

The Effect of Work Competence and Flexibility on Employee Performance with Work Motivation as an Intervening Variable

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ABSTRACT

The purpose of this study is to determine the effect of Competence, Work Flexibility, and Work Motivation on Employee Performance at the Indonesian Post Office Mali-oboro, Special Region of Yogyakarta. This study used a non-probability sample with the most saturated sampling technique or census with a total of 80 respondents. This research is primary data and is associative with a quantitative approach using questionnaire instruments. The result of this study is a significant influence between competence, work flexibility, work motivation on employee performance obtained from the t test and sobel test (mediation).

KEYWORDS Work Flexibility, Work Motivation, Competence



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INTRODUCTION

Human resources are the most important element and at the same time a valuable asset. Therefore, human resources need to be treated in accordance with their dignity and dignity, so that they are qualified and behave positively in company life. Given the importance of human resources, it is necessary to have good management from the management so that reliable and professional human resources can be created and provide optimal work results for the company.

Competency is the ability to perform or carry out a job or task based on skills and knowledge and supported by the work attitude required by the job (Wibowo 2016). Motivation as a desire that drives the movement closer to a definite goal. In other words, motivation as a driver or driver to produce motives in behavior (Saputra, 2019). Then Hypothesis 1: Competence does not have a significant effect on Work Motivation.

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Work flexibility a form of flexible work arrangement informal remote work arrangements has a positive indirect effect through commitment and job satisfaction on employee performance (Menezes dan Kelliher, 2017). Motivation is a managerial ability or skill that needs to be mastered by every organizational manager by understanding the important role of motivation, managers will be able to develop the work performance of their subordinates and can increase job satisfaction (Sujak, 2010). Then Hypothesis 2: Work Flexibility has a significant effect on Work Motivation.

Motivation is the willingness to expend a high level of effort toward an organizational goal conditioned by that effort's ability to meet individual needs (Sedarmayanti, 2017). Performance is the result of work in quality or quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Mangkunegara, 2013). Then Hypothesis 3: Motivation has no significant effect on Employee Performance.

Competence is a basic characteristic possessed by employees or someone who creates good performance in carrying out the duties they are responsible for (Rosmaini & Tanjung, 2019). Employee performance is an action taken by employees in carrying out job duties given by the organization or company (Mathis, 2013: 172). Then Hypothesis 4: Competency has a significant effect on Employee Performance.

Work flexibility is flexible working hours can be summarized as the ability of employees to monitor the duration or length of their work hours based on work location (outside the workplace) and the ability to meet work schedules that have been given by the company (Shagvaliyeva dan Yazdanifard, 2014). Performance is the result of a process that refers to and is measured over a certain period of time based on a predetermined agreement (Emron, 2017:188). Then Hypothesis 5: Work Flexibility has a significant effect on Employee Performance.

In this case, it means striving for human resources to be able and willing to work more optimally to improve performance in order to achieve organizational goals. Increased productivity will bring progress, so that all companies in all fields of competence can survive in a business environment that is not necessarily stable. This is the reason that organizations must formulate strategies in improving the quality of human resources (HR) owned to be able to achieve the goals to be achieved and competition that exists in the era of globalization. The company's demands in order to increase competitiveness against competitors that continue to grow can be through the maintenance and alignment of harmonious and healthy employee relationships. So the title for this writing is "The Effect of Work Competence and Flexibility on Employee Performance with Work Motivation as an Intervening Variable".

RESEARCH METHOD

Research is associative with an approach using quantitative methods that seek to examine how a variable has a relationship or relationship with other variables. The sampling technique in this study is non-probability sampling with sampling techniques using saturated sampling or census. The sample and population in the

study amounted to 80 employees at the Indonesian Post Office Malioboro, Special Region of Yogyakarta. This study used a questionnaire instrument that contained statements about competence, work flexibility, work motivation and employee performance. Data analysis using the SMART PLS application. Competency variable indicators of Edison, Anwar dan Komariyah (2017:143), variable work flexibility of Carlson dkk (2010), Work motivation variables from Sastrohadiwiryo (2013:268) and employee performance variables from Mathis & Jackson, (2002).

