The Influence of Competency and Motivation on Employee Performance PT. Jayamandiri Gemasejati

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Abstract

This study aims to determine the role of competence and motivation in improving the performance of PT Jayamandiri Gemasejati employees. JG Motor is an official YAMAHA dealer with a legal entity PT Jayamandiri Gemasejati. The sample taken in this study consisted of employees, amounting to 105 people. Data were collected by questionnaires, document recording, direct interviews, and data analysis using multiple linear regression. The results obtained in this study indicate that (1) Competence and work motivation have a positive effect on employee performance. (2) Competence has a positive effect on employee performance. (3) Work motivation has a positive effect on employee performance. (4) Competence has a positive effect on employee work motivation. Based on the results of hypothesis testing, shows that competence and motivation have a positive and significant effect on employee performance at PT Jayamandiri Gemasejati.

Keywords:
*Competence,
Motivation,
Employee
Performance*

Introduction

Every organization, in its activities, involves a combination of elements such as human resources, equipment, materials, technology, capital, location, time, methods, and other components, organized systematically and effectively to achieve desired goals. Among these elements, human resources play the most crucial role and are the primary determinant of an organization's success. Other components can only function when empowered by people. No matter how advanced the technology, achieving organizational objectives is challenging without human resources.

Human resources are deemed vital in every business activity. They act as the executors of organizational tasks. The potential of human resources must be optimized to achieve maximum results, and the progress and success of a company rely significantly on the quality of its human resources. Performance improvement can be realized through adjustments such as enhancing competence and motivation, enabling employees to contribute directly to the organization's interests. High competence and strong motivation within an organization will determine the quality of its human resources and, ultimately, its competitive edge. Work motivation is a fundamental human need and serves as an incentive to fulfill basic desires; thus, meeting these needs contributes to job success. Employees with high work motivation strive to complete their tasks to the best of their abilities. The strength of work motivation influences performance levels. According to Busro (2018), performance reflects workers' abilities and skills, emphasizing the importance of human resource competencies, including cognitive, affective, and psychomotor skills. In this context, performance relates to the outcomes of the workers' abilities and skills.

The demand for labor with specific competency standards is increasing. Changes in the business environment highlight the importance of human resources as a competitive advantage for organizations. Consequently, high-competence human resources are seen as essential for improving employee performance and contributing to profits, which will ultimately shape the company's future. As stated by Mangkunegara (2011), an effective means to achieve this is to assess employee performance, where staff development and utilization are inseparable from overall performance, enabling employees to enhance service quality to meet institutional objectives. Thus, understanding employee motivation is crucial for aligning human resources with organizational goals, as behavior is the simplest reflection of motivation.

Hasibuan (2016) states that "motivation in management pertains to human resources in general and subordinates specifically." Motivation involves directing the energy and potential of subordinates to work productively and achieve set goals. People work to fulfill their needs, whether conscious or unconscious and in both material and non-material forms.

In 2021, PT Jayamandiri Gemasejati achieved a sellout rate of 93%. In March 2020, the sellout rate was also 93%, and by April 2021, it reached 100%, increasing to 103% in May 2021. This was partly due to many employees feeling unmotivated by supervisor guidance, despite training aimed at enhancing motivation to complete their tasks.

JG Motor is an official YAMAHA dealer under the legal entity PT Jayamandiri Gemasejati, established on October 29, 1994. It began operating in retail automotive for YAMAHA in September 2001 as JG Motor Group, the name derived from the abbreviation of Jayamandiri Gemasejati. JG Motor Group has 29 branches with a 3S status (Sales, Service & Spare Parts) across Jabodetabek and West Java, employing approximately 1,050 staff. PT Jayamandiri Gemasejati hires employees to meet labor needs (sales promoters, area field operation managers, supervisors, team leaders, and admin staff). The lack of motivation among employees to foster good relationships with coworkers has led to low teamwork during job execution. Employees neglect their responsibilities, showing indifference to assigned reports. Tasks are responsibilities that must be completed well, so efforts must be made to motivate them to exceed set targets.

