



The Influence of Competence and Motivation on Employee Performance at PT Tirta Fresindo Jaya Cimande Bogor

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ABSTRACT

Employees are important assets for the company, because employees are able to contribute to the company in getting good work quality. Utilization of human resources does not only utilize the quality of human resources, but the most important thing is to improve its quality in order to be able to drive business progress through improving employee performance. Low performance levels greatly affect the success and performance of the company. There are several factors that can affect performance, such as competence and motivation. This study aims to identify and determine the effect of competence and motivation on employee performance at PT Tirta Fresindo Jaya Cimande Bogor. The design of this study uses descriptive methods and verification methods. The sampling technique, by distributing questionnaires to 75 employees. The results of the study showed that employee responses to the variables of competence, motivation and employee performance were included in the sufficient category. Simultaneous and partial hypothesis testing of competence and motivation had a positive and significant effect on employee performance at PT Tirta Fresindo Jaya Cimande Bogor

INTRODUCTION

The main capital for Indonesia's economic development is Human Resources (HR). HR is not only used in a good way. However, what is more important is how to improve the quality so that it can help achieve business goals. HR must be managed as well as possible, so companies must create appropriate management plans to improve employee performance and company performance. Performance is the end product of an employee's job, both in terms of quantity and quality, completed while performing their duties in compliance with their responsibilities. Competency and job motivation are two factors that can affect employee performance in its implementation within a corporation.

Competency is an employee's ability that is needed and continues to be developed to influence employee output and the accomplishment of organisational objectives. No matter whether company leaders help their employees to achieve the set goals effectively and efficiently, the competencies possessed by employees will be beneficial for the company because they can influence their performance in completing tasks. In addition, competency is defined as skills or knowledge demonstrated by professionalism in a particular field as something important and superior in that field.

Apart from competence, motivation can also have a very good influence on employees in the company so that they are more enthusiastic about doing their work to achieve the goals set by the company leadership. There is a greater possibility that employee performance will increase due to high motivation. Therefore, organizations must be involved in providing motivation, both material and non-material.

PT. Tirta Fresindo Jaya Plant Cimande was founded in 2008 and is part of the Mayora Group. The business activities and products produced in accordance with the basic budget are in the packaged beverage industry. The company continues to strive to produce quality products so that it can achieve business targets. However, in 2019-2021, the company's production could not reach the target, one of which was suspected by the low performance of employees in meeting the target.

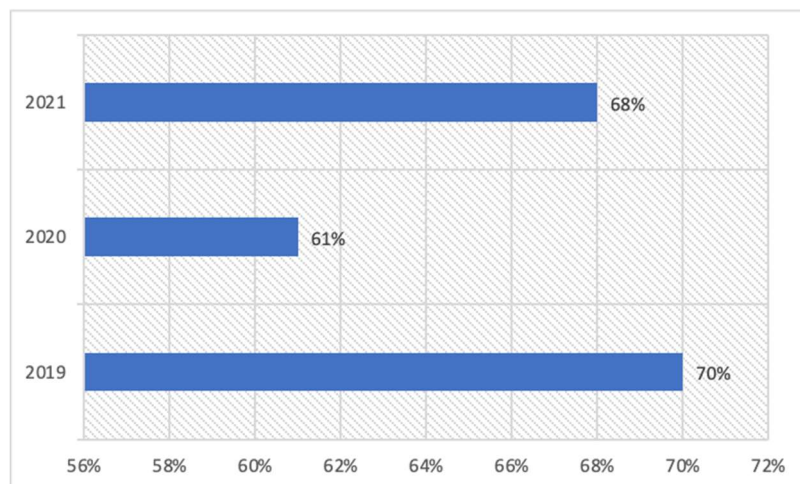


Figure 1. Realization of Production in 2019-2020

Realization of PT. Tirta Fresindo Jaya Cimande Bogor from 2019 to 2021 was not achieved and experienced fluctuations. Achievement of production targets for 3 years on average was 66%. The production target was not achieved, allegedly because the company was still not optimal in producing products. This shows that employee performance is still low, which is said to have a negative impact on company performance and achieving targets. Many factors can cause low employee performance, including work motivation and competence.

