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The Influence of technical competence and work motivation on employee performance in regional government Organizations in Kutai Kartanegara Regency, Indonesia

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Abstract

The purpose of this study is to examine how employee performance at regional apparatus organisations in Kutai Kartanegara Regency, East Kalimantan Province, Indonesia, is impacted by technical proficiency and job motivation. This study employs an explanatory research methodology and a quantitative research design. Fifty workers from three regional apparatus organisations in Kutai Kartanegara Regency make up the research population. There were 50 employees in the study since the sample was chosen using a saturation sampling technique. Questionnaires, observation, and documentation were used to gather data. To ascertain the partial and simultaneous effects between study variables, the data were analysed using multiple linear regression with the use of an SPSS application using the t-test and F-test. The findings demonstrated that employee performance is positively and significantly impacted by technical proficiency and job motivation. Work motivation has a significance value of 0.000, and technical competence has a significance value of 0.048, indicating that both have a substantial impact on raising employee performance. With a computed F-value of 108.56, technical proficiency and job motivation also significantly impact employee performance at the same time. The following suggestions are available for submission: 1) For the Kutai Kartanegara Regency Government to enhance the technical competency development programme for civil servants through education and training, technical guidance, workshops, and competency certification, 2) to boost employee work motivation to create an environment that can boost employee motivation, such as providing awards for work accomplishments, career development, objective job promotions, improving welfare, and strong leadership support.

Keywords: Technical Competence; Work Motivation; Employee Performance; Public Policy

1. Introduction

The success of Regional Apparatus Organizations (OPD) in providing public services and regional development is highly dependent on the performance of their employees, which is driven by technical competence and work motivation. The Law of the Republic of Indonesia Number 5 of 2014 concerning the State Civil Apparatus (ASN), Regulation of the Minister of Administrative and Bureaucratic Reform of the Republic of Indonesia Number 38 of 2017, and Government Regulation of the Republic of Indonesia Number 30 of 2019 concerning the Performance Assessment of Civil Servants (PNS) all regulate this aspect's legal significance. According to Spencer & Spencer, competence is an internal drive to create a professional, accountable, and results-oriented apparatus in support of Indonesia's bureaucratic reform goal. It encompasses reasons, attributes, self-image, knowledge, and skills [1]

The Food Security Agency, the Tourism Agency, and the Investment and One-Stop Integrated Services Agency (DPMPTSP) are the three primary organisations in Kutai Kartanegara Regency that play this crucial role. In actuality, though, these three Regional Apparatus Organisations (OPDs) continue to confront formidable obstacles, including

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inconsistent personnel competency, a lack of training based on structural and functional job needs, and disparate levels of work motivation that can impair organisational performance. To map the impact of these two factors especially on these three agencies, a thorough empirical investigation is therefore required.

The impact of motivation and competence on performance has been the subject of conflicting findings in earlier empirical research. While mismatched job placement continues to be a barrier that has to be evaluated, prior research reveals that competence strongly affects success [2, 3]. While competence was the most important aspect and had a substantial impact, job motivation actually had a good but negligible impact on employee performance, according to other research [4].

A significant research gap in this study is the inconsistent results of earlier studies on the importance of work motivation on employee performance. Additionally, there is a practical gap in Kutai Kartanegara Regency's several functional *OPDs* due to inconsistent proficiency and a lack of job-based training. This study tries to overcome this gap by experimentally re-examining the influence of competency and job motivation. The findings might serve as assessment material and offer the Kutai Kartanegara Regency Government specific policy recommendations. The study's goals are to examine how technical proficiency affects worker performance in regional apparatus organisations (*OPD*) in Kutai Kartanegara Regency, how work motivation affects worker performance in *OPD* in Kutai Kartanegara Regency, and how technical proficiency and work motivation simultaneously affect worker performance in *OPD* in Kutai Kartanegara Regency.

2. Literature Review

2.1. Public Policy

Beyond written legal documents, public policy is a dynamic process. It includes planning, carrying out, and assessing. It is produced in reaction to shifts in the political, social, and economic landscape by both legitimate governmental authorities and non-state entities. Public policy must balance the interests of many groups that frequently conflict within society, which leads to this complexity. According to Thomas Dye, public policy is essentially the crystallisation of the decisions made by the government. According to contemporary perspectives, policy is an adaptive reaction to public demands and crises, and its success is primarily based on accountability, transparency, and efficacy [5].

