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The Impact Of Competency and Personal-Job Fit on Improving Work Motivation to Increase Employee Performance at Class II Ksop Cilacap

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ABSTRACT

The Class II KSOP Cilacap as an institution that manages the port has a vital role in ensuring the smooth operation of the port. Achieving superior performance cannot be separated from various influencing factors, including employee competency, personal-job fit, and work motivation. Employee competency, which includes knowledge, skills, and attitudes, is the basic capital that must be possessed to be able to carry out tasks well. This purpose of this study is to analyze the effect of competency and personal-job fit on employee work motivation and performance at the Class II KSOP Cilacap. The study data were collected through questionnaires distributed to 92 employees during the census. The IBM SPSS version 25 application was used for path analysis. The results of the study indicate that employee competency has a positive effect on work motivation, personal-job fit has a positive effect on work motivation, competency has a positive effect on employee performance, personal-job fit has a positive effect on employee performance, work motivation plays a mediating role in the relationship between competency and employee performance, and work motivation plays a mediating role in the relationship between personal-job fit and employee performance.

Keywords: KSOP Cilacap; Competency; personal-job fit; Work Motivation; Employee Performance

1. Introduction

Facing the era of globalization and increasingly tight competition, government organizations are required to be able to improve the effectiveness and efficiency of their services to the community. One of the vital sectors that requires special attention is services in the port sector, which plays an important role in supporting the flow of trade and the national economy. The Class II KSOP Cilacap as an agency responsible for the safety and security of shipping and port management in its area, has a great responsibility in ensuring smooth operations and services at the Port of Cilacap.

A comprehensive understanding of the relationship between competency, personal-

job fit, work motivation, and employee performance is very important in efforts to improve the quality of human resources in the KSOP Cilacap environment. This study aims to analyze the effect of competency and personal-job fit on improving work motivation and employee performance at the KSOP Cilacap.

2. Literature Review

2.1 Competency

Employee competency is a key factor in determining the performance and success of an organization. According to Spencer and Spencer (1993), abilities are defined as underlying characteristics of a person and related to performance at work. Zaim et al. (2013) shows a positive relationship between employee competency and organizational performance, which emphasizes the importance of investing in developing human resource competency.

2.2 personal-job fit

personal-job fit is an important concept in industrial and organizational psychology that refers to the match between an personal's characteristics and the characteristics of a particular job. The concept was first introduced by Kristof (1996) as part of the broader theory of Person- Environment Fit. personal-job fit can be defined as the degree of match between an personal's abilities and the demands of the job, or between an personal's needs/desires and what the job provides (Edwards, 1991).

2.3 Work Motivation

Work motivation is a psychological force that determines the direction of personal behavior in an organization, the level of effort, and the level of persistence in the face of obstacles (Kanfer et al., 2017). Work motivation is positively correlated with various organizational outcomes, such as increased performance and productivity (Cerasoli et al., 2014), higher job satisfaction (Judge et al., 2010), stronger organizational commitment (Meyer et al., 2004), decreased absenteeism and turnover (Richer et al., 2002), and increased creativity and innovation (Amabile, 1993).

2.4 Performance

Performance can be defined as behavior or actions that are relevant to organizational goals and can be measured in terms of their contribution to organizational effectiveness (Campbell et al., 1993). DeNisi and Murphy (2017) review the evolution of performance appraisal practices, emphasizing the shift from the traditional annual approach to more frequent, development-oriented feedback. Cascio and Montealegre (2016) discuss how digital technology has changed the nature of work and its implications for performance management.

