

# The Influence of Competence and Motivation on Employee Performance at PT PLN (Persero) ULP Tanjung Karang

Dwi Khafifah <sup>1\*</sup>, Toton <sup>2</sup>

<sup>1\*,2</sup> Faculty of Economics and Business, Universitas Bandar Lampung, Bandar Lampung City, Lampung Province, Indonesia.

**Abstrak.** Penelitian ini bertujuan untuk menguji pengaruh kompetensi dan motivasi terhadap kinerja pegawai pada PT PLN (Persero) ULP Tanjung Karang. sumber utama keberhasilan tugas dalam upaya meningkatkan produktivitas kerja. Responden penelitian ini adalah seluruh karyawan PT PLN (PERSERO) ULP Tanjung Karang yang berjumlah 30 responden. Data dikumpulkan dan dianalisis dengan menggunakan SPSS versi 25 melalui persamaan regresi linier berganda. Hasil pengujian diperoleh koefisien determinasi sebesar 0,417. Penelitian ini menemukan bahwa kompetensi dan motivasi berpengaruh signifikan positif terhadap kinerja karyawan, dengan hasil uji f pada taraf signifikansi 0,000 secara simultan.

**Kata kunci:** Kompetensi; Motivasi; Kinerja Karyawan.

**Abstract.** The purpose of this study is to investigate the impact of ability and motivation on the performance of employees of PT PLN (Persero) ULP Tanjung Karang. It will be the main source of task success to improve labor productivity. The survey respondents were all employees of PT PLN (PERSERO) ULP Tanjung Karang, totaling 30 people. Data were collected and analyzed using multiple linear regression equations using SPSS version 25. The coefficient of determination for the test results was 0.417. The current study found that both competence and motivation have significant positive effects on employee performance, with f-test scores at the significant level of 0.000.

**Keywords:** Competence; Motivation; Employee Performance.

\* Author. Email: [dwi.19011216@student.ubl.ac.id](mailto:dwi.19011216@student.ubl.ac.id) <sup>1\*</sup>, [toton@ubl.ac.id](mailto:toton@ubl.ac.id) <sup>2</sup>.

DOI: <https://doi.org/10.35870/emt.v7i3.1177>

Received: 10 May 2023, Revision: 26 May 2023, Accepted: 20 June 2023, Available Online: 1 July 2023.

Print ISSN: 2579-7972; Online ISSN: 2549-6204.

Copyright © 2023. Published by Lembaga Otonom Lembaga Informasi dan Riset Indonesia (KITA INFO dan Riset).

## Introduction

Employee performance is a key factor that greatly influences the success and growth of an organization. However, poor performance can be influenced by several factors, including lack of support and closeness between managers and employees. This factor can lead to substandard employee performance and hinder the achievement of organizational goals. Conversely, if employees are properly empowered and motivated, they can meet the company's expectations of employee performance. Failure to address these critical factors can lead to poor employee performance and create many new HR challenges. In any organization, it is important to set goals and targets for progress. However, without sufficient resources, it is impossible to achieve these goals. Among these resources, human resources play a key role in guiding an organization towards organizational and business goals. Therefore, promoting employee competence and motivation is essential to ensure optimal performance.

Mangkunegara (2011) emphasized that workplace characteristics are defined by the quality and quantity of work that employees perform in accordance with their assigned responsibilities. An employee's competence is therefore directly related to their ability to effectively meet job requirements.

Moreover, motivation acts as a powerful stimulus that drives human behavior to pursue a particular goal. As Wibowo (2010) notes, motivation plays an important role in influencing human processes and behavior. By leveraging and nurturing employee engagement, organizations can reach their full potential and achieve improved performance.

Moe Heriono (2014) Competency refers to the way in which one addresses the effectiveness of one's performance, both at work and in fundamental ways, and claims to establish standards as essential to achieving good job performance. This highlights the importance of skill development to improve the effectiveness and productivity of the workforce.

PT PLN (Persero) was founded with a noble vision to support communities in the power sector and serve their diverse needs in home, business, and social environments. As electricity has become an integral part of human activity, the company recognizes that optimizing employee performance to meet the growing demands of its customers and stakeholders is of paramount importance.

