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The Role of Competence and Motivation in Improving Employee Performance

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Abstract: The South Jakarta City Investment and One-Stop Integrated Services Service as one of the Regional Apparatus Organizations (OPD) of the South Jakarta city government, which has the authority to provide investment licensing services in the region, where it is hoped that permit service activities for the community and the business world can be carried out quickly, easy, transparent and certain in accordance with the provisions of the applicable laws and regulations.The purpose of this study was to determine the effect of competence and work motivation on employee performance, both simultaneously and partially, and to be discussed descriptively. The research method used is descriptive and verification. The unit of analysis in this study were employees of the South Jakarta City Investment and One-Stop Service Office with a sample (n) of 34 employees. The analytical method used is path analysis. The results of this study indicate that competence has a positive and significant influence on employee performance, which means that employee competence determines the optimization of employee performance achievement. Based on the results of the partial competency test, the results show that competency has a positive and significant impact on employee performance. Based on the results of the Partial Test of motivation, it was found that motivation has a positive and significant influence on employee performance. Based on the results of the F (simultaneous) test, motivation and competence simultaneously affect employee performance.

Keywords: Competency; Motivation; and Employee Performance

INTRODUCTION

The quality of licensing services is one of the areas of serious concern for public administration in the last decade. The product of licensing services is a license to carry out business or business activities in a certain field. The public wants licensing services to be carried out in a quality manner. Quality licensing services emphasize the benefit of citizens and take sides with citizens (Löffler, 2009). However, realizing quality licensing services is not an easy job because licensing services are closely related to the competence and

motivation of public service officials. To obtain quality licensing services, competent and highly motivated human resources are needed.

Public service providers, according to Law Number 5 of 2014 are called State Civil Apparatus (ASN), are public servants or state servants who have responsibility for public services in the context of realizing community welfare. Related to the public's expectations of the State Civil Apparatus is the reliable performance provided in public services. As a government apparatus, ASN has an important role in its duties and functions as a State Civil Apparatus in carrying out government and national development tasks through the implementation of public services to the community where ASN must provide good performance to the community because ASN is a public servant.

Human resources are central figures in organizations and companies. The higher the ability of employees, the higher the organizational performance. Conversely, the lower the employee's ability, the lower the organizational performance. In order for management activities to run well, organizations must have competent or highly capable employees to manage the organization as optimally as possible so that employee performance increases.

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 the organization contained in the strategic planning of an organization. The term performance is often used to refer to achievement or level of success of individuals or groups. Performance can be known only if the individual or group has predetermined success criteria. This success criterion is in the form of certain goals or targets to be achieved. Without goals or targets, it is impossible to know the performance of a person or organization because there are no benchmarks.

The influence of competence on performance can be seen from the level of competence which has practical implications in human resource planning. This can be seen from the description that knowledge and skill competencies tend to be more real and relatively present on the surface of one of the characteristics possessed by employees.

Based on the regulation of the Head of the State Civil Service Agency number 8 of 2013 concerning Guidelines for the Preparation of Civil Servants Technical Competency Standards, what is meant by the technical competence of civil servants is the ability to work which includes aspects of knowledge, skills and expertise of each work based on the implementation of duties and job requirements determined according to legislation.

At present, this noble goal seems difficult to achieve if the organization's employees are not enthusiastic about carrying out the tasks assigned to them. Every organization not only expects employees who are capable, capable and skilled, but equally important employees want to work hard and want to achieve maximum results. Abilities and skills mean nothing to the organization if they don't want to work hard. The goal of managing the compensation system within the organization is to attract and retain the human resources that the organization needs to achieve its goals. So that the organization can develop widely with all the activities carried out to achieve the desired goals by using the available human resources, but to achieve these goals, it is not enough just to get employees who are considered the most competent, but no less important than continuously the leadership provides motivation and compensation to employees to be more enthusiastic in carrying out their duties in the organization.

Employee competence is influenced by the level of education. The observation results show that the level of education of employees is still moderate. The education level of employees at the South Jakarta City Investment and One-Stop Services Service (DPMPTSP) can be seen in Table 1.

