

## The Influence of Competence and Work Motivation on Employee Performance After Mutation at PT PLN (PERSERO) UIK SBS

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| ARTICLE INFO  | ABSTRACT  |
|---|---|
| <p><b>Keywords:</b><br/>Competence,<br/>Motivation,<br/>Employee<br/>Performance.</p> | <p><i>Employee performance is crucial for organizational success, particularly in the context of personnel changes such as mutations. At PT PLN (Persero), the effectiveness of employees post-mutation is essential to maintaining operational efficiency and achieving organizational goals. Competence and work motivation are two critical factors that influence how well employees adapt and perform after such changes. Despite the recognized importance of these factors, there is limited empirical research specifically focusing on their impact on employee performance in the context of PT PLN (Persero) UIK SBS. This study aims to determine and analyze the effect of competence and work motivation on employee performance after mutation at PT PLN. This research uses quantitative methods with a population of all PT PLN (Persero) UIK SBS employees in 2023, totalling 149 employees. This study uses a saturated sample method, and data is collected through questionnaires distributed directly through Google Forms. The results showed that both competence and work motivation positively and significantly influence employee performance. These findings emphasize the importance of competency development and increasing work motivation to achieve optimal performance after mutation. This study implies that organizations need to focus on training and development programs that can improve competencies and create a work environment that can motivate employees to achieve better work performance.</i></p> |

### INTRODUCTION

Human resources are one of the largest investment elements of an organization, especially for companies. Therefore, many companies have begun to build and develop their human resources seriously. Quality human resources (HR) are human resources who have high competence and can advance the Company (Apriansyah & Syarifuddin, 2021).

However, the Company will not be able to run if the existing human resources are unable to carry out their duties properly. For this reason, the human factor plays a major role in every effort made by the Company. The ability to provide good work results to meet the needs of the organization as a whole contributes to employee performance (Hafni & Husni, 2016).

Employee performance is work performance, namely the comparison between the results of work that can be seen in real terms with the work standards set by the organization (Rohimi & Kartono, 2024). Quality performance will be realized if an organization can select prospective employees who are motivated according to their work and have the quality that allows them to work optimally (Paoki, 2018). Performance is a result achieved by employees in their work according to certain criteria that apply to a job (Robbins, S. P., & Judge, 2019). Good performance is a desirable situation in the world of work. An employee will get a good work performance if his performance is by the quality and quantity standards. (Rohimi & Kartono, 2024).

PT Perusahaan Listrik Negara (Persero), or PLN, is an Indonesian state-owned enterprise engaged in the electricity sector. As of the end of 2021, PLN manages several power plants with a total installed capacity of 64,553 MW to support its business activities. PLN functions as one of the electricity service providers in Indonesia, and

its distribution services divide the function of its parent unit into several units based on the power system, namely generation, transmission, and distribution. In addition, there are also holding units or other centres that function as operational support for the Company. Given the vast scope of the work area, PLN has units throughout Indonesia that carry out functions by the parent unit.

The Ministry of State-Owned Enterprises (SOEs) officially launched the PT PLN (Persero) Sub Holding on September 21, 2022. Establishing this organizational structure is a strategic step in transforming PLN Group to improve efficiency, effectiveness and competitiveness in the electricity industry. This transformation aims to optimize the functions and improve the competitiveness of PLN Group in facing the increasingly complex dynamics of the electricity industry. The PLN Group Sub-Holding structure consists of four new entities, namely:

- 1) PLN Primary Energy Indonesia: Focuses on providing primary energy (fuel) for power generation.
- 2) PLN Nusantara Power (Generation Company 1): Manages the power plant.
- 3) PLN Indonesia Power (Generation Company 2): Manages power plants.
- 4) PLN ICON Plus: Focusing on Digital Services, Infrastructure, and Technology businesses.

The establishment of Sub Holding is expected to provide various benefits for PLN Group, among others:

1. Improved Efficiency and Effectiveness: A clearer division of duties and responsibilities among Sub Holding enables more efficient and effective management of resources and business processes.
2. Increased Speed and Agility: PLN Group's leaner and more flexible organizational structure allows it to respond more quickly and appropriately to market changes and customer needs.
3. Increased Competitiveness: The formation of Sub Holding opens up opportunities for each entity to focus on its expertise and competitive advantage, thereby increasing the competitiveness of PLN Group in the national and international energy market.
4. Ensuring Smooth Electrification: This transformation is expected to support the achievement of national electrification targets more effectively and efficiently.
5. Becoming a Clean Energy Pioneer: PLN Group is committed to pioneering the development of environmentally sound electrical energy by optimizing renewable energy and applying environmentally friendly technology.

