A STUDY OF COMPETENCE AND MOTIVATION OF EMPLOYEES TO ACHIEVE PERFORMANCE IN A SUPERMARKET

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ABSTRACT

This study aims to examine the perceptions of the influence of competence dimensions, work motivation on performance at X-supermarket in Palu City. This research is an explanatory research of the influence of variables (explanatory research), by using survey approach. Data were collected through questionnaires distributed to 135 employees (as respondents) who returned questionnaires as many as 108 people, and then analyzed by path analysis techniques, using SPSS 21 software assistance. The results showed that there was a direct and significant influence between competence and performance of 0.416. The influence of competence on performance can be strengthened if there is work motivation that influences the competence. The value of the effect of employee work motivation on performance indirectly is 0.294 with a significance of $0.020 < 0.050$. Based on these data it can be concluded that employee competencies can improve employee performance with good work motivation. This research is expected to help various service companies to improve their employee competencies so that employee motivation is expected to have good performance.

Keywords**:** competence, work motivation, performance.

Introduction

The current lifestyle is more to a lifestyle that emphasizes self-reliance and a practical and fast process. Based on this, to meet the daily needs of humans prefer shopping in supermarkets. Kottler (2000: 182) describes supermarkets as shopping malls in the form of stores that sell a variety of fresh and processed foods and beverages, as well as a variety of household appliances and in general self-service occupies a vast space, a variety of goods available vary. Supermarket is a term for service companies engaged in the sale of various products in one place sales (Swasta & Handoko, 1997: 78).

Supermarket X seeks to innovate both from the layout of the room and parking system that most of the other self-service becomes a problem. In addition, self-service X applies cheaper prices when compared with other self-service, so the number of consumer visits are also more. This busy consumer visit demands high competence for employees, on the other hand hospitality to the consumer will provide a sense of satisfaction and comfort for consumers to keep shopping at a self-service company (Kotler, 2009: 190). Research conducted by Lupiyoadi (2006) that the application of the principle of 3S (smile, greeting, greeting) to customers of Telkomsel network service users in Banten can increase customer loyalty to the company.

The relationship between competence, work motivation and performance are based on observation in the field indicating that in service company X competence for employees, especially employees who are dealing directly with consumers. High competence must be owned by employees such as the knowledge about the specification of goods which sells so as to answer consumer questions about the goods sold; the skills in organizing merchandise; the serving customers with excellent service; organized and compiled the display window of store including cleaned and tidied up shopfronts and storage shelf before operational hours. Many consumers and employees are required made the work of the employees to have high competence. While the work motivation shown by employees in terms of service. In the service employees often give the impression less fun on the consumer and followed by low employee performance can be seen from the form of services provided by the employees themselves on the consumer and the number of employees who stopped working in self-service X. This is supported by various previous research and theory that there is a high competence to give the effect of work motivation on a worker who then make the person chose to resign because it can not stand or unable to bear the high workload.

Literature review

Competence

The concept of competence explains that academic knowledge and competence also certificate of degree cannot predict the successful in work or life. Spencer and Spencer in Palan (2007: 6), suggest that competence refers to the characteristics based on the behavior that described the motives, personal characteristics, self-concept, values, knowledge of the skills brought by someone with superior performance at workplace. This research will emphasize competence on personal aspects including the nature, attitude, motives, system of values, knowledge and skills, so the hope, employees of X-supermarket are able to have a good personal characteristic that produces good performance.

Referring to some expert definitions, it can be said that the concept of competence can be seen in the concept of conformity in work, it was a description of behavior which in foreign terms was called competency and competence. Both terms have different meanings. Competence is a job description or achievement of work results, while Competency is defined as a person's

ability that can be observed which includes knowledge, skills and attitudes in completing a job or task in accordance with the specified performance standards.