Table 1. Education Level of South Jakarta DPMPTSP Employees

No	Education Degree	Total	%
1	S2	10	29,41 %
2	S1/D4	23	67,64 %
3	D3	1	2,94 %
	Total	34	100%

Source: DPMPTSP City of South Jakarta

Table 1 shows that the majority (67.64%) of the South Jakarta Capital Investment and One-Stop Service Office employees have a Bachelor's/D4 degree, so that it can affect employee competency. To improve employee competence can be done by providing training to employees, so that it will increase employee competence.

Competence affects employee performance. An employee who has high competence such as knowledge, skills, abilities and attitudes in accordance with the position he holds is always motivated to work effectively, efficiently and productively. This happens because the competence possessed by the employee concerned is increasingly able to carry out the tasks assigned to him.

Work motivation has an important role in terms of growing passion, feeling happy and enthusiasm to work optimally. Employees who have strong work motivation will have a lot of energy to carry out activities. An employee who has high enough intelligence can fail due to lack of motivation. Work results will be optimal if there is the right motivation. Low work motivation of employees is an unfavorable symptom because low work motivation in them indicates an indifferent attitude towards social life, including towards the future of their nation. The economic success of a nation is largely determined by the high and low achievement motives of its citizens, in other words the development of a nation will be successful if the achievement motives of its citizens are high. Employee work motivation can be seen from the public's opinion of licensing services at the South Jakarta City Investment and One-Stop Integrated Services Service, which can be seen from Figure 1.1. which is a diagram that has been processed by the South Jakarta City DPMPTP through a survey whose aim is to explore public opinion or perceptions about the services provided to the community by asking open questions the results are quantified, presented in the diagram as follows:

Figure 1. Public Opinion of DPMPTSP Services
Source: DPMPTSP, South Jakarta

Whereas 31 respondents (21%) claimed to be very satisfied and had very good opinions about DPMPTSP services, as many as 84 respondents (57%) stated that their services were satisfactory and rated them as good and as many as 33 respondents (22%) admitted that DPMPTSP services were unsatisfactory and rated them unfavorably. If we compare the public's opinion of services provided by DPMPTSP, it can be concluded that the majority of respondents/community feel satisfied and rate good service by DPMPTSP, which reaches 84 respondents (57%) while 33 respondents rate it as unfavorable. This could be caused by the low motivation of the South Jakarta DPMPTSP employees.

The Ombudsman complaint agency and the Republic of Indonesia's Ministry of State Apparatus Empowerment and Bureaucratic Reform (Kemenpan RB) assessed that the performance of the South Jakarta City Government in terms of public service was unsatisfactory. Based on the assessment of the West Java Representative Ombudsman, the position of public service performance achievements in the City of South Jakarta is in position 53.55. The results of the 2018 assessment put South Jakarta in the yellow zone. Meanwhile, from the results of the Kemenpan RB evaluation, the performance of three public services was highlighted. the three service delivery units that were sampled were the One-Stop Integrated Investment and Licensing Service (DPMPTSP), the Population and Civil Registry Service (Disdukcapil) and the Regional General Hospital (RSUD).

Low employee performance can be caused by low employee motivation. Motivation is a series of attitudes and values that influence individuals to achieve specific things according to individual goals (Rivai, 2009:837). The existence of good interaction between groups can lead to high motivation. If motivation is high, employee performance will increase.

Based on the results of preliminary observations (2022), there are problems with employee performance at the City of South Jakarta DPMPTSP, including:
1. The accumulation of work on one employee (work overload)
2. Educational background is not in accordance with the main duties and functions
3. Weak supervision from the leadership regarding the whereabouts of employees after lunch
4. Lack of even distribution of employee knowledge about licensing technical issues whose regulations change frequently (knowledge sharing)
5. Lack of employee commitment because they feel that being a civil servant will be safe from dismissal sanctions.

Research from Geovanno Harland Goni (2021) shows that motivation has a significant effect on employee performance. Istifany Tri Monica and Ade Rahma Ayu (2022) stated that motivation has a significant positive effect on employee performance.

