



The Effect Of Competence And Work Motivation On Employee Performance In PT. Garuda Indonesia Tbk

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Abstract: The objectives in this study are: To know the effect of employee competency on employee performance. To know how work motivation affects employee performance. To know the effect of employee competency and work motivation together on employee performance. The analysis technique used in this study is a quantitative analysis technique using statistics, the software used to support this research is the SPSS (Statistical Product and Service Solutions) program version 20. The population in this study was employees. The sampling technique used in this study is simple random sampling. With simple random sampling technique, sampled as many as 80 employees at PT. Garuda Indonesia (Persero) Tbk as a respondent in this study. The results of this study show that: There is an influence of employee competence on employee performance. There is an influence of work motivation on employee performance. There is an influence of employee competence and work motivation together on employee performance.

Keywords: Employee Competency, Work Motivation And Employee Performance

INTRODUCTION

Human resources are one of the most important factors in the company. As Sopandi (2019) revealed, human resources are one of the company's assets and one of the important factors to realize the company's goals. Like other corporate assets, human resources also have a dominant role in the company that can realize the company's goals, so it is appropriate that human resources are maintained like other corporate assets. Human resources are the most important resource in a company where those people or employees provide their energy, talent, creativity, and effort to the company. Therefore, humans are one of the determining factors of success in a company because humans make the greatest contribution compared to other factors.

Speaking of MSDM (Human Resources Management) today is getting more attention, because human resources are the perpetrators of the overall level of planning up to the evaluation that is able to utilize other resources owned by the company (Mathodah, 2019). Nowadays human resources play an important role in a company. Labor has a factor in driving a company's progress. The potential that exists in human resources in a quality company will produce an optimal activity, so as to increase effectiveness and efficiency in a company to spur competitiveness (Nurdin, 2020). Therefore, each company needs quality human resources to achieve the goals that the company has planned. Human

resources are the driving force of a company that is able to contribute to the company. Each company must always spur the performance of its employees in the hope of achieving harmony in every part of the company, so as to achieve the expected goals.

Performance is generally interpreted as a person's success in carrying out a job. Employee performance is the result of a person's work in carrying out the tasks charged to him or her to achieve the work target. Employees can work well when they are performing highly so as to produce good work. Employee performance is one of the determining factors of the company's success in achieving its goals. Therefore, the performance of the employees should be attended by the company's leaders, because the decrease in performance of the employees can affect the overall performance of the company. According to Liestati (2020) performance is the result of work achieved by employees based on employment requirements.

Employee performance is one of the factors that plays an important role in achieving the company's goals as well as individual goals. The company will find it difficult to achieve its goals if the employees at the company do not perform well. In an effort to achieve a company's goals, it is necessary to have employees who are aware, loyal, obedient, disciplined and responsible for all work given and done (Anggranei, 2020).

Performance is a very important and interesting part because it proves to be very important benefits, an institution wants employees to work in earnest according to the ability to achieve good work results, without the good performance of all employees, then success in achieving the goal will be difficult to achieve. This means that in a company the labor factor is a complex problem, so it takes effort to maintain and develop it in order to work as expected (Wahyudi, 2019).

Human resources are part of the advancement of development and technology, as well as management science that focuses more on setting the role of human resources in a company. Now in technology and civilization demanded competent Human Resources who have motivation and work experience skilled in carrying out their roles and functions both for individual and corporate purposes. A company needs to be supported by qualified and professional employees. In order for employees to perform well, the company needs to pay attention to the competence of employees (Wahyudi, 2018).

Competence is a combination of mastery of values, and attitude reflected in the habits of thinking, callousness and acting in a basic task and its functions (Wibowo and Hamrin, 2012:105). Competency is a characteristic more often addressed by employees with outstanding performance in more situations with better results, including: encouragement of achievement; analytical thinking; conceptual thinking; customer service orientation; development of others; impact and influence; disbursement of information; initiatives; integrity; corporate awareness; company commitments; foster relationships; leadership; cooperation; care about regularity and strategic thinking.

Based on that definition, competence is something inherent in a person that can be measured by a particular measuring instrument. This competency must always be inherent in a leader so that the leader can easily direct, encourage or motivate all employees in carrying out their work. One's competence is very helpful in improving work motivation. Work motivation is one of the important elements in the employees of an institution, meaning that motivation must be possessed by every employee. Employees with good work motivation will carry out every job given best and exert all their ability to complete a job, as stated by Wahyudi (2018) suggesting motivation is "a factor that encourages a person to do a particular activity, motivation is often interpreted as a driving factor for one's behavior".

