

Efforts to Increase Motivation and Performance Based on Employee Competency and Job Characteristics



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ABSTRACT: This study's objective is to determine directly or indirectly the influence of employee competence and job characteristics on employee performance through work motivation as an intervening variable at the Public Housing, Settlement Area and Human Settlements Office, Jember Regency. The number of samples in this study was 80. The analysis technique used was the Structural Equation Model (SEM) using WarpPLS 7.0. The results of data analysis show that employee competency variables have a significant effect on work motivation, job characteristics have a significant effect on work motivation, employee competence has a significant effect on employee performance, job characteristics have a significant effect on employee performance, work motivation has a significant effect on employee performance. Indirectly employee competence and job characteristics have a significant effect on employee performance through work motivation.

KEYWORDS: employee competency; job characteristics; work motivation; employee performance.

INTRODUCTION

The employee's performance is a reflection of an employee's behavior at work as the application of skills, abilities, and knowledge, which are expected to contribute to the organization (Qomariah, 2020). Performance is the level of achievement of the results of an agency related to the vision of a company (Masram & Mu'ah, 2015). Employee performance can also be interpreted as a series of activities in carrying out tasks in accordance with the authority and responsibility assigned to employees (Anoraga, 2014). According to (Mathis & Jackson, 2011), performance is basically what employees do or don't do. Performance management is the overall activity carried out to improve the performance of a company or organization, including the performance of each individual and work group in the company where they work. Employee performance can increase due to several influencing factors including: competence, job characteristics and work motivation.

Work motivation is the driving force that causes a member of the organization to be willing and willing to mobilize the ability to form expertise and skills of energy and time to carry out various activities for which they are responsible and fulfill their obligations in the context of achievement (Siagian, 2015). According to (Azhad, Anwar, & Qomariah, 2015), motivation is the driving force for employees to work even harder. Encouragement can come from within the employee and also from outside or the surrounding environment. Research conducted by: (Ulantini, Yuesti, Landra, & Mendoza, 2022), (Wijianto, Cahyono, & Qomariah, 2020), (Atikah & Qomariah, 2020), (Mayangsari, Restianti, Saputra, & Rahadi, 2020), (Sari, Qomariah, & Setyowati, 2020), (Hendrawijaya, Imsiyah, & Indrianti, 2019), (Hardianto et al., 2020), (Permana, Aima, Ariyanto, & Nurmahdi, 2019) all state that motivation can improve performance employees in an organization.

The next factor that can improve performance in an organization is job characteristics. According to (Simamora, 2012), work is a group of positions that are somewhat similar in terms of elements of work, duties and responsibilities covered by the same job description. According to (Porter, M.E, 1999), job characteristics can be interpreted as the nature of the task which includes the amount of responsibility and the types of tasks carried out by employees. The job characteristics model is a way of identifying jobs, how job characteristics can be put together to create a different job, with the relationship between job characteristics and motivation, employee performance, job satisfaction (Robbins & Coulter, 2012). Employees who understand the characteristics of the work to be done, they will do their job well. Research on job characteristics and performance conducted by: (Sihombing, Sendow, & Uhing, 2018), (Purwanto & Soliha, 2017), (Astutik & Priantono, 2020), (Hajati, A, & Wahyuni, 2018), (Fatmah, 2017) states that job characteristics have an impact on employee performance.

Competence possessed by employees can also improve employee performance in an organization. According to (Spencer & Spencer, 1993), employee competence is a means to carry out work or tasks that are based on skills and knowledge and are

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supported by the work attitude required by the job. The skills or abilities needed by employees are shown by the ability to consistently provide an adequate or high level of performance in a job function (Hutapea, 2008). Research on competence and performance was carried out by: (Nyoto, Purwati, & Suyono, 2020). (Wasiman, 2020), (Adam & Kamase, 2019), (Amdani, Sinulingga, Absah, & Muda, 2019), (Mustikawati & Qomariah, 2020), (Bahri, Basalamah, Kamse, & Bijang, 2018), (Rusmayanti, Martini, & Qomariah, 2022), (Qomariah, Rochmadoni, Rush, & Navalina, 2023), (Kurniawan, Qomariah, & Cahyono, 2021), (Hapsari, Qomariah, Putu Martini, & Nursaid, 2022) state that competence owned by employees can improve performance. Meanwhile, research from (Utomo et al., 2019), (Chandra, G, & Qomariah, 2020) states that competence has no impact on employee performance.