Work Motivation

Motivation when viewed from the theory of two factors (two-factors theory) proposed by Hezberg in Robbins and Judge, (2008: 169-170), underlies the opinion that a job relationship from a person greatly determines the success or failure of the job. Referring to Hezberg's statement, there are two different categories of needs that humans want to work in, hygiene factors and motivator factors, which are basically independent of one another and influence behavior in different ways. The first factor is called hygiene because these factors describe the human environment in carrying out the main function to prevent dissatisfaction at work. These factors have never been completely satisfied, but these factors must be maintained, so that it is called a maintenance factor. The second factor is called a motivator because these factors seem to be very effective in motivating someone to the best action (Mahardiana, 2011).

Motivation is considered important because basically humans are motivated by giving what they want, while being considered complex because something that is desired is important for certain people (Sharma, 2012). In this study, the employee of X-supermarket needs motivation to always want to do the best in his business, in order to survive in the work and can survive failure, for that the employee needs to motivate him to stay motivated and excel in carrying out his work.

According to Mozes (2011), self-motivation is an effort to build self-enthusiasm with positive self-suggestions that can be developed by continuously developing positive attitudes, positive choices and positive decisions that build yourself and others that aim to maintain stability. attitude and determination to move forward and achieve. Efforts can be described as motivations shown by workers to complete a job, which reflects the willingness, sincerity and enthusiasm of work in achieving their needs, goals, hopes and rewards (Pless, 2007). This illustrates employees who need work motivation to survive and still get fair rewards. Based on this explanation, it can be explained that employees as workers despite having high motivation (for their needs), but if without being based on the ability or high level of skills and external factors that support to do their work, then the goals in work will not be achieved so that it cannot show good performance, this is due to its limitations as a social being.

Referring to the expert opinions above, it can be said that basically motivation is the effort or effort of a person in achieving their goals of working to meet the needs of life in the long term consisting of three important elements: effort, direction of long-term goals and fulfilling desires, which are influenced by motives, hopes and incentives.

Performance

Performance is doing an activity and perfecting the work in accordance with the responsibilities that can ultimately achieve the results that are expected (DenHartog, et al, 2004). Thus, it can be said that the performance of an employee is determined by his ability and motivation to carry out the work, while the implementation is determined by the interaction between ability and motivation. According to Ivancevich and John (2007: 85), individual performance is the foundation of organizational performance. An important factor in the success of a project is the support of workers who are capable and skilled and have high morale, so that a satisfactory work can be expected (Kadefors, 2004). In the facts was found not all employees have the ability and skills according to the standards set to have good performance. This can be caused by various other factors such as motivation. This also happened in the research from Driessen and Ende (2006) conducted on field workers (foremen). His research found that foremen who

have the ability and skills that are in line with expectations, but not followed with high morale, so that their performance is not as expected (Driessen and Ende, 2006).

Referring to the description above, it can be said that there are four main factors that affect individual performance. The first, effectiveness and efficiency to do the work for which he is responsible. Second, the authorities are the responsibility which is a natural ability that involves the right talents and interests for the work given. Third, it is discipline that is obedient to applicable laws and rules. The last, it is an initiative relating to the power of thought, creativity in the form of ideas to complete a job that is in accordance with the work plan (Barnard and Quinn in Prawirosentono, 2008: 27).

Methodology

This study is a conclusive research that leads to quantitative descriptive research, because in this study will describe the relationship between variables, develop generalizations and develop theories that have universal validity. Design research is causality, because it will analyze the relationships between variables, how a variable affects other variables (Indriantoro and Supomo, 1999: 15). The variables in this study consist of:

a. Dependent - exogenous variables are defined as the underlying characteristics of a self-employed employee and demonstrate ways of acting, thinking and generalizing the situation appropriately, measurable from the knowledge of the work to be done, the skills which concerns about how to complete the work, and attitudes of behavior (attitude) owned by a supermarket in completing the work he was responsible for

b. Intermediate variable is the work motivation defined as the effort (effort) on a desire or desire that arises in a supermarket to perform actions in achieving the expected work, can be measured from the motive (motive) or needs a self-employed employees for their work, expectation of the work environment and the need for incentives.

c. Dependent variable (independent - endogen) namely Performance defined as the result of work in quantity and quality achieved by a supermarket in carrying out the tasks and responsibilities, can be measured from the quality of work, quantity of work and timeliness that has been agreed together.

