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## THE INFLUENCE OF COMPETENCE AND WORK MOTIVATION ON EMPLOYEE PERFORMANCE PT. YOROZU AUTOMOTIVE INDONESIA

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### Abstract

**Purpose:** The purpose of this study was to determine the effect of competence and work motivation on employee performance.

**Research Methodology:** This study used a quantitative approach through multiple linear regression analysis and data processing was carried out using SPSS27. The primary data source was obtained by distributing questionnaires to employees of PT Yorozu Automotive Indonesia. The population was 176 employees, with a sample size of 64 employees calculated using the Slovin formula.

**Results:** The results obtained are that there is no partial influence of competence on the performance of employees of PT. Yorozu Automotive Indonesia with a value of 1,284 and a significant level of 0.001. However, there is a partial influence of work motivation on the performance of employees of PT. Yorozu Automotive Indonesia with a value of 7,965 and a significant level of 0.001. Additionally, there is a simultaneous influence between the variables Competence (X1) and Work Motivation (X2) on Employee Performance (Y) with a value of 108,081 and a sig level of 0.001.

**Limitations:** The study is limited to a specific company, PT Yorozu Automotive Indonesia, and the sample size may not be representative of the entire population.

**Contribution:** The findings of this study contribute to the understanding of the importance of work motivation in enhancing employee performance, especially in the context of the automotive industry.

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



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## 1. INTRODUCTION

Organizations are formed to achieve mutually agreed goals. Organizational performance is inseparable from the results of human resource work that shows success in achieving goals. Performance is the level of achievement in carrying out activities, programs, or policies in realizing the goals, objectives, vision and mission of the organization as stipulated in the

organization's strategy. Because employee performance affects the success of the organization (Ainanur, A. & Tirtayasa, S. 2018).

PT. Yorozu Automotive Indonesia is a four-wheeled vehicle spare parts manufacturer engaged in the manufacturing industry. As part of the Yorozu Group from Japan, this company established a branch in Indonesia in 2012.

The production target set by the company is an important element in performance. Employees do not meet the targets set by the company or even employee targets decrease every year, the results of employee performance at PT. Yorozu Automotive Indonesia are still considered less than good. This identifies that to increase productivity and achieve employee performance goals in the organization is still far from expectations. External factors, such as problems faced in the field and the lack of training needed to stop them. The company's goals will not be achieved every year if management does not address this problem immediately. Because good performance is the first step towards achieving company goals.

Table 1. Production Targets for 2021-2022.

Year	Production Targe (pcs)	Realisation (pcs)	Achievement
2021	480.000	428,977	89,5%
2022	480.000	390,177	81,3%

*Source: PT. Yorozu Automotive Indonesia*

Based on the table above, it shows that the production target in 2021-2022 cannot be achieved. Poor employee performance can hinder the company's capacity in meeting the predetermined targets, as can be seen from the company's target achievement which always decreases every year.

Competence aims to help PT. Yorozu Automotive Indonesia when recruiting employees who have the skills needed for certain positions in the company. And what can influence employee performance is the competency factor towards the company. For example, an employee with a bachelor's degree in psychology is placed in the marketing department who does not have a strong understanding of how to promote their business effectively, while the abilities possessed by the employee do not match their education so that they cannot do their job well. Therefore, employees do not have many opportunities to show how well they do their jobs.

Table 2. Employee Education Data of PT. Yorozu Automotive Indonesia

Position	Education	Relevant Educational Qualifications
Manager	S1 Management	Management Department
HRD	S1 Law	Human Resources/General Management
Marketing Interpreter	S1 Psychology S1 Education, Communication Science	Management Department Human Resources
Administration	S1 Law	Management Department

Based on the table, it can be seen that in the HRD, Marketing, and Admin positions, they have an educational history that does not match the qualifications for the position. This shows that the decline in employee performance is due to the employee's education factor which is not appropriate in their field, so it affects the employee's competence. Therefore, competence greatly affects employee performance. Another factor that causes low employee performance is the work motivation factor. Work motivation at PT. Yorozu Automotive Indonesia is considered still not good, as can be seen from employee attendance data.