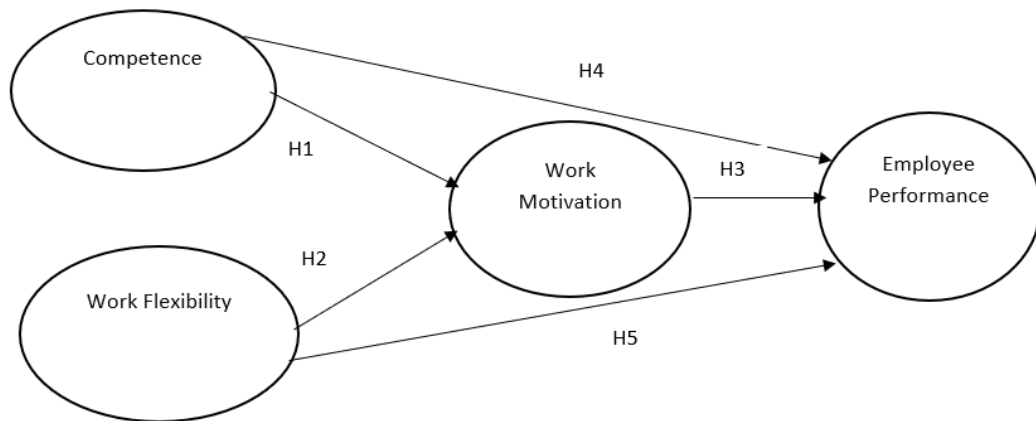


Figure 1. Research Mindset

RESULT AND DISCUSSION

Table 1. Sex characteristics

Gender	Sum	Presented
Man	40	50%
Woman	40	50%
TOTAL	80	100%

Source: Primary Data, 2024, processed.

Based on the sex data in table 1, it is known that the results of this sex data produce a balanced or equal number of 40 or 50% of respondents.

Table 2. Age Characteristics

Age	Sum	Presented
30th or less	14	18%
31 – 39 th	48	59%
40 – 49 th	18	23%
Total	80	100%

Source: Primary Data, 2024, processed.

Based on the age data in table 2, it is known that the results of this age data produce the highest amount of data in the age range of 31-39 years by 48 or 59% of respondents.

Table 3. Characteristics of Employee Status

Employee Status	Sum	Sum
Permanent Employees	73	91%
Non-Permanent Employees	7	9%
Total	80	100%

Source: Primary Data, 2024, processed.

Based on employee status data in table 3, it is known that the results of this employee status data produce the highest number of permanent employee status of 73 or 91% of respondents.

Table 4. Recent Educational Characteristics

Recent Education	Sum	Presented
S-1	69	86%
Diploma (D1/D2/D3/D4)	11	14%
Total	80	100%

Source: Primary Data, 2024, processed.

Based on the latest education data in table 4, it is known that the highest data results in the last education are S-1 amounting to 69 or 86% of respondents.

Table 5. Period of Service

Period of Service	Sum	Presented
11 – 15 years	63	79%
2 – 5 years	7	9%
6 – 10 years	5	6%
Over 15 years old	5	6%
Sum	80	100%

Source: Primary Data, 2024, processed.

Based on the working period data in table 5, it is known that the highest data results in the working period data are 11-15 years by 63 or 79% of respondents.

Construct reliability and validity - Overview				
	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Fleksibilitas Kerja	0.941	0.951	0.954	0.778
Kinerja Karyawan	0.967	0.969	0.972	0.812
Kompetensi	0.949	0.967	0.957	0.736
Motivasi Kerja	0.740	0.746	0.885	0.793

Figure 2. Validity Test

Source: Primary Data, 2024, processed.

Based on the validity data in figure 2, to find out the validity results can be seen from the *Average Variance Extracted (AVE)*. So there are 4 validity results from each variable, including:

1. Work Flexibility Variable with *Average Variance Extracted (AVE)* value of 0.778.
2. Employee Performance Variable with *Average Variance Extracted (AVE)* value of 0.812.
3. Competency Variable with *Average Variance Extracted (AVE)* value of 0.736.
4. Work Motivation Variable with *Average Variance Extracted (AVE)* value of 0.793.

