The Influence of Competence on the Performance of Medical Personnel with Work Motivation as an Intervening Variable at the Kotabaru Health Center UPT, Keritang District, Indragiri Hilir

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Abstract
Research aims :The purpose of this study was to determine the effect of competence on performance through work motivation as a mediating variable. This study was conducted at the UPT Kotabaru Health Center, Keritang District, Indragiri Hilir, located at Jl. Ahmad Yani, Kotabaru Village, Kotabaru Seberida District, Keritang District, Indragiri Hilir Regency, Riau.

Design/Methodology/Approach :
The sample in this study was 52 people using saturated sampling techniques.

Research findings :
The results of the study explained that the competence variable (X) had a significant effect on the performance variable (Y), competence (X) through work motivation (Z) had no significant effect on performance (Y), and work motivation (Z) had a significant effect on the performance variable (Y).

Theoretical Contribution/Originality :
This study emphasizes the that competence can improve performance at the UPT Kotabaru Health Center Institution, while it is still necessary to improve the quality of work motivation in order to improve the performance of medical personnel at the UPT Kotabaru Health Center, Keritang District, Indragiri Hilir.

Practical/Policy/Social Implications :

Study This use saturated sample technique. The results of the study showed that the competency variable (X) has a significant influence on the performance variable (Y), competency (X) through work motivation (Z) has no significant influence on performance (Y), and work motivation (Z) has a significant influence on the performance variable (Y).

Research Limitations/Implications :

This study only examines the competency variable (X) which has a significant influence on the performance variable (Y), competency (X) through work motivation (Z) has no significant influence on performance (Y), and work motivation (Z) has a significant influence on the performance variable (Y).The conclusions drawn are only based on the data analysis obtained, so it is hoped that there will be further research on the quality of service towards patient satisfaction with different research methods, wider samples, and the use of different and more complete research instruments.

Keyords : *Competence, Work Motivation, Performance*

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INTRODUCTION

Performance is the result of individual efforts in an organization, determined by the amount and caliber of work done, in order to achieve the company's goals. The main goal of the organization is to improve performance. Institutions strive for the best individual performance from their employees to increase productivity and revenue. On the other hand, a strong performance management system is needed to achieve these goals.

The UPT Kotabaru Health Center in Keritang District, Indragiri Hilir is the location of this research. The performance of each medical personnel in the Health Center is the result of the roles and tasks delegated to them. Therefore, the success of completing the established program of activities will reflect the performance of medical personnel.

According to Mr. Ardianto as the head of the health center, the performance assessment of medical personnel at the Kotabaru Health Center UPT can be assessed from the quality of work done, completing work or tasks given by the institution, complying with applicable regulations, and carrying out tasks efficiently and accurately, and how to solve problems. Therefore, the performance of medical personnel at the Kotabaru Health Center UPT, Keritang District, IndragiriHilir can be said to be good but not yet optimal.

Table 1: Recapitulation of the Number of Employees Based on the Performance Assessment of Medical Personnel at the Kotabaru Health Center UPT, Keritang District, Indragiri Hilir in 2019-2023 Source: Administration of the Kotabaru Health Center UPT, Keritang District, Indragiri Hilir 2024.

Year	Number of Medical Personnel/Year	Average value	Information
2019	37	82%	Good
2020	43	83%	Good
2021	46	85%	Good
2022	49	87%	Good
2023	52	89%	Good

Based on table 1.1, it is stated that the percentage of work result assessment in 2019 to 2023 has an average performance increase but is still stated as good. To find out the average value and description of the medical personnel performance assessment table at the Kotabaru Health Center UPT, Keritang District, Indragiri Hilir, you can see the performance assessment range in the following table.

Table 2: Performance Assessment Range at the Kotabaru Health Center UPT, Keritang District, Indragiri Hilir for 2019-2023

No	Value Range	Category
1.	100-91	Very good
2.	90-81	Good
3.	80-71	Enough
4.	70-61	Not enough
5.	60-50	Very less

Source: Administration of the Kotabaru Health Center UPT, Keritang District, Indragiri Hilir 2024.

