

The Effect Of Competency And Work Motivation On Employee Performance Of PT. XYZ

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ABSTRACT

Submitted: 05-10, 2025 **Purpose of the study** — *The study aims to determine the influence of Competence and Work Motivation on Employee Performance, highlighting their roles in achieving the organization's vision and mission.*

Accepted: 06-10, 2025 **Research method**—*This research employs descriptive and verification analysis methods with a quantitative approach. A nonprobability sampling method using purposive sampling technique was applied, gathering data through questionnaires distributed via Google Forms to 78 respondents from the production division of PT XYZ. The respondent selection was based on the Slovin formula, with a population of 352 employees. Data analysis was conducted using multiple regression analysis with SPSS software version 23.*

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Result— *The analysis reveals a positive and significant effect of both Competence and Work Motivation on Employee Performance when considered individually. Additionally, a simultaneous positive and significant effect of both variables on Employee Performance was confirmed.*

Conclusion— *Competence and Work Motivation are crucial factors that significantly enhance Employee Performance, contributing to the overall success of the organization.*

Keywords: Competence, Work Motivation, Employee Performance.



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INTRODUCTION

The aspect that influences the company is human resources (HR). Therefore, it is important for the company to provide quality employees to achieve good performance for the company. The success of the company in realizing its vision and mission is greatly influenced by

the role and quality of the available HR (Yusup & Rismayadi, 2023). Performance is the result of a job assessment according to predetermined standards (Supriatna, 2023). Performance does not only refer to the results or achievements in work, but also includes the processes that take place during the work (Juanita Nurwin, 2021). Employee performance is an important element for the success of an organization, where every institution needs employees who can complete their tasks well (Irmayanti et al., 2020). In order to achieve this goal, effective HR management is needed. With proper management, employees will feel better when carrying out their duties, which in turn will create better performance (Maryadi & Misrania, 2020). In addition to efficient resource management, there are various other factors that affect employee performance. Among them are ability and motivation, which play an important role in determining the level of employee performance (Nurani et al, 2024).

PT. XYZ is a company engaged in the snack food processing industry, especially biscuits. PT. XYZ has an obligation for all employees to fill out Performance Objectives in the middle of the year (mid year) and at the end of the year (end year) every year, this is one way for the company to assess the development of each employee's competence which will later be evaluated directly by superiors in each department of the company which will affect the work contract period and also bonuses for permanent employees in the company. This is because PT. XYZ needs competent employees to produce optimal performance for the company with high work enthusiasm, so that the company's vision and mission are achieved. Based on this, the researcher conducted a study on the company's assessment process, namely the Performance Objective of each employee of PT. XYZ, which is shown in the following form:

Performance Objectives (2024)

Focused objectives transform individuals and organizations

Employee Name					
Position					
Reporting Manager Name		Direct:			
		Dotted:			

Performance Objectives				Mid Year Review	
	Top Priorities	%	Linkage to	Self Evaluation	Manager Evaluation
1	OPERATIONAL SKILL	25%	Productivity		
2	MORAL	15%	Moral		
3	PRODUCTIVITY	30%	Productivity		
4	3S SCORE AUDIT	10%	Productivity		
5	KAIZEN	10%	Delivery/ safety/ quality/ moral/ productivity		
7	SAFETY	10%	Productivity		

Figure 1. Performance Objective

Source: PT. XYZ

The results of employee performance assessment data for the period January - June 2024 are accumulated as shown in the following graph:

Table 1. Employee Performance Accumulation Results 2024

Month	Performance Objectives						Achievement	Target	Description
	Operasional Skill (25%)	Moral (15%)	Productivity (30%)	5S (10%)	Kaizen (10%)	Safety (10%)			
January	25%	15%	28%	10%	10%	10%	98%	100%	Not Yet Achieved
February	24%	15%	27%	10%	10%	10%	96%	100%	Not Yet Achieved
March	22%	15%	25%	9%	10%	10%	91%	100%	Not Yet Achieved
April	20%	15%	24%	9%	10%	10%	88%	100%	Not Yet Achieved
May	20%	15%	22%	8%	10%	10%	83%	100%	Not Yet Achieved
June	19%	15%	20%	8%	10%	10%	82%	100%	Not Yet Achieved

Source: Data processed by the Author, 2025.

Table 1. proves that PT. XYZ experienced a decline in employee performance assessments in the period January-June 2024. Employee performance continued to decline starting from January-February, reaching a percentage of 98% then dropping to 96%, in March-April it was at 91% then dropping to 88%. Meanwhile, May-June which was the reference for employee performance assessment was at 83% then dropped to 82%.

