

THE INFLUENCE OF COMPETENCE AND MOTIVATION ON EMPLOYEE PERFORMANCE AT BKPSDM BANDUNG CITY

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Abstract: This research aims to find out whether competence and motivation influence employee performance at BKPSDM Bandung City. The independent variables are competence and motivation, and the dependent variable is employee performance. This type of research is included in quantitative research. The research methods used are descriptive and verification methods. The population in this research is employees at BKPSDM Bandung City, totaling 103 people. The sampling technique is probability sampling using simple random sampling, while to calculate the number of samples using the Slovin formula with a significance level of 5%, so the total sample is 82 employees at BKPSDM Bandung City. The data analysis used in this research is multiple linear regression analysis using SPSS software. Partial and simultaneous research results show that competence and motivation influence employee performance at BKPSDM Bandung City. The magnitude of the influence of competence and motivation on employee performance is 62.5%.

Keywords: Competence, Motivation, Employee Performance

INTRODUCTION

Etymologically, the word management is taken from the ancient French word "management", which means the art of organizing and implementing. Management can also be defined as an effort to plan, coordinate, organize and control resources to achieve targets efficiently and effectively. Management is the science and art of managing the process of utilizing human resources and other resources effectively and efficiently (Hasibuan, 2019). One of the factors that is important capital for local government agencies and the private sector in carrying out organizational activities is the human resources factor. Human resources are planning, organizing, directing and supervising the procurement, development, compensation, integration, maintenance and termination of employment relations with the aim of achieving the company's organizational goals in an integrated manner (Sutrisno, 2019). Currently, many organizations realize that human resources are the most important organizational problem, because it is through human resources that other resources in the organization can function or be run (Rivai & Sagala, 2019). The importance of human resources in an organization is an important concern for village governments to be able to manage and improve employee performance in achieving organizational goals. Basically, employee performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Mangkunegara, 2020).

In reality, not all agencies in local government have shown optimal performance

as shown by the Personnel and Human Resources Development Agency (BKPSDM) in Bandung City. The Bandung City Personnel and Human Resources Development Agency, which was later abbreviated to Bandung City BKPSDM, is a technical agency in the Bandung City area which has the main duties and main functions in the managerial system of the State Civil Apparatus (ASN) in the Bandung City environment. Thus, the Bandung City ASN performance quality index is influenced by the ASN management and development system built by the Bandung City BKPSDM. Below we will present the results of observations in the field related to employee performance at BKPSDM Bandung City, including 1) There are still work results that are not yet optimal; 2) There are still employees who have poor cooperative relationships with fellow co-workers.

Employee performance can be influenced by several factors including employee competency and performance (Kasmir, 2019). Competence is a basic characteristic of a person that indicates a way of thinking, behaving and acting as well as drawing conclusions that a person can carry out and maintain over a certain period of time (Moehariono, 2019). Employees with high competence tend to have high performance, while employees with low competence tend to be less able to provide good performance. This competency refers to behavior, skills and knowledge so that with adequate competency employees can carry out their duties professionally, effectively and efficiently. Competence has a positive and significant effect on employee performance. This means that the higher the competency, the higher the performance, and vice versa (Amellya et al., 2022). Below we will present the results of observations in the field related to the competency of employees at BKPSDM Bandung City, including 1) There are still employees who do not properly understand the function of duties and responsibilities in their work; 2) There are still employees who show a lack of respect for fellow co-workers.

Apart from competence, employee work motivation is also an important factor in improving employee performance. Work motivation is a factor that encourages a person to carry out a certain activity, therefore motivation is often interpreted as a driving factor in a person's behavior (Sutrisno, 2019). Motivation is divided into two types, including intrinsic motivation and extrinsic motivation. Intrinsic motivation is motives that become active or function without needing external stimulation, because within each individual there is already an urge to do something (Sardiman, 2020). Below we will present the results of observations in the field related to the work motivation of employees at BKPSDM Bandung City, including 1) There are still employees who complain about the lack of opportunities for promotion or career advancement in the agency; 2) There are still job placements that are not adapted to the competencies possessed by employees.

