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Competence and Motivation: Keys to Success for BUMDes Management

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Abstract: The performance of BUMDes Management is very important in a business because it is a benchmark for the success of a business. The performance of management is still often ignored by business actors, even though to be able to know the extent of success of a business in carrying out its activities, you must know how these activities are carried out. The successful performance of BUMDes administrators cannot be separated from the competence and motivation of the administrators. This research aims to determine the influence of competence and motivation on the performance of BUMDes administrators in Tajinan District, Malang Regency. The research method uses a quantitative approach. The number of BUMDes in Tajinan District is 12 BUMDes. Each BUMDes has a different number of administrators, a total of 60 administrators. The samples taken in this research were all BUMDes administrators in 12 villages, totaling 60 people. Data collection was carried out by distributing questionnaires. Data analysis uses the t-test (partial test). The research results show that competence and motivation partially influence the performance of BUMDes administrators. Based on the results of this research, it can be recommended that BUMDes in Tajinan District, Malang Regency improve competence by participating in workshops and workshop activities related to BUMDes management. Apart from that, it is hoped that the Village Government will increase work motivation among BUMDes administrators by providing guidance and conducting comparative studies on BUMDes that are capable of managing BUMDes well so that they can improve the economy and standard of living of village communities with the potential that exists in their villages.

Keywords: Competence, Motivation, BUMDes

INTRODUCTION

Increasing human resources for developing organizational management is the main requirement in the era of globalization to be able to compete and be independent. In line with this, the context of development in villages through Village-Owned Enterprises (BUMDes) is to prepare professional management, able to compete and anticipate rapid world developments

in various aspects of life to improve service quality and high performance (Widiastuti Solihat & Aan Julia, 2022).

Village development aims to improve the standard of living and welfare of the community, as well as build independence, so the government is trying to develop the economy of rural areas through community empowerment, to increase the productivity and diversity of rural businesses (Ababil & Yulistiyono, 2022; Siswanda & Meirinawati, 2021; Vedhastama et al., 2022), provide facilities and means to support the rural economy, build and strengthen institutions that support the chain production and marketing, as well as optimizing village resources and potential as the basis for rural economic growth (Dewi & Devi, 2022).

The development of rural communities must continue to be improved through developing the capabilities of human resources in rural areas so that creativity and activities can further develop and environmental awareness becomes higher. During village development, the village government and the community should explore and manage these natural resources. Rural development, especially in the economic and social fields, has long been carried out by the government through various programs, but these efforts have not produced satisfactory results as desired (Susilowati, 2020). One of the efforts made by the government to realize optimal village development is through BUMDes.

BUMDes is a business entity whose capital is wholly or largely owned by the village through direct participation originating from village assets which are separated to manage assets, services, and other businesses for the greatest welfare of the village community (Siswanda & Meirinawati, 2021; Winda & Agustina, n.d.). An organization/institution is formed to achieve a common goal. Success in achieving goals can be seen from the results of the organization's performance which cannot be separated from the performance of its human resources, including BUMDes. Performance is a description of the level of achievement of the implementation of an activity/program/policy in realizing the goals, objectives, mission, and vision of an organization as stated in an organization's strategic planning (Dewi & Devi, 2022; Hastutik et al., 2021). To produce optimal performance in BUMDes, it can be measured by the results of the work carried out compared to the standards set by BUMDes.

Performance is the quantity or quality of the work of individuals or groups within an organization in carrying out basic tasks and functions that are guided by norms, standard operating procedures, criteria, and measures that have been determined or are applicable within the organization (Simanjuntak, 2011; Wibowo, 2013). Performance is the work result achieved by a person in carrying out the tasks assigned to him following what has been determined (Mere et al., 2024). A person's performance can be influenced by competence and motivation (Moechariono, 2010; Siagian, 2014; Sutrisno, 2014). Previous research stated that there is an influence of competence on performance (Hidayati, 2014; K. M. Mirah Meilinda Utami & Mayasari, 2021; Putra et al., 2020; Rudlia, 2016; Safitri, 2024). High motivation, both intrinsic and extrinsic, was proven to have a positive impact on employee performance (Anugerah, 2019a; K. M. Mirah Meilinda Utami & Mayasari, 2021; Mere et al., 2024; Wardhana et al., 2023).

