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THE INFLUENCE OF WORK MOTIVATION AND COMPETENCE ON EMPLOYEE PERFORMANCE IN THE DIRECTORATE OF FLEET AND ENGINEERING PT. PELNI (PERSERO) WITH CAREER DEVELOPMENT AS AN INTERVENING VARIABLE

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Abstract: This study aims to explain how motivation and work competence influence employee performance, with career development as an intervening variable. This study used 105 employees of the Directorate of Fleet and Engineering PT. PELNI (Persero) as a sample. They collect data using interviews, observation, and questionnaires. This study uses Structural Equation Modeling (SEM) data analysis with instrument testing using the Partial Least Square (PLS) method. The results of this study indicate that (1) Motivation has a positive and significant effect on career development, (2) Work competence has a positive and significant effect on career development, (3) Motivation has a positive and significant effect on performance (4) Work competence has a positive and significant effect on performance (5) Career development has a positive and significant effect on performance (6) Motivation has a positive and significant effect on performance through career development as an intervening variable and (7) Work competence has a positive and significant effect on employee performance with career development as an intervening variable.

Keywords: Motivation; work competence; performance; career development.

INTRODUCTION

By looking at the geographical conditions of Indonesia as an archipelagic country with 17,000 islands and 600 ports, sea transportation facilities, and infrastructure are essential. The principles of the Archipelagic Outlook can only be realized if smooth transportation facilities are created.

In managing sea transportation facilities and infrastructure, human resources who know are needed to ensure the efficient and effective implementation of sea transportation activities.

PT. Pelni Persero is one of the state-owned companies engaged in sea transportation in Indonesia, serving transportation of passenger, goods, and livestock transportation services. PT. Pelni must become a reliable and professional company that can provide the best service for its users. Prioritize customer satisfaction. Human resource issues are the focus and foundation for companies to survive. Human resources are the main actors in every company activity. Even though there are many facilities and infrastructure as well as resources, the company's activities will run well with the support of human resources.

Thus human resources are the primary key that must be considered in all their needs. Human resources will determine the successful implementation of company activities. Employees can work well if they have high performance so they can produce good work too. With the high performance of employees, it is hoped that organizational goals can be achieved; on the contrary organizational goals are difficult or can only be achieved if the employees have good performance to produce good work. Performance can also be seen as how creation takes place to complete work results. However, the development of the work itself shows performance. All human resources, leaders, and employees perform within the organization's company. Improving employee performance will bring progress for the company to survive in an unstable job competition. Therefore efforts to improve employee performance are the most severe management challenges because success in achieving goals and the survival of a company depends on the quality of the performance of its human resources. The clearer the role of employee performance in a company, it is mandatory for organizations to think about the right strategy to improve employee performance. Various methods that organizations can implement to manage employee performance include providing motivation, increasing work competence and career development through education and training, providing incentives, and increasing job satisfaction and work experience of employees.

Literature Reviews

A. Motivation

According to Robert Heller (1998: 6) in his book Wibowo (2016: 322), motivation is the desire to act. Every oral person is motivated by several different qualities. Motivation is often the impetus for financial behavior due to selling goals. The elements contained in motivation include the aspects of generating,

generating, executing, showing intensity, continuous in nature, and finally, selling (Wibowo, 2016: 322). Motivation becomes the basis for carrying out an action caused by someone's encouragement. Work motivation originates from the excitement of work and the movement of a person in working usually, working effectively, and integrated with all efforts to achieve satisfaction (Hasibuan, 2017: 219).

B. Work Competence

According to Mc. Cleland in Sedarmayanti (2015: 126), Competence is also a fundamental characteristic possessed by a person with direct and indirect influence and can predict mutually reinforcing performance. Boulter, Dalziel, in Hill (2003) in Sutrisno, Edy (2016: 203) argue that competence is a distinguishing characteristic of a person that allows it to provide superior performance in work, experience, and specific situations.

