

The influence of Motivation, Competency and Working Facilities on Employee Performance at PT Pertamina MOR IV Semarang

Tirta Sandy, Winarto*, Subandi

Business Administration Department, Semarang State Polytechnic, Semarang, Indonesia

ABSTRACT

The purposed of this research to analyze employee performance, especially in the office of Pertamina MOR IV Semarang. This research used variables work motivation, work competence, and work facilities as independent variables that affect employee performance as the dependent variable. Sample used 102 employees of the office of Pertamina MOR IV Semarang and using the incidental sampling method, the study was using multiple regression analyze to. The results showed that work motivation, work competence, and work facilities had influences toward employee work performance. Motivation variable has Coefficient regression value of 0.285, competency is 0.238, and working facility is 0.273. Among the three independent variables, motivation has the largest effect on employee performance at PT. Pertamina MOR IV Semarang.

Key words: Motivation, Competencies, Working Facilities, Employee Performance

Pengaruh Motivasi, Kompetensi dan Fasilitas Kerja terhadap Kinerja Karyawan PT Pertamina MOR IV Semarang

Abstract

Penelitian ini bertujuan untuk menganalisis kinerja pegawai khususnya di kantor Pertamina MOR IV Semarang. Penelitian ini menggunakan variabel motivasi kerja, kompetensi kerja, dan fasilitas kerja sebagai variabel bebas yang mempengaruhi kinerja pegawai sebagai variabel terikat. Dengan jumlah sampel 102 orang pegawai di kantor Pertamina MOR IV Semarang dan menggunakan metode insidental sampling, penelitian dilakukan dengan regresi linier berganda. Hasil penelitian menunjukkan bahwa variabel motivasi memiliki nilai koefisien regresi sebesar 0,285, kompetensi 0,238, dan fasilitas kerja 0,273. Diantara ketiga variabel bebas tersebut, motivasi memiliki nilai koefisien tidak terstandarisasi terbesar yaitu sebesar 0,285 sehingga dapat dikatakan bahwa motivasi berpengaruh lebih kuat terhadap kompetensi dan fasilitas kerja terhadap kinerja karyawan pada PT. Pertamina MOR IV Semarang

Kata Kunci : Motivasi, Kompetensi, Fasilitas Kerja, Performa Karyawan

INTRODUCTION

In this globalization era, business competition occurs between companies in local, regional and global scope. Coupled with the development of information and technology that makes competition between companies become increasingly stringent. Every company is required to improve its quality in order to stay superior in competition. These advantages can be achieved by supporting factors such as capital, raw materials, machinery, and quality human resources.

Human resources is one of the factors that must be present and relatively more important than other factors, because almost all operational activities within the company and in the effort to achieve the goals of the company required qualified employees.

At the beginning of the period, each company certainly needs to set a target that will be achieved by the company. The achievement of company targets certainly cannot be separated from what their employees did during that period. In Pertamina MOR IV each individual has a performance target that must be met by them. This work target is called the Individual Goal Setting and Key Performance Index. Individual goal setting is an individual target that is owned by all employee of Pertamina MOR IV Semarang. Whereas the Key Performance Index is an indicator for management which is the target of the performance of each section or function. To monitor the performance of these employees, there are 2 tools, namely

People review and Performance management system. Both of these tools in their measurements use an online system that makes it easy to monitor. Monitoring or controlling system is done quarterly, so that the management can also monitor the performance of its employees. According to interview with manager of quality management and performance, she stated that “most of the target were reached, but there are

one or two target that still not fulfill yet” this is the problem that the researcher trying to identify.

The purpose of this research are:

1. To analyze the effect of motivation toward employee performance in PT. Pertamina MOR IV Semarang.
2. To analyze the effect of competency toward employee performance in PT. Pertamina MOR IV Semarang.
3. To analyze the effect of working facilities toward employee performance in PT. Pertamina MOR IV Semarang
4. To analyze the effect of motivation, competency, and working facilities toward employee performance in PT. Pertamina MOR IV Semarang.

