



## The Influence of Competence and Motivation on Employee Performance

Putri Aziziah Rahmah<sup>1\*</sup>, Deti Diana<sup>2</sup>, Siti Amelia Nur Anugrah<sup>3</sup>, Kartono<sup>4</sup>  
Fakultas Ekonomi dan Bisnis, Universitas Swadaya Gunung Jati  
**Corresponding Author:** Putri Aziziah Rahmah [putriaziziah@gmail.com](mailto:putriaziziah@gmail.com)

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### ABSTRACT

The purpose of this study is to investigate how motivation and competence affect worker performance. This study employed a quantitative descriptive research design. The 74 participants in this study were all workers at Bappelitbangda Cirebon City. For the variables of competency, motivation, and employee performance, this research data collection technique uses interview and questionnaire methods with statement items. The study's findings demonstrate that employees at Cirebon City Bappelitbangda perform better and more significantly when they are competent. There is no discernible correlation between employee motivation and performance at Cirebon City Bappelitbangda. Employee performance at Cirebon City Bappelitbangda is positively and significantly impacted by both competence and motivation at the same time.

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## **INTRODUCTION**

The development of an organization cannot be separated from human resources (HR), which play a significant part in enhancing worker performance and accomplishing company objectives. Utilizing human resources helps employees contribute more to the accomplishment of company objectives. All individuals within the organization who are involved in the business operations of the company, from the lowest level to the highest, are considered human resources in this context. Research indicates that effective resource management can enhance employees' contributions towards the attainment of organizational objectives this was emphasized by Sondang and Siagian (Puriska Simanjuta, 2019).

The people who work for an organization are its human resources. According to Build et al. (2019), human resources are the potential of people that can propel an organization to realize its goals. Likewise, organizations or government agencies emphasize that human resources (in this case employees) play an important role in providing services to the community. Therefore, every employee needs to understand competence and motivation in carrying out their work to support increased employee performance.

Performance is a term used to describe how well organizational activities, plans, and policies that are implemented in accordance with the organization's strategic plan accomplish its goals, objectives, mission, and vision. Because employee performance has a direct impact on an organization's success, the best performance within a company can be determined by comparing the completed work to the standards established by the company.

Employees who have competence tend to carry out their work more efficiently. This is because competence includes knowledge and skills acquired through experience in various social aspects and work environments, which are then applied to achieve better results when carrying out tasks and work.

Competency is a combination of skills, knowledge, values, and attitudes that reflect the way individuals think and act. Increasing competency occurs through education, experience, and training related to the field of work concerned. A high level of education will influence the level of competence a person has.

In this case, the level of education referred to is the educational background possessed by Workers at Bappelitbangda. The information that the researchers were able to gather indicates that as follows:

**Table 1. Education level of Cirebon City Bappelitbangda employees**

Last education	Number of Employees	Percentage Rate
	1	1%
Middle School/Equivalent	16	22%
High School/Equivalent	3	4%
D3	37	50%
S1	17	23%
S2	74	100%

Source: Bappelitbangda Cirebon City 2024

Previous studies' findings demonstrate that competence has a positive and significant impact on performance, i.e., performance increases with competence and vice versa. Employees who possess high levels of competence typically perform well, whereas those who possess low levels of competence typically perform less well. It is believed that civil servants who possess the necessary behavior, skills, and knowledge can perform their jobs in a professional, effective, and efficient manner. While a Civil Servant's performance is the outcome of the quality and quantity of work he does in carrying out his duties in accordance with the responsibilities assigned to him, his A performance assessment is still conducted to determine the degree to which the Civil Servant has fulfilled his duties, with reference to the relevant regulations. Okay. The findings of this study are consistent with a number of earlier studies, namely (Setyawan & Harahap, 2019), (Badrun, 2021).

However (Maryadi & Misrania, 2020) says that competence does not have a significant influence on employee performance. This happens because training materials and competencies such as employee behavior, attitudes, skills, and knowledge aspects are not yet optimal.

