

The Effects of Competence and Motivation on Employee Performance at PT Pos Indonesia Bandung Cilaki Head Office

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Abstract—The background of this study was a decrease in employee performance and an increase in the number of absent employees. Those problems need to be addressed. This study aims to find out: (1) competence level (2) motivation level, (3) performance level, (4) the effect of competence and motivation on employee performance both partially and simultaneously using descriptive survey and explanation methods. The analysis unit is the employees of PT Pos Indonesia Bandung Cilaki Head Office. The population consisted of 245 employees and the samples were taken randomly as many as 78 employees. The analysis method was path analysis. The study revealed that competence and motivation have significant and positive effect on performance simultaneously by 54.70%. Partially, competence has positive and significant effect on performance by 65.60% and work motivation has positive and significant effect on performance by 24.40%. The recommendation is that competence can be improved through education and continuous training whereas motivation can be improved through development, appreciation, and recognition.

Keywords—Competence, Motivation, Performance

I. INTRODUCTION

HUMAN Resources (HR) is an important factor to reach the purpose of an organization if HR has reliable and relevant competences for the work demands [1]. The success of a company greatly depends on the quality of its HR. The quality of HR is identical with its competence. In other words, high competence HR usually will exhibit high performance.

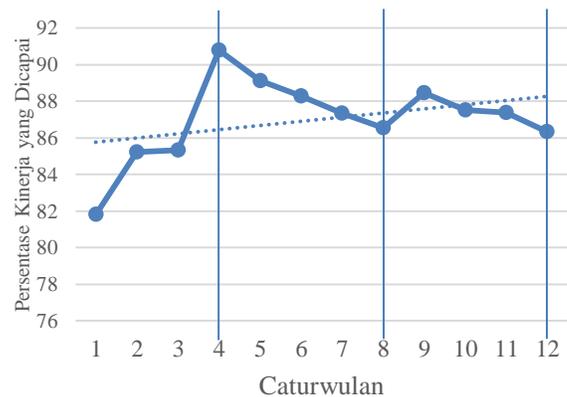
Improvement in competence and motivation is necessary for optimizing HR performance. Both of those factors are complementary although high competence will not lead to high performance without the support of high motivation. On the other hand, high motivation will fail to produce high performance if not supported with high competence. Competence and motivation are two factors that complement each other. High performance of HR individual will impact on high performance of the organization. There is a strong relationship between the individual performance and the institutional performance.

This study was conducted at PT Pos Indonesia Bandung Cilaki Head Office because we observed that there are problems related to competence and motivation in the company. Based on the data from the HR Service

Division in 2011 to 2013, the performance of the employees categorized as low and tends to fall. As shown in Fig.1, the employees' performance tends to decrease, which means not achieving the employee performance target 100%. The main problem in this study is the decrease in employee performance.

Theoretically, employee performance can be affected by many factors. Realizing this, various companies has undertaken strategic measures to improve the quality of HR through training and development, as well as corporate and government policy in determining the minimum wage for employees, but the results have not been very satisfactory, especially in improving the individual performance. In practice, many low-performing employees can still be found.

Based on this background, the study was conducted in order to determine: (1) the competence level; (2) the work motivation level; (3) the performance level; (4) the effect of competence and motivation levels on the performance, both partially and simultaneously.



Gambar 1.1 Kinerja Karyawan PT.POS INDONESIA Kantor Pusat Cilaki Bandung Tahun 2011-2013

Fig.1 Employee Performance In 2011 To 2013

II. LITERATURE REVIEW

Some HR experts argued that the definition of competency is always associated with individual skills and performance. Spencer and Spencer claimed, "Competency is an underlying characteristics of an individual that is causally related to criterion-referenced effective or superior performance in a job or situation"

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[3]. Based on the definition, Spencer and Spencer categorized the meaning of competency into:

- (1) *Underlying characteristic*, means the competence is a fairly deep and enduring part of a person's personality and can predict behavior in a wide variety of situations and job tasks.
- (2) *Causally Related*, means that competency causes or predicts behavior and performance.
- (3) *Criterion Referenced*, means that the competency actually predicts who does something well or poorly, as measured on a specific criterion or standard.