Things that need to get attention besides performance are motivational variables. Why is this motivation important? This is because motivation can provide encouragement so that employees work even better to get the goals to be achieved. Factors that can increase motivation include: competence and job characteristics in an organization. Research conducted by: (Indarti, 2018), (Ngattemin & Arumwati, 2012), (Supriadi, Suharto, & Sodikin, 2018), (Prahawan, Sultan, & Tirtayasa, 2017), (Zubaidah, 2016), (Meidita, 2019), (Rahim, Syech, & Zahari, 2017) states that the competence of an employee can increase work motivation. While research conducted by: (Subyantoro, 2009), (Subyantoro, 2009) states that job characteristics can increase employee motivation.

This research was conducted on employees of the Department of Public Housing, Residential Areas and Human Settlements, Jember Regency. The Department of Public Housing, Settlement Areas and Cipta Karya of Jember Regency is an element of the Jember Regency Government's Regional Apparatus Organization (OPD). The Department of Public Housing, Settlement Areas and Cipta Karya of Jember Regency has the task of carrying out some of the household affairs of the district government and formulating management policies in the field of public works and spatial planning, the housing sector and residential areas and the land sector, as well as other tasks assigned by the Regent. Based on the identification of problems based on the duties and functions of the Department of Public Housing, Settlement Areas and Human Settlements, Jember Regency, it shows that the performance of the indicators for each division in the Public Housing, Settlement Areas and Human Settlements Office, Jember Regency has not yet reached the expected target, so this research needs to be done. Referring to the phenomenon that occurs, the researcher tries to raise several factors that are assumed to be important in order to improve performance and minimize the problems found in the object of research. The factors include competence and worker characteristics which are assumed to be able to increase employee performance through work motivation as an intervening variable.

RESEARCH METHODS

The research method used in this research is descriptive and verification method. The descriptive method is research that seeks to collect data, critically analyze these data and conclude based on facts during the current or current research (Sugiyono, 2013). Competency variables (X1) and job characteristics (X2) are independent variables, while motivation (Z) is the intervening variable and employee performance (Y) is the dependent variable. The population in this study were 80 employees of the Public Housing, Residential Areas and Cipta Karya Offices of Jember Regency, all of whom were used as samples. The error rate, in social research, the maximum error rate is 5% (0.05). Data analysis was in the form of descriptive and hypothesis testing with the help of SEM PLS.

RESULTS AND DISCUSSION

Evaluation of Outer Validity Test Model

According to (Ferdinand, 2016), the validity test is the suitability of each indicator with the theories used to define a construct. This validity test indicator is the criterion of factor loadings with a value of > 0.70 and average variance extracted (AVE) with a value exceeding 0.50 (Solihin & Ratmono, 2013). WarpPLS 7.0 calculation results are presented in Table 1. The results of the WarpPLS 7.0 calculation in Table 1. show that each value on the cross-loadings factor has reached a value greater than 0.7 with a p-value below 0.05. So it can be concluded that the convergent validity test criteria have met the specified requirements.

Table 1. Validity Test Results with WarpPLS

	Comp.	Carac.	Mov.	Perfor.	Type (a	SE	P-value
X1.1	0.733	0.308	-0.257	0.029	Reflect	0.089	<0.001
X1.2	0.733	0.500	0.118	-0.070	Reflect	0.092	<0.001
X1.3	0.810	0.029	0.170	0.032	Reflect	0.087	<0.001
X1.4	0.753	-0.448	0.053	0.178	Reflect	0.092	<0.001
X1.5	0.699	-0.396	-0.085	-0.173	Reflect	0.091	<0.001