The development of Civil Servants (PNS) by The goal of the 1999 law, which replaced Law Number 8 of 1974, was to integrate the career system with work performance. system, with an emphasis on the work performance system. Evaluation of civil servant performance in terms of rank and position is based on achievements in work performance recorded in the Job Implementation Evaluation List (DP-3). However, currently, the civil servant performance assessment process tends to be trapped in mere formality. DP3-PNS has lost substantial meaning, no longer directly reflecting the contributions made by PNS. Civil servant performance assessments do not substantially reflect the extent of civil servant productivity and contribution to the organization, or how successful or failed civil servants are in carrying out their duties. Performance evaluation is part of the performance management process which begins with structured planning, such as Employee Work Targets (SKP), as well as establishing evaluation criteria which include aspects of quantity, quality, time, and cost of each task. SKP evaluation is carried out by comparing actual achievements with previously set targets. During the evaluation process, analysis is carried out to identify obstacles in carrying out tasks, provide feedback, formulate recommendations for improvement, and determine evaluation results. To ensure objectivity in performance

assessment, evaluation parameters are used that include concrete and measurable work results, which are a manifestation of the organization's vision, mission, and goals.

Since 2014, all civil servants have been required to prepare Employee Performance Targets (SKP) based on the annual work plan, thanks to the enactment of PP no. 46 of 2011 concerning the Evaluation of Civil Servant Work Performance and it is mandatory to achieve them.

To improve workability, companies must also increase the level of employee motivation, because motivation can have an impact on an individual's drive to carry out their duties. Factors that can increase employee motivation can be divided into individual factors such as needs, attitudes, and skills, while organizational factors involve compensation, supervision, rewards, and work environment.

Motivation is a tool used by management to encourage employees to perform better. Motivation can be defined as something or things given by one party to another party so that the other party is moved, influenced, or challenged to do or not do something. Motivation arises because someone causes it. Motivation usually has positive aims and has various targets to be achieved. For example, maximizing performance, pursuing work targets, cultivating a competitive spirit, or achieving achievements.

Motivation influences improving the performance of company employees. The needs that underpin an employee's emergence of motivation within the organization are what drive each individual employee's motivation. Where the need in question is the desire to achieve a goal offered by the company (Nguyen et al., 2020).

At Bappelitbangda motivation can be assessed by attendance, and this attendance can influence take-home pay (salary). The more diligent the employee is, the higher the benefits the employee receives. In general, they will have a high level of work motivation.

Performance is an assessment of the achievement of initiatives, plans, or guidelines in accomplishing the mission, vision, goals, and objectives that have been set out in an organization's strategic plan. This performance evaluation can only be carried out when the individual or group has previously established success criteria. Performance is the result of the work carried out by employees by their duties and responsibilities. To be able to compete, an organization/company must have strong resources. Performance is a system used to evaluate whether an employee has succeeded in completing his or her duties comprehensively. This can include a combination of accomplishments on the job (accomplishing what was expected) and the abilities and competencies a person has (how they achieved them).

Competence and motivation are determining factors in achieving the level of performance desired by a company or agency. Competence includes an individual's ability to carry out assigned tasks by their role, while motivation is an individual's encouragement and desires, both from within themselves and from the environment, which is aimed at achieving organizational goals. of initiatives, plans, or guidelines in accomplishing the mission, vision, goals, and

objectives Every employee must have good work competence and motivation, where the better the work competence and motivation in an organization, the positive influence it will have on employee performance, however, if the work competence and motivation that is carried out is less than optimal, it does not rule out the possibility that it can affect the employee's performance in carrying out labor. This finding is consistent with earlier research by (Franitania, 2024; Jannata & Tura, 2024; Pertiwi & Yanti, 2024), which concluded that motivation and competence have a major impact on worker performance.

From the data that researchers obtained, there are still employees whose Daily Performance Report (LKH) target is below 100%, due to absenteeism that does not comply with applicable regulations. One factor that can be used to improve employee performance is work competency. Competence is associated with individuals who demonstrate superior, consistent, and effective performance compared to those who have average performance or even no competence at all in carrying out their work. According to Article 1 paragraph 10 of Law Number 13 of 2003 concerning Employment, work competency refers to the ability of each individual in aspects of knowledge, skills, and work attitudes that are by established standards.