In essence, public policy is situated within a comprehensive system that encompasses all institutional patterns in which the policy is developed, including reciprocal interactions between three primary components: the surrounding environment, policy actors, and public policy itself. The stages of public policy are further described as follows: agenda-setting, policy formulation, policy writing, policy adoption, policy execution, and policy evaluation [6].

2.2. Kinerja

Performance is the outcome that a person attains upon finishing a task that has been given to them. The amount and quality of an employee's work output are referred to as performance [7]. According to a different viewpoint, an individual's performance is determined by their position inside the company. Ability and motivation have an impact on performance; human performance is defined as the product of ability and motivation. Additionally, opportunity and organisational support have an impact on performance [8].

Employee performance is influenced by a number of elements, including motivation and competence. Competence and motivation have a substantial simultaneous impact on performance, as prior studies have demonstrated [4], [9-17]. Optimal performance is demonstrated by individuals' capacity for time management, flexibility, and genuine contributions to the accomplishment of organisational objectives.

2.3. Competence

Competency is one of the most important components of the State Civil Apparatus (*ASN*) organisation and management system. Competency, which includes all hiring, selection, appointment, placement, training, and employee development procedures, is the foundation of human resource management in government organisations. Each *ASN* is required to contribute to the accomplishment of business objectives and the enhancement of public services by putting into practice a competency-based management approach. The knowledge, abilities, and behaviours necessary for an assistant scientific officer (*ASN*) to perform their work responsibilities efficiently and professionally are referred to as civil servant (*ASN*) job competencies. The three components of the Ministry of Administrative and Bureaucratic Reform and *ASN* job competency standards are managerial competency, socio-cultural competency, and technical or functional competency. These are based on the Regulation of the Minister of Administrative and Bureaucratic Reform Number 38 of 2017 concerning Civil Servant Job Competency Standards.

To guarantee that workers can do their jobs effectively, efficiently, and professionally in compliance with public service norms, technical knowledge is essential. Technical proficiency has a major influence on performance, according to earlier studies [18-25]. However, the findings of earlier studies indicated that performance is not much impacted by competence [12], [26, 27].

2.4. Motivation

Employee productivity and performance in public organisations are significantly impacted by job motivation. The way workers engage with one another and adjust to their surroundings shows how motivation affects their output. According to the findings of a quantitative study carried out at the Pompengan-Jeneberang River Basin Center, staff performance can be greatly enhanced by incentives. This study shows how important it is to comprehend motivation as a psychological force that propels people to work and sustains dedication to finished activities [28]. According to further studies, motivation has a big impact on performance [29-32].

Self-Determination Theory (SDT), which highlights the satisfaction of three fundamental psychological needs—competence, autonomy, and social relationships—is another pertinent theory for comprehending job motivation. Employees will be more intrinsically motivated when they feel empowered, free to work, and supported by others. This implies that a balance between personal characteristics and organisational circumstances affects civil servants' motivation at work. Therefore, the key to raising employee motivation is creating regulations that encourage independence and constructive social connections [33-36].

2.5. Conceptual Framework

The conceptual framework shown in Figure 1 is based on the theory and empirical research discussed in the literature review.

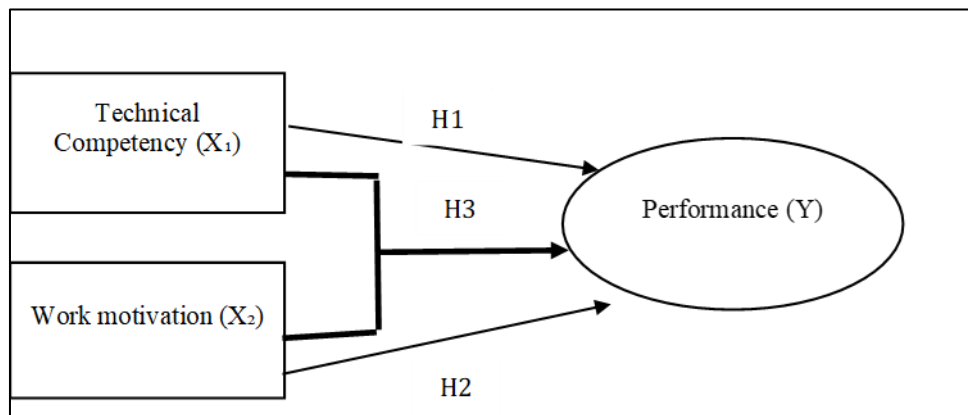


Figure 1 Conceptual Framework

The following study hypotheses are put forth in light of the conceptual framework:

- H₁: The performance of functional officials in Kutai Kartanegara Regency's regional apparatus organisations (OPD) is positively and significantly impacted by technical competence.
- H₂: The performance of Functional Officials in the OPD of Kutai Kartanegara Regency is positively and significantly impacted by work motivation.
- H₃: The performance of Functional Officials in the OPD of Kutai Kartanegara Regency is positively and significantly impacted by both technical proficiency and work motivation.

