

**The Influence of Work Motivation and Employee Competence on Employee Performance**  
**(Study On Creative Industry Companies in The Technology Sector)**

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**Abstract**

*This study examines the impact of Work Motivation and Employee Competence on Employee Performance within technology sector organizations in the creative industry. Job motivation and employee competency were the primary factors significantly influencing job effectiveness and efficiency. This study employs a quantitative methodology via a survey approach, wherein data is gathered via questionnaires administered to employees. The analytical results indicate that Work Motivation and Employee Competence strongly influence Employee Performance. Work motivation exerts a more significant influence than employee competence, yet both positively enhance performance.*

*This study revealed a strong correlation between Work Motivation and Employee Competence, indicating that highly motivated individuals typically exhibit superior competence. This discovery underscores the need to focus on these two elements to enhance employee performance. This study suggests that factors beyond Work Motivation and Employee Competence also influence Employee Performance, warranting more investigation to discover these elements.*

*The study's findings suggest that management in the technology sector creative organizations should prioritize enhancing employee work motivation by offering rewards and incentives and fostering a supportive work environment. Moreover, initiatives to enhance Employee Competence via training and professional development are crucial to guarantee that employees possess sufficient skills and knowledge. Consequently, employee performance may be markedly enhanced. This study offers insights for firms to develop more successful human resource management strategies, emphasizing motivation and competence as crucial elements for achieving optimal performance.*

**Keywords:** *Work Motivation, Employee Competence, Performance*

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## **Introduction**

The active participation of all societal sectors is essential to meet the needs of the current period of progress. To attain the nation's objectives, namely the welfare and well-being of its citizens, the private sector is anticipated to significantly impact this advancement by fulfilling its duty optimally, effectively, and efficiently.

In its execution, the private sector, encompassing enterprises, must effectively fulfill its function by achieving corporate objectives professionally and efficiently. Consequently, a corporation must establish specific criteria to attain these objectives and subsequently endeavor to enhance them perpetually. An essential facet that requires enhancement is the human resources dimension. The success of a corporation is contingent upon effective staff performance. Whether positive or negative, performance is assessed not solely by outcomes but also by the methodology employed by an employee in executing their tasks. Performance is closely linked to the company's objectives. Every organization endeavor to enhance staff performance, anticipating the practical realization of its objectives. (Destiana, Rinawati, Resawati & Danasasmita, 2022; Fitria, Hardiyana, Danasasmita & Jatmika, 2023; Ikhsan, Machmud, Manik & Danasasmita, 2024)

The state enhances employee performance by establishing standards through the Manpower Law, ensuring workers receive their rights. These include enhancing performance via job competence and several factors associated with employee motivation.

This company operates within the creative sector, particularly in technology, focusing on developing e-commerce and mobile applications. It is progressively enhancing its quality, necessitating support from human

resources with qualified skills and a strong sense of Responsibility for their work.

In 2017, the target attainment of 71% fell short of the anticipated target of 91%. All factors remain below the anticipated aim, with Work aim attained at just 79%, Responsibility at 74%, Commitment at 71%, Discipline at 70%, and Cooperation at 59%.

The data indicates that the performance attained has not been optimal, as evidenced by the percentage falling below the aim of 75%. This condition is evident from the significant number of employees who have failed to execute their tasks adequately.

There is highly believed to result from other issues, including inadequate employee motivation. Motivation significantly enhances employee performance. Employees with high motivation exhibit enthusiasm in their jobs, but low motivation adversely affects performance.

This is substantiated by data from a preliminary survey conducted in 2018 to assess employee motivation levels in creative industry firms within the technology sector. The subsequent results pertain to a pre-survey conducted in 2018.

Employees at technology sector companies within the creative industry earned an average score of 2.99, categorized as Fairly Good. This condition can be analyzed from multiple perspectives: Physiological Needs scored 3.00, categorized as Fairly Good; Safety or Security Needs scored 2.90, also classified as Fairly Good; Affiliation or Acceptance Needs scored 3.18, deemed Fairly Good; Esteem or Status Needs scored 2.90, recognized as Fairly Good; and Self-Actualization scored 3.13, identified as Fairly Good.

Employee motivation in technology sector organizations within the creative industry is suboptimal due to various characteristics of motivation that are not functioning well. Motivation is a psychological state that compels an individual to attain their goals.

