

**THE INFLUENCE OF WORK COMPETENCE ON WORK PRODUCTIVITY WITH
WORK MOTIVATION AS A MODERATING VARIABLE**

**Eri Mardiani¹⁾, Usfandi Haryaka²⁾, Failasufa Aziza³⁾, Ahmad Salabi⁴⁾,
Teguh Setiawan Wibowo⁵⁾**

¹ Universitas Nasional, Indonesia

E-mail: erimardiani1@gmail.com

² Universitas Mulawarman Samarinda, Indonesia

E-mail: usfandi.haryaka@fkip.unmul.ac.id

³ Universitas Krisnadwipayana, Indonesia

E-mail: prettyaziza92@gmail.com

⁴ UIN Antasari Banjarmasin, Indonesia

E-mail: salabiahmad11@gmail.com

⁵ STIE Mahardhika, Indonesia

E-mail: teguh10setiawan@gmail.com

Abstract

Researchers believe that the Work Competence variable can have a positive relationship and a significant influence on the Work Productivity variable. Different from previous studies, this research adds the Work Motivation variable which researchers believe can moderate the influence of Work Competence variables on Work Productivity. This research is quantitative research with an explanatory approach. This research data was obtained using a questionnaire method distributed to 250 Bank Mandiri employees spread throughout Indonesia with the criteria of having worked for a minimum of 2 years. This data can be called primary data. The data was analyzed using the smart PLS 4.0 method. The results of this research show that the Work Competence variable has a positive relationship and has a significant influence on Work Productivity because the better the Work Competency, the more qualified the workers are, so that the work carried out will be more effective, efficient, and the target will be easier to achieve. Apart from that, the Work Motivation variable can moderate the influence of the Work Competency variable on Work Productivity because the better the employee's motivation, the more enthusiastic the employee will be so that it can go hand in hand with Work Competency which will ultimately have a more significant influence on Work Productivity.

Keywords : *Work Motivation, Work Competence, Work Productivity*

1. INTRODUCTION

According to (Panjaitan, 2017), Productivity is a measure of how productive a process produces an output. Productivity is also defined as a ratio between input and output, with a focus on the output produced by a process. According to (Lia, 2020) Employee work productivity is a work requirement expected by management as the main role holder in the productivity of an organization. These requirements are employees who have certain abilities, physical health, intelligence and education and have acquired skills in carrying out the tasks concerned in terms of quality and quantity. Work productivity requires employee skills that are in accordance with job descriptions so as to create solutions to improve work methods and

maintain good work results. Employee productivity is an important thing that needs to be considered in an organization.

Employee work productivity is the scope of something based on psychological behavior which has a view of the implementation of production activities in a business which is expected to be able to work better than before and always improve itself by thinking more creatively, dynamically and openly as well as regarding the work system (Veithzal Rivai, 2005). Work productivity is a calculation of the comparison between the results obtained with each facility and infrastructure used in the course of a production activity (Dwiyanti Ni Kadek Ayu dkk, 2019). This opinion is in line with the view of (Suwanto, 2021) which defines productivity as the skill to obtain large profits from available resources in order to achieve maximum results. Goods and services that can be produced in a relatively timely manner.

According to Sutrisno in (Iswadi, 2020) productivity is the relationship between output (goods or services) and input (labor, materials, money). Productivity is a measure of productive efficiency. Where productivity is a comparison between output and input. Input is often limited to labor, while output is measured in physical units, form and value. Based on the explanation above, audit effectiveness is any systematic process for collecting and evaluating evidence objectively and the results achieved are in accordance with targets, both time targets and audit quality. There are a number of factors that can influence audit effectiveness, including the auditor's integrity. states that integrity is a quality that underlies public trust and is a benchmark for members in testing all decisions taken (Amirullah, 2002) .