This research was conducted in one of the supermarkets that still existed since it was first established to date that exist in the developing city in Indonesia, namely Palu City. Census sampling. A total of 135 supermarkets as an analytical unit. The data taken is the primary data. To analyze the data using path analysis method which is an extension of multiple regression analysis (Ghozali, 2005: 17). In data processing will use the help of SPSS software version 21.
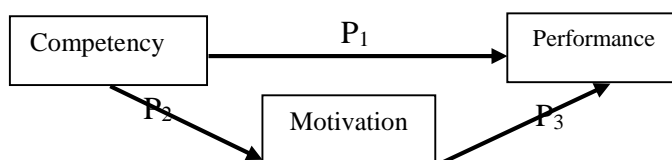

Figure 1
Path analysis model Analisis

Results and discussion

The questionnaires collected from respondents (research samples) can be used as research instruments if valid and reliable (reliable). Validity test is done by comparing correlation between score of item statement with total score of construct or variable (Correlated-Item Total

Correlatioan). According Sugiyono (2013: 126) criteria or condition of an item is declared valid and strong, if the correlation of each factor is positive and greater than 0.3. While to test the reliability of research instruments measured by coefficient cronbach alfa. According to Sekaran (2006: 182), the closer the reliability coefficient to 1.0, the better. In general, reliability of less than 0.6 is considered poor, deepness in the 0.7 range is acceptable and more than 0.8 is good. The results of data processing show, on each research variable declared valid and reliable. This is evidenced by the correlation rate of each positive measurement factor and the value is greater than 0.3, while the cronbach alpha value in each research variable is in the range of 0.82 to 0.93. For the classical assumption test performed on the normality test the data shows that all data in this study is normal, this is indicated by the data (plot) spreading around the diagonal line and following the direction of the diagonal line. Multicollinearity test showed no symptoms of multicollinearity among independent variables (VIF value for competence and motivation variables, each of 1.620). Heteroskedasticity test showed no heteroscedasticity because plot graph between the prediction value of the dependent variable with the residual does not form a certain pattern. While the linearity test shows a linear relationship. This is indicated by the linearity sig value. between performance variables and competence variables of 0.000 (<0.05) and the value of deviation from linierity sig. 0.338 (> 0.05). For linearity sig value between performance variable and motivation variable 0.000 (<0,05) and deviation value from linearity sig. 0.547 (> 0.05).

To obtain a clear picture of the actual state of the object and subject of the study, a brief description of the characteristics of the respondent may be based on marital status, education level, work experience and age, in the Table. 1 below.

Table1. Characteristic of respondents

No		Characteristic	Total	Proportion (%)
I.	Status			
	1.	Married	121	89,64
	2.	Not Married	11	8,14
	3.	Divorce	3	2,22
		Total	135	100
II.	Level of Education			
	1.	Secondary School and not graduated	31	22,96
	2.	High School and not graduated	76	56,3
	3.	Diploma dan Undergraduate	28	20,74
		Total	135	100
III.	Experience			
	1.	Less than 10 years	27	20,01
	2.	Between 10 and 15 years	48	35,55
	3.	Between 15 and 20 years	32	23,7
	4.	More than 20 years	28	20,74
		Total	135	100
IV.	Age			
	1.	Less than 35 years	12	8,8
	2.	35 – 40 years	31	22,9
	3.	40 – 45 years	48	35,5
	4.	45 – 50 years	35	25,9
	5.	More than 50 years	7	6,9
		Total	135	100

Table 1 shows that the respondents in this study mostly already have dependents and responsibilities to support their families (from 135 respondents who have married as many as 121 respondents). Thus, meaning that they work as supermarket "X" is a decision chosen to earn a living in his life. This is also shown by the majority of respondents are at a mature age, which is between the age of 40 years to 50 years. This means that people who are in the range, have a family to feed and he becomes the backbone of the family. So also, in terms of work experience. The largest respondents had experience for between 10 years to 15 years, only 20.01% experienced less than 10 years. This indicates that the respondent has matured and deepen his work, but his last education is only in high school, both graduated and not yet graduated.