Competence based on Employment Law No. 13/2003 in relation to employees is stated in Article 1 (10), "Competence is the ability of everyone to work, including knowledge, skills and aspects of work arrangements with established standards."

First aid and handling emergencies that may arise in the Health Center are some of the emergency situations that can be handled by medical personnel. A medical personnel must also be able to listen well, explain medical facts clearly to patients and their families, and have good communication skills with both patients and coworkers. ElaRahayu's research (2020) shows that the Competence variable has a strong and significant partial influence on employee performance. The following is information related to the educational background of medical personnel at the Kotabaru Health Center UPT, Keritang District, Indragiri Hilir:

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Table 3: Level of Education of Medical Personnel at the Kotabaru Health Center UPT, Keritang District, Indragiri Hilir.

No	Educational level	Number of Medical Personnel
1	S-1 Profession	9 People
2	S-1	15 People
3	D-IV	5 People
4	D-III	23 People
	Total	52 People

Source: Administration of the Kotabaru Health Center UPT, Keritang District, Indragiri Hilir 2024.

Based on table 1.3, based on the Competency indicator seen from the level of education of medical personnel of UPT PuskesmasKotabaruKeritang District Indragiri Hilir can be said to be average, which means that the level of education is in accordance with the generally recognized standards for the profession and has reached a level of education that is considered adequate for work in the health sector. Of course, a medical worker with an appropriate level of education and excellence in a field will certainly affect performance.

From several previous research results, the results are not the same, so this study tries to determine the influence of the same variables on different institutions. This study also uses a mediating variable which is used as a mediation to explain the relationship between variables and the variable used is Work motivation. Work motivation is an important element in influencing performance and competence. Motivation is a tendency to be active, starting from an inner drive (drive) and ending with self-adjustment, self-adjustment is said to satisfy motives (Mangkunegara, 2018). According to Hasibuan (2016) motivation is the provision of driving force that creates a person's passion so that they are willing to work together, work effectively and integrate with all their efforts to achieve satisfaction. Work motivation or

encouragement given to employees is very important to encourage employees to work well and be more active in achieving their maximum performance.

UPT Puskesmas Kotabaru, Keritang District, focuses on core operations such as improving infrastructure, spatial planning, and the environment to provide high-quality services and serve with full dedication. Therefore, UPT PuskesmasKotabaru, Keritang District requires medical personnel who have the necessary expertise and skills to contribute effectively in achieving its goals.

Based on the Green Theory, namely Job Performance theory According to Lawler and Porter in Yeni (2016:19), Job performance Performance refers to the results achieved by an individual when they successfully complete the tasks given to them. including the quantity and quality of output and dependency in work; A person who works well will perform well and be able to produce good work too. This idea highlights that individual behavior that helps the organization achieve its goals is what shapes their performance. Because the three factors are interrelated.

Based on the background above, the author is interested in conducting research with the title **"The Influence of Competence on the Performance of Medical Personnel with Work Motivation as an Intervening Variable at the Kotabaru Health Center UPT, Keritang District, Indragiri Hilir"**

LITERATURE REVIEW AND DEVELOPMENT HYPOTHESIS

a. **Human Resource Management**

Human resource management is a special management discipline that focuses on human resource management. The effectiveness of human resource management will greatly affect the achievement of these goals, because the personnel being supervised are humans with diverse cognitive processes, emotions, and principles. Managing human resources is more challenging than managing other resources .

b. Performance

Performance is a key component of efforts to meet the goals of an institution or company is performance. When employees in a company or institution perform well, the organization can achieve its goals. This happens because performance determines its survival and level of success. Humans play an important role in every company because they are responsible for carrying out their duties and responsibilities.

c. Competence

Competence comes from the language of competence which refers to a person's authority, skills, and capacity. According to its etymology, competence is a behavioral dimension of excellence and expertise of a leader / staff has knowledge, skills, and behavior . This also implies that competence is the fundamental basis of human characteristics and shows a person's ability to think, behave, and balance situations for a long period of time.

d. Work motivation

Motivation comes from the Latin word movere which means encouragement or movement. Management motivation targets human resources in general and subordinates in particular. Motivation asks how to direct the power and potential of subordinates to be ready to carry out productive cooperation and achieve the decided goals.