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X2.1	-0.035	0.721	0.325	-0.367	Reflect	0.093	<0.001
X2.2	-0.413	0.772	0.417	0.462	Reflect	0.094	<0.001
X2.3	0.403	0.728	-0.425	0.179	Reflect	0.092	<0.001
X2.4	0.314	0.789	0.010	-0.224	Reflect	0.091	<0.001
X2.5	-0.288	0.736	-0.246	0.008	Reflect	0.089	<0.001
Z1	0.096	0.397	0.698	-1.082	Reflect	0.091	<0.001
Z2	0.013	-0.447	0.726	0.561	Reflect	0.095	<0.001
Z3	-0.286	-0.275	0.763	0.684	Reflect	0.094	<0.001
Z4	0.214	0.250	0.793	0.403	Reflect	0.096	<0.001
Z5	-0.022	-0.007	0.818	-0.359	Reflect	0.087	<0.001
Y1	0.248	-0.042	-0.042	0.786	Reflect	0.094	<0.001
Y2	0.401	-0.191	-0.258	0.713	Reflect	0.090	<0.001
Y3	-0.090	0.604	-0.334	0.749	Reflect	0.089	<0.001
Y4	-0.131	-0.770	0.505	0.703	Reflect	0.102	0.002
Y5	-0.499	-0.090	0.471	0.749	Reflect	0.092	<0.001

Source: Primary data processed in 2023

Reliability Test Results with WarpPLS

According to (Solihin & Ratmono, 2013), the reliability test aims to ensure that the research instruments used in this study can present consistent conceptual measurements. The results of the WarpPLS 7.0 data processing for the reliability test are presented in Table 2. To test construct reliability, composite reliability coefficients and Cronbach's alpha coefficients were used. The cut off value used must be greater than the value of 0.7. The results in Table 2. show that the questionnaire instrument in this study complied with the reliability test requirements.

Table 2: Reliability Test Results With WarpPLS

Variable	CA(Cronbach Alpha)	CV (Cut Value)	Results
Competence (X1)	0.832	0,7	Reliable
Job Characteristics (X2)	0.786	0,7	Reliable
Motivation (Z)	0.760	0,7	Reliable
Performance(Y)	0.746	0,7	Reliable

Evaluation of the Inner Model for Hypothesis Testing

Hypothesis testing to test the hypotheses that have been proposed previously whether it is significant or not. Knowing whether or not each path is significant will answer whether the proposed hypothesis is accepted or rejected. Each path tested represents the hypothesis in this study. Path coefficient values are presented in Table 3.

Table 3: Direct Influence Path Coefficient Values

No	Hyphotesis	Path coefficients	P-values	Results
1	Competence → Motivation	0,239	0,010	Accepted
2	Job Characteristics → Motivation	0,538	0,001	Accepted
3	Competence → Performance	0,215	0,044	Accepted
4	Job Characteristics → Performance	0,583	0,001	Accepted
5	Motivation → Performance	0,224	0,018	Accepted

Indirect Influence Path Influence

Indirect influence testing is done by looking at the results of the path traversed test. If all the paths traversed are significant then the indirect effect is also significant. If there is a non-significant path, the indirect effect is said to be non-significant. The indirect influence path coefficient is presented in Table 4.

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Table 4. Indirect Influence Path Coefficient

No	Hypotesis	Path coefficients	P values	Results
1.	Competence → Motivation → Performance	0,054	0,010	Accepted
2.	Job Characteristics → Motivation → Performance	0,121	0,006	Accepted

Hypothesis Models

Hypothesis testing is based on the results of the PLS SEM model analysis which contains all supporting variables for hypothesis testing. The PLS model with the addition of the work motivation variable as a mediating variable explains that the addition of the variable will provide an additional contribution as an explanation of employee performance. The research result hypothesis model is presented in Figure 1.

