Performance at PT. Kao Indonesia During the COVID-19 Pandemic: The Influence of Competency and Motivation on Employee Job Satisfaction

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Abstract: The purpose of the study was to investigate the influence of competence and motivation on employee job satisfaction which had an impact on performance during the Covid-19 pandemic. The location of the research is at PT. Kao Indonesia. This study uses a quantitative method with a descriptive approach. which is intended to explain the influence of competence and motivation on job satisfaction which has an impact on performance during the covid-19 pandemic PT. Kao Indonesia. The respondents were 100 employees of PT Kao Indonesia. The findings reveal that employee motivation and competence have an influence in improving the performance of PT Kao Indonesia employees. It can be concluded that these two factors are able to support the improvement of employee performance which is the most important part of an organization/company to be able to advance. For this reason, it is important to pay attention to the factors that affect employee job satisfaction through the elaboration of increasing the support of managers and promotions are needed because they are able to provide satisfaction for employees.

Keywords: Job Motivation, Competence, Job Satisfaction, Employee Performance.

INTRODUCTION

The government implements restrictions on micro-based community activities or Micro PPKM. Micro PPKM is a micro-based PPKM approach that regulates up to the level of neighborhood units (RT)/community units (RW) that have the potential to cause COVID-19 transmission. The WFH (Work From Home) policy system was officially set by the government on May 9, 2020. The Ministry of Finance issued the Decree of the Ministry of Finance Number: 223/KMK.01/2020, concerning the Implementation of Flexible Working Space within the Ministry of Finance and Circular Letter Number: 22/MK.1/2020, concerning the Work System of the Ministry of Finance in the Transition Period in the New Normal Order (Rizqia *et al*., 2021; Halilintar, 2018). Of course, the existence of this new order greatly affects the competence of job satisfaction which will affect employee performance. Competence is indispensable in every human resource process. The more competencies that are considered, the more it will improve good performance and be accompanied by motivation that is also needed because it can encourage performance (Emron *et al*., 2017; Ranasih, 2023).

From initial observations, it was revealed that most of the competencies possessed by PT Kao Indonesia's employees were in a very good state. This is shown by the average respondent's answer of 80%. The competence of employees is an advantage of PT Kao Indonesia and also shows the quality of the employees who work for their company. The following is a response through a pre-survey questionnaire regarding employee motivation at PT Kao Indonesia. This is supported by the results of an initial survey or pre-survey of 22 employees of PT Kao Indonesia.

Table 1. Pre-survey on Employee Motivation of PT Kao Indonesia

No	Statement	ALREADY	Percentage	NO	Percentage	Number of Employees
1	Employers always pay attention to employees	4	18,2	18	81,8	22
2	The working relationship between superiors and subordinates is good or not rigid	4	18,2	18	81,8	22
3	Good and pleasant working environment situation	20	95,4	2	4,6	22
4	Almost every task I can carry it out well	12	75,2	8	24,8	22
5	Opportunities to be more advanced in work	20	95,4	2	4,6	22

Source: processed by the author.

From table 1, the phenomenon that occurs at PT Kao Indonesia is that there are still employees whose working relationship with their superiors is not good, as many as 18 respondents with a result of 81.8% and a lack of attention from superiors to PT Kao Indonesia's employees, 18 respondents with a result of 81.8%. Overall employee satisfaction conditions are in poor condition and prone to decreased employee

performance. Based on the data, there are some employees who feel dissatisfied and answer no to the

questions asked.

Table 2. Pre-Survey of Employee Satisfaction of PT Kao Indonesia

No	Question	Answer		%	Number of Employees
		Already	No		
1	The company provides better salaries than competitors	18	4	81,8	22
2	I like the basis used for in-house promotions	2	20	9,6	22
3	I enjoy working with friends here	18	4	81,8	22
4	The managers (supervisors) I worked for gave me support	2	20	9,6	22
5	I feel good about the level of responsibility in my job	20	2	90,4	22

Source: processed by the author.

Based on the results of the provisional questionnaire in Table 2, it can be seen that overall the condition of employee satisfaction is in poor condition and is vulnerable to a decline in employee performance. Data shows that there are some employees who are dissatisfied and answer no to the questions asked. Based on this data, there are employees of PT Kao Indonesia, it can be seen that some employees are not satisfied with the basis of the promotion set by the company for employees, as well as the support of managers (*supervisors*) for employees.

employees of PT Kao Indonesia can see that some employees are not satisfied with the basis of the promotion set by the company for employees, as well as the support of the managers for employees. This research is expected to be able to be a reference for testing and theoretical application and contribute to the development of studies on Competency and motivation for job satisfaction that has an impact on performance. In addition, the research carried out is expected to be able to provide benefits for the author as a material for scientific insight as a management student of Borobudur University Jakarta.