The author develops the following hypotheses based on the context of the situation as described and a review of the theoretical literature :

1. The Influence of Competence (X) on the Performance of Medical Personnel (Y)

   Wibowoin (**Khaeruman**2021:114) Competence is defined as the ability to carry out tasks and responsibilities with expertise and skills accompanied by certain work attitudes.

   This understanding implies that people who are capable will achieve greater success in their work. According to **Rahayu's** (2020), the performance of PT Telkom Indonesia

Witel Medan's human resources is influenced well and significantly by the output of the Competence variable.

H1: It is suspected that competence influences the performance of medical personnel at the Kotabaru Health Center UPT, Keritang District, Inhil.

2. The Influence of Work Motivation (Z) on Medical Personnel Performance (Y)

Motivation is a person's motivation to carry out, complete and perfect an activity to achieve a goal, because Hasibuan (2019) explains that motivation is a driving force that creates a work spirit in a person, so that he is ready to work together, to work together. work effectively. and integrate with all satisfaction.

Research was conducted **AuliaFitri** (2023) can be concluded that motivation has a significant effect on performance. Positive motivation means that the better the motivation, the better the employee performance results at the Padang City Population and Civil Registration Service, the following statement represents the research hypothesis:

H2: It is suspected that work motivation has an effect on the performance of the Kotabaru Health Center UPT, Keritang District, Inhil.

3. The Influence of Competence (X) on Performance (Y) through Work Motivation (Z) as a Mediating Variable.

Competence is the skill / knowledge needed by someone to produce good and high quality performance. Wibowo (2016), competence is the expertise tocarry out tasks according to skills and knowledge supported by the work attitude needed in the job.

This is in line with the research carried out **Nurul** (2023) It was found that competence has a significant effect on employee performance through the mediation role of motivation. Seen from the increase in PPN performance at the Land Office of KapuaRegency because high competence such as skills, discipline and responsibility in carrying out work is carried out with high work motivation.have.

H3: It is suspected that competence influences the performance of medical personnel through work motivation as a mediating variable for the Kotabaru Health Center UPT, Keritang District, IndragiriHilir.

METHODS

The research will be conducted at the Kotabaru Health Center UPT located in Keritang District, Indragiri Hilir Regency. This facility is strategically located along the main highway. The start of this research is scheduled for October 2023. The data sources used are primary data and secondary data. The research sample consisted of all health workers working at the Kotabaru Health Center UPT, Keritang District, totaling 52 people. The sampling technique used in this study used a non-probability approach called saturated/census sampling. The research sample consisted of 52 medical personnel at the Kotabaru Health Center UPT, Keritang District. The data collection strategy in this study can be done by means of a questionnaire, observation. Data quality testing is divided into 2, namely validity testing and reliability testing. Classical assumption testing is carried out in various ways, namely normality, multicollinearity, heteroscedasticity, linearity analysis. Path analysis and Soberl test are carried out using path analysis and Sobel test

RESULTS AND DISCUSSION

A. Results

1.1 Data Quality Test

1. Validity Test

The opinion of **Hardani**(2020) states that conducting a Validity Test is carried out to assess the accuracy of the measurement scale used in determining the correlation between an event or phenomenon. An instrument is considered valid if the instrument measures the required variables accurately and collects data in an appropriate manner .

An instrument is said to be valid if the calculated r value (correlated/total indicator) >r table, meaning that the measuring instrument used to obtain the data is valid. While if the calculated *r value* (correlated/total indicator) <r table, it means that the measuring instrument used to obtain the data is invalid. The r table value is obtained at alpha 5% (2 Sides) with df n-2 = 52-2 = 50 and seen from the r table it is obtained 0.279.

a.