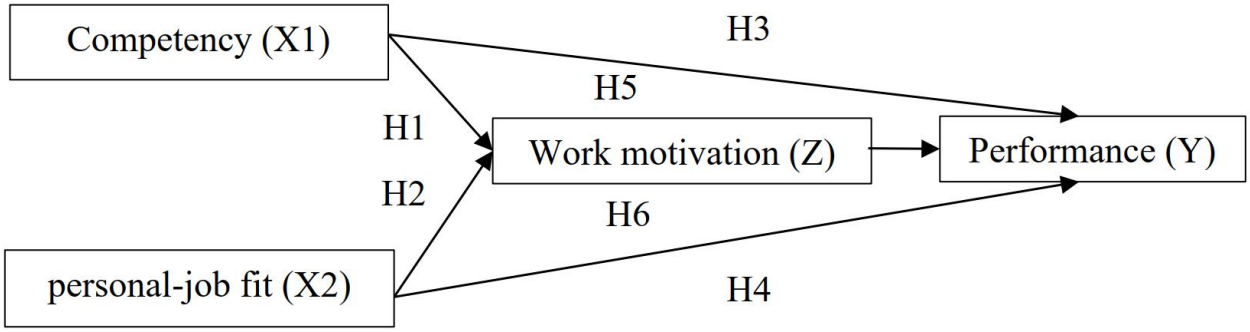

Figure 1. Research Model

Hypothesis or basic assumption is a temporary answer to a problem that is still a guess because its truth must still be proven. The hypothesis developed in this study is: H1: Employee competency has a positive effect on work motivation.

H2: Personal-job fit has a positive effect on work motivation.
H3: Competency has a positive effect on employee performance.
H4: Personal-job fit has a positive effect on employee performance
H5: Work motivation plays a mediating role in the relationship between competency and employee performance.
H6: Work motivation plays a mediating role in the relationship between personal-job fit and employee performance.

3. Research Methodology

3.1 Time and location of research

This research was conducted in July – September 2024 at the Class II KSOP Cilacap. The selection of this location was carried out purposively or intentionally based on relevance to the topic, availability of appropriate data, ease of access, and whether the location was unique or representative of the population being studied. Resource factors such as budget, time, and manpower, as well as security and ethical considerations also effectd the decision to choose a research location.

3.2 Sampel

The sample used was all employees at the Class II KSOP Cilacap totaling 92 respondents/employees. The census method was used in this study to obtain accurate and complete data from the entire population. The advantages of the census method are that it can avoid sample selection bias, allows in-depth analysis of all subgroups, and supports more appropriate decision making because the results are representative of the entire population.

3.3 Path analysis

Path analysis is a research method used to test causal relationships between variables and estimate the magnitude of direct or indirect effect of one variable on another. This method is a development of multiple regression analysis that allows researchers to analyze more complex relationship patterns by considering mediation and moderation effects (Kline, 2015). The advantage of this method is its ability to explain the mechanism of the relationship between variables more comprehensively, but requires a strong theoretical basis in building the model (Byrne, 2016). The application used in this study is IBM SPSS version 25.

4. Results

4.1 Classical assumption test

4.1.1 Normality test

The normality test aims to test whether the data in the study is normally distributed or not (Ghozali, 2018). The basis for decision making using the Kolmogorov-Smirnov normality test is significance ≥ 0.05, then the data is normally distributed. The asymptotic value has a significance of 0.129 ≥ 0.05, which indicates that the data is normally distributed.

Table 1. One-Sample Kolmogorov-Smirnov Test of normality

		Unstandardized Residual
N		92
Normal Parameters[a,b]	Mean	0
	Std. Deviation	0.032
Most Extreme Differences	Absolute	0.222
	Positive	0.222
	Negative	-0.199
Test Statistic		0.222
Asymp. Sig. (2-tailed)		.129[c]

Source: SPSS output, 2024 (processed)

4.1.2 Multicollinearity test

The cut-off value commonly used to indicate multicollinearity is if the tolerance value ≤ 0.10 or equal to the VIF value ≥ 10, it can be said that there is multicollinearity in the data (Ghozali, 2018). It is known that the tolerance value has exceeded 0.10 and the VIF value is less than 10. This proves that there is no multicollinearity in the data.

Table 2. Coefficients multicollinearity test

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	competency	0.345	4.246

personal-job fit	0.279	3.589
Work motivation	0.467	5.486

Source: SPSS output, 2024 (processed)

4.1.3 The heteroscedasticity

The heteroscedasticity test aims to test whether in the regression model there is inequality of variance from the residual of one observation to another (Ghozali, 2018). The scatterplot shows that the points are spread randomly and do not form a pattern.