BUMDes administrators are human resources who can determine success in an organization. Ways that can be used to improve management performance are through developing management through competency, motivation, and job satisfaction. BUMDes in Tajinan District is developing well because it is supported by natural resources that support BUMDes so all villages in Tajinan District establish BUMDes with the potential of each village. The business activities carried out vary from savings and loans, shops, village clean water management, tourism, agriculture, party equipment rental, food court, vegetable market management, and water tanks for refilling. Based on the phenomenon and results of previous research, the motivation and competence of BUMDes administrators is one of the factors that can influence the performance of BUMDes in Tajinan District, Malang Regency. The higher or

better the employee's performance, the easier it will be to achieve work goals and the quantity and quality of work will be better. Based on the background above, the research objective is: To determine and analyze the influence of competence and motivation on the performance of BUMDes administrators in Tajinan District, Malang Regency.

LITERATURE REVIEW

Performance

Every human being has the potential to act in various forms of activity. The ability to act can be acquired by humans either naturally (present from birth) or learned. Even though humans have the potential to behave in certain ways, this behavior is only actualized at certain times. Every company wants its employees to have the ability to produce high performance. This is very difficult to achieve if the employees working there are unproductive people (Moehariono, 2010; Siagian, 2014; Sutrisno, 2014).

Employee performance is the ability, skills, and work results demonstrated by an employee in carrying out his duties and responsibilities at work. Employee performance can be measured through achieving predetermined targets, work productivity, quality of work results, and quality of work in a team. Employee performance is influenced by several factors.

"Employee performance is the level of achievement of employee work results in carrying out their duties and responsibilities which is measured based on standards set by the organization (Sutrisno, 2014) "Employee performance is the result of individual or group work processes within the organization which shows how well them in carrying out the tasks that are their responsibility (Simamora et al., 2021). Several factors influence performance, namely ability, personality and work interests, clarity and acceptance of a worker, the level of worker motivation, competence, work facilities, work culture, leadership, and work discipline (Sitinjak et al., 2021). Based on the definition of performance from several opinions above, performance is a comparison of the work results achieved by employees with predetermined standards. Performance also means the results achieved by someone, both quality and quantity in an organization following the responsibilities given to it.

Employee performance objectives include competency development, increasing operational efficiency, and achieving organizational strategic targets. This also includes employee evaluation and development to ensure their readiness to face future challenges (Dessler, 2016). Benefits Good employee performance can increase operational efficiency, strengthen organizational culture, and improve relationships between management and employees (Sutrisno, 2014). High performance can also contribute to achieving the organization's long-term goals. Benefits High performance can increase motivation and employee morale, increasing their loyalty and commitment to the organization. This can also create a more harmonious and productive work environment (Robbins, Stephen P. Judge, 2015). From the opinions above, it can be said that every organization that is dynamic and wants to develop always assesses the performance of its employees within a certain period.

Performance appraisal is an element in developing an organization effectively and efficiently because the existence of a work performance assessment policy or program means that the organization has made good use of existing human resources. Performance appraisal is the process of an organization evaluating individual work. In performance research, employee contributions to the organization are assessed over a certain period (Simamora et al., 2021). Based on the opinions expressed by experts, it can be concluded that a work appraisal is a form of employee work evaluation that then evaluates to assess the ratio of real work results to quality and quantity standards that have been set by the organization.

Factors that influence employee performance are the employee's ability for the job, the level of effort expended, and the organizational support he receives (Moehariono, 2010). In connection with any management function, human resource management activities must be

developed, and evaluated, and changed if necessary so that they can contribute to the competitive performance of the organization and individuals in the workplace. Factors that influence employees at work, namely the employee's ability to do the job, the level of effort put in, and organizational support are reduced if one of the factors. For example, some employees can do their work and work hard, but the organization provides equipment that does not support this work. Performance problems are the work results achieved by someone in carrying out the duties and responsibilities assigned to the employee. Performance includes the quality of output and awareness at work. Employee performance is the result of the employee's work during a certain period compared to various possibilities, for example, standards, targets/objectives, or criteria that have been determined in advance and have been mutually agreed upon.

Performance assessment is the process through which organizations evaluate or assess employee performance (Handoko, 2011). This activity can improve personnel decisions and provide feedback to employees regarding performance implementation. According to Sutrisno (2014) to measure employee performance, several work indicators that can be used include: Quality, Quantity, Timeliness, Cost Effectiveness, and Relationships Between Individuals. From the opinions of the experts above, it can be concluded that quality, quantity, and several other aspects influence assessing employee performance.

Competence

The knowledge competency, skills, and attitudes possessed by a person in a particular field/standard, and will be reflected in the work context which is influenced by organizational culture and work environment (Handoko, 2011). Competency is the ability to carry out or carry out work and tasks that are based on skills and knowledge and supported by the work attitudes required by the job. "Competency is a guide to the knowledge, skills, attitudes and other personal characteristics needed to achieve success in a job, which can be measured using agreed standards, and which can be improved through training and development" (Robbins, Stephen P. Judge, 2015). Competency is the capacity that exists in a person that can make that person able to fulfill what is required by work in an organization so that the organization can achieve what is expected (Moehariono, 2010). From several understandings from the experts above, it can be concluded that competence is a basic characteristic possessed by a person who can create good performance in carrying out the work for which he is responsible.

