



The Influence of Work Competence and Work Motivation on Employee Performance at PT Hardware Clothing Area Banjarbaru

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ABSTRACT: The aim of this research is to determine: (1) The influence of work competency and work motivation simultaneously on employee performance. (2) The partial influence of work competency and work motivation on employee performance. (3) Which variable is the most dominant between work competence and work motivation on the performance of PT Hardware Clothing Area Banjarbaru employees. This research is quantitative research with a correlation design. Sampling was carried out using a saturated sampling technique with 30 respondents. The data collection technique uses a questionnaire method, then the results of the questionnaire are tested on instruments to test their validity and reliability in order to obtain results that are in accordance with the facts. Next, the data analysis technique is carried out using classical assumption tests, namely the normality test, heteroscedasticity test, and multicollinearity test as regression test requirements for hypothesis testing. The hypothesis test used is multiple linear regression analysis. The results of this research show that work competency and work motivation simultaneously influence employee performance. Partially, work competency has a significant positive effect on employee performance, while work motivation partially has no significant effect on employee performance. Work competency has the most dominant influence on employee performance.

KEYWORDS: Employee Performance, Work Competence, Work Motivation.

INTRODUCTION

Performance has a relationship with competence and work motivation. Competency is a characteristic of knowledge, skills, behavior and experience to carry out a particular job or role effectively. Competency can be objectively measured and developed through supervision, work management and human resource development programs. Competency is not just knowledge and skills. Competency is a very complex special ability. If an employee's competence, attitudes and actions towards work are high, it can be predicted that their behavior will work hard to achieve company goals.

Work motivation is also one of the factors in improving employee performance. Work motivation in employees determines whether the company's performance is achieved because of motivation from superiors, co-workers, or encouragement from themselves. Work motivation is the process of providing encouragement by providing work enthusiasm so that someone is willing to work by providing optimal abilities and expertise to achieve company goals.

Low work motivation causes performance indicators to decline. Loss of work motivation causes individuals or teams to experience a decline in performance, which of course has an impact on the company, with low work motivation causing HR or Human Resources in driving a company to be disrupted. Human resources have an important role for the company because human resources are the system managers, so that this system continues to run, of course in its management it must pay attention to important aspects such as competence, discipline, education and training as well as the level of comfort in working so that the employees concerned can be encouraged to provide all the capabilities required by the company. Human resources with good performance will ultimately produce good employee performance as well.

Performance is work ability in terms of quality and quantity. Performance is work performance both in terms of quantity and quality achieved by a person during a certain period, usually within one year. Work Achievement is work performance in terms of quality and quantity presented by employees, both individually and groups in carrying out their duties in accordance with the tasks and functions given in accordance with the company and the work procedures contained in the company they participate in. Performance shows the abilities and skills of workers. Human resource competencies owned by the company, starting from the cognitive,



affectional and psychomotor abilities of employees. In other words, performance here is more directed at the results of the abilities and skills possessed by workers (Busro 2018:87).

PT Hardware Clothing has been in the Indonesian retail world since 1997. This local company adheres to a philosophy that corresponds to the meaning of "device". Basically, every human being needs a device to support their life, one of the important things is clothing. It is hoped that Hardware can meet the clothing needs of today's young people who care about local products whose quality is no less than imported products which have recently mushroomed everywhere. In 2008 Hardware collaborated with Luna Maya to participate after seeing Luna's excitement in the fashion sector.

In accordance with its vision in introducing domestic products at the beginning of its launch, Hardware took the Indonesian concept which was applied to jeans cutting, namely in the form of the names of islands in Indonesia during the colonial era such as Dewata, Swarnadwipad and Borneo. Each name on the cutting represents an island characteristic, for example motifs, embroidery, hand tag designs and others. But as time goes by, many collections are starting to change, seeing the high market demand, currently the Hardware collection itself has expanded to several product items.