The Cirebon City Regional Development Planning, Research, and Development Agency has the main responsibility for providing support to the Mayor in managing supporting aspects of government administration related to development planning, research, and regional development. The core tasks of Bappelitbangda are founded on the Cirebon City Regional Development Planning, Research, and Development Agency's position, organizational structure, duties, and work procedures as per Cirebon Mayor Regulation Number 102 of 2021, which amends Mayor Regulation Number 64 of 2016 in this regard.

The author is interested in carrying out research under the heading "The Influence of Competency and Motivation on Employee Performance at the Bappelitbangda of Cirebon City" based on the description of this background.

## **THEORETICAL REVIEW**

### ***Competence***

Competency can be interpreted as a behavioral aspect that includes a person's expertise or excellence, both as a leader and staff, which involves skills, knowledge, and positive actions (Anjani, 2019), (Syelviani et al., 2022), (Karo et al., 2021). (Sutrisno, 2019) Describes motivation as the result of the relationship between a person and the special situation they face.

Competencies are used as support to facilitate their work to become more effective, efficient, and responsive (Parashakti et al., 2020). (Saban et al., 2020), (Tarigan & Setiawan, 2020), (Ye & Dong, 2019) state that the competency dimension involves: skills, knowledge, and attitude. Skill competency indicators include working together, solving problems, the ability to communicate, and carrying out work optimally. Indicators of knowledge

include understanding the job, understanding the rules related to the job, having knowledge according to the field you are working in, and thinking creatively in carrying out the job. Attitude indicators include being present on time, carrying out work on time, complying with work-related rules, and completing work according to procedures.

### ***Motivation***

Motivation arises from employee attitudes in facing working conditions in the company (Mangkunegara, 2018). Motivation can be defined as a circumstance or force that motivates workers to accomplish the organization's goals in a targeted or defined way. Employees' proactive and positive mental attitude towards the work environment is a factor that strengthens their motivation to achieve optimal work results. Work motivation refers to a person's or individual's internal drive that arises from being inspired, motivated, and driven to carry out activities with enthusiasm, joy, and genuine determination. The aim of carrying out this activity is to achieve good and quality results. (Dwiyanti, 2019), (Pandi, 2018).

Individual abilities influence work motivation, which is the desire to exert maximum effort towards achieving organizational goals. Motivation is an individual's willingness to provide maximum effort to achieve organizational goals (van Tuin et al., 2020), (Susanto & Sukoco, 2019).

Internal and external motivation are the two facets of motivation. Internal motivation refers to encouragement that arises from within a person without any influence from other parties in achieving certain goals. Meanwhile, external motivation is encouragement that comes from factors outside the individual in the hope of achieving goals that provide benefits for him. Indicators of internal motivation include the need to satisfy one's basic needs, the need for approval, the need for acknowledgment, and the need for power. Job security, appropriate pay, and favorable working conditions are examples of external motivation indicators. and flexible regulations.

### ***Performance***

Performance describes how well an employee completes tasks, both in terms of quantity and quality responsibilities given to him. (Sedjati, 2019), (Surajiyo, 2019). Meanwhile, according to (Yuningsih & Ardianti, 2019) performance reflects the extent to which a person plays a role in implementing organizational strategy, both by accomplishing particular objectives pertaining to their position and by showcasing abilities deemed pertinent to the company.

Performance is generally interpreted as an achievement or result of work. This term includes various meanings, not only reflecting the results of work, but also including the way the work process is carried out (Audenaert, M., Decramer, A., George, B., Verschuere, B., & Van Waeyenberg, 2019). According to (Asmin & Supu, 2019) Performance is the result of the interaction between motivation and a person's ability to complete tasks and work. To achieve good performance, a certain level of readiness and ability is required. Readiness and expertise will not have an optimal impact on completing a task without a thorough comprehension of the necessary actions and their

execution. According to an alternative perspective, performance is the result of the functions or indicators of a job or profession over a certain period (Arif, 2018).