Table 3. Attendance Data at PT. Yorozu Automotive Indonesia

No	Month	Absentee Leave		Sick	Amount	Percentage Absence
1	January	10	13	82	105	4%
2	February	14	3	47	64	2%
3	March	23	14	83	120	4%
4	April	8	7	50	65	2%
5	May	20	1	51	72	2%
6	June	2	9	121	132	5%
7	July	7	1	60	68	2%
8	August	12	6	35	53	2%
9	September	3	5	52	60	2%
10	October	6	11	22	39	1%
11	November	11	1	51	63	2%
12	December	11	4	20	35	1%
<b>Total</b>		124	75	674	876	30%
<b>Average</b>		10	6	56	73	2%

The results of the table above show that there are still too many employees who are absent from work due to absence, permission and illness. From the data above, the average absence is 10 employees or 2% each month, the average permission is 6 employees or 2% each month and the average illness is 56 employees or 2% each month, if left unchecked it will affect the performance of the company. The company must take several ways to increase work motivation for its employees, such as by placing employees according to their abilities, educational background, training, or being able to create a comfortable work environment and being equipped with motivation given by individuals to other parties or themselves, this support is intended so that they become better than before. This study uses Research Gap, namely research conducted by Riza Faizal et al. (2019) at KCP Bank BJB Ciamis, Garut & Tasikmalaya and As'ad (2021) at PT. Telkom Makassar STO Balaikota explains that competence has a significant effect on employee performance. Not the same as the results of research conducted by Aqsa, M.A. & H. Fitransyah (2017) in PT. Silver Silk Tour and Travel Pekanbaru and Rahmat Hidayat (2021) PT. Surya Yoda Indonesia which explains that competence does not have a significant influence on employee performance. Meanwhile, according to Rachman, Z. A., & Widiartanto, W. (2022) at PT. Suara Merdeka and DwiYanti et al. (2019) at PD. BPR Bank Buleleng 45 work motivation has a significant effect on employee performance. However, the research findings are not the same as the research conducted by Abraham Samuel Kaengke (2018) at PT. Air Manado and Saputri, W., & Prijati, P (2021) at PT. Pos Indonesia (Persero) which explains that work motivation does not have a significant influence on employee performance.

**2. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT**

HR is the main driver of an organization. Having good human resources will later help the organization or company achieve goals more effectively and efficiently. Effective HR is very important to achieve optimal performance results, so that employees can carry out their responsibilities more efficiently and get maximum results (Siregar, 2022) in (Lestaluhu et al., 2023). Human resource management is the science and art used by organizations to achieve organizational goals through the functions of planning, decision making, organizing, leading, controlling (Taufiq Romadon, 2023)

**Competence**

Competence is the ability to carry out or do a job or task that is based on knowledge and skills and supported by the work attitude required by the job (Wibowo 2016:271 in (Susanto & Sukoco, 2019). Parashakti et al. (2020) in Mulang Hastuti (2023) stated that competence is used as a supporter in making their work easier to be more effective, efficient, and responsive.

**Work Motivation**

Work motivation is individual support that can increase a person's enthusiasm and desire and help direct them to achieve desires or goals based on the scope of work (Maruli Tua Sitorus, 2020 in Hendri Alfi, 2023). Work motivation is something that creates motivation/work enthusiasm/driver of work enthusiasm (Sungkono & Aji Tuhagana, 2020).

**Employee Performance**

Employee performance is an individual's achievement in carrying out tasks that are his/her responsibility (Mangkunegara 2017:9 in Nursyam and Rahmawati, 2020). Meanwhile, according to Santi & Widodo (2021), performance is what an employee does in an organization during a certain period of time, and this assessment is carried out by the direct superior to evaluate the achievement of company goals or performance.

