

The Influence of Competence on Performance with Motivation as an Intervening Variable in General Hospitals

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Performance is an important thing that must always be considered by every organizational implementer. Organizational leaders must strive so that employee performance must achieve targets in accordance with previously planned targets. The purpose of this study is to determine the impact of competence on employee performance with motivation as an intervening variable with at a government-owned general hospital operating in the city of Bondowoso. Variables in this study is independent variable (competence) and the dependent variable (employee performance). The analysis used is descriptive analysis with 100 samples respondents. The results of the analysis show that competence and work motivation have a positive impact on employee performance. For the indirect effect of competence on performance through motivation, it also has a positive and significant effect.

1. Introduction

According to Law No. 44 of 2009, a hospital can be said to be an organization that provides health services that organizes health services for individuals perfectly by providing inpatient, outpatient, and emergency services. With the development of information technology, hospital services are required to be fast and precise and responsive to public health. In the Regulation of the Minister of Health No. 82 of 2013, it is stated that every operating hospital is required to implement the management and development of the Hospital Management Information System (SIMRS). In order to move towards a hospital that has implemented and used this SIMRS, the hospital management must be able to follow technological developments by continuously improving individual performance and organizational performance.

Mangkunegara (2016) states that the understanding of performance is the behavior/activity of an employee that is carried out to achieve a previously determined result. One of the successes of an organization is how to manage the human resources it has in an effective and efficient manner so that goals can be achieved. According to (Simamora 2019), The definition of performance is the result of an employee's work in relation to their contribution to the organization during a certain period of time. Rivai (2009) said that employee performance can be said to be one of the determining factors for the success of an organization in working. Furthermore Qomariah (2020) also said that an employee's efforts to achieve what is desired within a certain time which can usually be measured by

a certain size in a period of time is also called employee performance. All organizations strive to continuously improve the performance of their employees. Several factors that need attention in terms of improving employee performance include: the competence possessed by workers and also the work motivation of employees.

Competence is a basic skill possessed by a person that allows them to produce superior performance in their work. A competent person is someone who with his skills does work easily, quickly, intuitively and very rarely or never makes mistakes. According to (Wibowo 2019), The definition of competence is an ability to carry out or do a job or task that is based on skills and knowledge and supported by the work attitude required by the job. Someone who has competence in a particular field of work will automatically do the job well and immediately complete the assigned task. Research that has been conducted by several researchers such as (Rahim, et al. 2017), (Basalamah 2017), (Prahawan, et al 2017), (Indarti 2018), (Supriadi, et al. 2018), (Manik and Syafrina 2018; Mukhtar 2018; Widyanto and Mersa 2018), (Bahri et al. 2018), (Yamin and Ishak 2018), (Adam and Kamase 2019; Amdani et al. 2019; Wasiman 2020), (Mustikawati and Qomariah 2020), (Nyoto,et al. 2020; Wongso, et al, 2020), (Alhasani, et al. 2021), (Indiyaningsih, et al. 2020) states that the competencies possessed by pre-employees that are in accordance with the field of work can provide improvements to employee performance in an organization. Other studies that also discuss the problem of the relationship between competency and performance include: (Askany et al. 2024), (Mujiraharjo et al. 2024; Mustikasari et al. 2024), (Darmanto and Supriyadi 2022; Hapsari et al. 2022), (Setiawan, et al. 2022), (Basriani 2016), (Hasibuan and Afrizal 2019), (Abusama et al. 2017) where the result is that performance in an organization can increase due to the competencies possessed by employees. While research conducted by (Utomo, et al. 2019), (Chandra, et al. 2020), (Kurniawan, et al. 2021), stated that employee competence does not affect employee performance.

The competence possessed by employees can also provide encouragement for them to work harder. Thus, competence can be a motivation for employees to work because they want to get something that has become an ideal and work plan in their lives. Research from (Indarti 2018; Meidita 2019; Parashakti, et al. 2020; Prahawan, et al. 2017; Rahim, et al. 2017; Supriadi, et al. 2018; Zubaidah 2016) states that competence can encourage an employee to work to be better.

Work motivation is the encouragement of an employee to carry out activities in the company to work better (Qomariah 2020). Motivation can come from within the company or from outside the company. Someone who has motivation in working will work well and will always do the tasks assigned well and immediately complete their tasks on time. Research conducted by several researchers has proven that work motivation can improve employee performance (Ardianti, et al. 2018; Atikah and Qomariah 2020; Basalamah 2017; Hendrawijaya, et al. 2019; Hidayah and Tobing 2018; Istanti et al. 2020; Mayangsari et al. 2020; Samah et al. 2019; Soebyakto, et al. 2019), (Hardianto et al. 2020; Kurniawan, et al. 2019; Permana et al. 2019; Priyono, et al. 2018; Sari, et al. 2020; Ulantini et al. 2022; Utomo, et al. 2019; Wijianto, et al. 2020).

