

**THE EFFECT OF COMPETENCE AND MOTIVATION ON EMPLOYEE  
PERFORMANCE WITH WORK SPIRIT AS AN INTERVENING VARIABLE  
(Case Study of PT Moeis Perkebunan Sipare Pare)**

**Ela Novitasari, Nurpadilla, Rumiris Siahaan, M. Alang Khairunnizar**

Program Studi Manajemen, STIE Bina Karya

E-mail: [ellanovitasari111@gmail.com](mailto:ellanovitasari111@gmail.com) [fnur35426@gmail.com](mailto:fnur35426@gmail.com)

[jordanambarita8@gmail.com](mailto:jordanambarita8@gmail.com) [mhdkhairunnizar@gmail.com](mailto:mhdkhairunnizar@gmail.com)

**Abstract:** *This study aims to The Influence of Competence and Motivation on Employee Performance with Work Spirit as an Intervening Variable Pabatu Case Study at PT Moeis Kebun Sipare-pare. The research method used is a quantitative method using the help of SPSS version 25.00. which was collected from the results of distributing questionnaires to PT Moeis Kebun Sipare-pare Plantation Employees as many as 50 respondents. The analysis method used in this study is to use an instrument test, namely validity and reliability tests. Classical assumption tests, namely normality tests, multicollinearity tests, heteroscedasticity tests, multiple linear regression analysis, determination coefficient analysis (R<sup>2</sup>), hypothesis tests, namely the T test and path analysis. The results of SPSS in this study are that work experience variables affect work motivation, competence affects work spirit, motivation affects work spirit, competence affects performance, motivation does not affect performance, work spirit affects employee performance, competence affects employee performance with work spirit as an intervening variable motivation affects employee performance with work spirit as an intervening variable.*

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

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## **1. Introduction**

Every organization or company will always be required to optimize the human resources in it. Because human resources are an important key in achieving company goals. It can also be said that human resources are the basic capital in a process of achieving a company's goals. Therefore, the quality of human resources must always be developed and directed to achieve the company's goals. PT MOEIS Kebun Sipare-pare is a National Private Plantation that was established on January 22, 1963, which previously came from PT HVM with rubber plants. PT MOEIS has a legal status that has met the requirements to obtain Cultivation Rights for the West Sipare-pare Plantation land, according to the Land Registration Certificate dated January 16, 1989 Number 594.2/1/1989 which covers an area of 1,071.6 Ha. The previous HGU area was 1,235.21 Ha. The company has been established since 1963 until now, showing that employee performance is an important concern for the company where to survive a company is very dependent on the performance produced by employees. According to Wibowo (2016),

performance is the result of work that has a strong relationship with the strategic goals of the organization, consumer satisfaction and contributes to the economy. Performance is one indicator of the good or bad of the management related to the decisions taken.

Employee performance in an organization is one form of human resources that is a benchmark for determining the success or failure of the organization in achieving its goals, so that the performance of an organization is largely determined by the quality of the performance of the employees who work in it. From the production results produced by PT MOEIS in the last 5 years, it shows that there has been a significant decline in results every year. The decline in production results can be caused by various factors including competence, motivation and work enthusiasm in employees.

Competence is the factor that has the greatest influence on employee performance, supported by research conducted by (Dwiyanti et al., 2019) which shows that competence has a significant effect on employee performance, but in research conducted by (Anjani, 2019) shows that competence does not affect employee performance. This is supported by the results of the pre-survey which showed that the majority of respondents answered that they did not agree that the work received was in accordance with their expertise and each employee had the same workload in the same field of work. So that the competence possessed by employees can affect employee performance.