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b. **Performance (Y)**

c. **Performance (Y)**

Table 4 : Performance Validity (Y)

No	Statement	Corrected Item Total Correlation	R-Table	Information
1.	Y.1	0.525	0.279	Valid
2.	Y.2	0.609	0.279	Valid
3.	Y.3	0.522	0.279	Valid
4.	Y.4	0.641	0.279	Valid
5.	Y.5	0.688	0.279	Valid
6.	Y.6	0.580	0.279	Valid
7.	Y.7	0.660	0.279	Valid
8.	Y.8	0.536	0.279	Valid
9.	Y.9	0.641	0.279	Valid
10	Y.10	0.339	0.279	Valid

Source: SPSS 25 Processed Data

Based on Table 5.6, it is known that the Performance variable (Y) has 5 Indicators with the results of the Validity Test recapitulation for each statement above. It can be seen that the *Corrected Item* Total *Correlation value* or the calculated r value for each variable is > 0.279. So this shows that the data is valid because it meets the assumptions of the Validity Test.

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InJBM INTEGRATED RESEARCH JOURNAL OF BUSINESS AND MANAGEMENT

d. Competence (X)

Table 5 : Competency Validity (X)

No	Statement	Corrected Item Total Correlation	R-Table	Information
1.	X.1	0.708	0.279	Valid
2.	X.2	0.648	0.279	Valid
3.	X.3	0.719	0.279	Valid
4.	X.4	0.644	0.279	Valid
5.	X.5	0.628	0.279	Valid
6.	X.6	0.381	0.279	Valid
7.	X.7	0.677	0.279	Valid
8.	X.8	0.594	0.279	Valid

Source: SPSS 25 Processed Data

Based on Table 5.7, it is known that the Competency variable (X) has 4 Indicators with the recapitulation results of the Validity Test for each statement above. It can be seen that the Corrected Item Total Correlation value or the calculated r value for each variable is > 0.279. So this shows that the data is valid because it meets the assumptions of the Validity Test.

e. Work Motivation (Z)

Table 6 : Validity of Work Motivation (Z)

No	Statement	Corrected Item Total Correlation	R-Table	Information
1.	Z.1	0.756	0.279	Valid
2.	Z.2	0.810	0.279	Valid
3.	Z.3	0.854	0.279	Valid
4.	Z.4	0.858	0.279	Valid

5.	Z.5	0.773	0.279	Valid
6.	Z.6	0.790	0.279	Valid
7.	Z.7	0.415	0.279	Valid
8.	Z.8	0.719	0.279	Valid
9.	Z.9	0.703	0.279	Valid
10	Z.10	0.641	0.279	Valid

Source: SPSS 25 Processed Data

Based on Table 5.8, it is known that the Work Motivation variable (Z) has 5 Indicators with the results of the Validity Test recapitulation for each statement above. It can be seen that the Corrected Item Total Correlation value or the calculated r value for each variable is > 0.279. So this shows that the data is valid because it meets the assumptions of the Validity Test.

2. **Reliability Test**

Table 7 : Recapitulation of Reliability Test

Variables	Cronbach's Alpha	Sign	Mark	Information
Performance (Y)	0.766	>	0.60	Reliable
Competence (X)	0.765	>	0.60	Reliable
Work Motivation (Z)	0.907	>	0.60	Reliable

Source: SPSS 25 Processed Data

Based on Table 5.9, it can be seen that the Cronbach's Alpha value for each variable is > 0.60. This shows that each variable is reliable and worthy of being tested.

Reporting Research Results

1. The Influence of Competence (X) on Performance (Y)

Based on the calculation of direct path analysis, the Competence variable (X) has a positive and significant effect on the Performance variable (Y), (sig = 0.000 <0.005). Thus, the hypothesis stating that there is an influence of Competence (X) on the Performance variable (Y) is accepted. This means that there is a positive and significant influence of Competence on Performance at the Kotabaru Health Center UPT, Keritang District, IndragiriHilir. The Kotabaru Health Center UPT is expected to be able to improve the quality of Competence for employees so that Institutional Performance is also better able to achieve goals.

The results of this study are in accordance with the theory that states that Competence is an ability based on skills and knowledge supported by work attitudes and their application in carrying out tasks and jobs that refer to the work requirements set by **Sutrisno**(2016:18). Supported in research (**ErniDesiana**, 2020:06) Based on the results of the study, competence has a significant effect on Performance at the DarulAzhar Health Center, SimpangEmpat District, Tanah Bumbu Regency.