So the result of the value of each variable can be concluded that they are all Valid. Because, the value of each of these variables is greater than 0.5.

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Figure 3. Reliability Test

Source: Primary Data, 2024, processed.

Based on the reliability data in figure 3, to find out the reliable results can be seen from Cronbach's alpha. So there are 4 reliable results from each variable, including:

1. Work Flexibility variable with *Cronbach's alpha* value of 0.941.
2. Employee Performance variable with *Cronbach's alpha* value of 0.967.
3. Competency variable with *Cronbach's alpha* value of 0.949.
4. Varibael Work Motivation with *Cronbach's alpha* value of 0.740.

So the results of each variable can be concluded that they are all reliable. Because the result of the value of each variable is > 0.6 , it is considered reliable.

Outer loadings - Mean, STDEV, T values, p values						
	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O /STDEV)	P values	
FK2 <- Fleksibilitas Kerja	0.776	0.774	0.049	15.878	0.000	
FK3 <- Fleksibilitas Kerja	0.918	0.917	0.022	41.345	0.000	
FK4 <- Fleksibilitas Kerja	0.910	0.910	0.020	44.403	0.000	
FK5 <- Fleksibilitas Kerja	0.953	0.952	0.014	67.237	0.000	
FK6 <- Fleksibilitas Kerja	0.941	0.941	0.012	75.964	0.000	
FK7 <- Fleksibilitas Kerja	0.776	0.776	0.042	18.478	0.000	
K1 <- Kompetensi	0.935	0.937	0.013	70.728	0.000	
K2 <- Kompetensi	0.908	0.910	0.021	43.988	0.000	
K3 <- Kompetensi	0.770	0.767	0.055	14.105	0.000	
K4 <- Kompetensi	0.744	0.742	0.042	17.634	0.000	
K5 <- Kompetensi	0.876	0.876	0.024	37.219	0.000	
K6 <- Kompetensi	0.816	0.814	0.039	21.153	0.000	
K7 <- Kompetensi	0.878	0.879	0.024	36.733	0.000	
K8 <- Kompetensi	0.914	0.917	0.019	48.236	0.000	
KK1 <- Kinerja Karyawan	0.880	0.879	0.024	36.888	0.000	
KK2 <- Kinerja Karyawan	0.956	0.956	0.022	43.854	0.000	
KK3 <- Kinerja Karyawan	0.868	0.869	0.027	32.066	0.000	
KK4 <- Kinerja Karyawan	0.851	0.850	0.029	29.593	0.000	
KK5 <- Kinerja Karyawan	0.921	0.923	0.026	35.985	0.000	
KK6 <- Kinerja Karyawan	0.836	0.834	0.033	25.135	0.000	
KK7 <- Kinerja Karyawan	0.959	0.960	0.016	60.128	0.000	
KK8 <- Kinerja Karyawan	0.931	0.933	0.025	37.107	0.000	
MK2 <- Motivasi Kerja	0.902	0.903	0.016	55.014	0.000	
MK7 <- Motivasi Kerja	0.879	0.879	0.025	35.435	0.000	

Figure 4. Loading Factor/Outer Loadings (Sobel Test)
Source: Primary Data, 2024, processed.

Based on the loading factor/outer loadings data in figure 4, it is known that the loading factor/outer loadings is a mediation test, to find out the data results can be seen from the *p-value*. So, there are several data results from loading factors/outer loadings, including:

1. The Competency variable is significant to the Indicator (K1, K2, K3, K4, K5, K6, K7, K8) with a value of 0.000. Then it can be concluded that the p-value is smaller than 0.05.
2. The Work Flexibility variable is significant to the Indicator (FK2, FK3, FK4, FK5, FK6, FK7) with a value of 0.000. Then it can be concluded that the p-value is smaller than 0.05.
3. The Work Motivation variable is significant to the Indicator (MK2, MK7) with a value of 0.000. Then it can be concluded that the p-value is smaller than 0.05.
4. Employee Performance Variables are significant to the Indicators (KK1, KK2, KK3, KK4, KK5, KK6, KK7, KK8) with a value of 0.000. Then it can be concluded that the p-value is smaller than 0.05.