Another factor that can affect employee performance is work motivation. Work motivation is the result of a collection of internal and external forces that cause work to choose the appropriate path of action and use certain behaviors. So that the work motivation possessed by employees can affect employee performance, in line with research conducted by (Sri, 2021) that work motivation affects employee performance. According to (Ritonga, 2015) motivation is an urge that arises in a person either consciously or unconsciously to do something with a certain purpose. Based on the results of a pre-survey conducted by researchers on employees, it shows that employee work motivation is very low, causing employee performance to be poor which causes a decrease in performance appraisal results, this is not in line with research conducted by (Sri, 2021) and (Jufrizen, 2021) so further research is needed.

Another thing that can affect employee performance is work enthusiasm, this is proven by research conducted by (Putri, 2021) which shows that work enthusiasm affects performance. Work enthusiasm is an attitude of willingness to feel that allows an employee to produce more and more work without increasing fatigue, which causes employees to enthusiastically participate in the activities and efforts of their work group. According to (Busro, 2018) work enthusiasm is a work atmosphere in an organization that shows a sense of enthusiasm in carrying out work and encourages employees to work better and more productively. The results of the pre-survey showed that employee work enthusiasm was quite low due to the rules made by the company limiting employees in working and not all employees in the team can work together, causing employee work enthusiasm in completing work to be low which has an impact on employee performance.

## **2. Research Methods**

The type of research used in this study is quantitative research. Quantitative research is a type of research whose specifications are systematic, planned and clearly structured from the beginning to the creation of the research design. The type of quantitative research, as stated by (Sugiyono, 2017), is a research method based on the philosophy of positivism, used to research a certain population or sample, data collection using research instruments, quantitative/statistical data analysis, with the aim of testing the established hypothesis. The location used to conduct this research is PT. Moeis Perkebunan Sipare-pare which is located at Jalan Lintas Sumatra Simpang Kebun Kopi, Indrapura, Kec. Sei Suka, Batu Bara Regency, North Sumatra.

In this case, the research population is 105 employees of PT. Moeis Perkebunan Sipare-pare. According to Arikunto, (2017) Sample is part or representative of the population being studied. In determining the number of samples, the Slovin formula is used, so that the number of samples in this study was 50 people using the Random Sampling method. The data analysis techniques used in this study are as follows:

### **a. Classical Assumption Test**

Multiple linear regression testing can be done after the model of this study meets the requirements, namely passing the classical assumption. The requirements that must be met are that the data must be normally distributed, do not contain multicollinearity, and heteroscedasticity. Therefore, before conducting multiple linear regression testing, it is necessary to first conduct classical assumption testing. The classical assumption test consists of normality test, multicollinearity test, heteroscedasticity test, and autocorrelation test.

### **b. Multiple Linear Regression Analysis**

Multiple Linear Regression Analysis is used to measure the influence between more than one independent variable on the dependent variable. To determine the influence of the independent variables with the following equation:

**Equality I**

$$Z = a + b_1X_1 + b_2X_2 + e$$

**Equality II**

$$Y = a + b_3X_1 + b_4X_2 + b_5Z + e$$

Information:

Y	= Employee performance
Z	= Spirit at work
a	= Constants of the regression equation
$\beta_1 \dots \beta_6$	= Variable Regression Coefficient
$X_1$	= Competence
$X_2$	= Work motivation
$\varepsilon$	= Confounding variables (residual error)

### **c. Hypothesis Testing**

After obtaining the regression equation, it is necessary to carry out a hypothesis test to determine whether the regression coefficient obtained is significant. Next, the hypothesis is tested using the t-test (partial) and Path Analysis.

### Uji t

The t-test is intended to determine the level of significance of the influence of each independent variable on the dependent variable with the assumption that the other independent variables do not change. According to Sugiyono, (2015), the criteria used are as follows:

- 1) If  $t_{\text{count}} > t_{\text{table}}$ , then it can be concluded that the independent variables have a significant effect on the dependent variable
- 2) If  $t_{\text{count}} < t_{\text{table}}$ , then it can be concluded that the independent variables do not have a significant effect on the dependent variable.