It is suspected that employee competence is still low, which has an impact on their performance in the workplace. An employee has low competence if they do not fully master the work theoretically and practically and have enough experience and ability to work independently. Researchers' observations show that the working period of the majority of employees is shorter, namely <1 year on average, apart from that, the employee's work experience is still not sufficient to support them in carrying out their work. Apart from length of service, employee tardiness is also thought to be the cause of low employee competence.

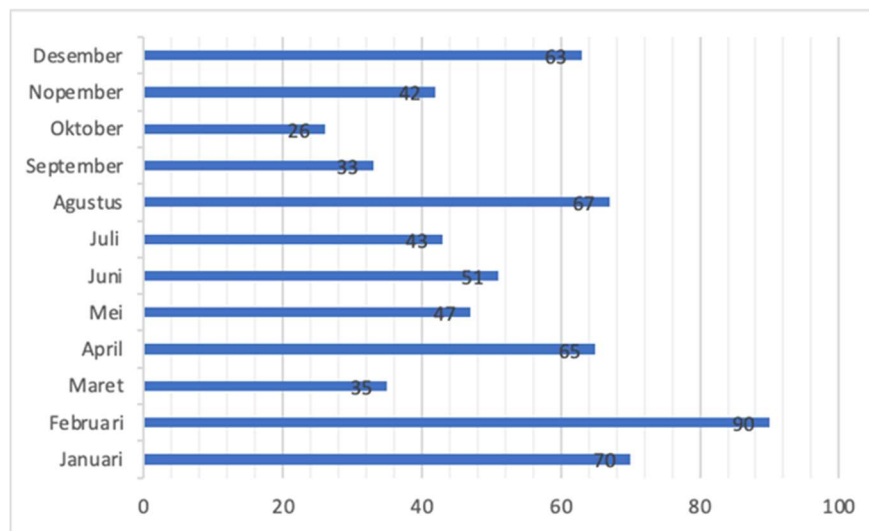


Figure 2. Employee Tardiness Data for 2021

The average/month (minutes) level of employee tardiness in 2021 reached 2495 minutes or 53 minutes/month. The highest employee tardiness was in February at 4483 minutes or 90 minutes/month. However, the lowest employee tardiness was in October at 1198 minutes or 26 minutes/month. The cause of high levels of tardiness is due to personal factors of each employee, employees often come late to the office and do not comply with company rules.

In addition, high absenteeism rates indicate that employees are not motivated to work. This is indicated by a lack of employee enthusiasm to improve performance, lack of effective communication, and lack of support from superiors or direct leadership. Providing motivation to employees encourages them to reduce absenteeism and increase their sense of responsibility for the tasks and responsibilities they have.

The low level of employee motivation is caused by the fact that the company has not achieved the ideal level of motivation for its employees. Absenteeism data shows that employees have low work motivation. Business can provide

motivation by providing encouragement to achieve goals, promoting work enthusiasm, initiative and creativity, and fulfilling obligations. In this way, motivation can be said to be successful if there is an increase in employee performance.

The pre-survey results that the researchers did revealed that employee motivation to work was low. The lack of encouragement within employees causes them to be unmotivated to work. In addition, employees lack initiative and responsibility, causing them to be unmotivated to work harder. Apart from that, employees feel that they do not get full motivation from their leaders or superiors in the company. It is suspected that competence and motivation influence employee performance because increasing employee competence and motivation is needed to improve employee performance so that companies can compete and meet company and consumer expectations.

LITERATURE REVIEW

Employee Performance

HR is one of the many elements that supports the progress of a business and encourages the business to achieve organizational goals, in addition to high profits. Producing good human resources definitely requires a structured system and management. HR management contributes to employee development in the company. The existence of HRM in an organization is very important to maintain business continuity so that it continues to run well.

Through HRM, companies can plan appropriate management to improve employee performance. Mangkunegara (2017) defines employee performance as the amount and quality of work products that an employee produces while performing their obligations in line with their duties. Employee performance is defined as how successfully an employee carries out their duties and accomplishes their objectives. Another way to describe employee performance is the actual conduct that each worker exhibits as a result of a task completed in compliance with his position within the organisation.