The performance dimension is the evaluation and measurement of actions that occur in the work environment, involving quality of work, quantity of work, implementation of tasks, and responsibility for work. Indicators of work quality include being able to work carefully, being able to work deftly, quickly, and precisely, being able to achieve set standards, and being able to respond quickly to the tasks given. Indicators of work quantity include being able to work to achieve targets, meeting the predetermined workload, being able to exceed the specified workload, and being able to based on the productivity metrics established by the company. Indicators of task implementation include working accurately and without errors, being willing to correct mistakes, being able to make decisions, and being able to participate. Indicators of responsibility for work include being responsible for what is done, not delaying work, prioritizing work interests, and maintaining accountable tools, facilities, and infrastructure.

### *Conceptual Framework*

#### **1. The Influence of Competency on Employee Performance**

The performance of the business and human resources are strategically related to each other depicted in a strategic map that explains the implementation of company strategy. Therefore, it is important to have certain competencies, including the capacity to evaluate cause and effect critically, comprehend the fundamentals of effective measurement, and the ability to convey work results to superiors. By having good competencies, optimal work results can be supported. Based on empirical evidence, competency has a positive and significant influence on performance, especially in the dimensions of productivity and quantity. When employee skills are inconsistent or do not develop, productivity and work results can be less than optimal. Therefore, competency can be considered as the outcome of an employee's work skills and understanding of their roles and responsibilities combined. (N. E. Pratiwi and Juniarty, 2018). The first hypothesis research's findings indicate that competence significantly affects how well employees perform. The results of data processing and analysis prove that the hypothesis is acceptable (Arifin. S., Putra A.R., 2019).

Attitude, knowledge, and abilities or skills are qualifications that employees must have because these qualifications are a necessity for the company. The more credentials an employee possesses, the higher their performance (Budiman, N. P., Searang, I. S., & Sendow, 2019). Abilities that are rooted in knowledge and skills, which are demonstrated through carrying out tasks and behavior in the workplace by company standards, are things that employees must have (Sutrisno, 2019). Therefore, qualifications are very important in improving performance, this is reinforced by (Ardiansyah, Y., & Sulistiyowati, 2018) and (Soetrisno & Gilang, 2018) who state that there is a favorable and noteworthy correlation between performance and qualifications

that occurs partially and concurrently. Accordingly, the more qualified an employee is, the more the impact on improving their performance.

## **2. The Influence of Motivation on Employee Performance**

Motivation is a driver or encouragement within humans that can produce, direct, and organize behavior, so it can be concluded that motivation has a very important impact on employee performance because strong motivation will contribute to significant growth and development for a company (Lusri & Sigian, 2017). The results of research by Tifani Nur Adinda and Muhamad Azis Firdaus (2023) also state that work motivation has a noteworthy and favorable impact on worker performance. According to Afandi (2018), motivation is a factor that propels people to engage in specific activities, so it plays a critical role in an individual's performance need for appreciation, recognition, and appreciation for the achievements of employees and their environment (Salman Farisi & Juli Irnawati, 2020). Although achievements can also arise as a result of previous achievements, leaders also need to pay attention that the higher a person's position in society or an organization, the higher the level of achievement. Thus, We can conclude that employee performance is positively and significantly influenced by motivation to some extent..

Work motivation acts as an internal and external force that exists within an individual and affects the course, magnitude, and duration of that individual's voluntary behavior when performing work (Umar & Norawati, 2022). As a result, motivation will be a factor that influences individuals to choose appropriate actions and adopt certain behaviors. In conclusion, the Jesya company has proven that employee motivation becomes a driving force in accomplishing the objectives set by the organization itself, and that motivation has a very significant impact on individual performance.