Competency can be defined as individual characteristics that can be measured and determined to demonstrate particular behavior and work performance in a person.

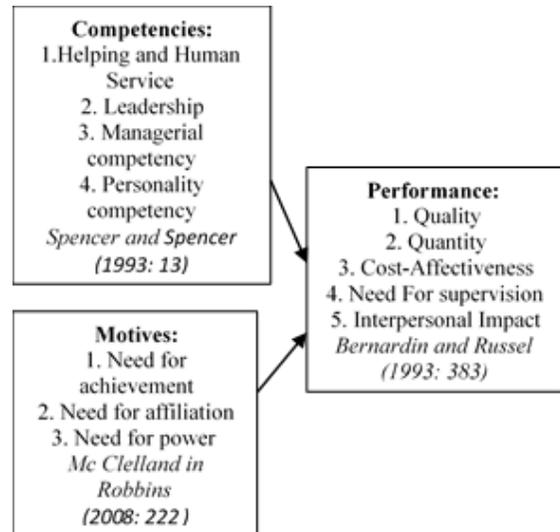
Every employee is definitely required to have a certain competence on the job or position he does. According to Spencer and Spencer, the indicators of the competency are: (1) Helping and Human Services; (2) Interpersonal Understanding; (3) Leadership; (4) Managerial [3].

According to McClelland in Robbins, motivation is the processes that account for an individual's intensity, direction, and persistence of effort towards attaining a goal [4], [5]. McClelland also suggested that individuals have reserve of potential energy. How this energy is released and developed will depend on the strength or encouragement of individuals and situations as well as the opportunities available. This theory focuses on three need, i.e. the need for achievement, the need for power, and the need for affiliation. Motive appears as a result of unsatisfied needs. Whereas the motivation is motivating, maintaining, directing, and controlling.

The function of motivation is motivating, maintaining, directing, and controlling. Motivation comes from two directions: (1) external motivation; such as environment, supervisor, others, external pressure, or changing situation, and (2) internal motivation; which is the urge to do something because of self-awareness, for example: doing work earnestly, enjoying the satisfaction from the work result, being happy to be an example to others, etc.

Performance can be interpreted as work result or work achievement. The experts have several ideas about the definition of performance. According to Mangkunagara, "Performance is work result in quality and quantity, achieved by an employee in their job according to the responsibilities given" [2]. Bernardin and Russel suggested that performance can be defined as follows: "Performance is defined as the record of outcomes produced on a specified job function or activity during a time period" [6]. Based on the opinion of Bernardin and Russel, the performance tends to be seen as the result of a work process which the measurement is done within a certain time. According to Armstrong, "Performance is often defined simply in output terms—the achievement of quantified objectives. Performance is a matter not only of what people achieve but how they achieve it". Performance is not just about the end result, but also about the process of the performance, observed from how people achieve it [7]. In the opinion of Colquitt,

"Performance measures fall into one of three basic categories: traits, behaviors, and result" [8]. Based on the description above, it can be concluded that competence and motivation affect individual performance and individual performance can describe the performance of an organization. The reference of the research paradigm in this study is as follows:



Source: Spencer and Spencer (1993: 13)

Fig. 2 Research Paradigm

Hypotheses: (1) Employee competence has positive effect on performance positively; (2) Employee motivation has positive effect on performance; and (3) Competence and motivation have positive effect on performance.

III. RESEARCH METHOD

This study used descriptive method and verification method. According to Nazir, a descriptive method is a research method that aims to describe and explain the characteristics of variables (competence (X1), motivation (X2) and performance (Y)), whereas verification method is a research method that aims to determine the relationship between variables through a research hypothesis testing using statistical calculations [9].

