

THE INFLUENCE OF COMPETENCY AND SELF-EFFICACY ON EMPLOYEE PERFORMANCE THROUGH WORK MOTIVATION IN THE OFFICE OF THE CLASS I MOPAH MERAUKE AIRPORT ORGANIZING UNIT

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ABSTRACT

The research conducted at the Mopah Merauke Class 1 Airport Implementation Unit Office involved 106 individuals. Utilizing a total sampling technique, all 106 individuals were selected as respondents. The variables were measured using a Likert scale, and Structural Equation Modeling (SEM) was employed as the analytical method. Surprisingly, the analysis revealed that competence and self-efficacy did not exert a significant influence on employee performance. However, both competence and self-efficacy demonstrated a positive and noteworthy impact on work motivation. Furthermore, it was found that work motivation positively affected employee performance. Additionally, motivation was identified as a mediator in the relationship between competence and self-efficacy concerning the performance of Mopah Merauke Class 1 Airport Operator employees at the unit office. These findings shed light on the complex interplay between competence, self-efficacy, motivation, and performance within the context of airport operations, providing valuable insights for enhancing organizational effectiveness and employee productivity.

Keywords: *Competence, Self-Efficacy, Work Motivation and Employee Performance*

INTRODUCTION (PENDAHULUAN)

Employee performance is the performance that an employee has achieved in his role over a certain period of time. Good employee performance is one of the most important factors in an organization's efforts to improve performance. Performance appraisal is a way to see the development of an employee's performance.

Over the years, Human Resources management in the Office. Organizing Unit Airport Class I Mopah Merauke experiencing accelerated changes in HR management. The demand for rapid organizational development is reflected in organizational expansion, not followed by an increase in the number of motivated employees. Proof of the picture related to employee performance that can be displayed includes providing performance measurements that have been implemented

by the organization. Employee performance appraisers use the Transportation Employee Performance Assessment Application (AP2KP). This is based on the Regulation of the Minister of Transportation of the Republic of Indonesia.

The important role of HR in achieving organizational success, its performance needs to be improved by employees, considering that HR plays a role in regulating or managing other resources. "In achieving high performance, optimizing work improvement and the ability to utilize human resources is needed by employees in realizing organizational goals which can later make a positive contribution to the development of the organization" (Adi, Eko, 2012).

Measuring the performance of public organizations has become problematic in recent years. Especially after

many complaints from the public that the performance of public institutions was very inefficient and complex, and there was no certainty about the time and costs in providing the services provided. This is because the public has begun to critically monitor and assess the benefits and value achieved through agency services. On the one hand, it is difficult to measure objectively whether government agencies fulfill their mission and main functions, and program implementation in government agencies must inform the level of success in an objective and measurable manner.

Based on observation data in 2019, there are still many employees who have a work percentage value of less than 100%, especially in January to March 2019. From April to December 2019 there has been a decline but it is still relatively low, where in these months the employee performance percentage value was less than 100. The percentage still reaches around 40 people out of a total of 108 employees or still around 41.28%. This can be categorized as employee performance for 2019 still being low.

Based on observation data in 2020, employee performance is getting better. This can be seen by the number of employees who got a percentage score for performance calculations getting smaller, even in November 2020 the number of employees who got a percentage score below 100% was only 4 people or approximately 3.8%. This is because in 2020 most employees worked from home (Work From Home) due to the Covid-19 pandemic.

Based on the data above, employee performance can experience a decline, influenced by several factors, including an employee's competence, an employee's self-efficacy and motivation to work. Increasing demand for workers with certain competency standards. Due to changes in the business environment, the importance of HR as a source of organizational competitiveness has been recognized. Therefore, quality human resources can be

a consideration in supporting increased employee performance.

Several studies have looked at the relationship between competency and employee performance, namely (Parhi, Jufri Wahab A H, 2017); (Garaika, 2020), in their statement, competency has a positive and significant influence on performance, but several other researchers, namely (Dila, 2020) found there is an insignificant influence between competence and performance.

Another factor that influences a decline in performance is the self-efficacy that an employee has at work. Self-efficacy plays an important role for all employees in enabling them to achieve company goals. Self-efficacy is confidence or trust in one's ability to organize, carry out tasks, achieve goals, produce behavior, and carry out to achieve certain skills.

An employee's performance will increase if they receive work motivation as expected. If an employee's expectations are met, the employee's work motivation level will increase, and conversely, if the employee's expectations are not met, the employee's work motivation will decrease. Lack of motivation and dissatisfaction can be the starting point for the emergence of problems within an organization such as absenteeism, conflict between subordinates and superiors, as well as low levels of work discipline.

