



# Work Motivation as a Mediating Variable between Human Resources Competence and Organizational Climate against Job Satisfaction at the Yapen Islands Resort Police

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## **Abstract:**

*This research was conducted to analyze the influence of HR competence and organizational climate on work motivation, the influence of HR competence, organizational climate, and work motivation on job satisfaction, and work motivation as a mediation for the influence of HR competence and organizational climate on job satisfaction. Descriptive research method with a quantitative approach to causality was used. Simple random sampling technique and Slovin formula were used to determine the number of respondents and obtained 167 respondents. The research instrument was a questionnaire with a 5-point Likert scale. The path analysis method and the Sobel test with the help of SPSS software were used to test the hypothesis. The results of this study indicate that human resource competence and organizational climate have a positive and significant effect on work motivation. Organizational climate and work motivation have a positive and significant effect on job satisfaction, while HR competencies do not have a significant effect on job satisfaction. Then work motivation can mediate the relationship between HR competencies on job satisfaction and the relationship between organizational climate and job satisfaction.*

## **Keywords:**

*HR competence; organizational climate; work motivation, job satisfaction*

## **I. Introduction**

Polres Yapen Islands is an organization within the district / city that is under the Papua Police. The Yapen Islands Police are in charge of six Polsek, namely South Yapen Police, Port Area Police, Angkaisera Polsek, Yapen Timur Police, Yapen Barat Police, and Pom Polsek. The number of personnel at the Yapen Islands Police is 287 consisting of three personnel with the rank of Pamen (Intermediate Officers), 27 personnel with the rank of Pama (First Officer), and 257 personnel with the rank of NCO. Thus the number of personnel at the Polres Yapen Islands is dominated by personnel with the rank of NCO.

In order to find competent police officers, it starts with a recruitment process that does not tolerate the practice of bribery (Goldsmith, 2005). The recruitment of prospective members must technically meet the requirements, so that the members who later qualify are those who are truly competent. Apart from improving the recruitment system, efforts made to improve the competence of human resources at the Yapen Islands Police are through training. The number of Yapen Islands Police personnel who have attended the training is 45 personnel. This condition shows that there are still a small number of Yapen Islands Police personnel who attend education or training.

The small number of Yapen Islands Police personnel who attend this education or training is basically not profitable for the police institution, especially the Yapen Islands Police. This is because education or training is one way that can be used to improve HR competencies. The results of the interviews conducted by researchers indicated that the reasons for members not to attend education and training were because they were not ready, it was enough with current conditions, did not need these skills and so on. The impact of the lack of personnel who did not attend this training was the low evaluation score obtained by the Yapen Police. Based on the letter of the Papua Police Chief No B / 2854 / XII / REN.5.1. / 2019ITWASDA shows that the Yapen Islands Police get a score of 64.14 in the CC category.

The phenomenon that researchers encounter in the field, organizational climate in The Yapen Islands Police Station is not yet fully formed. This can be seen from the results of discussions with one of the AIPDA and the observations of researchers who found that there are still some members who do not fully understand their respective duties. This condition causes the sense of responsibility that each member of the organization has not developed properly.

The motivation of the Yapen Islands Police personnel needs to be studied because not all assignments are in accordance with what the personnel want. The results of observations and the results of preliminary discussions indicate that the Yapen Islands Police members prefer to be assigned to the Yapen Selatan Polsek and the Port area Polsek. This is because the location is relatively busy and the distance is close to urban areas. Thus members who happen to work in locations that are less desirable will have low motivation, so that with high HR competence and a conducive organizational climate but not balanced with motivation because they work in locations far from the city, it will make them dissatisfied with their work (Arafat et al., 2012; Rante & Warokka, 2016).

Based on the problems that have been described and there is still a research gap on the results of research on the influence of HR competence and organizational climate on job satisfaction, the authors are interested in conducting this research. The purpose of this research is to test empirically the effect of HR competence and organizational climate on work motivation, the influence of HR competence and organizational climate on job satisfaction, the effect of work motivation on job satisfaction, and the influence of HR competence and organizational climate on job satisfaction at the Archipelago Police. Yapen which is mediated by work motivation.

