



The Influence Of Employee Competence And Work Motivation On Employee Performance At The Sikap Dalam Subdistrict Office In Empat Lawang Regency

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ABSTRACT

Kompetensi mempunyai peranan yang amat penting, karena pada umumnya kompetensi menyangkut kemampuan dasar seseorang untuk melakukan suatu pekerjaan. Motivasi kerja berperan sebagai pendorong utama yang mengarahkan, menggerakkan, dan mempertahankan perilaku pegawai dalam mencapai tujuan organisasi. Motivasi dapat bersumber dari dalam diri (motivasi intrinsik), seperti rasa tanggung jawab dan kepuasan pribadi, maupun dari luar (motivasi ekstrinsik), seperti insentif, penghargaan, dan jenjang karir. Dalam mengukur indikator setiap variabel penelitian digunakan adalah skala Likert. Populasi dalam penelitian ini adalah semua pegawai Kantor Camat Sikap Dalam Kabupaten Empat Lawang. Jumlah sampel yang digunakan dalam penelitian ini sebanyak 37 responden. Analisis data menggunakan uji regresi linier berganda, uji F digunakan untuk mengetahui pengaruh kompetensi dan motivasi secara bersama-sama terhadap kinerja pegawai, sedangkan uji t digunakan untuk mengetahui pengaruh kompetensi dan motivasi secara terpisah terhadap kinerja pegawai. Hasil analisis menunjukkan bahwa kompetensi dan motivasi kerja secara simultan mempunyai pengaruh yang signifikan terhadap kinerja pegawai. Hasil pengujian secara parsial menunjukkan bahwa kompetensi dan motivasi kerja memiliki pengaruh secara signifikan terhadap kinerja pegawai. Motivasi mempunyai pengaruh yang lebih dominan terhadap kinerja pegawai jika dibandingkan dengan kompetensi. Pengaruh motivasi sebesar 42,7% lebih dominan berperan untuk meningkatkan kinerja pegawai jika dibandingkan dengan faktor kompetensi sebesar 38,5%.

ABSTRAK

This study aims to determine the effect of competence and motivation on employee performance at the Sikap Dalam Subdistrict Office in Empat Lawang Regency. The independent variables in this study are competence and motivation, while the dependent variable is employee performance. A Likert scale was used to measure the indicators of each research variable. The population in this study was all employees of the Sikap Dalam Subdistrict Office in Empat Lawang Regency. The sample size used in this study was 37 respondents. Data analysis used multiple linear regression tests, with the F test used to determine the combined effect of competence and motivation on employee performance, while the t test was used to determine the separate effects of competence and motivation on employee performance. The results of the analysis show that competence and work motivation simultaneously have a significant effect on employee performance. The partial test results show that competence and work motivation have a significant effect on employee performance. Motivation has a more dominant effect on employee performance compared to competence. The effect of motivation, at 42.7%, plays a more dominant role in improving employee performance compared to the competence factor, at 38.5%.

INTRODUCTION

The sub-district is the frontline government unit that interacts directly with the community in providing various forms of public services. The sub-district office represents the implementation of government administration, public services, and the coordination of development activities within its jurisdiction. Therefore, the success of the sub-district office in carrying out its functions and duties depends heavily on the quality of its human resources, particularly the employees directly involved in the service process.

One important factor in assessing the effectiveness of government apparatus performance is employee performance. Good employee performance is reflected not only in the completion of administrative tasks but also in the responsiveness, speed, and accuracy of services provided to the public. However, in reality, various task problems, lack of initiative, and minimal discipline and responsibility are still frequently encountered. These issues can negatively impact the quality of service and the image of government institutions in the public eye.

One of the main factors influencing employee performance is competence. Competence encompasses the combination of knowledge, skills, and attitudes that an employee must possess to carry out their duties professionally. Employees with high competence tend to complete their work more efficiently and effectively. Conversely, a lack of competence often causes employees to experience difficulties in carrying out their duties, which ultimately impacts the organization's overall performance.