Employee performance has an important role in terms of productivity and success of an organization's activities. The performance shown by employees is not only beneficial for the company but also for themselves, because this performance will influence the competencies possessed and employee motivation when working.

Competency

Competency is defined as a person's ability which is demonstrated by good performance in their position or job in an organization or company. Every employee must have competencies that can be known from their ability to complete work tasks. When someone has the knowledge and skills necessary to complete a task, they are called competencies (Busro, 2018).

Currently, the concept of competency has begun to be applied in various fields of human resource management, however the domains of hiring and selection, training and development, and so on are the most frequently utilised. According to Mahmudah (2019:31), competency helps explain work standards and expectations to be achieved, becomes a tool for selecting employees,

increases productivity, becomes the basis for developing compensation systems, and facilitates adaptation.

Competitive Advantage

Activities that produce, channel, and maintain human behavior are known as motivation. Only subordinates and human resources (HR) have access to incentive in management. Afandi (2018) posits that motivation is an internal urge that develops from within an individual or person as a result of being inspired, motivated, and driven to carry out activities truly, cheerfully, and passionately in order to generate good and high-quality results. Work assiduously and with passion in order to get the greatest outcomes. Motivation can also be defined as the process of encouraging someone to do something to achieve a certain goal. Motivation affects how a person performs his/her tasks. Motivation can make a person more enthusiastic to achieve the desired results, which can include compensation, rewards from superiors, and the right to promotion.

Hypothesis Development

Human resources are the main capital that is very important in the economic development of a country, especially in Indonesia. Utilizing human resources is not only about utilizing the quality of human resources, but the most important thing is improving their quality so that they are able to encourage business/organization progress through improving employee performance. Employee performance is one way to measure the success of a company. Low levels of performance greatly influence the success and performance of the company. There are several factors that can influence performance, such as competence and motivation. According to research conducted by Mulang (2023), Taebenu, et al (2022) and Nurwin (2021) where competence and motivation have a positive impact on employee performance. From the results of this research, it can be concluded that competence and motivation have a positive and significant impact on employee performance.

Company success is driven by competency, and employee performance will improve as a result. Competence, according to Sutrisno (2016), refers to abilities based on knowledge and skills which are supported by the implementation of tasks and work as well as work attitudes that are in accordance with company work standards. Based on this statement, competence has an impact on improving performance. This is in accordance with Yuningsih and Ardianti (2019), Minggu, et al (2019), and Purnomo, et al (2017) who explain the influence of competence on employee performance.

Motivation, according to Farida (2016), is anything that propels, directs, and sustains human behaviour. If each employee is motivated to work hard and enthusiastically to achieve optimal performance results, this will have an impact on real results, namely increasing employee performance by completing tasks on time. Research conducted by Shaleh (2020), Gemina, et al (2021), Ma'ruf, et al (2020) and Sudarijati and Bambang (2019) explains that there is an influence between motivation and employee performance. Based on this description, this research describes a research model for, focuses on, and simplifies the research process. The research model is illustrated in Fig. 1.

Competence (X1)