## **II. Review of Literatures and Hypothesis Development**

### **2.1 Job Satisfaction**

Abuhashesh et.al., (2019) defines job satisfaction as a subjective assessment of the individual related to the way a person views their job. Mueller dan Kim (2008) In addition, job satisfaction is a pleasant emotional state that results from the achievement of work values. identify two types of job satisfaction, namely feelings about the job as a whole and feelings about aspects of the job, such as benefits, salaries, positions, career opportunities, work environment, and relationships between employees. According to Masum et al. (2015), job satisfaction is the emotional status and attitude of employees towards their jobs.

### **2.2 HR Competencies**

Several previous studies have proven that HR competencies have a positive and

significant effect on work motivation (Murgianto et al., 2016; Rijanti et al., 2017; Solehudin & Yusuf, 2018). Competence is very influential on the work motivation of employees so that these competencies need to be improved in order to increase employee motivation (Syamsir, 2020). Employees with good and appropriate competencies will be able to understand their work and functions so that it will foster high motivation for the organization (Murgianto et al., 2016). Based on previous theory and research, the first hypothesis proposed is:

H1: There is a positive and significant influence between HR competencies on work motivation.

Previous research results have also proven that HR competencies have a positive and significant effect on job satisfaction (Dharmanegara et al., 2016; Renyut et al., 2017; Sabuhari et al., 2020; Trivellas et al., 2015). Workers who believe in their ability to do a job will encourage the company to motivate employees to work harder, the reciprocal relationship between employees and the company makes employees satisfied (Berlian, 2018). Employees who show their potential according to their knowledge, skills, experience, mastery of attitudes, expertise and skills can affect the employee's job satisfaction (Saban et al., 2020). Thus the next hypothesis proposed is:

H3: There is a positive and significant influence between HR competencies on job satisfaction.

### **2.3 Organizational Climate**

Several previous researchers have proven that there is a positive and significant influence between organizational climate and work motivation (Diputra et al., 2018; Haseeb et al., 2016; Naseer & Devi, 2019). Research conducted by Haseeb et al. (2016) concluded that the dimensions of organizational climate which include innovation, reward, empowerment, training and development and communication have a positive relationship with employee motivation and conflict has a negative relationship with employee motivation (Haseeb et al., 2016). The better the organizational climate that is created in the company, the more work motivation felt by employees (Diputra et al., 2018). Therefore, the hypothesis proposed is:

H2: There is a positive and significant influence between organizational climate on work motivation

Research conducted by Ahmad et al. (2018) concluded that employees who work in organizations with a more positive climate tend to be more satisfied with their jobs and more committed to the organization. Employees who work in organizations with a more positive climate tend to be more satisfied with their jobs (Morris & Bloom, 2002). Therefore the next hypothesis is:

H4: There is a positive and significant influence between organizational climate on job satisfaction

### **2.4 Components of Classroom Management**

The results of research conducted by Rosalia et al. (2020), Carvalho et al. (2020), Pratomo and Warokka (2013), dan Sohail et al. (2014) prove that there is a positive influence between work motivation and job satisfaction. A person can feel job satisfaction when he has high motivation, skilled, and satisfied workforce (Saleem et al., 2010). Work motivation both internally and externally forces employees to work more enthusiastically which can result in job satisfaction (Sohail et al., 2014). Thus the proposed hypothesis is:

H5: There is a positive and significant influence between work motivation on job satisfaction

The results of research conducted by Josephine dan Harjanti (2017) and Hasmiah et al. (2020) prove that work motivation can mediate the relationship between HR competencies and job satisfaction. Other research conducted by Utoyo et al. (2019) shows a positive and significant relationship between competence and employee performance mediated by work motivation. HR competencies as previously mentioned have an important role in creating job satisfaction. However, motivation also has an equally important role in influencing job satisfaction. For this reason, this study seeks to test whether HR competencies can affect job satisfaction through work motivation. Thus the hypothesis proposed in this study are as follows:

H6: Work motivation is able to mediate the relationship between HR competencies and job satisfaction

Research conducted by Saeed dan Nasir (2016) prove that work motivation is able to mediate the relationship between organizational climate and job satisfaction. In addition, research conducted by Gheitani et al. (2019) found that intrinsic motivation can mediate the relationship between Islamic work ethics and job satisfaction. Therefore, this study examines whether the motivation variable can also mediate the relationship between organizational climate and job satisfaction, so that the next hypothesis proposed is:

H7: Work motivation can mediate the relationship between organizational climate and job satisfaction

From the theoretical basis and various results of previous research, the framework proposed in this study are as follows:

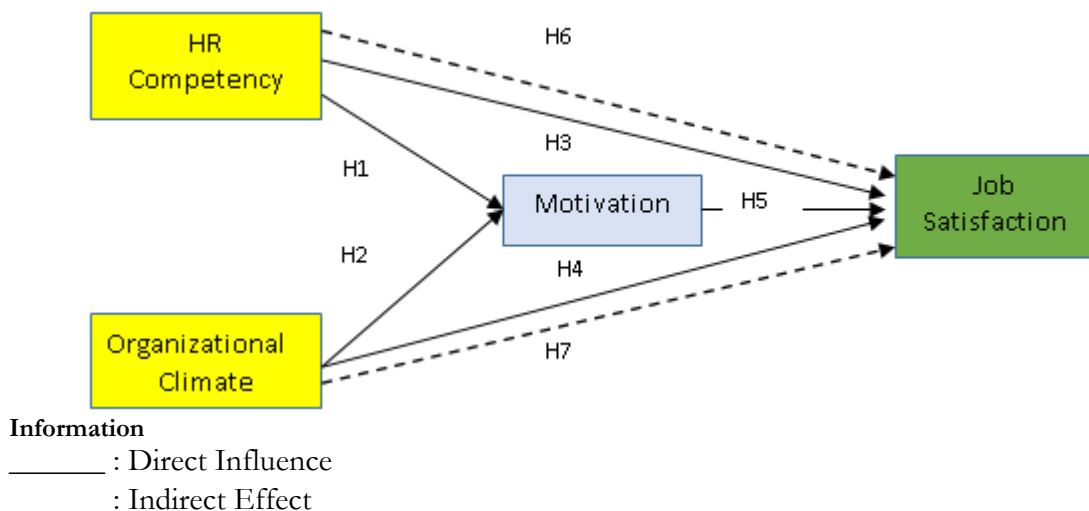


Figure 1. Research Model

### III. Research Methods

This study uses a descriptive research method with a quantitative approach to causality. The research instrument used was a questionnaire with a 5-point Likert scale and distributed to members of the police who served at the Yapen Islands Police. The sampling technique used the Slovin formula and simple random sampling so that 167 respondents were

obtained. The independent variables in this study are the competence of human resources (HR) (X1) and organizational climate (X2), the mediating variable is work motivation (Z), and the dependent variable is job satisfaction (Y).

The validity and reliability tests were conducted first to test the validity and reliability of the questionnaire. Furthermore, the classical assumption test is carried out which consists of the normality test, multicollinearity test, and heteroscedasticity test. After fulfilling the classical assumption test, then the hypothesis test is carried out using the path analysis method. Regression was carried out twice. The first regression was to determine the direct effect of HR competence and organizational climate on work motivation, while the second regression was conducted to determine the direct effect of HR competence, organizational climate, and work motivation on job satisfaction. Furthermore, the Sobel test was carried out to determine the indirect effect of HR competence and organizational climate on job satisfaction mediated by work motivation.

#### IV. Discussion

Descriptive analysis in this study was conducted to explain the state of the characteristics of the respondents and the research variables in accordance with the respondents' answers. In this analysis it can be seen the characteristics of the respondents and the answers of each respondent in response to the statements in the research questionnaire. The characteristics of the respondents in this study were grouped according to gender, age, education, task force, and rank. A description of the characteristics of the respondent can be explained as follows.