Motivation inquiries on how to stimulate a subordinate's intrinsic work motivation, ensuring they are inclined to engage in tasks by utilizing their full abilities and skills to achieve organizational objectives. A decline in employee motivation will adversely impact staff performance. Alongside the issue of suboptimal motivation and inadequate staff performance in technology sector organizations within the creative industry, it is also believed that this is driven by work competencies that do not align with expectations. (Prasetyawan, Hadian, Machmud & Manik, 2023; Arlando, Hardiyana, Kadir & Coenraad, 2023; Prasetyo, Riadi, Rinawati & Resawati, 2021)

Employee competency reveals that reasons account for 38%, the attitude dimension for 47%, ability for 50%, and knowledge for 49%. This condition indicates that staff competency remains suboptimal, with just a minor percentage of favorable values derived from the four dimensions.

This condition suggests that personnel are prepared to perform their tasks but require direction in executing their responsibilities – for instance, deficiencies in utilizing new programming software, comprehension of programming languages, and similar issues. Furthermore, numerous new regulations and procedures that employees must comprehend remain unmastered by many. A discrepancy exists between employees' educational backgrounds and current positions, hindering their ability to optimize job performance. These factors can impede the ongoing execution of tasks and adversely impact employee performance. (Caissar, Hardiyana,

Nurhadian & Kadir, 2022; Widiastuti, Kadir, Fitria & Resawati, 2022; Isnan, Sukmalana, Coenraad & Danasasmita, 2022)

To enhance employee performance within an organization, leaders typically employ various strategies, one of which is to augment employee competence. This condition seeks to enhance the efficiency and effectiveness of task execution by elevating previously low levels of ability and education to high standards. Employee competence significantly impacts performance. Competence may manifest as motives, traits, self-concepts, attitudes, values, cognitive skills, or behaviors—individual characteristics that can be quantified and significantly distinguish between top and average performers. (Heryanto, 2025; Purwadayana, Riadi, Zulfikar & Rinawati, 2024; Destiana, Rinawati, Resawati & Danasasmita, 2022; Cendriyani, 2023)

Competence correlates with performance, suggesting that knowledge, self-concept, traits, and situational motives forecast competence, encompassing intention, action, and outcome—motivation to achieve forecasts entrepreneurial behavior. Competence resembles an iceberg, with skills and knowledge constituting the visible portion above the waterline. The submerged portion is imperceptible, although it serves as the basis and shapes the visible section above the water's surface. Social roles and self-perception reside within an individual's conscious awareness. This condition indicates that skills and knowledge are more readily identifiable and more straightforward to cultivate and enhance during a brief learning and training period. Social roles, self-image, and goals are not readily discernible and require considerable time and effort for enhancement and development. (Heryanto, 2025; Purwadayana, Riadi, Zulfikar & Rinawati,

2024; Destiana, Rinawati, Resawati & Danasasmita, 2022; Cendriyani, 2023) A person's motives reside in their subconscious. Increased employee competence correlates with enhanced productivity and organizational performance. Performance is the overall outcome or degree of success of an individual over a specified period in executing tasks, evaluated against various benchmarks, such as established standards, targets, or pre-determined criteria that have been mutually accepted. Performance denotes the extent of success in executing a program of activities to achieve aims, goals, visions, and missions. The researcher intends to conduct a study titled *The Influence of Work Motivation and Work Competence on Employee Performance in Creative Industry Companies within the Technology Sector*.

### **Research Method**

The research method is a scientific way of obtaining data with specific purposes and uses. The type of research conducted by the author in this study is a descriptive method and a verification method. This study aims to test the hypothesis and determine the influence between variables by referring to the formulation of the problem set and the expected research objectives. Based on this description, this study places motivation and competence as free or independent variables and employee performance as a dependent variable.

This company has 32 employees. Therefore, the sample determination was carried out by taking the entire population of the creative industry company in the technology sector, which was 32 people. The data collection method used a questionnaire distributed to all employees as research respondents. In order to ensure the quality of the data obtained, validity

and reliability tests were carried out on the measuring instrument (questionnaire) before use.

The validity test aims to determine whether the instrument used is appropriate or capable of measuring what should be measured. Each item in the questionnaire is tested to ensure its validity. If an item does not meet the validity criteria, then the item is corrected or removed from the questionnaire. Meanwhile, reliability testing is conducted to assess the extent to which the instruments can provide consistent results. Reliability testing is conducted using the Cronbach Alpha method. In reliability testing, the criteria are that if the  $r_{xy}$  value  $> 0.60$ , the research variable instrument is considered reliable. Conversely, if  $r_{xy} < 0.60$ , then the instrument is considered unreliable.

The data analysis techniques used in this study are descriptive analysis and verification analysis. Descriptive analysis describes data obtained from respondents, such as demographic characteristics and their perceptions of the research variables. This data is presented in the form of tables, graphs, and narratives to facilitate understanding. Verification analysis tests the hypotheses that have been formulated. The statistical methods used in this analysis include simple linear regression tests and multiple regression tests, depending on the complexity of the relationship between the variables.

