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

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ABSTRACT

The purpose of this research is to examine the impact of employee competence and job characteristics on employee motivation and performance at the Department of Public Housing, Residential Areas and Cipta Karya, Jember Regency. The population of this study were all employees of the Department of Public Housing, Settlement Areas and Cipta Karya, Jember Regency, totaling 80, all of whom were used as samples (saturated sample). By using the WarpPLS 7.0 Structural Equation Model (SEM), to answer the research hypothesis. The result is that employee competency variables have a significant effect on work motivation. Job characteristics have a significant impact on work motivation. Employee competence has a significant impact on employee performance. Job characteristics have a significant impact on employee performance. Work motivation has a significant effect on employee performance. 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. 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 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), (Prahiawan, 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	Reflective	0.089	Less than 0.001
X1.2	0.733	0.500	0.118	-0.070	Reflective	0.092	Less than 0.001
X1.3	0.810	0.029	0.170	0.032	Reflective	0.087	Less than 0.001
X1.4	0.753	-0.448	0.053	0.178	Reflective	0.092	Less than 0.001
X1.5	0.699	-0.396	-0.085	-0.173	Reflective	0.091	Less than 0.001
X2.1	-0.035	0.721	0.325	-0.367	Reflective	0.093	Less than 0.001
X2.2	-0.413	0.772	0.417	0.462	Reflective	0.094	Less than 0.001
X2.3	0.403	0.728	-0.425	0.179	Reflective	0.092	Less than 0.001
X2.4	0.314	0.789	0.010	-0.224	Reflectif	0.091	Less than 0.001
X2.5	-0.288	0.736	-0.246	0.008	Reflective	0.089	Less than 0.001
Z1	0.096	0.397	0.698	-1.082	Reflective	0.091	Less than 0.001
Z2	0.013	-0.447	0.726	0.561	Reflective	0.095	Less than

							0.001
Z3	-0.286	-0.275	0.763	0.684	Reflective	0.094	Less than 0.001
Z4	0.214	0.250	0.793	0.403	Reflective	0.096	Less than 0.001
Z5	-0.022	-0.007	0.818	-0.359	Reflective	0.087	Less than 0.001
Y1	0.248	-0.042	-0.042	0.786	Reflective	0.094	Less than 0.001
Y2	0.401	-0.191	-0.258	0.713	Reflective	0.090	Less than 0.001
Y3	-0.090	0.604	-0.334	0.749	Reflective	0.089	Less than 0.001
Y4	-0.131	-0.770	0.505	0.703	Reflective	0.102	Less than 0.001
Y5	-0.499	-0.090	0.471	0.749	Reflective	0.092	Less than 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 reliability test using WarpPLS 7.0 is shown in Table 2. To test construct reliability, the 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 can be concluded that the questionnaire instrument in this study has fulfilled the requirements.

Table 2: Reliability Test Results With WarpPLS

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

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. By looking at the results of calculations on the results of the analysis it will be known which hypotheses are accepted and rejected. To see the results of the hypothesis test, it can be seen in Table 3.

Table 3: Direct Influence Path Coefficient Values

No	Hypohotesis	Path	P-values	Results
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		coefficients		
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

Hypothesis Models

The research hypothesis model is based on calculations using SEM analysis with WarpPLS. There are 5 (five) direct hypotheses to be tested in this study. Competency variables (X1) and job characteristics (X2) as variables that are suspected of increasing motivation and 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

The results of statistical calculations show that the employee competency variable (X1) has a Path coefficient value of 0.239 with a ρ -value of 0.001. 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. The results of this study have significant similarities with previous studies conducted by (Parashakti, Fahlevi, & Ekhsan, 2020), (Ngatemin & Arumwati, 2012), (Zubaidah, 2016), with the results of the study stating that employee competence has a significant effect on motivation Work.

Effect of Job Characteristics on Work Motivation

The results of statistical calculations show that the job characteristics variable (X2) has a Path coefficient value of 0.305 with a ρ -value of 0.001. With a ρ -value smaller than α ($0.001 < 0.05$), the second hypothesis (H2) which says that job characteristics affect work motivation is accepted (H2 is accepted) and H0 is rejected. Thus the conclusion turns out that 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 H2 is accepted. Areas and Cipta Karya Office of Jember Regency, which is proven true or H2 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 H2 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

The results of statistical calculations show that the employee competency variable (X3) has a Path coefficient value of 0.215 with a p -value of 0.001. With a p -value smaller than α ($0.001 < 0.05$), the third hypothesis (H3) which says that employee competency affects performance is accepted (H3 is accepted) and H0 is rejected. Thus the conclusion turns out that there is a significant influence of employee competence (X1) on employee performance (Y). This means that the employee's competence has a significant effect on the performance of the employees of the Public Housing, Settlement Areas and Cipta Karya Office of Jember Regency, proven to be true or H3 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. 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

The results of statistical calculations show that the job characteristics variable (X2) has a Path coefficient value of 0.583 with a p -value of 0.001. With a p -value smaller than α ($0.001 < 0.05$), the fourth hypothesis (H4) which says that job characteristics affect employee performance is accepted (H4 is accepted) and H0 is rejected. Thus the conclusion turns out that 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 Office, Settlement Areas Areas and Cipta Karya Office of Jember Regency, proven to be true or H4 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 H0 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 H1 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 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.

CONCLUSION

Based on the research findings described in Chapter IV, the conclusions in this study are as follows: 1) employee competencies can improve employee performance; 2) the characteristics of work at the Public Housing, Settlement Areas and Human Settlement Offices in Jember Regency have an impact on the work motivation of employees; 3) the competence of employees has a positive impact on the performance of employees of a company; 4) job characteristics have a positive and significant impact on employee performance; 5) It turns out that the work motivation of employees can provide a significant increase in employee performance.

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