THE EFFECT OF COMMUNICATION AND MOTIVATION TO WORK ACHIEVEMENT WITH COMPETENCE AS INTERVENING VARIABLES IN NURSE IN BHAYANGKARA HOSPITAL PALEMBANG

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ABSTRACT

This study focuses on the influence of communication and motivation on work performance with competence as an intervening variable. Hypothesis tested in this research are: (1) There are significant positive influence from communication and motivation variable to competence (2) There is significant positive influence from communication variable, motivation and competence to work performance. The sample used in this research is 110 respondents to nurses at Bhayangkara Hospital Palembang. The data used were obtained from the results of the research on nurses at Bhayangkara Hospital Palembang and analyzed using Structural Equation Model with the help of Structural Linear Relations program. Test results show that, (1) Communication has a positive effect on Competence. Motivation has a negative effect on Competence. (2) communication, motivation and competence variables have a positive effect on work performance on nurses at Bhayangkara Hospital Palembang. This research is expected to be useful, among others, for Nurses Bhayangkara Hospital Palembang as consideration in decision making for hospital progress. Bhayangkara Palembang, and for further research this research can be one reference for research related to communication, motivation, competence and work performance.

Keywords: communication, motivation, competence, work performance.

PRELIMINARY

Human resources is one important factor that determines the advance or retreat of the organization. Every organization always strives to obtain human resources that can help in an effort to achieve the goals of the organization. According to Ardana et al (2012: 3) human resources is the most valuable asset or asset and most importantly owned by one organization or company, because the success of the organization is determined by the human element.

Hospitals are health care institutions that provide full-scale personal health services that provide care services inpatient, outpatient and emergency (Law No.44 of 2009). The success of hospitals in conducting health services in a plenary or quality and safe will increase public confidence to choose hospitalized.

Communication is the primary tool for improving relationships within an agency. The absence of communication will lead to misunderstanding and if left unchecked will affect the life of the organization, both the boss and the subordinates within the agency itself.

Robbins (2008: 222) suggests that "motivation is a process that explains the intensity, direction and persistence of an individual to achieve a goal". The source of motivation which is one of the determinants in employee morale, among others is the feeling of pride to be part of the institution where they work. Employees who have the motivation to excel will

The level of competence is usually used as a distinction between successful employees, with employees who are mediocre at work. Competence according to Sutrisno (2009: 203): "Competence is knowledge, skills, and abilities controlled by someone who has become a part of himself, so he can perform cognitive, affective, and psychomotor behaviors as well as possible".

Increasing public demand for the professionalism of public health services, agencies/ companies engaged in the field of health services should be more prudent in providing services effectively and innovative in each task so that it can provide a sense of security and comfort to patients who are in health recovering in order to impact positive towards health service image. As well as existing conditions at Bhayangkara Hospital Palembang with the number of nurses as many as 110 people.

Bhayangkara Hospital Palembang is a hospital owned by the Police and is a unit of work under the command of Polda South Sumatra, which has been operating since 1989 serving the Police Medical Services, health support in performing duties of health service function for

civil servants in the Police, family and public. Having his address at Jalan Jenderal Sudirman Km. 3.5 Palembang.

Based on the author's observation directly and based on data from Service Affairs and Care Sub Division of Medical and Police Medical Service (Ur Yanwat Subbid Yanmed Dokpol) at Bhayangkara Palembang Hospital to several nurses at Bhayangkara Hospital Palembang and its working condition, for three times observation done in December 2017, found the symptoms/phenomena are:

Observation in the field that some nurses at Bhayangkara Hospital Palembang showed bad behavior such as less friendly, less cheap smile, less attention, less sensitive to the situation, lack of passion in work and easy to feel stress because he required to complete the job quickly, work schedule which is unpredictable and nurses are also often heavily responsible for the survival of patients who are often at a critical time. So in the completion of work they do a lot of neglected. Furthermore, the nurse only runs its work routine without any innovation. This indicates the low nudge in the nurse to perform and get better. The low motivation in the nurse gave birth to unexpected performance by the Hospital where she worked.

Most of the nurses have introverted behaviors, this may be due to lack of communication between nurses and their leaders in case of problems they are required to solve their own problems without communication to their leaders as in solving problems they face not only problems in the performance of tasks but also personal problems, most of them bring personal affairs into the work affairs resulting in the resulting work achievement is not maximal. Other observations show that the relationship between one nurse and the other is dominated by a senior nurse who ultimately puts pressure on other nurses who are usually still new. Even senior nurses often delegate assignments to junior nurses. The period of work and experience shows the nurse's mastery in the field of work and is considered to have competence but if it is used as an excuse to delegate tasks and authority then it will hamper the work performance of the nurse itself.

Based on data from Ur Yanwat Subbid Yanmed Yanmed Dokpol the authors found that some nurses in providing services to patients still have not as expected, such as service time is felt long enough, the interaction with the patient is not good so as not to create good relationship between nurse and patient (teurapeutik) , where the relationship is categorized a relationship of cooperation characterized by the exchange of behavior, feelings, thoughts and experiences

in fostering good relationships between nurses and patients (teurapeutik) to support the healing of patients. This condition can affect the work performance of the nurse so that it still needs improvement in terms of quality, quantity and time discipline so that the nurses can provide the best service to the patient.

Based on the phenomenon, data and direct observation at Bhayangkara Palembang Hospital, the writer is interested to further study the problem in thesis research entitled: "The influence of communication and motivation on work performance with work competence as intervenig variable on nurse at Bhayangkara Hospital Palembang".

LITERATURE REVIEW

Communication

According to Cangara, (2007: 19): "Communication is a transaction, a symbolic process that requires people to manage their environment by building relationships among human beings through the exchange of information to strengthen the attitudes and behavior of others and trying to change attitudes and behavior itself ".

Motivation

Motivation according to experts is Robbins (2007: 166): "Motivation is a willingness to expend high levels of effort in achieving organizational goals, conditioned by the ability and effort to meet individual needs."