C. Career Development

According to Marwalnsyalh (2014: 223), an earlier return is a self-returning activity undertaken by a person to realize his earlier plan. Mangkunegara (2017: 77) defines career development as staffing activities that help employees plan their future careers in the organization so the employees concerned can develop themselves to the fullest. Veithzall Rivali (2015:

274) argues for the return of caloric resources, namely the increasing ability of individual employees to achieve the desired calorific potential.

D. Performance

According to Malthis in Jackson (2016: 378), performance and work done or not done job affects several times the amount of work they do contributes to organizational management in terms of output quality, output quality, output turnaround time, attendance at work sites, and partnerships. According to Kasmir (2019: 182), the performance includes work results in work behavior learned in completing tasks in a particular work period. This understanding of performance means that performance is a work result in a person's work behavior in a period, for example, one year. Then performance can be measured by completing tasks within the given timeline.

MATERIALS AND METHODS

This research is qualitative. Quantitative analysis uses callus all design. Standard measurement using a Likert scale. The population in this research is the Directorate General of Engineering staff in PT. PELNI (Persero) in the sample in this research totaled 105 people. Data Collection Method with:
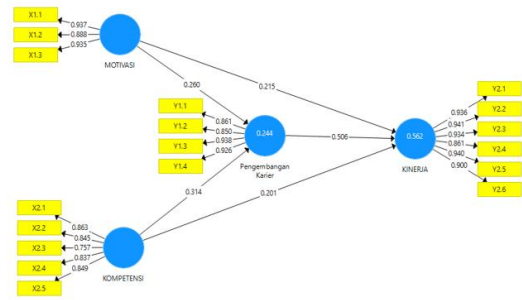Field Research (Field Research), namely

by using a questionnaire

Literary Research (Library Research), namely by logical thinking, studying and studying literature relevant to the research topic.

The data analysis method in this research uses variance-based Structural Equalization Modeling (SEM) in the final analysis using the Smart-Partial Least Scale (Small-PLS) program.

RESULT & DISCUSSION

Descriptive Statistical Analysis of Research Variables

	N	Minimum	Maximum	Mean	Std. Deviation
Motivasi	105	10.00	35.00	26.8952	6.36082
Kompetensi Kerja	105	31.00	70.00	55.5143	6.58833
Pengembangan Karir	105	20.00	55.00	42.6095	8.01140
Kinerja	105	21.00	68.00	55.8571	12.12628
Valid N (listwise)	105				

Sumber: Data diolah oleh Penulis, 2022

Descriptive statistical analysis of the research variables was used to determine the tendency of the answers to the questionnaire or the extent to which the responses from the respondents corresponded to the category of answer choices using a Likert scale from 1 (strongly disagree) to 5 (strongly agree) on the statements of each variable. Descriptive statistics provide an overview or description of data seen from the average value (mean), standard deviation, maximum, and minimum.

Gambar 4.1 Pengujian Loading Factor pada variabel

The data source was processed by the author using Smart PLS version 3.0, 2022

The picture above is the value of Confirmatory Factor Analysis (CFA), a technique in which a priori, theory, and concepts are known or determined in advance which indicators are used and which variables are included in these indicators. CFA is a validity test in SEM research; the numbers in the picture above are CFA values between variables to indicators and between variables. The test results in Figure 1. are summarized and explained as follows:

Tabel 4.10

Confirmatory Factor Analysis (CFA) sebelum Boostrapping

Variabel	Indikator	Original Sample	Cut-off	Keterangan
Kinerja (Y2)	Y2.1	0.936		Valid
	Y2.2	0.941		Valid
	Y2.3	0.934		Valid
	Y2.4	0.861		Valid
	Y2.5	0.940		Valid
	Y2.6	0.900		Valid
Pengembangan Karir (Y1)	Y1.1	0.861		Valid
	Y1.2	0.850		Valid
	Y1.3	0.938	0,700	Valid
	Y1.4	0.926		Valid
Motivasi (X1)	X1.1	0.937		Valid
	X1.2	0.888		Valid
	X1.3	0.935		Valid
Kompetensi (X2)	X2.1	0.863		Valid
	X2.2	0.845		Valid
	X2.3	0.757		Valid
	X2.4	0.837		Valid
	X2.5	0.849		Valid

Based on the above, the overall loading

factor indicates that the model meets the convergent validity requirements because the value is more than 0.7. In performance variables, all indicators are declared valid; in career development variables, all hands are declared valid; in the motivation variable, all indicators are declared good; and in the competency variable, all indicators are declared valid.