**Table 1.** Description of Respondent Characteristics

<b>Category</b>	<b>Alternative Answers</b>	<b>Number of Respondents</b>	<b>Percent (%)</b>
Gender	Man	155	92,80%
	Women	12	7,20%
Age	<20 Years	4	2,40%
	21-25 years	31	18,56%
	26-30 Years	26	15,57%
	31-35 Years	40	23,95%
	36-40 Years	34	20,36%
	41-45 years	19	11,38%
	46-50 Years	6	3,59%
	51-55 Years	2	1,20%
	> 56 years	5	2,99%
	Education	High school	143
D3		1	0,60%
S1		23	13,77%
Bag Ops		8	4,79%
Task force	Intelligence	11	6,59%
	Samapta	32	19,16%
	POL Air and Air	7	4,19%

	Siwas	2	1,20%
	Bag Sumda	15	8,98%
	Criminal Detective	28	16,77%
	Traffic	22	13,17%
	Tahti	4	2,40%
	Si Ti Pol	2	1,20%
	Bag Ren	6	3,59%
	Drug Detective	9	5,39%
	Bin Mas	7	4,19%
	The Propam	10	5,99%
	Si Um	4	2,40%
Rank	First Officer	1	0,60%
	Intermediate Officer	12	7,19%
	NCO	154	92,22%

Descriptive analysis was then used to determine the tendency of respondents' answers. The HR competency variable (X1) consists of 8 indicators, organizational climate (X2) 14 indicators, work motivation (Z) 10 indicators, and job satisfaction (Y) 8 indicators. Respondents' answers are then categorized by an interval scale calculated from the highest score minus the lowest score divided by five, so that the interval is 0.80. With an interval of 0.80, the categorization system is as follows: 1.00-1.80 (very low); 1.81-2.60 (low); 2.61-3.40 (sufficient); 3.41-4.20 (high); and 4.21-5.00 (very high) (Sugiyono, 2013).

**Table 2.** Distribution of Respondents' Opinions

	<i>Items</i>	Alternative Opinions					amount	Average	Category
		TS 1	KS 2	US 3	S 4	SS 5			
X1.1	I understand very well what my duty is	0	0	5	78	84	167	4,47	High
X1.2	I can solve all problems in solving work.	4	10	18	101	34	167	3,9	High
X1.3	I have various alternatives in completing work	0	2	24	105	36	167	4,05	High
X1.4	I am able to work as a team well	1	1	8	80	77	167	4,38	Very high
X1.5	I am ready to work as either a team member or team leader	0	2	9	89	67	167	4,32	Very high
X1.6	I am always ready to be assigned anytime and anywhere	2	1	6	76	82	167	4,41	Very high
X1.7	I am ready to be sanctioned if I violate the applicable rules	0	1	4	70	92	167	4,51	Very high
X1.8	I will not choose an assignment given by my boss	24	4	17	75	47	167	3,7	High
	<b>Average</b>							<b>4,22</b>	<b>Very high</b>
X2.1	I will get a reward if I excel	4	13	19	76	55	167	3,99	High
X2.2	I will be punished if I do something wrong	0	0	7	81	79	167	4,43	Very high
X2.3	Everyone at the Yapen Islands	2	11	32	81	41	167	3,89	High