RSU Bondowoso is a government-owned hospital that is always ready to provide the best health services to the people of Bondowoso. Challenges are always faced by every business unit, including RSU Bondowoso. In an effort to overcome these challenges, RSU Bondowoso is required to continue to innovate and improve the quality of providing health services. These demands are certainly shown by the performance achievements of RSU employees. Dr. H. Koesnadi Bondowoso in Table 1.

Table 1. Employee Performance Assessment

No.	Part	Target Value (%)	Performance Realization 2022 (%)
1.	Staffing	100	74
2.	Training	100	88
3.	Finance	100	77

4.	Cashier	100	64
5.	Registration and Information	100	64
6.	Secretariat	100	61
7.	General	100	56
8.	Poli	100	80
9.	Inpatient	100	70
10.	Laboratorium	100	66
11.	Medical records	100	71
12.	Medical Rehab	100	78
13.	Nutrition	100	71
14.	IPSRS	100	87
15.	Emergency Room	100	68
16.	Driver	100	81

Source: Internal Head of HR Division. RSU. dr. H. Koesnadi Bondowoso.

The results of the employee performance assessment of Dr. H. Koesnadi Bondowoso Hospital in 2022 can be seen in Table 1. The performance assessment covers various sections and departments within the hospital with a reference assessment value of 100. By looking at the results of the performance assessment at Dr. H. Koesnadi Bondowoso Hospital, it turns out that it has not yet reached 100%, therefore this study was conducted. In addition, there are still inconsistent results related to the competency variable on performance, which still have inconsistent results. Based on the problems that have been presented, the purpose of this study is to determine the effect of competence on performance with motivation as an intervening variable at Dr. H. Koesnadi Bondowoso Hospital.

2. Literature Review

Competence

According (Wibowo 2019), The definition of competence is the 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. Meanwhile, according to The definition of competence is what outstanding performers do more often in more situations with better results, than what average performers do.

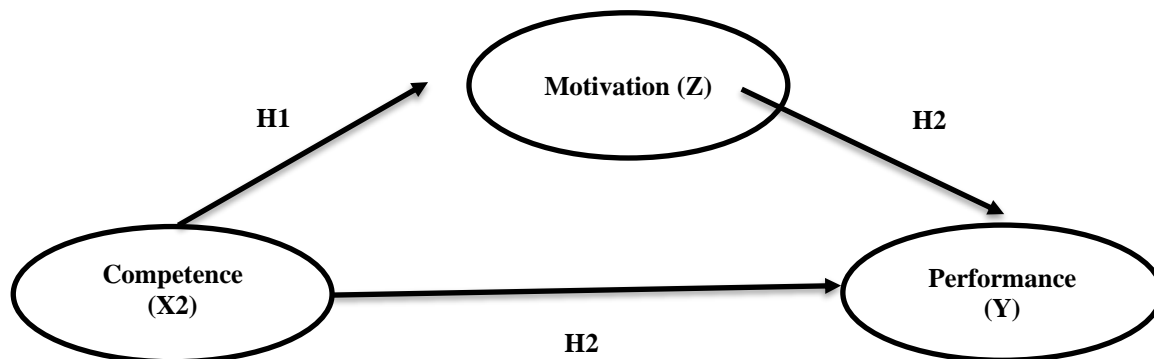
Work Motivation

Work motivation is the drive of a worker in carrying out activities in the company to work better (Qomariah 2020). Dorogan can come from within the worker and also from outside the worker or intrinsic motivation and extrinsic motivation. Intrinsic motivation usually comes from the work itself that makes someone motivated, not because of other stimuli such as status or money, it can also be said that someone is doing their hobby. While what is said as extrinsic motivation can be factors outside the work that are the main factors that make someone motivated (Masram and Mu'ah 2015).

Performance

Mangkunegara (2016), explains the meaning of performance as the work results in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. According to (Widodo 2015), performance is the level of achievement of results from carrying out certain tasks. Widodo also defines individual performance as the level of achievement or results of a person's work from targets that must be carried out within a certain period of time.

Conceptual Framework of Research



Research Hypothesis

Hypothesis 1 (H1): Employee competency has a positive influence on work motivation.

