



ISSN : 2722-791X (Online)

Point of View Research Management

<https://journal.accountingpointofview.id/index.php/povrema>



The Influence of Competency and Motivation Dimensions on Employee Performance

Moh. Arga Wijana ^{†1}

*1. Sekolah Tinggi Ilmu Ekonomi Wira Bhakti Makassar, 90231, South Sulawesi, Indonesia

Submission Info :

Received 30 October 2021
Accepted 16 November 2021
Available online 18 November 2021

Keyword :

Knowledge
Skills
Work experience
Motivation
Employee Performance

Email :

argawijana@wirabhaktimakassar.ac.id

Abstract

This study was conducted to analyze the effect of competence on employee performance at the Education, Sports, and Youth Office of Pangkajene and Islands Regency and investigate which variables have a dominant influence on employee performance at the Education Sports and Youth Office of Pangkajene and Islands Regency. This research was conducted at the Department of Education, Sports and Youth of Pangkajene and Islands Regency, using primary data through a survey of 70 employees using the census method. The analysis used is descriptive analysis to explain the characteristics of respondents and then to analyze quantitative data using multiple regression analysis through the SPSS program. The results showed that competencies consisting of knowledge, skills, work experience, and motivation simultaneously (simultaneously) affected the performance of employees at the Department of Sports and Youth Education in Pangkajene and Islands Regency. The skill variable had the most dominant influence on employee performance at the Department of Education, Sports, and Youth of Pangkajene and Islands Regency.



This is an open access article under the [CC BY 4.0 International License](https://creativecommons.org/licenses/by/4.0/)
© Point of View Research Management (2022)

Introduction

Every government organization, both at the provincial and regional levels, requires organizational structuring of Human Resources so that the organization can run systematically and efficiently (Safitri et al., 2020). Many local governments have not developed a comprehensive Human Resource Management system, even though Human Resource Management is something important in organizations to appropriately and adequately respond to changes that occur externally to the organization. Organizational adaptability to changes in the external environment can be developed by

[†] Corresponding author. Moh. Arga Wijana
Email address: argawijana@wirabhaktimakassar.ac.id

increasing the capacity and competence of Human Resources (Ramadhania & Novianty, 2020). Human Resource Development means realizing the social responsibility of an organization, including government organizations. In carrying out activities to achieve the goals that have been set, the local government must have a pattern of developing a Human Resource Management system. Therefore, in responding to various challenges of change in the local government's internal and external environment, human resource development must be carried out sustainably (M. Panjaitan, 2017).

According to the author's initial observations, so far, the employee performance at the Pangkajene and Islands District Education Office has not been able to provide optimal contributions and satisfactory results to the process of work activities. Decrease in employee performance indicated such as not meeting the employee performance targets that have been set, lack of coordination between fields, the number of employees who often leave the place during working hours for activities outside the office, there are still many employees who are not yet in place to return to work after the lunch break and arriving late to work, during January to July 2014 although the number of active employees was more, namely an average of 81, 43%, but still found employees who were late arriving an average of 13.27% and there were still employees. The average absent from work is 5.3% (source of the report on the recapitulation of attendance of staff from the Education, Sports and Youth Office of Pangkajene and Islands Districts). These results indicate that employee performance still needs to be improved, especially employees who arrive late and do not come to work because it can interfere with other employees, especially the work that is their duty and responsibility, and these indicators significantly affect employee performance.

To overcome this problem, policy makers can make internal improvements, one of which is through the development of Human Resources. This improvement in internal conditions also aims to strengthen oneself and increase resilience in the face of local and global competition, which will inevitably become increasingly fierce. This means that the agency must improve its performance management system by improving its employees' performance because the success of the agency in improving its performance depends on the quality of the Human Resources concerned in working or working (Heri & Andayani, 2020). The existence of humans in organizations has a vital position because the success of an organization is primarily determined by the quality of the people in it (Tolo et al., 2016). Rapid environmental changes require the ability to capture the phenomenon of change, analyze its impact on the organization and prepare steps to deal with these conditions. Seeing this reality, the role of Human Resource Management is not only administrative but instead leads to how to develop Human Resources to be creative and innovative (Clancy et al., 2017; Safitriani, 2016).

Nowadays, competition is very sharp because of rapid technological changes. The environment is so drastic in every aspect of human life; every organization needs talented human resources to provide excellent and valuable services. Competency-based human resource development is carried out to deliver results under the goals and objectives of the organization with established performance standards (Heri & Andayani, 2020). Human Resource Qualification is the organization's ability to assess employees' potential in all lines, develop competence and accuracy in positioning employees at a structural level through a job analysis system (job analysis) and accurate Human Resources competency analysis. This can be realized by approaching the concept of Human Resource Management under the needs or demands of the organization, especially the demands of external

conditions that are increasingly changing and colored by uncertainty. For this reason, Human Resources must have reliable skills or skills in handling every job because reliable skills can directly affect employee performance (Mita, 2021).

One of the factors that affect the performance of employees in an organization is competence, which consists of Knowledge, Skills, Work Experience, and Motivation; where these factors are closely related to employee performance which is essentially one of the supporters of the creation of changes in improving employee performance (Safitri et al., 2020). The Pangkajene and Islands District Education Office is an agency that requires professional and reliable Human Resources (HR), both in academic and administrative matters. Effective performance improvement for civil servants in general, especially in the Pangkajene District Education Office, is certainly not easy to implement in its entirety. For this reason, supporting and accelerating work processes and various other work activities cannot be separated from efforts to improve the qualifications or professionalism of employees in carrying out their duties to support smooth work and achieve satisfactory work results. An employee or employee will feel proud and have his satisfaction with his achievements. Good work performance is a desirable condition in the life of the work environment. An employee will achieve good work performance if the results of his work are under both quality and quantity standards.

