
| RESEARCH ARTICLE

The Impact of Competence and Motivation on Employees Performance of Tower Infrastructure Company in Indonesia

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| ABSTRACT

This research aims to determine the influence of competence and work motivation on employee performance at one of the largest Telecommunication Tower Infrastructure Companies in Indonesia. This research uses Structural Equation Modeling (SEM) methodology with Partial Least Squares (PLS) technique using SmartPLS version 3.2.9 software with 204 permanent employees of the company as respondents. The survey results show that employee performance is included in the "very good" category with an average score of 87.37%. This is in line with employee competence and employee work motivation, which are classified as "very high" with scores of 85.85% and 89.90%, respectively. The hypothesis results show that competence and motivation have a significant effect on employee performance, with an influence of competence of 0.321 and motivation of 0.587. This highlights the importance of good competence enhancement strategies and effective motivation and suggests that companies must improve both aspects to improve employee performance. This study also provides insights to company leaders that are important in responding to the dynamics that occur in managing employee performance at Telecommunication Tower Infrastructure Companies.

| KEYWORDS

Competence, Motivation, Employee Performance.

| ARTICLE INFORMATION

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1. Introduction

The rapid development of the times has forced companies to be able to adapt in response to every business change in order to be highly competitive. Companies use this method to face complex and unpredictable situations (Sule & Wahyuningtyas, 2016). The main challenge is how companies can adapt and prepare themselves to face and respond to every change through transformation in both business and organizations, especially through human resources. Employees are the main asset of an organization and determine the company's capabilities and competitiveness in the future (I. Wigastianto & Wahyuningtyas, 2020).

The implementation of a company's strategy, transformation, and massive growth plans indirectly needs to be accompanied by an increase in employee performance. The company needs encouragement from human resources personnel who are reliable, well qualified, and competent and have attitudes and ethics that are in accordance with the company's values and culture. The company implements an HR management system that focuses on tiered performance assessment through key performance indicators (KPI) and also competence and behavior based assessment (CBA). Ruky, as cited by Mubarak & Putra (2018), explained that performance management will bring benefits to employees and the organization if managed well. The performance of each employee plays an important role in contributing to the achievement of organizational performance (Indiyati et al., 2021).

The company has 3 employee performance classifications, namely Outstanding, Meet Target, and Below Target. One of the interesting things about companies is the phenomenon of permanent employees, who fluctuate in work performance, competence, and attendance (Company Internal Data, 2022). From the assessment results during 2019-2022, there was a decrease in employees classified as "Outstanding" by 6%, from 32% in 2019 to 27% in 2020, and continuing to fall in 2021 to 26%. Fluctuations also occurred in the "meet target" predicate in 2019, amounting to 58%, increasing in 2020 to 67%, and in 2021 to 66%. Likewise, the predicate "Below Target," which experienced fluctuations in 2019 of 9%, decreased to 6% in 2020 and then increased to 8% in 2020. The fluctuating employee performance achievements make this phenomenon a concern for companies that want to improve employees' performance, especially those with permanent employee status. According to Sedarmayanti in Indiyati et al. (2021), low employee performance can hinder an organization from achieving its goals.

To ensure optimal employee performance, several experts and previous research have explained the positive influence of competence on employee performance. Employee competence in the company has a positive and significant effect on employee performance, as well as the indirect effect of competence on employee performance through motivation (Dhyan Parashakti et al., 2020). Therefore, competence can be used as a basis for managing employee performance. So, competence in employee management is important for the company (Mubarok & Putra, 2018).

Currently, the Company has mapped specific competencies that support the Company's business as outlined in the Mitratel Course Development Management Playbook, where there are several new competencies that are deemed inadequate, such as strategic marketing, Fiber & 5G operation management, Investor Relations, Investment, Corporate finance and several other competencies which needs improvement. So, the company tries to improve the competence of its employees by conducting training development and formal education. The phenomenon currently found in companies is that the education of the company's permanent employees is quite adequate, with 295 employees or 90% of them having Bachelor's degrees, 8% of Masters and 8.2% of Diplomas. However, this has weaknesses in terms of specific competencies, especially in supporting the tower business. Currently, the company only has 10 permanent employees who have an educational background in telecommunications and 71 people who have a background in civil and electrical engineering.