1. Knowledge
2. Understanding
3. Values
4. Ability
5. Attitude
6. Interest

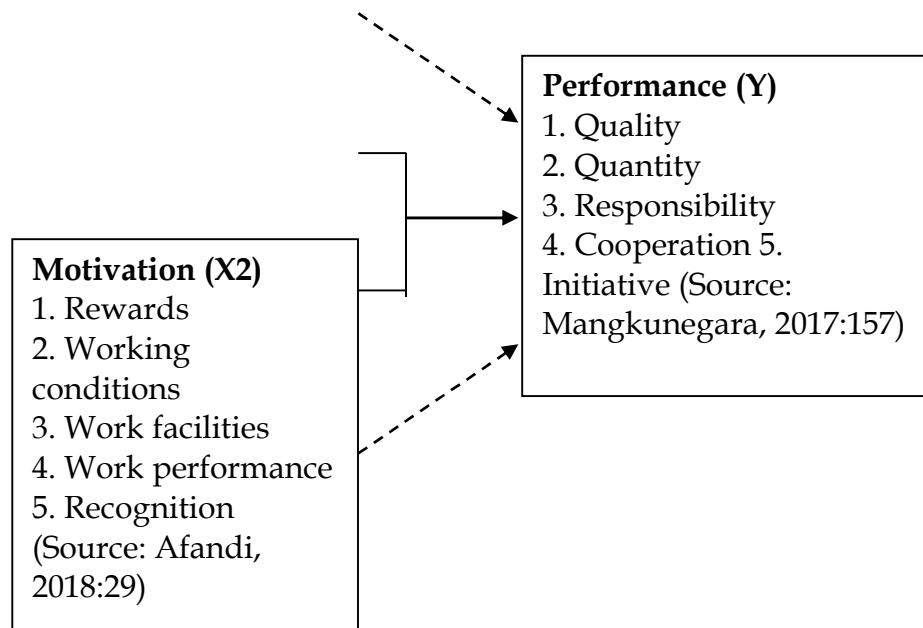


Figure 2. Research Framework

METHODOLOGY

The study objects chosen in the study were employees of PT Tirta Fresindo Jaya Cimande Bogor. There are 75 employees of PT Tirta Fresindo Jaya Cimande Bogor as the study sample. The sample technique employed is non-probability sampling through the incidental sampling method, which entails selecting the sample at random from everyone who happens to meet the researcher and is deemed qualified to provide data. The method for collecting information uses a questionnaire that has been tested for validity and reliability. The data analysis method uses description analysis, verification, multiple linear analysis in prerequisite testing. After testing the instrument, multiple regression analysis, multiple linkages and determinant coefficients were carried out. Then the hypotheses are tested together (F test) and individually tested (t test). The instrument testing results were declared consistent and reliable. The results of the prerequisite test stated that the information was normally distributed, there were no multicollinearity problems in the study and the results of the heteroscedasticity test indicated that the scatter plot did not form a particular model so that the regression did not have heteroscedasticity.

RESULT

Respondents' Characteristics

Employees at PT Tirta Fresindo Jaya Cimande Bogor is 75 people, which shows that the majority are male, aged 26-35 years, at the final level of high school and equivalent and have a monthly income of IDR 4,001,000 – IDR 6,000,000.

Validity Test

The purpose of the validity test is to evaluate the statements made in the survey. The validity test is applied to measures that ought to be taken, claims Sugiyono (2018). If the statement is able to convey what is intended to be communicated, then the data is considered legitimate. Since the computed r is higher than the table r (0.3), the validity test findings for all statement items pertaining to the competency, motivation, and performance variables in this study show that all of the statement items are deemed valid.

Reliability Test

A reliability test can be used to assess the validity of the questionnaire's results, ensuring that the same group will receive the same results from the research instrument even if it is evaluated at various times. The reliability test findings demonstrate that all variables have Cronbach Alpha values larger than 0.60, indicating that the data are dependable.

Classical Assumption Test

1. Normality Test

The purpose of the normality test is to determine whether the residuals or confounding variables in the regression model have a normal distribution. The normalcy test yields the following results:

Table 1. Normality Test with Kolmogorov-Smirnov
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		75
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	5.86456345
Most Extreme Differences	Absolute	.111
	Positive	.092
	Negative	-.111
Test Statistic		.111
Asymp. Sig. (2-tailed)		.202 ^c

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

Based on Table 3.9, it can be seen that the research is normally distributed with a Sig value of 0.202, meaning that the Sig value is greater than 0.05.

2. Multicollinearity Test

Testing whether the regression model detects correlation between independent variables is the goal of the multicollinearity test. These are the multicollinearity test findings:

Table 2. Multicollinearity Test Results

Model	Collinearity Statistics		
	Tolerance	VIF	Decision
Competency	0,498	2,007	Multicollinearity Free
Motivation	0,689	1,451	Multicollinearity Free

The multicollinearity test results indicate that each variable's tolerance value is more than the tolerance of 0.05 and that the VIF value is less than 5. This demonstrates that there are no issues or multicollinearity issues with the independent variables in the regression model.

3. Heteroscedasticity Test

The heteroscedasticity test determines whether there is variance inequality between the residuals of different observations in a regression model. The following are the outcomes of the heteroscedasticity test.