The establishment of Sub Holding is a strategic transformation step that involves restructuring the organization throughout the PLN Group. This is done to integrate and focus previously scattered and isolated assets so that they become more functionally based. One of the main focuses of this transformation is generation.

Establishing a sub-holding generation company (Genco) in PLN's corporate action marks a strategic step in the Company's transformation towards more efficient and effective generation asset management. This asset consolidation is carried out through two entities, namely PLN Indonesia Power, with a capacity of 18.4 Gigawatts (GW) and PLN Nusantara Power, with a capacity of 20.6 GW, which will lead them to become the largest power generation company in Southeast Asia.

This transformation has significant implications for personnel management. Previously, generation management was handled directly by PLN Holding. With the transfer of duties and responsibilities to Sub Holding, there is a process of employee mutation, both directly and through the BKO scheme (delayed mutation for one year). These transfers move employees to businesses outside the generation organization, placing them in a new environment that demands mastery of new competencies as well.

The achievement of employee performance cannot be separated from the existing human resource factors. This is because human resources are one of the sharpest highlights in the implementation of government in terms of readiness, amount of education, and professionalism. Human resource management is important in achieving a goal; therefore, to produce quality human resources, it is necessary to determine the competencies possessed by employees with the job description given and provide work motivation to employees.

Employee Performance Objectives are a series of activities that employees must carry out to achieve PLN's performance objectives through the fulfilment of cascading KPIs. A cascading KPI is a decrease in KPI that is carried out in stages from a higher level of organization/position to a lower or equivalent level of organization/position, but functionally complementary to each other.

**Table 1. Measurement of Employee Performance Targets**

| <b>Score Range</b> | <b>Results of Measurement of Employee Performance Goal Achievement</b> | <b>Symbol</b> |
|--------------------|--|---------------|
| 400 - 500          | Outstanding Achievement  | OS            |
| 301 - 400          | Exceeds Requirements   | ER            |
| 201 - 300          | Meet Requirement   | MR            |

| Score Range | Results of Measurement of Employee Performance Goal Achievement | Symbol |
|-------------|---|--------|
| 101 - 200   | Need Improvement  | NI     |
| 0 - 100     | Minimum Achievement (Marginal)                                  | MG     |

Source: P.DIR 045 Employee Performance Management System

Measurement of individual employee competence is carried out in several ways, including through direct supervisor assessments and the results of certification bodies recognized by PLN and other mechanisms further determined by the Head of the PLN Human Capital Management System Division with the following result criteria:

**Table 2. Measurement of Competency Achievement and Evaluation**

| Score Range | Results of Competency Attainment Measurement and Evaluation | Symbol |
|-------------|---|--------|
| 401 - 500   | Very Special Competence                                     | KOM-1  |
| 301 - 400   | Special Competence  | KOM-2  |
| 201 - 300   | Average Competency  | KOM-3  |
| 0 - 200     | Competency Less Displayed                                   | KOM-4  |

Source: P.DIR 045 Employee Performance Management System

Employees are entitled to receive awards for their work achievements and contributions in achieving employee performance targets by KPIs and improving individual competencies by Position Competency Requirements (KKJ) in the form of pay for performance with the amount determined by a Decree of the Board of Directors. Performance pay is a reward for employees' outstanding achievements and extra contributions, both individually and in groups, to support the achievement of the Company's performance and the Company's image. In the employee performance management system applied at PT PLN (Persero), there are nine talent criteria, from the lowest to the highest, in order: very need attention, need attention, need adjustment, potential candidate, potential, optimal, very potential, very optimal, extraordinary. The assessment is a combination of measuring the achievement of performance targets and measuring and evaluating individual competencies that result in performance/talent criteria.

**Table 3. Employee Performance/Talent Measurement**

| Individual Competence | Achievement of Performance Targets |                      |           |                  | OS             |
|-----------------------|------------------------------------|----------------------|-----------|------------------|----------------|
|                       | MG                                 | NI                   | MR        | ER               |                |
| KOM-1                 |                                    |                      |           | Highly Potential | Outstanding    |
| KOM-2                 |                                    | Potential Candidates | Potential | Optimal          | Highly Optimal |
| KOM-3                 | Needs Attention                    | Needs Adjustment     |           |                  |                |
| KOM-4                 | Needs Attention                    | Needs Adjustment     |           |                  |                |

Source: P.DIR 045 Employee Performance Management System

The objectives of pay for performance are:

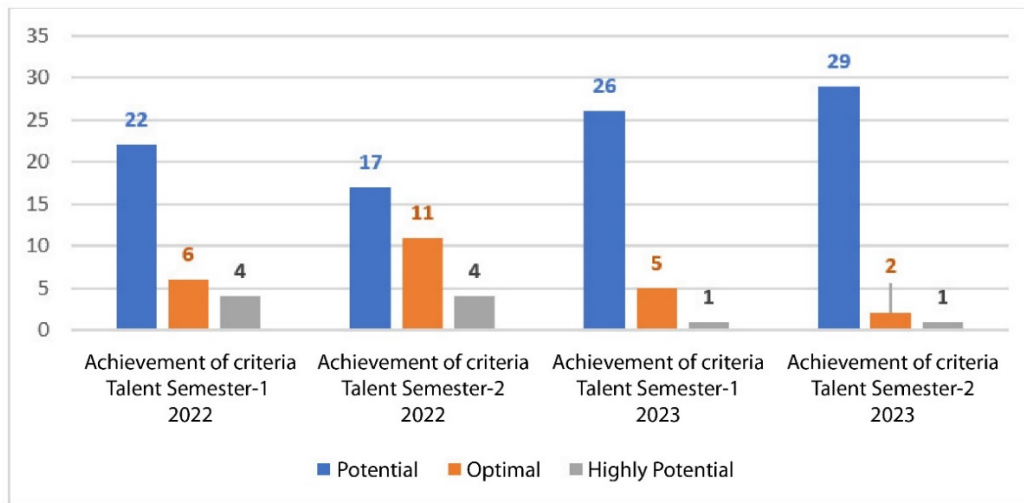
- 1) Creating a work culture that is oriented towards optimal achievement of the Company's key performance indicators (KPIs);
- 2) Increase employee motivation and professionalism to provide the best for the Company.

**Table 4. Provision of Pay for Performance**

| No. | Talent Criteria      | Pay for Performance |
|-----|----------------------|---------------------|
| 1   | Needs Attention      | -                   |
| 2   | Needs Attention      | 0.25 x Rate grade   |
| 3   | Need for Adjustment  | 0.5 x Rate grade    |
| 4   | Potential Candidates | 1 x Rate grade      |
| 5   | Potential            | 2 x Rate grade      |
| 6   | Optimal              | 3 x Rate grade      |
| 7   | Highly Potential     | 4 x Rate grade      |
| 8   | Highly Optimal       | 5 x Rate grade      |
| 9   | Outstanding          | 6 x Rate grade      |

Source: P.DIR 0047 Pay for Performance

After one year of organizational restructuring at PT PLN (Persero) UIK SBS, a sampling assessment was conducted on 32 employees to study changes in the achievement of pre- and post-movement talent criteria due to organizational restructuring, with the following results:



**Figure 1. Achievement of Talent Criteria Semester 1 and 2 2022-2023 Employees of PT PLN (Persero) UIK SBS**

Source: Data processed by the author, 2024

The data in Figure 1 shows the achievement of the talent criteria of PT PLN (Persero) UIK SBS employees in semesters 1 and 2 of 2022-2023. In the potential criteria, the highest value occurs in semester 2 of 2023, while the lowest value occurs in semester 2 of 2022. The optimal criteria show the highest value in semester 2 of 2022, while the lowest value occurs in semester 2 of 2023. In the very potential criteria, the highest values occurred in the first and second semesters of 2022, while the lowest values occurred in the first and second semesters of 2023. There is an increase in the achievement of pre-mutation special talents characterized by a reduction in average talents. At the same time, there is a phenomenon of decreasing special and very special talents after mutation.

Competence is an ability to carry out or perform a job or task based on skills and knowledge and supported by the work attitude demanded by the job. Thus, competence shows the skills or knowledge characterized by professionalism in a particular field as important as the field's flagship (Zainal, 2018). Competence is a basic characteristic of an individual that is causally related to a criterion that refers to effective and very high performance in a job or situation. The relationship between employee competence and performance is very close and important; the relevance exists and is strongly accurate; even those who want to improve their performance should have competencies that are by their job duties (the right man on the right job) (Spencer & Spencer, 2017).

**Table 5. Employee Education Level at PT PLN (Persero) UIK SBS in 2022**

| No.          | Unit    | Education Level | Total      |
|--------------|---------|-----------------|------------|
| 1            |         | SMP             | -          |
| 2            |         | HIGH SCHOOL     | 26         |
| 3            | UIK SBS | Diploma 1       | 9          |
| 4            |         | Diploma 3       | 39         |
| 5            |         | S1              | 69         |
| 6            |         | S2              | 6          |
| <b>Total</b> |         |                 | <b>149</b> |

Source: PT PLN (Persero) Management Report, 2022

Based on the data in Table 5, the education level owned by employees of PT PLN (Persero) UIK SBS in 2022 is 149. The data shows that the largest number of employees is in the category with an undergraduate education level of 69. The lowest number of employees, namely in the category with an S2 education level, is as many as 6.