In summary, addressing the challenge of poor employee performance at PT PLN (Persero) requires a focus on effective leadership, capacity building and promoting employee motivation. This enables the company to create a positive working environment and successfully achieve its organizational and corporate goals in the power sector.

## Literature Review

### Management

According to Andrew F. Shikla, management is defined as "the process by which an organization plans, organizes, controls, coordinates, motivates, communicates, and makes the decisions that are carried out within it. Similarly, T. Hani Handko (2013) Management is stated to include "working with people to define, interpret, and achieve organizational objectives through the execution of planning, organization, staffing, command, and management functions. In essence, management includes a comprehensive set of activities that ensure the effective functioning of an organization. It begins with strategic planning to define goals and determine course of action. Organizational functions include structuring resources and tasks to facilitate the achievement of goals. Staffing is about identifying the right people and placing them in the right roles. Leading employees to achieve goals is one of the functions of management and leadership. Finally, control functions include performance monitoring and taking corrective action if necessary. In a dynamic business environment, competent management is essential to the success of an organization. An effective manager must possess strong leadership her skills, the ability to motivate her team, and the ability to make informed decisions. Successful use of these management

functions can help companies improve efficiency and productivity, ultimately achieving their strategic goals.

**Human Resource Management**

A.F. Stoner, human resource management (HRM) can be defined as a continuous process aimed at ensuring that an organization or company has the right people in the right positions at the right time. At its core, HRM is a strategic approach to managing a company's most asset: its people. These individuals, both individually and collectively, play an important role in achieving the goals of the organization. Her effective HRM includes various functions such as recruitment and selection, training and development, performance management, compensation and benefits, and employee relations. By strategically aligning these functions with overall business goals, HRM helps create a cohesive and engaged workforce that makes an organization successful. Moreover, in today's competitive environment, HRM plays a key role in attracting and retaining top talent. By promoting a positive work culture and providing professional development opportunities, HRM not only increases employee satisfaction and productivity, but also contributes to the long-term profitability and competitiveness of the company. In summary, human resource management is an integral part of a company's success as it focuses on optimizing employee potential and aligning employee efforts with the company's strategic goals. Her well-executed HRM strategies enable companies to adapt to changing market dynamics, ensure a skilled and engaged workforce, and ultimately achieve sustainable growth and success.

**Competence**

Edison, Anwar, and Komariyah (2016) argue that competence deals with the capacity of a person to do a task successfully and get benefits based on attitudes, knowledge, abilities. Meanwhile, individual performance is determined by competency characteristics; the better the competence of people, the higher the performance obtained (Simanjuntak, 2005).

**Motivation**

Workplace motivation is very important to

promote employees' efforts to carry out their responsibilities effectively and achieve organizational goals. There are several definitions of motivation from different experts. Winardi (2007) stated the following opinion about motivation, which is derived from the term motivation, meaning “moving”. This term refers to the consequence of a multitude of internal and external processes that generate a person's passion and tenacity in carrying out certain tasks. Theory of Motivation Approach; 1) Abraham Maslow's theory, 2) Herzberg's Theory of Motivation, 3) Theory X and Y Mc. Gregor, and 4) d. The theory of Clayton Alderfer ERG.

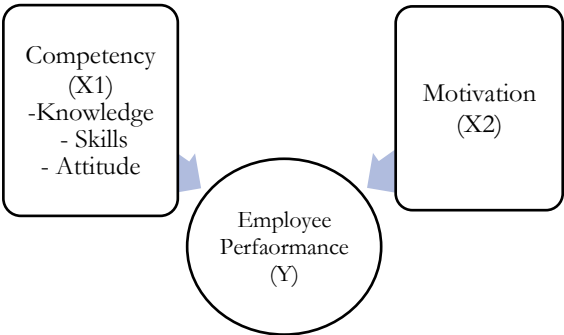


Figure 1. Research Framework

**Research Methodology**

This study is based on a quantitative study design and uses two main methods: Library research and field research. Library research is the comprehensive examination of existing literature, scholarly journals, books, and other relevant sources of information to gather comprehensive information on a research topic. By examining the work of scientists and professionals, this method provides valuable insights and theoretical frameworks that can support research goals. A systematic review of previous research and data helps identify trends, patterns, and gaps in knowledge, thereby improving the overall understanding of the topic. Fieldwork research, on the other hand, collects primary data through direct observations, interviews, surveys, and experiments in real environments. This method allows researchers to interact directly with participants and subjects, thus gaining a deeper understanding of their behaviors, opinions, and experiences. This approach allows research to