Top, Dress, Bottom, Outer for Women, Shirts. Jackets, accessories, bags for men and other apparel products. Casual, maybe that's the style that Hardware wants to present, namely dressing according to fairly relaxed characteristics. T-shirts, dresses, jackets, cardigans, leggings, tank tops, shoes, bags, scarves and accessories like that really characterize the fashion style of modern women. The target market segment for Hardware is mostly young women, but this does not exclude men's collections.

Models and materials for Hardware collections are adapted to fashion developments in Indonesia and abroad. The price range for women's clothing starts from IDR 70,000.00 - IDR 300,000.00 while for other accessories it starts from IDR. 50,000.00 - Rp. 350,000.00. For men's clothing, prices start from Rp. 70,000.00 - Rp. 300,000.00. And not to mention the addition of many promos and discounts which make prices even cheaper. The following is a table of the percentage of target achievement for the operational marketing section from 2019-2021:

Table 1. Achievement of PT Hardware Operational Marketing Targets Clothing Area Banjarbaru Period 2019 - 2021

Year	Number of employees	Target Sold	Target Not Achieved	Qty Sold	Transaction
2019	20	122.307	106.602	15.705	9.199
2020	25	115.475	97.582	17.893	10.442
2021	30	146.319	118.418	27.901	14.128

Source: PT Hardware Clothing Banjarbaru

Based on Table 1, in the 2019 - 2021 period, employees have not been able to achieve the sales targets set by the company, such as in 2019 the target was 122,307 pcs, Qty sold was 15,705 pcs, the target was not achieved at 106,602 pcs, in 2020 the target was 115,475 pcs, Qty sold was 17,893 pcs. The target was not achieved by 97,582 pcs and in 2021 the target was 146,319 pcs, Qty sold was 27,901, the target was not achieved by 118,418 pcs.

The results of observations from researchers assume that the factors that influence the achievement of operational marketing targets include work competency and motivation. A motivated employee will be energetic and enthusiastic, and conversely an employee with low motivation will often display a feeling of discomfort and dissatisfaction with their work which results in their performance being poor and the company's goals not being achieved. The decline in employee performance is also caused by the lack of work competence felt by employees. If employees do not have work competencies, there will be a low level of performance due to a lack of knowledge and skills to try to work optimally.

Based on the results of initial observations made by researchers, the employee's work competence and work motivation can be clearly seen from the intrinsic form, namely the attitude of responsibility given by the leadership to the employee. Sometimes employees are so unenthusiastic and unenthusiastic that when planning and carrying out their work they are always provided with assistance so that the employee's development is slow. Apart from that, the results of observations made by researchers are low work motivation due to: (1) Job Insecurity. As we know, more than two years into the pandemic, the company's condition is unstable. Employees feel afraid that they will be laid off so it is difficult to maintain work motivation at times like that. (2) employees feel



there is no development. At work, employees feel that their careers are just the same or not developing. (3) employees feel bored with their work.

Extrinsically, employees get tired and bored very quickly when they have workplace conditions or even leaders who are less social in every work activity and lack of motivation from employees, both from themselves and their co-workers, as well as their leaders, which creates uncomfortable working conditions. From The above phenomenon views that work competency is so important for achieving psychological maturity for employees, so there is a need to encourage motivation for employees to create positive conditions in the workplace environment.

In accordance with the results of observations, the author sees that the low performance of these employees is due to a lack of discipline on the part of each employee to work, resulting in them being lazy at work. Apart from that, employees do not complete assigned tasks on time and work outside working hours because these employees often procrastinate work by wasting time. To determine the high and low levels of employee performance, it is necessary to assess employee performance. There are several factors that cause low employee performance, one of which is work competence and work motivation.

Based on the background of the problem above, the problem formulation in this research is:

1. Do work competency and work motivation have a significant simultaneous effect on the performance of PT Hardware Clothing Area Banjarbaru employees?
2. Do work competency and work motivation have a partially significant effect on the performance of PT Hardware Clothing Area Banjarbaru employees?
3. Between work competency and work motivation, which variable has the dominant influence on the performance of PT Hardware Clothing Area Banjarbaru employees?