Work motivation is the basis for an organization to develop both government and private agencies, not just because of the desire to realize goals and efforts carried out jointly, systematically, and planned. Work motivation is a driver or encouragement that can trigger a sense of enthusiasm and also be able to change individual behaviour for the better. Work motivation includes efforts to encourage or encourage employees to work (Caissar et al., 2022). According to (McClelland, 1961), motivation is a potential energy reserve that a person has to use

and release, which depends on the strength of the drive and the opportunities that exist where employees will utilize this energy due to the strength of motives and basic needs, expectations and incentive values.

Previous studies that examined the effect of competence on employee performance were conducted by (Sutaguna et al., 2023); (Anakpo et al., 2023); (Hajiali et al., 2022); (Gah & Syam, 2022); (HAJID & Pangestu, 2022); (Swanson et al., 2020) shows the results that competence has a positive and significant effect on employee performance. Research results from (Herlambang et al., 2022) show that competence negatively and significantly affects employee performance. The research results show different results (Nurlindah & Rahim, 2018), which show that competence has a positive and insignificant effect on employee performance. Meanwhile, research results (Kharisma, 2021) show that competence has a negative and insignificant effect on employee performance.

The influence of work motivation factors also affects employee performance. Previous research examining the effect of work motivation on employee performance was conducted by (Suaiba et al., 2021); (Shahzadi et al., 2014); (Nzewi et al., 2018); (Cote, 2019); (Olusadum & Anulika, 2018); (Abdullah, 2018) shows the result that work motivation has a negative and significant effect on employee performance. Different results are shown by the results of research from (Putra, 2021), (and Syawal, 2018), which show the results that work motivation has a positive and insignificant effect on employee performance. Research also shows different research results (Luhur, 2016), which show that work motivation has a negative and insignificant effect on employee performance.

Based on the background of the previously described problems, the research problem formulation is obtained, namely competence and work motivation and the results or conclusions of several studies on factors that affect employee performance (research gap). This is indicated by findings that are not yet uniform regarding the different effects of competence and work motivation on employee performance. This study further tested empirical findings regarding the independent variables of competence and work motivation on employee performance. So, this study aims to determine and analyze the effect of competence and work motivation on employee performance after mutation at PT PLN (Persero) UIK SBS. So, this research provides useful information for company management in developing human resource development strategies, especially in the employee transfer process. In addition, the results of this study are expected to be a reference for practitioners and academics in understanding the factors that influence employee performance, as well as contributing to the development of theory in the field of human resource management. This research is also expected to assist companies in increasing the effectiveness and efficiency of employee work through increased competence and work motivation, which in turn can support the achievement of overall organizational goals.

## METHOD

This research was conducted at the PT PLN (Persero) South Sumatra Generating Unit office, which is located on Jalan Demang Lebar Daun No. 375, Demang Lebar Daun, Kec. Ilir Barat I, Palembang City, South Sumatra 30151. The type of research used is quantitative. The population in this study consisted of employees who worked at PT PLN (Persero) UIK SBS in 2023, with as many as 149 employees. The sampling method used in this study is the saturated sample method. So, the respondents in this study were all employees at PT PLN (Persero) UIK SBS in 2023, with as many as 149 employees. The data source used in this study is primary data, namely data collected by researchers when conducting research in the form of questionnaire questions distributed to all employees at PT PLN (Persero) UIK SBS, which is carried out by interviewing and distributing questionnaires directly to respondents and sending via a link from google form. The data analysis techniques used in this study are validity test, reliability test, normality test, multicollinearity test, heteroscedasticity test, multiple linear regression analysis, correlation coefficient (r) and coefficient of determination (R<sup>2</sup>), hypothesis testing obtained from the SPSS (Statistical Package for the Social Sciences scale) IBM SPSS Version 23 application program.

## RESULTS AND DISCUSSION

### Research Instrument Test Results

#### Validity Test Results

Table 6. Validity Test Results

| Indicator | Pearson's Product Moment | Sig.  |   | $\alpha$ | Description |
|-----------|--------------------------|-------|---|----------|-------------|
| X1.1      | 0,693                    | 0,000 | < | 0,05     | Valid       |
| X1.2      | 0,715                    | 0,000 | < | 0,05     | Valid       |
| X1.3      | 0,731                    | 0,000 | < | 0,05     | Valid       |
| X1.4      | 0,595                    | 0,000 | < | 0,05     | Valid       |
| X1.5      | 0,558                    | 0,000 | < | 0,05     | Valid       |