Achievement Motivation Theory (McClelland) Achievement Motivation Theory, is used as a grand theory to explain general theoretical concepts of work motivation, which is associated with one's needs in achievement. This theory is put forward by McClelland in maznah, et al (2012: 9) which describes three motives or essential needs that are relevant in the workplace namely;

1. Need for Achievement (nAch), the need for achievement, which is a reflection of the drive for responsibility for problem solving. The need for achievement is the need to do a better job than before, always desiring to achieve higher achievement.

2. Need for Affiliation (nAff), the need for social engagement, which is an encouragement to interact with others or be with others, does not want to do anything to the detriment of others.

3. Need for Power (nPow), the need for power, which is a reflection of the drive to attain authority/power, and to have influence on others.

Work performance

According to Dharma in Wahid Muhsin (2010: 106): "There are many measurements that can be used, such as austerity, error rate, and so on. Almost all ways of measuring work performance consider aspects; (l) quantity; (2) quality; (3) timeliness ".

Job competence

According to Ivancevich, et al (2006: 217): "Competence is the talent of a person to perform physical and mental tasks. Employee competence is the potential it has for completing tasks quickly and accurately ". The Situational Competence Theory was first put forward by McBer in Wijayanto, et al (2011: 82) which states: "That competence as a function of one's behavior and the environment in which it belongs, and declares the social environment that influences the development of that competence".

Based on Situational Competency Theory, the phenomenon that is easily observed in the competence of an employee are:

1. Knowledge of employees, which reflects an understanding of the description of the tasks done in accordance with the level of education, background education and discipline, which will show the differences in carrying out its work activities.
2. Skills possessed by employees, whether it is optimal to run the dynamics of work and has been in accordance with the specifications of the job description.
3. Work experience owned by employees, which supports the progress of the dynamics of work, is due to differences in the working period and the class they have.

Intercultural Relationships

The relationship between communication variables to work performance

According to Komang Ardana, Ni Wayan Mujiati and Anak Agung Sriathi (2009: 56) stated that "Managers must communicate with their subordinates in order that they perform effectively".

The relationship between work motivation variable on work performance

According to Morrison in Suwardi & Joko Utomo (2011: 77-78): "Motivation as a person's tendency to involve themselves in activities that lead to the target. If the behavior leads to an object or target, then with the motivation will be achieved the achievement of targets or targets as big as possible, so that the implementation of tasks can be done with the best, so that the effectiveness of work can be achieved ".

The relationship between work competence variables on job performance

According to Wijayanto et al (201 1: 87) "In improving employee performance shows that the competence of employees, both soft and hard significantly affect employee performance, although it can be stated that the soft competence more significantly affect employee performance, compared with the hard competence it has "

Previous Research

No.	TITLE OF JOURNAL RESEARCH	THE RESULT OF RESEARCH	SIMILARITIES	DIFFERENCES
1	Salleh, et al (2011). 'The Effect of Motivation on Job Performance of State Government Employees in Malaysia'. (Source: International Journal of Humanities and Social Science Vol. 1 No. 4, April 2011)	Achievement motivation in work / achievement motivation (r = 0.016), and motivation to power or have position in work / power motivation (r = 0.165), have no significant relation to work performance. Motivation to interact / affiliation motivation (r = 0.188), has a significant positive effect on the performance of government employees (Pegawai Negeri) in Malaysia.	Examining the variables of work motivation on work performance	Not using communication and motivation variables to analyze the effect on work performance
2	Soebyakto (2009), "The effect of competency and locus of control on personal quality of managers in the South Sumatera Province-Indonesia". (sumber : PhD Theses: University of Utara Malaysia, Sintok – Kedah Darul Aman, Malaysia.)	The results showed that the hypothesis model built, there are 3 significant. which is positively related to the IESQ and indirectly (internal LOC), the value of SMC (R2) is high, with a value of 60.l% of its variant on the quality of each manager. All study results are expressed as a direct positive relationship	Examining the influence of competency variables	Not using communication and motivation variables on work performance

		between the IESQ and the quality of self.		
3	Chen & Chung (2012). *"Modelling The Effect of Overseas Adaptation and Competence of Expatriate Manager's on Job Performance in China".* (Source : The Journal of Global Business Management Vol. 8, No. 2, August 2012).	The conclusion is that there is a positive and significant correlation between personal competence with job performance that is specifically observed from management resources, to the work result, and level of education, to work behavior to achievement.	Not using communication and work motivation variable on work performance.	Not using communication and work motivation variable on work performance.
4	Hanafi (2016), *The Influence Of Competence And Teamwork On Employee'sPerformance Of Agriculture, Crops And Horticulture Service, South Sumatera Province.* (Source : Journal of Management and Business of Sriwijaya Vol. 14 No.2 Page. 235-256 June 2016).	The conclusion is that Partially, the competence has no significant effect on the performance whereas teamwork has a significant effect on the performance of the employees Simultaneously, the competence and teamwork have a real effect on the performance of the employees	Examining the influence of work competence variable	Not using communication and motivation variables to analyze the effect on work performance.
5	Hanafi dan Likda (2012), Effect of Competence And Organization Commitment To Customer Orientation Of The Employees Pt Fertilizer Iskandar Muda Aceh. (Source: Research Paper Faculty of Economics Unsri Research Paper Page. 1203-1214, October 2012).	Competence and Organizational Commitment significant effect on Employee Customer Orientation PT Pupuk Iskandar Muda Aceh.	Examining the influence of work competence variable	Not using communication and motivation variables to analyze the effect on work performance.

Framework

From the description of the theory above, can be built framework about the variables to be used in this study, are as follows:

1. As a dependent variable or dependent variable (Y1) is Work Achievement.

2. As Intervening variable (X3) is Competence.

3. As independent variable or independent variable is Communication (X1) and Motivation (X2) either respectively or together.

According Sugiyono (2008: 88): "Framework of thinking is a conceptual model of how theory relates to various factors that have been identified as an important problem".