Based on the description above, the aim of this research is to find out whether competence and motivation influence employee performance at BKPSDM Bandung City. It is hoped that the results of this research can provide additional information and input for BKPSDM and the Bandung City Regional Government as a basis for decision making in the context of evaluation and improvement, and it is hoped that this research can become a reference for further research related to the topics discussed in this research.

Competence is a basic characteristic of a person that indicates a way of thinking, behaving and acting as well as drawing conclusions that a person can carry out and maintain over a certain period of time (Moehariono, 2019). Competence is a fundamental characteristic possessed by a person that directly influences, or can predict, excellent performance (Sedarmayanti, 2019). Meanwhile, Sutrisno (2019) states that competence

is a characteristic that underlies a person and is related to the effectiveness of an individual's performance in their work. According to Moeheriono (2019), competency indicators include 1) knowledge; 2) skills (skills); 3) attitude.

Work motivation is a desire within a person that causes that person to take action. Someone takes action for something to achieve a goal (Bangun, 2019). Mangkunegara (2020) work motivation is the encouragement of needs within employees that need to be met so that employees can adapt to their environment. Meanwhile, Sutrisno (2019) states that work motivation is a factor that encourages a person to carry out a certain activity, therefore motivation is often interpreted as a factor that drives a person's behavior. According to Sutrisno (2019), indicators of work motivation include 1) internal factors (desire to live, desire to have, desire to gain appreciation, desire to gain recognition, desire to have power); 2) external factors (work environment conditions, adequate compensation, good supervision, job security, status and responsibility, flexible regulations).

Employee performance is real behavior displayed by each person as work performance produced by employees in accordance with their role in the organization (Priansa, 2019). Employee performance is the result produced by certain job functions or activities in certain jobs over a certain period of time, which shows the quality and quantity of that work (Bernardin & Russell, 2019). Meanwhile, Mangkunegara (2020) states that employee performance is the result of the quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. According to Bernardin & Russell (2019). states that employee performance indicators include 1) work quality; 2) quantity of work; 3) punctuality; 4) cost effectiveness; 5) supervision needs; 6) relationships between individuals.

One effort that can be made to improve employee performance is through increasing competency. The higher the employee's competency, the higher the employee's performance will be. Competency has a positive and significant influence on employee performance, the more competence increases, the more employee performance will improve (Anjani, 2019). Competency factors can influence employee performance. If the employee's competency is high, the employee's performance will be higher. On the other hand, if employee competence is low or does not match their expertise, performance will be lower (Dwiyanti et al., 2019). Competence is a basic characteristic of a person that allows him to achieve superior performance in his workers and a person can be said to be competent if that person has skills in doing work and very rarely or never makes mistakes. Competencies indicate the characteristics of knowledge and skills that individuals have or need to enable them to carry out their duties and responsibilities effectively in improving their performance. Competency has a positive and significant effect on employee performance (Nurwin & Frianto, 2021).

Employee performance is largely determined by the competence of the employee. Through increasingly adequate competencies, a person will be more skilled and able to carry out work tasks in accordance with the specified job description. Higher employee competency can be measured by increasing knowledge and skills as well as the development of better temperament or traits and self-concept (Syelviani et al., 2022). Employees with high competence tend to have high performance, while employees with low competence tend to be less able to provide good performance. This competency

refers to behavior, skills and knowledge so that with adequate competency employees can carry out their duties professionally, effectively and efficiently. Competence has a positive and significant effect on employee performance. This means that the higher the competency, the higher the performance, and vice versa (Amellya et al., 2022).