2. The Influence of Competence (X) on Performance (Y) Through Work Motivation (Z)

Based on the calculation of the online Sobel test.the influence of Competence on Performance with Work Motivation as a Mediating variable, the results obtained were 2.472> 0.05 so that this model of the indirect influence of the Competence variable on performance was rejected. Work Motivation is not able to be a mediating or intermediary variable. Thus, the hypothesis that states that there is an influence of competence (X) on the performance variable (Y) through Work Motivation (Z) is rejected. This is because in the Health Center Institution based on the responses from respondents, there is still a lack of what is obtained, such as a lack of physical and social needs. The results of this study are in line with the research conducted by (**RinaMasruroh et al.,** 2023: 108).

3. The Influence of Work Motivation (Z) on Performance (Y)

Based on the calculation of direct path analysis, the variable Work Motivation (Z) does not affect the variable Performance (Y), sig 0.002 <0.05). Thus, the hypothesis stating that

there is a direct influence of Work Motivation (Z) on Employee Performance (Y) is accepted. Work motivation can affect medical personnel in their performance at the Kotabaru Health Center UPT. The results of this study are in accordance with Abraham Maslow's opinion in (Siagian, 2015:287) namely that every human being has needs (needs, motivation, Intrinsic and extrinsic factors), the emergence of which is very dependent on individual interests. If employees get encouragement, they will enjoy their time effectively and optimally and get high job performance.

B. Discussion

1.1 Classical Assumption Test

1. Normality Test
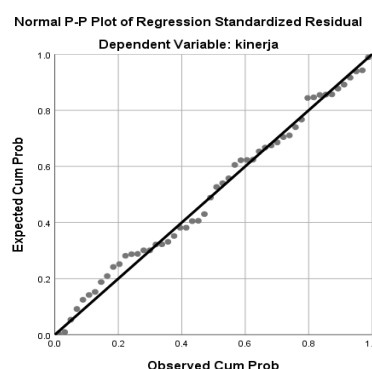
Figure 5.1 P-Plot Normality Test

Source: SPSS 25 Processed Data

Based on Figure 5.1, it can be seen that the data on the dependent variable, independent variable and mediating variable have a normal distribution, because the processed data is spread around the diagonal line that follows the diagonal line, this means that the data that has been tested has a normal distribution and can be used.
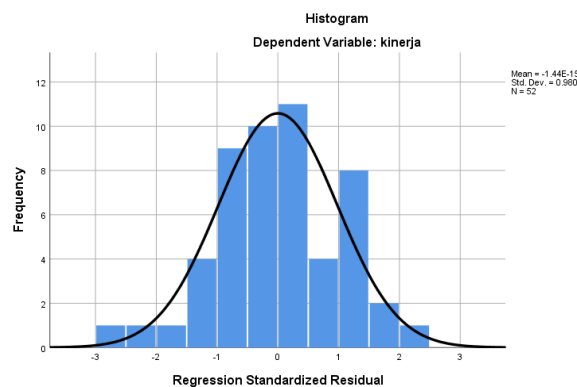
Figure 5.2 Histogram Normality Test

Source: SPSS 25 Processed Data

Based on Figure 5.2, the data distribution is seen to form a bell with both sides being infinite based on the normality test of the dependent variable and the independent variable and the mediating variable have a normal distribution.

2. Multicollinearity Test

Table 8 : Multicollinearity Test Recapitulation

Coefficients [a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	12,318	4.294		2,869	0.006		
	Competence	0.812	0.137	0.66	5,949	0	0.787	1,271
	Work motivation	0.073	0.066	0.124	1.118	0.269	0.787	1,271

a. Dependent Variable: Performance
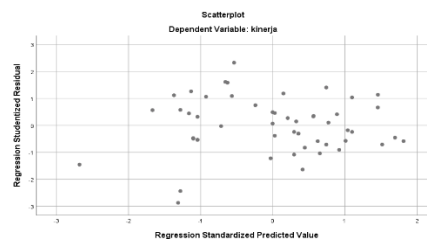
Source: SPSS 25 Processed Data

From Table 5.10 recapitulation of Multicollinearity Test, it can be concluded that the competency and work motivation variables do not have multicollinearity. This is because the results of the Multicollinearity test have met the VIF assumption, where the VIF value <10.

