

The influence of human resource competence and work motivation on the performance of employees of Public Appraisal Services Office

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ABSTRACT

This research investigates the influence of human resource competency dimensions and work motivation on employee performance at the Surabaya Branch of the Public Appraisal Services Office (KJPP). It aims to determine the primary factor impacting performance within. The study utilizes a census sampling technique due to the limited population size, with all 28 employees. The resulting regression model is expressed as: $Y = 0.963 + 0.798(X_1) + 0.446(X_2)$, where the validity and reliability of indicators are assured. The model aligns with classical assumptions, emphasizing the predominant role of human resource competency (X_1) with a coefficient of 0.798, followed by work motivation (X_2) at 0.446. The findings indicate that the combined effect of human resource competency and work motivation significantly influences performance (69.907), thus confirming the research hypothesis. The partial correlation between human resource competency (X_1), work motivation (X_2), and employee performance (Y) is 0.921 (92.1%). R Square underscores a robust impact of human resource competency (X_1) and work motivation (X_2) on employee performance at (Y), registering at 0.848 (84.8%). In conclusion, this study underscores the vital roles of human resource competency and work motivation in shaping employee performance at .

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1. Introduction

The competent and integrity-driven human resources remain crucial and fundamental for consultancy and appraisal service companies to remain competitive in the era of globalization. Human resources play a pivotal role in all company activities, particularly in consultancy firms. As a key factor, human resources determine the success of company endeavors, especially in consultancy services.

Sutrisno (Sutrisno, 2019) highlights that companies or institutions invariably strive for efficiency in implementing directed programs to achieve their goals. Meanwhile, Wibowo (Wibowo, 2016) emphasizes enhancing employee performance to reach achievement targets. Performance involves both the execution of tasks and the outcomes achieved.

Fahmi Irfan (Fahmi Irfan, 2021) contends that performance represents the outcomes generated by an organization, whether profit-oriented or not, over a specific time period. Amstron and Baron further clarify that performance encompasses work outcomes strongly linked to an organization's strategic objectives, customer satisfaction, and economic contribution. Indra Bastian adds that performance reflects the level of achieving the implementation of activities, programs, policies, and strategies aligned with an organization's goals and vision.

Hasibuan (Hasibuan & Bahri, 2018) asserts that an organization, be it governmental or private, is invariably propelled by a collective of individuals who actively assume roles in the pursuit of the desired

objectives of said organization. The organizational objectives, undoubtedly, remain unattainable in the absence of optimal performance exhibited by its members or employees.

According to Rumawas (Wehelmina Rumawas, 2021) Performance, the attainment of job achievements, and the realization of work outcomes, whether on an individual, group, or organizational level, synergistically interconnect to bind a series of organizational or corporate activities in executing strategies aimed at fostering a feedback system encompassing various performance capabilities that have been preconceived. The concept of job performance, as defined by Mathis (Robert L. Mathis, 2019), encompasses one of the measurements of actual workplace behavior that is multidimensional. It includes indicators such as work quality, work quantity, timeliness, and cooperation with colleagues. Individual performance refers to the work outcomes of individual members within an organization or company, while organizational performance encompasses the overall work outcomes achieved by the organization as a whole (Rifia Ahya, 2020).

Sutisna Entis (Entis Sutisna, 2012) notes that responsibility, the drive for innovation in work processes, and high work discipline are all reflections of employees' dedication. As a result, employee performance continually improves, positively affecting the overall company performance. Discipline is employed as a means of communicating with employees, encouraging them to willingly alter certain behaviors, and as an endeavor to enhance an individual's awareness and willingness to adhere to all company regulations and prevailing social norms (Didit Darmawan, 2022).