| Indicator | Pearson's Product Moment | Sig.  |   | $\alpha$ | Description |
|-----------|--------------------------|-------|---|----------|-------------|
| X1.6      | 0,568                    | 0,000 | < | 0,05     | Valid       |
| X1.7      | 0,686                    | 0,000 | < | 0,05     | Valid       |
| X1.8      | 0,518                    | 0,000 | < | 0,05     | Valid       |
| X1.9      | 0,641                    | 0,000 | < | 0,05     | Valid       |
| X1.10     | 0,673                    | 0,000 | < | 0,05     | Valid       |
| X2.1      | 0,478                    | 0,000 | < | 0,05     | Valid       |
| X2.2      | 0,619                    | 0,000 | < | 0,05     | Valid       |
| X2.3      | 0,657                    | 0,000 | < | 0,05     | Valid       |
| X2.4      | 0,758                    | 0,000 | < | 0,05     | Valid       |
| X2.5      | 0,608                    | 0,000 | < | 0,05     | Valid       |
| X2.6      | 0,676                    | 0,000 | < | 0,05     | Valid       |
| X2.7      | 0,650                    | 0,000 | < | 0,05     | Valid       |
| X2.8      | 0,790                    | 0,000 | < | 0,05     | Valid       |
| X2.9      | 0,663                    | 0,000 | < | 0,05     | Valid       |
| X2.10     | 0,608                    | 0,000 | < | 0,05     | Valid       |
| Y.1       | 0,504                    | 0,000 | < | 0,05     | Valid       |
| Y.2       | 0,737                    | 0,000 | < | 0,05     | Valid       |
| Y.3       | 0,700                    | 0,000 | < | 0,05     | Valid       |
| Y.4       | 0,598                    | 0,000 | < | 0,05     | Valid       |
| Y.5       | 0,533                    | 0,000 | < | 0,05     | Valid       |
| Y.6       | 0,570                    | 0,000 | < | 0,05     | Valid       |
| Y.7       | 0,695                    | 0,000 | < | 0,05     | Valid       |
| Y.8       | 0,652                    | 0,000 | < | 0,05     | Valid       |
| Y.9       | 0,710                    | 0,000 | < | 0,05     | Valid       |
| Y.10      | 0,649                    | 0,000 | < | 0,05     | Valid       |

Data Source: Processed from Questionnaire, 2024

Based on the validity test results in Table 6, it is known that each indicator (item) on each competency variable and work motivation and employee performance has the results of Pearson's product moment value with a significance value  $<0.05$  so that the indicators (items) used in all variables of this study can be declared appropriate or relevant and can be used as items in data analysis.

**Reliability Test Results**

**Table 7. Reliability Test Results**

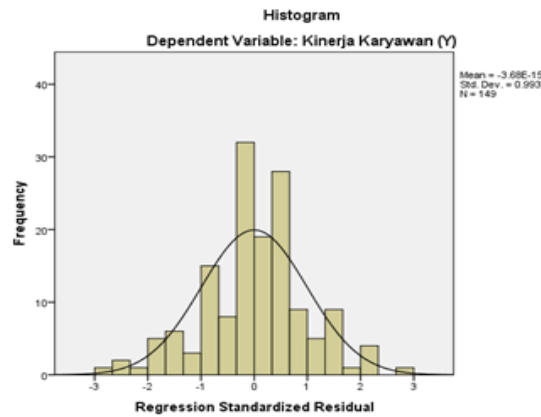
| Variables                | Cronbach's Alpha | Cutt Off | N of Items | Description     |
|--------------------------|------------------|----------|------------|-----------------|
| Competence (X1)          | 0,831            | > 0,60   | 10         | <b>Reliable</b> |
| Work Motivation (X2)     | 0,833            | > 0,60   | 10         | <b>Reliable</b> |
| Employee Performance (Y) | 0,834            | > 0,60   | 10         | <b>Reliable</b> |

Data Source: Processed from Questionnaire, 2024

Based on the results of the reliability test in Table 7, it was carried out using Cronbach's alpha method. The test criteria are that if Cronbach's alpha value  $> 0.60$ , it can be declared reliable. The results of the reliability test of the independent variable work motivation (X<sub>1</sub>) and work discipline (X<sub>2</sub>) show that the data obtained are reliable because the Cronbach's alpha value is 0.834 and 0.832 as well as the results of the reliability test of the dependent variable employee performance (Y) show that the data obtained are reliable because the Cronbach's alpha value is 0.836. This means that the predetermined criteria can trust the data obtained.