obtain timely, context-specific data and generate empirical evidence that supports or challenges existing theories. The purpose of my research is to perform a comprehensive and comprehensive analysis of research issues by combining these two research methods. Library research provides a solid theoretical foundation, while fieldwork research facilitates the collection of original data from real-world scenarios. This integration ensures that research findings are based on established knowledge and relevant to the practical aspects of the research subject. The quantitative study design and the use of these two different methods increase the reliability and validity of the study and contribute to a more comprehensive understanding of the research field.

### **Population and Sampling Techniques**

In this study, the study population includes the entire group of people, objects, or measurements that are the focus of the study (Suharyadi and Purwanto S.K., 2016). Specifically, the population consists of all employees of his PT PLN (Persero) ULP Tanjung Karang, totaling 30 people. To ensure a comprehensive account, the researcher uses a census sampling technique that includes all 30 of his employees as a sample. This approach allows data to be collected from the entire population, improving the accuracy of studies, and making findings more applicable to the population. Regarding data collection, there are two main types of data used in this study.

#### **1) Primary data:**

Yono Sugi (2018) Primary data refers to information collected directly from a source by a data collector. To obtain primary data, researchers use various techniques such as interviews, observations, and questionnaires. Through these methods, we can gather specific and relevant information that meets our research objectives by directly interacting with participants. Primary data obtained in this way guarantees reliability and uniqueness and makes a valuable contribution to solving research problems.

#### **2) Secondary data:**

In addition, the study incorporates secondary data that refer to information

obtained from sources that do not provide data directly to researchers, as described by Sushiyono (2018). This secondary data can be accessed from various sources such as libraries, reports and publications. By using existing information, research can supplement primary data and gain a broader perspective on the research topic. The use of secondary data adds depth to research and allows researchers to draw meaningful conclusions based on prior knowledge. The aim of the research is to provide a comprehensive analysis of the research topic using both primary and secondary data. This dual approach will contribute to a more comprehensive and evidence-based study of the factors that influence PT PLN (Persero) ULP Tanjung Karang's workforce. A careful data collection process increases the reliability and validity of research results, ensuring their reliability and relevance to achieving research goals.

### **Data collection technique**

#### **1) Interview**

Interviews are meetings between informants and researchers with the aim of exchanging information through question and answer to produce the right information. Interviews can also be conducted via telecommunications.

#### **2) Questionnaire or Questionnaire Method**

This refers to a strategy for collecting data in which respondents answer a series of questions or written comments (Sugiyono, 2014).

#### **3) Literature review**

Collecting data by using the literature study technique makes learning a study of books, notes, reports, and literature that has something to do with the problem being solved.

### **Research Variable**

#### **1) Independent Variable**

The independent variable influences the development of the dependent (bound) variable. Competence (X1) and motivation (Y) are the independent variables in this research (X2).

2) Dependent Variable

The dependent variable is influenced by the independent factors. Employee Performance is the dependent variable in this analysis (Y).

Operational Definition and Variable Measurement

In this study, operational definitions play an important role in giving a clear and objective meaning to the variables under study. As defined by Saifudin Azwar (2007), an operational definition is one that conveys a particular meaning and is objectively acceptable, especially when the variable's index is not directly observable. It acts as a bridge between theoretical concepts and measurable metrics, allowing researchers to translate abstract concepts into concrete, observable terms. Operational definitions allow researchers to precisely define, and measure variables of interest based on observable properties. This keeps the data collection process systematic and consistent, increasing the reliability and validity of research results. In addition, operational definitions allow other researchers to replicate studies using the same metrics, facilitating the establishment of consistent research practices and comparisons between different studies. In this study, the rigorous manipulation of variables aims to capture the intended symptoms of the data collection tool effectively and accurately. Systematic measurement of variables using observable indicators helps researchers draw meaningful conclusions and make evidence-based interpretations, further contributing to the accuracy and reliability of research results.