LITERATURE REVIEW
Work Motivation, Competence, and Job Satisfaction
Motivation is the desire to perform as a willingness to expend a high level of effort toward organizational goals, conditioned by the ability of that effort to meet an individual need. Motivation has two dimensions, namely, the internal drive dimension and the external drive dimension (Hamalik, 1992, Mc Clelland 1987 Robbin, 2002; Rianto, 2005; Sardiman, 2006). Employee motivation can control and move a person to perform actions or behaviors directed at a specific goal (Djamarah, 2002; Marwansyah & Mukaram, 2002; Mulyasa, 2003). The indicators of work motivation as explained by Fadillah, *et al*l (2013) are (a) having high personal responsibility for their work; (b) do something/work as well as possible; (c) the desire to get

a fair wage in accordance with the work; (d) the desire to get higher wages than usual; and (e) the desire to learn to master their work in their field.

Competence is assessed from the ability of officers to master the products and services offered by KSP, procedures, work instructions and related policies. Employee competence is very important so it is necessary that funds for education provided by cooperative funds are used for human resource development (Suryani *et al*., 2008). The aspects contained in competence are knowledge, understanding, skills, values, attitudes, and interests (Sudarmanto, 2009).

The level or level of competence of an individual person can be differentiated depending on his job or position where he works. The level of competence can be divided into three, namely (Moeheriono, 2014), namely; (a) Level 1 is a level that shows that an employee is able to carry out work responsibilities on a regular basis and on an understanding of work procedures or instructions, but is still under direct supervision and guidance from his superiors (not yet independent); (b) Level 2 is a level that shows an employee is able to carry out work responsibility duties on a regular basis and on understanding work procedures or instructions independently without supervision and coaching of a direct supervisor (somewhat already independent) Level 3 is a level that shows an employee is able to carry out work responsibility duties on a regular basis and on understanding work procedures or instructions independently without supervision and coaching of superiors immediately. According to Wibowo (2016), the factors that affect competence are trust and values, expertise, experience, personal characteristics, motivation, emotional issues, and intellectual capacity.

Job satisfaction is defined as the feeling of support or disapproval that employees experience at work. A more

accurate understanding of job satisfaction can be realized if the analysis of job satisfaction is associated with work performance, maturity rate, desire to move, age of workers, level of position and the size of the organization (Djamarah, 2002, Mangkunegara, 2017; Martoyo, 2018; Yolanda, 2017; Zulher & Ratnasih, 2021). In line with Luthans' (2016) opinion regarding job satisfaction factors, namely the job itself, salary, promotion policies, supervision/supervision, and work groups. These factors should be the responsibility of the company to ensure the creation of job satisfaction for all its employees. A pleasant or emotionally positive condition that comes from a person's assessment of his or her work or work experience (Afandi, 2018; Setiawan & Ghozali, 2006; Ratnasih, 2023).

Employee Performance
A person's performance is a combination of ability, effort and opportunity that can be assessed from the results of his work (Cushway, 2002; Sulistiyani, 2003; Sutrisno, 2016). Performance is the result of work in terms of quality and quantity achieved by a person in carrying out his duties in accordance with the responsibilities given to him. The usefulness of employee performance assessment is a basis in decision-making used for achievements, dismissals and rewards, to measure the extent to which an employee can complete his or her work, as a tool to be able to accept shortcomings or weaknesses and improve the abilities of subsequent employees (Davis, 2017; Mangkunegara, 2011, Robbins, 2016). Previous literature reveals that work stress and productivity affect employee performance (Virginia & Ratnasih, 2017). Other studies reveal that leadership and motivation have an effect on employee performance (Ratnasih, 2017; Surjana, 2016, Sugiatmi, 2016; Wibowo, 2016). According to Mardiana (2019), work motivation is an important thing in the life of a company, because with optimal work motivation it will be able to produce maximum performance. Siagian (2013) explained that a high level of motivation supports in the performance of employee performance achievement because with a low level of motivation it is difficult for employees to absorb information related to their activities, the higher the motivation, the more efficient they will be at work The more aspects that are in accordance with the individual's desires, the higher the job satisfaction.

Previous studies have found that the influence of competence and motivation simultaneously has a very strong relationship with performance (Rambe & Tami, 2016; Rambi & Isnaria, 2018). Other findings show that competence, communication, and job satisfaction have a positive and significant influence on performance (Bratamanggala & Amin, 2016; Girsang, 2021; Nursanti & Asih, 2020).