The framework of thought is the rationale synthesized from facts, direct observation and literature review. Theoretical framework of thought is based on the results of the literature review and several previous research journals, which are related to the factors influencing work performance as the dependent variable, which is influenced by the independent variables; communication, motivation and competence as intervening.

Communication (X1), is one of the important elements that characterize life within an organization. Communication can be used to change, maintain, and improve an agency's progress. A well-functioning agency is characterized by synergistic and harmonious cooperation of various components. That is, when the communication process between these components can be held in harmony, then the agency is more robust and performance will increase. In this study communication is measured by; Communication Flows, Communication Types, Communication Channels, Response and Disturbance

Motivation of work (X2), is the thing that causes, channel and support human behavior, so willing to work hard and enthusiastic to achieve optimal work results. The higher a person's motivation, the stronger the incentive to work more actively, thus improving his or her work performance. In this study employee work motivation is measured by; the need for achievement.

Competence of work (X3) is a talent for a person to perform physical and mental tasks Employee competence is the potential he has to complete the task quickly and precisely. To know the high employee performance, can be measured from the extent of competence! The employee's knowledge of his work. In this study the competence of employees is measured based on; knowledge, skills, work experience, self-concept and character.

Job performance (Y1) is the work achieved by a person determined by the ability of his personal characteristics, as well as perceptions of his role in the job. In this study, employee performance is measured by considering; quality, that is the quality produced; quantity, the amount of work to be completed; discipline of time, timeliness in completing tasks.

Based on the description of the frame of thought and the number of variables indicated, then the frame of thought is set up in this study as follows:

Framework for Thinking by using Path Diagram.
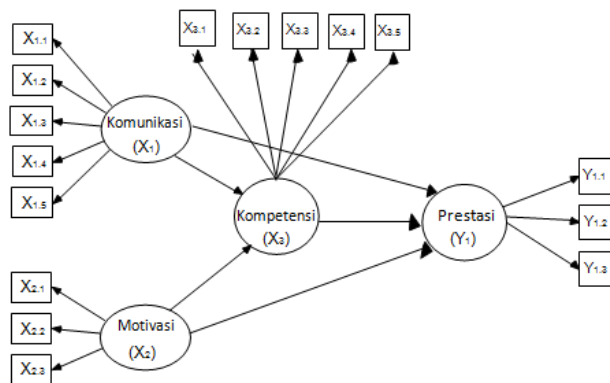
1. Communication variables (X1), based on: communication flow (X1.1), communication type (X1.2), communication channel (X1.3), response (X1.4), interference (X1.5).

2. Motivation variable (X2), based on: need for achievement (X2.1), need for social relation (X2.2), need for power (X2.3).

3. Competence Variable (X3), based on: knowledge (X3.1), skill (X3.2), work experience (X3.3), self concept (X3.4), character (X3.5).

4. Work Achievement Variable (Y1), based on: quality (Y1.1), quantity (Y1.2), timeliness (Y1.3).

Hypothesis

In this research put forward hypothesis as follows:

1. There is a significant influence of communication and motivation variables on the competence of nurses at Bhayangkara Hospital Palembang.

2. There is a significant influence of the communication, motivation and competence variables on work performance on nurses at Bhayangkara Hospital Palembang.

RESEARCH METHODS

The scope of research

This study examines the relationship between communication and work motivation on job performance with competence as intervening variable on hospital nurses Bhayangkara Palembang. The location of this research object is in Bhayangkara Hospital Palembang, located on Jenderal Sudirman street KM. 3.5 Palembang. Time Research conducted in December 2017. Based on the characteristics of the problems studied, this study can be classified into a causality study that examines the characteristics of the problem in the cause and effect relationship between two or more variables.

Types and Data Sources

According to Nawawi (2005: 96-97): "The data used in the study consists of two types, namely qualitative data". The data are as follows:

1. Quantitative data is a type of data expressed in terms of numbers or quantities with units of measure, which can be calculated systematically. In this study which includes quantitative data is the score of respondents' answers.

2. Qualitative data is a type of data that is not in the form of numbers, such as organizational structure, job descriptions, and work units.

Population and Sample

According Sugiyono (2008: 115): "Population is a generalization region consisting of objects / subjects, which have certain qualities and characteristics, which are determined to be studied and then drawn conclusions.

The population in this study is nurses Bhayangkara Hospital Palembang consisting of 110 people consist of: 1 person Kaur Yanwat, 9 head of room, 14 supervisor and 86 nurse executor with working period around <5 years s / d ≥20 years, men as many as 36 people and women as many as 74 people. In this study the sample used as respondents amounted to 110 respondents of nurses Bhayangkara Hospital Palembang. Because the size of the study population is relatively small then this research is done by census or total sampling.

Method of collecting data

Methods Data collection is done by meeting respondents, especially in matters relating to research problems. The methods used to collect data are as follows:

1. Observation

According Supardi (2006: 88): "The method of observation is a method of data collection conducted by observing and recording systematically the symptoms to be investigated". Examples observe the behavior of nurses, about how the nurses in providing excellent service to patients. Observations are performed according to certain procedures and rules, so that they can be repeated as necessary.

2. Questionnaire

According to Sutopo (2006: 82): "Data collection can be done indirectly through questionnaires, using questionnaires distributed to respondents." The list of questions includes matters relating to communication variables, the motivation indicated may affect the achievement work nurse RS Bhayangkara Palembang with competence as intervening variable.

Measurement of variables in this study using Likert scale. As described by Sugiyono (2008: 132): "Likert scale is a method of measuring attitudes that states agree or disagree, used to measure opinions and perceptions of a person or group of people about social phenomena".