3. Heteroscedasticity Test

Figure 5.3 Heteroscedasticity Test

Source: SPSS 25 Processed Data

Based on Figure 5.3, the points do not form a particular pattern and are spread above and below 0 (zero) on the Y axis. So it can be concluded that the regression model in this study does not contain heteroscedasticity.

4. Linearity Test

Table 5.11 Recapitulation of Linearity Test

Variables	Deviation from Linearity	sig	Information
Performance > Competence	1,737	0.111	Linear
Performance > Work Motivation	1.183	0.329	Linear

Source: SPSS 25 Processed Data

From Table 5.11 shows that the *deviation from linearity* on variable Y to X is 1.737 with a significance of 0.111 and the *deviation from linearity* on variable Y to Z is 1.183 with a significance of 0.329, then it can be concluded that the significant value is > 0.05 from the given hypothesis, H$_0$ is accepted. This means that the three variables are linearly related.

1.2 *Analysis* Test

1. Test the influence of competence on performance

Table 8 : Test of the influence of competency on performance

Coefficients					
Model	**Unstandardized Coefficients**		**Standardized Coefficients**	**t**	**Sig.**
	B	**Std. Error**	**Beta**		
1 (Constant)	12,791	4.284		2.986	0.004
Competence, Performance	0.883	0.121	0.717	7.271	0,000

a. Dependent Variable: Performance

Source: SPSS 25 Processed Data

Based on table 5.12, the *Unstandardized beta value* of Competence is 0.883 and significant at a value of 0.000, which means it has an effect on performance. The *Standardized beta coefficient value* of 0.717 is the Path value or path p1.

2. Test the influence of work motivation on performance.

The following table shows the influence of motivation on performance.

**Table 9 : Test of the influence of motivation on performance**

Coefficients					
Model	**Unstandardized Coefficients**		**Standardized Coefficients**	**t**	**Sig.**
	B	**Std. Error**	**Beta**		
1 (Constant)	33,637	3,074		10,942	0
Work Motivation, Performance	0.254	0.076	0.429	3.354	0.002

a. Dependent Variable: Performance

Source: SPSS 25 Processed Data

Based on table 5.14, the *Unstandardized beta value of* Work Motivation is 0.254 and significant at a value of 0.002, which means it has an effect on Performance. The *Standardized beta coefficient value of* 0.429 is the Path value or path p3.

Kompetensi (X)	Motivasi Kerja (Z)	Kinerja (Y)

0.959 0.254
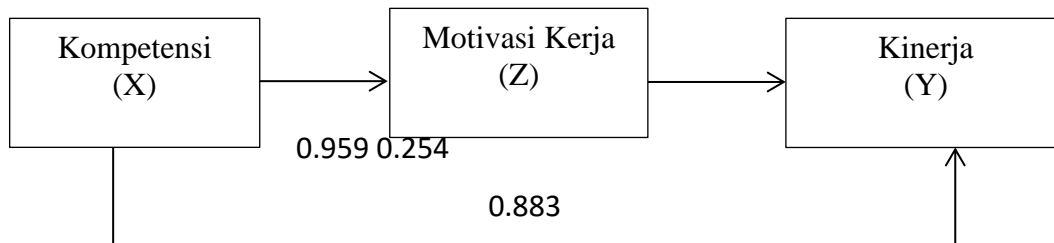
0.883

Figure 5.4 Path Analysis Model

Source: SPSS 25 Processed Data

Based on Figure 5.4, the interpretation of the results of the path analysis is depicted, where the direct influence of Competence (X) on Performance (Y) can be seen with a value of 0.883. Meanwhile, the indirect influence can be seen through the calculation of the Sobel Test.