**3. RESEARCH METHODOLOGY**

This study uses a quantitative method using multiple linear regression analysis and the data is processed using SPSS27. Primary data was obtained from distributing questionnaires to employees of PT. Yorozu Automotive Indonesia. Observations were carried out at PT Yorozu Automotive Indonesia which is located in the Mitra Karawang Area, Jl. Mitra Barat III Block L.6.7.8. Parung Mulya Village, Ciampel-Karawang District 41361, the time of the study was

$$n = \frac{N}{1 + Ne^2}$$

$$n = \frac{N}{1 + (Ne)^2}$$

$$n = \frac{176}{1 + 176 (0,1)^2}$$

$$n = \frac{176}{1 + 176 (0,01)}$$

$$n = \frac{176}{1 + 1,76}$$

$$n = \frac{176}{2,76}$$

$$n = 63,7$$

carried out in October 2023 until completion. A total of 176 employees of PT Yorozu Automotive Indonesia were the population selected for this study. And the sample was calculated using the Slovin formula as many as 64 with an error rate of 10%. The following is the Slovin formula for determining the sample. The calculation result of the formula produces a sample size of 63.7 people, which is rounded up to 64 people.

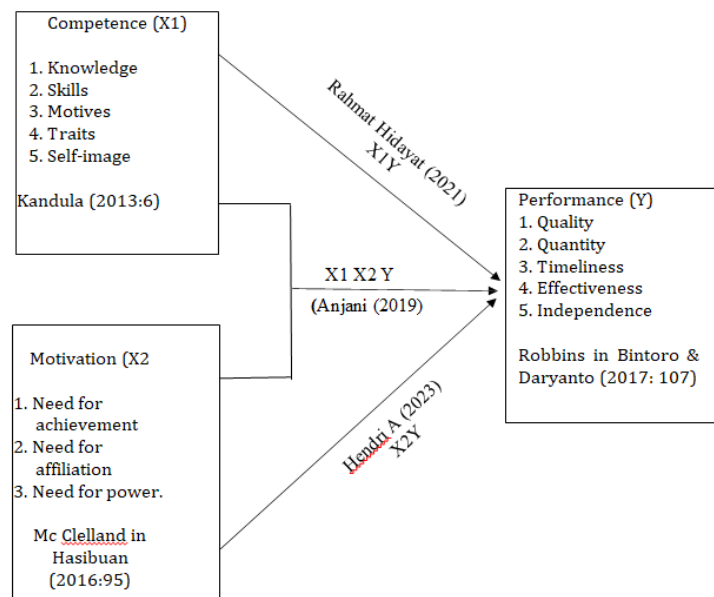
Description:

n: Number of samples

Ne: Sampling error rate, 10%.

N: Population size.

For a large population, the value of  $e = 0.1$  (10%).



**Figure 1. Framework of Thought**

Source: Author Data Processing (2024).

Hypothesis is a temporary assumption of the research problem, where the research formulation has been stated in the form of a question sentence (Sugiyono, 2014:64). Variable (X1) Competence, variable (X2) Work Motivation, and variable (Y) Employee Performance. The hypothesis proposed as a temporary answer to the problems raised in this study is as follows:

H1 Competence partially affects employee performance.

H2 Work motivation partially affects employee performance.

H3 Competence and Work Motivation simultaneously affect employee performance.

**4. RESULTS AND DISCUSSIONS****4.1. Results**

## Respondent Characteristics

Table 4. Characteristics Based on Gender

<b>Gender</b>	<b>Number of Respondents</b>	<b>Presentation (%)</b>
Male	54	84,4%
Female	10	15,6%
<b>Total</b>	<b>64</b>	<b>100%</b>

Based on table 4, it is known that most respondents in this study were male, namely 54 people or 84.4%, and female as many as 10 people or 15.6%.