Employee Performance

Edison (2016) stated: Performance is the result of a process that is referenced and measured over a certain period of time based on a predetermined provision or agreement. Meanwhile, Setyowati & Haryani (2016) stated “the term performance from the word job performance or actual performance, namely the quality and quantity of work achieved by an employee in carrying out their duties in accordance with the responsibilities given to him.” Sutrisno (2016), performance is the success of someone in carrying out the task, the work that can be achieved by a person or group of people in an organization in accordance with the authority and responsibilities of each or about how a person is expected to function and behave in accordance with the tasks assigned to him as well as the quantity, quality, and the time spent carrying out the task. It can be concluded that performance is the result obtained by someone in carrying out their work within a certain time in accordance with the responsibilities that have been given by an organization.

Indicators of Employee Performance

To measure employee performance individually, there are several indicators used. According to Robbins there are five indicators, namely:

1. Quality Work quality is measured by employee perceptions of the quality of work produced and the perfection of the task of the skills and abilities of employees.
2. Quantity Is the amount generated in terms of the number of units, the number of activity cycles completed
3. Timeliness Is the level of an activity completed at the desired initial time, viewed from the point of coordination with the outputs and maximizing the time available for other activities.
4. Effectiveness Is the level of use of organizational resources (energy, money, technology, raw materials) maximized with the intention of increasing the results of each unit in the use of resources.
5. Independence Is the level of someone who will be able to carry out his work functions.

Motivation

Robbins and Judge (2017: 127) stated, Motivation is a process that explains the strength, direction, and perseverance of a person in an effort to achieve goals." According to Rivai (2011: 837) suggest "Motivation is a series of attitudes and values that influence individuals to achieve specific things in an accordance with individual goals". Meanwhile Hasibuan (2009: 111) stated: Motivation is the giving of a driving force that creates the enthusiasm for one's work so that they will cooperate, work effectively, and be integrated with all their effort to achieve satisfaction.

Motivation is the result of a number of processes that are internal or external to an individual, which causes an attitude of enthusiasm and persistence in carrying out certain activities. Winardi (2007) Whereas, Siagian (2008) "motivation is the driving

force that causes an employee is willing and willing to move the ability to form the expertise and skills of staff and time to carry out various activities for which they are responsible and fulfill their obligations in order to achieve the goals and objectives of the company that have been determined previously."

Indicators of Motivation

Tandjung (2003) states " work motivation can be measured through indicators as follows:

1. The desire to finish work on time
2. Sense of carrying out work
3. Work hard
4. Independent in carrying out work.
5. Like a challenging job
6. Prioritizing maximum work results
7. Receive additional workload
8. Never complain when working

Setiawan (2015) using motivation as variable to influence employee performance and have positive and significant result on influencing employee performance. overlooked from the previous research the researcher proposes the first hypothesis as Ha1: motivation has a positive and significant influence on employee performance.

Competency

Employee competency is one of the important things in achieving optimal organizational performance. Each organization seeks to improve the competency of its human resources / employees so that the employee has work abilities that can be utilized, developed and able to keep up with changes in science and technology. This means that every organization needs competent and professional human resources to achieve its vision and be able to carry out the organization's mission.

The strategy to increase the competency of human resources to be able to meet the challenges of increasing development that is increasingly rapid,

efficient and productive, needs to be done continuously, so as to make productive resources (Sedarmayanti, 2004). Some understanding of competence is explained by some experts, among others, according to Dharma (2005), that the term competence refers to the behavioral dimension of a behavioral role that a person needs to be able to carry out his work satisfactorily. Competence includes behavioral characteristics that can show the difference between those who are performing high which in this context concerns achievement.