**Classical Assumption Test Results**

**Normality Test Results**



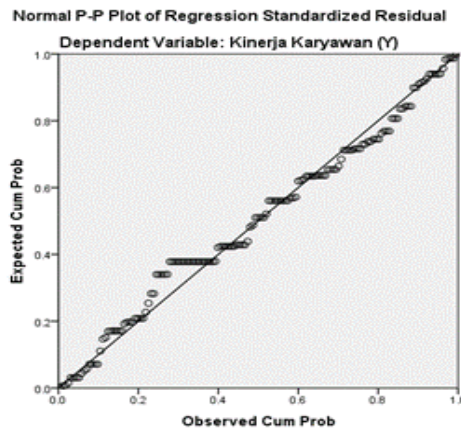
**Figure 2. Histogram Graph**

Data Source: Processed from Questionnaire, 2024

Based on Figure 2, the distribution pattern is close to normal. However, if the conclusion of whether the data is normal or not is only seen from the histogram graph, then this can be misleading, especially for small sample sizes. Another method used in graphical analysis is to look at the normal probability plot, which compares the cumulative distribution of the normal distribution. Suppose the distribution of residual data is normal. In that case, the line describing the data will follow the diagonal line.

One approach to test normality is the normal probability plot (P-P Plot) test. The criteria in the normal probability plot test are as follows:

- 1) If the dots or data are near or follow the diagonal line, the residual value is normally distributed.
- 2) Suppose the points move away or are scattered and do not follow the diagonal line. In that case, this indicates that the residual values are not normally distributed.



**Figure 3. Normal Probability Plot**

Data Source: Processed from Questionnaire, 2024

Based on Figure 3, the normal P-P Plot of the Regression test, it can be explained that the diagonal line in this graph describes the ideal state of the data that follows the normal distribution because the points around the line are the state of the data being tested. The picture above shows that most of the points are very close to or even stick to the line, so it can be concluded that the data obtained follows a normal distribution or normally distributed data. Another step that can be taken to perform a normality test is to use the Kolmogorov-Smirnov Test. The basis for making the Kolmogorov-Smirnov Test decision is as follows:

- 1) The research data is normally distributed if the significance value (Sig.) is greater than 0.05.
- 2) If the significance value (Sig.) is smaller than 0.05, then the research data will not normally be distributed.

**Table 8. Normality Test Results**  
**One-Sample Kolmogorov-Smirnov Test**

|                         |                | Unstandardized Residual |
|-------------------------|----------------|-------------------------|
| N                       |                | 149                     |
| Normal Parameters       | Mean           | .0000000                |
|                         | Std. Deviation | .58885771               |
| Most Extreme Difference | Absolute       | .102                    |
|                         | Positive       | .062                    |
|                         | Negative       | -.102                   |
| Kolmogorov-Smirnov Z    |                | .102                    |
| Asymp. Sig. (2-tailed)  |                | .137                    |

Data Source: Processed from Questionnaire, 2024

The normality test results in Table 8 show that the data is normally distributed. This is indicated by the Kolmogorov-Smirnov test, which shows results with a significance level of 0.129, which is above 0.05.

**Multicollinearity Test Results**

**Table 9. Multicollinearity Test Results**

| Test Of Multicollinearity | VIF   | Cutt Off | Description          |
|---------------------------|-------|----------|----------------------|
| Work Motivation           | 1,390 | < 10     | No Multicollinearity |
| Work Discipline           | 1,428 | < 10     | No Multicollinearity |

Data Source: Processed from Questionnaire, 2024

The results from Table 9 show that there is no multicollinearity between the independent variables because the VIF value is less than 10. Thus, this model has no multicollinearity problem.

**Heteroscedasticity Test Results**

**Table 10. Heteroscedasticity Test Results**

| Model                             | Unstandardized Coefficients |            | Standardized Coefficients | t      | Sig  |
|-----------------------------------|-----------------------------|------------|---------------------------|--------|------|
|                                   | B                           | Std. Error | Beta                      |        |      |
| 1 (Constant)                      | .669                        | .128       |                           | 5.214  | .000 |
| Competency (X <sub>1</sub> )      | .074                        | .038       | .182                      | 3.950  | .453 |
| Work Motivation (X <sub>2</sub> ) | -.134                       | .037       | -.337                     | -3.602 | .210 |

Data Source: Processed from Questionnaire, 2024

Based on the results of the heteroscedasticity test in Table 10, the Sig can be seen. The value of each variable is 0.453 for the competency variable and 0.210 for the work motivation variable. From these results, it can be concluded that the regression equation model does not experience heteroscedasticity. This is because the value of each variable or the Sig is insignificant. Value is greater than 0.05.

**Multiple Linear Regression Analysis Results**

**Table 11. Multiple Linear Regression Analysis Results**

| Model                             | Unstandardized Coefficients |            | Standardized Coefficients |
|-----------------------------------|-----------------------------|------------|---------------------------|
|                                   | B                           | Std. Error | Beta                      |
| 1 (Constant)                      | .789                        | .208       |                           |
| Competency (X <sub>1</sub> )      | .411                        | .062       | .413                      |
| Work Motivation (X <sub>2</sub> ) | .456                        | .060       | .470                      |

Data Source: Processed from Questionnaire, 2024

Based on Table 11, the results of multiple linear regression analysis can be expressed with the following equation:

$$Y=0.789+ 0.411X_1+ 0.456X_2 + e$$

The constant value of 0.713 indicates the amount of employee performance is 0.764 if the competency variable (X<sub>1</sub>) and work motivation (X<sub>2</sub>) are 0 (zero).