The existence of Civil Servants or PNS is very much needed in the context of providing public services to the community. Employees need to be given or carried out systematic coaching through various policies and coaching instruments. The performance appraisal system or work performance for civil servants is formally contained in the PP. No. 10 of 1979 concerning the assessment of the implementation of the work of civil servants or better known as DP3 (List of Assessments of the Implementation of Civil Service Work). Performance appraisal is an activity to measure or assess someone's success or failure in carrying out work by using job standards as a benchmark (Hartawati & Sahur, 2020). Performance appraisal in Civil Servants (PNS) is known as Job Implementation Assessment. The performance appraisal is carried out using the Job Implementation Assessment List (DP3), including Loyalty, Work Performance, Responsibility, Obedience, Honesty, Cooperation, Initiative, and Leadership. Performance appraisal aims to find out the strengths and weaknesses of employees so that the feedback process as a motivator can run well to correct employee mistakes at work and determine the allocation of rewards under each employee's performance (Mita, 2021).

The existence of Knowledge (ability), Skills, Work Experience, and the provision of Motivation also means an opportunity for employees to develop themselves and is an impetus for employees to produce. Giving motivation in the form of rewards and welfare can increase abilities and encourage employees as much as possible to excel (Darmiati et al., 2020; Howard et al., 2015). The formation of employee competence and professionalism towards work implementation needs to be directed toward programs under predetermined competency standards. The role of competence is very much required in employee work performance (Ramadhania & Novianty, 2020). Employees who have good work competencies will undoubtedly find it easy to carry out all job responsibilities. Able to read situations and problems at work and provide the correct response and have a reasonable adjustment to the environment. Career development is the effort of an institution or organization to provide opportunities for employees to pursue a higher career to support the achievement of organizational goals. Efforts to improve employee performance are carried out by increasing employee

competencies according to career areas and pathways through education, training, and work experience.

Employee abilities and motivation influence high enthusiasm and loyalty, for it are necessary to increase employee abilities and provide inspiration under employee needs. Giving the right motivation will encourage every employee to work more effectively and efficiently, so it is expected that employee work performance will increase (Wahyudiansyah et al., 2020). Competence concerns the authority of everyone to perform tasks or make decisions according to his role in the organization that is relevant to his expertise, knowledge, and abilities. The competencies possessed by individual employees must support the implementation of organizational strategy and be able to help any changes made by management. Thus, employee competence is one of the critical elements of human resource management that can improve work performance (Ramadhania & Novianty, 2020; Safitri et al., 2020).

Theoretical Framework and Hypotheses

Competence is the individual workability of Human Resources based on KnowledgeKnowledge, skills and attitudes towards work. Experts put forward the definition of competence (Moeheriono, 2012; Wong, 2020), which is "an underlying characteristic of an individual which is causally related to criterion-referenced effective and or superior performance in a job or situation." This means the characteristics that underlie a person and relate to the effectiveness of the individual's performance in his work. Departing from this understanding, an individual's competence is something inherent in him that can be used to predict his level of performance. Something in question can involve motives, self-concept, nature, KnowledgeKnowledge, and abilities/skills. Individual competencies in the form of skills and KnowledgeKnowledge can be developed through education and training, while motives can be obtained during the selection process.

Knowledge refers to information and learning outcomes. Therefore, Knowledge is necessary for improving Human Resources or developing and empowering various potentials of Human Resources, natural and financial. According to (Wardoyo, 2005; Hasani & Sheikhesmaeili, 2016), knowledge is the insight ability possessed by an individual Human Resources based on the level of education, educational background, and disciplines occupied, which form a comprehensive insight in shaping attitudes and character. In achieving national education goals. Martopo (2004) states that in improving the individual competence of Human Resources, KnowledgeKnowledge plays a vital role in influencing the level of acceptance of innovation, adoption, and initiative in carrying out its main tasks and functions in a work organization. The knowledge of the national education system is one of the considerations that need attention in recruiting qualified Human Resources individuals. Knowledge is an absolute requirement to pay attention to because it becomes a benchmark in improving the competence of Human Resources.

Skills play a vital role in improving the quality of Human Resources. The individual skills of Human Resources can be determined by the level of mastery of the field of work, the reliability of completing the main tasks on time, proficiency in work process skills, and having expertise in the application of basic tasks. The main functions are in the form of planning, implementation, supervision, evaluation, and assessment. As Adnan, (1999) suggests, what is meant by Skill is an

ability possessed by an individual Human Resources, which is shown in the mastery of the skills included. The elements that strengthen a skill that can be mastered or owned by someone are because, first, they are reliable in carrying out and completing tasks under work dynamics. Second, proficient in completing work activities based on the procedures carried out. Third, Expert in mastery and presentation based on the criteria for the progress of work assignments. Human Resources individuals need the three elements above to maintain their skills. Skills are indispensable in showing the success of a person to be qualified.

His work activities significantly influence the work experience of the Human Resources individual. The more experienced in carrying out their primary tasks, the easier it is to provide speed, convenience, accuracy, and integration in their work activities. The elements that determine work experience are work maturity, job descriptions, work culture, and forms of cooperation developed so far in the organization. (Mahardika, 2000; Rozi & Sunarsi, 2020) States that work experience is the length of time an individual in pursuing his job knows the ins and outs of his work and can overcome or provide solutions to his work, know his career, and solve various work problems. Therefore, Human Resources who can carry out their work well easily recognize what is being done and quickly solve various problems faced in the dynamics of their work. So, it can be said that a work experience is an integral unit between persistence, recognition, and problem-solving in carrying out work activities in a work period.

Work Experience Theory and its relation to the quality of Human Resources can be seen in the theory put forward by Starman and McGregor (JG Robinson & Bodmer, 1999), which sees that a person's strength, excellence, and reliability are reflected in the experiences that color his life. This theory was put forward by Starman when facing a very complex problem. Still, the problem has been tried to be understood based on the ability to remember the activities carried out. From the accumulation of these activities, it is determined that there is a valuable experience that can solve the problem called Work Experience. The more often you do something, the higher the frequency of experience, which makes your qualities stronger. McGregor's theory states that experience is the most valuable teacher. McGregor's interpretation is since many problems that can be solved cannot be separated from the role of experience that leads to overcoming these problems.

Motivation is a willingness to expend a high level of effort toward organizational goals conditioned by the ability of efforts to meet individual needs. Motivation is the emergence of behavior that leads to specific goals with total commitment until the intended purpose is achieved (Sedarmayanti, 2007; Novitasari, 2020). According to (Mangkunegara, 2000; Hestisani et al., 2014) that the characteristics of people who have high motivation are doing things as well as possible, doing something to achieve success, completing tasks with effort and skills, desire to become a famous person or master a specific field, do a difficult job with satisfactory results, do something significant, and do something better than other people.