The type of research used in this study is a research based on level of explanation. According to Sugiyono, the type of research based on level of explanation is a research intended to explain the position of the variables studied and the relationship between one variable with the others [10].

IV. DATA COLLECTION METHOD

Data collection in this study was conducted by looking for data sources through journals, previous studies and survey. Sample in this study was determined using simple random sampling. Simple random sampling is a sampling method that takes sample randomly from the relatively homogeneous population, and the population is known or can be determined. The population in this study were 245

employees who work at PT Pos Indonesia Bandung Cilaki Head Office. Whereas the samples consisted of 78 respondents.

V. RESULTS AND DISCUSSION

We used multiple linear regression analysis to examine the statistics on this research. The data used as independent variables X1 is competence, X2 is motivation, and dependent variable Y is the employee performance. The data have been transformed to interval measurement scale with MSI then used for calculation and hypothesis testing.

Correlation Analysis

Correlation analysis was used to analyze the relationship of variables—whether there is a relationship between independent variables with the dependent variable and how close the relationship between the two variables are. This study used two correlation methods, namely the product moment correlation and multiple correlation.

Product Moment Correlation

Product moment correlation was used to analyze how strong the relationship between one variable with other variables. To determine whether there is a relationship between Competence (X1) and Performance (Y) as well as Motivation (X2) and Performance (Y), we conducted a correlation analysis using SPSS 20.0 for Windows. However, the data in ordinal scale was converted into interval scale using Method of Successive (MSI) before analysis. The results of the correlation analysis are presented in Table I.

TABLE I
CORRELATION OUTPUT
Correlations

	KOMPETENSI	MOTIVASI	KINERJA
Pearson Correlation	1	.213	.708**
Sig. (2-tailed)		.061	.000
N	78	78	78
Pearson Correlation	.213	1	.384**
Sig. (2-tailed)	.061		.001
N	78	78	78
Pearson Correlation	.708**	.384**	1
Sig. (2-tailed)	.000	.001	
N	78	78	78

** Correlation is significant at the 0.01 level (2-tailed).

TABLE II
CORRELATION COEFFICIENT INTERPRETATION

Coefficient Interval	Relationship Level
0.00 – 0.199	Very low
0.20 – 0.399	Low
0.40 – 0.599	Medium
0.60 – 0.799	Strong
0.80 – 1.000	Very strong

Source: Sugiyono (2011: 184)

Judging from the above table, the competence correlation value is 0.708 in the interval of 0.60--0.799, which means there is a high-level relationship. In other words, there is a strong relationship between competence with performance. Similar to competence variable, the relationship between motivation and performance showed a significance level of 0.384 which is under 0.05. Thus, motivation has a significant correlation with performance. Based on the correlation values above, we discovered that the correlation coefficient value of competence and performance (0.708) is higher than correlation coefficient value of motivation and performance (0.384). It means that the competence variable has more positive effect on performance compared to motivation. Positive correlation value indicates that if the perceived competence and motivation are improved, the employee performance is predicted to be increased. Theoretical hypotheses to be tested in this section are: (1) Competence and motivation has positive effect on performance simultaneously; (2) Competence has positive effect on performance; and (3) Motivation has positive effect on performance.

A. Multiple Correlation of Competence (X1) and Motivation (X2) on Performance (Y)

In order to know how much the effect of competence (X1) and motivation (X2) on the performance (Y) simultaneously, we used multiple regression analysis with SPSS 20.0 for Windows and the result is as follows:

TABEL III
OUTPUT KORELASI BERGANDA

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.748 ^a	.559	.547	1.59294

a. Predictors: (Constant), motivasi, kompetensi

F test and t-test were used to determine if there is significant effect of independent variables of (X1) and (X2) on the dependent variable (Y). The test result can be seen from the calculated F value compared with tabulated F value. If the calculated F value \geq tabulated F value, then H_0 is rejected and vice versa. The hypothesis decision can also be seen from the significance of the calculated F value. If the the calculated F value is higher than the level of significance $\alpha = 0.05$, then all of the independent variables have significant effect on the dependent variable simultaneously.

