



## Competence and Motivation as Factors to Improve Performance of Employees in the Health Services of the Province of Health Department of DKI Jakarta

**Yopi Yulius**

Universitas Persada Indonesia YAI. Jakarta, Indonesia, [yopi.yulius@yai.ac.id](mailto:yopi.yulius@yai.ac.id)

Corresponding Author: Yopi Yulius

**Abstract:** The purpose of this study was to determine and analyze the influence of competence and work motivation on employee performance in the Health Service Sector (YANKES) of the West Java Provincial Health Office, either simultaneously or partially. The research method used in this research is a descriptive survey and an explanatory survey, the unit of analysis in this study is the employees in the Health Service Sector (YANKES) of the West Java Provincial Health Office with a sample of 30 people. The type of investigation is causality, and the time horizon in this study is cross-sectional. Based on the results of the study, it was found that competence and work motivation simultaneously affect employee performance in the Health Service Sector (YANKES) of the West Java Provincial Health Office. However, partially dominant competence affects employee performance rather than work motivation. Because competence is more dominant in influencing performance, it becomes the first priority in improving employee performance. the Health Service Sector (YANKES) of the West Java Provincial Health Office is expected to improve the competence of employees in the Health Service Sector (YANKES) of the West Java Provincial Health Office by including training and education, so that they are able to work more professionally.

**Keywords:** Competence, Work Motivation, Employee Performance

### INTRODUCTION

In various fields, especially organizational life, the human factor is the main problem in every activity in it. The organization is a consciously coordinated social unit with an identifiable reactive boundary, working continuously to achieve goals (Robbins, 2006). All actions taken in each activity are initiated and determined by humans who are members of the company. The company requires the existence of potential human resource factors, both leaders and employees in the pattern of tasks and supervision which are the determinants of achieving company goals.

Human resources are a central figure in organizations and companies. In order for management activities to run well, companies must have knowledgeable and highly skilled employees as well as efforts to manage the company as optimally as possible so that employee performance increases. According to Budi Setiyawan and Waridin (2006) employee performance is the result or work performance of employees who are assessed in terms of quality and quantity based on work standards determined by the organization, good performance is optimal performance, namely performance that is in accordance with organizational standards and supports the achievement of goals. organization. A good organization is an organization that seeks to improve the capabilities of its human resources, because this is a key factor to improve employee performance.

Improved employee performance will bring progress for the company to be able to survive in an unstable competitive business environment. Therefore, efforts to improve employee performance are the most serious management challenges because success in achieving the goals and survival of the company depends on the quality of the performance of the human resources in it. High employee performance is expected by the Health Service Sector (YANKES) of the West Java Provincial Health Office. The more employees who have high performance, the productivity of the Health Service Sector (YANKES) of the West Java Provincial Health Office as a whole will increase so that the Health Service Sector (YANKES) of the West Java Provincial Health Office can make a definite contribution to the Bandung City government.

In accordance with preliminary observations (2021), it can be seen that 1) absenteeism (employee absenteeism will increase to 52% in 2021; 2) 53% of employees do not follow SOPs properly; 3) 21% of employees tend to be often late for work; 3) 18.8% of employees are not aware of technical work assignments; 4) 12% of employees feel that the division of tasks and acceptance of work is not evenly distributed.; 5) 33.3% of employees feel that there is a lack of facilities provided during training. There are negative factors that can reduce employee performance, including the decreased desire of employees to achieve work performance, lack of punctuality in completing work so that they do not obey the rules, influences that come from their environment, co-workers who also decrease their enthusiasm and there are no examples to be used as references. in achieving good work performance. All of this causes the employee's performance to decrease at work. Factors that can be used to improve performance include competence and work motivation.