The following table illustrates the competencies, motivation, and performance of PT Jayamandiri Gemasejati employees. There is an observable increase in competencies during this period, contributing to the improvement of employee performance at PT Jayamandiri Gemasejati. Below is a table of employee performance at PT Jayamandiri Gemasejati from 2020 to 2022.
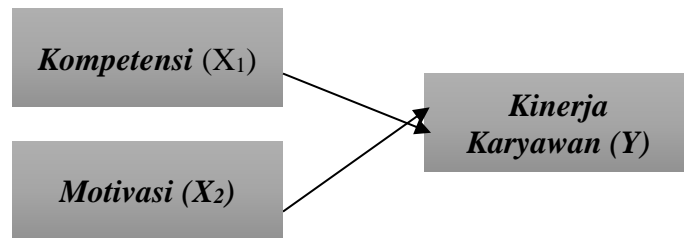
Table 1: Employee Performance at PT Jayamandiri Gemasejati

CABANG	2020			2021			2022		
	TARGET	RESULT	%	TARGET	RESULT	%	TARGET	RESULT	%
JG ASIA AFRIKA	1800	1385	76,9%	1666	1625	97,5%	1738	1953	112,4%
JG BANDUNG	1050	603	57,4%	920	948	103,0%	990	844	85,3%
JG BOGOR	960	593	61,8%	1373	1026	74,7%	1172	1139	97,2%
JG BOJONG GEDE	840	466	55,5%	731	619	84,7%	791	575	72,7%
JG CIBINONG	1100	693	63,0%	1075	1015	94,4%	1093	1048	95,9%
JG CIBEUREUM	1500	636	42,4%	598	672	112,4%	1054	785	74,5%
JG CIANJUR	925	1054	113,9%	1541	925	60,0%	1238	1010	81,6%
JG CIKALONG KULON	755	107	14,2%	132	138	104,5%	449	178	39,7%
JG CIKALONGSARI	1020	589	57,7%	817	898	109,9%	924	758	82,1%
JG CIKARANG	1230	542	44,1%	806	810	100,5%	1023	679	66,4%
JG CILEDUG	1060	727	68,6%	1113	994	89,3%	1092	699	64,0%
JG CIREBON	1375	806	58,6%	1191	1217	102,2%	1288	1113	86,4%
JG CIWASTRA	540	770	142,6%	1066	1127	105,7%	808	965	119,4%
JG DAWUAN	1000	973	97,3%	1611	1102	68,4%	1311	1263	96,4%
JG GUNUNGSINDUR	875	368	42,1%	591	589	99,7%	738	517	70,1%
JG GARUT	1045	650	62,2%	945	720	76,2%	1000	760	76,0%
JG JATIBARANG	480	648	135,0%	707	677	95,8%	599	618	103,3%
JG KUNINGAN	1260	364	28,9%	1012	602	59,5%	1141	559	49,0%
JG KOPO	1000	811	81,1%	655	873	133,3%	833	843	101,3%
JG KARANGSINOM	1000	547	54,7%	465	625	134,4%	738	641	86,9%
JG LEUWILIANG	680	451	66,3%	936	922	98,5%	813	667	82,0%
JG PANGANDARAN	720	739	102,6%	903	755	83,6%	817	686	84,0%
JG PALIMANAN	825	545	66,1%	644	665	103,3%	740	580	78,4%
JG PURWAKARTA	1735	1214	70,0%	2786	1429	51,3%	2266	2052	90,6%
JG SILIWANGI	1200	876	73,0%	890	795	89,3%	1050	825	78,6%
JG SUKABUMI	1680	1291	76,8%	2211	1169	52,9%	1951	2087	107,0%
JG TASIKMALAYA	1080	726	67,2%	426	598	140,4%	758	854	112,7%
JG UJUNGBERUNG	805	497	61,7%	793	870	109,7%	804	776	96,5%
JG WARUNG KONDANG	525	212	40,4%	334	295	88,3%	435	273	62,8%
TOTAL	30.065	19.883	66,1%	28.938	24.700	85,4%	29.647	25.747	86,8%

Starting in 2020, PT Jayamandiri Gemasejati focused on enhancing employee competencies through various direct and indirect training. In addition to improving competencies, the company increased attention to motivation through rewards, incentives, and enthusiasm, encouraging employees to pursue targets. As evidenced, from 2020 to 2022, there was a gradual improvement. In 2020, the sales percentage was recorded at 66.1% of the target, 85.4% in 2021, and 86.8% in 2022.