	Police understands their respective duties and functions									
X2.4	Everyone is ready to work as a team	4	5	22	90	46	167	4,01	High	
X2.5	Appreciation from the leadership makes me always enthusiastic at work	1	3	14	79	70	167	4,28	Very high	
X2.6	The leadership always provides direction and input to all members	0	1	5	92	69	167	4,37	Very high	
X2.7	Members work according to the SOP	1	2	15	87	62	167	4,24	Very high	
X2.8	The measure of success in the task is clearly defined	3	4	22	101	37	167	3,99	High	
X2.9	Interaction between members is well established	2	1	26	87	51	167	4,1	High	
X2.10	All members are ready to lead and be led in completing tasks	1	2	21	82	61	167	4,2	High	
X2.11	All regulations that are enforced at the central level are well implemented at the Yapen Islands Police Headquarters	1	5	23	85	53	167	4,1	High	
X2.12	The performance appraisal system is in accordance with applicable regulations	0	4	19	103	41	167	4,08	High	
X2.13	Each member has clarity in their duties	2	2	14	110	39	167	4,09	High	
X2.14	Not a member who doesn't know what his job is	4	8	24	91	40	167	3,93	High	
	<b>Average</b>							<b>4,12</b>	<b>High</b>	
Z.1	I work according to the ability that I have	0	1	10	81	75	167	4,4	Very high	
Z.2	I am ready to complete the work that is my responsibility	0	0	1	82	84	167	4,5	Very high	
Z.3	I like new things at work	1	5	19	96	46	167	4,1	High	
Z.4	I will attend training if given the opportunity	0	0	8	77	82	167	4,4	Very high	
Z.5	I will try my hardest to get the job done	0	1	5	79	82	167	4,4	Very high	
Z.6	I am ready to overtime to finish work	0	3	15	91	58	167	4,2	High	
Z.7	I will try again when I fail to complete the assignment	1	2	9	81	74	167	4,3	Very high	
Z.8	Giving up on assignments is not my style	5	6	9	75	72	167	4,2	High	
Z.9	I want to be promoted immediately	4	8	19	88	48	167	4	High	
Z.10	I want to show my colleagues and leaders that I can excel	4	6	15	89	53	167	4,1	High	
	<b>Average</b>							<b>4,27</b>	<b>Very high</b>	
Y.1	I have the opportunity to excel at work	0	0	1	67	99	167	4,59	Very high	
Y.2	I have a chance to move up the ranks if it works well	0	1	6	67	93	167	4,51	Very high	
Y.3	I receive an award if I have an achievement at work	0	8	11	80	68	167	4,25	Very high	
Y.4	All the work I have successfully	4	23	34	76	30	167	3,63	High	

	completed has always received recognition from my superiors								
Y.5	There is an incentive that I will receive if I am able to achieve work targets	8	33	29	57	40	167	3,53	High
Y.6	Working as a police officer is very satisfying	1	2	7	51	106	167	4,55	Very high
Y.7	Serving at the Polres Yapen Islands is very enjoyable	1	4	9	55	98	167	4,47	Very high
Y.8	The people at the Yapen Islands Resort Police supported each other	1	6	22	81	57	167	4,12	High
<b>Average</b>								<b>4,21</b>	<b>Very high</b>

Note: TS = Disagree; KS = Disagree; AS = Somewhat Agree; S = Agree; SS = Strongly Agree, X1 = HR Competency; X2 = Organizational Climate; Z = Work Motivation; Y = Job Satisfaction.

The results of the distribution of respondents' opinions in table 2 show that overall respondents considered that HR competence, organizational climate, and work motivation had a strong influence on job satisfaction and relatively agreed with all statements. This can be seen from almost all of the resulting average score values are in the very high range.

**Table 3.** Validity and Reliability Test Results

<i>Item</i>	<b>R Count</b>	<b>Information</b>	<i>Cronbach's Alpha</i>	<b>Information</b>
X1.1	0,620	Valid	0,706	Reliable
X1.2	0,543	Valid		
X1.3	0,570	Valid		
X1.4	0,622	Valid		
X1.5	0,703	Valid		
X1.6	0,545	Valid		
X1.7	0,646	Valid		
X1.8	0,585	Valid		
X2.1	0,555	Valid	0,868	Reliable
X2.2	0,336	Valid		
X2.3	0,717	Valid		
X2.4	0,627	Valid		
X2.5	0,347	Valid		
X2.6	0,628	Valid		
X2.7	0,682	Valid		
X2.8	0,495	Valid		
X2.9	0,654	Valid		
X2.10	0,634	Valid		
X2.11	0,743	Valid		
X2.12	0,763	Valid		
X2.13	0,706	Valid		
X2.14	0,653	Valid		