Understanding Performance is often referred to as performance or commonly called result. Cash and Fischer (Thoyib, 2005; Arianty, 2015) stated that performance is often referred to as performance or development, which means what has been produced by individual employees. Robbins suggests that another term for performance is human output, measured from productivity, absenteeism, turnover, citizenship, and satisfaction (Arianty, 2015). Brahmasari, (2008) suggests that performance

is the achievement of organizational goals, which can be quantitative or qualitative output, creativity, flexibility, reliability, or other things desired by the organization. Emphasis on performance can be short-term or long-term; it can also be at the individual, group, or organizational level. Performance management is a process designed to link organizational goals with individual goals to meet the two goals.

To produce a concept of Human Resource Management that can support work processes and good work results at the Pangkajene and Islands District Education Office, it is necessary to maintain the competence of employees because it dramatically affects the achievement of work performance in an organization. Employee performance is one of the factors that need to be considered by every organization because the employee's work performance will affect the smooth achievement of goals and objectives set by the organization. Thus, it is necessary to conduct an employee performance appraisal. The concept of Human Resources competence for each employee is a strength to support and get work results that satisfy the organization based on the background of Knowledge, Skills, Work Experience, and Motivation for the tasks they carry out. The competencies possessed by employees in various sections and subsections in carrying out their work are expected to continue developing knowledge, Skills, Work Experience, and Motivation in line with the demands, of the development of science and technology, which is increasingly rapidly growing to improve employee performance.

Competence is an employee's ability to work based on KnowledgeKnowledge of the field of work he is engaged in, educational background, insight, and expertise (Siagian, 1999; Wong, 2020). Based on this statement, it can be concluded that in improving the individual competence of Human Resources, Knowledge plays a vital role in influencing the level of employee ability in carrying out their main tasks and functions in a work organization; this is by the results of research (Ruddin, 2012; Safitri et al., 2020) which shows that competencies consisting of Knowledge, Skills, Work Experience, and Motivation simultaneously or simultaneously have a positive and significant effect on Employee Performance and partially KnowledgeKnowledge is the most dominant and significant influence on Employee Performance at the Regional Civil Service Agency (BKD) Luwu District. Quality of Human Resources in implementing the level of reliability of the skills possessed by an individual in producing a helpful work activity. Thus, Skills play a vital role in improving the quality of Human Resources. This is in line with research (Imatama, 2012; Juliartini, 2022), in which research results show that partially Knowledge and Skills have a more dominant influence on employee performance.

His work activities greatly influence an individual's work experience in Human Resources. The more experienced in carrying out the main tasks, the easier it is to provide speed, convenience, accuracy, and integration in work activities. The elements that determine work experience are work maturity, job descriptions, work culture, and forms of cooperation developed so far in the organization. A person's strength, excellence, and reliability are reflected in the experiences that color his life (Robinson, 1999). This theory was put forward by Starman when facing a very complex problem. Still, the problem has been tried to be understood based on the ability to remember the activities carried out. From the accumulation of these activities, it is determined that there is a valuable experience that can solve the problem called Work Experience. The more often you do something, the higher the frequency of experience, which makes your qualities stronger. This can motivate to work better and with quality as the definition of motivation which is a willingness to spend a high level of effort

towards organizational goals conditioned by efforts to meet individual needs. Motivation is the emergence of behavior that leads to specific goals with total commitment until the goal is achieved (Sedarmayanti, 2007; Hestisani et al., 2014). This is supported by the results of research (Marselina Warningsih, 2010; Yuningsih, 2019); the results of his study show that competence and motivation simultaneously have a significant effect on employee performance, and partially motivation is the most potent factor in influencing employee performance.