Numerous internal and external factors contribute to effective and efficient organizational performance. Aspects like competency and work motivation are vital. Rucky, A.S (Achmad S. Ruky, 2003) defines competency as an individual's basic characteristics, thinking and acting style, personal values, self-concept, knowledge, and skills. Rosmaini (Rosmaini & Tanjung, 2019) Competence as to the work abilities of each individual, encompassing aspects of knowledge, skills, and work attitudes that align with established standards. Ainanur (Ainanur & Tirtayasa, 2018) emphasizes that the competencies possessed by individual employees must be capable of supporting the implementation of organizational strategies and adapting to any changes initiated by management. This ensures that the competencies held by individuals can contribute to a team-based work system. In the end, according to Ermaya dan Mujdalipah (Kalifatullah Ermaya & Mujdalipah, 2019), they said that Competency-based human resources can enhance the capacity and establish the foundation of a company. When individuals working within an organization possess competencies aligned with the demands of their roles, they are equipped not only with the appropriate knowledge and skills, but also with the mental attributes and productive character necessary for optimal performance.

Post the COVID-19 pandemic, Indonesia's economy still struggles to recover, substantially impacting the volume of work in appraisal services. Consequently, appraisal services across Indonesia are striving to enhance their performance, driven by the challenging economic circumstances. This is particularly pertinent in the aftermath of the pandemic, where nearly all appraisal services nationwide are making concerted efforts to elevate their operational standards and overall efficiency.

Public Appraisal Offices (s) function with a streamlined structure: a Public Appraiser at the helm, supported by one or two supervisors who oversee quality standards, ensuring adherence to operational procedures. Reviewers collaborate with appraisers to analyze property evaluations and formulate value opinions. Surveyors also assist appraisers by conducting field inspections and collecting data for valuation analysis. This research aims to shed light on the dynamics of Employee Performance in the influence of Human Resources Competence and Work Motivation and the significances.

In conclusion, Human Resources Development based on competency is vital, as is maintaining high work motivation. These factors directly contribute to 's improved performance and the quality of its services.

As the definitions of HR Competence, Work Motivation, and Employee Performance, Risnawati (Nanik Risnawati, 2020) defines Competence is an inherent facet of an individual's personality that manifests itself in behavior that can be anticipated across various work settings and activities. Employee competence is crucial for performance, as emphasized by Winarti (Wiwin Winarti, 2018), who highlights that employee competence significantly impacts the level of employee productivity, leading to increased efficiency and effectiveness in terms of time and cost. This, in turn, cultivates professionalism and expertise among employees in their respective fields. Criteria or standards serve as valuable tools for predicting who will perform well and who will not.

Yayan (Yayan Yanuari, 2019) elucidates work motivation is a means of motivating and directing employees to carry out their respective tasks towards achieving goals with full awareness and responsibility. Furthermore, Fatah (Fatah, 2019) affirm that work motivation encompasses the entire driving force or impetus, whether originating from within (intrinsic) or from external sources, that creates a desire to engage in an activity while carrying out tasks as an employee.

As per Mangkunegara (Anwar Prabu Mangkunegara, 2006), from an etymological standpoint, performance stems from job performance or actual performance. This denotes the genuine work achievement of an individual, encompassing both qualitative and quantitative outcomes attained by employees while fulfilling their responsibilities in accordance with the assigned tasks. Regular employee performance evaluation is necessary as companies aspire for continuous growth in their targets. According to Sukanto (Sukanto et al., 2021), a performance assesment system is one of the essential practices for companies or organizations to assess the company's development. However, in alignment with Sembiring as cited by Wardhana (Aditya Wardhana, 2021), performance appraisal is not solely intended for the purpose of assessing human resources; rather, it can be utilized for broader organizational interests.

There are three objectives sought through this research. First of all is to discern the impact of human resource competency on employee performance within the confines of the Surabaya Branch of the Public Appraisal Office (KJPP). And afterwards is to ascertain the influence of work motivation on employee performance within the precincts of the Surabaya Branch of the Public Appraisal Office (KJPP). And lastly, to gauge the extent of the combined influence exerted by human resource competency and work motivation on employee performance at the Surabaya Branch of the Public Appraisal Office (KJPP).