Competency is a skill that is formally possessed, and employees of an agency must have this formal recognition. The benefits of using competencies are to clarify work standards and expectations to be achieved, an employee selection tool, maximize productivity, a basis for developing remuneration systems, facilitate adaptation to change, and align work behavior with organizational values. Competency indicators are knowledge, skills, and abilities. From the descriptions above, it can be concluded that the indicators of competency are knowledge, abilities, and so on, all of which can be encouraged from various formal and non-formal education.

Motivation

Work motivation is an encouragement and stimulation that causes someone to be enthusiastic about working because their needs are met. In another sense, motivation can be interpreted as a motive or as an internal driving factor that comes from within a person to give rise to and direct the behavior or actions he will perform. According to Herzberg, "motivation is extrinsic factors originating from outside oneself which also determine a person's behavior in a person's life." "Motivation is a series of attitudes and values that influence individuals to achieve specific things following individual goals." (Sagala, 2011).

Motivation is defined as the attitude of leaders and employees towards the work situation in their organizational environment (Sutrisno, 2014). Those who have a positive attitude towards their work situation will show high work motivation and conversely, if they have a negative attitude towards their work situation they will show low work motivation. desires that arise from in a person or individual because they are inspired, encouraged, and encouraged to carry out activities with sincerity, joy, and sincerity so that the results of the activities carried out are good and of good quality (Handoko, 2011; Hasibuan, 2016). Based on several theories about motivation put forward by the experts above, it can be concluded that the forms of motivation include: performance motivation, power motivation, social motivation, rewards/feedback, and personal motivation.

One of the aims of motivation is to increase employee morale and enthusiasm so that they remain successful and disciplined at work. Therefore, every company/agency cannot be separated from a goal and if the company/agency's goals have been achieved then the performance of the company/agency is good. Indicators are divided into three dimensions, namely the need for achievement, the need for affiliation, and the need for power. These three dimensions of needs are reinforced by Clelland (Hasibuan, 2016)

METHOD

Associative research is research that aims to determine the influence or relationship between two or more variables (Sugiyono, 2018). With this research, a theory can be built that can function to explain, predict, and control a phenomenon. In this research, we aimed to see the influence of competence, motivation, and job satisfaction on the performance of BUMDes administrators in Tajinan District, Malang Regency. Based on the type of problem being researched, the place and time carried out as well as the techniques and tools used in conducting the research, the approach used is quantitative descriptive with a case study type of research supported by surveys. This research is explanatory, namely, research used to explain causality between variables through testing formulated hypotheses often referred to as explanatory research.

This research has a high level because it not only has independent or comparative value but also functions to explain, predict, and control a phenomenon with a quantitative approach. In this study, the population was BUMDes administrators in 12 villages, Tajinan District, Malang Regency, totaling 60 people. with the following details. The sampling technique in this research used a saturated sampling technique or census. This was done because the population was too small and the researcher wanted to make generalizations with a small error rate. So the samples taken in this research were BUMDes administrators in 12 villages in Tajinan District, Malang Regency, totaling 60 people who would be used as respondents for this research. The t-test is used to test the significant level of the influence of the independent variable partially on the dependent variable. Provided that if $t_{\text{count}} > t_{\text{table}}$ and the significant value is < 0.05 (α : 5%), then the independent variable partially has a significant effect on the dependent variable.

RESULTS AND DISCUSSION

Partial hypothesis results (t-test) to test the significant level of the partial influence of the independent variable on the dependent variable.

The Influence of Competency on the Performance of BUMDes Management in Tajinan District, Malang Regency

Table 1. Results of Competency against Performance

Coefficients^a					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	.266	2.003		.133
	Kompetensi	.994	.054	.896	.000
a. Dependent Variable: Kinerja					
Sumber: Data Primer yang diolah (2024)					

From the results above for the competency variable (X1) on performance (Y), it is obtained that $t \text{ count} = 18.557 > t \text{ table} = 1.662$ with a significance value of $0.000 < 0.05$, so the independent variable partially has a significant effect on the dependent variable, this is following theory. The test is carried out by comparing the $t \text{ count}$ with the $t \text{ table}$. Provided that if $t \text{ count} > t \text{ table}$ and the significant value is < 0.05 (α : 5%), then the independent variable partially has a significant effect on the dependent variable. So it can be concluded that competence has a positive and significant effect on administrators in BUMDes, Tajinan District, Malang Regency, meaning that the higher the competency, the better the management's performance will be.