A decrease in employee motivation and work productivity is also reflected in the low level of discipline of some employees towards organizational regulations and policies and the lack of participation from each employee to advance the organization. Coupled with problems regarding internal work motivation that has not been effective, there is confusion in work analysis and inaccuracies in work evaluations carried out by some appraisers can further trigger the weak work motivation that these employees already have.

METHOD

The method used in this study is a quantitative method with an explanatory approach in the form of descriptive analysis and verification analysis.

The population according to Sugiyono (2013: 117), is a generalization area consisting of objects or subjects that have certain qualities and characteristics determined by researchers to be studied and then drawn conclusions. In this study, the population was all employees at the City of South Jakarta DPMPTSP, totaling 34 people.

The definition of sample according to Sugiyono (2012: 73) is part of the number and characteristics possessed by the population, samples taken from the population must be truly representative (representative). Sample size is the number of samples to be taken from a population. According to Arikunto (2012: 104) if the population is less than 100 people, then the total sample is taken as a whole, but if the population is greater than 100 people, then 10-15% or 20-25% of the total population can be taken. Based on this research, because the total population is not greater than 100 respondents, the authors take 100% of the population in DPMPTSP, namely as many as 34 respondents. Thus the use of the entire population without having to draw a research sample as a unit of observation is referred to as a census technique.

The analytical tool in this study uses the model path analysis (path analysis) which is an extension of multiple linear regression analysis or path analysis is the use of regression analysis to estimate the quality relationship between variables (causal model) that has been previously determined based on theory (Ghozali, 2007: 174) . Path analysis is used to analyze the pattern of relationships between variables with the aim of knowing the direct or indirect effect of a set of independent (exogenous) variables on the dependent (endogenous) variable.

The benefit of path analysis is to explain the phenomenon being studied or the problems studied, predictions with path analysis are qualitative, the determinant factor is determining which independent variable has the dominant influence on the dependent variable, and can trace the mechanism of influence of the independent variable on the dependent variable. Basically the path coefficient is a standardized regression coefficient (standardized regression coefficient).

RESULTS AND DISCUSSION

Table 2. Summary of Path Coefficient Results for the Influence of Competence (X1) and Motivation (X2) on Employee Performance (Y) in DPMPTSP South Jakarta City

Effect Between Variables	Path Coefficients (Beta)	F-Value	Coefficient of Determination (*R-square*)	Coefficient of Other Variables Pyε
X1 to Y	0,471	21,134	0,577	0,550
X2 to Y	0,436			

Path structural equation

Y = 0,471 X1 + 0,436 X2 + ε

Formulation of the Hypothesis

- Reject H0 if Fcount > Ftable → there is influence of competence and motivation on performance
- Accept H0 if Fcount < Ftable → there is no effect of competence and motivation on performance

From the ANOVA model table, it is obtained that Fcount is 21.134 while Ftable with df1 = k-1 = 3-1 = 2 and df2 = n – k = 34 – 3 = 31 has a value of 3.30 thus Fcount> Ftable is 21.134 < 3.30 so it can be concluded that H0 is rejected, this means that there is an influence of competence and motivation on performance simultaneously on employee performance in DPMPTSP City of South Jakarta.

Hypotheses Testing 1
H0: Pyx1 = 0, meaning that there is no effect of the competency variable (X1) on performance (Y)
H1: Pyx1 ≠ 0, this means that there is an effect of the competency variable (X1) on performance (Y)
The Pyx1 path coefficient was tested with the t test statistic with degrees of freedom = (N-k-1) = 34 – 3 – 1 = 30 at a critical point of 3.689 from the table obtained 2.04227 and it is significant and t can be seen that the P value (column sig) = 0.001 which is smaller than 0.05 or in column t = 3.689 which is greater than the critical point of 2.04227 thus H0 is rejected, meaning that in this case there is an influence of competence on employee performance in the City of South Jakarta DPMPTSP.

Hypotheses Testing 2

H0: Pyx2 = 0, meaning that there is no effect of the motivational variable (X2) on performance (Y)

H1: Pyx2 ≠ 0, this means that there is an effect of the motivational variable (X2) on performance (Y)

From the table of data processing results in the sig and t columns it can be seen that the P value (sig column) = 0.002 <0.05 or in the tcount column = 3.414 > ttable = 2.04227 thus H0 is rejected meaning that in this case there is an influence of work motivation on employee performance in DPMPTSP South Jakarta City.