2. Research Method

The research employs a quantitative approach, emphasizing the analysis of numerical data processed through statistical methods. Quantitative research, fundamentally conducted in inferential studies for hypothesis testing, draws conclusions based on the probability of rejecting the null hypothesis. Prof. Priadana (Sidik Priadana & Denok Sunarsi, 2021a) define quantitative research is a type of research aimed at revealing phenomena holistically and contextually by collecting data from the natural environment, utilizing the researcher themselves as a key instrument. The chosen quantitative method is correlation. In correlational research, towards the end of the theoretical framework, a theory model, a conceptual model (if necessary), and a separate subsection for hypothesis models are presented. However, for case study research, it suffices to construct a theoretical model and provide explanations accordingly (Sidik Priadana & Denok Sunarsi, 2021b). The study utilizes a census sampling technique due to the limited population size (Sugiyono, 2014), with all 28 employees of the Surabaya Branch of the Public Appraisal Services Office considered as the sample, predominantly male, with an average age range of 30 to 40 years and holding bachelor's degrees. The research utilizes multiple linear regression analysis, employing F-test for simultaneous hypothesis testing and t-test for partial analysis, to explore the interplay of variables and their significance.

3. Results And Discussions

Multiple Linear Regression Analysis

The study utilizes multiple linear regression analysis to assess the individual contributions of Human Resource Competence (X_1) and Work Motivation (X_2) on Employee Performance (Y). A significance level of 0.05 is adopted for the analysis. The resulting regression equation is $Y = 0.963 + 0.798X_1 + 0.446X_2$.

Employing Multiple Linear Regression Analysis, partial testing is utilized to ascertain the partial impact of the independent variables – Human Resource Competence (X_1) and Work Motivation (X_2) – on the dependent variable, denoted as Y in this context, which is the Employee Performance. The t-test is employed to compare the calculated t-value with the critical t-value. A significance level of 0.05 (5%) is used for this hypothesis testing. The results of this analysis are outlined in Table 1 below:

Table 1. Regression Coefficients
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	,963	1,500		,642	,527
X1	,798	,282	,503	2,833	,009
X2	,446	,179	,442	2,487	,020

a. Dependent Variable: Y

Source: Processed data

Based on the table above, the multiple linear regression equation is derived as follows: $Y = 0.963 + 0.798X_1 + 0.446X_2$. The interpretation of this regression model suggests that the constant, 0.963, represents

the base value of Employee Performance (Y). As the values of Human Resource Competence (X_1) and Work Motivation (X_2) increase, Employee Performance (Y) increases by 0.963. The coefficient of the Human Resource Competence (X_1) regression, which is 0.798, indicates that a one-unit increase in Human Resource Competence results in a 0.798 increase in Employee Performance with a significance of 0.009, or 0.9%. This signifies that this variable has a substantial influence on the variations in KJPP employees' performance. Similarly, the coefficient of Work Motivation (X_2) is 0.446, suggesting that a one-unit increase in Work Motivation leads to a 0.446 increase in Employee Performance, with a significance of 0.020, or 2%. While less dominant than X_1 , this variable still significantly affects Employee Performance.

Table 2. Analysis of Variances (ANOVA)

ANOVA ^a							
	Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	116,098	2	58,049	69,907	,000 ^b	
	Residual	20,759	25	,830			
	Total	136,857	27				

a. Dependent Variable: Y

b. Predictors: (Constant), X_2 , X_1

Source: Processed data

The multiple R value of 0.921 signifies a strong relationship between the independent variables and the dependent variable, accounting for 92.1% of the variability in Employee Performance. The coefficient of determination (R Square) is calculated as 0.848, indicating that the independent variables collectively explain 84.8% of the variation in Employee Performance, leaving 15.2% unexplained by the variables studied. The calculated F value of 69.907 is significantly higher than the critical F value of 3.39 (at 5% level), demonstrating a collective effect of the independent variables (X_1 and X_2) on Employee Performance (Y).

Table 3. Coefficient of Determination

Model Summary ^b									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	,921 ^a	,848	,836	,911249	,848	69,907	2	25	,000

a. Predictors: (Constant), X_2 , X_1

b. Dependent Variable: Y

Source: Processed data

Upon conducting calculations, the t-value is determined as 2.833. Since this t-value exceeds the tabulated t-value of 2.05954, the null hypothesis (H_0) is rejected at the 5% significance level. Consequently, Human Resource Competence (X_1) significantly influences Employee Performance (Y) on a partial basis. This indicates that changes in Human Resource Competence result in corresponding changes in Employee Performance. The partial correlation coefficient for Human Resource Competence (X_1) is 0.493, indicating that this variable accounts for 49.30% of the variation in Employee Performance.