Indicators of Competency

Some aspects contained in the concept of competence according to Gordon in Sutrisno (2011: 204) as follows:

1. Knowledge
2. Understanding
3. Ability / Skills
4. Value
5. Attitude
6. Interests

Sambali (2019) also use competency and work facilities on employee performance and have positive and significant result on influencing employee performance. overlooked from the previous research the researcher proposes the second hypothesis as Ha2: Competency has a positive and significant influence on employee performance.

Working Facilities

Facilities are all things that can help and facilitate the implementation of activities, which can facilitate activities in the form of facilities and infrastructure. According to Indonesia dictionary (2008: 389), facilities are a means for smooth implementation of functions. Facilities are a means for launching and facilitate the implementation of functions.

Facilities are individual components of offers that are easily grown or reduced without changing the quality and service model. Facilities are also a tool to distinguish

one institution's program from other competitors Lupiyoadi (2006: 150). We can conclude that work facilities are supporting facilities in physical activity of the company, and are used in the normal activities of the company, have a relatively permanent period of usefulness and provide benefits for the future. Work facilities are very important for the company, because it can support employee performance, such as in the completion of work. In a company to achieve a goal required supporting tools used in the process or activities in the company. Facilities that are used by each company are various forms, types and benefits. The greater the activities of a company, the more complete the facilities and supporting facilities in the process of activities to achieve these goals.

Indicators of Working Facility

Work facility is one of the tools used by employees to facilitate the completion of daily work. Work facilities in each company will differ in their form and type, depending on the type of business and the size of the company. Recognizing the importance of work facilities for employees, companies are required to provide and provide work facilities. Work facilities in each company differ in their shape and type depending on the type of business and the size of the company. Sofyan believes that the types of work facilities consist of:

1. Machinery
2. Infrastructure
3. Office equipment
4. Inventory equipment.
5. Land
6. Buildings
7. Means of transportation

Darma (2018) used competency and work facilities on employee performance. The result showed that these variables have influence on employee performance both partially and simultaneously which means competency and work facilities are influencing employee performance.

overlooked from the previous research the researcher proposes the second hypothesis as Ha3: working facilities has a positive and significant influence on employee performance.

RESEARCH METHOD

Population and Sample

The population in this study were all employees at PT. Pertamina MOR IV, which amounts to 299 people, and using 102 of the

employee as a sample, using incidental sampling as the sampling method.

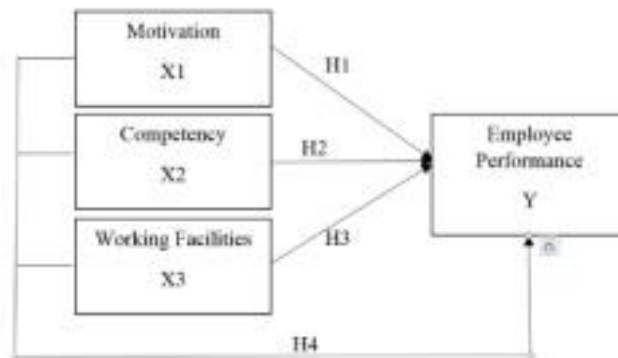
Data analysis

In this research, multiple linear regression analysis is used to measures the strength and shows the direction of the influence of Motivation, Competency, and working facilities toward employee performance. After the calculation has been done by the SPSS, we compare the coefficient regression with the T table and F table to see are those variables are accepted or rejected.

Research Model

The theoretical framework in this study can be seen in Figure 1.

Figure 1. Theoretical Framework



In this research, multiple linear regression analysis is used to measures the strength and shows the direction of the influence of Motivation and Organizational Culture toward employee performance. The equation formulated as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + \dots + b_nX_n.$$

Description:

- Y = Employee Performance
- X1 = Motivation
- X2 = Competency
- X3 = Working Facilities

a = Constant

b = Regression Coefficient

RESULT AND DISCUSSION

This multiple linear regression analysis was used for the first research purpose, namely to analyze the influence of Motivation (X1), competence (X2), and work facilities (X3) as an independent variable on employee performance that functions as a dependent variable (Y). The summary of the results of multiple linear regression tests is shown in Table 1.