Employee motivation is also an important thing to manage in a company. This is because motivation is one of the important things for organizations (Zameer et al., 2014). According to Iqbal et al., as cited by I. Wigastianto & Wahyuningtyas (2020), employee motivation and abilities collectively influence employee performance. Sugiarti (2023) explained that high work motivation can have a significant impact on employee performance. This is in line with the many studies that state the influence of motivation on employee performance in the context of meeting employee needs and desires to improve performance.

Based on the background and previous research outlined, the author has identified two variables that contribute to Employee Performance, namely competence and motivation. As a result, the chosen title for the research is "The Impact of Competence and Motivation on Employees Performance of Tower Infrastructure Company in Indonesia."

2. Literature Review

2.1 Human Resource Management

Human resource management is a series of processes of acquiring, developing, assessing, and providing compensation to employees, organizing and managing work relations, justice, employee safety, and health (Dessler, 2020). Human resource management is generally understood as a strategic approach to managing people in an organization (Mangkunegara, 2016). Managing human resources requires various aspects, such as planning, organizing, directing, and controlling activities related to humans in an effort to meet organizational goals (Sugiarti, 2023).

2.2 Organizational Behaviour

According to (Robbins & Judge, 2019), organizational behavior is defined as a study that studies behavior in organizations as the impact of individuals, groups, and structures so that this knowledge can increase organizational effectiveness. Organizational behavior theory emphasizes motivation, needs, and individual behavior in the organizational context (Sugiarti, 2023).

Tewal et al. (2017), in their book *Organizational Behavior*, explain the meaning of organizational behavior from a multi-disciplinary point of view, namely as a study that examines the theories, methods, and principles of various scientific disciplines regarding perceptions, values, learning capacity, and individual actions when working in organizations and analyzes the impact towards organizations and human resources, so it can be concluded that organizational behavior is a science that studies human behavior in a group or organization and its impact on the organization.

2.3 Competence

Work competence is defined by Busro (2018) as a perspective of human ability and knowledge related to business needs that minimize costs and optimize services more. Dessler (2020) explains that work competence is a form of knowledge, skill, or behavior that can be measured and observed, which an employee must possess in order to be able to do a job well. According to Indonesian Law No. 13 of 2003 concerning Employment, work competence is explained as the work ability of each individual, which includes aspects of knowledge, skills, and aspects of knowledge, skills and work attitudes that are in accordance with established standards. Therefore, competence describes employee professionalism in the form of skills or knowledge that drives effective and efficient performance in an organization.

2.4 Motivation

Motivation refers to a process that describes the ability to provide encouragement and direct and maintain a person's efforts to achieve the desired goals (Robbins & Judge, 2019). Asmara et al. in Sugiarti (2023) explain that work motivation is a person's state of mind, feelings, and emotions to want to do their work with dedication, enthusiasm, and high performance, where work motivation involves psychological, social, and economic factors in influencing individuals to achieve desired goals. In broader terms, motivation is encouragement and energy that influences individual behavior (Pamungkas, 2021). This can represent forces within an individual that involve emotional, cognitive, and psychological factors in influencing the direction, intensity, and persistence of behavior in achieving one's goals. In other words, motivation is goal-oriented and personal satisfaction.

2.5 Employee Performance

Performance is the result of employee achievements based on criteria in their work (Robbins & Judge, 2019). Meanwhile, according to Saputra & Wahyuningtyas (2021), performance is the result of work in the form of quality and quantity that employees have achieved in carrying out the tasks they have been given. Indiyati et al. (2021) state that employee performance is the result obtained by individuals in carrying out assigned tasks according to certain criteria and time. The work results achieved by individuals must be a positive contribution to the company in achieving the stated goals.

3. Methodology

This research aims to analyze the causal relationship between competence and motivation as exogenous variables and employee performance as an endogenous variable in one of the largest Telecommunication Tower Infrastructure Companies in Indonesia. The population of this study consisted of 413 permanent employees of the company. For this research, 204 samples were selected using the Slovin formula with an error rate of 5%.

Competence measurement in this research uses the approach formulated by Edison et al., as cited by Indiyati et al. (2021), involving three types of Competence dimensions: Knowledge, Skills, and Attitude. To measure motivation, the dimensions are based on McClelland's three dimensions, as cited by I. Wigastianto & Wahyuningtyas (2020), which include needs for achievement, needs for power, and needs for affiliation. Meanwhile, employee performance is measured based on the dimensions proposed by Bangun as cited by Indiyati et al. (2021), including number of jobs, quality of work, punctuality, attendance, and ability to collaborate.