According to (Ira, 2019) Employee productivity is an important thing in a company, if employees work productively then the company is said to have succeeded in achieving its goals and if employees do not work productively then the company is said to have failed to achieve the company's goals. Employee productivity is also largely determined by compensation, work discipline and motivation. Productivity is essentially a result of the work requirements that must be met by employees. An employee can be said to be productive if within a certain time he can complete the work that has been determined and assigned to him. Basically, an employee must have an optimistic attitude which is rooted in the belief that tomorrow must be better than today and must be based on abilities and skills according to competency and must be supported by high work discipline.

There are a number of factors that can influence employee work productivity, including work competency. According to (Lia, 2020) Competency is a combination of knowledge, skills and abilities in a particular career field that is possessed so that it allows a person to carry out their duties or functions with certain skills that have been specifically determined. The competencies possessed greatly influence an organization. If the human resources (HR) in an organization have appropriate educational background, knowledge and skills, these human resources cannot be said to have high competence because competence does not only involve knowledge/education (knowledge) and skills (skills) but concerns many conditions.

According to Wibowo in (Iswadi, 2020) Competency is the 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. Thus, competency shows skills or knowledge that are characterized by professionalism in a particular field as the most important thing, as superior in that field. According to Sedermayanti in (Dwiyanti Ni Kadek Ayu dkk, 2019) Competence is a

fundamental characteristic possessed by a person that directly influences or predicts excellent work performance.

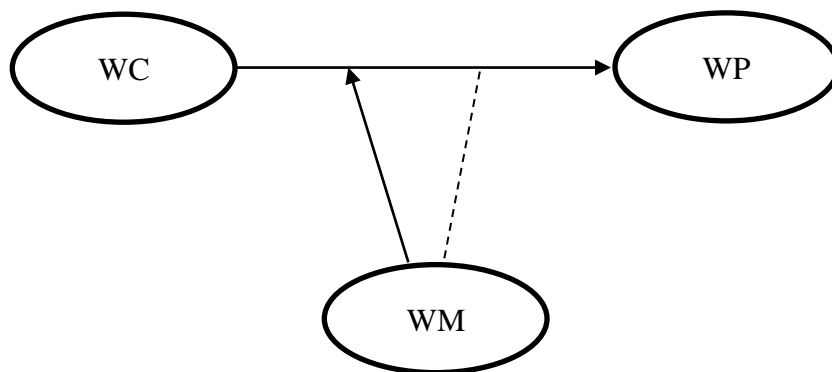
According to describes organizational commitment as behavior that considers employee obedience to the organization as well as ongoing procedures in organizational group areas that express their concern for the organization. Based on (Aini Saskia Nurul, 2021) said that organizational commitment is an action that illustrates employee compliance with the organization as well as a long-term method by which organizational personnel demonstrate their interest in the organization with ever-increasing development and success.

There are a number of studies (Iswadi, 2020); (Mulyadi, 2010); (Septiani, 2017); (Awaluddin, 2022) & (Sulistianingsih & Pujiono, 2020) show that the Job Competency variable has a positive relationship and a significant influence on Employee Productivity.

2. RESEARCH METHODS

Work Competency is one of the most important factors for increasing Work Productivity because the better Work Competency, the better work targets, effectiveness and efficiency of time and budget will be so that work results will be more productive. Therefore, this research aims to analyze the influence of Work Competency on Work Productivity. Different from previous research, this research adds the Work Motivation variable as a moderating variable. This research is a quantitative research with an exploratory approach. The data used in this research uses a questionnaire method for data collection. Data distributed using questionnaires directly is also called primary data. The objects of the questionnaire in this research were Bank Mandiri employees spread throughout Indonesia. The data was analyzed using the smart PLS 4.0 analysis tool with the following research model:

Figure 1
Model



Note:

WC : Work Competence

WP: Work Productivity

WM: Work Motivation

Hypothesis:

H1: The Influence of Work Competence on Work Productivity

H2: Work Motivation Can Moderates The Influence of Work Competence on Work Pодукtivity

3. RESULT

Convergent Validity

Researchers believe that Work Competence can have a positive relationship and a significant influence on Work Pодукtivity. And the Work Motivation variable can moderate the influence of the Work Competency variable on Work Pодукtivity. However, this belief must go through several stages to become a reality. The first stage is a validity test with the following results (Sarstedt et al., 2014):