Work motivation is the driving force within a person to want to behave actively and well in accordance with the duties and obligations that have been given to him. Employees who have high motivation will have high performance. Motivation influences employee performance (Dwiyanti et al., 2019). Motivation has a positive and significant influence on employee performance, the higher the employee's work motivation, the higher the employee's performance (Anjani, 2019). Work motivation is the urge to become better at carrying out work activities regarding all the conditions previously explained. Work motivation plays an important role in determining whether a person is successful or not in carrying out the tasks assigned to him. Motivation influences employee performance (Eduar, 2021).

Employees with high work motivation tend to have high performance, while employees with low motivation tend to lack performance. One way that leaders can improve employee performance is by encouraging employees to work hard at work. Employees who are motivated will work hard to do their work according to the expected targets, while someone who is not motivated tends not to want to do their work according to the expected targets. The form of motivation that leaders can provide to employees in order to improve their performance can be done by providing awards, compensation, allowances and bonuses to employees. Motivation has a positive and significant effect on performance. This means that the higher the motivation, the higher the performance, and vice versa (Amellya et al., 2022).

Below, a diagram of the framework for thinking in this research will be presented, namely as follows:

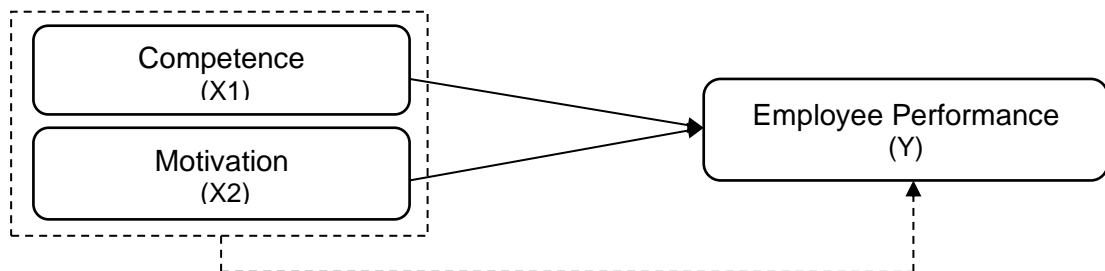


Figure 1. Framework
Source: Processed Data (2023)

Based on the description of the thinking framework above, the hypothesis formed in this research is as follows:

H1: Competency has a significant effect on employee performance.

H2: Motivation has a significant effect on employee performance.

H3: Competence and motivation have a significant effect on employee performance.

METHODS

This type of research is included in quantitative research. The research methods used are descriptive and verification methods. The research population was employees at BKPSDM Bandung City, totaling 103 people. The sampling technique is probability sampling using simple random sampling, while to calculate the number of samples using the Slovin formula with a significance level of 5%, so the total sample is 82 employees at BKPSDM Bandung City. The independent variables are competence and motivation, and the dependent variable is employee performance. The data collection technique used was through a research questionnaire with a Likert scale type. The data analysis used is multiple linear regression analysis using SPSS software.

RESULTS AND DISCUSSION

Table 1. Characteristics of Respondents Based on Gender

Gender	Frequency	Percentage
Man	49	59,76%
Woman	33	40,24%
Total	82	100%

Source: Processed Data (2023)

Based on Table 1. above, it shows that the majority of employees at BKPSDM Bandung City are male at 59.76% (49 people), while female gender is 40.24% (33 people).

Table 2. Characteristics of Respondents Based on Age

Age	Frequency	Percentage
16-25 Years	2	2,44%
26-35 Years	19	23,17%
36-45 Years	36	43,90%
46-55 Years	21	25,61%
>56 Years	4	4,88%
Total	82	100%

Source: Processed Data (2023)

Based on Table 2. above, it shows that the majority of employees at BKPSDM Bandung City have a maximum age of 36-45 years, amounting to 43.90% (36 people), while the age of at least 16-25 years is 2.44% (2 people).