This study is expected to use a combination of descriptive and verification methods to provide a clear picture of the influence of motivation and competence on employee performance in creative industry companies in the technology sector. The results are also expected to be considered by companies in improving employee performance through better motivation management and competence development.

## Result and Discussion

The calculation table for the correlation of the validity and reliability tests concerning the variables of Work Motivation, Employee Competence, and Employee Performance, processed using the SPSS 22 for Windows program, yields correlation values and Cronbach Alpha values for each question, as presented in the subsequent table:

**Table 1. Assessment of Validity and Reliability**

| No               | Work Motivation | Employee Competence | Employee Performance |
|------------------|-----------------|---------------------|----------------------|
| 1                | 0,487           | 0,650               | 0,665                |
| 2                | 0,520           | 0,707               | 0,651                |
| 3                | 0,391           | 0,463               | 0,666                |
| 4                | 0,396           | 0,546               | 0,669                |
| 5                | 0,627           | 0,485               | 0,536                |
| 6                | 0,552           | 0,577               | 0,477                |
| 7                | 0,654           | 0,733               | 0,504                |
| 8                | 0,494           | 0,609               | 0,582                |
| 9                | 0,421           | 0,568               | 0,621                |
| 10               | 0,521           | 0,435               | 0,494                |
| 11               | 0,342           | 0,449               | 0,540                |
| 12               | 0,490           | 0,666               | 0,502                |
| 13               | 0,620           | 0,731               | 0,506                |
| 14               | 0,409           | 0,698               | 0,478                |
| 15               | 0,555           | 0,525               | 0,470                |
| Cronbach's Alpha | 0,861           | 0,905               | 0,890                |

Table 1 in the study "The Influence of Work Motivation and Employee Competence on Employee Performance in Creative Industry Companies in the Technology Sector" presents an assessment of the research instrument's

quality via validity and reliability evaluations. This validity assessment seeks to confirm that each item in the questionnaire appropriately represents the examined variables. The validity test findings indicate that the item-total correlation values for the Work Motivation variable range from 0.342 to 0.654. Despite several items possessing lower values, all items nevertheless satisfy acceptable validity criteria, as most correlation values above 0.30 are the commonly employed minimal threshold in social research. The item-total correlation values for the Employee Competence variable, ranging from 0.435 to 0.737, demonstrate strong validity since all values above 0.40 suggest the items' consistent capacity to evaluate employee competence. The correlation value spans from 0.470 to 0.666 in the Employee Performance variable, indicating strong validity and confirming that each item in this instrument effectively represents employee performance. Alongside the validity assessment, the instrument's reliability was evaluated by Cronbach's Alpha. The Cronbach's Alpha values of 0.861 for Work Motivation, 0.905 for Employee Competence, and 0.890 for Employee Performance demonstrate substantial internal consistency. Values exceeding 0.70 indicate strong dependability, therefore affirming that the study instrument has substantial measurement consistency. This study employs a valid and reliable measurement instrument, indicating that the data obtained from this questionnaire can be trusted for further analysis concerning the impact of Work Motivation and Employee Competence on Employee Performance in technology sector creative industry firms.

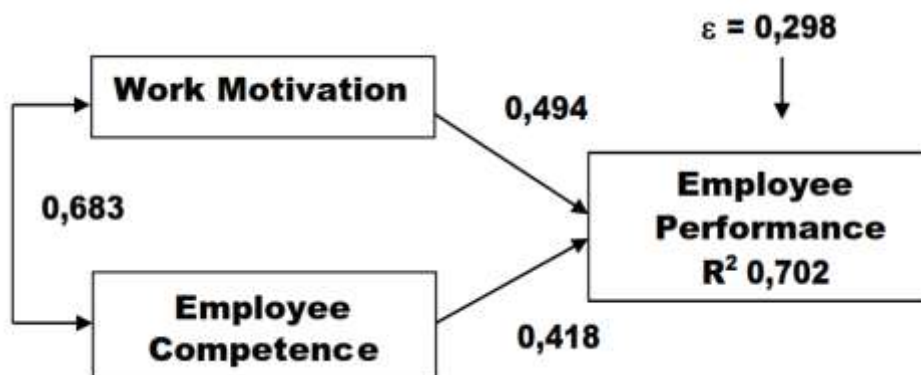


Figure 1. Path Analysis

Figure 1 illustrates a structural model in the research titled "The Influence of Work Motivation and Employee Competence on Employee Performance in Creative Industry Companies in the Technology Sector," offering a comprehensive understanding of the interrelations among the primary variables examined. This model recognizes two independent variables, Work Motivation and Employee Competence, which are presumed to affect the dependent variable, Employee Performance, significantly.