On the employee side, dissatisfaction results in decreased motivation, decreased work morale, and decreased performance both qualitatively and quantitatively. High work motivation results in a positive influence on employees, for example the emergence of work discipline as well as loyalty and increased employee performance. This statement is in line with the thoughts of Al Ahmadi (2009), who stated "Work motivation can influence a person's performance". Each employee has different characteristics, which can then become a challenge for management in providing work motivation so that employees will feel comfortable and

motivated to work with their best performance.

The researcher was interested based on the background to the problem above, so he conducted research with the title "The Influence Of Competency And Self-Efficacy On Employee Performance Through Work Motivation In The Office Of The Class I Mopah Merauke Airport Organizing Unit"

The definition of performance is intended as another meaning of the term "performance". According to (Sedarmayanti, 2012), "performance is not a characteristic of a person, such as ability or talent, but is a manifestation of the ability or talent itself". This idea means that performance is a manifestation of ability in the form of real work. Performance related to the position can be defined as the results achieved related to the function of the position within a certain period of time. (Arifin Rois dan Helmi Muhammad., 2016) stated that "performance is seen as the result of the multiplication of ability and motivation. Ability refers to a person's ability to carry out certain tasks, while motivation refers to an individual's desire to demonstrate behavior and willingness to try." If someone has the will and desire to carry out their duties well, then someone will carry out their duties the best. (Mathis et al., 2017) stated "that performance is basically something that is carried out or not carried out by employees". (Suwatno, 2013) states that "performance is a real achievement that is realized by a person after that person carries out his duties and role in the organization". Productive performance is a level of achievement that shows high efficiency. (Stephen, 2015) explains that "performance is the result achieved by an employee/worker in their work which is in accordance with certain criteria that apply in the work assigned".

Based on (Milkovich, G.T dan Boudreau, 2002), performance is a function of the relationship between three dimensions, namely ability, motivation and opportunity. Meanwhile (Mathis et al.,

2017) stated "In assessing employee performance so that it can support organizational success, there are various ways, the most important part which is also a key factor in employee performance is productivity, production quality and providing quality services.

Based on Pamela & Oloko (2015), "motivation is the key to a successful organization in maintaining continuity of work in the organization with strong methods and assistance to survive". Motivation is the right guidance or direction, resources and rewards to keep employees inspired and interested in working in the desired way. Based on Munandar (2001), related aspects of work motivation include: 1) employee discipline. This means coordinating the actions and actions of employees to carry out work activities according to a certain pattern. Decisions and norms that are determined and mutually agreed upon in writing and orally which can be subject to sanctions if there is a violation of the duties and authority given; 2) High imagination and combination ability. the work and ideas are prepared more carefully or on their own initiative so that they are not imitated and are constructive, or Create a combination of images; 3) Self-confidence. Employees are confident in their abilities. Ability to think positively to face the reality that has occurred and take responsibility for decisions taken so that problems can be resolved calmly; 4) Resistance to pressure. Employee reactions to unpleasant emotional experiences can be in the form of threats or due to unbalanced needs and desires, and these stresses are resolved on an individual basis, unique to each individual; 5) Responsibility in carrying out work. It involves personal awareness in the execution of duties and assignments, courage to take all risks, high initiative in overcoming difficulties at work, and great drive to do and do what must be done.

According to (Zwell, 2000) there are several factors that can influence a person's competence, namely: 1) beliefs

and values; 2) skills; 3) experience; 4) personality characteristics; 5) motivation; 6) emotional issues; 7) Intellectual Ability; 8) Organizational Culture. Based on (Hutapea, 2008) it is stated that there are three main components that form competence, consisting of: Knowledge, skill, and attitude.

According to (Bandura, 2005), "self-efficacy can encourage employees to be involved in work and behave proactively in carrying out a series of effective actions to change the environment".

"The concept of self-efficacy is based on the perception of an individual's ability to organize and implement actions to demonstrate certain skills" (Bandura, 2005). (Amstrong & Baron, 2016) say that "self-efficacy is an individual's assessment of their ability or mindset in carrying out tasks, towards a goal, and producing something". (Bandura, 2005) explains "that individual self-efficacy is based on four things, including: experience of success, experience of other individuals, verbal persuasion and physiological conditions".

RESEARCH METHODS

The research design used in this research is a quantitative research method, which is a type of descriptive-correlational research. In descriptive research, the aim is to describe the nature or character of an event, phenomenon, phenomenon that is currently occurring. Descriptive research focuses on real problems, where a researcher tries to describe interesting incidents or events without specifying the event (Noor, 2015). In this study, researchers chose a cross-sectional research design. Cross-sectional research design, is "data collection that is collected and carried out only once it can be a daily, weekly or monthly period" (Noor, 2015).