## **3. The Influence of Competency and Motivation on Employee Performance**

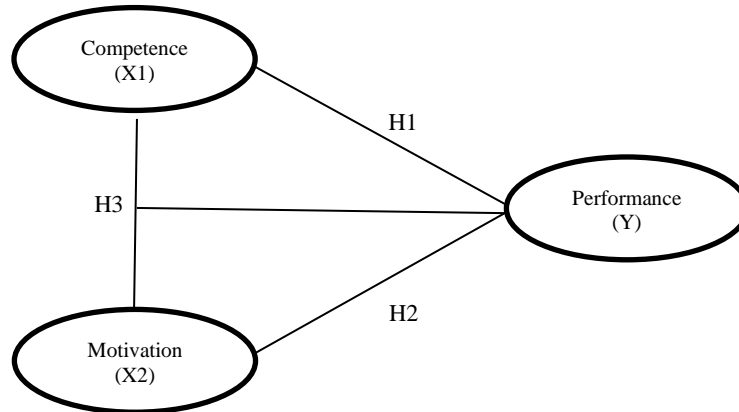
Performance is positively and significantly impacted by competence, so the more competent an individual is, the better they perform and vice versa (Amellya et al., 2022). Employees who have high competence tend to demonstrate superior performance, while performance, which reflects both qualitative and quantitative achievements in carrying out tasks by their responsibilities as Civil Servants, is assessed based on applicable guidelines to evaluate how well they carry out their duties. Employees who have low competence tend to have unsatisfactory performance. Competencies include skills, knowledge, and attitudes, which are believed to be able to enable Civil Servants to execute their responsibilities with professionalism, efficacy, and efficiency. Employees who lack motivation, on the other hand, typically perform less satisfactorily, while those who are highly motivated typically perform better.

Previous research's multiple linear regression analysis and hypothesis testing findings suggest that the competency and motivation variables, both together and individually, affect performance. These findings also confirm that competency and motivation variables are closely related to employee



performance variables, showing the potential to improve employee performance by paying attention to these two variables (Damopolii et al., 2021).

The framework for thinking in this research is as follows:



### **HYPOTHESIS**

The hypothesis in this research is as follows:

- H1: There is a significant relationship between competency factors and employee performance metrics.
- H2: Work motivation factors significantly impact employee performance factors.
- H3: Work motivation and competency factors significantly impact employee performance factors.

### **METHODOLOGY**

The author selected the Cirebon City Bappelitbangda office as the research location in order to collect the data required for this study. This study uses descriptive, quantitative data. One type of research is quantitative descriptive research. method used to identify and describe the relationship between a variable and other variables for research subjects.

The 74 participants in this study were all workers at Bappelitbangda Cirebon City. Because it includes every employee of the Cirebon City Bappelitbangda, this research is a population study. The goal of this is to get study findings that accurately depict the state of the population. The research employed a saturated sampling technique since all employees served as samples. For the variables of competency, motivation, and employee performance, this research data collection technique uses interview and questionnaire methods with statement items. Research questionnaires must unquestionably adhere to the standards for validity and reliability. To ensure data accuracy in this study, the agency tested the instruments. This study's data analysis methods include validity tests, reliability tests, and traditional assumption tests. consisting of normality tests, multicollinearity tests, and heteroscedasticity tests. Apart from that, multiple linear regression, coefficient of determination, T-test, and F-test are also used as data analysis techniques using SPSS software.

**Table 2. Operational Variables**

Variable	Dimensions	Indicator	Scale	No. Kuesioner
Competence (Hutapea, 2008)	Skills (skills)	- Working together	Likert	1
		- Solving the problem		2
		- Carrying out work		3
		- Carry out work optimally		4
	Knowledge	- Understand the job	Likert	5
		- Understand work-related rules		6
		- Have knowledge according to the field you are pursuing		7
		- Think creatively in carrying out work		8
	Attitude	- Arrive on time	Likert	9
		- Carry out work on time		10
		- Comply with work-related rules		11
		- Complete work according to procedures		12
Motivation (Uno, 2009)	Internal Motivation	- The desire to fulfill life's needs	Likert	13
		- Desire to obtain awards		14
		- Desire to gain recognition		15
		- The desire for power		16
	External Motivation	- Working environment conditions	Likert	17
		- Adequate compensation		18
		- There is a job guarantee		19
		- Flexible regulations		20
Employee Performance Variable Competence (Hutapea, 2008)	Work quality	- Able to work carefully	Likert	21
		- Able to work deftly, quickly and precisely		22
		- Able to achieve set standards		23
		- Quickly respond to assigned tasks		24
	Work Quantity	- Able to work to	Likert	25