Path coefficients - Mean, STDEV, T values, p values						Copy
	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O /STDEV)	P values	
Fleksibilitas Kerja -> Kinerja Karyawan	0.463	0.458	0.091	5.100	0.000	
Fleksibilitas Kerja -> Motivasi Kerja	0.958	0.957	0.042	22.738	0.000	
Kompetensi -> Kinerja Karyawan	0.515	0.523	0.037	13.763	0.000	
Kompetensi -> Motivasi Kerja	-0.024	-0.023	0.057	0.423	0.336	
Motivasi Kerja -> Kinerja Karyawan	0.072	0.069	0.086	0.841	0.200	

Figure 5. Test Mediation

Source: Primary Data, 2024, processed.

Based on the mediation data in figure 5, to find out a significant value result can be seen from the *p-value*. Therefore, there are several data results from the mediation test, including:

1. Work Flexibility is significant to Employee Performance with a *p-value* of 0.000. Therefore, it can be concluded that the *p-value* is less than 0.05.
2. Work Flexibility is significant to Work Motivation with a *p-value* of 0.000. Therefore, it can be concluded that the *p-value* is less than 0.05.
3. Significant competence to Employee Performance with a *p-value* of 0.000. Therefore, it can be concluded that the *p-value* is less than 0.05.
4. Competency is not significant to Work Motivation with a *p-value* of 0.336. Therefore, it can be concluded that the *p-value* is greater than 0.05.
5. Work Motivation is not significant to Employee Performance with a *p-value* of 0.200. Therefore, it can be concluded that the *p-value* is greater than 0.05.

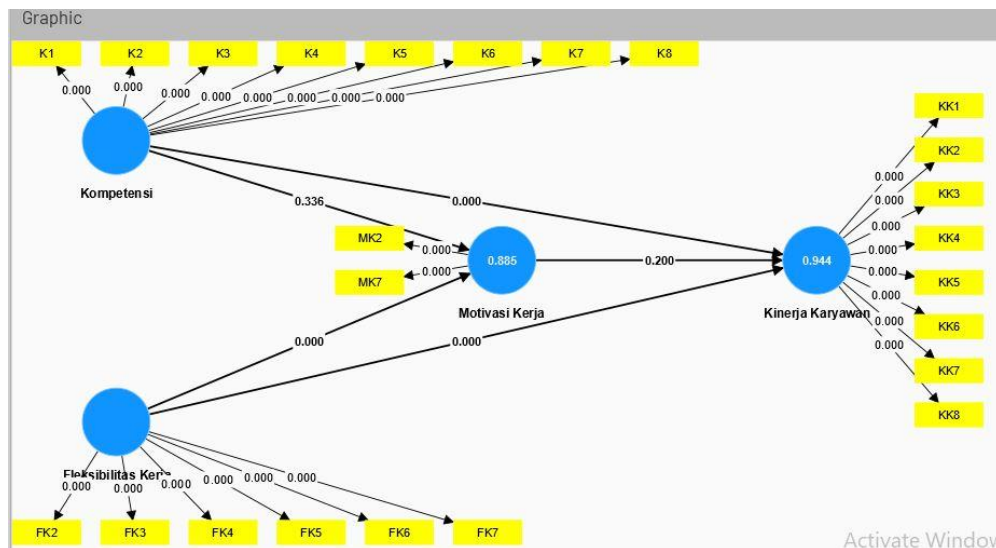


Figure 6. Test the hypothesis
Source: Primary Data, 2024, processed.

Based on the hypothesis data in figure 6, to test the hypothesis I used the Inner Model based on a *p-value* of < 0.05 . So, to find out the hypothesis or *p-value* can be seen from the value or result that is near the Connect line in the picture above. In the picture above there are several hypothesis tests, including:

1. Competency has no effect on Work Motivation with a *p-value* of 0.336. So, it can be concluded that the *p-value* of $0.336 > 0.05$ so that it cannot have an effect.
2. Work Flexibility affects Work Motivation with a *p-value* of 0.000. So, it can be concluded that the *p-value* of $0.000 < 0.05$ so that it can have an effect.
3. Work Motivation has no effect on Employee Performance with a *p-value* of 0.200. So, it can be concluded that the *p-value* of $0.200 > 0.05$ so that it cannot have an effect.