Table 5. Characteristics Based on Age

<b>Age</b>	<b>Number of Respondents</b>	<b>Presentation (%)</b>
25-30	8	12,6%
31-40	49	76,4 %
41-54	7	11%
<b>Total</b>	<b>64</b>	<b>100%</b>

The table shows that employees aged 25-30 years are 8 people with a percentage value of 12.6%, employees aged 31-40 years are 49 people with a percentage value of 76.4%, and employees aged 41-52 years are 7 people with a percentage value of 11%. It can be concluded that the number of respondents in this study is 31 to 40 years old.

Table 6. Characteristics Based on Education

<b>Education</b>	<b>Number of Respondents</b>	<b>Presentation (%)</b>
SMA/SMK	45	70,4%
D3/Diploma	10	15,5 %
S1	9	14,1%
<b>Total</b>	<b>64</b>	<b>100%</b>

Based on the table above, it is known that employees of PT. Yorozu Automotive Indonesia have a high school/vocational high school education level of 45 people or 70.4%, a D3/Diploma education level of 10 people or 15.5%, and a S1 education level of 9 people or 14.1%. It can be seen that the highest level of education in the company is high school/vocational high school.

Table 7. Characteristics Based on Length of Work

<b>Year</b>	<b>Number of Respondents</b>	<b>Presentation (%)</b>
6	6	9,4%
7	6	9,4%
8	2	3,1%
9	4	6,3%
10	27	42,2%
11	19	29,6%
<b>Total</b>	<b>64</b>	<b>100%</b>



From the table above, it is known that employees of PT. Yorozu Automotive Indonesia have worked for 6 years with a total of 6 people or 9.4%, 7 years with a total of 6 people or 9.4%, 8 years with a total of 2 people or 3.1%, 9 years with a total of 4 people or 6.3% and 10 years with a total of 27 people or 42.2%, 11 years with a total of 19 people or 29.6%. It can be seen that the longest working period in the company is around 10 years.

### ***Analysis of Research Results and Hypothesis Testing Analysis of Research Results***

#### ***Validity Test***

The Validity Test (accuracy test) is used to determine whether the questionnaire that has been prepared is valid or valid, or to measure the validity or invalidity of a questionnaire Ghozali (2018:51-52).

Table 8. Validity Test

Indicator	R Count	R Table	Ket	Indicator	R Count	R Table	Ket	Indicator	R Count	R Table	Note
X1	0,626	0,2461	Valid	X1	0,578	0,2461	Valid	X1	0,558	0,2461	Valid
X2	0,615	0,2461	Valid	X2	0,514	0,2461	Valid	X2	0,524	0,2461	Valid
X3	0,514	0,2461	Valid	X3	0,530	0,2461	Valid	X3	0,495	0,2461	Valid
X4	0,481	0,2461	Valid	X4	0,483	0,2461	Valid	X4	0,485	0,2461	Valid
X5	0,474	0,2461	Valid	X5	0,475	0,2461	Valid	X5	0,502	0,2461	Valid
X6	0,500	0,2461	Valid	X6	0,455	0,2461	Valid	X6	0,522	0,2461	Valid
X7	0,483	0,2461	Valid	X7	0,476	0,2461	Valid	X7	0,466	0,2461	Valid
X8	0,505	0,2461	Valid	X8	0,489	0,2461	Valid	X8	0,480	0,2461	Valid
X9	0,467	0,2461	Valid	X9	0,488	0,2461	Valid	X9	0,511	0,2461	Valid
X10	0,509	0,2461	Valid	X10	0,521	0,2461	Valid	X10	0,523	0,2461	Valid
X11	0,477	0,2461	Valid	X11	0,532	0,2461	Valid	X11	0,546	0,2461	Valid

The results of the analysis using SPSS 27 in the table above, the validity value of all statement items of the competency, work motivation, and employee performance variables (r count) exceeds r table 0.2461. It can be concluded that all statement items for all variables are valid.