Average Variance Extracted (AVE)

Variabel	Average Variance Extracted (AVE)	Cut-off	Keterangan
KINERJA	0.845		Valid
KOMPETENSI	0.691		Valid
MOTIVASI	0.846	0,500	Valid
Pengembangan Karier	0.800		Valid

Sumber: Data diolah oleh Penulis dengan SmartPLS versi 3.0, 2022

Based on table 2. above, it can be seen that all AVE values are > 0.5; this indicates that all latent variables in the estimated model meet the convergent validity criteria (valid).

Cross-Loadings

	KINERJA	KOMPETENSI	MOTIVASI	Pengembangan Karier
X1.1	0.492	0.469	0.937	0.406
X1.2	0.423	0.307	0.888	0.297
X1.3	0.507	0.510	0.935	0.412
X2.1	0.461	0.863	0.485	0.442
X2.2	0.449	0.845	0.442	0.368
X2.3	0.375	0.757	0.268	0.279
X2.4	0.485	0.837	0.394	0.350
X2.5	0.399	0.849	0.350	0.361
Y1.1	0.682	0.414	0.397	0.861
Y1.2	0.576	0.444	0.397	0.850
Y1.3	0.579	0.344	0.325	0.938
Y1.4	0.585	0.350	0.333	0.926
Y2.1	0.936	0.466	0.517	0.605
Y2.2	0.941	0.474	0.507	0.611
Y2.3	0.934	0.483	0.461	0.632
Y2.4	0.861	0.483	0.431	0.626
Y2.5	0.940	0.485	0.475	0.643
Y2.6	0.900	0.502	0.463	0.643

Based on table 3. above shows that the cross-loading value indicates good discriminant validity because the correlation value of the indicator to the

construct is higher than the correlation value of the hand to other constructs. As an illustration (example), the loading factor X1.1 (question indicator for X1) is 0.493, which is higher than the loading factor with other competence and career development constructs.

Examination and assessment of discriminant validity are to be accepted if the AVE square root value is greater than the correlation value of the latent variable with all other latent variables (Fornel and Lalcker, in Santosal, 2018). The correlation value of each latent variable produced in the measurement model test can be seen in table 4. where the value of the AVE square root of each latent variable is marked with a shading effect.
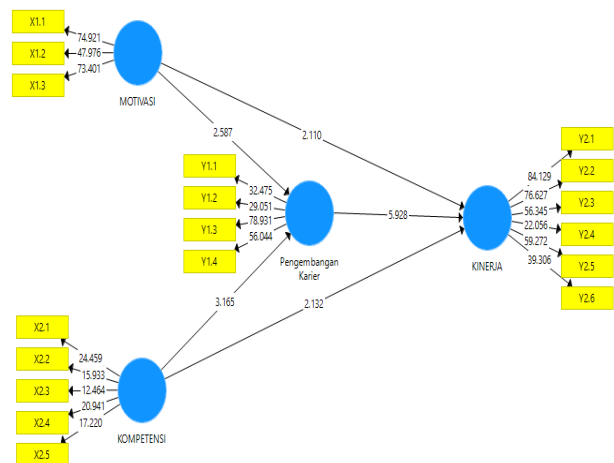
Fornell-Lacker untuk Validitas Diskriminan

	KINERJA	KOMPETENSI	MOTIVASI	Pengembangan Karier
KINERJA	0.919			
KOMPETENSI	0.525	0.831		
MOTIVASI	0.518	0.474	0.920	
Pengembangan Karier	0.682	0.438	0.409	0.895

Sumber : hasil olah 2022 (*Output SmartPLS 3*)

Based on the table above, it can be seen that the AVE square root value and the

correlation value of a latent variable (construct) with other constructs show a more excellent value. It can be concluded that the results of the discriminant validity examination through the Fornel-Lalcker criteria for latent constructs as a whole have a valid discriminant validity value.