3. Materials and methods

This research design is quantitative research with an inferential statistical approach, namely using multiple regression analysis [37]. This method uses a structured questionnaire to collect field data in order to explain the causal relationship between independent and dependent variables. The Food Security Agency, the Tourism Agency, and the Investment and One-Stop Integrated Services Agency of Kutai Kartabegara Regency were the three regional government agencies (OPDs) where the study was carried out. Different sector representation, the predominance of functional authorities, differences in technical competencies and work motivation, and strategic relevance to regional growth were all taken

into account when selecting these places. Therefore, it is anticipated that this study will yield thorough, reliable, and useful results for enhancing state civil workers' performance in the *OPD* setting.

Primary and secondary data were gathered by observation, interviews, and documentation. Interviews using a questionnaire and a saturated sample of fifty individuals working as functional officials in the three regional government agencies (*OPDs*) were used to gather primary data. Based on the findings of instrument testing, the questionnaire was deemed valid and trustworthy.

Multiple linear regression analysis was used in inferential statistical analysis to examine the impact of independent variables on the dependent variable. The following is the regression model equation that was employed [38]. The formula used is:

$$Y = a + b_1X_1 + b_2X_2 + e \dots\dots\dots (1)$$

Description:

Y = Performance

X₁ = Technical Work Competence

X₂ = Work Motivation

a = Constant Value

e = error

To perform an F-test and t-test in order to test the suggested hypothesis. To ascertain the impact of each independent variable separately on the dependent variable, the partial test (t-test) is employed. The independent variable has a partially significant impact on the dependent variable if the significance (α) is less than 0.05 and the t count is greater than the t table. Conversely, too. The F-test, which is used to ascertain the combined impact of independent variables on the dependent variable, comes next. The independent variables concurrently have a significant impact on the dependent variable if the significance value (α) is less than 0.05 and the F count is greater than the F table.

4. Results and discussion

4.1. Multiple Linear Regression Results

The impact of two independent variables, technical competence (X1) and work motivation (X2), on employee performance at three OPDs in Kutai Kartanegara Regency was examined in this study using multiple linear regression analysis and the SPSS software. Table 1 displays the multiple linear regression analysis's findings.

Table 1 Regression Results of the Influence of Technical Competence (X1) and Work Motivation (X2) on Employee Performance (Y)

Variable	Coefficient	t Value	Significant	F Value	Sig.
Technical Competence (X1)	0.170	2.032	0.048	108.759	0.000
Work Motivation (X2)	0.784	9.389	0.000		
Constant = 1129	F _{Table} = 3.20	t _{Table} = 2.011	R = 0.907 R ² = 0.822		

Based on the results of the multiple linear regression analysis in Table 1, the following equation values are obtained:

$$Y = 1129 + 0.170X_1 + 0.784X_2 \dots\dots\dots (2)$$

The regression equation provides an explanation for the following points.

The constant value of 1129 means that the employee performance (Y) value is 1129 if the technical competence (X1) and work motivation (X2) variables are regarded as constant or have a value of zero. This number shows that there is a baseline level of worker performance that persists even when the two independent factors in this study have no effect.

Assuming the work motivation variable is held constant, the technical competence regression coefficient (X1) of 0.170 shows that every unit improvement in technical competence will result in a 0.170 unit increase in employee performance. Technical competence and employee performance are directly correlated when the coefficient value is positive. This implies that a functional official's performance improves with increasing technical proficiency.

Assuming the technical competency variable is held constant, the work motivation regression coefficient (X2) of 0.784 shows that for every unit increase in work motivation, employee performance will rise by 0.784 units. Employee performance and work motivation have a unidirectional relationship when the coefficient value is positive. An employee's performance level increases with their level of motivation at work.

The work motivation variable (X2) has a greater influence than technical ability (X1) according to the regression coefficient value, which is $0.784 > 0.170$. This demonstrates that raising work motivation has a bigger impact on functional officials' performance in Kutai Kartanegara Regency's three OPDs.