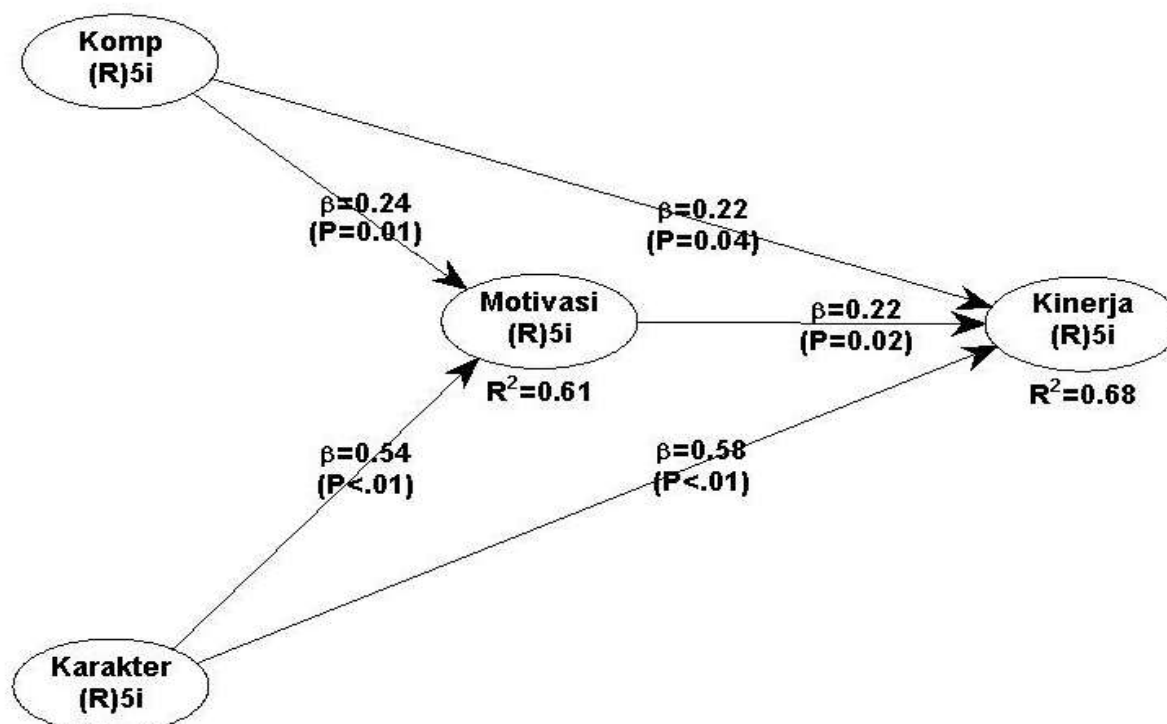


Figure 1: Research Results Hypothesis Model

The Effect of Employee Competence on Work Motivation

Based on the results of testing the employee competency variable (X1) on work motivation (Z), the Path coefficient value is 0.239 with a p-value of 0.001. Because the p-value is smaller than α ($0.001 < 0.05$) then H_0 is rejected thus there is a significant effect of employee competence (X1) on work motivation (Z). This means that the competence of employees has a significant effect on the work motivation of the employees of the Public Housing, Settlement Areas and Cipta Karya Office of Jember Regency which is proven to be true or H_1 is accepted. This is caused by aspects of employee competence that are able to increase the work motivation of employees of the Public Housing, Settlement Areas and Human Settlement Office employees. The aspects of employee competence that have been mentioned, namely motives, traits, self-concept, knowledge, and skills, are believed to be able to increase employee motivation in the organization. By paying attention to these competency aspects, it can be expected that if employees of the Public Housing, Settlement Area, and Cipta Karya Office of Jember Regency have strong competence in terms of motives, traits, self-concept, knowledge, and skills, they will tend to have higher work motivation. However, it is also important to consider other factors that may influence work motivation, such as the work environment, organizational policies, and other personal factors. The results of this study have significant similarities with previous studies conducted by (Parashakti, Fahlevi, & Ekhsan, 2020), (Ngattemin & Arumwati, 2012), (Zubaidah, 2016), with the results of the study stating that employee competence has a significant effect on motivation Work.

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Effect of Job Characteristics on Work Motivation

Based on the results of testing the variable Job characteristics (X2) on work motivation (Z), the Path coefficient value is 0.305 with a p -value of 0.001. Because the p -value is smaller than α ($0.001 < 0.05$) then H_0 is rejected thus there is a significant effect of job characteristics (X2) on work motivation (Z). This means that job characteristics have a significant effect on the work motivation of employees of the Public Housing, Settlement Areas and Cipta Karya Office of Jember Regency, which is proven true or H_2 is accepted. This is caused by aspects of work characteristics that are able to increase the work motivation of employees of the Public Housing, Settlement Areas and Human Settlement Office employees. Aspects of job characteristics that have been mentioned, namely the diversity of skills, identity of the task, task significance, autonomy, and feedback, are believed to be able to increase the motivation of employees in the organization. By considering these aspects of job characteristics, if H_2 is accepted, it can be concluded that job characteristics that involve a variety of skills, task identity, task significance, autonomy, and good feedback can increase the work motivation of employees at the Public Housing Office, Settlement Areas, and Cipta Karya Jember Regency. However, it is also important to consider other factors that may influence work motivation, such as organizational policies, work environment, and other individual factors. This research is in line with the results of previous research conducted by (Ramdhani & Sridadi, 2019), (Subyantoro, 2009) which states that job characteristics have a significant effect on work motivation.