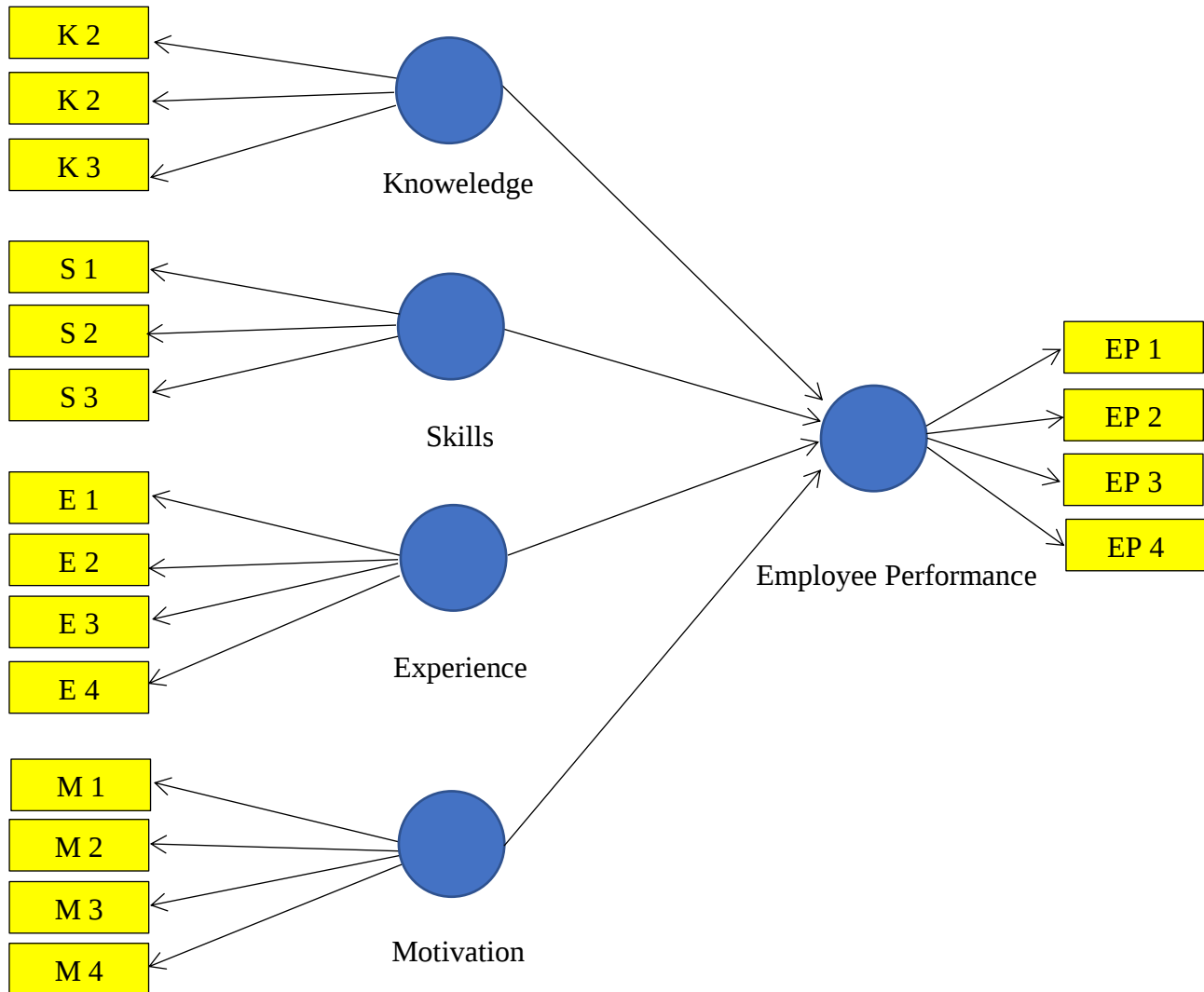


Figure 1. Research Model

- H1:** Knowledge has a significant positive effect on employee performance.
H2: Skills have a significant positive effect on employee performance.
H3: Work experience has a significant positive effect on employee performance.
H4: Motivation has a significant positive effect on employee performance.

Research Method

This research belongs to the explanatory category (explanatory research or descriptive study), using a quantitative approach that emphasizes the analysis of numerical data (numbers) processed by statistical methods. The population in this study were civil servants at the Department of Education, Sports, and Youth of Pangkajene and Islands Regency, amounting to 70 people. Sampling used the census method because all population members were used as research respondents. This study uses primary data collected by distributing questionnaires to all respondents filled with several statements with five answer options that will be given a weighted score such as answers (Strongly Agree = 5, Agree = 4, Disagree = 3, Disagree = 2, Strongly Disagree=1). The data collected will be analyzed through four stages of testing. The first stage is to do a descriptive analysis. The second stage is to test the quality of the data, which consists of (a validity test and a reliability test). The third stage tests the classical assumption consisting of (test for normality, multicollinearity, and heteroscedasticity). The fourth stage is to try all the hypotheses proposed in this study, which will be proven through a partial test and a coefficient of determination test.

Table 1. Variable Operationalization

Variable	Code	Indicator	Major Reference
Knowledge	K.1	Individual Ability	(Fista Dermawanti, 2021; Surianti et al., 2020)
	K.2	Discipline of Knowledge Owned	
	K.3	Education Level or Level	
Skills	S.1	Skills	(H. Panjaitan et al., 2021; Tolo et al., 2016)
	S.2	Skill	
	S.3	Reliability	
Work experience	WE.1	Knowledge of Work is Maturing	(Bili et al., 2018; Riyadi, 2015)
	WE.2	Level of Understanding of Several Types of Fields of Work	
	WE.3	Consistency to Work	
	WE.4	Job Responsibilities	
Motivation	M.1	Attractiveness/Terms of Reward	(Asralidin & Iba, 2021; Imatama, 2012)
	M.2	Mastery of Work	
	M.3	Award for Work	
	M.4	Potential Development	
Employee Performance	KP.1	Work Quality	(Rozi & Sunarsi, 2020; Safitriani, 2016)
	KP.2	Work Initiative	
	KP.3	Punctuality	
	KP.4	Working Quantity	

Data Analysis and Discussion

Data Analysis

The first step is to test the quality of the data in the form of validity and reliability tests. The results of the validity test carried out with the help of the SPSS version 17.0 program show that the Pearson moment correlation coefficient for each question item with a total score of each variable is

significant at the 0.01 level. The results of the validity test of each variable item can be seen in table 2.

Table 2. Validity and Reliability Test Results

Variable	Instrument	r-calculated	Cronbach's Alpha	Info
Knowledge	K.1	0,930	0,931	Valid and Reliable
	K.2	0,878		Valid and Reliable
	K.3	0,926		Valid and Reliable
Skills	S.1	0,864	0,939	Valid and Reliable
	S.2	0,936		Valid and Reliable
	S.3	0,958		Valid and Reliable
Work experience	WE.1	0,908	0,928	Valid and Reliable
	WE.2	0,910		Valid and Reliable
	WE.3	0,931		Valid and Reliable
	WE.4	0,884		Valid and Reliable
Motivation	M.1	0,862	0,907	Valid and Reliable
	M.2	0,918		Valid and Reliable
	M.3	0,904		Valid and Reliable
	M.4	0,858		Valid and Reliable
Employee Performance	EP.1	0,867	0,868	Valid and Reliable
	EP.2	0,373		Valid and Reliable
	EP.3	0,961		Valid and Reliable
	EP.4	0,958		Valid and Reliable

The validity test results in table 2 show that the calculated r-value of the question items is greater than the value of $r_{Table} = 0.235$ for $n = 70$. Thus, it can be stated that all statement items on the questionnaire are valid or able to reveal something that will be measured by the questionnaire to be used for further analysis. This study uses a one-shot for reliability testing, which means one measurement. Then the results are compared with other statements or, in other words measuring the correlation between the answers to questions. The results of the reliability test calculation show that the Cronbach Alpha (α) value of each variable is more significant than 0.60; thus, it can be concluded that the instrument items for each variable are reliable.

Furthermore, a multicollinearity test will be carried out. Multicollinearity means that the independent variables contained in the regression model have a perfect or near-perfect linear relationship (the correlation coefficient is high or even one). A good regression model should not have a perfect or near-perfect relationship between the independent variables. The existence of multicollinearity can be seen through the value of VIF (Variance Inflation Factors) or the tolerance value, namely, if the VIF value is <10 or vice versa by looking at the tolerance value > 0.1 . The results of the calculation of the FIV value or tolerance carried out for regression in this study can be seen in table 3.