Overall, the regression equation demonstrates that employee performance is positively impacted by technical proficiency and job motivation. Therefore, the performance of functional authorities in the Kutai Kartanegara Regency OPD increases with both technological proficiency and personnel motivation.

4.2. Hypothesis Test Results

4.2.1. t-Test Results

The t-test was conducted to measure the significance of the influence of work competence (X1) and work motivation (X2) on employee performance in three OPDs of Kutai Kartanegara Regency. The basis for making the t-test decision was based on the calculated t-value of the SPSS output results. If the research results show the calculated t-value $>$ t-table, then the independent variable has a significant effect on the dependent variable and vice versa. Determining the t-table value ($n-k = 50-2 = 48$) obtained a t-table value of 2.011. According to Table 1, the computed t-value of 2.032 for the t-test on the impact of the technical competency variable (X1) on the employee performance variable (Y) is higher than the t-table value of 2.011 ($2.032 > 2.011$). Similarly, the significance value is 0.048, which is less than 0.05 ($0.048 < 0.05$). This indicates that there is a partial positive and significant impact of employee competency (X1) on the employee performance variable (Y). The calculated t-value of 9.389 for the test on the impact of work motivation (X2) on the employee performance variable (Y) is higher than the t-table value of 2.011 ($9.389 > 2.011$). Similarly, the significance value is 0.000, which is less than 0.05 ($0.000 < 0.05$). This indicates that there is a partial positive and substantial impact of work motivation (X2) on employee performance characteristics (Y) in three OPDs of Kutai Kartanegara Regency.

4.3. F Test Results

The purpose of the F-test is to determine whether a regression model is feasible and whether the independent variables can sufficiently explain the dependent variable. The test's requirements are as follows: the research model can be deemed appropriate for use as a testing model in the study if the computed F-value is higher than the F-table, and vice versa. Similarly, the research model can be deemed appropriate for use as a testing model in the study if the significance value is less than 0.05, and vice versa. According to Table 1, the significance value was 0.000 ($0.000 < 0.05$), and the computed F value was 108.759, which is higher than the F-table value of 3.20 ($108.759 > 3.20$). This indicates that employee performance (Y) in three OPDs of Kutai Kartanegara Regency is positively and significantly impacted by the technical competence (X1) and work motivation (X2) variables at the same time.

4.4. Results of the Coefficient of Determination (R^2) Test

The ability of the independent variable to explain the fluctuation of the dependent variable is assessed using the coefficient of determination (R^2) test. The range of the adjusted R Square (R^2) value is > 0 to ≤ 1 . The model is better the closer it is to 1, and vice versa. Table 1 displays the findings of the coefficient of determination (R^2) test. The value of the coefficient of determination (R^2) is 0.822. This shows that 82.2% of the influence on employee performance (Y) in three OPDs in Kutai Kartanegara Regency can be explained concurrently by technical competence (X1) and work motivation (X2), with additional factors outside of this study accounting for the remaining 17.8%. The workplace, accountability, and leadership are other factors not included in this study.

4.5. The Influence of Technical Competence (X1) on Employee Performance (Y)

The study's findings demonstrate that functional officials' performance (Y) in three Regional Apparatus Organisations (OPD) in Kutai Kartanegara Regency is positively and significantly impacted by technical competence (X1). This

conclusion suggests that an employee's performance in performing their duties and offering services to the public is more ideal when they possess a higher level of technical knowledge. Because it immediately affects an employee's capacity to comprehend their work, finish tasks, handle issues, and perform public service duties in a professional manner, technical competence is an essential component [39].

The study's empirical findings demonstrate that workers who have technical knowledge pertinent to their line of work are typically more productive, efficient, and on-target. This illustrates how the effectiveness of government agencies is impacted not only by the administrative framework but also by the calibre of the human resources of the apparatus that carries out local government policies and initiatives. From the standpoint of public policy, bureaucratic reform and raising the standard of public services depend heavily on the technical proficiency of civil servants (*ASN*). This is consistent with Law Number 5 of 2014 concerning the State Civil Apparatus, which highlights the need for *ASN* to be competent, professional, honest, and capable of serving the public. This rule shows that the government prioritises *ASN* competency while building an efficient administration that can adapt to community needs. Technical competence, according to the minister of *PANRB* Regulation Number 38 of 2017 concerning *ASN* job competency standards, is the ability in the form of knowledge, skills, and work attitudes that *ASNs* must possess in accordance with their field of work. Because each *OPD* has unique work features and demands particular technological skills, technical competency is crucial for functional officials in its implementation.