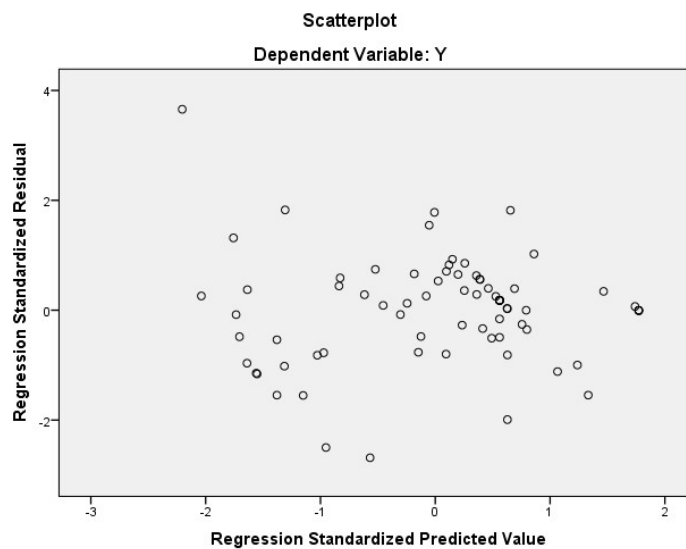


Figure 3. Heteroscedasticity Test Results

Figure 3 displays the results of the heteroscedasticity test using a scatterplot, which indicate that the data distribution is randomly distributed above and below zero on the Y axis and exhibits an uneven pattern. Consequently, it can be said that the study's data either do not demonstrate homoscedasticity or are not appropriate for use.

Employee Performance Based on Competency and Motivation

The results of consumer responses seen from employee performance show a value of 2.89, which is included in the sufficient category. This shows that employees generally have quite good performance by being able to create quality products, meet work standards, be responsible for their work and have high initiative. Employees realize that employee performance can be improved through their competence and work motivation. The results of employee responses to competency were 3.03 in the sufficient category. This shows that employee competence is good enough based on good knowledge,

understanding, values, abilities, attitudes and interests. Meanwhile, employee responses to work motivation were 3.24 in the sufficient category. This means that most employees have high work motivation at work because they are able to carry out their obligations fully at work. Employees are motivated by encouragement to achieve goals, work enthusiasm, initiative and creativity, as well as carrying out obligations so that employees have enough encouragement in working.

Simultaneous and Partial Influence of Competency and Motivation on Employee Performance

In interpreting the impact of competency and motivation on employee performance, it can be analyzed through multiple linear regression, following a recapitulation of the calculation results,

Table 3. Summary of Calculation Results of Competence and Motivation on Employee Performance

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error				
1	(Constant)	3,358	7,208		,466	,643
	Brand trust (X ₁)	,394	,226	,230	1,742	,008
	Consumer perception (X ₂)	,586	,179	,432	3,280	,002
	t _{table}	1,666				
	F _{count}	22,117				
	Sig	0,000				
	F _{table}	2,73				
	R	,614				
	R ²	,580				
	Adjusted R ²	,359				
	Alpha (a)	0.05				

Source: Data processing output with SPSS 23, 2023

The pattern of the regression equation in the estimated model is as follows: $Y = 3.358 + 0,394X_1 + 0,586X_2 + e$. Multiple correlation analysis depicts an association figure of 0.614 meaning it has a strong and positive connection. Meanwhile the size R square value is 0.580 or so 58 %. This illustrates that the percentage contribution to the impact of competency and motivation factors on employee performance is 58%, while other factors not covered in this study pattern influence the remaining 42% such as environmental factors and job satisfaction (Kasmir, 2016).

Assessment calculated F is 22.117 and the F table value is 2.73 so that the calculated F the largest from the F table ($22.117 > 2.73$) then it can be concluded that if H₀ is rejected and H_a is accepted, it means that at a confidence level of 95%, competency and work motivation have a positive and significant impact on employee performance. Previous studies by Mulang (2023), Taebenu, et al (2022)

and Nurwin (2021) support this statement, saying that competence and motivation on employee performance have a good and significant effect.