The impact of competency on performance

While to know the direct influence between the competence variable on performance, can be analyzed from the results of regression analysis. Based on the results of data processing using SPSS 21 software, it can be seen from the regression analysis showed that the competence has a positive and significant effect on the performance, as shown in the following table.

Table 2. Analysis between competency and employee performance
Dependent Variable Y_2 : Performance

Model	B	Std error	T	Sig.
Constant	1,319	0,402	3,283	0,002
Competency	0,416	0,098	3,272	0,002

R	= 0,641		
Rsquare	= 0,411	F-Statistik	= 20,603
Adjusted R-Square	= 0,391	Sig.	= 0,000

In Table 2, it can be seen that the significance of the influence of competence on performance of 0.002 is smaller than 0.05. The values of this regression analysis indicate that the performance of an X-supermarket in Palu City can be influenced by their competency at the workplace. The results of this study on par with the results of research conducted at Polytechnic in Bali, which states that the overall test results of the influence of competence on employee performance showed a strong influence. The competence refers to the underlying characteristics of behaviors that describe the motives, personal characteristics, self-concept / values, knowledge and skills that a superior performer has in the workplace (Spencer in Palan, 2007).

4.2 The Impact of Competency on Working Motivation

The results of data processing using SPSS (Table 3 below) show that there is a positive and significant influence between competence and motivation variables. For more details can be seen in Table 3 of the following:

Table 3 Analysis between competency and employee motivation
Dependent Variable Y_1|: Employee Motivation

Model	β	Std error	T	Sig.
Constant	2,028	0,333	6,093	0,000
Competency	0,619	0,081	6,098	0,000

R	= 0,619		
Rsquare	= 0,383	F-Statistics	= 37,180
Adjusted R-Square	= 0,372	Sig.	= 0,000

In Table 3 can be seen that the value of the results of data processing, gives the meaning that if the competence of supermarkets "X" in the city of Palu increased, it can increase motivation in work. Employee competence Self-service is a form of behavior caused by the basic understanding, understanding and concept of knowledge, skills and attitudes to the work that they have been doing, which resulted in a strong effort that encourages his willingness to complete the work that becomes the responsibility. he replied. In other words, the competence of X supermarket in Palu City can influence his motivation in working. so that the competencies referred to in this study more lead to technical competence.

The impact of work motivation on performance
The results of data processing to analyze the effect of work motivation variable of a building foreman in Palu City to its performance can be seen in Table. 4 below, which contains a summary of the regression analysis.

Table 4. Analysis Between work motivation and employee performance

		Dependent Variable Y_2 : Performance		
Model	B	Std error	T	Sig.
Constant	1,319	0,402	3,283	0,002
Motivation	0,294	0,123	2,316	0,024
R = 0,641				
Rsquare = 0,411			F Statistics	= 20,603
Adjusted R-Square = 0,391			Sig.	= 0,000

Table 4 shows the existence of positive and significant influence between the variables of work motivation to performance variables. This can be seen from the value of sig. equal to 0.024 which is smaller than 0.05. These results imply that the increased motivation of work as a description of the attitude of a self-employed employee who has the spirit and high-level effort to complete the work that became his responsibility. The results of this study also show that to get a good performance, a self-employed employee as much as possible to generate motivation in him that triggered the effort/effort on the completion of work entrusted by the management company. Efforts can be described as motivations that reflect willingness, sincerity and morale in achieving needs, goals, expectations and rewards (Pless, 2007). This means that every individual in the work will be based on the specific needs that they feel will determine the actions they take. This is related to Desler's (2000: 66) opinion, which says that if a person wants to succeed, then believe to motivate himself to realize and move his business in achieving high performance.

Analysis of the direct and indirect relationship: competency, motivation, and performance

The analysis of the direct or indirect influence between the competence variables on the performance, it can be seen from the value of the regression coefficient of each variable according to the model presented earlier. From the calculation, it can be concluded as in the following table.