### Path Analysis

The method used in this study is path analysis. The author uses path analysis because it is to determine the causal relationship, with the aim of explaining the direct or indirect influence between exogenous variables and endogenous variables. According to Sugiyono (2015), path analysis is part of a regression model that can be used to analyze the causal relationship between one variable and another. Path analysis is used by using correlation, regression and paths so that it can be known to arrive at the intervening variable.

## 3. Results And Discussion

### Research result

#### Instrument Test

Measuring tools in research are usually called research instruments. According to Sugiyono (2015) a research instrument is a tool used to measure natural or social phenomena that are observed. Instrument testing is carried out using 2 tests, namely the validity test and the reliability test.

#### a. Validity Test

This test was conducted on 30 respondents, so  $df = 30 - k = 27$ , with  $\alpha = 5\%$ , the  $r$  table value was obtained as 0.367 (Ghozali, 2016), then the calculated  $r$  value will be compared with the  $r$  table value as in table 1 below:

**Table 1.**  
**Validity Test Results**

Variables Y (Employee performance)			
Statement	$r_{\text{hitung}}$	$r_{\text{tabel}}$	Validity
1	0,424	0,367	Valid
2	0.511	0,367	Valid
3	0,582	0,367	Valid
4	0,412	0,367	Valid
5	0,669	0,367	Valid
Variables Z (Spirit at work)			
Statement	$r_{\text{hitung}}$	$r_{\text{tabel}}$	Validity
1	0,456	0,367	Valid
2	0,499	0,367	Valid
3	0,654	0,367	Valid

4	0,650	0,367	Valid
5	0,499	0,367	Valid
<b>Variables X1 (Competence)</b>			
<b>Statement</b>	<b>r<sub>hitung</sub></b>	<b>r<sub>tabel</sub></b>	<b>Validity</b>
1	0,567	0,367	Valid
2	0,810	0,367	Valid
3	0,743	0,367	Valid
4	0,798	0,367	Valid
5	0,523	0,367	Valid
<b>Variables X2 (Motivation)</b>			
<b>Statement</b>	<b>r<sub>hitung</sub></b>	<b>r<sub>tabel</sub></b>	<b>Validity</b>
1	0,607	0,367	Valid
2	0,554	0,367	Valid
3	0,682	0,367	Valid
4	0,450	0,367	Valid

Table 5 shows that all statement points for employee performance variables, competency variables, motivation variables and work enthusiasm variables have a calculated r value that is greater than the table r value, so it can be concluded that all statements for each variable are declared valid.

#### b. Reliability Test

Reliability is an index that shows the extent to which a measuring instrument can be trusted or relied upon. According to Sugiyono (2015) A factor is declared reliable if Cronbach Alpha is greater than 0.6. Based on the results of data processing using SPSS 25.00, the following results were obtained:

**Tabel 2.**  
**Reliability Test Results**

<b>Variables</b>	<b>Cronbach Alpha</b>	<b>Konstanta</b>	<b>Reliability</b>
Employee Performance Variables (Y)	0,680	0,6	Reliabel
Work Motivation Variables (Z)	0,704	0,6	Reliabel
Competency Variables (X1)	0,775	0,6	Reliabel
Motivation Variables (X2)	0,697	0,6	Reliabel

Based on the reliability test using Cronbach Alpha, all research variables are reliable because Cronbach Alpha is greater than 0.6, so the results of this study indicate that the measurement tool in this study has met the reliability test (reliable and can be used as a measuring tool).

**Classic Assumption Test**

**a. Normality Test**

**Equality I**

**Table 3. One Sample Kolmogorov Smirnov Test  
One-Sample Kolmogorov-Smirnov Test**

			Unstandardiz ed Residual
N			50
Normal Parameters <sup>a,b</sup>	Mean		.0000000
	Std. Deviation		1.67634405
Most Extreme Differences	Absolute		.081
	Positive		.065
	Negative		-.081
Test Statistic			.081
Asymp. Sig. (2-tailed)			.200 <sup>c,d</sup>
Monte Carlo Sig. (2- tailed)	Sig.		.760 <sup>e</sup>
	99% Confidence Interval	Lower Bound	.604
		Upper Bound	.916

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

e. Based on 50 sampled tables with starting seed 2000000.