Improving employee performance requires adequate competence. Competence plays a crucial role, as it generally relates to a person's basic ability to perform a job (Moeheriono, 2009). Many government agencies lack adequately qualified employees, evidenced by low employee productivity and the difficulty of measuring employee performance (Sriwidodo and Agus Budhi, 2010). To achieve optimal and satisfactory work results, employees must possess competence in carrying out their duties to improve their performance.

In addition to competence, another factor that can influence employee performance is work motivation. Work motivation acts as the primary driver that directs, motivates, and sustains employee behavior toward achieving organizational goals. Motivation can originate from within (intrinsic motivation), such as a sense of responsibility and personal satisfaction, or from external (extrinsic motivation), such as incentives, awards, and career advancement. Highly motivated employees tend to work harder, show initiative, and are committed to their assigned tasks. Conversely, low motivation can lead to decreased work enthusiasm, absenteeism, and even overall productivity (Hasibuan, M.S.P. 2016).

As part of the regional government, the Sub-district Office plays a crucial role in public services at the sub-district level. Therefore, an evaluation of the factors influencing employee performance is necessary to formulate policies for sustainable human resource improvement. Performance is crucial for every agency, including the Sikap Dalam Sub-district Office in Empat Lawang Regency. Performance reflects the agency's ability to manage and allocate its employees. Therefore, employee performance has a significant impact on the agency's activities and the achievement of its goals.

Based on observations at the Sikap Dalam Sub-district Office in Empat Lawang Regency, employee competency is uneven and suboptimal. This is evident in the lack of mastery of information technology (for example, in the use of public service applications), administrative errors and delays in completing tasks, and a lack of initiative in solving problems independently. Furthermore, some employees exhibited a lack of work enthusiasm, characterized by arriving late, frequently leaving the office before the end of work hours, and a lack of enthusiasm for completing tasks or participating in training.

LITERATURE REVIEW

Definition of Competence

Wibowo (2016:324) The terms "competence," "competence," and "competent," which are translated into Indonesian as "competence," "ability," and "empowerment," refer to the state of being capable and appropriate. The English dictionary defines "competence" as a state of being appropriate, adequate, or suitable. The definition of competence in the workplace refers to the notion of a person's suitability for their job. However, in the context of work, competence has two distinct meanings, depending on the organization's frame of reference. Competence can be defined as a person's basic characteristics that have a causal relationship with reference criteria for effectiveness and/or excellence in a particular job or situation. Competence is a person's basic character that indicates a way of behaving or thinking, applicable across a wide range of situations and enduring over time.

Competence refers to the underlying characteristics of behavior that describe the motives, personal characteristics (traits), self-concept, values, knowledge, or skills that a person brings to a superior workplace. Wibowo (2016:324) states that competence is the ability to carry out or perform a job based on skills and knowledge, supported by the work attitudes required by the job. Yudistira and Siwantara (2012:97) state that competence has a direct, positive, and significant impact on employee performance. This is supported by research by Sulistyaningsih (2009:20) that found that competence has a significant, positive impact on employee performance.

Competency Management

Organizations that understand the thinking behind various competency approaches are encouraged to implement competency management. Competency management can be defined as identifying, assessing, and reporting employee competency levels to ensure the organization has adequate human resources to execute its strategy.

The Relationship Between Employee Competence and Employee Performance

The relationship between employee competence and performance is very close and crucial. Its relevance is strong and accurate. In fact, employees who want to improve their performance should possess competencies that align with their job duties. Competence can cause or be used to predict individual performance; meaning that high competence leads to high performance.

Sriwidodo (2010:88) states that employee performance and effectiveness in carrying out tasks are largely determined by the competencies required by the job field. With increasingly adequate



competence, an individual will have greater mastery and be able to practically apply all work tasks according to the established job description. Higher employee competence can be measured by increasing knowledge and skills, as well as by developing a positive temperament or character, and self-concept. The characteristics of employees with high competence can be seen from several indicators: the ability to carry out tasks according to job standards, possessing extensive knowledge, completing tasks quickly, precisely, and correctly, preparing reports accurately and systematically, and possessing good emotional control. Palan (2016:107) stated that what drives organizations to focus on competency is the need to continually improve employee competency to achieve achievement and success. Today, organizations are making massive efforts to achieve superior performance, which can only be achieved by investing in a competent workforce.

