



Competence as a determinant of employee performance work motivation and career development as triggers

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ARTICLE INFO

Article history:

Accepted Jun 26, 2023

Revised Jul 04, 2023

Accepted Jul 08, 2023

Keywords:

Competence;
Work Motivation;
Career Development;
Employee Performance.

ABSTRACT

Every agency wants all its employees to be able to contribute, namely in the form of the best work performance as expected by the agency, which in turn will enable the agency to achieve its goals. To achieve this goal, many factors influence, including competence, work motivation, and career development. Agencies must be able to create conditions that can motivate employees to work well. This study aims to analyze the factors that can explore improving employee performance in existing models; high employee competence, high work motivation, and appropriate career development will be able to improve employee performance. This research uses associative quantitative methods with a survey approach. The object of this research is the Serang Regency Regional Civil Service Agency, with a sample of 188 respondents. The results of this study indicate that competence has a significant effect on employee performance. Competence has a considerable impact on work motivation. Competence has a substantial effect on career development. Work motivation is having a significant impact on employee performance. Career development has a significant effect on employee performance. Work motivation and career development can mediate the effect of competence on employee performance. This research is expected to make a theoretical contribution to the literature in this context.

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1. INTRODUCTION

Employees are the most critical asset for every agency. However complete and sophisticated the non-human resources owned by an agency is not a guarantee for the agency to succeed. The security of success is more determined by the human resources who manage, control and utilize the non-human resources owned by the agency (Alfarizi et al., 2022; Gunawan et al., 2022; Haryadi et al., 2022). Therefore, employee problems are a significant problem that must receive attention from the agency (Anshori et al., 2022; Riyanto et al., 2022; Setyowati et al., 2023). Every agency wants all of its employees to be able to contribute, namely in the form of the best work performance as

expected by the agency, which in turn will enable the agency to achieve its goals (Haryadi, 2022; Haryadi et al., 2021; Wahyudi et al., 2022). To achieve this goal, many factors influence, including competence, work motivation, and career development. Agencies must be able to create conditions that can motivate employees to work well.

The performance or work achievement In principle, there is another term that better describes achievement in English, namely the word achievement, but because the word comes from the word to achieve, which means to complete, in Indonesian, it is often interpreted as an achievement or what is achieved, work achievement assessment in English is referred to as performance appraisal (Haryadi & Wahyudi, 2020; Mulyadi et al., 2023; Tania et al., 2021). Work achievement or performance is the level of task implementation that can be achieved by a person, unit, or division, using existing capabilities and predetermined limits to achieve agency goals (Putri et al., 2023; Rahmatullah et al., 2022). One of the factors that can affect performance is employee competence (Setyowati et al., 2023). Without the competence of qualified human resources, it cannot anticipate the conditions to achieve organizational goals. Adequate abilities and competencies must support the achievement of employee work results. Competence refers to people with better, more consistent, and more effective performance than general performance and even incompetent people (Nugroho & Paradifa, 2020). Competence is essential in organizational management because it is closely related to excellent job performance. It develops the idea into a fixed image that cannot predict employee performance and success (Borch & Roud, 2021). Competence is the ability of a person to carry out a job that includes skills and knowledge, and attitudes following the career itself (Lukar *et al.*, 2020). Competence can be used in estimating a person's ability, meaning that if someone has high competence, he also has high power (Jayaningrum et al., 2020). Competence is an instrument for estimating a person's success in his job. His experience, skills, and insights can measure the competence contained workerrkers. Competence greatly supports a person's success at work (Gultom et al., 2019).

Not only employee competence but enthusiasm is also one aspect that influences employee abilities. Opinion (Natalia & Netra, 2020) Enthusiasm can support a person to prove a unique attitude. That way, it takes tremendous enthusiasm from each employee who is assigned to a regime institution or activity base, automatically with the presence of encouragement and great enthusiasm, each employee will try to do better and want to devote all his abilities automatically will affect his performance (Mulia & Saputra, 2020). The central role of motivation is to be customized, as the agenda is meant to address the needs and requirements of the employees (Meijerink *et al.*, 2021). Inspiration inspires creative performance and shows workers how much the organization cares (Putri & Frianto, 2019). The most potent effect of motivation is better results or performance. Therefore, if employee motivation can be improved, efficiency is bound to occur, and there is no decrease in alignment (Putri & Frianto, 2019). Therefore, employee motivation promotes workplace harmony, and employee performance thus improves. Motivated workers will retain staff and company loyalty, breeding business growth and progress (Fauzi & Anam, 2019).