Scale of assessment used is 1 to 5, each respondent asked his opinion on a question, respondents can choose the answer in accordance with the perception. Answer scores using ordinal data, with score categories for each question item as follows:

Category	Score	Code
Strongly Agree	(SS)	5
Agree	(S)	4
Hesitant	(R)	3
Disagree	(TS)	2
Strongly Disagree	(STS)	L

Variable Operational Definition

Definition Operational variables as described by Sugiyono (2008: 38): "It is everything that shaped what is set to be studied, so obtained information about it, then drawn conclusion." The operational definition of variables in this study was taken based on the theory with adjusting conditions at the study site (relevance to the study site). So that the dimensions of research are taken based on background, research objectives, research benefits, research time and data collection techniques and if there are similarities between each dimension then one can be taken by Sugiyono (2008: 38). From the model of theoretical framework, the operational definition of the variables in this study is described as follows:

Operational Research Variables

Variabel	Dimension Indicator	Questionnaire Scale

Komunikasi(X1) (Robin, 2008:7)	X1.1	Communication stream	Communication made from superiors to subordinates, subordinates to superiors and same work groups. Ordinal 1-7	1-7
	X1.2	Type of communication	Communication orally and in writing 8-11	8-11
	X1.3	Communication channel	Formal and informal communication 12.15	12-15
	X1.4	Response	Response to messages received 16-18	16-18
	X1.5	Interruptions	Interruptions Communication barriers that disrupt the clarity of messages 19-20 Motivation (X2) McClelland in Maznah et al (2012: 9)	19-20
Motivasi(X2) McClelland dalam Maznah et al (2012:9)	X2.1	the need for achievement	the need for achievement Awarding and recognition can improve job performance Ordinal employees 1-4 Motivation (X2) McClelland in Maznah et al (2012: 9)	1-4
	X2.2	the need for social relation Cooperate	the need for social relation Cooperate among peers running well 5-7	5-7
	X2.3	need for power Be fair and innovate	need for power Be fair and innovate to advance the agency we work for 8-10	8-10
Kompetensi (X3) Mcber in Wijayanto, et al, (2011:82)	Y1.1	Knowledge	Level of Education that is relevant to the job Sort 1-2	1-2
	Y1.2	Skills	Skills that can be used from 3-4 job training	3-4
	Y1.3	Work experience	Work experience Mastery of duties based on experience 5-6	5-6

Y1.4	Self Concept	. Self Concept Respect time and effective in work. 7-8	7-8
Y1.5	Character	Character style and connected in work. 9-10 Work Achievement (Y1)	9-10
Prestasi Kerja(Y1) Dharma dalam Wahid Muhsin (2010:106)	Y2.1 The quality of good results	The quality of good results in work. Ordinal 1-2	1-2
	Y2.2 Quantity of Works	Quantity of Works Quantity of results in work 3-4	3-4
	Y2.3 Time Discipline	Timeliness in performing tasks 5-7	5-7

Data analysis method

According to Silalahi (2006: 304-405): "The method of data analysis is divided into two, namely: quantitative analysis methods and qualitative analysis methods." Quantitative analysis uses statistical data and can be done quickly. While qualitative analysis is used for qualitative data whose data is in the form of records, the data usually tend to be large and accumulate, so it takes a long time to be able to analyze it completely.

Test Instruments

According Sugiyono (2008: 76): "Test instrument research is a tool used to measure natural phenomena, and socially observed specifically." All these phenomena are referred to as research variables. In this study, an instrument test consisted of:

Validity test

According to Sugiyono (2008: 3): "The validity test is done by correlating each item score with the total score." A questionnaire is valid if the question on the questionnaire is able to reveal something that will be measured by the questionnaire. Usually the minimum requirement of a questionnaire to fulfill validity is if r is at least 0.3 at a 5% (significance) level (0.05).

Test Reliability

Reliability is an index that indicates the extent to which a measuring instrument can be relied upon. Reliability can also be interpreted as the trust, reliability and consistency of an index. According to Sugiyono (2008: 73): "the instrument is said to be reliable if the instrument is used multiple times to measure the same object, and able to produce the same data." Reliability testing can be done by using statisti ccronbach's alpha. The instrument is said to be reliable if it has a value of $\alpha > 0.50$. The high reliability is indicated by a number called the

reliability coefficient, with a range of 0-1. If the reliability coefficient is close to 1 then the more reliable the measuring instrument is.

Analysis of Structural Equation Modeling (SEM)

The analysis of this research uses Structural Equation Modeling (SEM) program, according to Grace & Pugesek in Ferdinand (2005: 54): "Structural Equation Modeling (SEM) method is a multivariate technique, which can be used to describe the relationship of linear relationship simultaneously variables observation, which involves latent variables that can not be measured directly. The SEM method is one of the strongest approaches in analyzing complex multivariate relationships. "

Index of model feasibility testing in research using SEM analysis method is as follows:

The Model Feasibility Test Index (Goodness of Fit Index)

Goodness Of Fit Index	Cut-of Value	Keterangan
$x2$-Chi-square	Diharapkan kecil	Good Fit
Significancy Probability	≥ 0.05	Good Fit
RMSEA	≥0.08	Good Fit
GFI	≥0.90	Good Fit
AGFI	≥0.90	Good Fit
CMIN/DF	≥2.00	Good Fit
TLI	≥0.95	Good Fit
CFI	≥0.95	Good Fit

Variable Intervening

The intervening variable is theoretically influencing the relationship between independent variable and dependent variable into indirect relationship Sugiyono (2008: 38). In this research intervening variables are work competence.