Thus, from the path coefficient test partially, it can be obtained that the influence on employee performance in DPMPTSP Kota South Jakarta in this study is competence and work motivation.

From the results of the path coefficient test, objective information is obtained that the path correlation coefficient from X1 to Y and X2 to Y is statistically significant (tcount above ttable) and the Pvalue is below 0.05.

From the results of data processing it is also seen that R square or R2 or the termination coefficient is 0.577. So from the R square it can be calculated the path coefficient of other variables outside the model, namely Pval = 1 – 0577 = 0.423.

In the Summary model, the R square value or coefficient of determination is 0.577 or 57.7%. This value indicates the magnitude of the influence of competency and motivation variables on employee performance in DPMPTSP South Jakarta City of 57.7%. In other words, the magnitude of other variables is 100% - 57.7% = 42.3% or 0.423.

The magnitude of influence proportionally:

The Influence Competence to Performance

Direct Effect   =   PYX1 x PYX1

                 =   0,471 x 0,471

                 =   0,221

Indirect effect from X1 via X2 = PYX1 x rX1X2 x PYX2

                               = 0,471 x 0,380 x 0,436

                               = 0,078

Total Effect X1 to Y

=   0,221+ 0,078

=   0,299

The Influence Motivation to Performance

Direct Effect = PYX2 x PYX2

               = 0,436 x 0,436

               = 0,190

Indirect effect from X2 via X = PYX2 x rX2X1x PYX1

                              = 0,436 x 0,380 x 0,471

                              = 0,079

Total Effect X2 to Y = 0,190 + 0,079

                      = 0,269

Discussions

The Effect of Competence on Employee Performance

Based on the results of testing the Partial Test (t-test) hypothesis X1, it is found that competence has a positive and significant influence on employee performance

Testing the influence of competency variables on employee performance can be seen by looking at the tcount value of 3,689 and the ttable of 2.042 with a significance of 0.001.

With a calculated t value greater than t table and a significance value below 0.05 which indicates a significant influence of the competence variable on employee performance.

Meanwhile, to see the direct influence of competence on performance is 0.221. This means that it can be concluded that the direct effect of competence on employee performance in the City of South Jakarta DPMPTSP is 22.1 percent.

Meanwhile, the indirect effect of competence on performance through employee motivation in DPMPTSP South Jakarta City is 0.078. It can be concluded that the indirect effect of motivation on performance through employee motivation in West Java DPMPTSP is 7.8%.

For the total effect of competence on employee performance in DPMPTSP of South Jakarta City, it is the sum of the direct and indirect effects, which is equal to 0.229. This means that there is a 22.9% influence of competency on performance in the City of South Jakarta DPMPTSP.

This shows that competence has an influence on employee performance, so that the contribution of competence is quite significant, this is in line with Desler Gary's statement (2010: 70) which states "competence as a characteristic of someone who can be shown, which includes knowledge, skills, and behavior, which can generate performance. Meanwhile, Spencer and Spencer (2009:9) state that individual competence can be classified into three, namely: intellectual, emotional and social competence. From the statement above, it is clear that aspects of knowledge, skills, and behavior as well as individual competencies which include intellectual, emotional and social competencies used to measure performance can affect employee performance.

The Effect of Motivation on Employee Performance

Based on the results of testing the Partial Test (t-test) hypothesis X2, it was found that motivation has a positive and significant influence on employee performance. Testing the effect of the motivation variable on employee performance can be seen by looking at the tcount value of 3,414 and the ttable of 2,042 with a significance of 0.002. With a calculated t value greater than t table and a significance value below 0.05 which indicates that there is a significant influence of the motivation variable on employee performance in DPMPTSP South Jakarta City.