LITERATURE REVIEW

a. Competence

Davis & New Stroom in (Busro, 2018:25) explain that Competency is a capability perspective and people knowledge, especially to impact capability for needs in business via minimizing costs and optimizing services to customers more seamlessly. Competence is a person's underlying characteristics related to the effectiveness of an individual's performance in his or her work or an individual's basic characteristics that have a causal or causal relationship with the criteria that are used as a reference, effective or excellent or superior performance in the workplace or in certain situations. Meanwhile, Spencer & Spencer (Busro, 2018:26) competence is a basic characteristic possessed by an individual that is causally related to fulfilling the criteria required to occupy a position.

Based on the theoretical discussion above, it can be concluded that competence is everything a person has in the form of knowledge, skills and other internal individual factors to be able to do a job based on the knowledge and skills they have.

Spencer & Spencer (Busro, 2018:26) explains that competency differentiates work knowledge in the implicit behavior of an employee within the company. Work competencies can be divided into two categories, namely:

1. Threshold competencies are the main characteristics (usually basic knowledge or skills such as the ability to read) that a person must have in order to carry out a job.
2. Differentiating competencies are factors that differentiate individuals with high and low employee competence.

Competence in an agency theory perspective is the capital possessed by an agent, in this case educated and skilled human resources, who are ready to compete with other human resources. Those who have competence will be able to win global competition. The concept of competency has begun to be applied in various aspects of human resource management, although the most common is in the areas of training and development, recruitment and selection, and remuneration systems. Ruky in (Busro, 2018:28) stated that the concept of competency is becoming increasingly popular and has been widely used by large companies for various reasons, namely:

1. Clarify work standards and expectations to be achieved. In this case, the competency model will be able to answer two fundamental questions: what skills, knowledge and characteristics are needed in the job, and what behaviors have a direct influence on performance. These two things will help a lot in reducing subjective decision making in the field of human resources.
2. Employee selection tool. Using standard competencies as a selection tool can help companies choose the best prospective employees. By clarifying the effective behavior expected from employees, we can aim at selective targets and reduce unnecessary



- recruitment costs. This is done by developing a behavior that is required for each position function and focusing the selection interview on the behavior that is sought.
3. Maximize productivity. The demand to make a company lean requires us to look for employees who can be developed in a targeted manner to cover gaps in their skills, so that they can be mobilized vertically and horizontally.
 4. The basis for the development of remuneration systems. Competency models can be used to develop remuneration systems that will be considered fairer. Remuneration policies will be more focused and transparent by linking as many decisions as possible to a set of expected behaviors displayed by an employee.
 5. Facilitates adaptation to change. In an era of rapid change, the nature of work is changing rapidly and the need for new capabilities continues to increase. Competency models provide a means to determine what skills are needed to meet ever-changing needs.
 6. Align work behavior with company values. The competency model is the easiest way to communicate values and what things should be focused on in employee performance.

The basic concept of competency starts from the individual concept which aims to identify, acquire and develop individual abilities so that they can work with extraordinary achievements. Individuals are the main components that become actors in the company. Therefore, the company's capabilities depend on the abilities of the individuals who work in the company. A company can achieve superior performance if the people who work in the company can make maximum contributions to the company according to their duties and abilities. Or in other words, these people are able to work with the best performance, meaning they are able to excel now and in the future, both in stable situations and in changing situations, without interfering with other people's work.