#### ***Reliability Test***

Reliability test is a tool for measuring a questionnaire which is an indicator of a variable or construct. A variable is said to be reliable if it provides a Cronbach Alpha value > 0.60 The closer the alpha value is to one, the more reliable the data reliability value is (Ghozali 2018:45-46).

Table 9. Reliability Test

No	Variable	Cronbach Alpha	R table	Description
1.	Competence (X1)	0.719	0.60	Reliable
2.	Motivation (X2)	0.704	0.60	Reliable
3.	Performance (Y)	1.000	0.60	Reliable

From the table above, the variables studied have a Cronbach Alpha value exceeding (0.60), it can be said that all variables used in this study are reliable, so they can be used as a measuring tool for the research questionnaire instrument.

**Classical Assumption Test****Normality Test**

The normality test is used to test whether there is variable data with both independent variables having a normal distribution relationship or not Wiratna Sujarweni (2015:52-55).

Table 10. Normality Test Results

## One-Sample Kolmogorov-Smirnov Test

		Unstandardized Predicted Value
N		64
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	2.02295890
Most Extreme Differences	Absolute	.059
	Positive	.044
	Negative	-.059
Test Statistic		.059
Asymp. Sig. (2-tailed)		.200 <sup>c</sup>

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction

Normality test using one sample kolmogorov smirnov and using the criteria for the kolmogorov smirnov normality test through the Asymp. Sig. (2-Tailed) value. The data distribution is considered normal if the Asymp. Sig. (2-Tailed) value > 0.05.

**Multicollinearity Test**

The multicollinearity test is used to determine the absence of correlation between independent variables, namely competence (X1) and work motivation (X2) (Ghozali 2018: 107- 108).

Table 11. Multicollinearity Test Results

Model		Unstandardized		Standardized	T	Sig.	Collinearity	
		Coefficients		Beta			Statistics	
		B	Std. Error				Tolerance	VIF
1	(Constant)	3.680	2.831		1.300	.198		
	Competence (X1)	.122	.095	.126	1.284	.204	.376	2.660
	Work Motivation (X2)	.777	.098	.780	7.965	<.001	.376	2.660

a. Dependent Variable: Employee performance (Y)

The results of the analysis above show no symptoms of multicollinearity because the tolerance value of X1, X2 (0.376) is more than 0.10 and the VIF value of X1, X2 (2.660) is less than 10.00.



### Heteroscedasticity Test

The heteroscedasticity test aims to test whether in the regression model there is inequality of variance from the residuals of one observation to another observation Ghozali (2018:137-138).

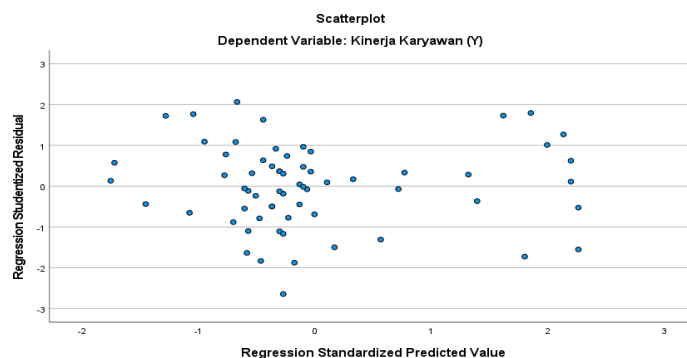


Figure 2. Heteroscedasticity Test

No heteroscedasticity was found, as shown in the scatterplot graph. It can be seen that the points are spread randomly.

### Multiple Linear Regression Test

According to Ghozali, multiple linear analysis is an investigation that intends to determine whether or not there is an influence between the independent variables on the dependent variable.