Table 3. Multicollinearity Test Results

Variable	Collinearity Statistics	
	Tolerance	VIF
Knowledge	0,666	1,501
Skills	0,419	2,386
Work Experience	0,889	1,125
Motivation	0,435	2,298

The results of the multicollinearity test in table 3 show that all variables have a VIF value < 10 and a tolerance value > 0.1. This indicates the state of multicollinearity in the equations carried out. It is not proven that multicollinearity or the relationship between independent variables can be tolerated so that it will not interfere with the regression results.

Normal P-P Plot of Regression Standardized Residual

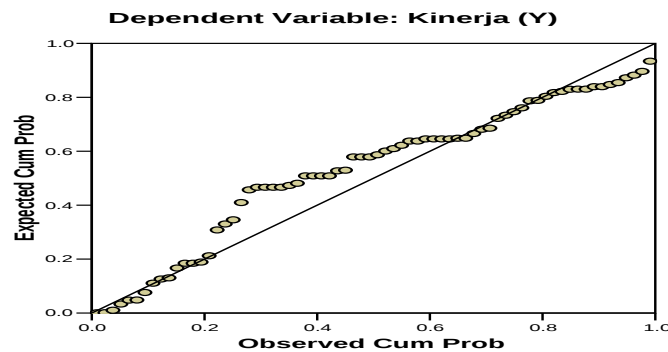


Figure 2. Normality Test Results

The third stage is to perform a normality test. Based on the normality test results using the Normal PP Plot of Regression Standardized Residual graph, which shows that the points spread around the diagonal line and the direction of the spread follows the path of the diagonal line. This indicates that the regression model is feasible because it fulfills the assumption of normality. Next is to test heteroscedasticity using a scatterplot graph. Detection of heteroscedasticity can be done using the scatterplot method. The distribution of the generated points is formed randomly, does not form a specific pattern, and the direction of the spread is above or below zero on the Y-axis.

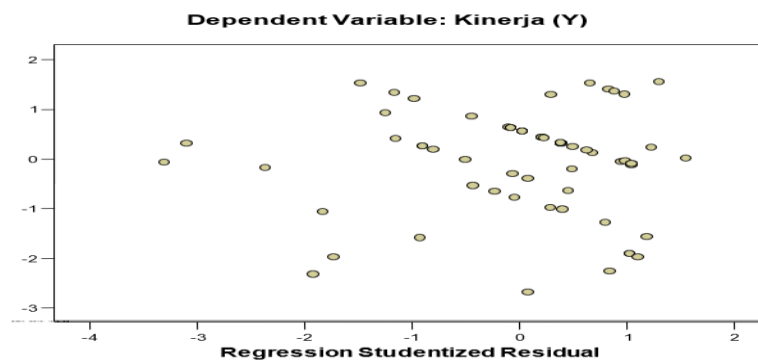


Figure 3. Heteroscedasticity test results

The fourth stage is to test the hypothesis by looking at multiple linear regression testing results. Multiple linear regression analysis aims to examine the effect of the independent variables on the dependent variable, in this case, are the variables of Knowledge, Skills, Work Experience, and

Motivation on Employee Performance at the Education, Sports, and Youth Office Pangkajene and Islands Districts.

Table 4. Results of Multiple Linear Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t-count	Sig.
	Beta	Std Error	Beta		
Constant	3,724	1.137		3.277	,002
Knowledge	,145	,056	,214	2.584	,012
Skills	,265	,063	,443	4.240	,000
Work Experience	,130	,060	,157	2.185	,032
Motivation	,208	,078	,273	2.664	,010

From the results of the regression analysis, it can be seen that the multiple linear regression coefficient test equation of this research model is as follows:

$$Y = 3.724 + 0.214X_1 + 0.443X_2 + 0.157X_3 + 0.273X_4$$

Constants obtained a value of 3.724 which means that the amount of employee performance at the Education, Sports and Youth Office of Pangkajene and Islands Regency when Knowledge, Skills, Work Experience, and Motivation is constant. Knowledge regression coefficient (X_1) has a positive value of 0.214, which indicates that Knowledge is positively correlated with Employee Performance; this coefficient is significant because the p-value = 0.012 is smaller than 0.05. If there is an increase in Knowledge and other variables are constant, it will increase the Performance of the Education, Sports, and Youth Offices of Pangkajene and Islands Districts. Skills regression coefficient (X_2) is positive at 0.443; this indicates that Skills are positively correlated with Employee Performance; this coefficient is significant because the p-value = 0.000 is smaller than 0.05. If there is an increase in skills and other variables are constant, it will increase the performance of the Education, Sports, and Youth Offices of Pangkajene and Islands Districts. The regression coefficient of Work Experience (X_3) is positive at 0.157; this indicates that Work Experience is positively correlated with Employee Performance; this coefficient is significant because the value of p = 0.032 is smaller than 0.05. Suppose there is an increase in Work Experience, and other variables are constant. In that case, it will increase the Performance of the Employees of the Education, Sports, and Youth Office of Pangkajene and Islands Regency.

The motivation regression coefficient (X_4) has a positive value of 0.273; this indicates that motivation is positively correlated with employee performance; this coefficient is significant because the p-value = 0.010 is smaller than 0.05. It can be explained that if there is an increase in motivation and other variables are constant, it will increase the performance of the employees of the Education, Sports, and Youth Office of Pangkajene and Islands Regency.

Table 5. Coefficient of Determination Test Result

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,838	,702	,684	1,46698

Based on table 5, the correlation value is $R = 0.838$ or 83.8%, which means the relationship between Knowledge, Skills, Work Experience and Motivation and Employee Performance has a strong relationship because it is close to one. Then the value of R Square is 0.702; thus, Knowledge, Skills, Work Experience, and Motivation can contribute or contribute 70.2% to the rise and fall of employee performance, while other variables that are not included in this model contribute 29.8 so that the model The regression used is perfect. Based on the value of Adjusted R Square, it can be interpreted that Knowledge, Skills, Work Experience, and Motivation can influence Employee Performance by 0.684 or 68.4%. At the same time, the remaining 31.6% is influenced by other factors that are not included in this research model.

The multiple linear regression analysis results show that the independent variable affects the dependent variable. To determine the regression results obtained, hypothesis testing was carried out simultaneously using the F-test and partial testing using the t-test.