The performance problems experienced by PT. XYZ can actually be indicated by the problem of employee competence and poor work motivation, as stated in the study (Badriyah et al., 2022) that there are several aspects that influence employee performance, an aspect that affects employee performance, namely competence. As the Pre-Survey conducted by researchers through the distribution of questionnaires to 30 employees of PT. XYZ regarding work competence in the company, the results obtained were:

Table 2. Results of the Pre-Survey of Employee Work Competence of PT. XYZ 2024

No	Job Competence	Result		Number of Samples
		Yes	No	
1	Do you have sufficient knowledge about your job disk?	21	9	30
2	Do you have a high interest in the job you are currently doing and your future career development?	18	12	30
3	Do you always feel confident when making important decisions related to work?	15	15	30
4	Are you able to adapt easily if there are changes or new challenges in the work environment?	20	10	30

Source: Data processed by the Author, 2025.

Table 2. shows that PT. XYZ indicates that employee competence is still low, this condition is indicated by employee statements from 9 employees who do not have sufficient knowledge about their job disk, this results in employees being unable to complete their tasks properly, while 12 employees do not have a high interest in the work they are currently doing and future career development, this can have an impact on the lack of employee motivation to provide new ideas or take the initiative in improving work processes, and 10 employees who are not confident tend to make employees avoid experiments or new ideas, and hinder innovation in teams or organizations, and 10 employees who are unable to adapt easily if there are challenges or changes in the work environment, this can have an impact on disrupting team productivity and affecting the overall performance of the company.

In facing this challenge, PT. XYZ employees need to have adequate competence to achieve common goals in order to improve employee performance. Not only that, the achievement of a task is triggered by an aspect that encourages individuals to be willing to do it with full desire, which is known as motivation. Mohtar in (Yulianty et al., 2021) defines motivation as work inspiration that arises in a person to behave in achieving predetermined goals. Motivation is a very important factor that must be considered by management if all employees want to actively contribute to achieving company goals. However, the motivation of employees at PT. XYZ is also still low, as from the results of a pre-survey conducted on 30 employees with the following results:

Table 3. Results of the Pre-Survey of Employee Work Motivation at PT. XYZ 2024

No	Job Competence	Result		Number of Samples
		Yes	No	
1	Are you satisfied with the salary given by the company and in accordance with the work you do?	12	18	30
2	Are you satisfied with the welfare benefits provided by the Company?	10	20	30
3	Is the training provided by the Company in accordance with employee needs?	15	15	30
4	Are you able to establish good cooperation with other employees?	20	10	30

Source: Data processed by the Author, 2025.

Table 3 shows the low level of employee motivation at the company, this condition is indicated by the statement of 18 employees who are not satisfied with the salary they receive, 20 employees feel dissatisfied with the welfare benefits facilitated by the Company, 15 employees complain about the lack of job training provided by the Company, and 10 employees are still not fully able to create good cooperation with other employees due to several factors such as differences of opinion, and so on. Without motivation, employees will not be able to carry out their duties according to standards or even exceed standards because their work motivation is not met. Even though someone who works has sufficient skills in operations, if

they do not get motivational encouragement when carrying out their duties, the results of their work will be less than satisfactory.

This condition is relevant to the research of (Mulang et al., 2023) which obtained results, namely employee performance as seen from their competence. However, these results are not the same as the research of (Hidayat, 2021) which obtained results, namely that competence has no effect on employee performance. There are previous studies on work motivation on employee performance that can be known based on research findings (Yulianti et al., 2021) which resulted in work motivation influencing employee performance. However, these results differ from the study by (Khasanah et al., 2019) which proves that employee performance is not seen from work motivation. This condition is also relevant to research (Dwiyanti et al., 2020) which explains that competence and work motivation have a positive effect on employee performance and research (Akbar, 2020) which shows that competence and work motivation have a simultaneous effect on employee performance at PT. Perkebunan Nusantara VIII.

Based on the description above, there is still uncertainty in previous research which is the aim of this study to re-examine the effect of competence and work motivation on employee performance, so the researcher raised the title of this study, namely "The Effect of Competence and Work Motivation on Employee Performance at PT. XYZ". Based on the problems explained above, the objectives of this study are:

1. To explain, understand, and analyze work competencies in PT. XYZ employees.
2. To explain, understand, and analyze work motivation in PT. XYZ employees.
3. To explain, understand, and analyze the performance of PT. XYZ employees.
4. To explain, understand, and analyze the influence of work competencies on the performance of XYZ employees.
5. To explain, understand, and analyze the influence of work motivation on the performance of PT. XYZ employees.
6. To explain, understand, and analyze the influence of work competencies and motivation on the performance of PT. XYZ employees