For the variable X_2 , the calculated t-value is 2.487, surpassing the tabulated t-value of 2.05954, leading to the rejection of the null hypothesis at the 5% significance level. Therefore, Work Motivation (X_2) significantly affects Employee Performance (Y) on a partial basis. Changes in Work Motivation result in proportional changes in Employee Performance. The partial correlation coefficient for Work Motivation (X_2) is 0.445, explaining 44.5% of the variation in Employee Performance.

Consequently, the more dominant variable is Human Resource Competence (X_1), as indicated by its higher partial correlation coefficient of 22.1% compared to the partial correlation coefficient of the variable X_2 , which stands at 19.4%. Hence, it can be concluded that Human Resource Competence has a more substantial impact on the dependent variable, Employee Performance (Y).

Discussion and Analysis

The research outcomes elucidate that Human Resource Competence significantly impacts the Employee Performance of the studied KJPP employees. The ability to execute various tasks, encompassing decision-making, innovation, rapid adaptation to unforeseen changes, and business management, is deemed crucial within Human Resource Competence. Sub-variables related to individual skills, productivity, communication, and organization closely follow in importance. Lastly, questions regarding knowledge, including understanding of the Indonesian Appraiser Code of Ethics and Standards of Appraisal in Indonesia,

comprehension of service products, and knowledge of financial instruments, collectively denote understanding of all facets associated with the appraisal industry.

As humans engage in work, their aims extend beyond mere productivity to encompass meeting needs. These needs encompass physical, safety and health, social, recognition, and self-actualization requirements. Among the five sub-variables, the need for recognition attains the highest value, highlighting that acknowledgment of job accomplishments, praise, trust, and promotions are the most influential motivators for enhancing employee performance. Additionally, the necessity for compensation, allowances, and incentives also contribute. In contrast, the sub-variables concerning safety, health, and social needs are perceived as less impactful. This may arise from a limited depth of understanding of these needs among the KJPP employees under study, rendering them less significant.

Respondents of this study concur that the ability to collaborate effectively is the most vital aspect of Employee Performance. The nature of the work, which often requires a collective effort to complete tasks and occasionally demands a substantial number of appraisers, makes teamwork a paramount quality. Subsequently, the sub-variables of quantity and timeliness emerge as the second most critical aspects, inherently linked to effective teamwork. The employees strive to complete tasks promptly to handle the volume of work each month.

To conclude, employees of the studied KJPP endeavor to attain high monthly work volumes through timely task completion. They recognize that effective teamwork is the key to achieving this objective. This accomplishment aims to fulfill the need for recognition, encompassing job achievements, commendations, trust, and promotions, as the most influential motivators. The employees understand that capabilities, such as decision-making, innovation, swift adaptation to changing circumstances, and business management, are vital for achieving target performance levels.

4. Conclusion

The findings of this research unveil a positive correlation between the two variables, namely, human resource competency (X_1) and work motivation (X_2), in relation to employee performance (Y). Notably, human resource competency emerges as the paramount driver of influence. Both variables, in multiple and in partial correlations, substantively demonstrate their impact. Evidenced by a multiple coefficient of determination of 0.848, it can be discerned that the entirety of the independent variables (X_1 and X_2) can elucidate employee performance (Y) to the extent of 84.8%, with the remaining 15.2% attributed to variables not encompassed by this study. Therefore, for further research conducted within the same scope as KJPP Pung's Zulkarnain and Partners Branch in Surabaya, it is not recommended. It is hoped that future researchers will choose different research subjects within the domain of KJPP, namely different KJPP entities, while utilizing both similar and different variables. This approach will enable them to compare their findings with the results outlined in this study, with the aim of identifying similarities and differences in the intrinsic characteristics of KJPP personnel.

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