METHOD

This study uses a quantitative method with a descriptive approach. The descriptive research in this study is intended to explain the influence of competence and motivation on job satisfaction which has an impact on performance during the covid-19 pandemic of PT. Kao Indonesia. The primary data in this study is data from the distribution of questionnaires sourced from respondents totaling 100 employees of PT Kao Indonesia. In this study, the secondary sources of data are books, literature, articles, journals, and sites on the internet related to the research conducted. Questionnaire and interview materials include questions related to the state of the agency related to employee competence, motivation, satisfaction and performance. In addition, observation is also carried out, which is to make direct observations of daily activities, environments and work facilities related to this writing. The Likert Scale is used to reveal the attitudes, opinions, and perceptions of a person or group of people about social phenomena. In the path analysis model used in this study, there are four input variables, namely competence, namely the independent variable or independent variable symbolized by X1, motivation symbolized by X2, job satisfaction, namely the bound variable or the affected dependent variable symbolized by Y, while performance, namely the intermediate variable or intervening variable symbolized by Z.

RESULT AND DISCUSSION
Kao Corporation is present in Indonesia with the belief that a clean nation is a prosperous nation. And a healthy way of life is a reflection of a better level of life. In 1985 Kao Corporation made a big step by cooperating with PT. Dino Indonesia Industrial Ltd. which has been producing Dino detergent powder since 1969. The combination of these two companies remains named PT. Dino Indonesia Industrial Ltd.

Descriptive statistical analysis is useful for looking at the characteristics (general data description) seen from the mean value, highest (max), lowest (min), standard deviation, variance, and so on from the data to be processed.

From the results of the questionnaire distribution to 133 respondents, it can be seen that for the Competency variable, the average total score of the respondents' answers was 44.53 with the highest, middle and lowest total scores of 49, 45 and 36 respectively. The difference between the highest and lowest scores shows a total range of respondents' scores of 13. The mode value shows that the total score of the respondent's answers is at most 45, which is below the average total score. The results above also show that the total score of each respondent varies, which can be seen from the standard deviation value of 2,539.

It can also be seen in the X2 variable about Motivation, the average total score of the respondents' answers was 44.46 with the highest and lowest total scores of 49, 45

and 34 respectively. The difference between the highest and lowest scores shows a total range of respondents' scores of 15. The mode value shows that the total score of the respondent's answers is at most 45, which is below the average total score. The results above also show that the total score of each respondent varies, which can be seen from the standard deviation value of 2,846.

The Y variable is Job Satisfaction, the average total score of the respondents' answers is 44.31 with the highest, middle and lowest total scores of 49, 45 and 35 respectively. The difference between the highest and lowest scores shows a total range of respondents' scores of 14. The mode value shows that the total score of the respondent's answers is at most 46, which is below the average total score. The results above also show that the total score of each respondent varies, which can be seen from the standard deviation value of 2,350.

The Z variable is Employee Performance, the average total score of the respondents' answers is 44.55 with the highest, middle and lowest total scores of 49, 45 and 35 respectively. The difference between the highest and lowest scores shows a total range of respondents' scores of 14. The mode value shows that the total score of the respondent's answers is at most 45, which is below the average total score. The results above also show that the total score of each respondent varies, which can be seen from the standard deviation value of 2,300.

The results of the questionnaire analysis containing 10 items on one variable are valid because the R value is greater than the R of the table. With this, the research can be continued with a questionnaire with reliability testing. The calculation data in SPSS version 26 that cronbachh's alpha (α) > 0.169 is greater than the r table can be said to be reliable or consistent.

The t-test was conducted to test the research hypothesis regarding the influence of each partially independent variable on the bound variable. Decision-making is carried out by looking at the significance value in the Coefficients table. Usually, the basis of the regression test results is carried out with a confidence level of 95% or with a significant level of 5% (α = 0.05). The significance value is 0.000<0.05 and the t-value is 4>8691.978 so it can be concluded that there is an influence between X1 and Y. The significance value is 0.000<0.05 and the t-value is 5>3241.978 so it can be concluded that there is an influence between X2 and Y.

The F test was carried out to see the influence of all independent variables together on the bound variables. The level used is 0.5 or 5%, if the significant value of F < 0.05, it can be interpreted that the independent variable simultaneously affects the dependent variable or vice versa (Ghozali, 2016).

F table = F(k; n-k)
= F (2 ; 133-2)
= F (2 ; 131)

= 3.07

The significance value is 0.000<0.05 and the f value is calculated 50>7013.07 so it can be concluded that there is an influence between X1 and X2 on Y. Z value of 1.996 which means that >1.98 which can mean an indirect influence relationship between X1 (Competence) on Performance (Z) through Job Satisfaction (Y). This value shows significant. The Z value is 2.143 which means that >1.98 which can mean the indirect influence relationship between X2 (Motivation) and Performance (Z) through Job Satisfaction (Y). This value shows significant.