Motivation is the drive, effort and desire that exists in humans that activates, empowers and directs behavior to carry out tasks well within the scope of work (Hakim, 2006). Robbins (2006) defines motivation as a process that determines the intensity, direction, and persistence of individuals in an effort to achieve goals. Motivation as a process that starts from physiological and psychological forces or needs that result in behavior or encouragement aimed at a goal or incentive (Moekijat, in Hakim, 2006). Several researchers have tested the relationship between motivation and employee performance, including Suharto and Cahyono (2005), Hakim (2006). The effect of work motivation on performance shows the same results that the relationship between motivation and employee performance shows a positive and significant relationship. Competence also means basic characteristics consisting of skills, knowledge and other personal attributes that are able to distinguish between performers and non-performers. That is, the essence of competence is actually as a

determining tool to predict the success of a person's work in a position. Based on this definition, competence is something that is inherent in a person which can be measured with certain measuring instruments. This competency must always be inherent in a leader so that the leader can easily direct, encourage or motivate all employees in carrying out their work. A person's competence is very helpful in improving employee work performance

## **LITERATURE REVIEW**

### **Competence**

Competence is something that is very closely related and has the potential to shape a person's performance compared to the intelligence or talent possessed by that person (Bouler, 1999:21). Competence is a reflection of one's skills and knowledge, especially those related to abilities and skills that are much needed by the business world through reducing costs and providing better service to customers at a lower cost/more for less (Davis, 2002:299).

### **Work motivation**

Motivation comes from the Latin word "Movere" which means "Encouragement or driving force." Motivation questions how to encourage the work enthusiasm of subordinates so that they want to work hard by giving all their abilities and skills to realize organizational goals. Motivation is important because with motivation it is hoped that every individual employee will work and be enthusiastic or achieve high work productivity. Siagian (2006: 93). Understanding Motivation according to Siagian (2006: 94) which refers to the American Encyclopedia is That predisposition (itself the subject of much controversy) within the individual which arouser sustain and direct his defense. Motivation is volve such factor as biological and emotional need a that can only be inferred from observation behaviour. Motivation is a tendency (a trait that is the subject of conflict) in a person that generates support and directs his actions. Motivation includes factors of biological and emotional needs that can only be predicted from behavioral observations. Supported by the statement Chaplin (2001) that motivation is the factors that generate, manage, maintain and channel behavior towards a single goal. The same thing was expressed by Munandar (2001) that motivation is a process where needs encourage a person to carry out a series of activities that lead to the achievement of certain goals. Furthermore, Hariandja (2002) explains that motivation is the impetus for a person's behavior to be able to create competition, increase self-confidence in achieving certain goals Performance

### **Performance**

The word performance is an English absorption commonly called performance. According to Robbins (2006), employee performance is a function of the interaction between ability and motivation. In the study of employee performance management, there are things that require important consideration, because basically the individual performance of an employee in the organization is part of the organization's performance, and determines the performance of the organization concerned. Success in achieving employee performance will be influenced by the level of performance of individual employees and groups. According to Mathis and Jackson (2003), performance on the basis is what employees do or don't do. The performance of these employees is able to influence how much they contribute to the

organization. Where the description includes: (1) quality of output, (2) quantity of output, (3) duration of output, (4) attendance at work and (5) cooperative attitude. So, in general it can be said that performance is a form or success of a person's work or organization in achieving its goals. Performance is organizational behavior that is directly related to the production of goods or the delivery of services.

Tika (2006) explains that information about organizational performance is a very important thing used to evaluate whether the performance process carried out by the organization so far has been in line with the expected goals or not. However, in reality, many organizations lack or even not infrequently have information about performance within their organization. Performance as the results of the work function / activities of a person or group in an organization which is influenced by various factors to achieve organizational goals within a certain period of time. Meanwhile, according to Rivai and Basri (2005) performance is the willingness of a person or group of people to carry out an activity and perfect it in accordance with the responsibilities with the expected results.

According to Bambang Guritno and Waridin (2005), performance is a comparison of the work achieved by employees with predetermined standards. Meanwhile, according to Hakim (2006) defines performance as the work achieved by an individual that is adjusted to the role or task of the individual in a company at a certain time period, which is associated with a certain value or standard measure of the company where the individual works. Performance is a comparison of the work achieved by employees with predetermined standards (Masrukhin and Waridin, 2004).