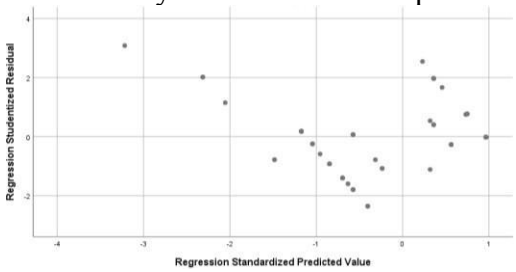

Figure 2. Scatterplot of heteroscedasticity test of variables Source: SPSS Output, 2024 (processed)

4.2 Path analysis of substructure I

4.2.1 Partial t-test of substructure I

The t-test is used to test whether the independent variable partially has a significant effect on the dependent variable (Ghozali, 2018). The basis for decision making is if t count ≥ t table then there is an effect between variables. The number of data tested is 92 and has 4 variables. Then the value of df = n - k = 92 - 4 = 88 then the t table is 1.662 for an alpha value of 5 percent. The interpretation of the t test (partial) sub-structure I in this study is:

1. The calculated t value for the competency variable (X1) is 17.320 ≥ t table of 1.662. This shows that there is an effect of the competency variable (X1) on the work motivation variable
   (Z) (H1 is supported).
2. The calculated t value for the personal-job fit variable (X2) is 3.001 ≥ t table of 1.662. This shows that there is an effect of the personal-job fit variable (X2) on the work motivation variable (Z) (H2 is supported).

Table 3. Coefficients t-test (partial) sub-structure I

Model		Unstd Coefficients		Std Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.254	0.089		2.848	0.005

Competency	0.957	0.055	0.842	17.320	0.000
personal-job fit	0.127	0.042	0.146	3.001	0.003

Source: SPSS Output, 2024 (processed)

4.2.2 Substructure regression equation I

The regression equation shows that the work motivation variable (Z) is positively effectd by the competency variable (X1) and personal-job fit (X2). Work motivation will increase if there is an increase in the competency and personal-job fit variables, and vice versa. The regression equation of substructure I is as follows:

$$Z = 0{,}842\ X1 + 0{,}146\ X2 + 0{,}675\ \varepsilon 1$$

4.2.3 Coefficient of determination of substructure I

The coefficient of determination essentially measures how far the model's ability to explain the variation of the dependent variable (Ghozali, 2018). The coefficient of determination value lies between 0 and 1 ($0 \leq$ R-Square ≤ 1). The coefficient of determination value is better if it is closer to 1. It is known that the R-Square value in the model summary output is 0.894, which is 89.4 percent of the effect of the independent variable on the dependent variable can be explained by the model. The remaining 10.6 percent are other variables outside the model being tested. The error
value of sub-structure II is $\sqrt{(1 - 0{,}894} = 0{,}325$.

Table 4. Summary Model of determination coefficient test of sub-structure I

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.946[a]	0.894	0.892	0.03692

Source: SPSS Output, 2024 (processed)

4.3 Path analysis of substructure II

4.3.1 Partial t-test of substructure II

The t-test is used to test whether the independent variable partially has a significant effect on the dependent variable (Ghozali, 2018). The basis for decision making is if t count ≥ t table then there is an effect between variables. The number of data tested is 92 and has 4 variables. Then the value of df = n - k = 92 - 4 = 88 then the t table is 1.662 for an alpha value of 5 percent. The interpretation of the t test (partial) sub-structure II in this study is:

1. The calculated t value for the competency variable (X1) is 3.697 ≥ t table of 1.662. This shows that there is an effect of the competency variable (X1) on the employee performance variable
   (Y) (H3 is supported).
2. The calculated t value for the personal-job fit variable (X2) is 13.793 ≥ t table of 1.662. This shows that there is an effect of the personal-job fit variable (X2) on the employee performance variable (Y) (H4 is supported).

Table 5. Coefficientsa t-test (partial) sub-structure II

Model		Unstd Coefficients		Std Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.021	0.088		11.569	0.000
	Competency	0.404	0.109	0.430	3.697	0.000
	personal-job fit	0.578	0.042	0.806	13.795	0.000
	Work motivation	0.485	0.100	0.587	4.833	0.000

Source: SPSS Output, 2024 (processed)

4.3.2 F test (simultaneous) substructure II

According to Ghozali (2018), the F test aims to determine whether the independent variables simultaneously affect the dependent variable. The basis for decision making in the F test is if the calculated F ≥ F table, then there is a simultaneous effect of the independent variables on the dependent variable. The number of data tested is 92 and the number of variables is 4. Determining the F table, the df selected for the denominator N2 is n - k = 92 - 4 = 88 and N1 is k
- 1 = 4 -1 = 3. Then the F table value is 2.710. The results show that the calculated F is 320.987 more than the F table 2.710, which means that competency (X1), personal-job fit (X2), and work motivation (Z) simultaneously affect employee performance (Y).