Theoretical Framework

- According to Busro (2018), competence is a deep-seated and inherent part of an individual's personality, reflected in predictable behaviors across various situations and job tasks. Furthermore, Piandi (2018) defines competence as a combination of knowledge, skills, values, and attitudes manifested in habits of thinking and acting. Commonly mentioned competencies include decision-making, risk-taking, relationship-building, problem-solving, analysis, attention to detail, innovation, flexibility, customer service, strategic perspective, teamwork, and leadership. Thus, it can be concluded that competence is a set of observable and measurable performance behaviors that are crucial for the success of both the individual and the organization. These individual performance behaviors encompass the knowledge, skills, abilities, and characteristics related to professional performance aspects. According to Spencer and Spencer, as cited by Kompri (2017), the indicators of competence are: 1) Motives; economic needs, social needs, and psychological needs. 2) Traits; characteristics, qualities, and attitudes. 3) Self-concept; appearance, speech, and behavior. 4) Knowledge; understanding of procedures and technical knowledge. 5) Skills; administrative skills, managerial skills, technical skills, and social skills.
- Pamela and Oloko (2015) state that motivation is key to a successful organization in sustaining work through strong support for survival, while Shaleh (2018) suggests that motivation is an internal desire that drives an individual to take action. Employees with high motivation tend to work diligently and strive to enhance their ability to complete tasks. From this understanding of motivation, it can be concluded that motivation is the impetus behind a series of human behavioral processes aimed at achieving goals. Elements of motivation include factors that stimulate, direct, sustain, indicate intensity, are continuous and involve goals. Several well-known motivation theories have been proposed by scholars specializing in motivational theory development, as outlined by Priansa (2014). These theories include 1) Maslow's Theory; the most famous motivation theory is Abraham Maslow's hierarchy of needs. He hypothesized that every human possesses a hierarchy of five needs: a) physiological (hunger, thirst, sexual needs, and other physical requirements), b) safety (the desire for protection from physical and emotional harm), c) social (needs for affection, belonging, acceptance, and friendship), d) esteem (both internal and external factors of esteem), and e) self-actualization (growth, achieving one's potential, and self-fulfillment).
- According to Busro (2018), performance indicates the abilities and skills of workers. This perspective emphasizes the competencies of human resources within an organization, encompassing the cognitive, affective, and psychomotor abilities of employees. In other words, performance here relates to the results derived from the abilities and skills possessed by workers. Rismawati and Mattalata (2018) define performance as the quality and quantity of work achieved by an employee in carrying out their tasks according to their responsibilities. Sinambela (2018) states that performance is a function of motivation and ability. To complete tasks and work, an individual must possess a certain degree of willingness and skill level. Willingness and skills are not effective for accomplishing tasks without a clear understanding of what needs to be done and how to do it.

Conceptual Framework

Figure 2. Conceptual Framework

- **Hypotheses**:
- Hypothesis 1: Competence positively influences the performance of employees at PT Jayamandiri Gemasejati.
- Hypothesis 2: Motivation positively influences the performance of employees at PT Jayamandiri Gemasejati.

Research Methodology

This study employs descriptive-verificative analysis to examine whether human resource competence and motivation affect employee performance at PT Jayamandiri Gemasejati, as well as to test the hypotheses for acceptance or rejection. Hypothesis testing is conducted using multiple linear regression and T-tests. Data collection techniques include library research, field research, questionnaires, interviews, and observations.

Research Results and Discussion

- **Multiple Linear Regression Analysis**

Data analysis using SPSS version 26.0 yields the following multiple regression equation based on the output:

Table 1
Multiple Linear Regression Equation

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	23.406	3.882		6.030	.000
	X1	.254	.109	.242	2.328	.022
	X2	.657	.152	.449	4.325	.000

a. Dependent Variable: Y

Based on the output, it follows that:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2$$
$$Y = 23{,}406 + 0{,}254 X_1 + 0{,}657 X_2$$

With the following explanations apply:

1. The constant value is 23.406, indicating an increase in employee performance by 23.406.
2. The competence value is 0.254, indicating a positive direction; if competence increases, employee performance will increase by 0.254.
3. The motivation value is 0.657, indicating a positive direction; if the motivation variable increases, employee performance will increase by 0.657.