LITERATURE REVIEW AND HIPOTESYS DEVELOPMENT

A. LITERATURE REVIEW

Competence

As stated in Parashakti et al (2020) that Competence is considered a supporting factor that makes it easier for employees to carry out their duties, so that work can be carried out more effectively, efficiently and with a responsive attitude. Meanwhile, Otoo (2020) stated that Competence is a basic characteristic that a person has that allows him to achieve optimal performance in a particular job, role, or condition. Meanwhile, according to (Wamnebo & Ridlwan Muttaqin, 2023) Competence can be interpreted as the ability to

carry out a task, as well as the ability to combine knowledge, skills, attitudes, and personal values in developing the knowledge and skills possessed. According to Tahir et al (2023) Competence is a fundamental and crucial factor that a person has when they have more abilities and make them different from someone who has average or ordinary abilities. Competence has a very complex scope which was initially the basic abilities or characteristics that a person has, but is developed to be better. The indicators used to assess competence refer to Wibowo (2014), namely containing five indicators, namely "Motive, Nature, Self-Concept, Knowledge, Skills".

Work Motivation

Referring to Jennifer and Gareth in Widodo and Yandi (2022) Work motivation can be interpreted as a mental strength that drives individuals, which is formed from direction and action in an organization. Work motivation is a driving force that gives someone enthusiasm when carrying out their work with more enthusiasm. According to Masrun et al (2020) work motivation is an aspect that encourages enthusiasm for individuals and groups to strive to achieve goals. Performance motivation for employees is a condition that gives rise to a desire or need to achieve certain goals by carrying out tasks properly. Various things that influence employee performance motivation include social needs, security and protection, the need for self-recognition, physical needs, and the need to realize one's potential. Furthermore, the elements of these needs are manifested as indicators to assess the level of employee work motivation, including: "1) Physical needs, 2) Needs for safety and security, 3) Social needs, 4) Needs for appreciation, 5) Needs for self-realization" (Andini et al., 2023).

Employee Performance

According to (Parashakti & Putriawati, 2020) Employee performance is a measure of an individual's achievement when carrying out the responsibilities that have been given according to predetermined standards. According to (Lahagu et al., 2023) Performance is the results achieved by a person that show the quality and quantity of work that has been done. Performance acts as a means to assess how good the quality and quantity of results achieved by workers are when carrying out tasks according to the responsibilities they carry out. Based on the definition of Dr. E. Mulyasa in Rauf (2023), ability or performance can be interpreted as "output drive from processes, human or otherwise", so that performance is a product or acquisition based on a procedure. Many aspects can affect employee performance, including motivation and working conditions. Because employees are encouraged, their performance tends to increase because they feel appreciated by the company. In addition, employee performance will also develop if they work in a comfortable and supportive environment. Sahat Simbolon (2023) states that in order to measure employee performance, several references can be used, namely: 1) quality, 2) quantity, 3) responsibility.

Performance Objectives

Performance Objectives that must be filled in by all employees at PT. XYZ is a tool that measures the ability and willingness when carrying out tasks with the level of skills possessed by employees in order to carry out tasks well with the aim of creating a clear and structured framework when managing and improving individual, group and organizational performance as a whole. As for filling it in, it must be appropriate and honest with the actual situation. In filling in performance objectives, there are several categories in it, namely Operational skills, morale, productivity, 5 score audit, kaizen, safety.

B. HYPOTESIS DEVELOPMENT

In this study, there are two independent variables, namely employee performance seen from work motivation and competence. Based on the theoretical basis of the research summary and the relationship between variables, the framework of thought can be made into:

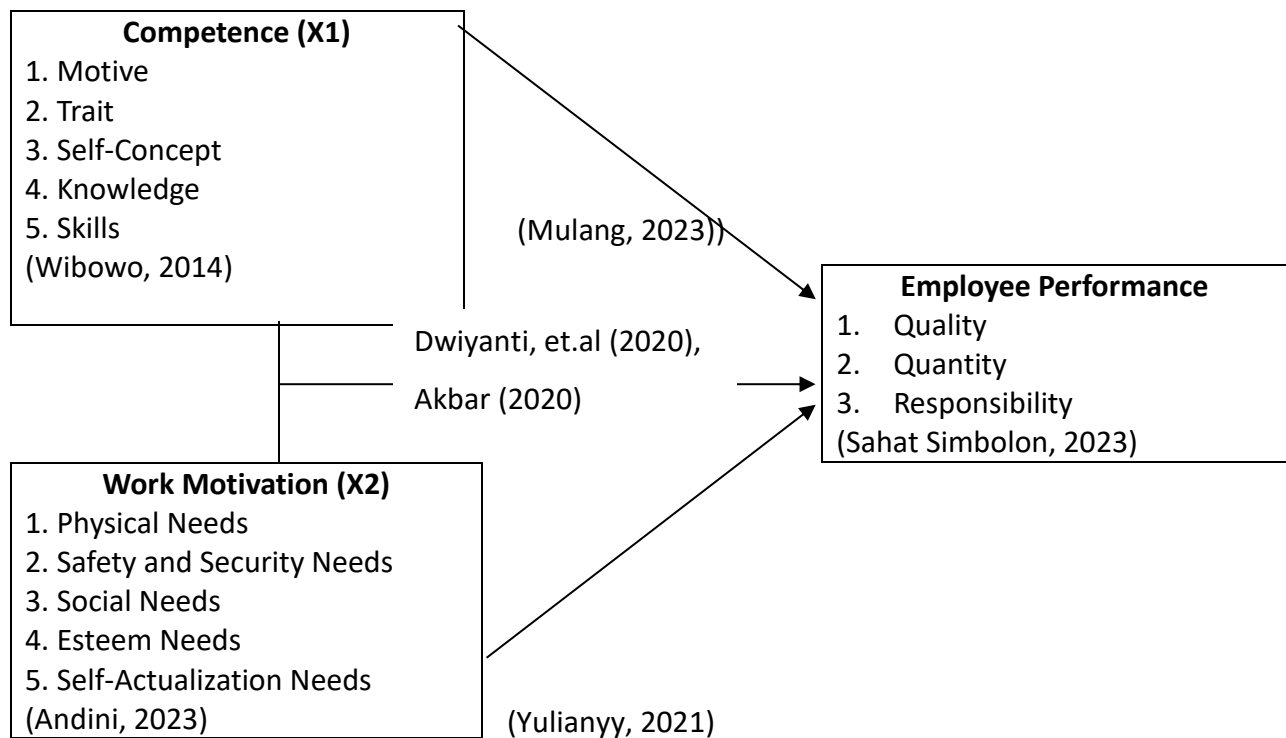


Figure 2. Research Model

Based on the framework of thought, so that the formulation of the research hypothesis can be made, namely:

H1: Competence has a partial effect on Employee Performance of PT. XYZ

H2: Work Motivation has a partial effect on Employee Performance of PT. XYZ

H3: Competence and Work Motivation have a simultaneous effect on Employee Performance of PT. XYZ

METHOD

This study applies descriptive and verification analysis methods based on quantitative. The population used is all employees of the production division of PT. XYZ Indonesia, a total of 352 employees. The sampling technique in this study applies a non-probability sampling method based on the purposive sampling technique. According to (Rahim, 2021), a sample is a part of the characteristics that exist in a population. When the population is large enough and researchers have difficulty analyzing everything in the population, for example due to limited budget, human resources, or time, researchers can use samples taken from the population in question. Respondents (samples) in this study were determined from the population using the Solvin formula as follows:

$$n = \frac{N}{1 + Ne^2} = \frac{352}{1 + 352 (0,1)^2} = 77,87$$

Based on the calculation above, the sample size (n) in this study was 77.87 which was rounded up to 78 people with a 10% error limit and an accuracy rate of 90%. This number will be used as the sample size in this study.

The research data contains primary and secondary data. Primary data comes from data directly obtained from respondents applying questionnaires distributed via Google Forms. Secondary data is obtained from various sources including scientific journals, books, previous research, and articles available on the internet. The data analysis technique is to apply the multiple linear regression method using SPSS Version 23.

RESULTS AND DISCUSSION

A. RESULTS

Respondent Characteristics

Table 4. Respondent Characteristics

Characteristics	Frequency	Percentage (%)
Gender		
Male	35	45%
Female	43	55%
Amount	78	100%

Characteristics	Frequency	Percentage (%)
Age		
19-23 Years	32	41%
24-27 Years	42	54%
28-31 Years	4	5%
Amount	78	100%
Last education		
High school/equivalent	64	82%
Diploma (D3)	2	3%
Bachelor degree)	11	14%
Master (S2)	1	1%
Amount	78	100%
Job Position		
Production Operator	70	90%
Leader	5	6%
Supervisor	3	4%
Amount	78	100%
Length of work		
< 1 Year	14	18%
1-3 Years	61	78%
3-5 Years	2	3%
> 5 Years	1	1%
Amount	78	100%

Source: Data Processing Results (2025)

There is data that can be seen from the characteristics of the respondents listed in table 1. above, it can be seen that 78 respondents (100%) are employees of PT XYZ. Based on gender, it shows that 35 respondents (45%) are male and 43 respondents (55%) are female. This condition implies that the majority of respondents are female. As for the highest age, which is 24-27 years old, as many as 42 people (54%). Meanwhile, for the last education of the respondents, the majority were high school/equivalent, as many as 64 people (82%) with the most positions being Production Operators as many as 70 people (90%). The majority of respondents, as many as 61 people (78%) have been employees of PT XYZ for approximately 1 to 3 years.

