Human Resource Competence and Work Motivation on Perfomance Employee

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ABSTRACT

Employee performance is influenced by HR expertise. Good employee performance is attained because people are highly motivated at work and possess HR competency. Field study with a quantitative approach is the research methodology employed. There were 99 employees of BNI Syariah Semarang City that made up the study's population. A questionnaire is used in the data collection process. Employee Performance (Y1) is positively influenced by the two research variables, Human Resources Competence (X1) and Work Motivation (X2), as indicated by their positive regression coefficients. Consequently, an increase in either of these variables will result in an increase in Employee Performance (Y1). The variables of Work Motivation and Human Resources Competence have a computed F value of 42.523 at the significance level of 0.000. Given that the calculated F value is 42.523 > F table 3.94 and the significance value is (Sig.) 0.000 < 0.05 with a positive sign, it may be concluded that Ha is accepted and H0 is rejected. The results of the multiple linear regression analysis of the coefficient of determination showed a R^2 (Adjusted R Square) value of 0.459, meaning that the independent variables of work motivation and human resources competence had a 45.9% influence on employee performance, with the remaining portion being influenced by factors that have not yet been investigated.

Keywords: HR Competence, Perfomance Employee, and Work Motivation

INTRODUCTION

In the age of globalization, concerns about human resources continue to be important and the center of attention for businesses. Human resources play a significant part in all business operations. The implementation of firm activities will be determined by human resources, which is the primary factor. The organization demands to acquire, develop, and preserve high-quality human resources (Cholilah et al., 2023).

When focused initiatives are implemented, businesses and agencies are always successful in reaching their objectives. Enhancing staff performance is one strategy. evaluating employee performance in light of their contributions in terms of quantity, quality, cooperation, and working hours in order to meet the objectives the company has set forth. The company's performance is considered to be of high quality and success in reaching its objectives, which can be influenced by internal factors such as employee competency and work discipline as well as offering financial compensation commensurate with the employee's ability to fulfill tasks and responsibilities, resulting in high-quality output(Gema Pertiwi & Yanti, 2024).

A company's success is not always determined by the amount of money it has; other factors, such as its human resources (HR), are more crucial. In the contemporary era of globalization, having high-caliber human resources is vital, since the advancement of a

business is heavily reliant on the caliber of its workforce. A company's ability to compete with other businesses increases with the caliber of its workforce. In Indonesia, a bank is called BNI Syariah.

Originally known as the Sharia Business Unit of Bank Negara Indonesia, this bank (Sudarma & Murniasih, 2016). Under the name PT Bank BNI Syariah, the BNI Syariah Business Unit was converted into a sharia-compliant commercial bank in 2010. The sharia banking system's durability was demonstrated by the effects of the 1997 financial crisis. The three (three) pillars of sharia principles—fairness, openness, and benefit—allow them to address the community's desire for a more equitable financial system.

The BNI Sharia Business Unit (UUS) was founded on April 29, 2000, with five branch offices located in Yogyakarta, Malang, Pekalongan, Jepara, and Banjarmasin. It was founded in accordance with Law No. 10 of 1998. In addition, BNI UUS keeps expanding, now having 31 Sub-Branch Offices and 28 Branch Offices. In addition, clients can take advantage of sharia services at the about 1500 Conventional BNI Branch Offices (office channelling) located all around Indonesia. When conducting banking operations, BNI Syariah keeps sharia compliance in mind. The Sharia Supervisory Board (DPS), which is currently presided over by KH. Ma'ruf Amin, has tested all BNI Syariah items to make sure they adhere to sharia norms(Alwi et al., 2022).

The absence of qualified and experienced human resources is one of the factors impeding Indonesia's Islamic finance sector's growth. The primary cause is the inadequate knowledge of Islamic finance specialists on both the Islamic and business improvement fronts. Sharia banking frequently departs from sharia standards since the need for qualified human resources in the sharia finance sector has not yet been satisfied. Consequently, human resources lack enough training and expertise, particularly in administrative matters(Andriani et al., 2018). There are currently insufficient human resources in Indonesia to keep up with the growth of sharia

banking. in particular with reference to HR, which has a database on sharia banking.