The development of the model flow diagram (path diagram) to show the causality relationship in this study can be seen in Figure 3.1 as follows:

Employee Performance Flow Chart Diagrams
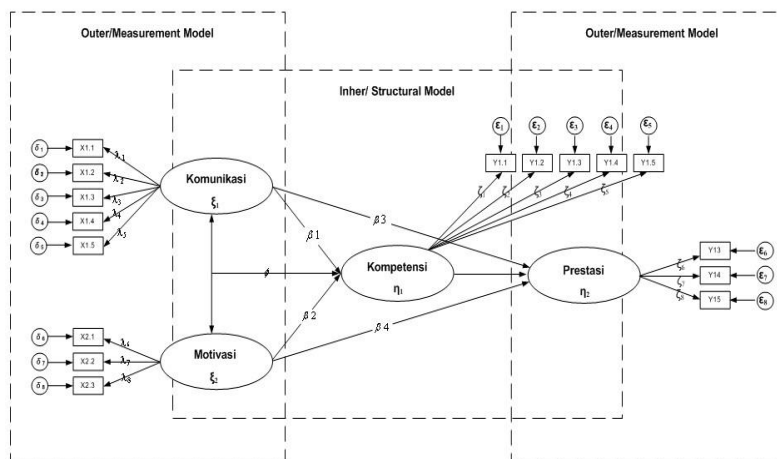
According to Ghozali & Latan (2012: 10-12): "SEM analysis consists of two sub-models, ie model measurement / outer model and structural model / inner model." The measurement model shows how the variable manifest or observed variable represents the latent variable to be measured. then the SEM model equation for the model reflective measurement / outer model is written as follows:

$$x = \lambda_x \xi + \delta_x$$
$$z = \zeta_z \eta + \varepsilon_z$$

Information :

• x and z are indicators for exogenous (ξ) and endogenous (η) latent constructs.

• λx and ζz is a loading matrix that describes a simple regression coefficient, which links the latent variable and its indicator.

• εz and δx are the measurement error residuals.

Respondents' Overview

Data analysis used in this research is Structural Equation Modeling (SEM). Respondent in this research is counted 110 person nurses RS. Bhayangkara Palembang. The descriptive of respondents expressed in this research are: Sex and position.

Gender

Based on the sex of respondents consist of 2 groups of men and women, the characteristics of respondents by sex are presented in Table 4.1 below:

Number of Respondents by Sex

No	Jenis Kelamin	Jumlah (Orang)	Persentase (%)
1.	Laki-Laki	36	32,73

			Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
2.	Wanita		74	67,27		
Total			**110**	**100**		

Source: Primary data processed, 2018

Based on Table 4.1 it can be seen that from 110 respondents, it is known that female sex respondents showed more proportion that is as much as 74 or 67,27%, while men counted 36responden or 32,73%. This shows that the majority of respondents Nurses Bhayangkara Hospital Palembang is Female

4.2 Test Validity and Reliability

Before the questionnaires were used in this study, trials were conducted on 30 randomly selected respondents at the RS Nurses. Bhayangkara Palembang. Then the test result data is tested the validity and reliability of the instrument (questionnaire) as a measuring tool in research.

1. Validity Test

According to Sugiyono (2008: 3): "The validity test is done by correlating each item score with total score." A questionnaire is valid if the question on the questionnaire is able to reveal something that will be measured by the questionnaire. Usually the minimum requirement of a questionnaire to satisfy validity is if r is at least 0.3 at the 5% (significance) level of significance (0.05), as in Table 4.3.

Table 4.3. Test Validity

Pertanyaan			Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
KOMUNIK ASI	X11	1	174,90	469,886	,512	,961
		2	174,90	464,369	,575	,960
		3	175,00	467,655	,536	,960
		4	174,90	465,748	,475	,961
		5	174,90	462,162	,575	,960
		6	174,93	469,099	,520	,960
		7	175,17	463,799	,512	,961
	X12	8	175,40	459,007	,553	,960
		9	175,53	462,878	,487	,961
		10	174,97	465,826	,618	,960
		11	174,97	471,895	,492	,961
	X13	12	174,73	468,616	,547	,960
		13	175,40	459,283	,568	,960
		14	175,13	458,947	,595	,960
		15	174,93	470,685	,573	,960
	X14	16	174,80	471,269	,486	,961
		17	175,13	466,671	,439	,961
		18	175,07	465,857	,451	,961

	X15	19	174,93	461,926	,633	,960
		20	175,33	459,540	,641	,960
MOTIVASI	X21	1	175,03	461,620	,677	,960
		2	175,03	464,171	,639	,960
		3	175,00	465,103	,679	,960
		4	175,07	459,857	,719	,960
	X22	5	175,00	467,103	,555	,960
		6	174,87	466,257	,683	,960
		7	175,00	469,517	,643	,960
	X23	8	175,00	470,207	,540	,960
		9	174,83	463,247	,610	,960
		10	175,50	457,155	,603	,960
KOMPETE NSI	X31	1	175,80	455,131	,548	,961
		2	175,10	453,679	,708	,960
	X32	3	174,97	460,033	,639	,960
		4	174,83	461,385	,668	,960
	X33	5	174,90	461,541	,663	,960
		6	174,90	464,783	,707	,960
	X34	7	175,07	463,444	,649	,960
		8	175,17	455,109	,749	,959
	X35	9	174,87	459,982	,787	,959
		10	175,13	470,189	,411	,961
PRESTASI	Y1	1	175,17	462,971	,535	,960
		2	175,07	463,513	,540	,960
	Y2	3	175,00	466,138	,588	,960
		4	175,00	469,517	,514	,961
	Y3	5	174,97	470,723	,486	,961
		6	175,30	458,424	,673	,960
		7	175,27	458,892	,580	,960

Based on Table 4.3, it shows that the validity test of 30 respondents with Corrected Item-Total Correlation value> 0.3 on all items (items) on Communication, Motivation, Competence and Job Performance variables, so that the data can be analyzed further.

Realibility Test

Reliability is an index that indicates the extent to which a measuring instrument can be relied upon. Reliability can also be interpreted as the trust, reliability and consistency of an index. According Sugiyono (2008: 73): "the instrument is said to be reliable if the instrument is used several times to measure the same object, and able to produce the same data." Reliability testing can be done

using statisticcronbach's alpha technique. Instruments are said to be reliable if they have a value of α> 0.50. High reliability is indicated by a number called reliability coefficient, with a

range of 0-1. If the reliability coefficient is close to 1 then the more reliable the measuring tool is, as in Table 4.4.