Table 3. Characteristics of Respondents Based on Education

Education	Frequency	Percentage
High School	4	4,88%
Diploma	7	8,54%
Bachelor degree	54	65,85%
Stratum 2	17	20,73%
Total	82	100%

Source: Processed Data (2023)

Based on Table 3. above, it shows that the majority of employees at BKPSDM

Bandung City have the highest level of education, namely Strata 1 at 65.85% (54 people), while the lowest level of education is SMA/SMK at 4.88% (4 people).

Table 4. Recapitulation of Respondents' Responses Regarding Competency, Motivation and Employee Performance Variables

No	Variable	Actual Score	Ideal Score	%	Mean Score	Category
1	mpetence	1972	2460	80,16	4,01	Good
2	otivation	3507	4510	77,76	3,89	Good
3	mployee Performance	3673	4920	74,65	3,92	Good

Source: Processed Data (2023)

Based on Table 4. above, it shows that the competency, motivation and performance of employees shown by BKPSDM Bandung City as a whole are included in the good category.

Table 5. Validity Test Results for Competency, Motivation and Employee Performance Variables

No	Variable	Results	Information
1	mpetence	r count > r table	Valid
2	otivation	r count > r table	Valid
3	mployee Performance	r count > r table	Valid

Source: SPSS Output Results (2023)

Based on Table 5. above, it shows that the calculated r value is greater than the table r value (calculated $r > 0.217$). This means that the employee competency, motivation and performance variables have met the validity criteria.

Table 6. Reliability Test Results for Competency, Motivation and Employee Performance Variables

No	Variable	Cronbach's Alpha	Criteria	Information
1	mpetence	0,976	0,70	Reliabel
2	otivation	0,979	0,70	Reliabel
3	mployee Performance	0,981	0,70	Reliabel

Source: SPSS Output Results (2023)

Based on Table 6. above, it shows that the Cronbach's Alpha value is greater than 0.70. This means that the employee competency, motivation and performance variables have met the reliable criteria.

Table 7. Normality Test Results (Kolmogorov-Smirnov Test)

Information	Sig.Value	Criteria	Results
standardized Residual	0,200	0,05	Normal

Source: SPSS Output Results (2023)

Based on Table 7 above, it shows that the significance value is $0.200 > 0.05$, meaning that the model meets the assumption of normality or that the data is normally distributed.

Table 8. Multicollinearity Test Results

Variable	VIF Value	Criteria	Information
mpetence	1,387	10	Multicollinearity does not occur
rtivation	1,387	10	Multicollinearity does not occur

Source: SPSS Output Results (2023)

Based on Table 8. above, the results of the multicollinearity test show that the VIF value for each variable is $1.387 < 10$, meaning that there are no symptoms of multicollinearity in the regression model.

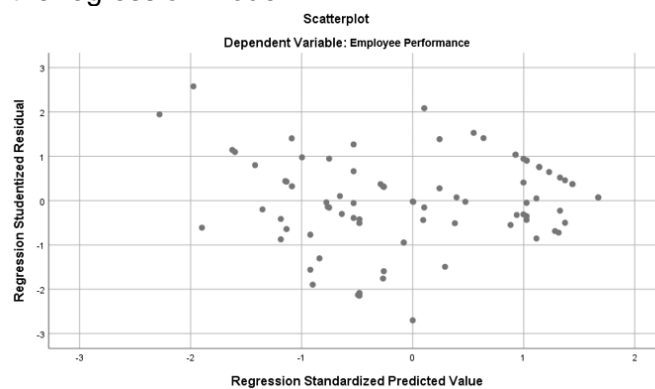


Figure 2. Heteroscedasticity Test

Source: SPSS Output Results (2023)

Based on Figure 1 above, it shows that the points are above and below the value 0 on the Y axis, apart from that the points are spread randomly and do not form a particular pattern, meaning that there are no symptoms of heteroscedasticity in the regression model.