R square of 0.438 means that the influence of competency and motivation variables on job satisfaction is 43.8% and the value of e1 can be found with e1 = = 0.749. The value of 0.367 is the value of the variable X1 (competence) which affects Y (job satisfaction). While the value of 0.401 is the value of the variable X2 (Motivation) which affects Y (job satisfaction) and e1 is

obtained with e1 = = 0.749. $\sqrt{(1 - 0,438)}$

The initial model with a value that directly affects Y, it is known that the value of 0.367 is the value of the variable X1 (competence) which affects Y (job satisfaction). While the value of 0.401 is the value of the variable X2 (Motivation) which affects Y (job satisfaction) and e1 is obtained with e1 = = 0.749. In the second model with a value that directly affects Z, it is known that the value of 0.319 is the value of the variable X1 (competence) which affects Z (employee performance). While the value of 0.260 is the value of the X2 variable (Motivation) which affects Z (employee performance), the relationship to Z is 0.083 and e2 is obtained with e2 = 0.830.

Based on the overall path analysis table, the following conclusions are objective.
- The influence of X1 (Competence), X2 (Motivation) on Y (Job Satisfaction) as a whole was 43.8% and the rest was 56.2% influenced by other factors outside the variables of this study.
- In the path coefficient of the Competency variable (X1) to Y (Job Satisfaction) is directly affected by $0.367^2 = 13.46\%$
- In the path coefficient of the variable Motivation (X2) to Y (Job Satisfaction) is directly affected by $0.401^2 = 16.08\%$
- The influence of X1 (Competence), X2 (Motivation) and Y (Job Satisfaction) on Z (Employee Performance) as a whole was 31.1% and the rest was 68.9% influenced by other factors outside the variables of this study.
- In the path coefficient of the Competency variable (X1) to Z (Employee Performance) is directly affected by $0.319^2 = 10.17\%$

- In the Motivation variable path coefficient (X2) to Z (Employee Performance) is directly affected by $0.260^2 = 6.7\%$
- In the path coefficient of the variable Job Satisfaction (Y) to Z (Employee Performance) is directly affected by $0.083^2 = 0.68\%$

From the results of the analysis, it can be understood that employee performance is the most important supporter in a company, so if employee performance is good, of course, it is easy to achieve success. By analyzing factors that can be related to employee performance, it is hoped that it can provide and strengthen factors that have a large enough influence on employee performance so that the company's vision and mission can be effectively achieved according to expectations.

CONCLUSION

Based on the results of the research from the analysis of the direct and indirect influence of competency and motivation variables on job satisfaction that have an impact on performance during the covid-19 pandemic at PT. Kao Indonesia can then be concluded as follows:

a. In the research variables of competence and motivation in influencing performance, it was stated that significant with a value of 0.000 in the simultaneous test F could affect.
b. The Competency variable has a positive influence on job satisfaction, this is evidenced by the level of significance with a value of 0.000 and a regression coefficient value of 0.367. This proves that the first hypothesis is accepted.
c. The Motivation variable has a positive influence on job satisfaction, this is evidenced by the level of significance with a value of 0.000 and a regression coefficient value of 0.401. This shows that the second hypothesis is accepted.
d. The Competency Variable has a positive influence on employee performance in a direct influence. This is evidenced by the level of significance with a value of 0.000 and a regression coefficient value of 0.319. This proves that the third hypothesis is accepted.
e. The Motivation variable has a positive influence on employee performance in a direct influence. This is evidenced by the level of significance with a value of 0.000 and a regression coefficient value of 0.260. This shows that the fourth hypothesis is accepted.
f. The Job Satisfaction variable has a positive influence on employee performance. This is evidenced by the regression coefficient value of 0.083. This shows that the fifth hypothesis is accepted.
g. Competence through job satisfaction has a significant effect on employee performance. This is evidenced by the level of significance with a sobel test score of 1.996. This suggests that the sixth hypothesis is rejected.
h. Motivation through job satisfaction has a significant effect on employee performance. This is evidenced by the level of significance and the sobel test value of 2,143. This shows that the seventh hypothesis is rejected.

In general for PT Kao Indonesia, based on the results of the study, it is known that Motivation has an influence in improving the performance of PT Kao Indonesia employees. Employees are the most important part of an organization/company. Employees become planners, implementers, and even controllers to realize organizational goals. For this reason, it is important to pay attention to the factors that affect employee job satisfaction. Furthermore, elaboration to increase the support of managers and promotions is needed because it is able to provide satisfaction for employees. For the next researcher, it is recommended that the next researcher who will conduct research with the variables studied in order to be able to make research using other variables such as work commitment, organizational culture, compensation and others.

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