Table 4.4. Realibility Test

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
KOMUNI KASI	11,3838	2,238	,876	,913
MOTIVAS I	11,3655	2,156	,870	,911
KOMPETE NSI	11,4055	1,878	,906	,900
PRESTASI	11,4417	2,106	,775	,943

Source: Questionnaire data processed with SPSS.

Based on Table 4.4, it shows that the reliability test with Cronbach's Alpha value> 0.60 all the items (items) in all variables is valid, so the data can be analyzed further.

Frequency Distribution

Frequency Distribution For Communication (X1)

Based on the results of questionnaires in Table 4.5 shows that the intensity of respondents' highest response to the communication variables obtained answers agree (score 4) with an average amount of 62.77%. It can be concluded that the communication variable that exists between the leader of the nurse, the nurse on the nurse and the nurse on the patient has been relatively good because the nurses have understood the job, the responsibility as the spearhead of the health worker is done well and routinely communicate things they do not understand to the leadership. According Rivai (2006: 350) "Communication is defined as the process of delivering information or delivery to the recipient of information".

Frequency Distribution For Motivas i (X2)

Based on the results of questionnaires in Table 4.6 shows that the highest response intensity of respondents to the motivation variable obtained answers agree (score 4) with an average amount of 57.09%. It can be concluded that the motivation of nurses in work has been relatively good, because nurses have been given awards, recognition and opportunities to learn new things to develop skills and knowledge of work. According to Surbhi (2012) Motivation is an act that inspires a person or self, to achieve desired results of activities.

develop skills and knowledge of work. According to Surbhi (2012) Motivation is an act that inspires a person or self, to achieve desired results of activities.

**Frequency Distribution For Competence (X3)**

Based on the results of questionnaires in Table 4.7 shows that the intensity of respondents' highest responses to competence variables obtained answers agree (score 4) with an average amount of 61.91%. It can be concluded that the nurse's competence variable is relatively good, this is because the nurses have had adequate education, get training regularly and have vocational profession as nurse. According to Karthick & Celia (2012) Competence is the ability of an individual to do the job properly.

Frequency Distribution For Job Performance (Y1)

Based on the results of questionnaires in Table 4.8 shows that the intensity of respondents' highest response to work performance variables obtained answers agree (score 4) with an average amount of 66.62%. It can be concluded that the nurse's competence variable has been relatively good, this is because nurses complete the task well, meet the target according to the precise and discipline in execute the task. According Hasibuan (2005) That work achievement as a result of work achieved by someone in carrying out the tasks charged to him, based on his skills, experience, sincerity and work time discipline.

Confirmatory Factor Analysis (CFA) Exogenous Constructs.

Measurement Model to test the validity and reliability of the latter-forming construct indicators with confirmatory factor analysis (CFA). Exogenous CFA Model Examples can be seen in the following figure:
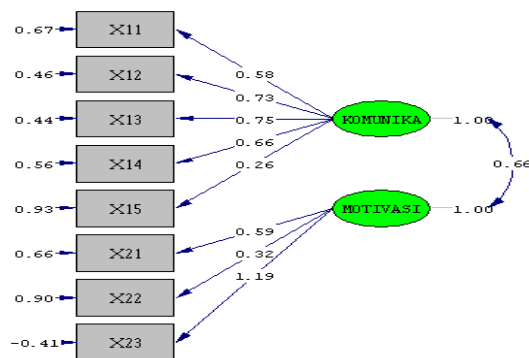
Based on Figure 4.1. above, it can be seen that in Model_1 CFA Exogenous Constructs there is a loading factor load value less than 0.5, ie X15 on the Communication variable (KM) and X22 indicator, on the Motivation variable (MT), meaning that the indicators are not yet valid and must issued in subsequent analysis. Thus obtained Model2 CFA Constructs Endogen as follows:
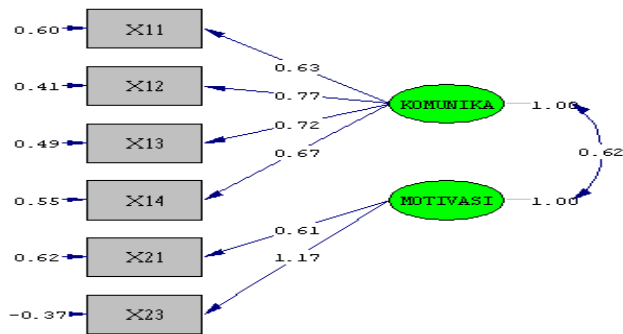
Based on Fig. 4.2 above indicates that on the Exogenous Exterior Model_2 CFA there is no loading factor load value less than 0.5, so all the indicators on the Exogen variable have been valid. The result of reliability with Construct Reliability of Confirmatory Factor Analysis / CFA of endogenous variable is shown in Table 4.9.

**Test Result Validity Indicator and Reliability Construct**

Exogen_2 Variables

Dimension	Indicator	λ	Error = $1-\lambda^2$	CR=$(\sum\lambda)^2/((\sum\lambda)^2+\sum$Error)
Communication	X11	0,63	0,60	0.792
	X12	0,77	0,41	
	X13	0,72	0,49	
	X14	0,67	0,55	
Motivation	X21	0,61	0,62	0.927
	X23	1,17	-0,37	

Based on Table 4.9 it shows that the Construct Reliability (CR) value of all exogenous constructs is above 0.7. Thus it can be concluded that all dimensions and variables of research in Full Model have good reliability and validity.

Confirmatory Factor Analysis (CFA) Endogenous Constructs.