The technical proficiency of civil servants (*ASN*) in different Kutai Kartanegara Regency departments has a direct impact on sectoral performance. Additionally, the effectiveness of public policy and public services is significantly influenced by *ASN* competency. More generally, the degree of professionalism and technical proficiency of these workers determines the success of bureaucratic reform in the area. The results of this study, which show that employee technical competence significantly and favourably affects employee performance, are consistent with earlier studies [18-25]. The results of this study further support the theory put forth by Spencer & Spencer, which states that competence is a fundamental personal trait that is closely linked to exceptional performance. Accordingly, workers with high technical proficiency typically create better work than those with poor proficiency [1].

Additionally, Kutai Kartanegara Regency's civil servant human resource development policies will be significantly impacted by the study's findings. Through technical education and training, workshops, technical guidance, competency certification, and competency-based career development, the local government must improve its competency development initiatives. These actions are essential to guaranteeing that employee competencies stay in line with changing organisational responsibilities and the ever-changing demands of public services. Employee technical competence is now seen as an essential element in promoting the success of regional development and the efficacy of public policy, rather than only as administrative abilities, in an attempt to raise the standard of public service. Therefore, functional authorities' ability to support professional, efficient, and high-quality public services in this Regency will be more ideal the more technically competent they are.

4.6. The Influence of Work Motivation (X2) on Employee Performance (Y)

The study's findings show that functional officials' performance (Y) at *OPDs* in Kutai Kartanegara Regency is positively and significantly impacted by work motivation (X2). This research suggests that employees will perform better when performing their jobs and provide services to the community if they are more motivated at work. A key component that motivates workers to perform at their best, be disciplined, accountable, and dedicated to accomplishing company objectives is work motivation.

Employee work motivation, which is impacted by both financial and non-financial variables, is a key component in raising the effectiveness and calibre of public services provided by local government. The study's findings support the idea put forth by Robbins and Judge, which states that people's motivation is correlated with their level of intensity, direction, and perseverance in reaching their professional objectives. Highly motivated workers will put in more effort and consistently finish their jobs. In order to improve employee performance, work motivation is crucial [8].

Civil servant performance evaluations must be impartial and results-driven, according to Government Regulation Number 30 of 2019. Therefore, employee motivation has a significant impact on public policy and employee performance. Employees with high levels of motivation will more readily meet objectives, enhance the quality of their services, and adjust to the challenges of their jobs. As a result, one of the most important aspects of evaluating the performance of federal servants is work motivation. Workers at Kutai Kartanegara Regency organisations, including the Department of Public Works and Public Housing (*DPMPTSP*), Food Security, and Tourism, are strongly driven to develop new initiatives, enhance organisational efficacy, and optimise public services. In order to successfully implement

bureaucratic reform, this degree of motivation is strategically essential for accomplishing the regional vision and goal and creating a professional civil servant work culture.

Employees are motivated to work at their best in order to accomplish organisational objectives by both internal and external factors. An employee's passion, willingness, responsibility, discipline, and drive to perform at their highest level are all reflected in their work motivation. Workers that are highly motivated at work are typically more engaged, productive, devoted to the company, and capable of producing higher-quality work. Because government jobs require professionalism, discipline, and the capacity to deliver the best possible public services to the community, work motivation is a crucial component. Employees that are highly motivated will be more passionate at work, able to handle pressure, and knowledgeable of how to best meet organisational goals. The study's findings also show that job motivation has a greater impact than technical proficiency. The regression coefficient and standard beta values for work motivation, which are higher than those for technical competence, make this clear. This condition shows that, in the absence of strong work drive, good job skills may not always translate into ideal performance. High levels of work motivation have been shown to enhance employee accountability, discipline, timeliness of task completion, and public service quality. Additionally, motivated workers are more likely to take initiative at work, communicate effectively inside the company, and show a strong dedication to accomplishing agency objectives. The findings of this study are consistent with motivation theory, which explains how employee morale and performance can be enhanced by motivating elements like rewards, achievement, recognition, responsibility, and self-development [8]. Additionally, motivation is a process that explains people's drive, focus, and perseverance in reaching organisational objectives. The idea that one of the primary factors affecting employee performance in a company is motivational factors is also supported by this research [40]. The findings of this study, which state that work motivation has a positive and significant influence on employee performance, are in line with the results of previous research [29-32].