Appropriate competency is a factor that determines the superior performance a company can have if the company has a strong foundation, which is reflected in all processes that occur within the company. This means that the company must have strong core competencies that are in line with its core business. Core competencies are those that should be possessed by all members of a company which makes members of the company different from other companies. Competencies are usually components that form the company's mission and culture. Core competencies must be strengthened by the competencies of departments or sections in the company. Work competency is measured using the following dimensions and indicators (Busro, 2018:35): Knowledge, understanding, values, skills, attitudes and interests.

b. Motivation

Motivation is a series of activities that provide encouragement, not only to others but also to oneself. So that through this encouragement it is hoped that they will be able to act towards the desired goal. According to Robbins and Judge in (Busro, 2018:49) motivation is a process that explains the intensity, direction and persistence of efforts to achieve a goal. Motivation as a force that strengthens behavior provides direction for action and a trigger to keep trying.

Based on the theoretical discussion above, it can be concluded that motivation is a driving force within an individual to carry out certain activities to achieve goals. By providing the right motivation, employees will be encouraged to do the maximum possible in carrying out their duties, and they believe that with the company's success in achieving its goals and various targets, their personal interests will also be safeguarded. Motivation Principles, According to Mangkunegara as quoted (Busro, 2018:51) there are several principles in motivating employee work, as follows:

1. Principle of participation: In an effort to motivate work, employees need to be given the opportunity to participate in determining the goals to be achieved by the leadership.
2. Communication principle: Leaders communicate everything related to efforts to achieve tasks, with clear information, employees will be more easily motivated to work.
3. The principle of recognizing the contribution of subordinates, leaders recognize that subordinates (employees) have a share in efforts to achieve goals. With this recognition, employees will be more easily motivated to work.
4. The principle of delegation of authority, leaders who give authority or authority to subordinate employees to make decisions regarding the work they do at any time, will make the employees concerned become motivated to achieve the goals expected by the leadership.
5. The principle of paying attention, leaders pay attention to what subordinate employees want, will motivate employees to work according to what the leadership expects.



The motivation process begins with unfulfilled needs. For example, when a worker feels that he is being paid too little, he feels the need for a higher salary. As a reaction, a worker considers alternatives to fulfill this need, such as working harder to increase his salary or looking for a new job. In order for a worker's behavior to be in line with the company's goals, there must be a combination of motivation to fulfill their own needs and the company's requests.

To create employees who have discipline and high performance, a big role from company leaders is also needed, because in company changes, both planned and unplanned, the most important aspect is individual change. Individual change is not easy but must go through a process.

Abraham Maslow in Busro (2018:58) suggests that the dimensions and indicators of work motivation consist of:

1. Physical needs are the main needs in maintaining life.
2. Safety and security needs, namely the need for self-protection from threats, dangers, conflict and the environment.
3. Social needs are the need to be accepted by a group, affiliate, interact, and the need to love and be loved. This social need comes after the two previous needs have been met.
4. Honor needs are the need to be respected and appreciated by others.
5. Self-actualization needs, namely the need to fulfill oneself optimally using abilities, skills and potential, this need is the highest need in the hierarchy of needs.

c. Employee performance

Work performance, work appearance or performance is defined as work ability in terms of quality and quantity, performance is work achievement both in terms of quantity and quality achieved by someone during a certain period, usually within one year. Work performance is the quality and quantity of work performance stated by employees, both individually and in groups, in carrying out their duties in accordance with the tasks and functions given in accordance with the company and the work procedures contained in the company institutions they participate in (Busro, 2018: 87).

The same opinion was also expressed by Ivancevichdkk, quoted by (Busro, 2018:87) that performance shows work abilities and skills. This opinion places greater emphasis on the competency of the company's human resources, starting from the cognitive, affectional and psychomotor abilities of employees. In other words, performance here is more directed at the results of the abilities and skills possessed by workers. In another section, it is also explained that performance is work that is successfully demonstrated by workers with serious effort in order to fulfill their duties and obligations. Employee performance shows how much they contribute to the company.

Company management must create strategies to improve employee performance so that the company's goals can be achieved as they should. Therefore, managers must always create high work motivation in their employees in order to carry out their duties. Although it must be acknowledged that motivation is not the only factor that influences employee performance levels.