Endogenous confirmatory confirmatory factor analysis is shown in Figure 4.3. following:
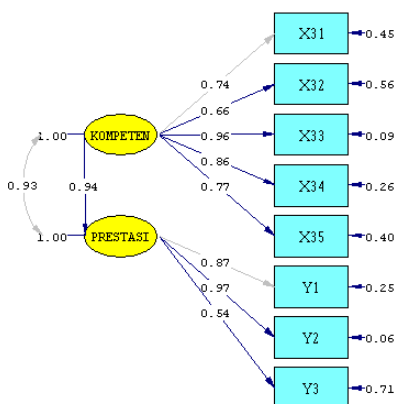
Based on Figure 4.3 above, it indicates that in Endogen Model_1 CFA there is no loading factor loading value less than 0.5, so that all indicators in the Endogen variable are

valid. The result of reliability with Construct Reliability of Confirmatory Factor Analysis / CFA of endogenous variable is shown in Table 4.10

Test Result Validity Indicators and Reliability Constructs Endogen Variables

Dimensi	Indikator	λ	Error = $1-\lambda^2$	CR=$(\sum\lambda)^2$/ $((\sum\lambda)^2 + \sum$Error$)$
KOMPETENSI	X31	0,74	0,45	
	X32	0,66	0,56	
	X33	0,96	0,09	**0,900**
	X34	0,86	0,26	
	X35	0,77	0,4	
PRESTASI KERJA	Y1	0,87	0,25	
	Y2	0,97	0,06	**0,847**
	Y3	0,54	0,71	

Based on Figure 4.4. and Table4.13 indicate that the Endogenous Conversion Model_1CFA has no loading factor load value less than 0.5, indicating that all indicators in the endogenous variable are valid. While the value of Construct Reliability (CR) shows that of all Endogen constructs above 0.7. Thus it can be concluded that all dimensions and variables of research in Full Model have good reliability.

**Structural Equation Modeling (SEM) Analysis.**

The next analysis is Structural Equation Modeling (SEM) analysis in full model (without involving invalid indicator). Analysis of data processing result at full stage of SEM model is done by conducting model feasibility test and statistical test. Index of model feasibility testing in research using SEM analysis method is as follows:

Goodness Of Fit Index.

| No	*Goodness Of Fit Index*	*Value*	*Cut off Value* (Nilai Batas)	Criteria	Information
1.	*Chi-Square*	291,98	$< \alpha$ .df	Good Fit	Marginal Fit
	Probability	0,016	$> 0,05$ 0,01 – 0,05	Marginal fit	
2.	RMSEA	0,016	$\leq 0,08$ 0,08 – 0,10	Good Fit Merginal Fit	Good Fit
3.	TLI atau NNFI	0,88	$\geq 0,90$ 0,80 – 0,89	Good Fit Merginal Fit	Marginal Fit
4.	CFI	0,91	$\geq 0,90$ 0,80 – 0,89 0,05 – 0,10	Good Fit Merginal Fit Merginal Fit	Good Fit
5.	GFI	0,92	$\geq 0,90$ 0,80 – 0,89	Good Fit Merginal Fit	Good Fit
6	AGFI	0,95	$\geq 0,90$ 0,80 – 0,89	Good Fit Merginal Fit	Good Fit

Based on Table 4.11. and the results of the analysis from Lisrel above show that the model as a whole (Full Model) has four goodness of fit goodness (Good Fit), that is on goodness of fit index RMSEA, CFI, GFI and AGFI. Two goodness of fit criteria are good (Marginal Fit) that is in Chi-Square Probability and NNFI, It shows that the model as a whole (Full Model) that produced have goodness of fit good, which means that all structural model that produced is Fit model, so it can be continued in the next analysis.

The estimation result for SEM model full analysis based on t-value is shown in the following figure:

Chi-Square=291.98, df=71, P-value=0.01580, RMSEA=0.016
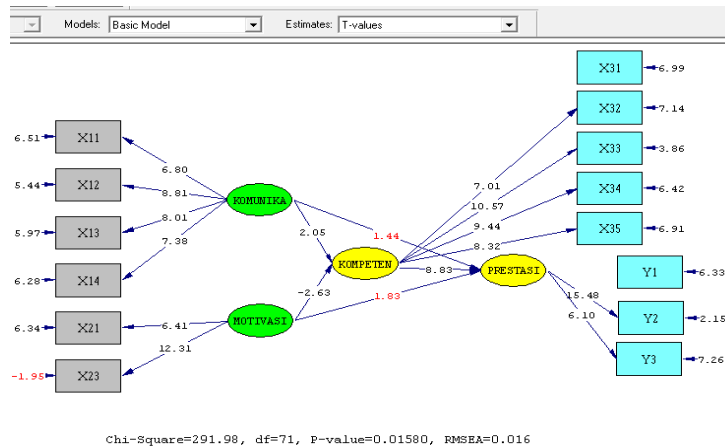
Based on Figure 4.4 it can be seen that almost all parameters in the Full Model are all significant (t-count value greater than 1.96), except for the effect of communication on job performance and motivation on work performance is not significant at the 0.05% level.

The predicted results for full model SEM analysis based on loading standards are shown in the following figure:

Chi-Square=291.98, df=71, P-value=0.01580, RMSEA=0.016
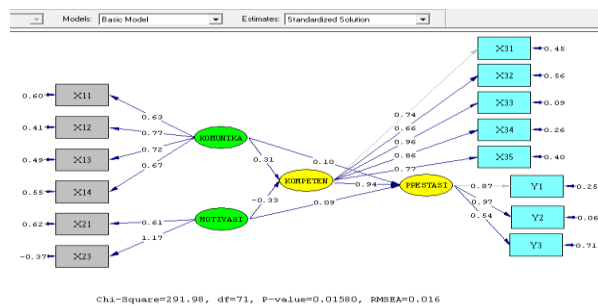
Based on the above loading standard results, the following structural equations are obtained.

Sub-Structural Equations:

COMPETENCE = 0.31 * COMMUNICATION - 0.33 * MOTIVATION

Based on the sub-structural model can be explained that the competence is directly influenced by communication and motivation. This shows that the communication has a positive effect of 0.31 graduated competence and motivation has a negative effect of -0.33 on the competence of hospital nurses. Bhayangkara Palembang. This means that communication has more influence than motivation in hospital nurses Bhayangkara Palembang.