Thus, any increase or decrease in competence and motivation will affect the performance level of the field force division at PT Jayamandiri Gemasejati.

● **Correlation Coefficient**

Data analysis using SPSS version 26.0 produces the multiple correlation coefficient and coefficient of determination based on the following output:

Table 2
Correlation Coefficient Test

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.638ᵃ	.407	.396	8.44123

a. Predictors: (Constant), X2, X1

The multiple correlation coefficient of competence (X_1) and motivation (X_2) with employee performance is 0.634, indicating a strong relationship since it falls between 0.600 – 0.799.

● **Hypothesis Testing: Significance Test (T-Statistic Test)**

1. Competence

H_0: $b_1 \leq 0$ = There is no positive and significant influence of competence on the performance of employees at PT Jayamandiri Gemasejati.

H_a: $b_1 \geq 0$ = There is a positive and significant influence of competence on the performance of employees at PT Jayamandiri Gemasejati.

The result of the calculated t_{count} is compared with the t_{table}, with the criteria as follows:
- If $t_{count} < t_{table}$ → Accept H_0 and reject H_1, meaning there is no influence between competence and employee performance.
- If $t_{count} \geq t_{table}$ → Reject H_0 and accept H_1, meaning there is an influence between competence and employee performance.

At a significance level (α) of 5%, the calculated t-value is as follows:

Table 4.30
Hypothesis Testing
Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	23.406	3.882		6.030	.000
	X1	.254	.109	.242	2.328	.022
	X2	.657	.152	.449	4.325	.000

a. Dependent Variable: Y

From the statistical calculation of the t-test for competence above, t_{count} = 2.325 is greater than t_{table} = 1.983 (103; 0.05), thus Ha is accepted and Ho is rejected. This indicates a positive influence of competence on employee performance.

2. Motivation

H_0: $b_2 \leq 0$ = There is no positive and significant influence of motivation on the performance of employees at PT Jayamandiri Gemasejati.

H_a: $b_2 \geq 0$ = There is a positive and significant influence of motivation on the performance of employees at PT Jayamandiri Gemasejati.

The result of the calculated t-count is then compared with the t-table, with the criteria as follows:
- If t_{count} < t_{table} → Accept H_0 and reject H_1, meaning there is no influence between motivation and employee performance.
- If t_{count} ≥ t_{table} → Reject H_0 and accept H_1, meaning there is an influence between motivation and employee performance.

From the statistical calculation of the t-test for **motivation** in Table 4.30, t_{count} = 4.325 is greater than t_{table} = 1.983 (103; 0.05), thus H_a is accepted and H_o is rejected. This indicates a positive influence of motivation on employee performance.

Conclusion and Recommendations

Conclusion
1. Competence has a positive impact on performance, meaning that the better the competence of employees, the higher the performance at PT Jayamandiri Gemasejati.
2. Motivation also has a positive influence on performance, indicating that increased employee motivation will enhance performance at PT Jayamandiri Gemasejati.
3. Both competence and motivation positively affect performance, thus improving both will enhance the performance of employees at PT Jayamandiri Gemasejati.

Recommendations

1. Employee performance that is already high should be maintained, while efforts should be made to improve the performance of those who are still low by enhancing human resource competencies, including motives, traits, self-concept, knowledge, and skills. Enhancing human resource competence can be achieved through direct guidance to instill a strong motivation in employees to perform their tasks consistently and responsibly, providing direction on self-control through counseling, and offering regular education and training.

2. Employees should be empowered by management to make decisions as long as they do not conflict with organizational rules and ethics. Increased communication between management and employees is necessary to foster agreement and collaboration. Employees should be involved in policy-making to avoid information gaps, and they should be encouraged to show loyalty and concern for the challenges faced by management through appropriate rewards or recognition. If these issues are neglected, it could lead to decreased employee performance. Therefore, leaders should act swiftly to address these matters by providing motivational support tailored to the identified weaknesses and treating all work-related issues—large or small—as important.

3. To improve employee performance, the steps to be taken include measuring the quantity of work, meaning how much work is completed by employees, as well as assessing the quality, which refers to how well and effectively the work is accomplished.

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