The Effect of Employee Competence on Employee Performance

Based on the results of testing the employee competency variable (X1) on employee performance (Y), the Path coefficient value is 0.215 with a p -value of 0.001. Because the p -value is smaller than α ($0.001 < 0.05$) then H_0 is rejected thus there is a significant effect of employee competence (X1) on employee performance (Y). This means that employee competence has a significant effect on employee performance at the Public Housing, Settlement Areas and Cipta Karya Office of Jember Regency, proven to be true or H_3 is accepted. According to Agustian et al., (2018) explains that competence is an ability to carry out or perform a job or task that is based on skills and knowledge and is supported by the work attitude required by the job. Competence also shows the characteristics of the knowledge and skills possessed or needed by each individual that enable them to carry out their duties and responsibilities effectively and raise professional quality standards in their work. Human resource competency is a more complex factor in companies because it relates to performance, if an employee has good competence then performance within the company will increase. This is supported by research conducted (Sukowidodo, Sanosra, Susbiyani, & Qomariah, 2022), (Hapsari et al., 2022), (Wahyudi, Qomariah, & Sanosra, 2022), (Mustikawati & Qomariah, 2020), (Kurniawan et al., 2021), (Rusmayanti et al., 2022), (Qomariah et al., 2023), (Setiawan & Qomariah, 2022), concluded that employee competence has a positive and significant effect on performance.

Effect of Job Characteristics on Employee Performance

Based on the results of testing the variable Job characteristics (X2) on employee performance (Y), the Path coefficient value is 0.583 with a p -value of 0.001. Because the p -value is smaller than α ($0.001 < 0.05$) then H_0 is rejected thus there is a significant effect of job characteristics (X2) on employee performance (Y). This means that job characteristics have a significant effect on the performance of employees of the Public Housing, Settlement Areas and Cipta Karya Office of Jember Regency, proven to be true or H_4 is accepted. Simamora (2015) said that job characteristics are an approach to job enrichment. The definition of work characteristics according to Ni Made Gunastri (2013) is the nature and duties which include responsibilities, types of tasks, levels of satisfaction obtained from the work itself, rules and guidelines for carrying out tasks. Job characteristics (X2) is a model description that shows a job design. The design includes the process that determines the tasks to be carried out, the methods to be used to carry out these tasks, and how the work carried out can be related to other work in an organization according to their respective expertise (Rivai, 2014). This study has significant results in common with previous research conducted by: (Fatmah, 2017), (Hajati et al., 2018) states that there is a positive and significant effect of job characteristics on performance.

The Effect of Work Motivation on Employee Performance

Based on the results of testing the variable Work motivation (Z) on employee performance (Y) the Path coefficient value is 0.224 with a p -value of 0.016. Because the p -value is smaller than α ($0.001 < 0.05$) then H_0 is rejected thus there is a significant effect of work motivation (Z) on employee performance (Y). This means that work motivation has a significant effect on the performance of employees of the Public Housing, Settlement Areas and Human Settlements Service Office of Jember Regency which is proven to be true or H_1 is accepted. This is caused by the aspect of work motivation which is able to improve the performance of employees of the Public Housing, Settlement Areas and Human Settlements Office of Jember Regency. Robbins & Judge (2016) defines motivation as a process that determines the intensity, direction and persistence of individuals in an effort to achieve goals. Meanwhile, according to Rivai, (2014) motivation is a set of attitudes and values that influence individuals to achieve more specific