The regression coefficient value of the competency variable of 0.411 means that if competency is given, it will further improve employee performance at PT PLN (Persero) UIK SBS. This value, combined with the regression coefficient value of 0.459, shows that there is a positive influence of competence on employee performance at PT PLN (Persero) UIK SBS.

The regression coefficient value of the work motivation variable of 0.456 means that if work motivation is given, it will further improve employee performance at PT PLN (Persero) UIK SBS. This value, combined with the regression coefficient value of 0.459, shows that there is a positive influence of work motivation on employee performance at PT PLN (Persero) UIK SBS.

**Results of Correlation Coefficient (r) and Coefficient of Determination (R<sup>2</sup>)**

Based on the research that has been done, the results of the correlation coefficient (r) and the coefficient of determination (R<sup>2</sup>) in this study can be seen in Table 12 as follows:

**Table 12. Test Results of Correlation Coefficient (r) and Coefficient of Determination (R<sup>2</sup>)**

| Model | Model Summary <sup>b</sup> |          |                 |                            |
|-------|----------------------------|----------|-----------------|----------------------------|
|       | r                          | R Square | Adjust R square | Std. Error of the Estimate |
| 1     | .773                       | .597     | .591            | .592877                    |

Data Source: Processed from Questionnaire, 2024

Based on Table 4.12, it can be seen that the correlation coefficient (r) between the independent variable and the dependent variable is 0.773 or 77.3%. This shows that the correlation or relationship between the independent and dependent variables has a strong relationship (included in the range of 0.60 - 0.79), as seen in Table 3.4. The coefficient of determination (R<sup>2</sup>) of 0.606 indicates that the independent variables, namely competence (X<sub>1</sub>) and work motivation (X<sub>2</sub>), can explain the dependent variable, namely employee performance (Y), by 59.7%, while the remaining 40.7% is explained by other factors that are not included in this study.

**Hypothesis Test Results**

**F Test Results**

**Table 13. F Test Results**

| ANNOVA <sup>b</sup> |            |                |     |             |         |      |
|---------------------|------------|----------------|-----|-------------|---------|------|
| Model               |            | Sum of Squares | df  | Mean Square | F       | Sig. |
| 1                   | Regression | 75.967         | 2   | 37.983      | 108.060 | .000 |
|                     | Residuals  | 51.320         | 146 | .352        |         |      |
|                     | Total      | 127.286        | 148 |             |         |      |

Data Source: Processed from Questionnaire, 2024

Based on the results in Table 13, a significance value of 0.000 is obtained because the significance value of 0.000 < 0.05, it can be said that the linear regression model obtained is feasible to be used to explain the effect of competence and work motivation on employee performance at PT PLN (Persero) UIK SBS.

**Results of the t-test**

**Table 14. t-test results**

| Coefficients |                 |      |                    |                    |      |
|--------------|-----------------|------|--------------------|--------------------|------|
| Model        | Variables       | B    | t <sub>table</sub> | t <sub>count</sub> | Sig. |
| 1            | Competence      | .411 | 1.976              | 6.672              | .000 |
|              | Work Motivation | .456 | 1.976              | 7.579              | .000 |

Data Source: Processed from Questionnaire, 2024

Based on Table 14, the value of the degree of freedom (df) = n-k = 149-3 = 146 and 0.05, the t<sub>table</sub> for this research data is 1.976. The analysis results can be explained as follows:

The t<sub>count</sub> of the competency variable (X<sub>1</sub>) is 6.672, and the significance value is 0.000, so the t<sub>count</sub> > t<sub>table</sub>, namely (6.672 > 1.976) or the value (Sig.) 0.000 < 0.05. This means that competence significantly affects employee performance at PT PLN (Persero) UIK SBS. This proves that the first hypothesis of competence has a positive and significant effect can be accepted.

The t<sub>count</sub> value of the work motivation variable (X<sub>2</sub>) is 7.579. The significance value is 0.000, so the t<sub>count</sub> > t<sub>table</sub>, namely (7.579 > 1.976) or the value (Sig.) 0.000 < 0.05. This means that work motivation significantly affects employee performance at PT PLN (Persero) UIK SBS. This proves that the second hypothesis of work motivation has a positive and significant effect can be accepted.