The data analysis method used in this research is Structural Equation Modeling with the Partial Least Square (SEM-PLS) technique.

4. Results and Discussion

4.1 Evaluation of Measurement Model (Outer Model)

4.1.1 Convergent Validity

Convergent Validity is measured by looking at the loading factor values of the indicators in a variable. The higher the value, the stronger the correlation of the indicator. Where Indrawati (2015) and Ghozali (2021) stated that a realistic individual indicator is an indicator with a correlation value above 0.7; however, the loading factor value is still acceptable if the value is more than 0.5 when the variable has an AVE value above 0.5.

Latent Variables	Dimensions	Indicator	Outer Loading	Average Variance Extracted (AVE)	Result
Competence	Competence	X1.1	0.717	0.53	Valid
		X1.2	0.507		Valid
		X1.3	0.554		Valid
		X1.4	0.806		Valid
	Skills	X1.5	0.722		Valid
		X1.6	0.8		Valid
		X1.7	0.775		Valid
	Attitude	X1.8	0.776		Valid
		X1.9	0.755		Valid
		X1.10	0.797		Valid
Motivation	Needs for Achievement	X2.1	0.819	0.608	Valid
		X2.2	0.81		Valid
		X2.3	0.802		Valid
		X2.4	0.756		Valid
		X2.5	0.832		Valid
		X2.6	0.713		Valid
	Needs for Power	X2.7	0.781		Valid
		X2.8	0.733		Valid
		X2.9	0.823		Valid
		X2.10	0.768		Valid
		X2.11	0.82		Valid
		X2.12	0.836		Valid
	Needs for Affiliation	X2.13	0.708		Valid
		X2.14	0.786		Valid
		X2.15	0.766		Valid
		X2.16	0.76		Valid
		X2.17	0.767		Valid
		X2.18	0.737		Valid
Performance	Quantity	Y.1	0.804	0.675	Valid
		Y.2	0.843		Valid
	Quality	Y.3	0.884		Valid
		Y.4	0.863		Valid
		Y.5	0.883		Valid
	Punctuality	Y.6	0.873		Valid
		Y.7	0.867		Valid
	Presence	Y.8	0.702		Valid
		Y.10	0.781		Valid
	Collaboration Ability	Y.11	0.736		Valid
		Y.12	0.774		Valid

Table 1 Convergent Validity Result
Source : SMARTPLS, 2024

Based on the loading factor results, AVE values for each variable have a value of more than 0.5 so that we can draw conclusions about whether each indicator of the competence, motivation, and performance variables meets the criteria for good validity in reflecting each variable.

4.1.2 Discriminant Validity

Discriminant Validity can be measured through the heterotrait-monotrait (HTMT) value and cross loading for each item. Discriminant Validity meets the criteria if the heterotrait-monotrait (HTMT) is below 0.90 (Hair Jr. et al., 2021) and/or the cross-loading value for each variable statement item to the variable itself is greater than the correlation value to other variables.

	Competence	Motivation	Performance
Competence			
Motivation	0.898		
Performance	0.863	0.896	

Table 2 Discriminant Validity Result
Source : SMARTPLS, 2024

The results of the HTMT test show that all constructs have a value below 0.90, so it can be concluded that the discriminant validity test using HTMT is acceptable.

4.1.3 Reliability Test

The reliability test was carried out to test the consistency of the data obtained from all respondents. In this research, testing uses a composite reliability test with a value that must be higher than 0.7, and Cronbach's alpha must be greater than 0.6.

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)	Result
Competence	0.899	0.917	0.53	Reliabel
Motivation	0.96	0.964	0.612	
Performance	0.951	0.958	0.675	

Table 3 Reliability Test Result
Source : SMARTPLS, 2024

The test results show that the composite reliability of all variables has a value greater than 0.9, and Cronbach's alpha value of all variables has a value greater than 0.7. Therefore, it can be concluded that the variables in the research have a high level of reliability and reliable.