3. **Testing the influence of competence on performance through work motivation**

A: 0.959
B: 0.254
SE $_A$: 0.261
SE $_B$: 0.076

Calculate!
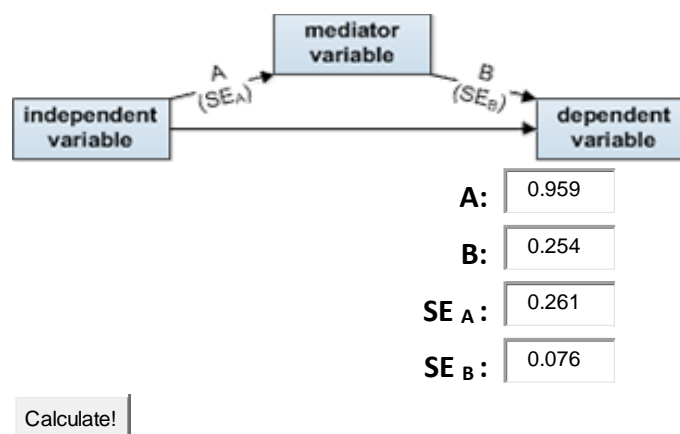
Sobel test statistic:2.47235277
One-tailed probability:0.00671135
Two-tailed probability:0.01342270

Based on the output of the Two-tailed probability value of 0.013, which means that the result is greater than 0.05. Thus, the indirect influence model of the Competence variable on Performance through Work Motivation is rejected. So it can be concluded that Work Motivation is not able to be a good intermediary or mediator of the relationship between Competence and Performance.

CONCLUSION

This study aims to determine the effect of Competence on the Performance of Medical Personnel through Work Motivation as a Mediating Variable.

Based on data analysis and discussion in the previous chapter, the following conclusions can be drawn:

1. Competence has a positive and significant effect on Performance at the Kotabaru Health Center UPT sig 0.000 <0.005, which means that the Competence variable (X) has a significant effect on the Performance variable (Y). The results of this study are in accordance with the theory that states that Competence is an ability based on skills and knowledge supported by work attitudes and their application in carrying out tasks and jobs that refer to the work requirements set by Sutrisno (2016:18). Supported in research (ErniDesiana, 2020:06) Based on the results of the study, competence has a significant effect on Performance at the DarulAzhar Health Center, SimpangEmpat District, TanahBumbu Regency.

2. Work Motivation cannot be an intervening or mediating variable in the influence of Job Satisfaction on Performance. This is because the results of the Sobel test calculation show a result of 2.472> 0.005. Which means that the Competence variable (X) has no significant effect on Performance (Y) through Work Motivation (Z). The results of this study are in line with research conducted by (RinaMasruroh et al., 2023: 108). Seeing in Marliani (2015) states that motivation is a factor that directs and drives a person's behavior or desire to carry out an activity that is expressed in the form of hard work. Motivation gives someone direction and encourages someone to carry out activities that are their responsibility. If employees get encouragement, they will enjoy their time at work to carry

out their responsibilities. Employees will use their time working effectively and optimally and the performance of the work done will be high.

3. Work Motivation affects Performance. This is due to the calculation of the direct path analysis of the Work Motivation variable on employee Performance, the sig value is 0.002> 0.005. Thus, Work Motivation (Z) affects Performance (Y). The results of this study are in accordance with Abraham Maslow's opinion in (Siagian, 2015:287) namely that every human being has needs (needs, motivation, Intrinsic and extrinsic factors), the emergence of which is very dependent on individual interests. If employees get encouragement, and arouse their behavior, they will enjoy their time effectively and optimally and get high job performance.

LIMITATION

In doing study this , there is Lots possible limitations can influence results study that is :

1. There are limitations on research time, energy and researcher capabilities.
2. The respondents' lack of ability to understand the statements in the questionnaire and also their honesty in filling out the questionnaire resulted in... less accurate results .
3. This study only examines the competency variable (X) which has a significant influence on the performance variable (Y), competency (X) through work motivation (Z) has no significant influence on performance (Y), and work motivation (Z) has a significant influence on the performance variable (Y).

The conclusions drawn are only based on the data analysis obtained, so it is hoped that there will be further research on the quality of service towards patient satisfaction with different research methods, wider samples, and the use of different and more complete research instruments.

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