Table 1. Multiple Linier Regression

Variable	Unstandardized Coefficient		Standardized Coefficient	t	sig
	B	Std. Error	Beta		
Motivation	0.285	0.54	0.462	5.299	0.000
Competency	0.238	0.71	0.293	3.343	0.001
Working Facility	0.273	0.68	0.280	3.074	0.001
Constant	=	2.080			
R	=	0.688			
R square	=	0.473			
Adjusted R Square	=	0.457			
F hitung	=	29.309			
Sig. F Arithmetic	=	0.000			

Based on Table 1, it can be seen that the resulting regression equation is

$$Y = 2,080 + 0,285X_1 + 0,238X_2 + 0,273X_3$$

The results of the multiple regression analysis on the effect of motivation, competency, and work facilities on performance are positive. It is showed that if every variable is constant the value of Y is 2,080 coefficients, if every variable are constant the value of Y will be 0,285 in every 1 X1 coefficient, if every variables are constant the value of Y will be 0,238 in every 1 X2 coefficient, if every variables are constant the value of Y will be 0,273 in every 1 X2 coefficient. With these equations we can determine which variable and how are their value to make any policy in further day, and also don't forget to considerate the dominant variable, because with the dominant variable we could specifically determine which indicator that we should support.

Hypothesis Test

1. The Effect of Motivation Towards

Employee Performance

The test results show that the value of T arithmetic (5,299) is greater than the value of t table (1,98447), it can be concluded that there is a partially significant effect of the variables motivation on employee performance at

PT. Pertamina MOR IV Semarang. **Ha1 is accepted.**

By accepting the Ha1 we could conclude that the motivational variable is giving a significant influence on employee performance, this means that the more motivated the employee, the more performance they will give to the company.

2. The Effect of Competency Towards Employee Performance

The test results show that the value of T arithmetic (3.343) is greater than the value of t table (1,98447), it can be concluded that there is a partially significant effect of the variables competency on employee performance at PT. Pertamina MOR IV Semarang. **Ha2 is accepted**

By accepting the Ha2 we could conclude that the competency variable is giving a significant influence on employee performance, this means that the more competence the employee got, the more high quality work they will produce during their work.

3. The Effect of Competency Towards Employee Performance

The test results show that the value of T arithmetic (3.074) is greater than the value of t table (1,98447), it can be concluded that there is a partially significant effect of the variables working

facilities on employee performance at PT. Pertamina MOR IV Semarang. **Ha3 is accepted**

By accepting the Ha3 we could conclude that the working facilities variable is giving a significant influence on employee performance, this means that the more facilities that support the employee, the higher quality work they will produce during their work.

4. The Effect of Motivation, Competency, and Working Facilities Towards Employee Performance

The test results show that the value of F arithmetic (29.309) is greater than the value of F table (2.70), it can be concluded that there is a simultaneously significant effect of the variables of motivation, competency, and work facilities on employee performance at PT. Pertamina MOR IV Semarang. **Ha4 is accepted.**

By accepting the Ha4 we could conclude that Simultaneously it can also be proven that together, all the variables such as motivation, competency, and working facilities can influence the performance of employees of PT. Pertamina MOR IV Semarang. That mean if the employee got motivated, got some skill or expert at what are they doing and supported by the great working facilities they will perform a better performance at work and will produce high quality of work while they are in the office.

5. To be able to find out the dominant variable, it can be seen based on the calculation of beta unstandardized coefficients analysis. The independent variable which has the greatest absolute beta coefficient has a dominant effect compared to the other independent variables presented in Table 2.