4.2 Evaluation of Structural Model (Inner Model)

4.2.1 Effect size (F square) Test

The f-square value describes the quality of the model created. According to Ghozali (2021) Interpretation of the f-squared value is as follows : ≥ 0.02 indicates a small influence, ≥ 0.15 indicates a moderate influence, and ≥ 0.35 indicates a large influence at the structural level.

	Competence	Motivation	Performance
Competence			0.123
Motivation			0.413
Performance			

Table 4 F square Test Result
Source : SMARTPLS, 2024

Based on the results, the F-Square value for the competence variable on the performance variable is 0.123 (small influence). The motivation variable on performance has a value of 0.413 (large influence).

4.2.2 R-Square Test

The R-square value describes the influence of exogenous variables on endogenous variables. According to Ghozali (2021), the criteria for limiting the R-squared value are divided into three categories, namely, 0.67 is significant, 0.33 is moderate, and 0.19 is weak.

Endogenous Variable	R Square	R Square Adjusted
Performance	0.769	0.766

Table 5 R square Test Result
Source : SMARTPLS, 2024

Based on the results, the R-Square value for the performance variable is 0.769 (significant). This value illustrates the percentage of competence and motivation variables that can influence performance variables of 76.9%; meanwhile, the remaining 23.1% is influenced by other variables outside the research model.

4.2.3 Prediction relevance (Q square) Test

The Q-square value describes the predictability of the quality of the values produced so that the higher the Q-square value, the better the model can be interpreted. According to Ghozali (2021), the criteria for limiting are as follows: 0.02, which is low; average 0.15; and large 0.35.

Endogenous Variable	Q Square
Performance	0.512

Table 6 Q square Test Result
Source : SMARTPLS, 2024

Based on the results, the Q-Square value for the performance variable is 0.512 (good). This value illustrates that the model used meets the goodness of fit requirements.

4.2.3 Path Diagram

Path diagrams are used to evaluate the inner model by looking at the relationship values , which show how much influence exogenous variables have on endogenous variables.

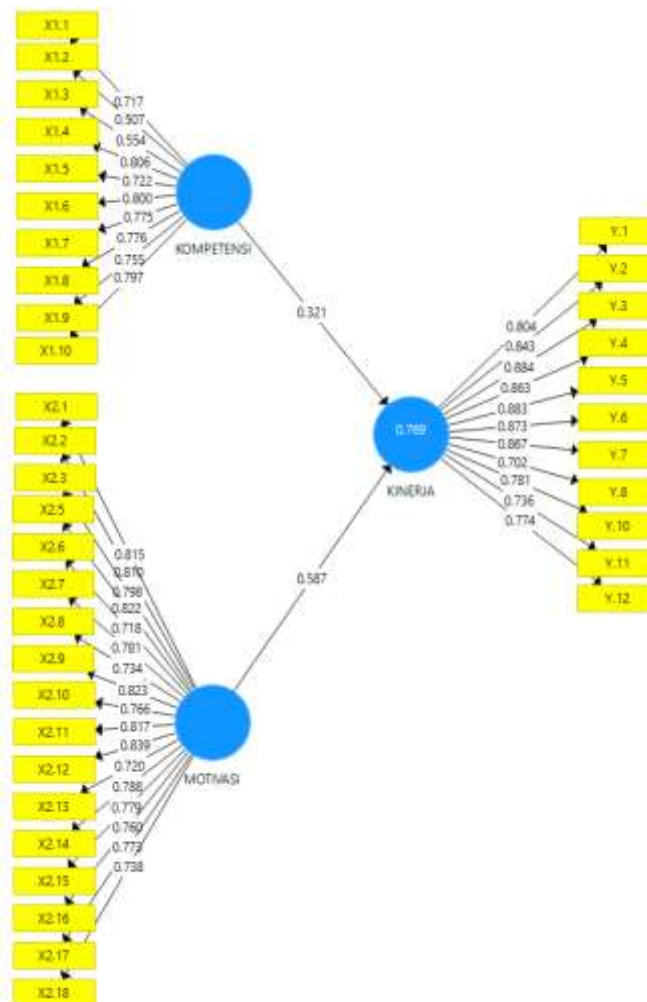


Figure 1 Inner Model
Source : SMARTPLS, 2024

4.2.3 Hypothesis Testing Results

Hypothesis testing analysis aims to answer research questions. According to Ghozali (2021), Hypothesis testing by examining the path coefficient values calculated when testing the internal model. If the statistical T value is greater than T table 1.96 (α 5%), the hypothesis is considered accepted, and If the P-value is small and equals 0.05, it means it is significant, and if the P-value is greater than 0.05, it means it is not significant.