Work motivation is a significant determinant influencing employee performance. The path coefficient linking Work Motivation to Employee Performance is 0.494. This result indicates that Work Motivation exerts a favorable and significant impact on Employee Performance. An increase in job motivation correlates with enhanced employee performance. The coefficient of 0.494 indicates a significant influence, demonstrating that motivation is a primary factor in enhancing employee productivity and performance outcomes. Motivated personnel exhibit more energy, initiative, and commitment to their task, enhancing their performance.

(Hajiali, Kessi, Budiandriani, Prihatin & Sufri, 2022; Nurasniar, 2022; Uliyah & Ariyanto, 2021)

Alongside work motivation, employee competence significantly influences employee performance. The path coefficient linking Employee Competence to Employee Performance is 0.418. This result suggests that Employee Competence exerts a favorable and considerable impact on Employee Performance, albeit its influence is marginally less than that of Work Motivation. Employee competence encompasses multiple dimensions, including the knowledge, skills, and abilities required to perform jobs efficiently. Employees with high competence are more capable of delivering work of superior quality, efficiently, and in alignment with defined standards, enhancing their overall performance.

Figure 1 illustrates a correlation between Work Motivation (X1) and Employee Competence (X2), with a coefficient of 0.683. This result signifies a robust positive association between Work Motivation and Employee Competence. Employees with elevated job motivation typically exhibit superior competence. This association can be elucidated by the observation that motivated employees are more inclined to enhance their skills and knowledge through training, advanced education, or ongoing work experience. They are generally more aggressive in pursuing self-development opportunities, enhancing their competence and capacity to fulfill employment requirements. The  $R^2$  value of this model is 0.702, indicating that 70.2% of the variance in Employee Performance (Y) is attributable to the variables Work Motivation (X1) and Employee Competence (X2). The interplay of these two independent variables significantly influences employee performance levels in technology sector

organizations within the creative industry. Thus, these two elements are the primary predictors of observed employee performance. Nonetheless, the  $R^2$  value reveals that 29.8% ( $\epsilon = 0.298$ ) of the variance in employee performance remains unexplained by this model, suggesting the presence of additional factors beyond Work Motivation and Employee Competence that may influence employee performance.

This investigation yields significant implications for management inside technology sector organizations in the creative industry aimed at enhancing employee performance. Firstly, as Work Motivation significantly impacts Employee Performance, organizations must prioritize ways to enhance employee motivation. This result may encompass diverse measures, including offering incentives, acknowledging accomplishments, facilitating career advancement, and fostering a favorable workplace atmosphere. Secondly, due to the considerable impact of Employee Competence, organizations must guarantee that employees receive sufficient training and development to enhance their skills and knowledge. Enhancing employee competency enables firms to cultivate a staff prepared to confront workplace problems and attain optimal performance.

Despite the significant impact of Work Motivation and Employee Competence on Employee Performance, 29.8% of the performance variation remains unexplained by this model. This result indicates that additional elements, including work environment circumstances, company culture, employee well-being, leadership, and interpersonal interactions, may influence employee performance. Consequently, more study may be undertaken to uncover and examine other aspects affecting employee performance, enabling firms to formulate a more comprehensive strategy to enhance performance.

## **Conclusion**

This study demonstrated that Work Motivation and Employee Competence significantly influence Employee Performance in technology sector organizations within the creative industry. Work motivation is demonstrated to have a more substantial effect than employee competence, while both significantly enhance employee performance. This result indicates that highly motivated individuals generally exhibit more productivity and superior performance, whereas competent personnel can execute their responsibilities successfully and efficiently. This study indicates that additional factors affecting employee performance are not encompassed by this research paradigm, suggesting that a broader array of elements influences employee performance.

It is advised that management in creative industry firms within the technology sector concentrate on formulating measures to enhance employee work motivation. Implementing measures such as offering prizes and incentives and fostering a friendly and exciting work environment can effectively enhance motivation. Furthermore, enhancing employee competence through ongoing training and development programs is crucial. Employees consistently equipped with the newest skills and knowledge will be better prepared to confront work obstacles and enhance the company's accomplishments.

To optimize performance, management must also consider additional elements that may influence employee efficacy. Leadership quality, company culture, employee welfare, and a supportive work environment must be evaluated and enhanced. By adopting a more comprehensive

approach that encompasses not just motivation and competence but also additional aspects influencing performance, it is anticipated that technology sector enterprises in the creative industry can attain more substantial and sustainable enhancements in performance. This result will assist firms in developing a staff that is motivated and proficient, content, and dedicated to shared objectives.

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