		achieve targets			
		- Fulfill the predetermined workload		26	
		- Able to exceed the specified workload		27	
	Implementation of Tasks		- Able to work based on time efficiency determined by the company	Likert	28
			- Works accurately and without errors		29
			- Willing to correct mistakes		30
			- Able to make decisions		31
	Responsibilities for Work Dimensions Skills (skills)		- Able to participate	Likert	32
			- Responsible for what is done		33
			- Don't procrastinate work		34
			- Prioritize work interests		35
			- Maintain accountable tools, facilities and infrastructure		36

## RESULTS

### *Respondent Characteristics*

The characteristics of the respondents were derived from the data processing results. Of the total number of respondents, 43 were male employees (i.e., 58%), and 31 were female employees (42%). The majority of respondents were over 46 in terms of age, and most had a bachelor's degree in terms of education. They also had varying lengths of employment – between five and twenty years.

**Table 3. Respondent Characteristics**

Category	Description	Amount	Percentage (%)
Gender	Man	43	58%
	Woman	31	42%
Age	< 25 years	4	6%
	26 – 35 years	21	28%
	36 – 45 years old	20	27%
Education	> 46 years	29	39%
		1	1%

	Middle School/Equivalent	16	22%
	High School/Equivalent	3	4%
	D3	37	50%
	S1	17	23%
Years of service	S2	21	28%
Category	< 5 years	13	18%
Gender	6 - 10 years	21	28%
	11 - 20 years	13	18%
Age	21 - 30 years	6	8%

Source: Data processing results, 2024

### Validity Test

To determine the accuracy of the instrument in measuring the variables studied, researchers tested the validity of the instrument, namely the competency, motivation, and employee performance variables.

There were seventy-four responders in this study. Utilizing the formula  $df=n-2$  to generate the  $r$  table, we arrived at  $74-2=72$  and  $\alpha = 0.05$ . The  $r$  table is 0.2287 according to the Product Moment correlation coefficient table. As a result,  $r_{count} > r_{table} = 0.2287$  is required for a statement to be considered valid.

The instrument in the competency variable, the instrument in the motivation variable, and the instrument in the employee performance variable are all known to be valid based on the findings of validity testing because their computed  $r$  values are greater than 0.2287.

**Table 4. Instrument Validity Test Results**

Competence		Motivation		Performance	
Item	R Count	Item	R Count	Item	R Count
X1.1	0.675	X2.1	0.604	Y1.1	0.806
X1.2	0.833	X2.2	0.697	Y1.2	0.867
X1.3	0.724	X2.3	0.727	Y1.3	0.887
X1.4	0.671	X2.4	0.532	Y1.4	0.795
X1.5	0.674	X2.5	0.412	Y1.5	0.908
X1.6	0.769	X2.6	0.590	Y1.6	0.850
X1.7	0.711	X2.7	0.648	Y1.7	0.446
X1.8	0.852	X2.8	0.615	Y1.8	0.835
X1.9	0.640			Y1.9	0.744
X1.10	0.818			Y1.10	0.866
X1.11	0.771			Y1.11	0.709
X1.12	0.639			Y1.12	0.761
				Y1.13	0.668
				Y1.14	0.842
				Y1.15	0.732
				Y1.16	0.867

Source : Data processing results, 2024

### Reliability Test

The researcher tested the instrument's reliability in order to ascertain the consistency of the findings. Because the Cronbach's Alpha value is greater than

0.70, the reliability test results demonstrate the dependability of all research instruments.