In obtaining data used to analyze hypotheses or prove temporary answers to the problem to be presented, the author uses

data collection methods, including interviews, filling in questionnaires and library research. The data that has been obtained is then analyzed using Structural Equation Modeling (SEM) analysis.

RESULTS AND DISCUSSION

Based on the results of research conducted through SEM analysis on competency and self-efficacy variables on employee performance and work motivation as intervening variables, the following discussion can be carried out:

Competency in the Performance of Class 1 Mopah Merauke Airport Organizing Unit Office Employees

Based on the research results, it shows that Competency has no effect on the Performance of Organizing Unit Office Employees. Mopah Merauke Jayapura Class 1 Airport. Competence can also be interpreted as a working climate or atmosphere within an organization that shows cooperation in carrying out work and encourages them to work better and more productively. This shows that improving the performance of an employee is not due to the competence of an employee, meaning that even though the employee has good competence, this does not have a significant effect or has a small effect on improving the performance of employees at the Mopah Merauke Class 1 Airport Organizing Unit Office. . Based on Romberg in Sutrisno (2009) "an employee has high competence if the employee has work experience, an educational background that supports the profession, has expertise/knowledge and has skills".

In this research, the results are relevant to the results of research that has been carried out. "Conducted by research results show that competency does not have a significant effect on employee performance." (Cesilia, et al, 2017)

This research is supported by previous or inconsistent research conducted by (Rosmaini & Tanjung, 2019), stating

that job competency has a positive and insignificant influence on employee performance. These results indicate that Competency does not have a significant effect on the Performance of Class 1 Mopah Merauke Airport Organizing Unit Office Employees.

Self-Efficacy on the Performance of Class 1 Mopah Merauke Airport Organizing Unit Office Employees

Based on the results of the research, it shows that Self-Efficacy has no effect on the Performance of Class 1 Mopah Merauke Jayapura Airport Organizing Unit Office Employees. Self-efficacy can also be interpreted as a work climate or atmosphere within an organization that shows cooperation in carrying out work and encourages them to work better and more productively. This shows that the Self-Efficacy felt by employees increases, but this cannot be significant for the Performance of Class 1 Mopah Merauke Airport Organizing Unit Office Employees. This research is not supported by previous research in line with that conducted by (Sihombing et al., 2018), which stated that job self-efficacy has a positive and insignificant influence on employee performance. These results show that self-efficacy does not have a significant influence on the performance of bookie organizing unit office employees. Air Class 1 Mopah Merauke.

Competence in Work Motivation for the Class 1 Mopah Merauke Airport Organizing Unit Office

Based on the results of research that has been carried out, it shows that Competency influences the Work Motivation of the Class 1 Mopah Merauke Airport Organizing Unit Office. Competency is a level at which tasks in an organization are divided into separate jobs.

This shows that the existing competencies of the Mopah Merauke Class 1 Airport Organizing Unit Office are able to influence the level of work motivation felt

by employees while carrying out their work. This research is supported by research conducted by (Guruh et al., 2020), stating that job competency has a positive and significant influence on work motivation. These results show that competency has a positive and significant influence on work motivation in the Mopah Merauke Class 1 Airport Organizing Unit Office.

Self-Efficacy on Work Motivation. Mopah Merauke Class 1 Airport Organizing Unit Office

Based on the results of research that has been carried out, it shows that Self-Efficacy has an influence on the Work Motivation of the Mopah Merauke Class 1 Airport Organizing Unit Office. Self-efficacy is the degree to which tasks in an organization are divided into separate jobs.

This shows that the Self-Efficacy of the Mopah Merauke Class 1 Airport Organizing Unit Office is able to influence the level of work motivation felt by employees while doing their work. This research is supported by research conducted by (Novalia Agustina, 2016), stating that work self-efficacy has a positive and significant influence on work motivation. The results in this research show that "Self-Efficacy has a positive and significant effect on the Work Motivation of the Class 1 Mopah Merauke Airport Organizing Unit Office".

Work Motivation on the Performance of Class 1 Mopah Merauke Airport Organizing Unit Office Employees

Based on the research results, it shows that work motivation has a positive and significant effect on employee performance in studies at the Mopah Merauke Class 1 Airport Organizing Unit Office. This shows that the work motivation in the Mopah Merauke Class 1 Airport Organizing Unit Office is able to make employees feel comfortable which makes employee performance increase. This research is not supported by research conducted by (Pradipta, 2020). The results

in this research show that "Work Motivation has a positive and significant effect on the Performance of Class 1 Mopah Merauke Airport Organizing Unit Office Employees".