Data Analysis

The analytical method employed in this study aims to determine the extent of influence that independent factors, namely competence (X1) and motivation (X2), have on the dependent variable, which is employee performance (Y) (Ghozali, 2005). The relationship is modeled using the following formula:

Y = a + b1X1 + b2X2 + e

In the formula, Y represents the employee performance, X1 denotes competency, and X2

represents motivation. The coefficients b1 and b2 represent the regression coefficients, while a is the constant term. The variable "e" represents the standard error. To assess the validity of the research instrument, the study attempts to correlate the item scores with the overall total score. This correlation value, denoted as r, is reported to be 0.3 (Sugiyono, 2013). To determine validity, the study employs the Product Moment correlation formulation developed by Karl Pearson. The statistical analysis will be facilitated by the Statistical Packages for Social Sciences (SPSS) program version 25.0 for Windows. The formula for the product moment correlation is as follows:

r = Σ (X - X̄) (Y - Ȳ) / √[Σ (X - X̄)² Σ (Y - Ȳ)²]

In this formula, "X" and "Y" represent the item scores and total scores, respectively, while "X̄" and "Ȳ" denote the mean of X and Y, respectively. The product moment correlation will assess the strength and direction of the relationship between the item scores and the total score, aiding in determining the validity of the research instrument.

Table 1. Coefficient Intervals and Relationship Levels

Coefficient Intervals	Relationship Level
0,00 – 0,199	Very low
0,20 – 0,399	Low
0,40 – 0,599	Currently
0,60 – 0,799	Strong
0,80 – 1,000	Very strong

Reliability Test

The passage describes a test conducted to assess the reliability of a data collection instrument. This test aims to determine the degree of precision, consistency, and stability of the instrument in expressing certain symptoms (Sugiyono, 2016). The test involves calculating the reliability value (r) of all instruments, which is then compared with the critical value (r table) based on the number of respondents. If the calculated reliability value (r count) is greater than the critical value (r table), the instrument is considered reliable. On the other hand, if the r count is less than the r table, the instrument is deemed unreliable. To conduct the hypothesis

test, the formula for calculating t value is used:

$$t \text{ count} = (r\sqrt{(n-2)}) / \sqrt{(1-r^2)}$$

Information:

tcount = t value

r = Correlation Coefficient Value

n = Number of Samples.

By applying this formula, researchers can evaluate the reliability of the data collection instrument. If the calculated t value falls within the critical region, it supports the reliability of the instrument in measuring the intended symptoms. Conversely, if the t value falls outside the critical region, it indicates a lack of reliability in the instrument. This reliability test is crucial in ensuring the accuracy and credibility of the data collected for the research study.

## Results and Discussion

Prior to the establishment of PT PLN (Persero) Region Lampung, electricity distribution in Lampung Province was managed by Tanjung Kallang Branch under the coordination of PT PLN (Persero) Region IV. As part of the power sector restructuring policy, the company was reorganized on May 28, 2001, by decision of the Board of Directors and officially named PT PLN (Persero) Business Unit (UB SB2JL), South Sumatra, Bengkulu, Jambi, Bangka Belitung, Lampung. 114.K/010/DIR/2001. The decree outlines plan to establish separate business units in Lampung and Bangka Belitung.

Then, on June 1, 2001, a Lampung Division Manager was appointed to supervise and be responsible for the electricity business in Lampung province. To implement the Decree of the Board of Directors Number. 114.K/010/DIR/2001, the General Manager of PT PLN (Persero) Business Unit SB2JL issued Decree No. 011.K/471/GM.UB.SB2JL/2001, forming a Work Area Separation Team between PT PLN (Persero) SB2JL Business Unit and Lampung & Bangka Belitung Business Unit Work Areas on December 16, 2001.