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things according to individual goals. These attitudes and values are invisible things that give strength to encourage individuals to behave in achieving goals. As for this research, there are significant similarities in the results with previous research conducted by (Jufrizen & Sitorus, 2021), (Candana, Putra, & Wijaya, 2020), (Kumarawati, Suparta, & Yasa, 2017), (Muhsin & Arifa, 2018), (Rizal & Radiman, 2019), (Ardianti, Qomariah, & Wibowo, 2018), (R. A. Kurniawan, Qomariah, & Winahyu, 2019), (Istanti, Gs, Budianto, Noviandari, & Sanusi, 2020), (Soebyakto, Hanafi, & Rakasiwih, 2019), (Wijianto et al., 2020), (Atikah & Qomariah, 2020), (Utomo et al., 2019), (Sari et al., 2020), (Priyono, Qomariah, & Winahyu, 2018), (Hardianto et al., 2020), stated in his research that work motivation affects employee performance.

The Effect of Employee Competence on Employee Performance Through Work Motivation

Based on the sixth hypothesis, the indirect effect of employee competence (X1-) on employee performance variables (Y) through the intervening variable Work motivation (Z) is 0.054, which is smaller than the direct effect of employee competency variables (X1) on employee performance variables (Y) which is equal to 0.215. It can be concluded that if employee competence affects work motivation and work motivation affects the performance of employees of the Public Housing, Settlement Areas and Human Settlement Offices, Jember Regency. So it can be confirmed indirectly that employee competence has an influence on performance through work motivation. If employees of the Public Housing, Settlement Areas and Cipta Karya Office of Jember Regency have employee competence and good work motivation, then they should be able to improve their performance. The results of this research are also supported by the results of previous research conducted by: Sukadana, K., & Mahyuni, L. P. (2021) states that employee competency has a positive and significant effect on employee performance through work motivation.

Effect of Job Characteristics on Employee Performance Through Work Motivation

Based on the seventh hypothesis, the indirect effect of the job characteristic variable (X2) on employee performance (Y) through the intervening variable Work motivation (Z) is 0.121 which is smaller than the direct effect of the job characteristic variable (X2) on employee performance variable (Y) which is equal to 0.583. Thus it can be stated that employee competence (X1) and job characteristics (X2) affect employee performance (Y through work motivation (Z) with a smaller value than the direct effect. It can be concluded that if the work environment affects work motivation and work motivation affects performance employees of the Department of Public Housing, Settlement Areas and Cipta Karya Jember Regency. So it can be confirmed that the work environment indirectly has an influence on performance through work motivation. If employees of the Public Housing Service, Settlement Areas and Cipta Karya Jember Regency have a good work environment and work motivation, then it should be able to improve its performance. The results of this study are also supported by the results of previous research conducted by: Supiyanto, 2015 Murgianto, Siti Sulasmi, Suhermin (2016) Renyut, B. C., Modding, H. B., & Bima, J. (2017) states that the Characteristics work has a positive and significant effect on employee performance through work motivation.

CONCLUSION

Based on the research findings described in Chapter IV, the conclusions in this study are as follows:

1. The test results prove employee competency, has a positive and significant effect on the work motivation of the Public Housing, Settlement Areas and Human Settlement Offices, Jember Regency.
2. The test results prove that the characteristics of the work have a positive and significant effect on the work motivation of the Public Housing, Settlement Areas and Human Settlement Offices, Jember Regency.
3. The test results prove employee competence, has a positive and significant effect on the performance of employees of the Public Housing, Settlement Areas and Cipta Karya Office of Jember Regency.
4. The test results prove that job characteristics have a positive and significant effect on the performance of employees of the Public Housing, Settlement Areas and Cipta Karya Office of Jember Regency.
5. The test results prove that work motivation has a positive and significant effect on the performance of employees of the Public Housing, Settlement Areas and Cipta Karya Office of Jember Regency.
6. The test results prove that there is an indirect effect of education level on employee performance variables through the intervening variable Work motivation for the Public Housing Office, Settlement Areas and Cipta Karya, Jember Regency, which is smaller in value than the direct effect
7. The test results prove the indirect effect of the job characteristics variable on employee performance through the intervening variable Work motivation of the Public Housing, Settlement Areas and Human Settlements Office of Jember Regency, which has a smaller value compared to its direct influence.

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