Source: Processed data (2024)

**Equality II**

**Table 4. One Sample Kolmogorov Smirnov Test  
One-Sample Kolmogorov-Smirnov Test**

			Unstandardiz ed Residual
N			50
Normal Parameters <sup>a,b</sup>	Mean		.0000000
	Std. Deviation		1.77735228
Most Extreme Differences	Absolute		.117
	Positive		.053
	Negative		-.117
Test Statistic			.117
Asymp. Sig. (2-tailed)			.083 <sup>c</sup>
Monte Carlo Sig. (2- tailed)	Sig.		.380 <sup>d</sup>
	99% Confidence Interval	Lower Bound	.203
		Upper Bound	.557

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.
- d. Based on 50 sampled tables with starting seed 299883525.

Source: Processed data (2024)

From the output in tables 5 and 6, it can be seen that the significance value (Monte Carlo Sig.) of all variables is more than 0.05, so the residual value is normal, so it can be concluded that all variables are normally distributed.

#### **b. Multicollinearity Test**

The multicollinearity test in this study is seen from the tolerance value or variance inflation factor (VIF). The calculation of the tolerance value or VIF with the SPSS 25.00 for windows program can be seen in Table 5 below:

##### **Equality I**

**Table 5. Multicollinearity Test Results**  
**Coefficients<sup>a</sup>**

Model	Collinearity Statistics		
	B	Tolerance	VIF
1 (Constant)	12.036		
Competency	.284	.999	1.001
Motivation	.205	.999	1.001

a. Dependent Variable: Spirit at work  
Source: Processed data (2024)

##### **Equality II**

**Table 6. Multicollinearity Test Results**  
**Coefficients<sup>a</sup>**

Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
Competency	.909	1.100
Motivation	.961	1.041
Spirit at work	.881	1.135

a. Dependent Variable: Employee performance  
Source: Processed data (2024)

Based on tables 5 and 6, it can be seen that the tolerance value of each variable shows that all are greater than 0.10 while the VIF value of each variable shows that all are less than 10. Based on the calculation results above, it can be seen that the tolerance value of all independent variables is greater than 0.10 and the VIF value of all independent variables is also less than 10 so that there is no correlation symptom in the independent



variables. So it can be concluded that there is no multicollinearity symptom between independent variables in the regression model.

**c. Heteroscedasticity Test**

The heteroscedasticity test aims to test whether the regression model has an inequality of variance from the residuals of one observation to another. A good regression model is one that is homoscedastic or does not have heteroscedasticity. One way to detect the presence or absence of heteroscedasticity is by the Glejser Test, in the Glejser test, if the independent variable is statistically significant in influencing the dependent variable, then there is an indication of heteroscedasticity. The results of data processing using SPSS 25.00 show the results in the following table:

**Equality I**

**Table 7. Glejser Test Results**

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-3.934	2.028		-1.940	.058
Competency	.186	.076	.331	1.446	.118
Motivation	.119	.086	.187	1.385	.173

a. Dependent Variable: ABS\_RES1  
Source: Processed data (2024)

**Equality II**

**Table 8. Glejser Test Results**

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	4.373	1.900		2.301	.026
Competency	-.026	.049	-.061	-1.567	.114
Motivation	-.060	.076	-.111	-.792	.432
Spirit at work	-.009	.070	-.017	-.123	.903

a. Dependent Variable: ABS\_RES2  
Source: Processed data (2024)

Based on tables 7 and 8, the significance value of each variable is greater than 0.05, so it can be concluded that there are no symptoms of heteroscedasticity in this research model.