Performance appraisal is a method used to assess an employee's work performance whether he has achieved the work targets assigned to him. The assessment of work results or company performance and individual performance is carried out by a management system whose task is to assess employee work results, which is called Performance Management. Employee performance indicators according to Mangkunegara (2017:75) include:

- a. Kualitas kerja adalah seberapa baik seorang karyawan mengerjakan apa yang seharusnya dikerjakan.
- b. Kuantitas kerja adalah seberapa lama seorang karyawan bekerja dalam satu harinya. Kuantitas kerja ini dapat dilihat dari kecepatan kerja setiap karyawan itu masing-masing.
- c. Pelaksanaan tugas adalah seberapa jauh karyawan mampu melakukan pekerjaannya dengan akurat atau tidak ada kesalahan.
- d. Tanggung jawab terhadap pekerjaan adalah kesadaran akan kewajiban karyawan untuk melaksanakan pekerjaan yang diberikan perusahaan

d. Conceptual framework

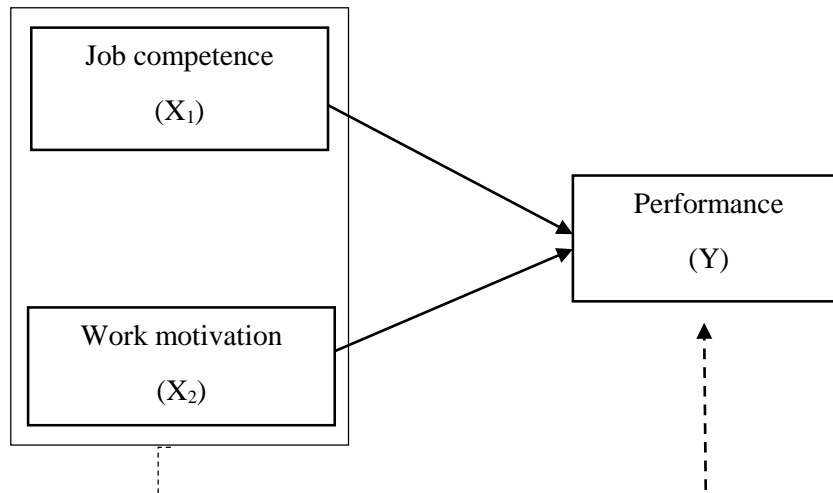


Figure 1. Conceptual Framework

e. Hypothesis

Based on the description of the framework and problem formulation above, the researcher proposed several hypotheses in this research as follows:

- H₁ : Work competency and work motivation have a significant simultaneous effect on the performance of PT Hardware Clothing Area Banjarbaru employees.
- H₂ : Work competency and work motivation have a partially significant effect on the performance of PT Hardware Clothing Area Banjarbaru employees.
- H₃ : Work competency has a dominant influence on the performance of PT Hardware Clothing Area Banjarbaru employees

RESEARCH METHODS

This type of explanatory research is intended to explain the relationship, differences or influence of the Job Competency and Work Motivation variables on Employee Performance at PT Hardware Clothing Area Banjarbaru. The population in the study were employees of PT Hardware Clothing Area Banjarbaru, totaling 30 people. The sampling technique in this research is a saturated sample, which means using the entire population in the sample, namely 30 employees. The data were analyzed using Multiple Linear Regression, with the aim of finding out how much influence the independent variables Work Competence and Work Motivation have on the dependent variable Employee Performance at PT Hardware Clothing Area Banjarbaru with the regression equation: $Y = a + b_1x_1 + b_2x_2 + b_3x_3 + e$

a. Operational Definition of research variables

Job Competency (X₁) is everything a person has in the form of knowledge, skills and other individual internal factors to be able to do a job based on the knowledge and skills they have. The work competency indicators are as follows (Busro, 2018:35):

- X_{1.1} Knowledge
- X_{1.2} Comprehension
- X_{1.3} Value
- X_{1.4} Abilities (skills)
- X_{1.5} Attitude
- X_{1.6} Interests