Z.1	0,398	Valid	0,776	Reliable
Z.2	0,571	Valid		
Z.3	0,692	Valid		
Z.4	0,584	Valid		
Z.5	0,665	Valid		
Z.6	0,658	Valid		
Z.7	0,618	Valid		
Z.8	0,614	Valid		
Z.9	0,468	Valid		
Z.10	0,601	Valid		
Y.1	0,423	Valid	0,677	Reliable
Y.2	0,523	Valid		
Y.3	0,551	Valid		
Y.4	0,619	Valid		
Y.5	0,663	Valid		
Y.6	0,491	Valid		
Y.7	0,611	Valid		
Y.8	0,558	Valid		

The validity test is defined as the extent to which an indicator can reflect the variables. Valid means that the selected instrument can be used to measure what should be measured (Singarimbun & Effendi, 2016) and to determine the validity is to consult the product moment table based on the significance level of 5% with  $N = 167$  and  $p = 0.05$ , then we get  $r$  table = 0.151 (Ghozali, 2011). Table 3 shows that the results of the validity test for all variables can be said to be valid because the statistical  $r$  value is greater than the  $r$  table value (0.151). In addition to validity, reliability tests were also conducted to measure the level of stability or consistency of measuring instruments (questionnaires). The criterion used to determine the level of reliability is the value (Cronbach's alpha). If the Alpha value is > than 0.6 then the question item is reliable (Sujarweni, 2012). Therefore, all data in this study are reliable because they have a Cronbach's alpha value of more than 0.6.

**Table 4.** Classical Assumption Test Results

Normality test		Multicollinearity Test			Heteroscedasticity Test	
<i>Kolmogorov Smirnov</i>	<i>Asymp. Sig</i>	Variable	Tolerance	VIF	Sig value	Sig limit
0.066	0,075	X1	0,687	1,457	0,537	0,05
		X2	0,602	1,662	0,642	0,05
		Z	0,613	1,613	0,697	0,05

The classic assumption test is needed in regression analysis so that the research results do not experience bias or error in estimation. The classical assumption test consists of normality, multicollinearity and heteroscedasticity tests. The normality test was carried out by the Kolmogorov – Smirnov Test. Whether data is normal or not can be seen from the level of significance which must be above 0.05. The results of the normality test in table 4 show a

significance value of  $0.075 > 0.05$ , so it can be said that the data is normally distributed and meets the normality test.

The multicollinearity test is conducted to determine whether there is a linear relationship between the independent variables. To detect the presence or absence of multicollinearity in the regression model, look at the tolerance value and the VIF (Variance Inflation Factor) value. Based on table 4, the multicollinearity test results show that the tolerance value is close to 1 and the VIF value is below 10, which means that there is no multicollinearity between the independent variables in this study. Furthermore, the heteroscedasticity test was carried out with the Glejser test. If the test results show that the independent variable has a significant effect, it is certain that the regression model contains heteroscedasticity problems. The results of the heteroscedasticity test show that all independent variables have a significance value  $> 0.05$ , so it can be said that heteroscedasticity does not occur.

**Table 5.** First Regression Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	15,804	2,715		5,820	,000
HR Competency	,313	,083	,266	3,762	,000
Organizational Climate	,283	,045	,444	6,268	,000

a. *Dependent Variable:* Work Motivation

The first regression test was conducted to determine the effect of the HR competency variable and organizational climate on work motivation. The test results in table 5 show that HR competency has a positive and significant effect on work motivation seen from the t-statistic value of  $3,762 > 1,974$  (t-table) with a significance of  $0,000 < 0,05$ , so it can be concluded that the first hypothesis is accepted. Respondents who are members of the Polres Yapen Islands assess that they have adequate competence in carrying out their jobs. The highest competence is readiness to be sanctioned if they break the rules, being ready to be assigned anytime and anywhere, and being able to work well in a team. This result is in line with previous research conducted by Murgianto et al. (2016), Rijanti et al. (2017), and Solehudin and Yusuf (2018). The higher the competence possessed by the employee, the higher the work motivation.