4. Competency affects Employee Performance with a p-value of 0.000. So, it can be concluded that the p-value of $0.000 < 0.05$ so that it can have an effect.
5. Work Flexibility affects Employee Performance with a p-value of 0.000. So, it can be concluded that the p-value of $0.000 < 0.05$ so that it can have an effect.

R-square - Overview		
	R-square	R-square adjusted
Kinerja Karyawan	0.944	0.942
Motivasi Kerja	0.885	0.882

Figure 7. Coefficient of Determination Test
Source: Primary Data, 2024, processed.

Based on the coefficient of determination test in figure 7 above, to find out the results of the coefficient of determination analysis, it can be concluded that, The R-square value of the simultaneous influence of the Independent variable (X) on the dependent variable (Y) is 0.944 (Employee Performance, Y2) and 0.885 (Work Motivation, Y1) with an Adjusted R Square value of 0.942 or 94% for the Employee Performance variable and 0.882 or 88% for the Work Motivation variable. So the greater the coefficient of determination, the better the independent variable in explaining the dependent variable.

Discussion

The Effect of Competency on Work Motivation

H1 results if the competency variable does not have a significant effect on work motivation. It can be seen through the p-value of $0.336 > 0.05$ so that the hypothesis is rejected. Work Motivation as a way to encourage employee morale so that employees can improve the quality and quantity and productivity of employee performance. This is not in line with (Triyanto & Sudarwati, 2014) dan (Amrulah & Hermani, 2018) which states that competence affects work motivation.

The Effect of Work Flexibility on Work Motivation

H2 results if the variable work flexibility has a significant effect on work motivation. It can be seen through the results of the hypothesis test where the value of $0.000 < 0.05$. So that value indicates that the hypothesis is accepted. Thus, if work flexibility increases, it will be able to improve employee performance development with work motivation, flexible employee performance will become more motivated and have the spirit to work and make a good contribution to the company. This goes hand in hand with Affiza, (2022) which states that flexible work has a significant effect on motivation.

The Effect of Work Motivation on Employee Performance

H3 results if the work motivation variable does not have a significant effect on employee performance. It can be seen through hypothesis testing and mediation where the value of $0.200 > 0.05$. So the value indicates that the hypothesis is rejected. Lack of motivation for employee performance can result in disenthusiasm in carrying out their work so that the quality and quantity and productivity of work decreases. This is not in line with Hernidatiatin & Susijawati, (2017) states that motivation has a significant role in improving employee performance.

The Effect of Competency on Employee Performance

H4 results if the competency variable has an effect on employee performance. So it can be seen through the results of the hypothesis test where $0.000 < 0.05$. So that value indicates that the hypothesis is accepted. The results of the study can be interpreted that competence as career development, but the level of determination of competence is needed to determine the level of success of performance in achieving company goals. This is in line with Osei, (2015) which states that competence has a positive effect on employee performance.

The Effect of Work Flexibility on Employee Performance

H5 results if the variable of work flexibility has a significant effect on employee performance. So it can be seen through the results of the hypothesis test where $0.000 < 0.05$. The value indicates that the hypothesis is accepted. Because with these flexible working hours, employees do not experience boredom at work and can improve performance in carrying out their duties in accordance with the responsibilities given by the company and provide work results expected by the company through criteria or standards that have been applicable within the company. This is in line with Affiza, (2022), Saputro et al., (2021), dan Wicaksono, (2019) defines that flexible work has a significant effect on employee performance.

CONCLUSION

Based on the results of this research data, there is a low value in the variable part of work motivation. Therefore, the company must further increase employee motivation so that the skills or abilities of employees are better so that they are responsible for their work and the company provides reciprocal feedback on the hard work or performance of employees who have completed their tasks and achieved the work results expected by the company.

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