**Multiple Linear Regression Analysis**

Multiple linear regression testing explains the magnitude of the role of independent variables on dependent variables. Data analysis in this study uses multiple linear regression analysis



using SPSS 25.00 for windows. The analysis of each variable is explained in the following description:

### Equality I

**Table 9. Multiple Linear Regression Results**  
**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients Beta
	B	Std. Error	
1 (Constant)	12.036	3.518	
Competency	.284	.132	.295
Motivation	.205	.149	.188

a. Dependent Variable: Spirit at work  
Source: Processed data (2024)

Based on these results, the multiple linear regression equation has the following formulation:  $Z = a + \beta_1 X_1 + \beta_2 X_2 + \varepsilon$ , so that the equation obtained is:  $Y = 12.036 + 0.284 X_1 + 0.205 X_2$

### Equality II

**Table 10. Multiple Linear Regression Results**  
**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients Beta
	B	Std. Error	
1 (Constant)	16.533	4.214	
Competency	-.407	.148	-.368
Motivation	-.212	.163	-.170
Spirit at work	.536	.156	.466

a. Dependent Variable: Employee performance  
Source: Processed data (2024)

Based on these results, the multiple linear regression equation has the following formulation:  $Y = a + \beta_3 X_1 + \beta_4 X_2 + \beta_5 Z + \varepsilon$ , so that the equation obtained is:  $Y = 16.533 - 0.407 X_1 - 0.212 X_2 + 0.536 Z$ .

### Hypothesis testing

#### t-Test (Partial)

The t-statistic test is also called the individual significance test. This test shows how far the independent variable partially influences the dependent variable. In this study, partial hypothesis testing was carried out on each independent variable as in Table 11 below:

### Equality I

**Table 11. Partial Test (t)  
Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
1 (Constant)	12.036	3.518		3.421	.001
Competency	.284	.132	.295	2.153	.036
Motivation	.205	.149	.188	1.373	.176

a. Dependent Variable: Spirit at work

Source: Processed data (2024)

a. The Influence of Competence on Work Spirit

From table 11. the t-count value is 0.910, with  $\alpha = 5\%$ , t-table (5%; n-k = 48) the t-table value is 2.010. From this description, it can be seen that t-count 2.153 > t-table 2.010, as well as the significance value of 0.036, 0.05, it can be concluded that the first hypothesis is accepted, meaning that competence has an effect on work enthusiasm, the results of this study are in line with research conducted by (Azizah, 2021)

b. The Influence of Motivation on Work Spirit

From table 11. the t-count value is 2.642, with  $\alpha = 5\%$ , t-table (5%; n-k = 48) the t-table value is 2.010. From this description, it can be seen that t-count 1.373 < t-table 2.010, as well as the significance value of 0.176 > 0.05, it can be concluded that the second hypothesis is rejected, meaning that the motivation variable has an effect on Work Spirit. the results of this study are in line with the research conducted by (Marlin et al., 2024).

### Equality II

**Table 12. Partial Test (t)  
Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
1 (Constant)	16.533	4.214		3.924	.000
Competency	-.407	.148	-.368	- 2.749	.009
Motivation	-.212	.163	-.170	- 1.302	.200
Spirit at work	.536	.156	.466	3.430	.001

a. Dependent Variable: Employee performance

Source: Processed data (2024)

c. The Influence of Competence on Employee Performance

From table 12. the t-count value is obtained as -2.749 with  $\alpha = 5\%$ , t-table (5%; n-k = 47) the t-table value is obtained as 2.011. From this description it can be seen that t-count -2.749 < t-table -2.011, as well as the significance value of  $0.009 < 0.05$ , it can be concluded that the third hypothesis is accepted, meaning that competence has an effect on Employee Performance. The results of this study are in line with the research conducted by (Siahaan, 2021).

d. The Influence of Motivation on Employee Performance

From table 12. the t-count value is obtained as -1.302, with  $\alpha = 5\%$ , t-table (5%; n-k = 47) the t-table value is obtained as -2.011. From this description it can be seen that -t-count -1.302 > -t-table 2.002, as well as the significance value of  $0.05 = 0.05$ , it can be concluded that the fourth hypothesis is accepted, meaning that the motivation variable does not affect Employee Performance. The results of this study are not in line with the research conducted by (Fajarachman, 2020).