Descriptive Statistical Analysis

Table 5. Descriptive Statistics of Variables

Variable	Indicator	Mean	Category
Competence (X1)	Motives	4.1	Good
	Traits	4.08	Good
	Self-Concept	4.13	Good
	Knowledge	4.18	Good
	Skills	3.98	Good
Average Total		4.09	Good
Work Motivation (X2)	Physical Needs	3.68	Good
	Needs for Safety, Security, and Belonging	3.87	Good
	Social Needs	4.09	Good
	Esteem Needs	4.04	Good
	Self-Actualization Needs	4.08	Good
Average Total		3.95	Good
Employee Performance (Y)	Quality	4.29	Very Good
	Quantity	3.94	Good
	Responsibility	4.04	Good
Average Total		4.09	Good

Source: Data Processing Results (2025)

Based on the findings of the descriptive analysis in table 5, it is proven that the average respondent's assessment of work competence is 4.09. This condition proves that work competence is of good value when viewed from the nature, self-concept, motives, knowledge and performance skills of PT.XYZ employees. The average respondent's value for work motivation is 3.95, viewed from the need for a sense of security, social and physical, appreciation and self-realization needs have been assessed as good so that they will greatly affect PT. XYZ Employee Performance. And for Employee Performance, the average respondent value shows a value of 4.09, which means it is assessed as good when viewed from the quality, quantity and responsibility of PT XYZ employees

Validity Test

According to (Sanaky, 2021) Validity testing is carried out to evaluate how valid the research applied is. Research is considered valid when it can measure what is meant and display data based on the variables analyzed correctly. Below are the results of the validity test:

Variable	Indicator	r _{table}	r _{Account}	Description
Competence (X1)	Motives	0,822	0,361	Valid
	Traits	0,786	0,361	Valid
		0,708	0,361	Valid
	Self-Concept	0,867	0,361	Valid
		0,814	0,361	Valid
	Knowledge	0,822	0,361	Valid
		0,866	0,361	Valid
	Skills	0,830	0,361	Valid
		0,870	0,361	Valid
		0,825	0,361	Valid
Work Motivation (X2)	Physical Needs	0,701	0,361	Valid
		0,558	0,361	Valid
	Needs for Safety, Security, and Belonging	0,770	0,361	Valid
		0,766	0,361	Valid
	Social Needs	0,712	0,361	Valid
		0,753	0,361	Valid
	Esteem Needs	0,691	0,361	Valid
		0,815	0,361	Valid
	Self-Actualization Needs	0,670	0,361	Valid
		0,777	0,361	Valid
Employee Performance (Y)	Quality	0,837	0,361	Valid
		0,875	0,361	Valid
		0,815	0,361	Valid
	Quantity	0,793	0,361	Valid
		0,749	0,361	Valid
	Responsibility	0,804	0,361	Valid
		0,746	0,361	Valid
		0,755	0,361	Valid

Source: Data Processing Results (2025)

Based on the validity test in table 6, it can be seen that the findings of the validity test made on the three variables between Competence (X1), Motivation (X2) and Employee Performance (Y) namely all aspects used to measure these variables have a correlation coefficient > r_{table} value, namely 0.361 so that all indicators used are considered valid.

Reliability Test

As stated in (Ilham et al., 2024) Reliability test aims to assess the consistency of an instrument, namely the extent to which the questionnaire can be relied on. Reliability test is

measured using Cronbach Alpha, where if the Cronbach Alpha value > 0.60, then the data is considered reliable. The reliability test in this study is as follows:

Table 7. Reliability Test

Variable	Cronbach Alpha	Batas Nilai	Description
Competence (X1)	0,952	0,60	Reliable
Work Motivation (X2)	0,897	0,60	Reliable
Employee Performance (Y)	0,918	0,60	Reliable

Source: Data Processing Results (2025)

Based on table 7, it can be seen that the test results prove that the Cronbach alpha value of the three variables in this study is > 0.60. It can be said that the answers from the respondents in this research questionnaire are reliable.

Classical Assumption Test

Normality Test

The normality test functions to make an evaluation of the dependent and independent variables in the regression model that are normally distributed or not. Data can be considered normally distributed when the test of normality table using the Kolmogorov-Smirnov sign value is > 0.05 (Anggraini, 2020). The normality test in this study is:

Table 8. Normalitas Test Result

One-Sample Kolmogorov-Smirnov Test

		Unstandardize d Residual
N		78
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	3.04645090
Most Extreme Differences	Absolute	.057
	Positive	.057
	Negative	-.043
Test Statistic		.057
Asymp. Sig. (2-tailed) ^c		.200 ^d
Monte Carlo Sig. (2-tailed) ^e	Sig.	.762
	99% Confidence Interval	Lower Bound .751
		Upper Bound .773

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

e. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 2000000.