Table 9. Multiple Linear Regression Analysis

Variable	Coefficient
Constant	0,356
mpetence	0,399
rtivation	0,497

Source: SPSS Output Results (2023)

Based on Table 9 above, the results of the multiple linear regression equation can be presented as follows:

$$Y = 0,356 + 0,399X_1 + 0,497X_2$$

Based on the regression equation above, it shows that the regression coefficient value for the competency variable is 0.399, while the regression coefficient value for the motivation variable is 0.497. The positive sign on the regression coefficient value indicates that competence and motivation have a positive effect on employee performance. The higher the competency and motivation, the higher the employee's performance.

Table 10. Partial Hypothesis Testing

Variable	t value	Sig.Value	Results
mpetence	5,048>1,990	0,000<0,05	H ₁ Accepted
rtivation	6,076>1,990	0,000<0,05	H ₂ Accepted

Source: SPSS Output Results (2023)

Based on Table 10. above, it shows that partially the competency and motivation variables have an influence on employee performance variables.

Table 11. Simultaneous Hypothesis Testing

Variable	F value	Sig.Value	Results
Competence and Motivation	65,745>3,11	0,000<0,05	H ₃ Accepted

Source: SPSS Output Results (2023)

Based on Table 11. above, it shows that competency and motivation simultaneously influence employee performance variables.

Table 12. Simultaneous Determination Coefficient Testing

Information	Value	Percentage
R-squared	0,625	62,5%

Source: SPSS Output Results (2023)

Based on Table 12. above, it shows that the magnitude of the influence of the competency and motivation variables influences employee performance variables by 62.5%, while the remaining 37.5% is influenced by other variables outside the research model.

Table 13. Partial Determination Coefficient Testing

Variable	Beta	Zero-order	Percentage
mpetensi	0,410	0,670	27,5%
rtivasi	0,493	0,710	35,0%

Source: SPSS Output Results (2023)

Based on Table 13. above, the results of partial determination coefficient testing show that the magnitude of the influence of the competency variable on employee performance variables is 27.5%, while the magnitude of the influence of motivation variables on employee performance variables is 35.0%.

The Influence of Competency on Employee Performance at BKPSDM Bandung City

The research results show that competence has a significant effect on employee performance. The magnitude of the influence of competency on employee performance is 27.5%. The results of this research are also supported by theory which states that one effort that can be made to improve employee performance is through increasing competency. The higher the employee's competency, the higher the employee's performance will be. Competency has a positive and significant influence on employee performance, the more competence increases, the more employee performance will improve (Anjani, 2019). Competency factors can influence employee performance. If the employee's competency is high, the employee's performance will be higher. On the other

hand, if employee competence is low or does not match their expertise, performance will be lower (Dwiyanti et al., 2019). Competence is a basic characteristic of a person that enables him to achieve superior performance in his workers and a person can be said to be competent if that person has skills in doing work and very rarely or never makes mistakes. Competencies indicate the characteristics of knowledge and skills that individuals have or need to enable them to carry out their duties and responsibilities effectively in improving their performance. Competency has a positive and significant effect on employee performance (Nurwin & Frianto, 2021).

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The Influence of Motivation on Employee Performance at BKPSDM Bandung City

The research results show that motivation has a significant effect on employee performance. The magnitude of the influence of motivation on employee performance is 35.0%. The results of this research are also supported by the theory which states that work motivation is a driving force in a person to want to behave diligently and well in accordance with the duties and obligations that have been given to him. Employees who have high motivation will have high performance. Motivation influences employee performance (Dwiyanti et al., 2019). Motivation has a positive and significant influence on employee performance, the higher the employee's work motivation, the higher the employee's performance (Anjani, 2019). Work motivation is the urge to become better at carrying out work activities regarding all the conditions previously explained. Work motivation plays an important role in determining whether a person is successful or not in carrying out the tasks assigned to him. Motivation influences employee performance (Eduar, 2021).