Table 6. ANOVA F test (simultaneous) substructure II

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.05	3	0.35	320.987	.000[b]
	Residual	0.096	88	0.001		
	Total	1.146	91			

Source: SPSS Output, 2024 (processed)

4.3.3 Regression equation substructure II

The regression equation shows that the employee performance variable (Y) is positively effectd by the competency variable (X1), personal-job fit (X2), and work motivation (Z). Employee performance will increase if there is an increase in the competency, personal-job fit, and work motivation variables, and vice versa. The regression equation of substructure II is as follows:

$$Y = 0{,}430\ X1 + 0{,}806\ X2 + 0{,}587\ Z + 0{,}289\ \varepsilon 2$$

4.3.4 Determination coefficient substructure II

It is known that the R-Square value in the output model summary is 0.916, which is 91.6 percent of the effect of the independent variable on the dependent variable. The remaining 8.4 percent are other variables outside the model. The error value of sub-structure II is $\sqrt{(1 - 0{,}916)}$ = 0,289.

Table 7. Summary model of determination coefficient test of substructure II

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.957[a]	0.916	0.913	0.03302

Source: SPSS Output, 2024 (processed)

4.3.5 Direct, indirect and total effects

Path analysis in this study uses substructure I and substructure II and work motivation variable (Z) as an intervening variable. The following are the results of the Sobel test that have been calculated using an online calculator based on the coefficient values that have been obtained previously:

1. The one-tailed probability and two-tailed probability values are less than 0.05 so that work motivation (Z) is very appropriate to be used in mediating the relationship between employee performance (Y) and employee performance (X1) (H5 is supported).
2. The one-tailed probability and two-tailed probability values are less than 0.05 so that work motivation (Z) is very appropriate to be used in mediating the relationship between employee performance (Y) and personal-job fit (X2) (H6 is supported).

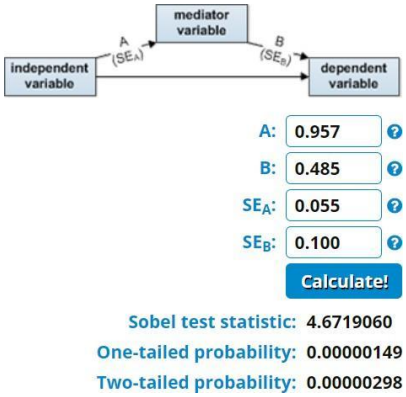

Figure 3. Sobel test results of work motivation (Z) mediating the relationship between employee performance (Y) and competency (X1)
Source: Danielsoper, 2024 (processed)

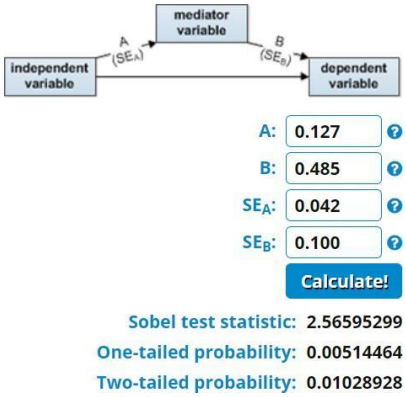

Figure 4. Sobel test results of work motivation (Z) mediating the relationship between employee performance (Y) and personal-job fit (X2)
Source: Danielsoper, 2024 (processed)