4.7. The Influence of Technical Competence (X1) and Work Motivation (X2) on Employee Performance

The Kutai Kartanegara Regency Regional Apparatus Organisation's (*OPD*) functional officials' performance is positively and significantly impacted by both technical competence and work motivation. The study's multiple linear regression analysis yielded a significance value of 0.000, which is less than 0.05, and an estimated F value of 108.56, which is higher than the F table of 3.20. Therefore, it is possible to accept the research hypothesis that functional officials' performance is influenced by both technical proficiency and job motivation.

Workers that possess a high level of technical competence will be more adept at comprehending their work, mastering work procedures, making good use of technology, and finishing projects. However, these skills will be at their best if they are bolstered by a strong sense of motivation at work. Employee zeal, discipline, loyalty, and dedication to accomplishing company objectives will all rise with strong work motivation. To support efficient government administration and raise the standard of public services, functional officials with great technical knowledge and work motivation are essential. Employees that are competent and driven will be more productive, capable of working professionally, and able to offer the public faster, more accurate, and higher-quality services.

The study's findings support the hypothesis that ability and motivation are the two primary elements influencing worker performance. Motivation without ability will lead to ineffective work, while ability without motivation will not result in ideal performance [7]. This research also supports Spencer & Spencer's competency theory, which explains that competency is a basic individual characteristic that is related to performance effectiveness [1]. Herzberg's motivation theory, which contends that job motivation plays a significant role in boosting employee zeal and productivity, is further supported by this [41]. The results of this study are consistent with earlier studies showing that employee performance is significantly influenced by both competence and motivation at the same time [9-17].

5. Conclusion

Several conclusions are given below based on the research findings and debate. The performance of functional officials in three *OPDs* in Kutai Kartanegara Regency is positively and significantly impacted by technical competence. This is demonstrated by the significant value of 0.048, which is less than 0.05, and the computed t-value of 2.032, which is higher than the t-table of 2.011. These findings suggest that an employee's performance increases with their level of technical proficiency. Technical proficiency supports the calibre of public services by assisting workers in comprehending their work, finishing assignments efficiently and on schedule, and improving professionalism.

The performance of functional officials in three regional government agencies (*OPD*) in Kutai Kartanegara Regency is positively and significantly impacted by work motivation. The computed t-value of 9.389, which is higher than the t-table of 2.011, and the significance value of 0.000, which is less than 0.05, serve as proof of this. The study's findings

suggest that increasing employee performance is largely dependent on work motivation. Highly motivated workers are typically more accountable, disciplined, productive, and enthusiastic about their work in accomplishing company objectives. In order to promote the successful execution of local government projects, job motivation is a crucial component that motivates people to perform more efficiently.

The performance of functional authorities in three *OPDs* of Kutai Kartanegara Regency is positively and significantly impacted by both technical proficiency and work motivation. The computed *F* value of 108.56, which is higher than the *F* table of 3.20 with a significance level of 0.000, serves as proof of this. Furthermore, a very strong link between independent variables and employee performance is indicated by the correlation coefficient (*R*) value of 0.907. Technical proficiency and work motivation can account for 82.2% of the influence on employee performance, according to the coefficient of determination (*R*-squared) value of 0.822, with additional elements outside of this research model accounting for the remaining 17.8%. Overall, the study's findings show that raising functional officials' technical proficiency and motivation at work are crucial to increasing their performance in the Kutai Kartanegara Regency Regional Apparatus Organisations (*OPD*). Therefore, to increase organisational effectiveness and the calibre of public services, sustainable human resource development is required.

The recommendations made for the Kutai Kartanegara Regency government centre on four key areas based on the findings of the study. In order to increase professionalism, the local government must first raise the technical proficiency of its equipment through continual training and certification. Second, the company needs to establish a welcoming workplace with incentives, career guidance, and leadership assistance. Third, in compliance with Government Regulation No. 30 of 2019, the evaluation and development of the employee performance management system must be objective and quantifiable. Fourth, in order to ensure that employee competencies match the requirements of their individual roles, the implementation of *ASN* competency development must be reinforced in compliance with Ministerial Regulation No. 38 of 2017.

Compliance with ethical standards

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Disclosure of conflict of interest

The authors declare no conflict of interest in respect to this article

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