Meanwhile, to see the magnitude of the direct influence of employee motivation on performance is equal to 0.190. This means that it can be concluded that the direct effect of motivation on employee performance in the City of South Jakarta DPMPTSP is 19%. As with competence, the indirect effect of work motivation on performance through employee competency in DPMPTSP South Jakarta City is 0.079. It can be concluded that the indirect effect of work motivation on performance through employee competency in DPMPTSP South Jakarta City is 7.9%.

The total effect of motivation on employee performance in South Jakarta City DPMPTSP is the sum of the direct and indirect effects, which is equal to 0.269. This means that there is 26.9% of the influence of motivation on employee performance in South Jakarta City DPMPTSP.

This is in line with research by Geovanno Harland Goni et.al, (2021) which states that work motivation influences employee performance. Employees who have high work motivation will have the urge to want to use their abilities to work. The way motivation works starts from someone who consciously recognizes the existence of an unsatisfied need. These needs can create a goal and an action that is expected to be a means to achieve the goal. Therefore motivation can be said as a form of encouragement. This encouragement aims to provide enthusiasm that can improve a person's performance so that in the future they

can have a high level of performance and can bring a company or organization to a good goal.

Simultaneous Effect of Competence and Motivation on Employee Performance

Based on the results of the F test (simultaneous) it shows that the Fcount value is 21,134, this value is greater than the Ftable value of 3.16 with a probability of 0,000. Because the probability value is much smaller than 0.05, motivation and competence together affect employee performance. This is felt in the City of South Jakarta DPMPTSP that motivation and work competence affect employee performance.

This is in line with the research of Kartika Juanita et.al (2021) where the variables of work motivation and competence have a significant effect on employee performance. Research has proven that motivation and competence affect employee performance. However, the most important thing is that with the motivation he has, the person will have the resilience and strength to achieve what he wants. For an employee who works in an organization, motivation to achieve organizational goals will make him enthusiastic at work so that it will improve performance.

The Most Dominant Variable Influencing Employee Performance

Based on the results of the study, it shows that the value of the competency variable is 3.689 while motivation is 3.414. This indicates that employee competence in DPMPTSP, South Jakarta City is more dominant than work motivation. This is in accordance with the notion of competence, namely competence is a characteristic that underlies a person related to the effectiveness of individual performance in his work or the basic characteristics of individuals who have a causal relationship or as a causal relationship with the criteria used as a reference, effective or excellent or superior performance at work or
in certain situations".

CONCLUSION

Based on the results of research that has been conducted to determine the Effect of Competence and Work Motivation on Employee Performance at the Investment and One-Stop Services Office (DPMPTSP) in South Jakarta, the following conclusions can be drawn:

1. The competence of employees at the South Jakarta City Investment and One-Stop Integrated Services Service (DPMPTSP) is generally considered to be quite supportive according to the competencies possessed by employees in terms of aspects of emotional and social intellectual personality, but there are several things that need to be considered, namely related to emotional competence (lack of being kind to colleagues in terms of cooperation) and social competence (helping colleagues if difficult)

2. At present, the work motivation of South Jakarta City Investment and One-Stop Integrated Services (DPMPTSP) employees on average shows that they are in a fairly high condition, in the sense that the current working conditions are sufficient to meet their needs in terms of the need for Defending life, The need for freedom from threats, Social needs, friends, affiliation, interaction, to be loved and loved, and the need for self-actualization by using abilities, skills and optimal potential to achieve very satisfying work performance but there are still some respondents who are less motivated in terms of salary or compensation received.

3. Employees of the South Jakarta City Investment and One-Stop Integrated Services Service (DPMPTSP) have high performance and even some employees have very high performance, but there are a number of things that need to be considered by the leadership regarding the quantity of work that is not in accordance with the abilities of employees.

4. Competence and work motivation simultaneously influence employee performance at the South Jakarta City Investment and One-Stop Services Agency (DPMPTSP) and have a positive effect. But partially the dominant competence affects employee performance rather than motivation. And partially, the effect of competence and work motivation on performance is as follows:
   a. Competence has a positive and significant effect on employee performance, so that if the competencies possessed by employees are in accordance with their competencies, then employee performance will also increase.
   b. Work motivation has a positive and significant effect on employee performance, so that the higher the employee's work motivation, the higher the performance will be.

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