Table 6. Simultaneous Test Results (F-Test)

Model	Sum of Squares	df	Mean Square	F	Sig
Regression	329.490	4	82.377	38.277	,000a
Residual	139.881	65	2.152		
Total	469.371	69			

Table 6 shows the results of the calculated F value of 38,277 with a significance level (probability number) of 0.000 because the probability number is $0.000 < 0.05$, in other words, the independent variable (X) which consists of Knowledge (X1), Skills (X2), Work Experience (X3) and Motivation (X4) jointly affects the dependent variable (Y).) namely Employee Performance. Based on the results of the ANOVA analysis, the first hypothesis of the study states that Knowledge, Skills, Work Experience, and Motivation simultaneously or jointly affect the Employee Performance of the Education, Sports, and Youth Offices of Pangkajene and Islands districts can be accepted. Furthermore, the t-test is carried out based on the coefficient table by comparing each independent variable X (Knowledge, Skills, Work Experience, and Motivation) with 0.05 (error).

Table 7. Partial Test Results (t-test)

Hypothesis Model	t-calculated	Sig
(Constant)	3.277	0.002
Knowledge	2.584	0.012
Skills	4.240	0.000
Work Experience	2.185	0.032
Motivation	2.664	0.010

In table 7, the partial test shows that Knowledge, Skills, Work Experience, and Motivation positively affect employee performance at the Education, Sports, and Youth Office of Pangkajene and Islands Regency. It can be seen that the t-count value obtained is greater than the t-table. The analysis results also show that of the four influential variables, it turns out that the Skills variable has a dominant influence in improving the Employee Performance of the Education, Sports, and Youth Offices of Pangkajene and Islands Regency. This can be seen from the t-count value of Skills being greater than Motivation, and the t-count value of Motivation is more essential than Knowledge. In contrast, the value of Knowledge is more fundamental than Work Experience.

Discussion

The results of testing the first hypothesis (H1) show that knowledge partially positively affects the performance of the Education, Sports, and Youth Offices of Pangkajene and Islands Districts. Knowledge refers to information and learning outcomes. Therefore, knowledge is essential in improving Human Resources or developing and empowering various potentials of Human Resources, natural and financial. Seeing the reality in the dynamics of work at the Department of Education, Sports and Youth of Pangkajene and Islands Regency, Knowledge plays a vital role in improving employee performance. The level of knowledge possessed by employees reflects the differences in the competence of each employee in carrying out their primary duties and functions by the work activities they face. Employees who have a higher level of education are expected to provide more or play a better role in developing their organization or work agency by their primary duties and functions in organizing the institution/organization. According to (Martopo, 2004; Fista Dermawanti, 2021), in improving the individual competence of Human Resources, Knowledge plays a vital role in influencing the ability to accept innovation, adoption, and initiative in carrying out their main tasks and functions in a work organization. Knowledge is an absolute requirement to be considered because it becomes a benchmark in increasing the competence of Human Resources. The opinion above is by the results of this study where knowledge greatly influences the improvement of employee performance at the Department of Education, Sports, and Youth of Pangkajene and Islands Regency.

The results of testing the second hypothesis (H2) show that skills partially positively affect employee performance at the Education, Sports, and Youth Office of Pangkajene and Islands Regency. The concrete form of the influence of skills on employee performance is reflected in the ability to carry out and carry out daily activities. The skills possessed by employees in carrying out their activities in the face of work dynamics that demand optimal service delivery, it is necessary for employees who have reliable, competent, and expert skills in the fields of mandated job descriptions by managerial, technical, and operational abilities in carrying out daily work activities day. Supporting concepts and theories are (Sulastyo, 2000; Surianti et al., 2020), which state that Skills play an important role in improving the quality of Human Resources. Skills are determined by the reliability

of completing the main task on time, proficiency in work process skills, and having expertise in the application of the main task. This study indicates that skills as an element of competence in employee performance play a vital role in influencing employee performance at the Education, Sports, and Youth Office of Pangkajene and Islands Regency.

The results of testing the third hypothesis (H3) indicate that work experience partially has a positive effect on employee performance at the Education, Sports, and Youth Office of Pangkajene and Islands Regency. (Wahab, 2000; Riyadi, 2015) states that work experience in an organization or agency is needed. This means that to meet the quality of reliable Human Resources, workers who can carry out their work well, regarding what they do and can solve the work problems they face, can only be done by Human Resources who have work experience. About Human Resource Management, Work Experience is something that cannot be ignored in improving one's competence to achieve the quality of Human Resources. However, according to the respondents' responses, work experience partially occupies the last position that affects employee performance in this study. But simultaneously, other independent variables affect employee performance at the Department of Education, Sports, and Youth in Pangkajene and Islands Regency.

The results of testing the fourth hypothesis (H4) indicate that motivation partially has a positive effect on employee performance at the Education, Sports, and Youth Office of Pangkajene and Islands Regency. Motivation is the willingness to expend a high level of effort for organizational goals conditioned by the ability of that effort to meet some individual need. This study indicates that motivation as an element of competence in employee performance at the Department of Education, Sports, and Youth of Pangkajene and Islands Regency also plays an important role. Concretely, it can be seen that most employees are motivated in carrying out their main tasks and functions according to the given job descriptions because they are by their abilities and skills. In addition, there is a desire to get good work benefits and appreciation for the work that has been done. This study indicates that motivation as an element of competence in employee performance at the Department of Education, Sports, and Youth of Pangkajene and Islands Regency also plays an important role. It can be seen that most employees are motivated in carrying out their primary duties and functions according to the job description given because it is by their abilities and skills. In addition, there is a desire to get good work benefits and appreciation for the work that has been done.

Besides that, it also supports the motivation theory put forward by Abraham Maslow (Marjaya & Pasaribu, 2019), which reveals that in every human being, there are five levels of needs, namely first, Physiological, including hunger, thirst, protection (clothing and housing), sex. and other conditions. Second, Security, safety, and protection against physical and emotional losses. Third, Social includes affection, belonging, good acceptance, and friendship. Fourth, appreciation includes internal respect factors, such as self-esteem, autonomy, and achievement, external factors, such as

status, recognition, and attention. Fifth is self-actualization, namely the drive to become what he becomes, which includes growth, reaching his potential, and self-fulfillment. The right motivation will be able to advance and develop the organization.