Due to the lack of scholastic Islamic finance, where a large portion of the instruction is more appropriate in explaining conventional financial matters than aspects of Islamic finance, considerations pertaining to Islamic finance—particularly Islamic banking—are both ignored and noticeable. Individuals that are inquisitive about Islamic banking and finance matters are the kind of human resources that Islamic banks demand. Of course, sufficient human resources are also necessary to support the growth of Islamic banking, both in terms of number and quality(Alifia et al., 2022).

The state of affairs, however, demonstrates that a large number of human resources with expertise in sharia institutions lack formal education and hands-on training in Islamic banking. In essence, the effectiveness and advancement of the Islamic financial approach are impacted by this situation. Competency-based human resources have the potential to boost productivity and strengthen the foundation of the business because employees with the proper competencies, as determined by job requirements, can perform well in terms of abilities, knowledge, attitudes, and positive character traits. Quality is just as important as quantity in human resources. Not all of the sharia banking study programs that are now offered meet the industry standards for quality. All that actually occurred was the transfer of staff members from one sharia bank to another. How can a sharia bank that employs people without any industry experience grow successfully? The way that sharia banks recruited should have been improved; candidates should have been given priority for their competency rather than only passing interviews and psychological exams(Ibnu, 2022).

Employee development is competency-based and aims to equip employees with performance standards that align with the organization's goals and objectives. The ability of each person to do activities or make judgments in line with their function is referred to as competency. Competence is the capacity

to perform a task or job that is backed by the work ethic demanded by the job and is based on skills and knowledge. As a result, competency illustrates the abilities and knowledge that experts in a given field have shown to be the most crucial components, leaders in that industry, or both.

In order for workers to give their maximum effort, work motivation needs to be increased. The more motivated a person is to work, the greater the caliber of their human resources.

METHOD

Quantitative research methodologies are employed in this study. The information or data presented using quantitative methods is dominated by a numerical structure, and the data analysis or research performed to evaluate hypotheses is statistical in character. Field research is what this study is. Research conducted directly with respondents or in the field is referred to as field research.(Sugiyono, 2019).

An associative method was taken by the researchers in this study. Research that aims to ascertain the influence or connection between two or more factors is known as an associative approach. The causal method is a

RESULT and DICUSSION

Validity test

(Ghozali, 2018) shows how the amount of an instrument's validity can be measured. An instrument with high validity is one that is valid, while one with low validity is one that is less valid. Next, a comparison is made between the rcount and rtable results at a significance level

As a result, employers must also consider elements that influence employee motivation. Employees can perform their tasks as efficiently and punctually as possible to meet objectives based on the company's vision and mission by being motivated at work(Tyas & Wahyuningsih, 2023). In this situation, managers have to set expectations and inspire staff to finish tasks in order to meet business objectives.

causal link with dependent and independent variables. The researcher employs the causal-associative approach. Researchers can gather data using data collection techniques, convert it into values, and then use the results to find answers to their own hypotheses(Ghozali, 2016).

Researchers distributed questionnaires as part of their data collection methods. Giving the respondent a series of questions or statements is how this strategy is implemented. This method can be used in person or via postal questionnaires sent in the form of paper or electronic letters. Multiple linear regression data analysis is employed in this study, with assistance from SPSS version 26 software.

of 5%. If the value rcount> rtable is reached, the instrument item is regarded as legitimate. Examining the product moment criticality values table with N = 99 and a significance threshold of 5% yields a rtable value of 0.1975. Next, each instrument item's rcount value is ascertained by contrasting the rcount and the rtable. The computation results are as follows:

Table 1. Research Variable Validity Test Results

Variable	Item Question	R_{count}	r_{table}	Description
Human Resources Competence	X1.1	0,6695	0,1975	Valid
	X1.2	0,7599	0,1975	Valid
	X1.3	0,6177	0,1975	Valid
	X1.4	0,7868	0,1975	Valid
	X1.5	0,6325	0,1975	Valid
Work Motivation	X2.1	0,7307	0,1975	Valid
	X2.2	0,7086	0,1975	Valid
	X2.3	0,6421	0,1975	Valid
	X2.4	0,7160	0,1975	Valid
	X2.5	0,7195	0,1975	Valid
Performance Employee	Y1.1	0,6818	0,1975	Valid