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order to improve their performance can be done by providing awards, compensation, allowances and bonuses to employees. Motivation has a positive and significant effect on performance. This means that the higher the motivation, the higher the performance, and vice versa (Amellya et al., 2022). The results of this research are in line with previous research conducted by Dwiyanti et al., (2019), Anjani (2019), Eduar (2021), Syelviani et al (2022), Amellya et al (2022), Oktaviani & Aprianti (2022), Mulang (2023), the results of his research show that motivation influences employee performance. While the results of this research are not in line with previous research conducted by Danila & Kore, (2019), Damopolii et al (2021), Nurwin & Frianto (2021), the research results show that motivation has no effect on employee performance.

The Influence of Competency and Motivation on Employee Performance at BKPSDM Bandung City

The research results show that competence and motivation have a significant effect on employee performance. The magnitude of the influence of competence and motivation on employee performance is 62.5%. The results of this research are also supported by theory which states that employee performance can be influenced by several factors including employee competence and performance (Kasmir, 2018:189). Employee performance is largely determined by the competence of the employee. Through increasingly adequate competencies, a person will be more skilled and able to carry out work tasks in accordance with the specified job description. Higher employee competency can be measured by increasing knowledge and skills as well as the development of better temperament or traits and self-concept (Syelviani et al., 2022). Employees with high competence tend to have high performance, while employees with low competence tend to be less able to provide good performance. This competency refers to behavior, skills and knowledge so that with adequate competency employees can carry out their duties professionally, effectively and efficiently. Competence has a positive and significant effect on employee performance. This means that the higher the competency, the higher the performance, and vice versa (Amellya et al., 2022).

Apart from competence, employee work motivation is also an important factor in improving employee performance. Work motivation is the urge to become better at carrying out work activities regarding all the conditions previously explained. Work motivation plays an important role in determining whether a person is successful or not in carrying out the tasks assigned to him. Motivation influences employee performance (Eduar, 2021). Employees with high work motivation tend to have high performance, while employees with low motivation tend to lack performance. One way that leaders can improve employee performance is by encouraging employees to work hard at work. Employees who are motivated will work hard to do their work according to the expected targets, while someone who is not motivated tends not to want to do their work according to the expected targets. The form of motivation that leaders can provide to employees in order to improve their performance can be done by providing awards, compensation, allowances and bonuses to employees. Motivation has a positive and significant effect on performance. This means that the higher the motivation, the higher the performance, and vice versa (Amellya et al., 2022). The results of this research are in line with previous research conducted by Dwiyanti et al (2019), Danila & Kore (2019), Anjani (2019), Nurwin & Frianto (2021), Syelviani et al (2022), Amellya et al (2022), Oktaviani & Aprianti (2022), Mulang (2023), research results show that competence and motivation influence

employee performance. While the results of this research are not in line with previous research conducted by Damopolii et al (2021), the research results show that competence and motivation have no effect on employee performance.

CONCLUSION

Partial and simultaneous research results show that competence and motivation influence employee performance. However, the research results also show that there are still several things that need to be addressed by the Bandung City BKPSDM in improving employee competency, motivation and performance. Related to competency, namely increasing employee understanding of the functions of duties and responsibilities at work, improving employee skills at work through ongoing training, and increasing mutual respect and cooperation between colleagues in the agency. Related to motivation, namely that leaders in agencies can give awards either verbally or in writing and implement a rewards system for employees who have work achievements, there are opportunities for career advancement or promotion for employees who have fair and comprehensive work achievements, leaders in agencies can providing direction and guidance to employees who experience difficulties in working, as well as placing employees in accordance with the employee's competency and educational background. Related to employee performance, namely ongoing training to improve employee competency, adjusting the amount of work and work targets according to the employee's capacity and competency, giving warnings or sanctions to employees who cannot complete work on time, providing organizational resources. adequately so as to support employee work, increase employee initiative in working by supervising employees, as well as building and improving good cooperation between employees.

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