Hypothesis 2 (H2): Employee competency has a positive influence on employee performance.

Hypothesis 3 (H3): Work motivation has a positive influence on employee performance.

Hypothesis 4 (H4): Employee competency has a positive influence on employee performance through work motivation

3. Research Method

This research is a quantitative research. Quantitative research is a research that tries to explain and describe the conditions of each variable in detail and see the relationship or relationship between these variables using data that is measured in numbers or mathematical models (Sugiyono 2019). There are 3 (three) types of variables in this study, namely independent variables (competence), dependent variables (employee performance) and intervening variables (work motivation). The indicators of the competency variable include: knowledge, understanding, ability, values, attitudes and interests. While the indicators for the performance variable in this study are: work quality, work quantity, responsibility, cooperation, initiative. The indicators of work motivation are: success, recognition, the work itself, responsibility, development. This study used a population of all employees at RSU dr. H. Koesnadi Bondowoso with a total of 374 employees. The number of samples was determined by the SLOvin formula with an error rate of 10% and it was known that the number was 99 rounded up to 100 respondents. Descriptive analysis, measuring instrument tests in the form of validity tests and reliability tests and also hypothesis tests were carried out in this study.

4. Results

Descriptive Analysis of Respondents

Based on the age of employees of Dr. H. Koesnadi Bondowoso Hospital, respondents aged ≤ 30 years were 3.0% or 3 respondents, respondents aged between 31 - 40 years were 49.0% or 49 respondents, those aged between 41 - 50 years were 41.0% or 41 respondents, then those aged between 51 - 60 years were 7.0% or 9 respondents. Respondents in this study were dominated by groups of employees with an age range of 31-40 years. This is because in that age range, Non-Medical employees of Dr. H. Koesnadi Bondowoso Hospital are still very productive and also the level of

competence and educational qualifications they generally have are Bachelor's degrees, because the year of appointment of civil servants requires a minimum diploma of D3.

Validity and Reliability Test Results

The results of the validity test are presented in Table 2, while the reliability test of the research is presented in Table 3, below. Tabel 2.

Table 2.
Research Validity Test Results

Indicator	Competence	Motivation	Performance
X1	0.794	0.317	-0.491
X2	0.873	0.274	-0.509
X3	0.881	0.244	-0.296
X4	0.845	-0.402	0.466
X5	0.834	-0.280	0.349
X6	0.805	-0.165	0.509
Z1	0.310	0.803	0.346
Z2	-0.721	0.869	0.693
Z3	0.398	0.893	-0.248
Z4	0.633	0.813	-0.409
Z5	-0.568	0.867	-0.376
Y1	-0.094	-0.016	0.834
Y2	0.848	-0.200	0.787
Y3	-1.199	0.690	0.784
Y4	0.318	-0.319	0.852
Y5	0.098	-0.120	0.807

Table 3.
Research Reliability Test Results

Research Variables	Cronbach's alpha coefficients	Results
Competence (X)	0,916	Reliable
Motivation (Z)	0,903	Reliable
Employee Performance (Y)	0.817	Reliable

Based on Table 2, it can be concluded that the validity test criteria have been met. Based on Table 3, it can be concluded that it has met the requirements of the reliability test for the competency, work motivation and employee performance variables because the Cronbach alpha value is above 0.7.

Results of Hypothesis Testing of Direct and Indirect Effects

There are 4 hypotheses that must be tested for truth, namely direct hypotheses and indirect hypotheses. There are 3 direct hypotheses, namely the influence of competence on motivation, and the influence of motivation on employee performance, and the influence of competence on employee performance. While the indirect influence is the influence of employee competence on employee performance through work motivation. The results of the direct and indirect hypotheses are presented in Table 4.

Table 4.
Coefficient Values of Direct and Indirect Influence Paths

No	Hypothesis	Path coefficients	P values	Results
1.	Competence → Work Motivation	0,643	0,001	H1 Accepted
2.	Work Motivation → Employee	0,463	0,001	H2 Accepted
3.	Competence → Employee Performance	0,416	0,001	H3 Accepted
4.	Competence → Work Motivation → Employee Performance	0,298	0,001	H4 Accepted

5. Discussion

The Influence of Competence on Work Motivation

The results of statistical testing show that employee competence (X) influences work motivation (Z). This means that employee competence has a significant influence on the work motivation of employees which is proven to be true or H1 is accepted. This is due to the aspect of employee competence that is able to increase the work motivation of employees at Dr. H. Koesnadi Bondowoso Hospital. Aspects of employee competence are knowledge, understanding, skills, values, and attitudes. Thus, it can be concluded that the development of employee competence, involving increasing knowledge, developing skills, strengthening professional values, and forming positive attitudes, can be an effective strategy to increase the work motivation of employees at Dr. H. Koesnadi Bondowoso Hospital. RSU management can consider training programs, development, and organizational culture that support the development of employee competence in an effort to improve work quality and employee satisfaction.