Competence on Employee Performance and Work Motivation as an Intervening Variable for the Class 1 Mopah Merauke Airport Organizing Unit Office

The Competency variable has an indirect influence between the relationship between the Work Motivation variable and the performance of employees at the Mopah Merauke Class 1 Airport Organizing Unit Office. The Competency variable has a significant influence by mediating the relationship between the independent variable and the dependent variable on the initial variable. Competence on Employee Performance cannot have an effect, so the existence of a mediating variable, namely work motivation, in this case can greatly influence the level of significant or extraordinary influence through the work motivation variable. Organizational leaders or those who have high creativity can create work motivation that is enjoyable for employees so that it influences employee performance improvement in employees who make the company's goals very good. With good work motivation, employees can work well, safely and comfortably without any disturbance. Therefore, every company or organization is required to provide good competencies for its employees, then they can work according to what the organization wants in an effort to achieve work goals. The existence of the Work Motivation variable can have an influence on strengthening the relationship between the independent variable and the dependent variable. Where the better the competency, the higher the work motivation in working and this will influence employee performance in studies at the Mopah Merauke Class 1 Airport Organizing Unit Office. So this research states that the work environment on performance and work morale as an influential intervening

variable, this is in line with previous research by (Parhi, Jufri Wahab A H, 2017), (Garaika, 2020) which states that Competence has a positive and significant effect on Employee Performance, while Work Motivation can absolutely mediate the influence of Competency on Employee Performance.

Self-Efficacy on Employee Performance and Work Motivation as an Intervening Variable Mopah Merauke Class 1 Airport Organizing Unit Office

The Self-Efficacy variable provides an indirect influence between the relationship between the Work Motivation variable and the performance of employees at the Mopah Merauke Class 1 Airport Organizing Unit Office. The Self-Efficacy variable has a significant influence by mediating the relationship between the independent variable and the dependent variable in that the initial variable Self-Efficacy on Employee Performance cannot have an influence, so the existence of a mediating variable, namely work motivation, in this case can greatly influence the level of a significant or extraordinary influence through the work motivation variable. . Leaders of a company or those who have high creativity can make work motivation enjoyable for employees, so it can influence employee performance improvements in employees so that the company's goals are greatly influenced. With good work motivation, employees can work well, safely and comfortably without any disturbance. Therefore, every company or organization is required to provide good self-efficacy for its employees, so that they can work in accordance with the wishes of the organization in an effort to achieve work goals. The existence of the Work Motivation variable can have an influence on strengthening the relationship between the independent variable and the dependent variable. Where the better the Self-Efficacy, the higher the Work Motivation in working and will influence Employee Performance in Studies at the Mopah Merauke Class 1

Airport Organizing Unit Office. So in this research, stating the work environment on performance and work morale as an influential intervening variable, this is in line with previous research by (Adianita et al., 2017); (Chairul hakim, 2020); dan (Gunawan & Sutanto, 2013) which stated that Self-Efficacy has a positive and significant effect on Employee Performance, while Work Motivation can absolutely mediate the influence of Self-Efficacy on Employee Performance

CONCLUSION AND SUGGESTION (PENUTUP)

Based on the results of the analysis in this research, several conclusions can be drawn. First, competency does not have a significant influence on employee performance at the Mopah Merauke Class 1 Airport Organizing Unit Office. This indicates that increasing competence does not directly affect productivity. Likewise, self-efficacy also does not have a significant influence on employee performance in the office, indicating that the level of self-efficacy is not directly related to productivity.

However, there are findings that competence has a positive and significant influence on work motivation at the Mopah Merauke Class 1 Airport Organizing Unit Office. These results confirm that increasing competency can increase employee work motivation. Furthermore, self-efficacy was also found to have a positive and significant influence on work motivation, indicating that a good level of self-efficacy can increase work motivation.

Apart from that, work motivation is proven to have a positive and significant influence on employee performance in the office. These results show that the higher the work motivation, the better the employee's performance. In this context, competence and self-efficacy act as influential intervening variables, where increasing competence and self-efficacy can increase work motivation, which in turn influences employee performance.

Thus, it can be concluded that it is important to pay attention to and improve employee competence and self-efficacy as a supporting factor in increasing work motivation and, ultimately, employee performance at the Mopah Merauke Class 1 Airport Organizing Unit Office.

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