Competency is often used as a primary criterion for determining employee performance, such as professionalism and functionality. Government agencies will grant promotions to higher positions if they meet the competency criteria required for their primary duties. Competency is an individual's ability to develop and utilize their potential in response to changes in the organizational environment or job demands, reflecting performance. Competency encompasses technical skills, analytical and decision-making skills, communication skills, the ability to work independently and in groups, and even leadership and managerial aspects. Through specific competencies, an employee's performance will improve and become more qualified.

Definition of Motivation

Motivation is a drive that drives people to act or behave in a motivated manner, referring to the causes of a behavior, such as the factors that drive a person to do or not do something. Motivation can be defined as the desire to achieve higher status, power, and recognition for each individual. Motivation can actually be seen as the basis for achieving success in various aspects of life through increased abilities and willingness. According to Wardan (2020:109), "Motivation is the effort or activity of managers to generate or increase the enthusiasm and work passion of their workers or employees." Mohtar (2019:20) states, "Motivation is the work drive that arises within an individual to behave in a manner that achieves predetermined goals." Winardi (2016:02) states, "Motivation is the result of a number of processes, both internal and external to an individual, that lead to enthusiasm and persistence in carrying out certain activities." Sinungan (2016:134) states, "Motivation is a human psychological state and mental attitude that provides energy, drives activity or movement, and directs or channels behavior toward achieving needs that satisfy or reduce imbalance."

Sutrisno (2016:110) states, "Motivation is the result of a person's interaction with the specific situation they face. Therefore, there are differences in the strength of motivation displayed by individuals facing the same situation. In fact, individuals will exhibit certain drives in different situations and at different times." Based on expert opinions, researchers conclude that motivation is an impulse or reason that underlies a person's enthusiasm to do something to achieve a specific goal. Motivation can also be defined as anything that creates an urge or enthusiasm within a person to do something.

METHODS

Validity Test

Validity testing is a valid research result if there is a similarity between the collected data and the data that actually occurs in the object being researched (Sugiyono, 2013:76). The validity test uses the SPSS (*Statistical Product and Service Solutions*) program. Validity testing can be conducted by examining the correlation between the scores of each item in the questionnaire and the total score to be measured, using the *Pearson Correlation Coefficient*.

Reliability Test

Instrument reliability testing can be conducted externally or internally. External testing can be done with test-retest, equivalent, or a combination of both. Internally, instrument reliability can be tested by analyzing the consistency of the items in the instrument with certain techniques (Sugiyono, 2015:87). To test the reliability of the questionnaire used, a reliability analysis is conducted based on the *Cronbach's Alpha coefficient*. The *Cronbach's Alpha* coefficient interprets the correlation between the created scale and all existing indicator scales with confidence in the level of constraints. An indicator is acceptable if the alpha coefficient is above 0.60, it is said to be reliable, and if it is below 0.60, it means it is not reliable (Ghozali, 2015:66).

Multiple Linear Regression Analysis

Multiple linear regression analysis to determine the accuracy of predictions of whether there is a strong relationship between the independent variables (X_1 and X_2) and the dependent variable (Y). The general form of the multiple regression equation is as follows:

$$Y = a + b_1 X_1 + b_2 X_2 + e$$

Information :

- Y = Employee Performance
- X_1 = Employee Competence
- X_2 = *Work Motivation*
- a = Constant value
- e = Error

This multiple regression analysis is intended to quantitatively determine the level of influence of each independent variable on the dependent variable. The magnitude of the influence of each independent variable can be estimated by interpreting the partial regression coefficient b .

Coefficient of Determination

The coefficient of determination (R^2) essentially measures the model's ability to explain variation in the dependent variable. The coefficient of determination ranges from zero to one ($0 < R^2 < 1$). A small R^2 value indicates that the independent variables' ability to explain variation in the dependent variable is very limited. A value close to one indicates that the independent variables provide nearly all the information needed to predict variation in the dependent variable.