**Table 5. Instrument Reliability Test Results**

	<i>Cronbach's Alpha</i>	<b>N of Items</b>
Variable Name	0.921	12
Competence	0.742	8
Motivation	0.953	16

Source: Data processing results 2024

From the table above it can be seen that the Cronbach alpha (r calculated) value for competence is 0.921, motivation is 0.742, and performance is 0.953. Meanwhile, the critical value at a significance of 0.05 with a total of 74 data is 0.2287 (r table). Because the calculated r is greater than the r table, it can be concluded that the questions in this research are reliable.

**Normality Test**

The Kolmogorov Smirnov method's results for the normalcy test indicate that a sig value of 0.079 is greater than 0.05. The findings demonstrate that the research data is thought to be regularly distributed. The results of the normality test in this study can also be seen in the Kolmogorov-Smirnov table below:

**Tabel 6. Normality Test  
 One-Sample Kolmogorov-Smirnov Test**

		Unstandardized Residual	
N		74	
Normal Parameters <sup>a,b</sup>	Mean	.0000000	
	Std. Deviation	3.38436402	
Most Extreme Differences	Absolute	.097	
	Positive	.097	
	Negative	-.093	
Test Statistic		.097	
Asymp. Sig. (2-tailed) <sup>c</sup>		.079	
Monte Carlo Sig. (2-tailed) <sup>d</sup>	Sig.	.078	
	99% Confidence Interval	Lower Bound	.071
		Upper Bound	.084

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.
- d. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 2000000.

**Multicollinearity Test**

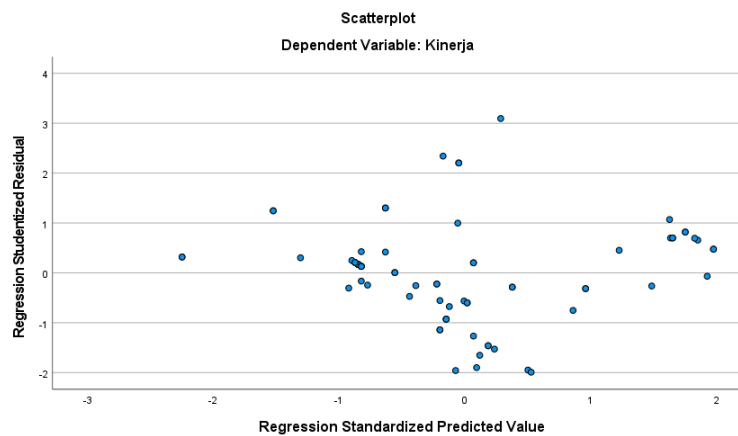
The purpose of the multicollinearity test is to determine whether or not the independent variables have a perfect correlation. Excellent independent variables do not exhibit multicollinearity symptoms or perfect correlation between variables. This test requires that there be no multicollinearity symptoms if the VIF value is less than 10. The test results showed that the VIF value was 1.088, which indicates that there was no perfect correlation in the independent variables or there were no symptoms of multicollinearity.

**Table 7. Multicollinearity Test**

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Competenc e	.919	1.088
	motivation	.919	1.088

a. Dependent Variable: Performance

**Heteroscedasticity Test**



**Figure 1. Heteroscedasticity test**

From the scatter plot The dots above and below zero (0) do not clearly form a pattern. Thus, it is possible to conclude that the research model is heteroscedasticity free.

**Multiple Linear Regression Analysis  
Determination Coefficient Analysis Test**

The purpose of this test is to determine the degree to which the independent variable affects the dependent variable. The test results indicate that the variables of competency and motivation have a 71.3% influence on employee performance. In the meantime, factors not covered by this study

affect the remaining 28.7%. The R Square value in the subsequent table displays the test results.