Table 2. Value Of Unstandardized Coefficients Beta Motivation, Competency, And Work Facility

Variable	Unstandardized Coefficient Beta	Ranks
Motivation	0.285	1
Working Facility	0.273	2
Competency	0.238	3

Based on the calculation of beta unstandardized coefficients analysis, it is known that motivation variable has a beta coefficient value of 0.285, competency is 0.238, and working facility is 0.273. Among the three independent variables, motivation has the largest coefficient regression value of 0.285 so it can be said that motivation has a stronger effect on competence and work facilities on employee performance at PT. Pertamina MOR IV Semarang.

Implication Of The Research

The results of this study are expected to have theoretical and managerial implications, the

following are the implications of the results of this study.

1. Theoretical implications

Based on the research model analyzed in this study, it can strengthen theoretical concepts and provide support to previous research, literature describing the influence of motivation, competence, and work facilities on employee performance that has been strengthened by the concepts theoretical and the relationship between these variables.

The results of this study indicate that motivation and work facilities have a positive effect on employee performance

and support the previous research from Hayati,(2014) concerning the Effect of Motivation, Work Environment and

Facilities on Employee Performance of PT. Singgalang Mahimbau Voice Radio (Radio Sushi FM) Padang, and this study also shows that the competency variable has a positive effect on employee performance in accordance with research by Sambali (2015) on the effect of Competence, Work Culture and Work Facilities on the Performance of Representatives of the National Population and Family Planning Agency of Central Sulawesi Province.

2. Managerial Implications

Based on the results of the analysis that has been done then to improve employee performance can be through additional motivation, increased competence, and increased work facilities. With an emphasis on increasing motivation because motivation has a dominant value in improving employee performance.

Referring to the results of the linear regression analysis stated the multiple regression equation $Y = 2,080 + 0,285X1 + 0,238X2 + 0,273X3$, can be used to make policies to improve the performance of PT. Pertamina MOR IV Semarang by increasing both motivation, employee competence and work facilities. Outcome Measurement indicators can be used to determine specifically what aspects should be prioritized. Then determine whether the programs need to be held in an effort to improve employee performance

CONCLUSION

The results of the multiple regression analysis on the effect of motivation, competency, and work facilities on performance are positive. the Regression equation from the effect of motivation, competence and work facilities on performance is $Y = 2,080 + 0,285X1 +$

$0,238X2 + 0,273X3$. Simultaneously it can also be proven that together, the motivation, competency, and working facilities can influence the performance of employees of PT. Pertamina MOR IV Semarang. in other words, when employee got motivated, got some skill or expert at what are they doing and supported by the great working facilities they will perform a better performance at work and will produce high quality of work while they are in the office.

Motivational variable is being the dominant influencer compared to the variables of work competency and work facilities on employee performance at PT. Pertamina MOR IV Semarang. So the higher the motivation of the employees the higher the performance will be. This also applies in another variable, if the employee has higher competency of work, their performance also gets higher than before. Also the better the work facilities in supporting the work, the better the performance of the employees will happen.

Suggestion

Based on the result of the data analysis and conclusion, the writer proposes some suggestions as follows :

1. It is suggested that the management of PT Pertamina MOR IV Semarang should focusing on increasing the motivation of it's employee in order to fostering the employee performance, because it is the dominant driver compared to the other variables. For example, gives the freedom to choose the method in completing a given task, especially challenging task that given to them, considering this indicator has a high value in this study, so the employee would be motivated if the management of PT Pertamina MOR IV Semarang put the trust to it's employee.
2. It is suggested that PT Pertamina MOR IV Semarang also increasing the maintenance of the working facilities in order to support the works of it's employee. Increase maintenance that

could be suggested is changing the schedule that was done in a period of 1 month to 1 week, so the employee will be able to work optimally with their working facilities.

3. It is suggested that the new employee also need for more skill building that conducted by the management in order to keeping their skill suitable for their working field, such as skill building seminar or workshop.