This study is in line with the results of previous studies, the results of which are that competence can increase employee motivation in working (Indarti 2018; Meidita 2019; Parashakti, et al. 2020; Prahiawan, et al. 2017; Rahim, et al. 2017; Supriadi, et al. 2018; Zubaidah 2016).

The Influence of Employee Competence on Employee Performance

The results of the analysis show that there is an influence of the employee competency variable (X) on employee performance (Y). Thus, H2 which states that competence has an impact on performance is accepted (H2 is accepted) and H0 is rejected. Competence is very important in improving employee performance in an organization. Employees will easily complete the tasks that are their burden if they have competence in their field.

This study has significant similarities in results with previous studies conducted which found that competence has a positive and significant influence on performance, including those conducted by (Adam and Kamase 2019; Basalamah 2017; Chandra, et al 2020; Friolina et al. 2017; Mukhtar 2018; Mustikawati and Qomariah 2020; Pinca 2015; Setiawati 2017; Utomo, et al. 2019).

The Influence of Work Motivation on Employee Performance

The results of the tests that have been conducted show that work motivation (Z) has an impact on employee performance (Y). This means that H3 which states that work motivation has a significant effect on employee performance is accepted. This is due to the aspect of Work Motivation which is able to improve employee performance. Work motivation is a success factor in achieving an organizational goal because whether or not an organizational goal is achieved is due to employees who have good work motivation. Motivation is a driving and driving actor in learning to improve knowledge, competence, and ability. Work motivation is intended to encourage improvements in the

elements that will be implemented and evaluated as steps to improve the quality of the organization's human resources.

In this study, there are significant similarities in results with previous research conducted by (Basalamah 2017; Kurniawan, et al. 2019; Permana et al. 2019; Priyono, et al. 2018; Ulantini et al. 2022; Wijianto, et al. 2020), (Basyah, et al. 2022; Hosen et al. 2024; Mu'ah et al. 2023; Rahmadani, et al. 2020; Tahiri et al. 2022), (Qomariah et al. 2021), (Atikah and Qomariah 2020; Qomariah et al. 2021; Setiawan, et al. 2022; Triasmawan, et al. 2023) found that motivation has a positive and significant effect on performance. This finding indicates that a high level of motivation can improve performance in carrying out work tasks.

The Influence of Employee Competence on Employee Performance Through Work Motivation

Based on the seventh hypothesis, the indirect influence of the employee competency variable (X) on employee performance (Y) through the intervening variable of work motivation (Z) is 0.298, which is smaller than the direct influence of the employee competency variable (X) on the employee performance variable (Y) which is 0.416. Thus, it can be stated that teamwork (X1) and employee competency (2) affect employee performance (Y) through Work Motivation (Z) with a smaller value than its direct influence. The results of the study are also supported by the results of previous studies conducted by: If employees feel demotivated or have no work motivation, it will be difficult for the organization to achieve organizational goals, and have an impact on other employees. The skills and knowledge possessed by employees will affect their level of motivation to achieve better results in their work. When employees feel competent in carrying out their tasks, they will feel more motivated to achieve the targets and goals that have been set. (Zubaidah (2016) found that competence has a positive and significant effect on motivation and performance.

6. Conclusion and Suggestions

The conclusion that can be conveyed after the research results are: competence has an impact on work motivation and employee performance. Work motivation has a positive and significant effect on employee performance. Employee competence has a positive and significant effect on performance through work motivation.

The suggestions that can be conveyed to RSU dr. H. Koesnadi Bondowoso include: 1) Continue training and development programs to improve employee competence, including knowledge, skills, values, and attitudes. Ensure that employees have sufficient resources to continue to improve their professionalism; 2) Recognize and appreciate the contributions of employees who demonstrate high work motivation. Implement recognition or incentive programs that can motivate employees to achieve their best performance; 3) Increase educational support and development for employees as a motivational factor. Provide incentives or additional educational facilities that can encourage increased employee qualifications and knowledge; 4) Update the performance appraisal system by considering the direct and indirect effects of education variables, employee competencies, and work motivation. Ensure that the system accurately reflects the contribution of each factor to employee performance.

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