There needs to be an explanation or information about career planning for employees. This is where the active role of the Personnel Department is required. Although the costs needed for career development activities are not small, these activities must still be carried out because the benefits are substantial, both for the Office and employees. The benefits for the Office include that it will have a workforce ready to carry out its work so that the Office can achieve its goals more quickly. The use for employees is that they can develop attitudes, behaviors, skills, and knowledge about their work. This will improve employee performance to support achieving Office objectives effectively and efficiently. In other words, the immediate goal of development in an organization is to increase individual self-awareness, improve work performance and skills in a field, and increase personal motivation to carry out their work satisfactorily. So it is clear that the

career development process must be under the level of education employees possess. This is so that employees can carry out and be responsible for their duties professionally.

Agency goals cannot be achieved without employees who have good performance. To have good performance, employees should have the motivation to work. To motivate their employees, agencies try various ways such as providing wages, incentives, promotions, creating an excellent working atmosphere, developing employee careers, and others. The career development process in its implementation must be well considered by the agency so that the agency can obtain employees under the level of educational qualifications. Human resource development that is carried out appropriately will positively impact the agency.

This research aims to analyze the factors that can explore improving employee performance concerning existing models; high employee competence, high work motivation, and appropriate career development will enhance employee performance. In this context, this research is expected to provide a theoretical contribution to the literature in the field of human resource management

2. RESEARCH METHOD

In this research, the method used by the author is descriptive quantitative research with a causal approach. The causal process is that the investigation will look for descriptions in the form of relationships, effects, impacts, and causal effects (cause-and-effect) of various concepts or as factors or, in some ways, designed in management science. The population in this study was at the Regional Staffing Agency of Serang Regency, totaling 188 employees. The sample in this study were employees of the Regional Civil Service Agency of Serang Regency, and all 188 respondents were drawn into the selection. The sampling technique used is non-probability sampling with a total sampling method / saturated sampling, meaning that all populations are taken into the sample. The soaked/complete sampling technique has been used in this study. The data collection technique used in this study uses a questionnaire with a scale of 1 - 10 using the agree-disagree scale method. One hundred eighty-eight questionnaires have been obtained from respondents. The data analysis technique in this study is a descriptive analysis using the SPSS version 26 assistance program, then to find the influence between variables using inferential analysis with the SmartPLS version 4.0 assistance program through the outer model test, which includes validity test and reliability calculation test then by looking at the square root value of each variable. Then proceed with the inner model test by looking at the R Square value. To find the direct and indirect effects between variables using the bootstrapping test by looking at the immediate impact and indirect effect. In this study, the authors formulate hypotheses, including. H1: there is a significant effect of competence on employee performance, H2: there is a considerable effect of competence on work motivation, H3: there is a substantial effect of competence on career development, H5: there is a significant effect of work motivation on employee performance, H5: there is a considerable effect of career development on employee performance

3. RESULTS AND DISCUSSIONS

Before carrying out the assumption test, it is necessary to test the validity to show how positively an instrument method or way of measuring something is designed. In this research, validity testing is tried by looking at convergent and discriminant validity numbers. Furthermore, the results of the validity trial can be observed in the following sketch:

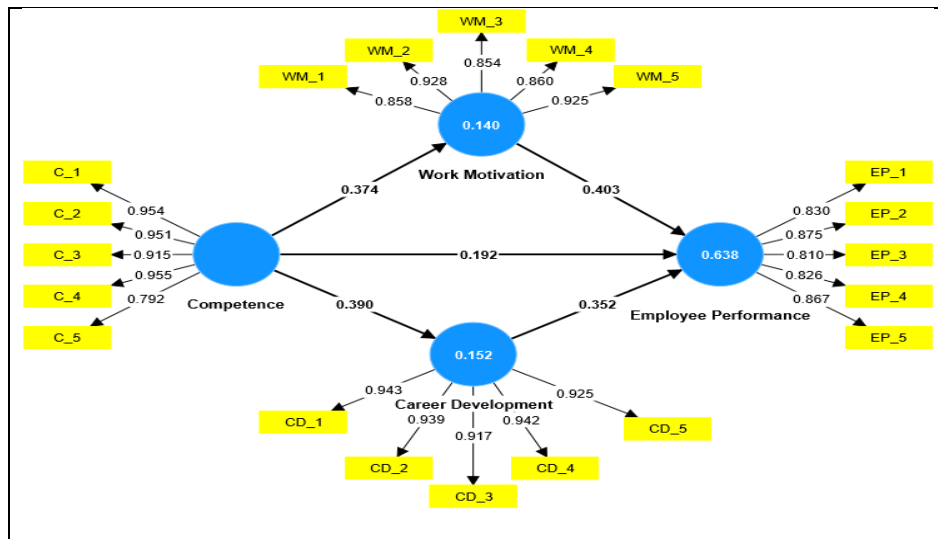


Figure 1. Outer model research
 Source: Results of research data processing 2023

Figure 1 shows that all elastic amps from each indicator have a value greater than 0.70, which can automatically fulfill the validity standards of data. Opinion (Ghozali & Latan., 2015: 74) Indicators are claimed to be accurate if each indicator has an outer loading number greater than 0.70. Not only looking at the number of outer loading but convergent validity can also be observed from the number (AVE), which must be greater than 0.50 (Ghozali & Latan., 2015: 74). In this form, the average number of extracted variances for each variable is located above 0.50 as shown in the following figure:

Table 1. Outer model and inner model

Variable/Indicator	Loading Factor				Cronbach Alpha	Composite Reliability	AVE	R-square
	EP	C	WM	CD				
Employee Performance					0,898	0,924	0,709	0.638
EP_1	0,830							
EP_2	0,875							
EP_3	0,810							
EP_4	0,826							
EP_5	0,867							
Competence					0,951	0,963	0,838	
C_1		0,954						
C_2		0,951						
C_3		0,915						
C_4		0,955						
C_5		0,792						
Work Motivation					0,931	0,948	0,785	0.140
WM_1			0,858					
WM_2			0,928					
WM_3			0,854					
WM_4			0,860					
WM_5			0,925					
Career Development					0,963	0,971	0,871	0.152
CD_1				0,943				
CD_2				0,939				
CD_3				0,917				
CD_4				0,942				
CD_5				0,925				

Source: Results of research data processing 2023

Table 1 shows that each variable has a value from reliability testing showing the importance of Cronbach's Alpha, Composite Reliability on all variables. There are points

above 0.70. Thus the conclusion is that all variables are reliable or fulfill the reliability test, then the Average Variance Extracted (AVE) value > 0.50 so that construct reliability & validity are fulfilled. The following hypothesis testing can be seen in Table 2 below.

Table 2 Hypothesis tests with bootstrapping

Variable	Coefficient	T value	P values	Result
C → EP	0,192	3,908	0,000	Accepted
C → WM	0,374	7,251	0,000	Accepted
C → CD	0,390	8,546	0,000	Accepted
WM → EP	0,403	5,137	0,000	Accepted
CD → EP	0,352	4,492	0,000	Accepted

Source: Results of research data processing 2023

Table 2 is the result of the Bootstrapping test with SmartPLS 4.0 can be explained in the discussion below: The first finding in this study is that competence has a significant influence on employee performance. The higher the competence an employee possesses, the higher the employee's performance. One of the factors that can affect performance is employee competence. Without being balanced with qualified human resource competencies, it cannot anticipate the conditions to achieve organizational goals. Adequate abilities and competencies must support the achievement of employee work results. Competence refers to people with better, more consistent, and more effective performance than general performance and even incompetent people (Nugroho & Paradifa, 2020). Competence is an essential concept in organizational management because it is closely related to excellent job performance and then develops the idea of ability into a fixed image that cannot predict employee performance and success (Borch & Roud, 2021). This research is in line with the results of the study conducted by (Arlita et al., 2020; Ashar et al., 2019; Suhardi, 2019) stated that competence significantly affects employee performance.