e. The Influence of Work Spirit on Employee Performance

From table 12. the t-count value is 3.430, with  $\alpha = 5\%$ , t-table (5%; n-k = 47) the t-table value is 2.011. From this description, it can be seen that t-count 3.430 > t-table 2.011, as well as the significance value of  $0.001 < 0.05$ , it can be concluded that the fifth hypothesis is accepted, meaning that the work spirit variable has an effect on Employee Performance. The results of this study are in line with the research conducted by (Aditty et al., 2021).

### Path Analysis

To carry out direct and indirect calculations, the standardized coefficients of regression equations I and II are as follows:

**Table 13.**  
**Result Standardized Coefficients Equality I**  
**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients
	B	Std. Error	Beta
1 (Constant)	12.036	3.518	
Competency	.284	.132	.295
Motivation	.205	.149	.188

a. Dependent Variable: Spirit at work

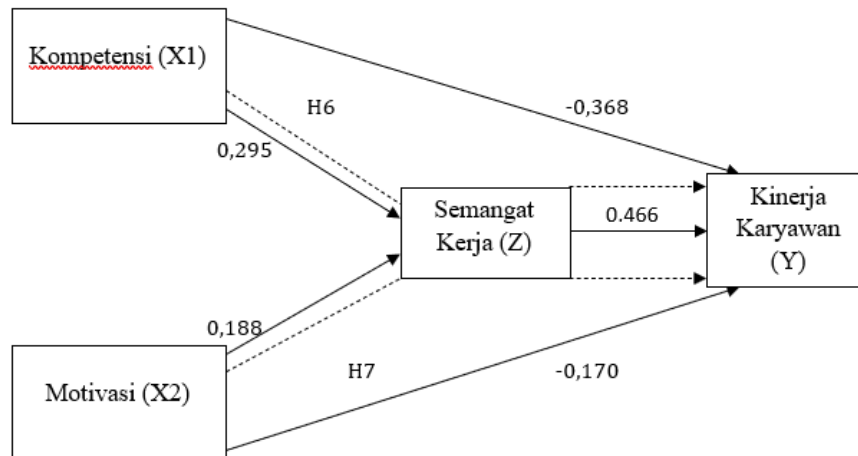
Source: Processed data (2024)

**Table 14.**  
**Result Standardized Coefficients Equality II**  
**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients
	B	Std. Error	Beta
1 (Constant)	16.533	4.214	
Competency	-.407	.148	-.368
Motivation	-.212	.163	-.170
Spirit at work	.536	.156	.466

a. Dependent Variable: Employee performance  
 Source: Processed data (2024)

Next, the standardized beta coefficients values will be entered into the path analysis image as follows:



**Figure 1. Path Analysis**

The path analysis image shows the direct influence of the competency variable on the employee performance variable of -0.368. While the indirect influence through the dividend variable is  $0.295 \times 0.466 = 0.137$ . The calculation results obtained show that the indirect influence through the work spirit variable is greater than the direct influence on the employee performance variable. So the sixth hypothesis is accepted, meaning that competence has an effect on employee performance with work spirit as an intervening variable. The results of this study are in line with research conducted by (Bulgis & Khalikussabir, 2020). Furthermore, the direct influence of the motivation variable on the employee performance variable is -0.170. While the indirect influence through the work spirit variable is  $0.188 \times 0.466 = 0.087$ . The calculation results obtained show that the indirect influence through the work spirit variable is greater than the direct influence on the employee performance variable. So the seventh hypothesis is accepted, meaning that motivation has an effect on employee performance with work spirit as an intervening variable. The results of this study are in line with research conducted by (Putri, 2021).