REFERENCE

- Abraham, M. Maslow. 1996. *Motivasi dan Kepribadian I (Teori Motivasi dan Pendekatan Hierarki Kebutuhan Manusia)*. PT.PBP. Jakarta.
- Agus Eko Sujianto. 2009. *Aplikasi Statistik Dengan SPSS*. Jakarta : Prestasi Pustaka
- Darma, Budi. Et al. 2018. "Pengaruh Fasilitas Kerja Dan Kompetensi Terhadap Kepuasan Kerja Pegawai Dan Dampaknya Terhadap Kinerja Pegawai Kantor Kelurahan Sekecamatan Muara Bulian Kabupaten Batang Hari". *J-MAS (Jurnal Manajemen dan Sains)* Vol.3 No.2
- Hanafi, Bayu Dwilaksono. "Pengaruh motivasi dan Lingkungan Kerja Terhadap Kinerja Karyawan". Universitas Negeri Jakarta. Vol.5 no.1, maret
- Hasibuan, M.S.P. 2000. *Organisasi dan Motivasi: Dasar Peningkatan Produk*. Bumi Aksara. Jakarta.
- Hayati, W.F., 2014. "Pengaruh Motivasi, Lingkungan Kerja Dan Fasilitas Terhadap Kinerja Karyawan Pt. Radio Suara Singgalang Mahimbau (Radio Sushi Fm) Padang". *Jurnal Online*
- Hidayat, Cynthia Novita. 2015. *Pengaruh Lingkungan Kerja dan Motivasi Kerja Terhadap Kinerja Karyawan Kantor PT. Keramik Diamond Industries*. Universitas Kristen Petra. Vol.3 No. 2
- Lupiyoadi. Handani. 2006. *Manajemen Pemasaran Jasa*. Salemba Empat. Jakarta
- Mangkunegara, A.P. 2001. *Manajemen Sumber Daya Manusia Perusahaan (Cetakan Ketiga)*. PT. Remaja Rosdakarya Offset. Bandung.
- Mangkunegara, Anwar Prabu. 2008. *Manajemen Sumber Daya Manusia Perusahaan*. Bandung: PT. REMAJA ROSDAKARYA
- Parveen, S. et al. 2012. "Impact Of Office Facilities And Workplace Milieu On Employees' Performance: A Case Study Of Sargodha University". *Asian Journal of Empirical Research*, 2(4), pp.96–117.
- Pratiwi, Nurul Jihan. 2019. "pengaruh fasilitas kerja terhadap kinerja pegawai pada bagian sekretariat badan pengelolaan keuangan daerah provinsi sulawesi selatan", fakultas ilmu sosial universitas negeri makassar
- Sambali, N.P, 2015. "Pengaruh Kompetensi, Budaya Kerja Dan Fasilitas Kerja Terhadap Kinerja Pegawai Perwakilan Badan Kependudukan Dan Keluarga Berencana Nasional Provinsi Sulawesi Tengah".
- Sari, U.P. 2016. "Pengaruh Fasilitas, Lingkungan Kerja Dan Motivasi Terhadap Kinerja Pegawai Di Kantor Camat Sangatta Selatan Kabupaten Kutai Timur". *eJournal Pemerintahan Integratif*, 4(4), pp.505–519.
- Sedarmayati. 2001. *Manajemen Perkantoran Efektif*. Yogyakarta:UPP STIM YKPN
- Setyadi, B. et al. 2015. "Motivasi Kerja Dan Kinerja Karyawan (Studi Pada Karyawan PT . Bank BRI , Tbk . Cabang Bogor)". *Jurnal Administrasi Bisnis (JAB)*, 21(1), pp.1–8.
- Siagian, Sondang P. 2004. *Teori Motivasi dan Aplikasinya*. PT. Rineka Cipta. Jakarta
- Sugiyono. 2009. *Metode Penelitian Kuantitatif, Kualitatif dan R&D*. Bandung: CV. Alfabeta.
- Tanuwiwobo. 2015. "Pengaruh Budaya Organisasi Dan Motivasi Kerja Terhadap Kinerja Karyawan Pada PT Lestari Purnama Perkasa"