	Y1.2	0,6910	0,1975	Valid
	Y1.3	0,6897	0,1975	Valid
	Y1.4	0,8335	0,1975	Valid
	Y1.5	0,7681	0,1975	Valid

Source: Processed primary data, 2024

Reliability Test

An instrument that is good enough and trustworthy enough to be used as a data gathering tool is called reliable. (Arikunto Suharsimi, 2013). An instrument is considered dependable when it consistently yields the same results while measuring the same object multiple times. In this study, the reliability test used is the Cronbach's Alpha formula.With a standard value of 0.7, the Cronbach's Alpha formula was the reliability test used in this investigation. Applying Cronbach's Alpha to the reliability test allowed for the determination of the instrument reliability test results.

Table 2. Reliability Test Results

Variable	Reliability Value	Standard	Description
Human Resources Competence (X1)	0,729		Reliable
Work Motivation (X2)	0,736	0,7	Reliable
Performance Employee (Y)	0,786		Reliable

Source: Processed primary data, 2024

Based on reliability calculations, all variables in this study have values of Cronbach's Alpha coefficients that are higher than the critical value of 0.7, indicating their reliability.

Classic assumption test

In order to determine whether or not the residual values in a regression model fit the normality assumption, classical assumption testing is required. Additionally, to determine whether the regression estimates' outcomes actually show no signs of heteroscedasticity or multicollinearity. The normality, multicollinearity, and heteroscedasticity tests are the traditional assumption tests that were

The residuals are normally distributed if the data spreads around the diagonal line and follows the diagonal direction. This is the foundation for decision-making when detecting normality. Conversely, the residuals are not normally distributed if the data extends widely away from the diagonal line or does not follow the diagonal direction. The data is spread out along the diagonal line and follows its direction in the result above, indicating that the residual data is regularly distributed.

Multicollinearity Test

employed in this study.

Normality test

This test determines if a regression model's residual values have a normal distribution or not. The large, regularly distributed random error (e) value in the linear regression method illustrates this. To make sure the data are suitable for statistical testing, a regression model that is normally distributed or almost normally distributed is the best choice. The probability plot approach, which compares the cumulative distribution with the normal distribution, is one of the several methods for performing the normality test in regression.

In a regression model, the multicollinearity test searches for evidence of a relationship between the independent variables. A good regression model should have no correlation at all between the independent variables. If independent variables show correlations with each other, they are not orthogonal. Orthogonal variables are independent variables that have a zero correlation value between them. (Ghozali, 2019). The Tolerance and VIF values in the linear regression results

are typically used to determine whether multicollinearity exists.

Table 3. Multicollinearity Test Results

Coefficients[a]

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Human Resource Competence	,544	1,837
	Work Motivation	,544	1,837

a. Dependent Variable: Performance Employee
Source: Processed primary data, 2024

If tolerance is more than 0.10 and VIF is less than 10, multicollinearity does not exist, according to the decision-making procedure. The calculation results showing that the tolerance values are higher than 0.10 and that the VIF values for all of the independent variables are significantly below 10 suggest that there is no correlation between the independent variables. Consequently, it may be concluded that there is no multicollinearity among the independent variables in the regression model.