RESULTS

Validity Test

Table 1. Analysis of the Validity Test Results of Competency Variables (x_1)

Statement	r_{count}	r_{table}	Validity
1	0.813	0.323	Valid
2	0.700	0.323	Valid
3	0.757	0.323	Valid
4	0.722	0.323	Valid
5	0.743	0.323	Valid
6	0.596	0.323	Valid
7	0.671	0.323	Valid
8	0.35	0.323	Valid
9	0.652	0.323	Valid
10	0.656	0.323	Valid

Source: 2025 Data Processing Results.

From the test results, it was found that all statements were declared valid and had met the validity requirements, meaning that the 10 statements were relevant to be used as indicators of competency variables. The validity test of the statement for the work motivation variable can be seen in Table 13 .

Table 2. Analysis of the Validity Test Results of the Motivation Variable (x_2)

Statement	r_{count}	r_{table}	Validity
1	0.892	0.323	Valid
2	0.706	0.323	Valid
3	0.693	0.323	Valid
4	0.648	0.323	Valid
5	0.655	0.323	Valid
6	0.519	0.323	Valid
7	0.684	0.323	Valid
8	0.670	0.323	Valid
9	0.461	0.323	Valid

Source: 2025 Data Processing Results.



From the test results, it is known that the 9 statements are relevant to be used as indicators of work motivation variables. The validity test of the statement for the employee performance variable can be seen in Table 3.

Table 3. Analysis of Validity Test Results for Employee Performance Variables (Y)

Statement	r_{count}	r_{table}	Validity
1	0.832	0.323	Valid
2	0.659	0.323	Valid
3	0.741	0.323	Valid
4	0.775	0.323	Valid
5	0.826	0.323	Valid
6	0.802	0.323	Valid
7	0.719	0.323	Valid

Source: 2025 Data Processing Results.

From the test results, it was found that all statements regarding employee performance indicators were declared valid and had met the validity requirements, meaning that the 7 statements were relevant to be used as indicators of employee performance variables.

Reliability Test

Table 4. Data Reliability Test

Variables	Alpha	Cronbach Alpha	Reliability
Competence (X_1)	0.887	0.60	Reliable
Work Motivation (X_2)	0.838	0.60	Reliable
Employee Performance (Y)	0.883	0.60	Reliable

Source: 2025 Data Processing Results.

Based on the reliability test using *Cronbach Alpha*, all research variables are reliable because *Alpha* is greater than 0.60, so the results of this study indicate that the measurement tool in this study has met the reliability test (*reliable* and can be used as a measuring tool). According to Sugiyono (2013) A factor is declared reliable if the *Alpha coefficient* is greater than 0.60.

Table 5. Multiple Linear Regression Results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.587	4.184		.140	.889
	Kompetensi	.359	.109	.418	3.303	.002
	Motivasi	.508	.139	.462	3.658	.001

a. Dependent Variable: Kinerja

Source: 2025 Data Processing Results.

Table 6. F Test

ANOVA ^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1005.860	2	502.930	19.732	.000 ^a
	Residual	866.572	34	25.487		
	Total	1872.432	36			

a. Predictors: (Constant), Motivasi, Kompetensi

b. Dependent Variable: Kinerja

Source: 2025 Data Processing Results.

T-test**Table 7 . Partial Test (t) of Independent Variables**

		Coefficients ^a					Correlations		
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Zero-order	Partial	Part
Model	B	Std. Error	Beta						
1	(Constant)	.587	4.184		.140	.889			
	Kompetensi	.359	.109	.418	3.303	.002	.596	.493	.385
	Motivasi_kerja	.508	.139	.462	3.658	.001	.623	.531	.427

a. Dependent Variable: Kinerja

Source: 2025 Data Processing Results.