Table 1
Convergent Validity

Variable	Question Item	Loading Factor
Work Comptence (X1)	The better the work competency, the greater the work productivity	0.810
	Work Competency improves Employee Performance	0.811
	Work Competency is the most important thing a worker has	0.821
	Work Competencies are paid attention to by superiors so that employees are involved in every project	0.825
	Work Competency is a good thing that workers must have	0.817
	Good work competency can start from good work motivation	0.815
Work Pодукtivity (Y)	Work Pодукtivity can be influenced by Work Competency	0.825
	Work productivity can be influenced by work moderation	0.829
	Pодукtivity is something that must be achieved by employees	0.833
	Pодукtivity is something that must be achieved by the company	0.836

Work Motivation (Z)	Work Motivation can influence employee competency	0.867
	Work Motivation can influence work productivity	0.877
	Work motivation is something that a company must have	0.898
	Work motivation is a driving factor in creating work competency and work productivity	0.885

Valid : > 0.70

Reliability Test

Work Competence variable on Work Productivity. Apart from that, the Work Motivation variable can moderate these two variables and has been confirmed to be valid. So, the second stage so that the researcher's beliefs can be confirmed as correct is a reliability test (Ghozali, 2016):

Table 2
Reliability Test

Variable	Cronbach Alfa	Composite Realilty	Noted
Work Comptence	0.806	0.846	Acceptable
Work Productivity	0.829	0.869	Acceptable
Work Motivation	0.860	0.901	Acceptable

Valid : > 0.70

4. DISCUSSION

Path Coefisien

The results from the first and second tables can confirm the researcher's belief that the Work Competency variable has a positive relationship and a significant influence on Work Productivity and the Work Motivation variable can moderate the influence of the Work Competency variable on Work Productivity by knowing whether the path coefficient value is positive or negative and the influence it has. significant or not with the following results (Sarstedt et al., 2014):

Table 3
Path Coefisien

	Variable	P-Values	Noted
Direct Influence	WC -> WP	0.022	Acceptable
Indirect Influence	WM* WC-> WO	0.000	Acceptable

Significant Level > 0,05

H1: The Influence of Work Competence on Work Productivity

Researchers believe that the Work Competency variable can have a positive relationship and a significant influence on Work Productivity because the better the Work Competency, the easier it will be to achieve effectiveness, efficiency and work targets. This belief is in line with research ((Iswadi, 2020); (Mulyadi, 2010); (Septiani, 2017); (Awaluddin, 2022) & (Sulistianingsih & Pujiono, 2020). These results are also in line with the path coefficient results in table 3 which show that the Job Competence variable has a positive relationship and a significant influence on Work Productivity because the P-Values are positive and have a significance level below 0.05, namely 0.022. Thus the first hypothesis in this research can **beaccepted**.

H2: Work Motivation Can Moderates The Influence of Work Competence on Work Productivity

The researcher's next belief is that Work Motivation can moderate the influence of the Work Competence variable on Work Productivity because with high Work Motivation in employees, employee morale will be higher and can go hand in hand with Work Competence. In the end, it will be able to increase the influence of Work Competency on Work Productivity so that it becomes more significant. This statement is in line with the results of table 3 of the Hakur coefficient showing that the Work Motivation variable can moderate the influence of the Work Competence variable on Work Productivity because the P-Values value is positive and is below the significance level of 0.05, namely 0.00, which is more significant than the direct test of 0.022. Thus, the second hypothesis in this research can **beaccepted**.

5. CONCLUSION

Based on the results of the explanation above, it can be concluded that the Work Competence variable has a positive relationship and has a significant influence on Work Productivity because the better the Work Competency, the more qualified the workers are, so that the work carried out will be more effective, efficient, and the target will be easier to achieve. Apart from that, the Work Motivation variable can moderate the influence of the Work Competency variable on Work Productivity because the better the employee's motivation, the more enthusiastic the employee will be so that it can go hand in hand with Work Competency which will ultimately have a more significant influence on Work Productivity.

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