The company's vision is "To be recognized as a world-class company that expands, excels, and earns trust through human potential." Along with this vision, the company is guided by a set of missions which are: (1) Operating the electric power industry and related sectors with a focus on customer satisfaction, shareholders, and company members; (2) Utilizing electricity to enhance the quality of life; (3) Striving to make electricity a driving force for economic activities; and (4) Engaging in environmentally responsible corporate practices.

The stated vision and mission illustrate the company's commitment to delivering exceptional services, promoting sustainable economic growth, and being mindful of environmental responsibilities. These guiding principles reflect the company's dedication to its stakeholders and its aspiration to be a leading player in the electricity industry. regenerate the response.

It is explained that in the competence variable the minimum answer for respondents was 31.00 and the maximum was 36.00 with the mean of total answer 34.10 and a standard deviation of 1.493. In the variable of motivation, the minimum answer is 32.00 and the highest is 38.00 with the mean of total answer of 35.16 and a standard deviation of 1.234. And for the employee performance variable, the minimum answer for participants is 32.00 and the highest is 38.00 with the mean of total answer 35.10 and a standard deviation of 1.373.

### Validity Test

Validity tests are used to determine whether a questionnaire is valid. Validity of a questionnaire is determined by the ability of its questions to disclose anything that is assessed by the questionnaire. This test was conducted using the Pearson correlation coefficient. If the significance level is less than 0.05, then the model's guideline is considered legitimate. If the significance level is less than 0.05, then the question items are considered valid. The findings of this test of the three variables with 30 sample respondents are shown below.



Validity Test Results

Table 2. Validity test results for competency variables

Question Items	Pearson Correlation	Sig (2-Tailed)	Information
Question 1	0,630**	0,000	Valid
Question 2	0,659**	0,000	Valid
Question 3	0,542**	0,002	Valid
Question 4	0,364*	0,048	Valid
Question 5	0,437*	0,016	Valid
Question 6	0,707**	0,000	Valid
Question 7	0,659**	0,000	Valid
Question 8	0,526**	0,003	Valid

Table 3. Motivational variable validity test results

Question Items	Pearson Correlation	Sig (2-Tailed)	Information
Question 1	0,668**	0,000	Valid
Question 2	0,431*	0,017	Valid
Question 3	0,371*	0,044	Valid
Question 4	0,422*	0,020	Valid
Question 5	0,406*	0,026	Valid
Question 6	0,419*	0,021	Valid
Question 7	0,677**	0,000	Valid
Question 8	0,406*	0,026	Valid

Table 4. Validity test results for employee performance variables

Question Items	Pearson Correlation	Sig (2-Tailed)	information
Question 1	0,656**	0,000	Valid
Question 2	0,373*	0,042	Valid
Question 3	0,593**	0,001	Valid
Question 4	0,403*	0,027	Valid
Question 5	0,438*	0,015	Valid
Question 6	0,737**	0,000	Valid
Question 7	0,539**	0,002	Valid
Question 8	0,571**	0,001	Valid

Table 5. Multicollinearity test results

Collinearity Statistics	
Tolerance	VIF
.654	1.529
.654	1.529

The table demonstrates that each variable has a tolerance value and variance inflation factor (VIF) value near to 1 and around 1. Where tolerance values for competence and motivation are 0.654 and 0.654, respectively, and VIF values are 1.529 and 1.529. Thus, it indicates that there are no indications of multicollinearity between the effect of

competence and motivation on employee performance.

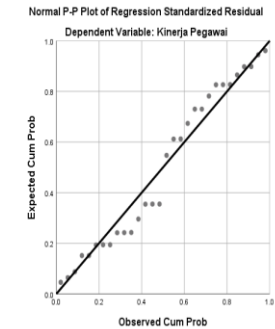


Figure 2. Normality Test Results Using Competency P-Plot Graphs

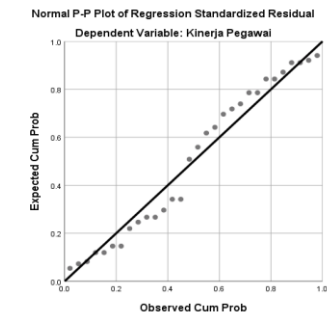


Figure 3. Nomality Test Results Using Motivational P-Plot Graphs

Table 6. Coefficient of determination test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.676 <sup>a</sup>	.457	.417	1.049

a. Predictors: (Constant), Motivasi, Kompetensi

This test is conducted to determine the extent to which the dependent variable is explained by the independent variables. From the findings of computerized data processing using SPSS version 25, a coefficient of determination (R<sup>2</sup>) of 0.417 is obtained. The regression equation is as follows:

$Y = 7.732 + 0.397X_1 + 0.394X_2$

The outcomes of the third hypothesis test are presented in the table, where the F value is 11.351 and the significance level (sig.) is 0.000. The null hypothesis (Ho) is rejected since the significance level is less than 0.05, indicating that both competence (X<sub>1</sub>) and motivation (X<sub>2</sub>) have a substantial and simultaneous influence on employee performance (Y). The coefficient of determination (R<sup>2</sup>) of 0.417 suggests that approximately 41.7% of the variability in the

dependent variable (employee performance) can be accounted for by the combined effects of competence and motivation. This demonstrates that these independent variables play a significant role in explaining the variations observed in employee performance. The F value of 11.351 further confirms the statistical significance of the regression model.

## Conclusions and Recommendations

### Conclusion

The purpose of this study was to investigate the impact of ability and motivation on the performance of employees of PT PLN (Persero) ULP Tanjung Karang, and 30 participants participated. Based on data analysis, the following conclusions were drawn:

- 1) At PT PLN (Persero) ULP Tanjung Karang, competencies have a significant impact on employee performance. This is evidenced by a significance score of 0.013, below the threshold of 0.05 ( $p < 0.05$ ).
- 2) PT PLN (Persero) ULP Tanjung Karang also showed statistical significance for the effect of motivation on employee performance, with a significance score of less than 0.05.
- 3) The combined effect of ability and motivation on employee performance in PT PLN (Persero) ULP Tanjung Karang is reflected in the obtained F-score of 11.351 (significance value of 0.000). The null hypothesis ( $H_0$ ) is rejected because the significance level is less than 0.05. This shows that working together with ability and motivation has a significant simultaneous effect on improving employee morale, leading to improved work performance, and enabling the achievement of organizational goals.

### Recommendations

Based on the research, PT PLN (Persero) ULP Tanjung Karang is recommended to focus on improving competencies and motivating factors that act as internal drivers and incentives for employees to be successful at work and improve their overall performance. Future studies are encouraged to involve a broader and more diverse population in the

study. Additionally, increasing the sample size will allow us to understand the impact of competence and motivation more fully on employee performance. This contributes to the advancement of knowledge and provides valuable insight into organizational development and management strategy.

## References

- Fauzi, R. H. A. (2020). *Manajemen Kinerja*. Surabaya: Airlangga University Press.
- Thamrin Noor, M. H. (2021). *Motivasi Dan Kompetensi Kinerja Karyawan Pada PT Penascop Maritim Indonesia*. Pasaman Barat: CV. Azka Pustaka.
- Slamet Riyadi, S. M. (2022). *Peran Motivasi Kerja, Stres Kerja dan Kepuasan Kerja Terhadap Kinerja Guru*. Yogyakarta: Jejak Pustaka.
- Hermawan, F. (2020). *BAB III Metode Penelitian*. Repository STEI.
- Agustian, H. E. I. (2019). *Pengaruh Sistem Informasi Manajemen Terhadap Peningkatan Kualitas Pelayanan Di Pt Jasaraharja Putra Cabang Bengkulu*. Jurnal Unived.
- Larasati, S. (2018). *Manajemen Sumber Daya Manusia*. Yogyakarta: Deepublish.
- Pembelajaran, A. C. (2020). *Pertemuan 12 analisis korelasi product moment pearson. Analisis Korelasi Product Moment Pearson*.
- Windariasih. (2012). *Penelitian Kualitatif dan Kuantitatif*. Afidburhanuddin.