Table 12. Multiple Linear Regression Test Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.680	2.831		1.300	.198
	Competence (X1)	.122	.095	.126	1.284	.204
	Work Motivation (X2)	.777	.098	.780	7.965	<.001

a. Dependent Variable: Performance

The results of the calculations in table 13 using SPSS version 27, obtained the multiple linear regression equation:

$$Y = 3.680 + 0.122X1 + 0.777 X2 + e$$

Description:

Y = Performance.

$\alpha$  = Constant.

X1 = Competence.

X2 = Work Motivation.

e = Error.

1. The constant value (a) shows the value of performance (Y). This shows that if the variables of competence and work motivation are considered constant, then the performance value is 3,680.
2. The regression coefficient of the competence variable (X1) is 0.122 which states that there is no influence of competence on performance (Y), if the competence is not appropriate then the performance will decrease.
3. The regression coefficient of the work motivation variable (X2) is 0.777 which states that there is an influence of work motivation on performance (Y), if the better the work motivation of employees, the more their performance can increase.

### Hypothesis Test

#### a) t-Test (Partial)

The influence of one explanatory or independent variable individually in explaining the variation of the dependent variable. The t-test is conducted by comparing the difference between two average values with the standard error of the difference in the average of two samples (Ghozali, 2013:98-99). To test the influence of each independent variable used in this study partially, a t-test was used with a significance level of 5.

Table 13. Results of the t-Test (Partial)

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.680	2.831		1.300	.198
	Competence (X1)	.122	.095	.126	1.284	.204
	Work Motivation (X2)	.777	.098	.780	7.965	<.001

a. Dependent Variable: Employee Performace(Y)

By using a significant value of 0.001 for a partial test which means below 0.05 (alpha 5%) and the results of the t count calculation show a value of 1,284 while the t table value is 1,998, which indicates that T count < T table. This means that the competency variable does not have a significant effect on employee performance partially. The t test (partial) of the work motivation variable with a t count value of 7,965 and t table 1,998, which indicates that t count > t table with a significant level (Sig.) of 0.001. This means that the work motivation variable partially has a significant effect on employee performance.

#### b) F Test (Simultaneous)

The F test basically shows whether all independent or free variables included in the model have a joint effect on the dependent/bound variable. The level used is 5% or 0.05 (Imam Ghozali, 2013).

Table 14. F Test Results (Simultaneous)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	913.619	2	456.809	108.081	.000 <sup>b</sup>
	Residual	257.819	61	4.227		
	Total	1171.437	63			

a. Dependent Variable: Employee Performace

b. Predictors: (Constant), Work Motivation (X2), Competence (X1)

From the Anova table above, it can be seen that the calculated F value (108.081) > F table (0.246), with a sig. level. (0.001) < 0.05, it can be concluded that there is a significant positive influence of variables X1, X2 simultaneously on Y.

### **Coefficient of Determination Test**

The coefficient of determination aims to determine how much the independent variable is able to explain the dependent variable. The coefficient of determination value can be said to be strong if in explaining the variation of the independent variable on the dependent variable between zero and one (Ghozali, 2013:100).

Table 15. Results of the Coefficient of Determination Test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.883 <sup>a</sup>	.780	.773	2.056

a. Predictors: (Constant), Work Motivation (X2), Competence (X1)

The results of the table above show the R Square ( $R^2$ ) value is 0.780 or 78.0%. This shows that the influence of the competency and work motivation variables on employee performance variables. Where the remaining 22% (100% - 78.0% = 22%) is explained by various factors outside the variables that are not discussed in this study.

## **4.2. Discussion**

### **The Influence of Competence on Employee Performance**

Through the sig. level of 0.001 < 0.05, the t-test results show that if the calculated T value is 1.284 < the T table value of 1.998. then the competency variable does not affect the employee performance variable of PT. Yorozu Automotive Indonesia partially. This analysis found that employees have lower competencies and are not in line with job demands so that employees will produce less than optimal results. Strengthened by the results of research conducted by Rahmat Hidayat (2021), competency does not affect employee performance.