In this variable there are several indicators related to a competency that must be asked of the management at BUMDes, Tajinan District, Malang Regency, including knowledge, training, and skills, these three indicators were successfully answered by administrators at BUMDes, Tajinan District, Malang Regency, on average they answered in the affirmative with these three indicators it is proven that their skills or abilities in carrying out their duties and responsibilities are realized through these actions to increase their work productivity. Competency is something that is associated with ability, knowledge/insight, and attitude which is used as a guideline in carrying out the work responsibilities carried out by the management. The success achieved by the management is the result of increasing the competency of the management while working at the company. Dessler (2012:116) defines "competence as a characteristic of a person that can be demonstrated, which includes knowledge, skills, and behavior that can produce performance and achievement". Competency is a person's basic characteristics or traits that are related to effective and superior performance in a job and situation. Apart from that, competency is a minimum criterion that officeholders must be able to fulfill to work effectively and a criterion that differentiates between people who achieve superior performance and people whose performance is average. The research results prove that competence has a positive and significant effect on management performance. The results of this research are in line with research who concluded that competence has a significant effect on performance (Ardiana et al., 2010; K. M. Mirah Meilinda Utami & Mayasari, 2021; Putra et al., 2020; Rasaili et al., 2022; Rudlia, 2016; Safitri, 2024).

The Influence of Motivation on the Performance of Bumdes Management in Tajinan District, Malang Regency

Table 1. Results of Motivation against Performance

Coefficients^a					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	-.884	1.526		-.579
	Motivasi	1.164	.046	.939	.000
a. Dependent Variable: Kinerja					
Sumber: Data Primer yang diolah (2024)					

From the results above for the motivation variable (X2) on performance (Y), it is obtained that $t \text{ count} = 25.119 > t \text{ table} = 1.662$ with a significance value of $0.000 < 0.05$, so the independent variable partially has a significant effect on the dependent variable, this is following theory (Slamet, 2013: 136). The test is carried out by comparing the t count with the t table. Provided that if $t \text{ count} > t \text{ table}$ and the significant value is < 0.05 (α : 5%), then the independent variable partially has a significant effect on the dependent variable. So it can be concluded that work motivation has a positive and significant effect on the performance of administrators in BUMDes, Tajinan District, Malang Regency, meaning that the higher the administrators' work motivation, the better the performance of BUMDes administrators.

In this variable there are several indicators related to motivation that must be asked of the administrators at BUMDes, Tajinan District, Malang Regency, including the dimension of peace and the dimension of encouragement, these two indicators were successfully answered by the administrators at BUMDes, Tajinan District, Malang Regency, on average they answered in the affirmative. According to Lubis (2012:88), motivation will affect improving employee performance. In this way, strong and maximum motivation will result in continuously improving management performance so that the company/government agency's goals or expectations can be achieved. Things that influence motivation are work intensity, understanding of organizational goals, and work persistence. From the definition of motivation above, employees who have high motivation will also produce high performance. The higher the level of work intensity, the more employees understand the goals of the organization, and the more diligent they work, the higher employee motivation.

In this case, management motivation is an important factor for management performance. Because with high management motivation, management performance will increase. Meanwhile, low management motivation will cause a decline in management performance which will affect the agency. This also supports that administrators have low motivation, so they will not achieve the desired work targets. On the other hand, managers who have high motivation will easily achieve targets. The research results prove that work motivation has a positive and significant effect on management performance. The results of this research are in line with research concluded that motivation has a positive and significant effect on employee performance (Anugerah, 2019b; K. M. Mirah Meilinda Utami & Mayasari, 2021; Maya, 2019; Mere et al., 2024; Wardhana et al., 2023).

CONCLUSION

The tests carried out provided results that support and accept hypothesis one, namely that there is a positive and significant direct influence between competence on the performance of BUMDes administrators in Tajinan District, Malang Regency. The tests carried out provided results that support and accept hypothesis one, namely that there is a positive and significant direct influence between motivation on the performance of BUMDes administrators in Tajinan District, Malang Regency. Based on the conclusions mentioned above, the competency of BUMDes administrators in the Tajinan District, Malang Regency still needs to be improved, for example by participating in capacity-building activities for BUMDes administrators, workshops, and workshops related to BUMDes management. Increasing technological knowledge along with developments so that BUMDes can compete in an all-digital era. The Village Government can increase work motivation for BUMDes administrators by providing guidance, conducting comparative studies and imitative studies on BUMDes that are already able to manage BUMDes well so that they can improve the economy and standard of living of village communities with the potential that exists in their villages, as well as paying attention to the welfare of BUMDes administrators so that can improve the performance of BUMDes administrators and influence performance in managing BUMDes.

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