The calculated F test in this study was performed using ANOVA output table on the computer program of SPSS 20.0 for Windows and the result is as follows:

TABEL IV
NILAI SIGNIFIKANSI UJI F

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	241.076	2	120.538	47.504	.000 ^b
Residual	190.309	75	2.537		
Total	431.385	77			

a. Dependent Variable: KINERJA

b. Predictors: (Constant), MOTIVASI, KOMPETENSI

Table IV shows that the calculated F value is 47.504 and the tabulated F value is 3.11. The calculated F value is larger than tabulated F value. Therefore, H_0 is rejected and H_1 is accepted. In addition, the F significance level also shows lower value than the confidence level of 0.05. It means that there is a significant effect of competence and motivation on performance.

Based on the multiple correlation test result of the effect of competence (X1) and motivation (X2) on performance (Y) as in Table IV above, the correlation coefficient value of competence and motivation on performance (Y) simultaneously is 0.748 and the Adjusted R Square is 0.547. Whereas the effect of competence (X1) and motivation (X2) on performance (Y) based on the test result statistically shows a significant effect on the level of 0.00. That means there is a positive effect of employee competence and motivation on the employee performance by 54.70%, while the remaining 45.30% affected by other factors.

B. Partial Analysis of the Effect of Competence (X1) on Performance (Y)

The t-test was used to determine the effect of independent variables on the dependent variable partially. The test result can be seen from the comparison of the calculated t value and the tabulated t value. If the calculated t value is greater than the tabulated t value, then H_0 is rejected and vice versa. The test result can also be seen from the significance of the calculated t value. When the probability value < 0.05 , then H_0 is rejected or in other words, the independent variables have significant effect partially on the dependent variable. This study used the output coefficients table on SPSS 20.0 for Windows for the t-test and the result is as follows:

TABEL V
OUTPUT KOEFISIEN REGRESI PARSIAL

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
(Constant)	7.021	3.177		2.210	.030
1 KOMPETENSI	.425	.051	.656	8.359	.000
MOTIVASI	.201	.065	.244	3.113	.003

a. Dependent Variable: KINERJA

Theoretically, other factors that affect performance are compensation, organizational climate, and environmental factors. Hence, the results of this study showed that the theory, the result from previous studies, and the result of the empirical research showed no difference in the results of the study and theory on the effect of competence and motivation on employee performance. Thus, the theory, empirical research result, along with the result of previous studies and theory were undeniable and the theory conclusively proven the effect of employee competence and motivation employee performance. There are other factors that affect the performance but were not covered in this study e.g. compensation factor, organizational climate, and competition.

Based on the result of empirical (field) research of employee competence, motivation and performance at PT Pos Indonesia Bandung Cilaki Head Office, we concluded that: (1) employee competence which includes services, leadership, managerial, and personality competences is generally in the high category or an adequate level. Some competence indicators that categorized as high include the services and managerial competences, whereas the competence indicator that is still lacking is personal competence; (2) the employee motivation in general have a high levels of motivation. Some motivation indicators that categorized as high include the need for achievement and need for affiliation, whereas the motivation indicator that is still lacking is the need of power. (3) The performance employee is generally in the high category. Some performance indicators that categorized as high include the need for achievement and need for affiliation, whereas the motivation indicator that is still lacking is the need of power. (4) Employee competence in general is relatively high as well as the employee performance. There is a positive effect of employee competence on employee performance. Thus, competence is a positive determinant of the employee performance; (5) The employee performance in general is relatively high, as well as performance employee. Thus there is a positive effect of employee motivation on employee performance; (6) Employee competence and motivation in general are relatively high, so is the employee performance. There is a positive effect of employee competence and motivation on employee performance. Thus, employee competence and motivation are positive determinants of the employee performance. Nevertheless, there are other factors that affect the performance but were not covered in this study such as compensation factor, organizational climate, and competitive environment.

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