Organizational climate also has a positive and significant effect on work motivation (t-statistic =  $6,209$ ;  $p < 0,05$ ) so that the second hypothesis is accepted. This result is in line with previous research conducted by Diputra et al. (2018), Haseeb et al. (2016), and Naseer and Devi (2019). The better the organizational climate, the better the employee's work motivation. A conducive work climate can make organizational members feel comfortable to work, and vice versa. A good organizational climate will make Yapen Islands Police members not have the intention to leave their units because, he feels the working climate can help him in working. The organizational climate that is built in the Yapen Islands Resort Police is carried out by providing rewards for members who excel, responsibility, leadership, standards, team spirit, conformity, and organizational clarity.

**Table 6.** Second Regression Test Results

Model	Unstandardized		Standardized	t	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
1 (Constant)	8,212	2,516		3,264	,001
HR Competency	,063	,073	,062	,867	,387
Organizational Climate	,233	,042	,421	5,491	,000
Work Motivation	,230	,066	,265	3,493	,001

a. *Dependent Variable:* Work Motivation

Furthermore, the second regression test was carried out to determine the effect of HR competence, organizational climate, and work motivation on job satisfaction. Testing the third hypothesis shows that there is a positive but insignificant influence between HR competencies on job satisfaction (t-statistic = 0,867;  $p > 0,05$ ). This result is not in line with previous research conducted by Dharmanegara et al. (2016), Renyut et al. (2017), Sabuhari et al. (2020), and Trivellas et al. (2015). However, it is in line with the research of Adam and Kamase (2019). Whether the employee's competency level is high or not will not affect the level of job satisfaction. When viewed from the results of the descriptive analysis of the respondents' answers, the statement with the lowest average score is related to overcoming problems in solving work and not choosing tasks given by superiors. Two things related to these competencies can be further improved so that the level of competence is higher and ultimately can affect job satisfaction.

The results of testing the fourth hypothesis indicate that organizational climate has a positive and significant effect on job satisfaction (t-statistic = 5,491;  $p < 0,05$ ). These results are in line with research conducted by Sree and Saryavathi (2017), Agbozo et al. (2017) and Castro and Martins (2014). The better the organizational climate, the better job satisfaction will be. From the results of the descriptive analysis, it can be seen that the respondents felt that the organizational climate in the Yapen Kepulauan Police had been well developed. This can be seen from the responses of respondents where one of the good organizational climates is the existence of a reward and punishment system and the establishment of good relationships between members, so as to create a conducive working atmosphere or organizational climate.

Furthermore, the fifth hypothesis which states that there is a positive and significant influence between work motivation and job satisfaction is accepted (t-statistic = 3,493;  $p < 0,05$ ). These results are in line with research conducted by Rosalia et al. (2020), Carvalho et al. (2020), and Sohail et al. (2014). The higher the work motivation of the police officers at the Yapen Islands Police, the higher their job satisfaction. Based on the results of the descriptive analysis of the responsive answers, the work motivation of the Yapen Islands Police is in the very high category. High work motivation from the readiness to complete the work for which they are responsible, to work according to their abilities, and trying their hardest to complete the job.

The results of testing all hypotheses in this study are summarized in Figure 2. The relationship between HR competence and job satisfaction is fully mediated by work motivation. The indirect effect is 0,070 (0,266x0,265). The sobel test results in table 7 show that work motivation can mediate the relationship between HR competence and job satisfaction and is significant with a 95% confidence interval (0,116, ~ 0,3582) which does not include zero values, therefore the sixth hypothesis is accepted. These results are in line with

previous research conducted by Josephine and Harjanti (2017), Hasmiah et al. (2020), as well as Utoyo et al. (2019). High HR competence through good work motivation can affect job satisfaction.

