

THE EFFECT OF COMPETENCY ON EMPLOYEE PERFORMANCE WITH MEDIATION OF WORK MOTIVATION

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Abstract

The purpose this study is to describe the effect of competency of employee performance with mediation of work motivation. The type of study is literature review. The result of this study showed that competency has a positive effect of employee performance, competency has a positive effect on motivation, motivation has positive effect on employee performance, motivation as a mediation variable is able to mediate competency in increasing employee performance.

Keyword: Competency, motivation, employee performance.

1. INTRODUCTION

In the current global era, competition in the world of work is very high. We are challenged to be able to compete in the quality of education and the quality of human resources not only on a national scale but further on an international scale. Human resources is one of the most important factors in an organization besides other factors such as capital. Therefore human resources must be managed properly to increase the effectiveness and efficiency of the organization (Hariandja, 2002, p. 2). In terms of human resource management, a manager is required to be able to understand important matters related to the management of human resources.

According to Yuli (2005,15) Human resource management (HRM) is an activity that regulates how to supply labor, develop, provide compensation, maintain, and separate labor through management processes in

order to achieve organizational goals. According to Cherrington (1995: 11) One of the HRM functions is staffing / employment in which this function consists of three parts, namely: planning, withdrawing and selecting human resources. The purpose of this staffing is to select employees who truly have good capabilities in terms of performance so that it is expected to be able to contribute greatly to the survival of the organization.

Waruwu (2016) states that achieving the goals of an institution or company is only possible because of the efforts of the actors contained in the organization or company. In this case there is actually a close relationship between individual performance (Individual performance) with organizational performance (organization performance), in other words if employee performance is good, then it is likely that organizational performance is also good. According Sedarmayanti (2011: 260) Performance is a translation of performance which means the work of an employee, a management process or an organization as a whole, where the results of the work must be demonstrated concretely and measurable (compared to predetermined standards).

According to Spencer and Spencer, (1993: 9) Competence is a characteristic that underlies a person and relates to the effectiveness of individual performance in their work (an underlying characteristic of an individual which is causally related to criterion - referenced effective and superior performance in a job or situation). Robbins (2007: 38) explains competence is the ability (ability) or the capacity of someone to do various tasks in a job, where this ability is determined by two factors, intellectual ability and physical ability.

Empirical research on the impact of competence on performance can be seen through research conducted by Mangkunegara & Waris (2015), Achmad (2016), Martini et al., (2018), Syahrums et al., (2016) which in his research showed that competence has a significant positive effect on employee performance, this means it can be said that if the position competency will increase, it will improve the ability of better performance. Research gap is found in research conducted by Noel et al., (2017) with the results showing that competence has no significant effect on employee performance, this can be interpreted as lack of influence of competence on employee performance means that even though employees have good competence, it no significant effect or give a small effect on improving employee performance.

According to Herzberg cited by Anoraga (2009), Husaini (2006) in Tejo and Machasin (2015) where according to experts that competency and organizational culture are several factors that influence work motivation. Heryanto et al., (2017) explained that competence is a determinant of employee performance. However, competence without high motivation cannot achieve optimal performance. Therefore, good performance can be achieved if a person has high motivational competence. Motivation is important because motivation causes and encourages human behavior to work hard and enthusiastically achieve optimal results. This theory is supported by research conducted by Kurniawan et al., (2018) and Murgianto et al., (2016) which proves that competence influences employee work motivation. This can be interpreted that the high level of competency possessed will have an impact on the high level of motivation work. Research gap found in Rahardjo's research (2014) which states based on the results of the study shows that competence has no effect on motivation, this means that the high level of competency possessed cannot effectively increase motivation.

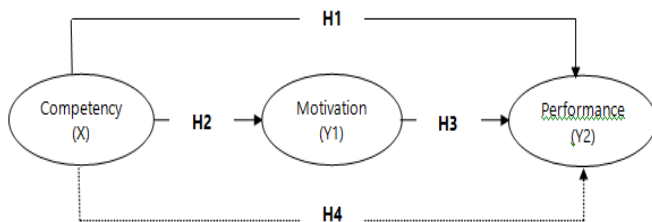
In addition, motivation is a factor that can affect the level of performance, Mangkunegara (2015: 67) states that the factors affecting performance are the ability and motivation factors. While Mathis (2007: 84) states that the performance sought by a company from someone depends on the ability, motivation, and support individuals receive. According to Munandar (2001: 58)

there is a positive relationship between motivation and performance with achievement, meaning that employees who have high achievement motivation tend to have high performance, conversely those who have low performance are possible because of low motivation. Motivation according to Martoyo (2007) is defined as something that raises the drive or spirit to work, so that the goals of an organization can be achieved. Empirical research on the effect of motivation on performance is evidenced by research conducted by Indarti (2018) which states that Work Motivation has a positive effect on employee performance, meaning that the variable of Motivation has a significant effect on employee performance, therefore the higher the Employee's Work Motivation, the employee's performance will also the higher and Murgianto et al., (2016) which states that motivation can directly affect performance. Gap research in this study was found by research conducted by Rijanti et al., (2017) which states that the results of his research showed that Motivation was not proven to affect performance. This shows that the level of competence does not have an impact on results and quality of performance.