Table 8. Value of Determination Coefficient

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.733 ^a	.537	.510	5.04851	1.344

a. Predictors: (Constant), Motivasi, Kompetensi

b. Dependent Variable: Kinerja

The magnitude of the influence value is indicated by the adjusted R square coefficient value of 0.510 or 51.00%, namely the percentage of the influence of competence (X1) and work motivation (X2) on employee performance (Y) is 51.00%. While the remaining 49.00% (100% - 51.00%) is influenced by other variables outside this research model.

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

Based on Table 16, it can be stated that competence has a positive and significant effect on employee performance with a regression coefficient value of 0.359 with a probability of 0.002. This means that every 1 unit increase in competence results in an increase in employee performance of 0.359 units. The results of the study showed that the competency that occurred at the Sikap Dalam District Office, Empat Lawang Regency was moderate with an average score of 3.06 and employee performance was high with an average score of 3.74 according to the Likert scale. Professional employees must possess the ability to master their field of work. An employee's competence is their ability to carry out their work appropriately. In this case, employee competence will impact employee performance and will contribute to the quality of their work. Employee performance will have a significant impact on the effective execution of their work. According to Palan (2007: 57), competence refers to the characteristics underlying behavior that describe the motives, personal characteristics, self-concept/values , knowledge, and skills that a superior performer brings to the workplace.

The Influence of Work Motivation on Employee Performance

Based on Table 16, it can be stated that competence has a positive and significant effect on employee performance with a regression coefficient value of 0.508 with a probability of 0.001. This means that every 1 unit increase in work motivation results in an increase in employee performance of 0.508 units. Motivation significantly influences employee performance. Employees with high work motivation will deliver good performance, while those with low motivation will not perform as well as those with high motivation. This is reflected in employee attitudes toward their work, including decreased work enthusiasm, rapid boredom, frequent absences, late arrivals, and so on, all of which ultimately impact employee productivity. According to Danim (2004: 140), low motivation will harm group productivity. Member behavior that only seeks to fulfill their own needs or interests will reduce the satisfaction of other members, thereby leading to conflict. Therefore, it can be said that there is a negative relationship between productivity and selfish desires. The work environment is one of the determining factors of group productivity. By providing effective motivators, it is hoped that human resource behavior that leads to increased workforce productivity can be shaped. Therefore, work motivation is a very important subject because it is functionally related to human resource productivity through improved performance. Motivation in an organization aims to encourage employee enthusiasm to work hard by providing all the abilities and skills to achieve an organization's goals. Leaders who guide their employees



by providing work motivation will create conditions where employees feel inspired to work hard. Highly motivated employees are one of the requirements if high performance results are to be achieved consistently. This is in line with Vroom's opinion (in Mangkunegara, 2005:51) that motivation is the main factor in building performance, therefore the application of wages/salaries linked to individual performance will be able to further increase motivation, while filling the opportunity factor to improve performance.

CONCLUSION

1. Competence partially has a significant influence on employee performance . at the Sikap Dalam District Office, Empat Lawang Regency
2. Work motivation partially has a significant influence on employee performance. at the Sikap Dalam District Office, Empat Lawang Regency
3. Competence and work motivation simultaneously have a significant influence on employee performance at the Sikap Dalam District Office, Empat Lawang Regency
4. The results of multiple linear regression show a positive direction with the equation $Y = 0.587 + 0.359 X_1 + 0.508 X_2 + 4.184$.
5. Motivation factors have a more dominant influence on employee performance compared to competence. Motivation plays a more dominant role in improving employee performance, at 42.7%, compared to competence at 38.5%.

SUGGESTION

1. The management of an institution/company needs to pay attention to the influence of competence on employee performance, because it has been proven that competence plays a role in improving employee performance.
2. It is recommended that institutions/companies implement effective organizational work motivation, as it has been proven to play a role in improving employee performance. Work motivation can be achieved through open information among employees, frequent work motivation sessions, and employee collaboration.
3. This study still has limitations because the influence of competence and work motivation is only 51%, so it is recommended that further research consider other factors that can influence employee performance besides competence and work motivation, such as: leadership, work culture and work environment.

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