Source: SPSS 23 Data Processing Results, 2025.

There is a table of 8 test results using SPSS, it can be seen that all variables have an Asymp. Sig. (2-tailed) value of 0.200 > 0.05, this condition shows that the data is normally distributed with a sample size of 78 respondents.

Multicollinearity Test

Referring to (Suwardi, 2023) This multicollinearity test is intended to determine whether there is a significant relationship between the independent variables in the proposed regression model. To evaluate this, it is necessary to look at the tolerance value and Variance Inflation Factor (VIF). The threshold value that is generally used is to prove that there is no multicollinearity with a tolerance value ≥ 0.10 or a VIF value ≤ 10 . The findings of the VIF and Tolerance tests from the regression model can be seen in the table below:

Table 9. Multicollinearity Test

		Coefficients ^a					
		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics
Model		B	Std. Error	Beta	t	Sig.	Tolerance VIF
1	(Constant)	1.573	1.951		.806	.604	
	Competence (X1)	.492	.058	.676	8.444	.001	.600 1.668
	Work Motivation (X2)	.206	.070	.235	2.932	.000	.600 1.688

a. Dependent Variable: TOTAL_Y

Source: SPSS 23 Data Processing Results, 2025.

Based on the findings of the multicollinearity test in table 9, it can be seen that each variable has a tolerance value of 0.600; $0.600 > 0.10$ and the VIF value of each variable is 1.668 ; $1.668 < 10$, so it can be stated that there is no multicollinearity.

Heteroscedasticity Test

Based on Ghazali's explanation in (Gradianto, 2020), the heteroscedasticity test is carried out to evaluate whether the regression model detects different variances based on the residuals of one observation compared to the others. For this test, the Glejser method can be used and the data is considered not to have heteroscedasticity if the significance value is > 0.05 .

Table 10. Heteroscedasticity Test

		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	3.421	1.216		2.813	.066

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Competence (X1)	-.033	.036	-.133	-.900	.371
Work Motivation (X2)	.004	.044	.013	.089	.929

Based on table 10, it can be seen that the Sig value of both variables is > 0.05 , namely with the Sig value. Work Competence (X1) which is 0.371 and Sig. Work Motivation (X2) which is 0.929. This can be said that there is no heteroscedasticity, so further analysis can be made with this research model.

Autocorrelation Test

The autocorrelation test is carried out to assess in the linear regression model whether there is a relationship between the error at time t and the error at time $t-1$ (previously) (G, 2021) The basis for making decisions for the autocorrelation test is to apply the Durbin - Watson test (DW test). If the DW Test value is between dU and $4-dU$, it can be stated that the data does not experience autocorrelation (Pratama, 2020) The results of the test carried out using Durbin - Watson:

Table 11. Autocorrelation Test
Model Summary^b

Model	R	R Square	Adjusted R Square	Durbin-Watson
1	.884 ^a	.712	.704	1.792

a. Predictors: (Constant), TOTAL_X2, TOTAL_X1

b. Dependent Variable: TOTAL_Y

Source: SPSS 23 Data Processing Results, 2025.

Based on table 11, it can be seen that the results of the DW Test autocorrelation test are 1.791 between the du and $(4-du)$ values, namely 1.6851 and 2.3149 ($du < DW < 4-du$) or $1.6851 < 1.791 < 2.3149$. So it can be said that there is no autocorrelation in the regression model used in this study because this regression model is suitable for use in research.

Multiple Regression Analysis

Table 12. Multiple Regression Analysis

Coefficients ^a					
		Unstandardized Coefficients		Standardized Coefficients	
Model		B	Std. Error	Beta	t
1	(Constant)	1.573	1.951		.806
	Competence (X1)	.492	.058	.676	8.444
	Work Motivation (X2)	.206	.070	.235	2.932

a. Dependent Variable: TOTAL_Y

Based on table 12, the regression equation is obtained, namely:

$$Y = 1.573 + 0.492 X1 + 0.206 X2$$

The equation above can be explained, namely:

- Constant value of 1.573, this indicates the condition when the Employee Performance variable has not been influenced by Competence (X1) and Motivation (X2). If the value of the independent variable is 0, then the Employee Performance variable does not change.
- The regression coefficient for the Competence variable (X1) on Employee Performance (Y) is 0.492. This gets a positive regression coefficient value, so there is a one-way relationship between the Competence variable (X1) and Employee Performance (Y) which is 0.492. So, every 1% increase in Competence makes Employee Performance increase by 49.2% assuming other variables are constant.
- c) The regression coefficient on the Motivation variable (X2) on Employee Performance (Y) is 0.206. This condition proves that the positive results of the regression coefficient value, then there is a unidirectional relationship between Motivation (X2) and Employee Performance (Y) which is 0.206. Thus, every time there is an increase in Motivation, namely 1%, Employee Performance increases by 20.6%, namely assuming other variables are constant.