**The Effect of Competence on Employee Performance at PT PLN (Persero) UIK SBS**

The results of the analysis obtained in this study indicate that competence has a positive and significant effect on employee performance so that the first hypothesis can be accepted. Competence is an ability to carry out or perform a job or task based on skills and knowledge and supported by the work attitude required by the job

(Zainal, 2018). Competence is a basic characteristic of an individual that is causally related to a criterion that refers to effective and very high performance in a job or situation. The relationship between employee competence and performance is very close and important; the relevance exists and is strongly accurate; even those who want to improve their performance should have competencies that are by their job duties (the right man on the right job) (Spencer & Spencer, 2017).

The results of this study are in line with the results of research from (Sutaguna et al., 2023); (Anakpo et al., 2023); (Prameswari & Pratama, 2022); (Alwi et al., 2023); (SIMAMORA, 2023); (Hajiali et al., 2022); (Gah & Syam, 2022); (HAJID & Pangestu, 2022); (Ramadhan et al., 2022); (Swanson et al., 2020); (Papa, 1989) shows the results that competence has a positive and significant effect on employee performance.

I am interested in doing challenging tasks based on respondents' responses to the indicator; it shows the lowest value. This shows that employees at PT PLN (Persero) UIK SBS prefer to be in a comfort zone, where employees prefer to do monotonous work or work that is a habit. Based on the author's interviews with several respondents who are employees of PT PLN (Persero) UIK SBS, employees prefer to do work that is habitual based on their skills, education, and knowledge. Employees prefer to be comfortable with the tasks and responsibilities given. This also has an impact on changes that are often made by PT PLN (Persero) to its employees for job transfers. Employees are required to adapt to the new environment and the job desc, which is sometimes different from the previous job desc.

Respondents' responses to the indicator that employees can complete the assigned tasks properly and by company procedures. This shows that the performance provided by PT PLN (Persero) UIK SBS employees is good by company expectations, where employees will complete work per the procedures and rules imposed by the Company. Employees will comply with the applicable rules and can do the job according to their responsibilities.

#### **The Effect of Work Motivation on Employee Performance at PT PLN (Persero) UIK SBS**

The analysis results obtained in this study indicate that work motivation has a positive and significant effect on employee performance, so the second hypothesis can be accepted. According to (McClelland, 1961), motivation is a potential energy reserve that a person has to use and release, which depends on the strength of the drive and the opportunities that exist where employees will utilize this energy due to the strength of motives and basic needs, expectations and incentive values. The right motivation will spur the driving force to create a person's work enthusiasm so that they want to work together effectively and integrate with all their efforts to achieve performance. Besides, motivation can cause and support a person's behaviour so that the person wants to work hard and enthusiastically to achieve optimal results.

The results of this study are in line with the results of research from (Thao-Vy et al., 2022); (Antika & Dwiridotjahjono, 2022); (Alimuddin & Artiyany, 2022); (Leman & Ramly, 2022); (Wicaksono et al., 2021); (Arianindita, 2018); (Tupti & Arif, 2020); (Nzewi et al., 2018); (Paais & Pattiruhu, 2020); (Ek & Mukuru, 2013); (Cote, 2019); shows the results that work motivation has a positive and significant effect on employee performance.

Based on respondents' responses to the indicator, I have responsibility for making decisions; it shows the lowest value. This shows that PT PLN (Persero) UIK SBS employees have not been allowed to make decisions. This decision-making can only be done in certain positions, and employees still said to be juniors cannot get the opportunity to make decisions. The role of superiors has also been unable to provide opportunities for junior employees to provide criticism, suggestions, and input.

Respondents' responses to the indicator I will be responsible for the work that is my responsibility show the highest value. This shows that PT PLN (Persero) UIK SBS employees are responsible for the work given. Employees will provide good performance results and be able to achieve targets by company expectations.

#### **CONCLUSION**

Based on the research and analysis results, competence and work motivation positively and significantly influence employee performance at PT PLN (Persero) UIK SBS. This finding confirms the critical role of competency development and enhancing work motivation in improving employee performance. Companies are advised to continuously develop and refine training and competency development programs tailored to employees' needs, ensuring they stay relevant and effective. Additionally, creating a work environment that fosters motivation is essential. This includes implementing incentive programs, recognition systems, and opportunities for career advancement to boost employee motivation and engagement.

The research implies that organizations can achieve optimal employee performance by concentrating on both competency development and motivational strategies. Adopting these measures will not only enhance productivity but also contribute to achieving organizational goals more effectively. Furthermore, this study enriches human resource management theory by underscoring the importance of competence and motivation as key determinants of employee performance. Future research could explore the impact of specific types of training programs and motivational techniques on different employee demographics and organizational contexts, providing a more nuanced understanding of how these factors interact to influence performance.

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