Work motivation is the motivation to work in order to achieve goals or satisfaction. Low or poor work motivation will harm the institution, because with low work motivation the achievement of the institution's goals will be delayed. Therefore, work motivation is very influential with employee performance.

Employee work motivation is not always in good condition, therefore there needs to be efforts to improve work motivation when employee performance decreases. Improving employee work motivation can be done by paying attention to and meeting the needs of employees and appreciating the results of their work. According to Hasibuan (2007:149) there are two kinds of methods to increase employee motivation, namely direct motivation by meeting the needs of employees materially and non materially and motivation indirectly by providing facilities to support the work.

There are phenomena seen in PT. Garuda Indonesia (Persero) Tbk makes not in accordance with the expectations that the company wants in employee performance such as employee competencies of several diverse and sometimes fickle employees, Decreased employee competency affects employee behavior such as employee motivation and work performance. Low work competency resulting in reduced quality of work resulting. The lack of work competencies that employees have in working can decrease employee performance. Low work motivation thus reducing employee work performance. Lack of employee work

motivation resulted in decreased employee competency. Low employee performance due to lack of motivation from the leadership. Not conducive to employee performance at PT. Garuda Indonesia (Persero) Tbk, decreased employee performance due to lack of competence and motivation provided by its leadership. Employee performance results at PT. Garuda Indonesia (Persero) Tbk has not provided satisfaction for the company.

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Employee Competency

Competency is a work or task based on skill and knowledge and supported by the attitude of work demanded by the job. The skills or abilities required by employees demonstrated by the ability consistently provide an adequate or high level of performance in a job function.

Spencer's understanding of competence cited by Moehariono (2014:5) is as an underlying characteristic of a person relating to the effectiveness of an individual's performance in his work or the basic characteristics of individuals who have causal relationships or as a result of the criteria referenced. According to Spencer, competence lies in the inside of every human being and forever exists in the personality of a person who can predict behavior and performance widely in all work situations and tasks.

Meanwhile, according to Wibowo and Hamrin (2012:271) competency is an ability to carry out or perform a job or task based on skills and knowledge and supported by the attitude of work demanded by the job. Competency also demonstrates the characteristics of knowledge and skills possessed or needed by each individual who enables them to perform their duties and responsibilities effectively and improve the standards of professional quality in their work.

Work Motivation

Motivation in management is aimed at improving the morale of employees, so that their performance improves with all its ability to realize the organization's goals. Motivation seeks to optimize the potential of employees to be able to work properly, willing to cooperate to encourage the improvement of employee performance, so as to successfully achieve and realize the goals that have been determined (Mangkunegara, 2007).

According to Swansburg in Mangkunegara (2007), motivation is a concept that contains an extrinsic condition that stimulates certain behaviors and an intrinsic response that reveals human behavior. The intrinsic response is underpinned by energy sources, called "motives."

From the understanding of the above figures, it can be concluded that work motivation is the motivation that moves a person in work to do the work with all efforts and work effectively to achieve the goals that want to be achieved.

Employee performance

Performance is the level of achievement of the results of the implementation of certain tasks. In the context of human resource development an employee's performance in a company is urgently needed to achieve work performance for the employee himself and also for the success of the company. According to Bambang Kusriyanto in Wahyu & Salam (2020) in his book "The Theory of Public Administration" is "Employee performance is the result of individual work in an organization."

According to Afin Murtie (2012) performance is the result of work accomplished by employees based on employment requirements. Employees are people who do the job by getting service rewards in the form of salaries and benefits from the government. It is this employee who does all the work or activities of the government. So the understanding of employee performance is the result of individual work in an organization.

In addition, Mangkunegara (2007:9) states that employee performance is the result of the quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. From some of these notions, the author can conclude that performance is the result of the achievement of a person or group of people in completing the tasks and responsibilities given (Harras, et al., 2020).

METHODS

The study was quantitative, descriptive and associative. According to Sugiyono (2013:13), "Quantitative research methods can be interpreted as research methods based on positivism philosophy, used to research on specific populations or samples, sampling

techniques are generally done randomly, data collection using research instruments, data analysis is quantitative or statistical with the aim of testing established hypotheses. While the descriptive method according to Sugiyono (2014) is: "A formula of problems related to the question of the existence of self-variables, whether only on one variable or more (self-variable is a stand-alone variable, not an independent variable, because if an independent variable is always paired with a dependent variable).