Work Motivation (X₂) is a series of activities that provide encouragement, not only to other people but also to yourself, so that through this encouragement it is hoped that you will be able to act towards the desired goals. The work motivation indicators (Busro, 2018:58) are:

- X_{2.1} Physical needs
- X_{2.2} Safety and security needs
- X_{2.3} Social needs
- X_{2.4} Ego or self-esteem needs
- X_{2.5} Self-actualization needs

Performance (Y), shows work abilities and skills that emphasize the company's human resource competencies, starting from the employee's cognitive, affectional and psychomotor abilities. Employee performance indicators according to Mangkunegara (2017:75) include:

- Y_{1.1} Quality of work.
- Y_{1.2} Working quantity.
- Y_{1.3} Implementation of tasks.
- Y_{1.4} Responsibility for work.

RESEARCH RESULT

a. Multiple Linear Regression Analysis

This hypothesis testing was carried out using a multiple regression analysis model. Multiple regression analysis is a hypothesis test used to determine the influence of the independent variables, namely Work Competence (X₁) and Work Motivation (X₂) on the dependent variable, namely Employee Performance (Y). Below is a table regarding multiple regression analysis carried out using SPSS Version 26.

Table 2. Multiple Linear Regression Test Results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-4.826	7.218		-.669	.509
	Job competence	.425	.083	.675	5.097	.000
	Work motivation	.207	.142	.194	1.461	.156
a. Dependent Variable: Performance						

Source: SPSS output

Based on the results of multiple linear regression analysis in Table 2, the Linear Regression equation reflects the relationship between variables. So the Linear Regression equation is as follows: $Y = -4.826 + 0.425X_1 + 0.207X_2 + e$

1. The constant value (α) = -4.826 can be interpreted as if all independent variables (work competency and work motivation) are considered constant or have not changed, then employee performance is -4.826. The results of the multiple linear regression here have a negative effect, which means there is a decrease in employee performance of -4.826.
2. b_1 = the regression coefficient value of variable X₁ (work competency) is 0.425. These results indicate that the influence of work competency has a positive influence on employee performance. The higher the influence of employee work competency, the more employee performance will increase. If it is assumed that there is an increase in the influence of work competency by one unit while work motivation remains constant (value 0), then employee performance will increase by 0.425 times.
3. b_2 = the regression coefficient value of variable X₂ (work motivation) is 0.207. These results indicate that the influence of work motivation has a positive influence on employee performance. The higher the influence of employee work motivation, the more



employee performance will increase. If it is assumed that there is an increase in the influence of work motivation by one unit while work competence remains constant (value 0), then employee performance will increase by 0.207 times.

b. Analysis of the Coefficient of Determination (R^2)

Table 3. Coefficient of Determination Test Results

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.737 ^a	.543	.509	2.907
a. Predictors: (Constant), Work Motivation, Work Competence				

Source: SPSS output

The test results in Table 3 show that the coefficient of determination (Adjusted R Square) is 0.509. When presented, this value is 50.9%. Thus, work competency and work motivation have an influence on employee performance by 50.9%, while the remaining 49.1% is the influence of other factors not included in this research..

c. Hypothesis testing

Partial Test (t Test)

The results of data processing in Table 2 show that the partial hypothesis test is as follows:

a. The influence of work competency on employee performance

Based on the results of data processing in the table above, it is known that for partial hypothesis testing the influence of work competency on employee performance, a significance value of 0.000 was obtained, this shows that the significance value is smaller than 0.05. So H_0 is rejected and H_1 is accepted. This means that there is a significant influence of work competency on the performance of PT Hardware Clothing employees in the Banjarbaru area.

b. The influence of work motivation on employee performance

Based on the results of data processing in the table above, it is known that for partial hypothesis testing the influence of work motivation on employee performance, a significance value of 0.156 was obtained, this shows that the significance value is greater than 0.05. So H_0 is accepted and H_1 is rejected. This means that there is no significant influence of work motivation on the performance of PT Hardware Clothing area Banjarbaru employees.

