact that employees must have academic knowledge according to the discipline in the field of duty; the knowledge obtained by the employee can provide supplies in carrying out work tasks, the individual knowledge of the employee is able to increase the effectiveness of the work, the skills possessed by the employee are expected to be able to complete the work professionally, and the Employee is able to plan for the tasks assigned to him by the Ministry of Religion.
- 3) Motivation has a positive and insignificant effect on job satisfaction because there are no incentives obtained which is one of the things that makes you enthusiastic about working, not working relationships with fellow employees are very good and helping each other at work, uncomfortable work environment and conducive to enthusiasm at work and there is no working relationship between the leadership that is very well established Suggestion 1 and me.

Suggestion

1. The education and training that employees currently have are not optimal, so it is necessary to include employees in various pieces of training that are in accordance with their duties and functions in order to increase competence to add insight, and personality, develop socialization, professionalism and attend various enlightenment seminars related to strengthening education and training.
2. Competence between employees should continue to be improved by being competent effectively with employees and being willing to listen and respond to fellow employees, and the knowledge obtained by employees can provide provisions in carrying out work tasks; individual employee knowledge can increase work effectiveness,
3. There is no motivation to work harder, so the need for high awareness of the employees themselves to act as effectively as possible in doing a job without having to be motivated by other people first. Motivation towards employees should still be considered by the leadership of their employees so that the work carried out can be more perfect and in accordance with the expected results

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