The second finding in this study is that competence has a significant effect on work motivation. The higher the competence an employee possesses, the higher the work motivation. Competence is the ability of a person to carry out a job that includes skills, knowledge, and attitudes under the job itself (Lukar et al., 2020). Competence can be used in estimating a person's ability, meaning that if someone has high competence, he also has a high capacity (Jayaningrum et al., 2020). Competence is an instrument for estimating a person's success in his job. The competence contained in a worker can be measured by his experience, skills, and insights. Competence greatly supports a person's success at work (Gultom et al., 2019). This research supports the results of the study conducted by (Alexandri et al., 2019; Nurmala, 2020; Parashakti et al., 2019), who stated in their research that competence affects work motivation.

The third finding in this study is that competence significantly affects career development. The higher the competence an employee possesses, the higher the employee's career development. Competence is the expertise to do or carry out a profession or obligation based on knowledge and insight and assisted by the actions of the activities required by work (Mulia & Saputra, 2020). Competence, as a person's ability to create at an enjoyable level in the workplace, includes a person's ability to transmit and apply explanations and insights in an up-to-date setting and increase the effectiveness of the approved (Syah et al., 2021). Competence is a kebisaaan owned by a person in the form of knowledge, skills, and morals needed to apply his obligations and obligations. As a result, he can perform his duties in a reliable, efficient, and efficient manner. While the opinion (Kanafiah et al., 2021) explains that competence is also the expertise of employees, which proves actual actions and actions that are appropriate to their position as employees in the industry, which in turn results in the desired industry goals (Yosepa et al., 2020). Competence is the character under the person related to the effects of individual activities on obligations and particular individuals with a causal

basis or as a referenced causal character (Salsabila & Hermana, 2021). The author builds on the previous hypothesis that competence significantly affects career development.

The fourth finding in this study is that work motivation significantly affects employee performance. The higher the employee's work motivation, the higher the employee's performance. One meaningful aspect of improving employee ability is activity (work motivation). Reason has three critical parts: effort, body goals, and desire. An effort is the dimension of seriousness. If a person is motivated, he will try as hard as possible to reach the goal, but he is not confident that a significant effort will create a considerable ability (Pasaribu, 2021). Therefore, it takes the action's seriousness and quality and focuses on the institution's goals. Desire is an internal situation that creates pressure, whereas unfulfilled desires will create stress that triggers motivation from within people. This urge leads to a searching attitude to develop goals (Siswatiningsih et al., 2019). If there is a fulfillment of desire, there will be a decrease in pressure. Motivated employees are in challenging situations and try to reduce tension by generating effort (Riyanto *et al.*, 2021). The author builds the previous hypothesis that work motivation significantly affects employee performance.

The fifth finding in this study is that career development significantly affects employee performance. The better the employee's career development, the more employee performance will increase. Career development is a continuous and formal effort from the organization that focuses on developing and enriching organizational resources to meet their organizational needs (Setyadi & Budiyo, 2021). Career development is an improvement to achieve a career plan (Dinni & Soehari, 2020). Career development is a staffing activity that helps employees plan their future careers so that the company and the employees concerned can develop themselves to the maximum. Career development is a person's self-development activities to realize his career plan. Career development is a process of increasing the workability of an employee, which encourages increased performance to achieve the desired career (Purnawati et al., 2021).

The indirect effect in this study is that work motivation can mediate the effect of competence on employee performance; work motivation shows partial mediation. In contrast, for the second mediation, career development can judge the impact of competence on employee performance; the second mediation career development offers partial mediation.

4. CONCLUSION

Employees are the most critical asset for any Office. However complete and sophisticated the non-human resources owned by an agency is not a guarantee for the agency to succeed. The contract of success is more determined by the human resources who manage, control and utilize the non-human resources owned. Therefore, employee problems are a big problem that must receive attention from the agency. This study concludes that competence has a significant effect on employee performance. Competence has a considerable impact on work motivation. Competence has a substantial effect on career development. Work motivation is having a significant impact on employee performance. Career development has a significant effect on employee performance. Work motivation and career development can mediate the effect of competence on employee performance. This research is expected to make a theoretical contribution to the literature in this context.

ACKNOWLEDGEMENTS

The authors would like to express their deepest gratitude for the cooperation and dedication of the entire team. Mantik Journal: Journal of Management, information technology, and Communication, which has reviewed the article and published the paper prepared by the author. In addition, the author would also like to thank all bestiary

partners who have collaborated and supported the preparation of this article so that it can be successful and published in the Mantik journal: Journal of Management, Information Technology, and Communication.

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