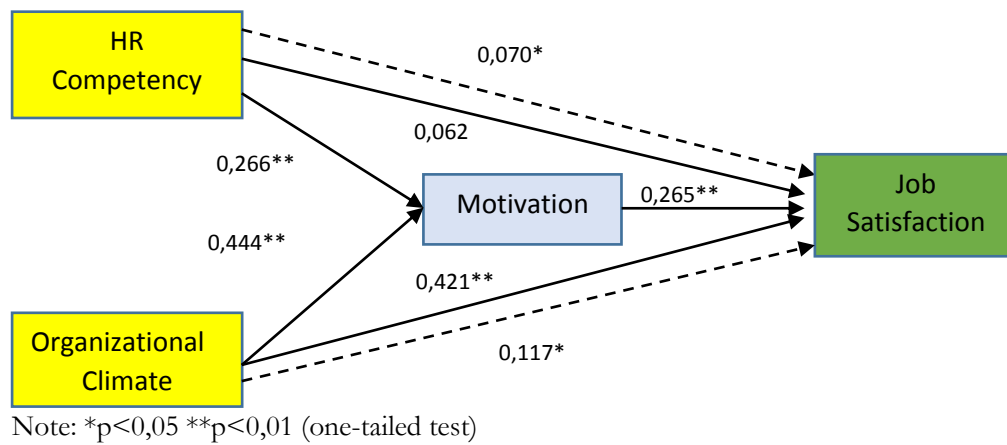


Figure 2. Hypothesis Testing Results

Table 7. Test of Work Motivation Mediators Between Competencies HR-Job Satisfaction

Model	Relationship	Standardized Estimate	T Statistics	Sobel test
1	HR Competencies - Job Satisfaction	0,4124 **	5,6830	Supported
2	HR Competencies - Work Motivation	0,5761 **	7,2213	
	HR Competencies - Job Satisfaction	0,1882 *	2,4939	
	Work Motivation - Job Satisfaction	0,3891 **	6,0607	

Note: \*  $p < 0,05$  \*\*  $p < 0,01$  (one-tailed test)

Table 8. Test of Work Motivation Mediators Between Organizational Climate-Job Satisfaction

Model	Relationship	Standardized Estimate	T Statistics	Sobel test
1	Organizational Climate - Job Satisfaction	0,3354 **	9,7818	Supported
2	Organizational Climate - Work Motivation	0,3692 **	9,0991	
	Organizational Climate - Job Satisfaction	0,2446 **	6,0648	
	Work Motivation - Job Satisfaction	0,2462 **	3,8987	

Note: \*  $p < 0,05$  \*\*  $p < 0,01$  (one-tailed test)

Furthermore, the seventh hypothesis which states that work motivation can mediate the relationship between organizational climate and job satisfaction is accepted. The indirect effect is 0.117 (0,444 x 0,265), which is greater than the indirect effect of HR competence on job satisfaction (0,070). The sobel test results in Table 8 show that work motivation can mediate the relationship between HR competence and job satisfaction and is significant with a 95% confidence interval (0,0342 ~ 0,1507) which does not include zero values. The results of this study are in line with the research of Saeed and Nasir (2016) and Gheitani et al. (2019). A conducive organizational climate then supported by good work motivation will be able to increase job satisfaction of the Yapen Islands Police.

## V. Conclusion

Based on the results of this study, several conclusions can be drawn, namely HR competence and organizational climate have a positive and significant effect on work motivation. The higher the level of human resource competence and the more conducive the

organizational climate will be, the work motivation of the Yapen Islands Police personnel. Then the organizational climate and work motivation have a positive and significant effect on job satisfaction, while HR competencies do not have a significant effect on job satisfaction. Work motivation can mediate the relationship between HR competencies and job satisfaction and the relationship between organizational climate and job satisfaction.

There are several suggestions and implications obtained from the results of this study. The Yapen Islands Police can maintain an existing organizational climate. However, the organizational climate still needs improvement, especially at the level of understanding of its duties and functions through the supervision program. Meanwhile, HR competencies also still need to be improved because there are still members who tend to choose tasks given by their superiors. Competency improvement programs need to be carried out on an ongoing basis.

Related to work motivation, it appears that members are not motivated by promotion. Therefore, to increase work motivation, leaders do not have to highlight promotions, but can provide rewards such as certificates, incentives and so on. This is because the award from the leader is one of the driving forces for members to be enthusiastic at work.

Then this research respondents are not limited to aspects of rank, age and income. For this reason, further researchers need further analysis regarding aspects of rank, age and income as control variables in analyzing job satisfaction of police officers.

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