Table 5. Estimation of path analysis model

Variable	Coefficient	Standard Error(SE)	Probability (Prob.)	T	Desc
Competency ⟶ Motivation	0,416	0,098	0,002	3,272	Sig.
Competency ⟶ Motivation	0,619	0,081	0,000	6,098	Sig.

Motivation $\longrightarrow$ Performance	0,294	0,123	0,024	2,316	Sig.

Based on Table 5, the relationship model and influence between variables can be described as follows.
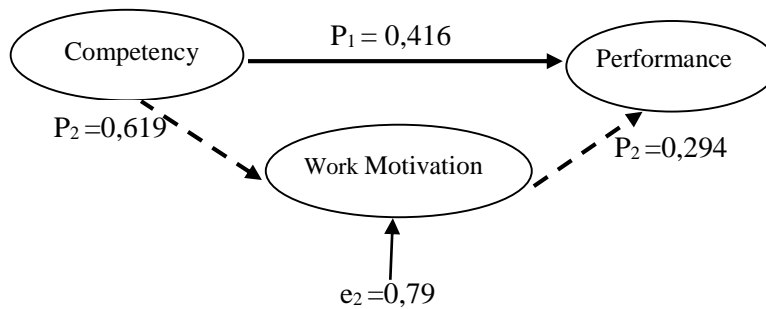

Figure 2. Path analysis model

In Figure 2, it can be explained that the competence variable can influence either directly or indirectly to the performance achieved. Work motivation is a variable that can intervene indirect influence of competence variable as exogenous variable to endogen variable that is performance. Logically, the higher the competence of a worker, the higher the motivation to complete the work that becomes the task and responsibility, and ultimately will be able to improve its performance. If the competence of a worker is low, then the motivation to complete the job or low work and the impact on performance is also low. However, in this study shows that the direct influence of competence on performance is greater than the indirect influence of competence on performance in intervention by motivation variable. This can be seen in the calculation formulation of influence among the following variables (Ghozali, 2005: 17).

The direct relationship between competency and performance = 0,416
(P_1)
The indirect relationship between competency and performance = 0,619 x 0,294 = 0,182
(P_2 x P_3)
The relationship between competency and performance = 0,416 + 0,182 = 0,598

From the calculation shows that the magnitude of the direct influence of competence on performance (0.416) is greater than indirect influence through work motivation as intervening variable (0.182). These results indicate that the competence of X supermarket in Palu City can affect its performance directly, while the motivation of work as intervening variable can be ignored in improving the performance of the supermarket. In other words, the X supermarket in Palu City, to complete the task and his work is more concerned with the competence he possesses (knowledge about the work, skills possessed, and attitude in completing the task and his job), so his motivation in work can be ignored. The results of this study on par with the results of a study which are conducted by Driessen and Ende (2006). They found that, an employee Supermarkets who have skills in accordance with expectations, sometimes do not have high morale, so its performance is not as expected.

Conclusion
Based on the results and analysis, it was found that the competence affected the performance of X-supermarket in Palu, significantly both directly and indirectly with the motivational variables. Competence has a significant influence on the work motivation of employees in X-Supermarket in Palu. While work motivation which is an *intervening* variable can indirectly intervene between the competencies with the performance of employee in X-supermarket in

Palu. It was concluded that the direct effect arising from competence on performance was stronger than the indirect effect such as work motivation. Therefore, there is a work motivation or not, the effect of competence on performance would be the same. This means that employee competencies will still significantly affect employee performance.

Recommendation

Based on the findings in the summary, to improve the performance of supermarkets "X", it can be suggested as a Leaders such as organizational drivers should pay more attention to the competencies of employees. Attitudes that always emphasize the duty and responsibility to employees, should be delivered more effectively in achieving organizational performance. In an effort to increase employee motivation X-supermarket, the ranks of leaders on the work unit should able to be fairness to employees. Providing promotion with objective in accordance with the performance achieved, supervise the subordinates well and remind employees to always maintain good relationships among employees.

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