Heteroscedasticity Test

Finding out if the residual of one observation in the regression model is not equally distributed with regard to a fixed observation is the goal of the heteroscedasticity test. The test is called homoscedasticity if this is the case; otherwise, it is called heteroscedasticity or heteroscedasticity occurs. A regression model that works well must not have heteroscedasticity problems. The use of scatterplot tests allows for the examination of heteroscedasticity assumptions.
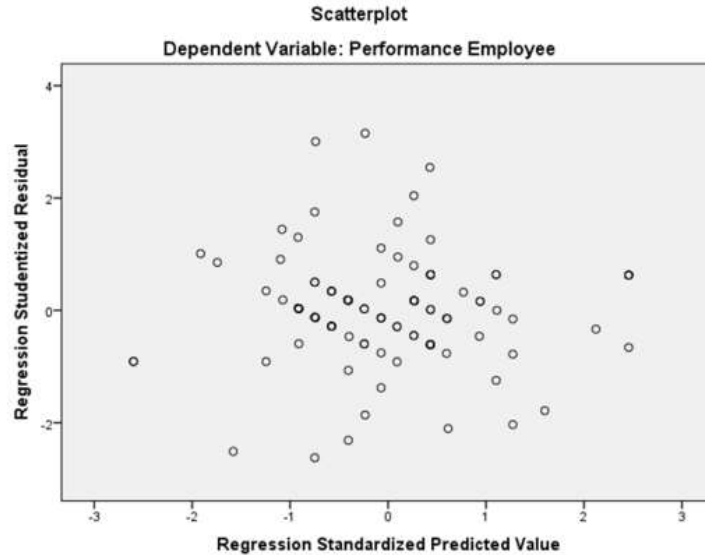

Figure 2. Heteroscedasticity Test
Source: Processed primary data, 2024

The concept of heteroscedasticity detection is predicated on the notion that heteroscedasticity has occurred if the data distribution is regular and exhibits a specific pattern; conversely, if the pattern distribution is irregular and does not exhibit a specific pattern, then heteroscedasticity is not present.

The output above makes it evident that the processed data does not have a heteroscedasticity problem because the pattern distribution is unpredictable and does not produce a particular pattern.

Regression Analysis

A statistical method called regression analysis uses an equation or systematic model to represent the presence or absence of a relationship, sometimes referred to as a causal link or cause and effect. Regression can be used to forecast results or to build a model, like a regression equation. Determining the degree to which one variable influences one or more other variables is the goal of regression analysis itself.

Table 4. Multiple Linear Regression Results
Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients
		B	Std. Error	Beta
1	(Constant)	4,982	1,733	
	Human Resource Competence	,258	,111	,234
	Work Motivation	,504	,100	,505

a. Dependent Variable: Performance Employee
Source: Processed primary data, 2024

The multiple regression equation is explained as follows: Employee Performance (Y1) is positively impacted by the two research variables, Human Resources Competence (X1) and Work Motivation (X2), as indicated by their positive regression coefficient. Employee Performance will therefore rise in response to an increase in any one of these variables (Y1).

a. The value of the constant (α) is 4.982. Analysis: If Work Motivation and Human Resources Competence are eliminated or equal to zero, Employee Performance will increase by 4,982 units.

b. B1 has a value of 0.258. Analysis: The human resources competency variable has a beneficial effect on raising employee performance. Assuming a constant level of work motivation, a 1% increase in the Human Resources Competence variable will result in a 25.8% increase in Employee Performance.

c. B2 has a value of 0.504.

Interpretation: The Work Motivation variable has a beneficial effect on raising employee performance. If we retain a fixed level of Human Resources Competence and increase the Work Motivation variable by 1%, we will see a 50.4 percent improvement in Employee Performance.

d. The regression equation then appears as follows: Y1 = 4.982 + 0.258 X1 + 0.504 X2 + e.

Godness Of Fit Test
Partial Parameter Significance Test (t Statistical Test)

When examining variables with an individual (individual) impact on the dependent variable as the independent variable, the t test is employed. The number of responders minus two is the formula for the t table, or it may be written like this: When t table = 99 – 2 = 97, the t table value is found to be 1.66071.

Table 5. t Test Results
Coefficients[a]

Model		t	Sig.
1	(Constant)	2,876	,005
	Human Resource Competence	2,323	,022
	Work Motivation	5,017	,000

a. Dependent Variable: Performance Employee
Source: Processed primary data, 2024

Based on the results of the regression analysis, it is obtained:

The following study shows that Human Resources Competence (X1) has a partial influence on Employee Performance (Y1). The

job desk variable has a calculated t value of 2.323 with a significance level of 0.022. It is possible to conclude that Ha is accepted and H0 is rejected because the estimated t value is 2.323 > t table 1.66071 and the significance value (Sig.) is 0.022 < 0.05 and has a positive sign.