Partial t-test

The test is carried out to identify whether the independent variable has a significant influence separately. on the dependent variable. The findings based on this test are obtained from the column that shows the significance value. If the probability value of t or significance <0.05, it is concluded that the independent variable has a partial influence on the dependent variable (Lestari, 2020).

Table 13. Partial t-test

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.421	1.216		2.813	.066
	Competence (X1)	-.033	.036	-.133	-.900	.371
	Work Motivation (X2)	.004	.044	.013	.089	.929

Based on table 13, it is known that the significant value for the influence of Competence (X1) on Employee Performance (Y) reaches $0.000 < 0.05$, or $t_{count} 8.444 > 1.664$. From this, we can draw the conclusion that H1 is accepted, which shows that there is an influence between Competence (X1) separately on Employee Performance (Y). On the other hand, the influence of Work Motivation (X2) on Employee Performance (Y), the value obtained is $0.004 < 0.05$, or $t_{count} 2.932 > 1.664$. Thus, we can conclude that H2 is accepted, it can be defined as there is an influence between Work Motivation (X2) individually on Employee Performance (Y).

Simultaneous F Test

This F test aims to find out whether the independent variables simultaneously have a significant effect on the dependent variable. The findings of the F test can be seen from the significance column. If the probability of the F value or significance is < 0.05 , it can be stated that there is an influence of the independent variable on the dependent variable simultaneously (Lestari, 2020).

Table 14. Simultaneous f test

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1767.299	2	883.650	92.739	.000 ^b
	Residual	714.626	75	9.528		
	Total	2481.926	77			

a. Dependent Variable: TOTAL_Y

b. Predictors: (Constant), TOTAL_X2, TOTAL_X1

Source: SPSS 23 Data Processing Results, 2025.

Based on table 14, it can be seen that the significant value of the influence of Competence (X1) and Work Motivation (X2) simultaneously on Employee Performance (Y) is $0.000 < 0.05$ and the Fcount value is $92.739 > F_{table} 3.11$, so it can be concluded that H3 is

accepted, which means that there is an influence of Competence (X1) and Motivation (X2) simultaneously on Employee Performance (Y).

Determination Coefficient

Table 15. Determination Coefficient Test

Model Summary^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.884 ^a	.712	.704	3.08680

a. Predictors: (Constant), TOTAL_X2, TOTAL_X1

b. Dependent Variable: TOTAL_Y

The results section should include a summary of the collected data and analyses, which follows from the analytic plan. All results should be described, including unexpected findings. It is possible to add sections as needed. A section may consist of several sub-sections, typed in bold-italic and numbered list style, like the following example.

Based on table 15, it can be seen that the coefficient of determination or R² in this study is 0.712. This condition can be said that the influence of the Competence (X1) and Motivation (X2) variables simultaneously affects the Employee Performance (Y) variable, which is 71.2%, then the rest is influenced by variables not studied.

B. DISCUSSION

Descriptive Discussion

Descriptive Work Competence of PT XYZ Employees

The results of the descriptive statistical analysis on the work competency variable obtained a total average of 4.09. These results prove that the work competency variable of PT. XYZ employees is in the good category.

Descriptive Work Motivation of PT XYZ Employees

The results of the descriptive statistical analysis on the work motivation variable obtained a total average of 3.95. These findings prove that the work motivation variable of XYZ employees is in the good category.

Descriptive Employee Performance at PT XYZ

The results of the descriptive statistical analysis on the employee performance variable reached a total average of 4.09. These findings prove that the employee performance variable at PT. XYZ is in the good category.

Verification Discussion

The Effect of Work Competence on Employee Performance

Based on the calculation of statistical results, the Work Competence variable has a positive and very important effect on PT XYZ Employee Performance. The findings of the study were proven by partial testing, namely when the t-statistic value was obtained, namely $8.444 > t\text{-table } 1.664$. And the original sample value shows a positive value of 0.492, which proves that the relationship between the Work Competence variable (X1) and the Employee Performance variable (Y) is positive. While the significance value is $0.000 < 0.05$, the hypothesis in the study is approved. With this study, the latent variable Work Competence (X1) each indicator has an effect on the latent variable Employee Performance (Y) with each indicator being very important.