Composite Reliability dan Cronbach's Alpha

	Cronbach's Alpha	rho_A	Composite Reliability	Cutt off	Keterangan
KINERJA	0.963	0.963	0.970		Reliabel (terpenuhi)
KOMPETENSI	0.888	0.895	0.918	0,7	Reliabel (terpenuhi)
MOTIVASI	0.910	0.923	0.943		Reliabel (terpenuhi)
Pengembangan Karier	0.916	0.918	0.941		Reliabel (terpenuhi)

The results of the construct reliability test, as presented in table 4.6, show the Composite Reliability and Cronbach Alpha values of all latent variables > 0.70. So that all manifest variables in measuring latent variables in the estimated model are declared reliable.

Evaluasi Model Struktural

Variabel (Konstruk) Endogen	R Square	R Square Adjusted	Hasil	Keterangan
KINERJA	0.562	0.549	> 0,5	Kuat
Pengembangan Karier	0.244	0.229	<0,25	Lemah

Sumber : hasil olah 2022 (*Output SmartPLS 3*)

The test results shown in the table above show that the R2 Performance value of 0.562 is more significant than 0.5, which is classified as vital; these results explain that 56.2% of performance is influenced by motivation, competency, and career development, while the remaining 43.8% is influenced by factors which were not observed in this study. Meanwhile, the second R2 value, career development, which is 0.244, which is lower than 0.25, is classified as weak. The results explain that

24.4% of career development is influenced by motivation and competence, while 75.6% is influenced by other factors not observed in this research.

Uji Hipotesis

Variabel	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Pengaruh Langsung					
KOMPETENSI -> KINERJA	0.201	0.208	0.094	2.132	0.033
KOMPETENSI KERJA -> PENGEMBANGAN KARIR	0.314	0.316	0.099	3.165	0.002
MOTIVASI -> KINERJA	0.215	0.209	0.102	2.110	0.035
MOTIVASI -> PENGEMBANGAN KARIR	0.260	0.260	0.101	2.587	0.010
PENGEMBANGAN KARIR-> KINERJA	0.506	0.502	0.085	5.928	0.000
Pengaruh Tidak Langsung					
KOMPETENSI -> KINERJA	0.159	0.158	0.055	2.882	0.004
MOTIVASI -> KINERJA	0.132	0.131	0.057	2.317	0.021

Sumber : hasil olah 2021 (*Output SmartPLS 3*)

CONCLUSIONS

Based on the results of research and discussion of data in previous chapters, the authors obtain conclusions that can be drawn from research identifying the effect of work motivation and competence on employee performance with career development as an intervening variable for employees of the Directorate of Fleet and Engineering PT PELNI (Persero), as follows:

1. Motivation has a positive and significant effect on employee career development, with the indicator of job challenges having an impact on increasing work performance which is the strongest indicator, while seeking a position in a group to seize and expand power is the weakest indicator. This shows that the higher the motivation of

employees, the better their career development.

2. Work competence has a positive and significant effect on employee career development, with increasing work motivation being the strongest and the educational background indicator being the weakest. This shows that the higher the work competence, the better the employees' career development.

3. Motivation has a positive and significant effect on employee performance. This shows that the higher the motivation of employees, the higher the performance of employees.

4. Work competence has a positive and significant effect on employee performance. This shows that the higher the competence of employees, the higher their performance of employees.

5. Career development has a positive and significant effect on employee performance. This shows that the better the employee's career development, the higher the employee's performance.

6. Motivation has a positive and significant effect on performance through career development. This shows that the higher the reason and the better the employee's career development will be able to impact the more high the employee's performance.

7. Work competence has a positive and significant effect on

performance through career development. This shows that the higher the work competence and the better the employee's career development will impact the employee's performance.

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