### **Theoretical Framework**

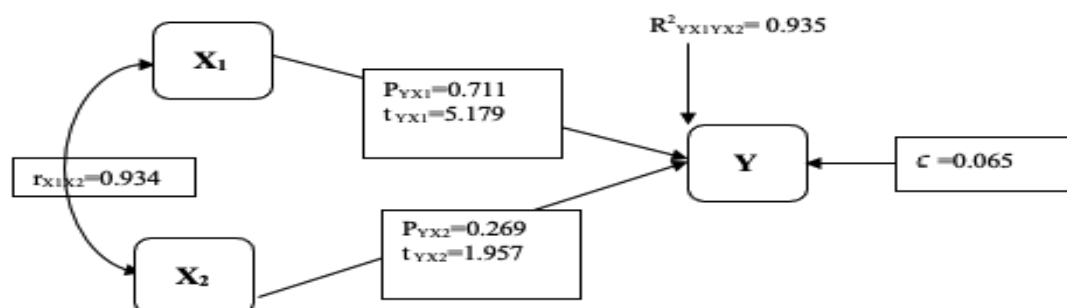
Competence affects employee performance is supported by research by Keran (2012) which explains that work motivation, competence and competence directly affect employee performance at the Bintang Timur Foundation, Tangerang. Supported by research, Indrawati (2017) explains that competence has an effect on employee performance at the Kendari City land office. Motivation affects employee performance is supported by research by Keran (2012) which explains that work motivation, competence and competence directly affect employee performance at the Bintang Timur Foundation, Tangerang. Furthermore, Prabowo (2016) explains his research that employee motivation has a direct effect on the performance of PT Pos Cianjur West Java employees.

### **RESEARCH METHOD**

The method used in this research is the description survey and explanatory survey methods which are carried out through data collection in the field. The survey method. in the opinion of Nazir (2000), is "an investigation carried out to obtain facts from existing phenomena and seek factual information, whether about social, economic or political institutions of a group or an area". The type of investigation in this study is causality, because it will examine the causal relationship of these variables. The sample in this study were 30 employees of the health service sector of the West Java Provincial Health Office who filled out questionnaires and processed using a path analysis approach.

## FINDINGS AND DISCUSSION

The results of the study indicate that competence and motivation have an effect on employee performance, as can be seen from the diagram below:



Picture 1. Path Analysis Calculation Results

Based on the results of the above calculations, it can be seen that

1. For the first hypothesis,  $t_{count}$  is greater than  $t_{table}$  ( $5,179 > 1.68$ ). which means that competence has an effect on employee performance
2. For the first hypothesis,  $t_{count}$  is greater than  $t_{table}$  ( $1,957 > 1.68$ ). which means that motivation affects employee performance.

Then for the simultaneous effect, it can be seen that competence and work motivation affect employee performance together by 93.5% of which 68.42% is dominated by the influence of competence on employee performance, and 25.1% the effect of work motivation on employee performance.

discussion

The results of the study above show that

1. Competence has a positive impact on employee performance, which means that the better the competence possessed by the employee, the higher the employee's performance.
2. Work motivation has a directly proportional impact on employee performance, which means that the higher the employee's perceived work motivation, the higher the employee's performance.

This article discusses the variables of competence, motivation and performance of Employees. This research is in line with the previous ones, including: 1) Competence: (Ansori & Ali, 2017), and (Ridwan et al., 2020); 2) Motivation: (Riyanto et al., 2017), (Prayetno & Ali, 2017), (Chauhan et al., 2019), (Rivai et al., 2017), (Prayetno & Ali, 2017), (Bastari et al., 2020), (Masydzulhak et al., 2016) and (Aima et al., 2017); and 3) Performance of Employees: (Riyanto et al., 2017), (Prayetno & Ali, 2017), (Ridwan et al., 2020), (Djoko Setyo Widodo, P. Eddy Sanusi Silitonga, 2017) and (Agussalim et al., 2016)

## CONCLUSION

Referring to the results of the study, it can be concluded that competence and work motivation have an effect on employee performance. Recommendations for this study, because competence has a dominant impact on employee performance, the field of Health services at the DKI Jakarta Provincial Health Office is expected to pay more attention to the competencies possessed by employees in terms of knowledge, skills and abilities. This competency improvement can be done through the provision of training opportunities,

technical guidance or seminars that intend to further improve the quality of the employees themselves. Because the higher the competence possessed by employees, employee performance will continue to increase.

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