Uji Simultan (Uji F)

Table 3. Test Results F

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	271.081	2	135.541	16.043	.000 ^b
	Residual	228.119	27	8.449		
	Total	499.200	29			
a. Dependent Variable: Performance						
b. Predictors: (Constant), Work Motivation, Work Competence						

Source: SPSS output

Based on Table 3, the sig value = 0.000 (0.000 < 0.050). So H_0 is rejected and H_a is accepted. From the results of these tests and interpretations, it can be concluded from this test that together (simultaneously) there is a significant influence of work competence



and work motivation on the performance of PT Hardware Clothing Area Banjarbaru employees. These results also show that the model is fit to explain the performance of PT Hardware Clothing Area Banjarbaru employees.

d. Dominance Test

To determine the independent variable that has the most dominant influence on variable Y, this can be done by comparing the regression coefficient (beta) between one variable and another. The independent variable that has the most dominant influence on variable Y is the variable that has the largest regression coefficient. To compare the regression coefficients for each independent variable, it can be seen in Table 2 that the beta value of the work competency variable is 0.675 greater than the beta value of the work motivation variable, meaning that the work competency variable has a more dominant influence compared to the influence of the work motivation variable of 0.194..

DISCUSSION

Based on the results of the F Test (Simultaneous), it is known that together (simultaneously) there is a significant influence of work competency and work motivation on the performance of PT Hardware Clothing employees in the Banjarbaru area. These results also show that the model is fit to explain the performance of PT Hardware Clothing employees in the Banjarbaru area. The test results show a sig value = 0.000 ($0.000 < 0.050$). So the first hypothesis (H_1) is accepted.

Based on the research results, it can be concluded that work competence and work motivation influence employee performance, which means that the better the work competence and motivation carried out, the more the employee performance of PT Hardware Clothing Area Banjarbaru will increase. Based on the results of the employee performance variable questionnaire, it is known that the highest response from PT Hardware Clothing employees stated "I really maintain punctuality and perfection of work results". This illustrates that employee performance is very good, with them being punctual in work and the results of the work they produce. Individuals are required to have the ability to work (ability) which in this study is referred to as competency, that the higher the competency an individual has, the higher the performance they produce. High performance cannot be obtained only by work ability alone, but other drivers are needed, namely work motivation, that with high work motivation displayed by individuals in their work, the work completion produced by individuals will increase.

The results of this research are in line with the theory put forward by Robbins and Coulter (2016) that the performance produced by individuals in carrying out their work is a combination of ability (A), motivation (M), and opportunity (O), namely performance = $f(A \times M \times O)$, that performance is a function of ability, motivation and opportunity. This theory explains that in creating high performance, these three factors are mandatory for individuals to achieve the expected work results. Motivation and competence are very important factors that must be considered by companies, where employees who have high motivation and competence will of course be able to produce good work, but employee performance will be higher if employee motivation and competence are supported by the provision of adequate compensation. according to employee workload.

The results of this research are in line with research conducted by (Yulianty et al. 2021) and Alawiyah (2022) which stated that work competence and work motivation together have an influence on employee performance.

The Effect of Work Competence on Employee Performance, based on the results of the t test, it is known that the regression coefficient of work competence on employee performance is 0.425 and has a positive effect. The results of the partial hypothesis test on the influence of work competency on employee performance obtained a significance value of less than 0.05 ($0.000 < 0.05$). So the second hypothesis (H_2) is accepted, meaning that there is a significant influence of work competency on the performance of PT Hardware Clothing employees in the Banjarbaru area. Based on the results of the questionnaire, it is known that the highest response to the work competency variable from respondents stated that "I carry out my duties with openness". This describes the employee's competency towards the values or standards of behavior that are believed to be true. Employees believe that carrying out tasks openly is a work competency that must be possessed.