This condition is relevant to the research of (Mulang et al., 2023) which obtained findings regarding competence influencing employee performance. This condition proves that with positive Work Competence, it can produce high-quality work with few errors. They are better able to face challenges and find innovative solutions, encouraging development in the workplace. Skills that are appropriate to the job increase self-confidence and satisfaction, which have a positive impact on employee morale. In addition, competent employees can improve the company's image in the eyes of clients and partners, supporting business success. Strong competence also opens up opportunities for career development and promotion, both for individuals and organizations.

The Influence of Work Motivation on Employee Performance

Based on the calculation of statistical results regarding the variable Work Motivation has a positive and significant effect on Employee Performance at PT XYZ. The results of this study are proven by partial testing, where the t-statistic value obtained is $2.932 > t\text{-table } 1.664$. And the original sample value shows a positive value of 0.206 which indicates that the direction of the relationship between the variable Work Motivation (X2) and the variable Employee Performance (Y) is positive. While the significance value is $0.004 < 0.05$ Therefore, the hypothesis in the study is approved. This means that regarding this study, the latent variable Work Motivation (X2) with each indicator has an impact on the latent variable Employee Performance (Y) with each indicator being very important.

These findings are in line with the findings of the study (Yulianty et al., n.d.) regarding "work motivation on employee performance which proves that work motivation has an effect on employee performance".

This condition shows that there is good Performance Motivation, employees can be more productive and efficient when doing their work, and produce quality results. Those who feel motivated generally experience higher levels of job satisfaction, which contributes to improving overall team morale. In addition, motivation encourages innovation and creativity, so that employees are more willing to think outside the box and find new solutions. Ultimately, motivated employees are more likely to achieve and exceed set targets, which contributes to the overall success of the organization.

The Influence of Competence and Work Motivation on Employee Performance

Based on the calculation of statistical results regarding the variables Competence and Work Motivation, they have a positive and significant effect simultaneously on Employee Performance at PT. XYZ. The findings of this study were proven by simultaneous testing, namely when the Fcount value was obtained $92.739 > F_{table} 3.11$ and the original sample value proved a positive value of 1.573 which proved that the direction of the relationship between the Competence variables (X1) and Work Motivation (X2) on the Employee Performance variable (Y) is positive. While the significance value is $0.000 < 0.05$. So the hypothesis in the study is accepted, which means that the Competence (X1) and Work Motivation (X2) variables with each indicator can be said to have a significant effect on the Employee Performance (Y) variable with each indicator.

These findings support the conclusions of the study (Dwiyanti et al., 2020) which explains that Ability in work plays an important role and has a major influence on employee work results. The results support the results of the study (Akbar, 2020) which shows that competence and work motivation have a simultaneous effect on the work results of employees of PT. Perkebunan Nusantara VIII.

This condition proves that the existence of Competence and Work Motivation simultaneously with good Employee Performance can improve the company's image in the eyes of clients and partners. They are more likely to provide satisfactory service, which contributes to business success. Thus, investment in competency development and increased motivation is very important for companies that want to achieve optimal performance and long-term success.

CONCLUSION

Based on the findings of the research that has been carried out using descriptive and verification analysis, the following conclusions can be drawn:

1. The results of the descriptive analysis or description of the employee work competency variable of PT. XYZ have a mean value with an average description of "Good" and a total average of 4.09 categorized as "Good".
2. The results of the descriptive analysis or description of the employee work motivation variable of PT XYZ have a total mean value of 3.95 with the description of "Good".

3. The results of the descriptive analysis or description of the employee performance variable of PT XYZ have a high mean value. The total average of this variable is 4.09 with the description of "Good".
4. The impact of the work competency variable (X1) on the employee performance variable (Y) is obtained partially, according to the results of the t-test. It can be said that the variable of ability in work plays an important role and has a major influence on employee work results.
5. The partial influence of the work motivation variable (X2) on the employee performance variable (Y) is shown by the findings of the t-test. It can be stated that the work motivation variable plays an important role and has a major influence on employee work results.
6. The findings of the F test prove that the simultaneous effect between the competency variable (X1) and the work motivation variable (X2) on the employee performance variable (Y) simultaneously. It can be stated that both independent variables are directly or simultaneously very important and have a great influence on employee work results

This study has been carried out and is able to produce information and also a picture of the competency variable, motivation in work and employee work results. It is hoped that this study can serve as a reference for future researchers. Further researchers are advised to:

1. Look for certain factors outside the scope of this research in the form of research on components that have not been studied in this study which are likely to be able to improve employee performance.
2. Conduct research with different locations and expand the number and scope of respondents so that future research can ultimately show more varied results and reflect broader findings..

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