Zwell (2000: 218) in Wibowo (2016: 328) explained that competency according to his position could be in the form of leadership, school management, caring, and community involvement, visionary leadership and change management, setting priorities, planning, and organizing, communication, influencing and motivating , interpersonal sensitivity and results orientation. So it can be concluded that motivation is an inseparable part of the process of developing one's competence. Kurniawan et al., (2018), Supriadi et al., (2018), Suyanto (2018), and Haluk et al., (2016) in their research proved that there was a significant influence of competence on performance through work motivation. This means that the higher competency of employees will result in higher employee performance if mediated by a high level of motivation. Contrary to the results of the above research there is a research gap in research conducted by Rijanti et al., (2017) which in his research shows that motivation is not proven as an intermediate variable influencing competence and job characteristics on performance this shows that the level of motivation owned by employees will not have an impact on the resulting performance.

2. CONCEPTUAL FRAMEWORK

This study aims to determine whether there is an influence between competence on employee performance by mediating work motivation. This conceptual framework illustrates the influence between exogenous variables, endogenous variables and mediator variables. This study uses a path analysis that examines the direct effect (indirect effect) and the indirect effect (indirect effect) between competence (X) on employee performance (Y2) with work motivation mediation (Y1). The pattern of relationships of these variables can be described through the conceptual framework as follows:



Explanation :

- ▶ : Direct Effect
- - - - -▶ : Indirect Effect

Conceptual Framework of Research

3. DISCUSSION

3.1. Effect of Competence on Performance

According to Spencer (1993) between employee competency and performance is very close and very important, relevance is strong and accurate, even if an employee wants to improve his performance he should have competencies that are in accordance with his work duties. Competence can cause or be used to predict a person's performance, meaning that if they have high competence, they will have high performance as well. The results of research conducted by Mangkunegara & Waris (2015), Syahrudin et al., (2016), Achmad (2016), Murgianto et al., (2016), Suyanto (2018) and Martini et al., (2018) show that competence has a positive and

significant effect on employee performance. This means that the higher the level of competence will have an impact on the better performance results.

3.2. Effect of Competence on Work Motivation

Someone's competence can be influenced by several factors including high work motivation (Moeheriono, 2010: 17). According to Michael Zwell (2000: 218) in Wibowo (2016: 328) that competency according to his position can be in the form of leadership, school management, caring, and community involvement, visionary leadership and change management, determining priorities, planning, and organizing, communication, influencing and motivating, interpersonal sensitivity and results orientation. Triyanto & Sudarwati (2014), Haluk et al., (2016) and Indarti (2018) in their research showed that competence has a positive effect on work motivation. This means that if the competency of a good company employee will have a positive impact on work motivation.

3.3. Effect of Motivation on Performance

Mangkunegara (2015) states that motivation is formed from employee attitudes in dealing with work situations in the company. Motivation is a condition or energy that moves employees who are directed or directed to achieve company goals. The mental attitude of employees who are pro and positive towards work situations is what strengthens their work motivation to achieve maximum performance. Research conducted by Qatmeemalmarhoon et al., (2017) and Suyanto (2018) showed that motivation has a significant effect on employee performance. This means that the higher the level of motivation, the higher the results will be.

3.4 Effect of Competence on Performance by mediating Work Motivation

According to Munandar (2001: 87) Performance is the result of interaction between work motivation, abilities (abilities), and opportunities (opportunities). From this statement it can be concluded that motivation in its role together with competence (ability) can be used as a determinant of performance. Research conducted by Haluk et al., (2016) , Murgianto et al., (2016), Kurniawan et al., (2018) and Indarti (2018) which showed that the

variable work motivation acts as a variable that is able to mediate the influence of Employee Competency. This can be interpreted that competence can affect performance if it is driven by work motivation.

4.CONCLUSION

Competency has a positive effect on employee performance, competency has a positive effect on motivation, motivation has positive effect on employee performance, motivation as a mediation variable is able to mediate competency in increasing employee performance.

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