Structural Equations:

ACHIEVEMENT = 0.94 * COMPETENCY + 0.10 * COMMUNICATION + 0.09 * MOTIVATION

Based on the above structural model can be explained that the performance of work is directly influenced by communication, motivation and competence, but only the competence has a significant effect on work performance, while the direct influence of communication and significant motivation on work performance.

The three variables, namely communications, motivation and competence all have a positive effect on work performance, meaning that if communication, motivation and competence increases, then the work performance on nurses RS. Bhayangkara Palembang, will increase in the level of 95%.

The magnitude of the effect of communication on work performance of 0.10, while the motivation of 0.09 and the competence of work performance of 0.94, meaning that competence has a greater influence on work performance than communication and motivation in Nurses RS. Bhayangkara Palembang.

Hypothesis testing

Hypothesis testing is based on the values contained in the Standard model analysis, the significant level of path coefficient obtained from the t-value and the standard value of path coefficient. The limit value of hypothesis testing are:

- The loading-t factor loading is greater than the critical value (> 1.96)

- Standardized coefficient value (p)> 0.05.

Hypothesis testing

Variable	Koef	T- Value	Information
Communication-> Competence	0,31	2,05	Significant
Motivation - > Competence	-0,33	-2,63	Significant
Communication -> Achievement	0,10	1,44	No significant
Motivation - > Achievement	0,09	1,83	No significant
Competence-> Achievement	0,94	8,83	Significant

Based on Table 4.12 in this study showed that the results of hypothesis testing as follows:

Hypothesis I:

There is a significant positive effect of communication variables on the competence of nurses at Bhayangkara Hospital Palembang. Hypothesis in accepted. This is consistent with the Model Theory of Ice Mountain (Iceberg Model), used as a grand theory to explain general theoretical concepts of work competence. This theory is proposed by Spencer & Spencer in Wijayanto, et al. (2011: 82): "Competence is defined as human capabilities found during

practice, and can be used to distinguish between those who are superior success and mediocre at work. are at the level of intent and action that can deliver results in the workplace. "

From the value of constructs to competence in know that the dimensions of competence ($\lambda 4 = 0.94$), which most affect the prestasikaryawan Nurse Bhayangkara Hospital. Self-concept is Soft Competency is a competency that is difficult to observe and difficult to develop but can be learned, consisting of; motive (motive), character (trait) and self concept (self concept).

Hypothesis II:

a. There is a significant positive effect of communication variable on work performance on nurses at Bhayangkara Hospital Palembang. Hypothesis rejected.

b. There is a significant positive effect of the motivation variable on work performance on nurses at Bhayangkara Hospital Palembang. Hypothesis rejected.

c. There is a significant positive influence of competence on work performance on nurses at Bhayangkara Hospital Palembang. Hypothesis received.

Analysis of Direct and Indirect Influence

Analysis of influence is intended to see how strong the influence of a variable with other variables either directly, or indirectly. Interpretation of these results will have important meanings to determine a clear strategy in order to improve the work performance of the RS Nurses. Bhayangkara Palembang. The results of the calculation of direct and indirect effects by LISREL are as follows:

Direct Influence

	Communication	Motivation	Competence
KOMPETENSI	0.31	-0.33	
PRESTASI KERJA	0.10	0.09	0.94

Based on Table 4.13. the magnitude of the direct influence of Communication to the Competence of 0.31, the direct influence of Communication on Job Performance of 0.10. Direct Influence Motivation to Competence of (-0.33). Direct Influence Motivation on Job Performance of 0.09.dan Direct Influence Competence to Job Performance of 0.94.

Indirect Influence.

	Communication	Motivation
Competence		
Work Performence	1.25	0,61

Source: Results of Research Data, 2018.

Based on Table 4:14 the magnitude of the indirect effect of Communication on Job Performance of 1.25 and Influence Not Direct Motivation to Job Performance of 0.61

Discussion

Job performance is the result of work in quality and quantity, achieved by an employee in performing his duties, in accordance with the responsibilities given to him. The definition shows the weight of individual ability, to meet the provisions that exist in the work. Job performance is the result of a person's efforts determined by ability, personal characteristics and perception of his role in the job, (Mangkunegara, 2007).

The results showed the magnitude of direct influence of Communication to Competence of 0.31 has a positive and significant effect and direct influence of Communication on Job Performance of 0.10 have a negative and significant. Direct Influence Motivation to Competence of (-0.33) have a negative and significant, Direct Influence Motivation on Job Performance of 0.09 posistif and not significant. and the direct influence of Competence on Job Performance of 0.94, have a positive and significant effect. and the magnitude of the indirect effect of Communication on Job Performance of 1.25 and Influence Indirect Motivation of Job Performance of 0.61.

The influence of communication on work performance is not significant at 1.44 <1.96, the communication that occurs between nurses Bhayangkara Palembang Hospital has no effect on achievement, this is because although the nurses have communicated well this can not improve work performance because of work performance nurse based on skill and service ability to patient satisfaction in treatment during healing period.

The effect of motivation on work performance is not significant at 1.83 <1.96, the motivation that occurs in the nurse is only based on the need to get salary, allowances and career opportunities so that achievement will not be motivation for nurses at Bhayangkara Hospital Palembang.

In Sriwidodo Research (2010) with the title Influence Competence, Motivation, Communication and Welfare Against Employee Performance Education Office. Result of research Show competence variable have positive and significant influence to performance; motivation has a positive and significant influence on performance; communication has a positive and significant effect on performance; welfare has a positive and significant impact on performance.

While in Hadiwijaya and Hanafi Research (2016), entitled The Effect Of Competence And Discipline Against Satisfaction And Its Implication On Employee Work Achievement. The results showed that the Competence variable had the greatest direct influence on Achievement (0.28) than the direct influence of Discipline and satisfaction which only respectively was 0.11 and 0.05.

Then it can be concluded that the competence is an intervening variable or a good intermediary variable for the influence of communication on work performance. In this case his intervening is partial mediation because the relationship is directly and indirectly the result is significant.

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