	Original Sample	T Statistics	P Values	Result
Competence -> Performace	0.321	3.858	0,000	H1 Accepted
Motivation -> Performace	0.587	7.167	0,000	H2 Accepted

Table 7 Q Hypothesis Testing Result
Source : SMARTPLS, 2024

Based on the calculation results of the hypothesis test, it explains that :

1. Hypothesis (H1) Competence has an influence on employee performance, has a coefficient value of 0.321 (Positive) with a T Statistics value of 3.858 (>1.96) and a p value of 0.000 (<0.05), it can be concluded that there is a positive and significant influence of competence on employee performance (H1 Accepted).
2. Hypothesis (H2) Motivation has an influence on employee performance; it has a coefficient value of 0.587 (Positive) with a T Statistics value of 7.167 (>1.96) and a p value of 0.000 (<0.05), it can be concluded that there is a positive and significant influence of motivation on employee performance (H2 Accepted).

4.3 The Impact of Competence on Employees Performance of Tower Infrastructure Company in Indonesia

The research results show that employee competency (X1) has a significant influence on employee performance (Y). This can be seen from the path coefficient value of 0.321, the T statistic value of 3.858, and the P-value of 0.000, which shows that employee competency has an important role in improving employee performance. A positive value on the path coefficient indicates that the more competent the employee is, the better the employee's performance. A T statistic value that is greater than the T table and a P value that is smaller than 0.05 indicates that there is a significant influence, and the first hypothesis (H1) can be accepted.

This finding is in line with the results of previous research, such as research from Mubarak & Putra (2018), Santoso et al. (2023), Indiyati et al.. (2021), I. Wigastianto & Wahyuningtyas (2020), Rosmaini & Tanjung (2019), Waris (2015), Manani & Katua Ngui (2019), Poovathingal & Kumar (2018), Hesnawanto & Wahyuningtyas (2019), Lin (2021) which states that competence has a significant effect on employee performance.

4.3 The Impact of Motivation on Employees Performance of Tower Infrastructure Company in Indonesia

The research results show that employee work motivation (X2) has a significant influence on employee performance (Y). This can be seen from the path coefficient value of 0.587, the T statistic value of 7.167, and the P-value of 0.000, which shows that employee work motivation also plays an important role in improving employee performance. A positive value on the path coefficient indicates that the higher the employee's motivation, the better the employee's performance. A T statistic value that is greater than the T table and a P value that is smaller than 0.05 indicates that there is a significant influence, and the second hypothesis (H2) can be accepted.

This finding is in line with the results of previous research, such as research from Mubarak & Putra (2018), Santoso et al.. (2023), Zameer et al. (2014), Dhyan Parashakti et al. (2020), Zunaidah et al. (2014), I. Wigastianto & Wahyuningtyas (2020), Rosmaini & Tanjung (2019), Raifilsa & Wahyuningtyas (2023), Jatmiko & Wahyuningtyas (2020), Hesnawanto & Wahyuningtyas (2019), Lin (2021), Pancasila et al. (2020) which states that motivation has a significant influence on employee performance.

5. Conclusion

Based on the results of the research and discussion, it can be concluded as follows:

1. Based on the results of descriptive analysis showing that competence is included in the very competent category
2. Based on the results of descriptive analysis showing that Motivation is included in the very high category
3. Based on the results of descriptive analysis showing that Employee performance is included in the very good category
4. The results of the analysis showed that Employee competency has a significant positive effect on employee performance. This means that the more competent the employee is in his work, the higher the performance he produces.

5. The results of the analysis showed that Employee work motivation has a significant positive effect on employee performance. This means that higher employee motivation at work will result in high performance.

We are aware of the limitations and weaknesses in conducting this research, which influence readers in interpreting, especially regarding the selection of factors that can influence performance. Apart from that, the PLS data analysis method used in this research can also be complemented and tested with other methods.

Future researchers who are interested in conducting research on factors that influence performance can expand their research through theories and other variables that influence employee performance, such as organizational culture, competence, leadership, environment, systems, and procedures. Future researchers can also conduct research on broader industries or different industries with larger populations.

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