This research is in line with Wibowo's (2016) theory: Competency is a form of ability to carry out or carry out a job or task that is based on skills and knowledge and is supported by the work attitude required by the job. Competent employees usually have relatively stable attitudes and behavior or willingness and ability to work when facing situations in the work environment. An employee who has high competence such as knowledge, skills, abilities and attitudes appropriate to the position he holds is always



encouraged to work effectively, efficiently and productively. Psychologically, this will provide a meaningful work experience and a sense of personal responsibility regarding the results of the work carried out, which will ultimately improve employee performance. The results of this research are supported by research conducted by Nashiroh (2022) and Goni (2019) which stated that work competency has a positive and significant effect on employee performance.

The Effect of Work Motivation on Employee Performance, based on the results of the partial hypothesis test (t test), the influence of work motivation on employee performance obtained a significance value greater than 0.05 ($0.156 > 0.05$). So the second hypothesis (H_2) is rejected, meaning that there is no significant influence of work motivation on the performance of PT Hardware Clothing employees in the Banjarbaru area. This means that an increase or decrease in employee performance is not influenced by work motivation. Motivation means providing a motive to move someone or which can give rise to encouragement or circumstances. So it can also be said that motivation is a factor that encourages people to act simply. Thus, motivation means a condition that encourages or causes someone to carry out an action or activity, which occurs consciously. From this understanding, it also means that all motivation theories start from the main principle that: a person only does activities that are enjoyable to do. This principle does not rule out the condition that under circumstances of necessity a person may do something that he does not like.

In reality, activities that are driven by something that is not liked, in the form of activities that are forced to be carried out, tend to be ineffective and inefficient. This also means that the main principle from a psychological perspective, for management on earth, is to create conditions that are able to encourage every worker to carry out their duties. -tasks with a sense of joy and satisfaction (Inaray 2016). The results of this research are in line with research conducted by Suwati (2013) which states that work motivation has no effect on employee performance.

Based on the dominant test results, it is known that work competency has a dominant influence on employee performance. These results obtained the largest regression coefficient (beta) value, namely 0.675. This means that the variable is more dominant or more influenced by variable X_1 (work competency) compared to the work motivation variable (X_2). So it is concluded that the Third Hypothesis (H_3) is accepted. And in the t test the work competency variable is the only variable that has a partial influence on employee performance. Thus, the third hypothesis which states that work competency has a dominant influence on employee performance is proven correct.

CONCLUSION

Based on the results of the analysis and discussion that have been described, the conclusions and recommendations from the results of this research are:

Work competency and work motivation simultaneously have a significant effect on employee performance at PT Hardware Clothing Area Banjarbaru. Partial work competency has a significant effect on employee performance, partial work motivation does not have a significant effect on employee performance at PT Hardware Clothing Area Banjarbaru. Work competency has a dominant influence on employee performance at PT Hardware Clothing Area Banjarbaru.

Training is a variable that has a significant influence on the performance of Tapin District Health Service employees. In the future, training will be given to all employees on a regular basis, training will be given with material that is appropriate to the employee's job as well as resource persons who have good health skills and will be given equally to all employees, especially those with civil servant status.

Apart from training, competency is a variable that has a significant and dominant influence on the performance of Tapin District Health Service employees. In the future, competency can continue to be improved. Facing the digital era, it is time for employees to be able to increase their competency, especially electronic-based work, because all jobs are now integrated. in an application that requires all employees to be able to understand and work with the IT system well and the competency in their respective areas of expertise in health also needs to continue to be improved.

Apart from Training and Competency, Individual Characteristics are also variables that have a significant influence on the performance of Tapin District Health Service employees, in the future so that employees can work happily with their work, and employees are able to provide good and quality work for the organization.



The performance of Tapin District Health Service employees from the research results is influenced by Training, Competence and Individual Characteristics by 40.4% while the remaining 59.6% is influenced by other factors, for further research to add other variables that influence employee performance besides Training, Competency and Individual Characteristics.

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