### **The Influence of Work Motivation on Employee Performance**

Through the significance level of 0.001 < 0.05, the t-test results show that if the calculated T value of 7.965 exceeds the T table value of 1.998, then the work motivation variable has a

significant effect on the employee performance variable. If work motivation increases, employee performance will be even better. This shows that employees of PT. Yorozu Automotive Indonesia have great work motivation and have an influence on employee performance. According to research by Hendri A (2023), work motivation has a significant influence on employee performance.

### ***Simultaneous Influence of Competence and Work Motivation on Employee Performance***

The results of the study indicate that the variables of competence and work motivation simultaneously affect employee performance through the calculated F value of  $108.081 > F_{table} 3.998$  and a sig level of  $0.001 < 0.05$ . It can be said that the hypothesis is accepted, meaning that the variables of competence and work motivation have a positive and significant impact simultaneously on the performance of employees of PT. Yorozu Automotive Indonesia. If the independent variable increases, the dependent variable will also increase. By considering the R Square ( $R^2$ ) value in the results of the simultaneous determination coefficient test, the results were 0.780% or 78.8%, which shows that the variables of competence and work motivation have an influence on employee performance. Thus, if the variables of competence and work motivation can be increased simultaneously, the results will be better. Therefore, the variables of competence and work motivation have an influence on employee performance. The results of the study are in accordance with the research conducted by Anjani (2019), which shows that there is a significant influence of competence and work motivation on employee performance.

### **5. CONCLUSION**

Conclusions from the research that has been conducted on the influence of competency and work motivation variables on employee performance at PT. Yorozu Automotive Indonesia:

1. Competence partially does not affect employee performance at PT. Yorozu Automotive Indonesia. This is based on the results of the t-test of 1.284 and a significant level of 0.204.
2. There is a significant partial influence of work motivation on employee performance at PT. Yorozu Automotive Indonesia. This is based on the results of the t-test of 7.965 and a significant level of 0.001. So the better the work motivation of employees, the better the employee performance.
3. Simultaneously, there is a positive influence of competency and work motivation on employee performance at PT. Yorozu Automotive. This is based on the results of the f-test of 108.081 and a significant level of 0.001. So if the competency and work motivation values are greater, employee performance will be better.

The following research results and conclusions are recommendations that the author wants to convey:

1. The results of the competency variable study stated that competency does not affect employee performance in the company. For the company, it is expected to be able to improve employee capabilities which will certainly affect employee performance in carrying out tasks or work.
2. The results of the work motivation variable study show that work motivation affects employee performance in the company. The company is expected to be able to maintain increased employee work motivation. Because when employee work motivation

remains stable, employee performance will be affected.

3. This study shows that competency and work motivation simultaneously have a significant effect on employee performance. Proving that both variables affect employee performance, in order to have good competency employees must have skills in their field of work or even outside their field. The company is expected to be able to help employees improve employee performance and efficiency, give employees motivation to achieve company goals and build cooperation with coworkers to complete tasks such as helping each other in the workplace.

## LIMITATION AND STUDY FORWARD

### Limitations:

1. The study is limited to a specific company, PT Yorozu Automotive Indonesia.
2. The sample size of 64 employees may not be fully representative of the entire population of 176 employees.

### Future Study:

1. Expanding the study to include other companies in the automotive industry or different industries to improve the generalizability of the findings.
2. Increasing the sample size to be more representative of the population.
3. Exploring other factors that may influence employee performance, such as organizational culture, leadership, or job satisfaction, in addition to competence and work motivation.
4. Conducting a longitudinal study to observe changes in the relationships over time.
5. Incorporating qualitative methods, such as interviews or focus groups, to gain deeper insights into the factors affecting employee performance.
6. Examining the potential moderating or mediating effects of other variables on the relationships between competence, work motivation, and employee performance.

By addressing these limitations and expanding the scope of the future research, the study could provide more comprehensive and generalizable insights into the factors influencing employee performance in the automotive industry and beyond.

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