## Discussion

### 1. Competence Influences Work Spirit

Competence is the ability and skills possessed by employees in carrying out their duties. (Azizah, 2021) in his research explained that high competence in employees will increase work enthusiasm because employees feel more confident and able to complete their work well. In addition, competent employees are usually more adaptable to changes and challenges in the workplace, which in turn increases their motivation and work enthusiasm. Therefore, it is important for companies to continue to improve employee competence through training and professional development so that work enthusiasm remains high.

## **2. Motivation Influences Work Spirit**

Motivation is an internal drive that drives a person to achieve a certain goal. Strong motivation, both intrinsic and extrinsic, can increase employee morale. (Marlin et al., 2024) explains that when employees feel motivated by factors such as recognition, rewards, or opportunities for growth, they tend to be more enthusiastic and dedicated in carrying out their tasks. Conversely, a lack of motivation can lower morale and reduce productivity. Therefore, managers must understand and meet employee motivational needs to maintain high morale.

## **3. Competence Affects Employee Performance**

Employee competence plays an important role in determining their performance. Employees who have high competence tend to be more efficient and effective in completing their tasks. Competence includes knowledge, skills, and attitudes that are relevant to the job. (Siahaan, 2021) states that with good competence, employees can face work challenges better and provide quality work results. Increasing competence through training and professional development can have a positive impact on the overall performance of employees and the organization.

## **4. Motivation Has No Effect on Employee Performance**

Motivation may not have a significant effect on employee performance. This can happen if other factors such as the work environment, management, and reward systems are more dominant in influencing performance in line with research conducted by (Fajarachman, 2020) Although motivation is an important factor, employee performance is also greatly influenced by supportive working conditions, clarity of tasks, and available resources. Therefore, managers need to consider various factors that influence employee performance, not just motivation.

## **5. Work Spirit Affects Employee Performance**

High work morale is often directly proportional to good employee performance. In a study conducted by (Aditty et al., 2021) employees who have high work morale are usually more enthusiastic, enthusiastic, and dedicated in completing their tasks. This leads to increased productivity, work quality, and customer satisfaction. Work morale also encourages employees to work together with coworkers and contribute more to organizational goals. Therefore, creating a work environment that can increase work morale is the key to achieving optimal employee performance.

## **6. Competence Influences Employee Performance with Work Spirit as an Intervening Variable**

Employee competence can improve performance directly and also through work enthusiasm as an intervening variable. (Bulgis & Khalikussabir, 2020) explained that competent employees tend to have high work enthusiasm because they feel capable and confident in completing their tasks. This work enthusiasm then encourages employees to work harder and achieve better results. Thus, increasing employee competence not only improves performance directly, but also through increasing better work enthusiasm.

#### **7. Motivation Influences Employee Performance with Work Spirit as an Intervening Variable**

Employee motivation can affect performance through work enthusiasm as an intervening variable. In line with research conducted by (Putri, 2021) that when employees feel motivated, their work enthusiasm increases, which in turn has a positive impact on performance. Strong motivation encourages employees to work harder and more responsibly, resulting in better performance. Therefore, it is important for organizations to increase employee motivation through various strategies such as providing incentives, recognition, and career development opportunities so that overall performance can be improved by increasing work enthusiasm.

#### **4. Conclusion**

The results of hypothesis testing using multiple linear regression analysis with two independent variables, one dependent variable and one intervening variable show that:

1. Competence Affects Employee Work Spirit at PT Moeis Kebun Sipare-pare
2. Motivation Affects Employee Work Spirit at PT Moeis Kebun Sipare-pare
3. Competence Affects Employee Performance at PT Moeis Kebun Sipare-pare
4. Motivation Does Not Affect Employee Performance at PT Moeis Kebun Sipare-pare
5. Work Spirit Affects Employee Performance at PT Moeis Kebun Sipare-pare
6. Competence Affects Employee Performance with Work Spirit as an Intervening Variable at PT Moeis Kebun Sipare-pare
7. Motivation Affects Employee Performance with Work Spirit as an Intervening Variable at PT Moeis Kebun Sipare-pare

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