**Table 8. Determination Coefficient Analysis Test  
 Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.844 <sup>a</sup>	.713	.705	3.432

a. Predictors: (Constant), Motivaton, Competence

b. Dependent Variable: Competence

**Hypothesis Testing  
 Partial Test (t Test)**

To ascertain the substantial impact of competence and partial motivation on worker performance, a partial test was conducted. The following table displays the partial test results from this study:

**Table 9. Partial Test (t Test)**

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.771	4.301		.644	.521
	Competence	1.155	.093	.825	12.437	.000
	Motivation	.133	.145	.061	.917	.362

a. Dependent Variable: Performance

- 1) Competency has a significant effect on employee performance  
 From the table above, it can be seen that the calculated t value of the competency variable is 12,437, and the t table value is 1,996. The calculated t value (12,437) > t table (1,996). This means that competence has a significant effect on employee performance. The first hypothesis is accepted.
- 2) Motivation has no significant effect on employee performance  
 From the table above, it can be seen that the calculated t value of the motivation variable is 0.917, and the t table value is 1.996. The calculated t value (0.917) < t table (1.996). This means that motivation has no significant effect on employee performance. The second hypothesis is rejected.

**F-test**

The purpose of the simultaneous test (F Test) was to ascertain how concurrently (together) the competency and motivation variables affected

worker performance. The following table displays the outcomes of the research's simultaneous tests:

**Table 10. Simultaneous Test (F Test)**

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2075.648	2	1037.824	88.126	.000 <sup>b</sup>
	Residual	836.136	71	11.777		
	Total	2911.784	73			

a. Dependent Variable: Performance

b. Predictors: (Constant), Motivation, Competence

- 3) Competence and motivation simultaneously have a significant effect on employee performance

It is evident from the above table that the F table value is 3.12 and the calculated F value is 88.126.  $F_{table} (3.12) > F_{calculated} (88.126)$ . Thus, it can be said that employee performance is significantly impacted by both motivation and competence at the same time. The third theory is agreed upon.

## DISCUSSION

The investigation's findings support the notion that employees' performance at Cirebon City Bappelitbangda is positively and significantly impacted by competence. Previous studies' findings indicate that employee performance is positively and significantly impacted by the competency variable. One essential quality of a person is competence allows him to achieve superior performance in his workers and a person can be said to be competent if that person has skills in doing work and very rarely or never makes mistakes (Ridwan, 2020). Employee competency that is appropriate to the field of work will cause the work to be done more quickly and with better quality, resulting in increased execution. According to research (Intan Wardani & Peristiowati, 2020), competency has a positive and significant impact on employee performance, which lends support to this..

There is no discernible correlation between employee motivation and performance at Cirebon City Bappelitbangda. Prior studies' findings demonstrate that motivation has no impact on an organization's performance. This occurs when an individual receives compensation that is out of proportion to the work they have done. Employees require motivation from their superiors in the form of instructions, and one of the key elements in determining employee performance is pay commensurate with performance.

Competence and motivation both positively and significantly impact employee performance at the same time. The outcomes of earlier studies demonstrate the strong positive effects that motivation and competence have on worker performance. These findings demonstrate that an individual's performance improves with increasing ability to do tasks, and that high motivation can stimulate improved employee performance. Thus, prior



research indicates that high levels of work motivation can improve employee performance (Oktavia & Firdaus, 2023).

## CONCLUSIONS AND RECOMMENDATIONS

After conducting research, it was determined that competence positively and significantly affects the performance of Cirebon City Bappelitbangda employees. These findings support the acceptance of H1. These findings suggest that H2 is rejected because motivation has no discernible impact on Cirebon City Bappelitbangda employees' performance. Acceptance of H3 is based on the concurrent positive and significant effects of competence and motivation on employee performance. In terms of motivation, agencies can provide something that can increase morale, such as getting pleasure from learning many new things and providing guarantees of survival by paying attention to the salary received by employees by workload, agencies Give staff members the chance to advance their knowledge and abilities so that it can provide room for creativity for employees to encourage optimal performance. Therefore, high competence and work motivation will influence employee performance in achieving the targets set by the agency.

## FURTHER STUDY

Apart from competency and motivation variables, companies should also pay attention to other factors that influence employee performance that are not included in this research.

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