Conclusions

Based on the results of the research and discussion that have been stated, it was found that there was a positive and significant influence between the variables of Knowledge, Skills, Work Experience, and Motivation on Employee Performance at the Office of Education, Sports and Youth of Pangkajene and Islands Regency. From this conclusion, several things need to be suggested and recommended to the government, especially for the management of the Office of Education, Sports and Youth in Pangkajene and Islands Regency, namely: 1) To further improve employee performance, it is still necessary to make adjustments to increase knowledge by providing training and continue their education to an appropriate higher level through the granting of permits or study assignments by assisting in the form of scholarships. 2) To continuously improve the skills and abilities of employees by providing opportunities to take part in both formal and non-formal training so that the level of understanding of employees will be more efficient and effective. 3) To further improve Employee Performance, it is still necessary to adjust improve Work Experience through mutations, regular and continuous rotations. 4) To improve the performance of employees who have worked at the Office of Education, Sports and Youth of Pangkajenen and Islands Regency, it is still necessary to strive for an increase in work motivation reasonably and sustainably by providing appropriate rewards and rewards that are more oriented towards improving employee performance.

References

- Adnan, A. (1999). *Kajian-Kajian Keterampilan Dan Kompetensi Sdm*. Jakarta: Erlangga.
- Arianty, N. (2015). Pengaruh Budaya Organisasi Terhadap Kinerja Pegawai. *Jurnal Ilmiah Manajemen Dan Bisnis*, 14(2). <http://journal.umsu.ac.id/index.php/mbisnis/article/download/189/129>
- Asralidin, A., & Iba, Z. (2021). Pengaruh Kepemimpinan, Budaya Organisasi Dan Motivasi Terhadap Kinerja Pegawai Upt Dinas Pendidikan, Pemuda Dan Olahraga Kabupaten Bireuen. *Indomera*, 2(4), 37–45. <https://doi.org/10.55178/idm.v2i4.221>
- Bili, W., Resmawan, E., & Kondorura, D. (2018). Pengaruh Pengalaman Kerja Terhadap Kinerja Pegawai Di Kantor Kecamatan Laham Kabupaten Mahakam Ulu. *Ejournal Pemerintahan Integratif*, 6(3), 465–474. [http://ejournal.pin.or.id/site/wp-content/uploads/2018/02/pin_bili%20\(02-14-18-01-49-17\).pdf](http://ejournal.pin.or.id/site/wp-content/uploads/2018/02/pin_bili%20(02-14-18-01-49-17).pdf)
- Brahmasari, I. A. (2008). Pengaruh Budaya Organisasi Dan Motivasi Kerja Terhadap Komitmen Karyawan Dan Kinerja Perusahaan. *Die*, 5(1), 242262. <https://www.neliti.com/publications/242262/pengaruh-budaya-organisasi-dan-motivasi-kerja-terhadap-komitmen-karyawan-dan-kin>
- Clancy, R. B., Herring, M. P., & Campbell, M. J. (2017). Motivation Measures In Sport: A Critical Review And Bibliometric Analysis. *Frontiers In Psychology*, 8, 348.

<https://doi.org/10.3389/fpsyg.2017.00348>

- Darmiati, D., Kristiawan, M., & Rohana, R. (2020). The Influence Of School Leadership And Work Motivation Toward Teacher's Discipline. *Journal Of Social Work And Science Education*, 1(1), 32–44. <https://doi.org/10.52690/jswse.v1i1.8>
- Fista Dermawanti, F. (2021). Pengaruh Manajemen Pengetahuan Dan Keterampilan Terhadap Kinerja Karyawan Pada Dinas Pendidikan, Pemuda Dan Olahraga Kab. Temanggung. Universitas Teknologi Yogyakarta. http://eprints.uty.ac.id/8024/1/5160211349_Fista%20Dermawanti.pdf
- Hartawati, S. I., & Sahur, M. A. (2020). Pengaruh Lingkungan Kerja Dan Kompensasi Terhadap Kinerja Pegawai Pada Dinas Pendidikan, Pemuda Dan Olahraga Kabupaten Majene. *Jurnal Lentera Bisnis*, 9(2), 121–127. <http://dx.doi.org/10.34127/jrlab.v9i2.385>
- Hasani, K., & Sheikhesmaeli, S. (2016). Knowledge Management and Employee Empowerment: A Study Of Higher Education Institutions. *Kybernetes*. <https://doi.org/10.1108/K-04-2014-0077>
- Heri, H., & Andayani, F. (2020). Pengaruh Kompetensi Terhadap Kinerja Pegawai Pada Bidang Kepemudaan Dinas Pemuda Dan Olahraga Kota Bandung. *Neo Politea*, 1(2), 17–34. <https://doi.org/10.53675/neopolitea.v1i2.105>
- Hestisani, H., Bagia, I. W., & Suwendra, I. W. (2014). Pengaruh Motivasi Berprestasi Dan Disiplin Kerja Terhadap Kinerja Pegawai Pada Badan Kepegawaian Daerah Kabupaten Buleleng. *Jurnal Manajemen Indonesia*, 2(1). <https://ejournal.undiksha.ac.id/index.php/JMI/article/view/3385>
- Howard, L. W., Tang, T. L.-P., & Jill Austin, M. (2015). Teaching Critical Thinking Skills: Ability, Motivation, Intervention, And The Pygmalion Effect. *Journal Of Business Ethics*, 128(1), 133–147. <https://link.springer.com/article/10.1007/s10551-014-2084-0>
- Imatama, Z. (2012). Pengaruh Kompetensi Dan Motivasi Terhadap Kinerja Pegawai Pada Pdam Tirtanadi Cabang Padang Bulan. <http://repositori.usu.ac.id/handle/123456789/41644>
- Julianti, L. P. (2022). Pengaruh Komunikasi Interpersonal Terhadap Kinerja Pegawai Dinas Pendidikan Dan Olahraga Kabupaten Buleleng. *Comment*, 1(1). <http://jurnal.stahnmpukuturan.ac.id/index.php/comment/article/view/1942>
- Marjaya, I., & Pasaribu, F. (2019). Pengaruh Kepemimpinan, Motivasi, Dan Pelatihan Terhadap Kinerja Pegawai Di Pdam Tirta Deli Kabupaten Deli Serdang. *Maneggio: Jurnal Ilmiah Magister Manajemen*, Vol 2, No.(1), 129–147. <http://dx.doi.org/10.30596%2Fmaneggio.v2i1.3650>
- Martopo, A. (2004). Peningkatan Kompetensi Menuju Sdm Berkualitas. Penerbit Tarsito, Bandung.
- Mita, K. (2021). Pengaruh Kemampuan Kerja, Motivasi Kerja, Dan Dukungan Organisasi Terhadap Kinerja Pegawai Pada Dinas Pendidikan Kebudayaan Pemuda Dan Olahraga Kabupaten Bima. Universitas Muhammadiyah Mataram. <http://repository.ummat.ac.id/id/eprint/2868>
- Novitasari, S. R. (2020). Pengaruh Gaya Kepemimpinan, Motivasi Kerja, Kepuasan Kerja Terhadap Kinerja Pegawai Negeri Sipil Di Dinas Pendidikan Dan Kebudayaan Kabupaten Tegal. Universitas Pancasakti Tegal. <http://repository.upstegal.ac.id/1027/1/SKRIPSI%20ALHAMDULILLAH%20cair%20%281%29.pdf>
- Panjaitan, H., Sumual, M., & Soputan, G. (2021). Pengaruh Keterampilan Kerja Dan Motivasi Kerja Terhadap Kinerja Karyawan Pada Pln Tarakan Tomohon. *Jurnal Manajemen Dan Bisnis*, 6(8). <http://ejournal.fekon-unima.ac.id/index.php/JAK/article/view/2570>
- Panjaitan, M. (2017). Pengaruh Pengembangan Sumber Daya Manusia Terhadap Kinerja Pegawai Pt. Indojava Agrinusa. *Jurnal Ilmiah Methonomi*, 3(2), 7–15. <http://methonomi.net/index.php/jimetho/article/view/50>
- Ramadhania, S., & Novianty, I. (2020). Pengaruh Kompetensi Sumber Daya Manusia Terhadap Peningkatan Akuntabilitas Kinerja Instansi Pemerintah. *Prosiding Industrial Research Workshop And National Seminar*, 11(1), 807–813. <https://doi.org/10.35313/irwns.v11i1.2125>