Examination of the Variable of Work Motivation (X2).With H0 being rejected and Ha being accepted, it can be stated that work motivation (X2) partially influences employee performance (Y1) based on the computed t value of 5.017 for the work stress variable and a significance level of 0.000. The calculated t value of 5.017 > t table 1.66071 and the significance value (Sig.) of 0.000 < 0.05 and having a positive sign.

Simultaneous Significance Test (F Test)

The way to test the collective (simultaneous) influence of independent variables on changes in the value of the dependent variable is to measure the amount of changes in the dependent variable's value that can be explained by changes in the values of all independent variables. It is necessary to run a F test as a result. To run an ANOVA or the F test, compare The degree of relevance for the investigation is determined by the probability value of the research findings (Ghozali, 2018). To find the F table value of dF1 (1) and dF2 (97) = 3.94, it is necessary to first determine the values dF1 (N1) = k-1 = 2-1 = 1 and dF2 (N2) = n – k = 99 – 2 = 97.

Table 6. F Test Results
ANOVAᵃ

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	222,499	2	111,250	42,523	,000ᵇ
	Residual	251,157	96	2,616		
	Total	473,657	98			

a. Dependent Variable: Performance Employee
b. Predictors: (Constant), Work Motivation, Human Resource Competence
Source: Processed primary data, 2024

The variables human resources competency and work motivation have a computed F value of 42.523 at the significance level of 0.000. Given that the F value exceeds the F table 3.94 and the significance value (Sig.) is positive with 0.000 < 0.05, it can be inferred that the variables work motivation and human resources competence influence employee performance concurrently, leading to the rejection of H0 and the acceptance of Ha.

Coefficient of Determination (R Square)

The primary purpose of the coefficient of determination, also referred to as R^2 (R Square) analysis, is to measure how well the model explains variability in the dependent variable. The coefficient of determination has a value between 0 and 1. A low R^2 value suggests that the independent variables' ability to explain variations in the dependent variable is limited. The value is near to one when the variability in the dependent variable are virtually totally explained by the dependent factors.

Table 7. R Square Test Results
Model Summaryᵇ

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,685ᵃ	,470	,459	161,747

a. Predictors: (Constant), Work Motivation, Human Resource Competence
b. Dependent Variable: Performance Employee
Source: Processed primary data, 2024

The results of the multiple linear regression analysis indicate that, of the independent variables influencing employee performance, job motivation and human resources competency account for 45.9%; the remaining share is determined by factors not examined in this study. This analysis's coefficient of

determination has an adjusted R square (R²)

CONCLUSION

The purpose of this study is to ascertain how job motivation and HR skills affect employee performance. 99 BNI Syariah Semarang City employees with permanent employment status participated in this study as respondents. The following conclusions can be made in light of the data gathered and the outcomes of tests conducted using SPSS 26: employee performance is somewhat influenced by HR competency and has a major impact on it.

Thus, it can be said that while Ha is accepted, Ho is denied, indicating that HR competency influences BNI Syariah Semarang City employees' performance to some extent. Work Motivation has a strong impact on the Work Motivation variable, as evidenced by its level of significance. Therefore, it can be said that Ha is accepted and Ho is rejected, which is This indicates that BNI Syariah Semarang City employees' performance is significantly

value of 0.459.

impacted by their level of work motivation. according to the concurrent F test. Based on the research findings, which indicate that the value of Fcount> Ftable indicates that Ho is rejected and Ha is accepted, it can be inferred that the application of HR competency, motivation, job satisfaction, and compensation has a significant positive impact on the performance of employees at BNI Syariah Semarang City. Employee performance is influenced by both work motivation and HR competency at the same time. The Coefficient of Determination (R2) test indicates that 45.9%, or 0.459, of the variance in employee performance can be accounted for by the variables related to work motivation and HR competency. The remainder, however, is the result of other factors including personality, dedication, and loyalty that were not studied in this study.

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