Population and Samples

According to Soehartono (2013) Population is a collection of individuals or research objects that have the qualities and traits that have been set by researchers for further research. The sampling technique used in this study is simple random sampling. According to Sugiyono (2012:57) it is stated simple because sampling of population members is done randomly regardless of the strata in that population. With simple random sampling technique, 44 employees were sampled at PT. Garuda Indonesia (Persero) Tbk as a respondent in this study.

Operational Research Variables

The independent variables used in this study are Employee Competency (X1) and Work Motivation (X2). Dependent variables are variables described or influenced by independent variables. The dependent variables in this study are Employee Performance (Y)

Data Analysis Techniques

The analytical techniques used in this study are quantitative analysis techniques using statistics. Furthermore to obtain and speed up data input, statistical software is used to support this research. The software used to support this research is the SPSS (Statistical Product and Service Solutions) program version 20. In SPSS raw data that has been processed into numbers inputted into SPSS.

Hypothesis Testing Techniques

T and F tests are used to test hypotheses, hypothesis testing techniques in this study using the help of computer statistical product and service solutions (SPSS) program version 20 for Windows. Test statistics used as follows:

1. T test
2. F test
3. Determination Coefficient

RESULT AND DISCUSSION

Table 1. Hypothetical Test results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	3,197	2,063		1,549	,125
1 Competence (X ₁)	,508	,061	,495	8,361	,000
Work motivation (X ₂)	,508	,059	,512	8,652	,000

a. Dependent Variable: Employee Performance (Y)

Source: Research data, 2020

The table above describe:

1. The Influence of Motivation (X1) on Employee Performance (Y)
Based on the table of coefficients above, it gets a thitung value for Motivation (X1) of 8,361 while the ttabel value for n = 80 is 1,990. So 8,361 > 1,990, then H0 is rejected and Ha is accepted, it can be stated that Motivation (X1) affects Employee Performance (Y) in PT. Garuda Indonesia (Persero) Tbk.
2. Effect of Discipline (X2) on Employee Performance (Y)
Based on the table of coefficients above, it gets a thitung value for Discipline (X2) of 8,652 while the ttabel value for n = 80 is 1,990. So 8,652 > 1,990, then H0 was rejected and Ha was accepted, it can be stated that Discipline (X2) affects Employee Performance (Y) at PT. Garuda Indonesia (Persero) Tbk.

Table 2. Anova

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	8763,813	2	4381,907	243,409	,000 ^b
1 Residual	1386,174	77	18,002		
Total	10149,988	79			

a. Dependent Variable: Employee Performance (Y)

b. Predictors: (Constant), Work motivation (X₂), Competence (X₁)

Source: Research data, 2020

Based on the results of the analysis in the table above, the ANOVA test obtained a F calculated value of 243,409 while F_{table} for n = 80 is 2.72. So F_{hitung} > of F_{table} or 243,409 > 2.72, with a significant level of 0.000 due to 0.000 < 0.05, it can be said that competence (X₁) and motivation (X₂) together affect employee performance (Y).

Table 3. Determination Coefficient Test Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,929 ^a	,863	,860	4,24291

a. Predictors: (Constant), motivation (X₂), competence (X₁)

b. Dependent Variable: employee performance (Y)

Source: Research data, 2020

Based on the Model Summary table which yields an Adjusted R Square value of 0.860, this shows that 86.0% of competence variables (X₁) and motivation variables (X₂) simultaneously (together) are related to employee performance variables (Y) and the remaining 14.0% are related to other factors not studied in this study.

CONCLUSIONS

The conclusion of the research result are:

1. Competency has an influence on employee performance in PT. Garuda Indonesia (Persero) Tbk.
2. Motivation has an influence on employee performance in PT. Garuda Indonesia (Persero) Tbk.
3. Competence and Motivation have a joint influence on employee performance in PT. Garuda Indonesia (Persero) Tbk.

In the closing chapter, the author tries to provide suggestions that may be useful to the company. The suggestions are as follows::

1. We recommend pt. Garuda Indonesia (Persero) Tbk can maintain its performance in accordance with the expected competencies.
2. As for what can be done to continuously increase motivation by always giving feedback to employees about how motivation in working so that later employees are more eager to work.
3. Employee performance at PT. Garuda Indonesia (Persero) Tbk is generally already in the high category. Although it is in a high category of course the company must always continuously maintain and even improve employee performance.

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