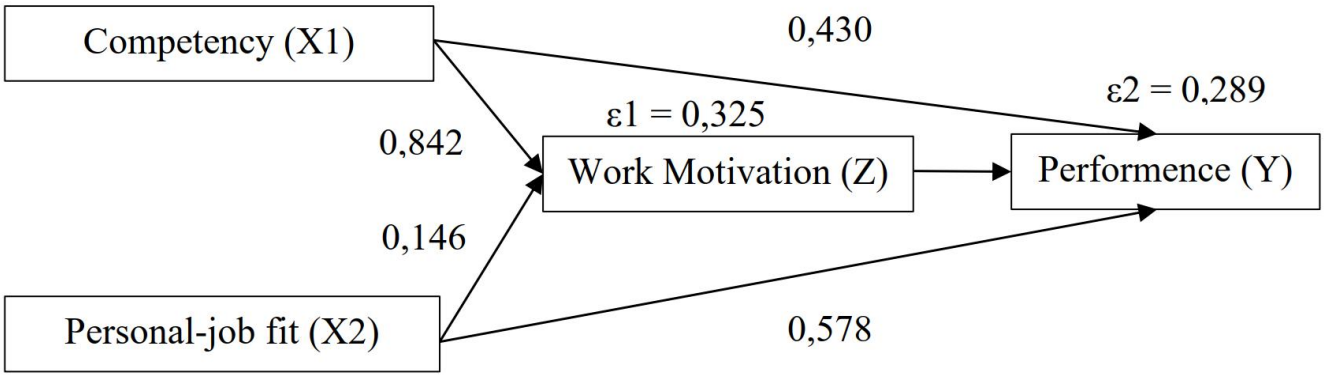

Figure 5. Path analysis diagram of substructures I and II
Source: SPSS Output, 2024 (processed)

Table 8. Direct, indirect, and total effects

Variabel	Path coeficient	Direct	Indirect	Total effect
X1 → Z	0.842	0.842	-	-
X2 → Z	0.146	0.146	-	-
X1 → Y	0.430	0.430	0.185	1.045
X2 → Y	0.578	0.578	0.329	1.485
ε1	0.325	-	-	-
ε2	0.289	-	-	-

Source: SPSS Output, 2024 (processed)

5. Discussion

5.1 Employee competency has a positive effect on work motivation at the Class II KSOP Cilacap

This finding is in line with the competency theory proposed by Spencer and Spencer (2008), which states that competency is a basic characteristic of an personal that is related to effective and superior performance in a job or situation. Employees with high competency tend to have better knowledge, skills, and attitudes in carrying out their tasks, thus increasing their self- confidence and intrinsic motivation (Robbins & Judge, 2017).

5.2 Personal-job fit has a positive effect on work motivation in the Class II KSOP Cilacap

This finding is consistent with the person-environment fit theory proposed by Kristof-Brown et al. (2005), which states that the match between personal characteristics and job demands can increase positive work outcomes. The match between employee skills, knowledge, and interests with tasks related to shipping safety supervision and port management can increase feelings of competency and autonomy (Deci & Ryan, 2000).

5.3 Competency has a positive effect on employee performance at the Class II KSOP Cilacap

This finding is in line with the competency theory proposed by Spencer and Spencer (2008), which states that competency is a fundamental characteristic of an personal that is related to superior performance in a job. In the context of the Harbormaster's Office, employees with high competency in aspects such as maritime regulatory knowledge, port management skills, and shipping safety supervision capabilities tend to show better performance (Boyatzis, 2008).

5.4 Personal-job fit has a positive effect on employee performance at the Class II KSOP Cilacap

This finding is consistent with the theory of personal-job fit proposed by Edwards (1991), which states that the match between personal characteristics and job demands can produce positive work outcomes. The match between employee skills, knowledge, and interests with tasks related to shipping safety supervision and port management can increase work effectiveness (Kristof- Brown et al., 2005).

5.5 Work motivation plays a mediating role in the relationship between employee competency and performance at the Class II KSOP Cilacap

This finding strengthens the integrative model of work performance proposed by Blumberg and Pringle (1982), which states that performance is a function of capacity (competency), willingness (motivation), and opportunity. Employees with high competency in aspects such as maritime regulatory knowledge and port management skills tend to have higher self-efficacy, which in turn increases their work motivation (Bandura, 1997). This increased motivation then encourages employees to apply their competency optimally, resulting in better performance (Ryan & Deci, 2000).

5.6 Work motivation plays a mediating role in the relationship between personal-job fit and employee performance at the Class II KSOP Cilacap

This finding strengthens the theory of personal-environment fit proposed by Kristof-Brown et al. (2005), which states that the fit between personal characteristics and job demands can produce positive work outcomes through increased motivation. Employees who have a high fit between their abilities, interests, and values with job demands in the field of shipping safety supervision and port management tend to experience increased intrinsic motivation (Greguras & Diefendorff, 2009).

6. Conclusion

Employee competency has a positive effect on work motivation, personal-job fit has a positive effect on work motivation, competency has a positive effect on employee performance, personal-job fit has a positive effect on employee performance, work motivation plays a mediating role in the relationship between competency and employee performance, and work motivation plays a mediating role in the relationship between personal-job fit and employee performance.

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