Competence obtained a calculated t value of 1.742 and a t table value of 1.666 meaning $t_{count} > t_{table}$ ($1.742 > 1.666$). Therefore, competence has a favourable and considerable impact on employee performance, as seen by the rejection of H_0 and the acceptance of H_a . Past research by Purnomo et al. (2017) and Isvandari (2017) supports the claim that competence significantly and favourably affects employee performance.

Motivation obtained a t count of 3.280 and the t table assessment is 1.666, meaning $t_{count} > t_{table}$ ($3.280 > 1.666$). As a result, H_0 is turned down and H_a is approved, demonstrating that employee performance is positively and significantly impacted by incentive. Previous research by Gemina et al. (2021) and Kristina (2017) supports the claim that employee performance is positively and significantly impacted by motivation.

The impact of motivation on PT employees' performance can be inferred from the findings of individual hypothesis testing. Tirta Fresindo Jaya Cimande Bogor has a stronger effect on performance than competence. Motivation is very influential on employee performance, because motivation can encourage employees to try as hard as possible to give the best for the work assigned to them. Motivation can also encourage employees to achieve their goals, such as fulfilling personal interests and needs, having high dedication to achieving achievements, and accelerating appropriate income levels. As a result, employers need to provide their staff members more motivation by offering bonuses or awards. This will increase productivity and impact employee performance.

DISCUSSION

The Effect of Competence and Motivation on Employee Performance

The F test findings indicate that the significance value is 0.000, which is less than 0.05. Therefore, it can be concluded that competence and motivation simultaneously (together) have a significant effect on employee performance. To improve employee performance, companies need to improve appropriate competencies through training programs, job rotations and mentoring. In addition, companies also need to pay attention to employee motivation. Companies can plan benefits other than basic salary to motivate employees to work more productively, so that employee performance increases. If competence and motivation are given adjusted simultaneously, employee performance will significantly increase. These results are in accordance with the results of previous studies conducted by Mulang (2023), Taebenu, et al. (2022) and Nurwin (2021).

The Effect of Competence on Employee Performance

The results of the study show that based on the t-test, competence affects employee performance. The t-test of competence on employee performance has a significance value of 0.008, which is less than 0.05. We infer that employee performance is impacted by competence. Competence needs to be improved to improve employee quality. Employees who have in-depth knowledge in their fields are able to make the right decisions, complete tasks well, and contribute to achieving company goals. These findings support the findings of earlier research

by Purnomo et al. (2017), Minggu et al. (2019), and Yuningsih and Ardianti (2019), which found that competence significantly and favourably affects performance.

The Effect of Motivation on Employee Performance

The results of the study showed that based on the t-test, motivation affects employee performance. The t-test of motivation on employee performance has a significance value of 0.002, which is less than 0.05. We can conclude that employee performance is impacted by motivation. Companies need to pay attention to the level of work motivation given to employees so that employees can be enthusiastic about working. Increasing work motivation is done so that employees feel happy and enthusiastic about working, so that they can develop and grow significantly and have an impact on improving performance. Consequently, it can be said that employee performance is significantly impacted by motivation. These findings support those of earlier research by Shaleh (2020), Gemina et al. (2021), Ma'ruf et al. (2020), and Sudarijati and Bambang (2019), which shows that employee performance is positively and significantly impacted by motivation.

CONCLUSION AND RECOMMENDATIONS

The assessment of employee performance, competence, and motivation falls within the sufficient area, according to the study's findings. Competence and motivation simultaneously have a positive and significant influence on employee performance. Competence and motivation each have a positive and significant influence on employee performance at PT. Tirta Fresindo Jaya Cimande Bogor. Therefore, improving employee performance can be done by improving employee competence through training programs, job rotation and mentoring. In addition, the company also needs to pay attention to employee motivation. The company can plan benefits other than basic salary to motivate employees to work more productively, so that employee performance increases. By paying attention to these things, it is expected that the performance of the company's employees can increase. However, this study has limitations because the number of samples is limited to certain subjects and locations. For further research, it is recommended to increase the number of samples to be more accurate and representative, and to add variables that are not included in this research model and to complete with the results of interviews with employees to be more representative.

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