- Riyadi, B. A. (2015). Pengaruh Pengalaman Kerja Terhadap Kinerja Karyawan Pada Toko Emas Semar Nganjuk. *Equilibrium: Jurnal Ilmiah Ekonomi Dan Pembelajarannya*, 3(1). <http://doi.org/10.25273/equilibrium.v3i1.637>
- Robinson, B. E. (1999). The Work Addiction Risk Test: Development Of A Tentative Measure Of Workaholism. *Perceptual And Motor Skills*, 88(1), 199–210.
- Robinson, J. G., & Bodmer, R. E. (1999). Towards Wildlife Management In Tropical Forests. *The Journal Of Wildlife Management*, 1–13.
- Rozi, A., & Sunarsi, D. (2020). The Influence Of Motivation And Work Experience On Employee Performance At Pt. Yamaha Saka Motor In South Tangerang. *Jurnal Office*, 5(2), 65–74. <https://doi.org/10.26858/jo.v5i2.13378>
- Safitri, H., Wajdi, M. F., & Setyawan, A. A. (2020). Pengaruh Dimensi Kompetensi, Dan Motivasi Terhadap Kinerja Bisnis Ukm Di Sukoharjo. Universitas Muhammadiyah Surakarta. <http://eprints.ums.ac.id/id/eprint/84589>
- Safitriani, S. (2016). Pengaruh Disiplin Kerja Terhadap Kinerja Pegawai Pada Dinas Pendidikan Pemuda Dan Olahraga Di Kab. Jeneponta. Uin Alauddin Makassar. <http://repositori.uin-alauddin.ac.id/id/eprint/9815>
- Surianti, S., Razak, M., & Alam, S. (2020). Pengaruh Pengetahuan, Keterampilan Dan Sikap Terhadap Kinerja Pegawai Dinas Kepemudaan, Olahraga Dan Pariwisata Kota Parepare. *Nobel Management Review*, 1(2), 249–258. <https://doi.org/10.37476/nmar.v1i2.1278>
- Thoyib, A. (2005). Hubungan Kepemimpinan, Budaya, Strategi, Dan Kinerja: Pendekatan Konsep. *Jurnal Manajemen Dan Kewirausahaan*, 7(1), 60–73. <https://doi.org/10.9744/jmk.7.1.pp.%2060-73>
- Tolo, I., Sepang, J. L., & Dotulong, L. O. H. (2016). Pengaruh Keterampilan Kerja Disiplin Kerja Dan Lingkungan Kerja Terhadap Kinerja Pegawai Pada Dinas Pemuda Dan Olahraga (Dispora) Manado. *Jurnal Emba: Jurnal Riset Ekonomi, Manajemen, Bisnis Dan Akuntansi*, 4(3). <https://doi.org/10.35794/emba.4.3.2016.13723>
- Wahyudiansyah, W., Syarifuddin, A., & Nurfaidah, N. (2020). Analisis Kompetensi, Budaya Organisasi Dan Motivasi Berprestasi Terhadap Kinerja Pegawai Negeri Sipil Pada Kantor Dinas Pendidikan, Pemuda Dan Olahraga Kabupaten Tojo Una-Una. *Mm Journal*, 1(1), 287–296. <http://ojs.stkip-ypup.ac.id/index.php/MM/article/view/225>
- Wong, S.-C. (2020). Competency Definitions, Development And Assessment: A Brief Review. *International Journal Of Academic Research In Progressive Education And Development*, 9(3), 95–114. <https://pdfs.semanticscholar.org/feb4/fe6975ba4ea88d920ecb93c836f7fb07bacc.pdf>
- Yuningsih, E. (2019). Pengaruh Kompetensi Dan Motivasi Terhadap Kinerja Pegawai Pada Pt Xxx. *Jurnal Visionida*, 5(1), 32–45. <https://doi.org/10.30997/jvs.v5i1.1804>