



**THE EFFECT OF MOTIVATION, WORK EXPERIENCE AND COMPETENCE ON
EMPLOYEE PERFORMANCE OF CV GLOBAL HEALTH SCIENCE GROUP**

Herli Rita Devi*, Andi Kartika

Sekolah Tinggi Ilmu Ekonomi Totalwin Semarang, Jl. Gedong Songo Raya No.12, Manyaran, Semarang Barat,
Semarang, Central Java 50147, Indonesia

*ritadeviherli@gmail.com

ABSTRACT

This study aims to analyze the influence of motivation, work experience, and competence on employee performance at CV Global Health Science Group. Employee performance is an important factor in achieving company goals, so it needs to be supported by high work motivation, adequate work experience, and competencies appropriate to the field of work. The research method used is a quantitative method with a survey approach. Data were collected by distributing questionnaires to CV Global Health Science Group employees as research respondents. The data analysis technique used multiple linear regression analysis to determine the effect of each independent variable on the dependent variable. The results of the study indicate that motivation, work experience, and competence have a positive and significant effect on employee performance, both partially and simultaneously. Thus, it can be concluded that increasing work motivation, developing work experience, and improving employee competence can improve employee performance optimally.

Keywords: competence; employee performance; motivation; work experience

How to Cite (in APA Style)

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INTRODUCTION

Human resources are a key asset for an organization, serving as planners and active participants in various activities within the organization. Human resources possess thoughts, feelings, desires, status, and educational background, whose mindsets can be brought into an organizational environment. Human resources are not like money, machines, and materials, which are inherently positive and can be fully controlled to support the achievement of company goals. Achieving organizational goals is not solely dependent on technology, but rather on the people who carry out the work. The ability to deliver excellent work results to meet the overall needs of the organization is a contribution of employee performance.

Performance is the result of work achieved in carrying out tasks based on the effort, skills, and opportunities a person has gained. This is in line with Djaya (2021), who defines performance as the level of task execution that an individual can achieve using existing capabilities and established boundaries to achieve organizational goals. Organizations are a unified whole used to achieve goals, thus requiring motivation. Budiantara, Mitariani, Imbayani (2022) define performance as the quality and quantity of work achieved by employees in carrying out their duties in accordance with their assigned responsibilities. Factors that can influence performance include motivation, competence, leadership, and the work environment (Hutagalung, 2022). According to Usman, Lasiatun, Kesek, Riatmaja, Papia, and Mukhtar (2023), factors influencing performance include work motivation, ability, work environment, work discipline, leadership, and personality. Employee performance can be measured, among other things, by their level of discipline.

Intrinsic motivation can stem from the need for money, recognition, power, and recognition. External motivation can come from family, coworkers, or superiors. Broadly speaking, motivation can be divided into two categories (Triono, Agustang, Idkhan, & Rifdan, 2021): positive motivation

and negative motivation. Positive motivation is the process of influencing people by offering the possibility of receiving a reward, while negative motivation is the process of influencing someone through the power of fear, such as losing recognition, money, or position. Motivation is a driving force that can cause someone to willingly mobilize their abilities in the form of skills or expertise, time, and energy to carry out various activities that are part of their responsibilities (Rianto, 2020). Another study conducted by Tamam et al. (2020) states that motivation is a set of values and attitudes that can influence individuals to achieve more specific goals in accordance with their goals. In addition to motivation, work experience is also needed.

Zet Ena1, Sirda H. Djami2 (2000) state that there are two forms of motivation: intrinsic motivation and extrinsic motivation. Intrinsic motivation is a work drive that originates from within the worker, in the form of an awareness of the meaning of the work being performed. Extrinsic motivation is a work drive that originates from outside the worker, in the form of a condition that requires optimal work performance. Motivational factors are the driving force that creates a passion for work, encouraging them to cooperate, work effectively, and integrate all efforts to achieve satisfaction. Another opinion states that motivation is an internal state that drives an individual's desire to carry out activities to achieve goals (Lahagu, Ndraha, & Halawa, 2023). Motivation is the willingness to exert a high level of effort for organizational goals, conditioned by the ability of that effort to meet certain individual needs. Motivation arises from the drive to fulfill needs.

Work experience is a key asset that an individual must possess to enter a particular field (Hidayat, 2021). Gaining work experience allows for effective performance in assigned tasks. Research conducted by Hidayat and Irpan Sarip (2021) shows a significant influence between work experience and employee performance. The indicators of work experience used in this study were the level of knowledge, skills, length of service, and mastery of the job and equipment. Competence is a set of knowledge, behavior and skills that must be internalized, owned and mastered by an employee in carrying out their work.

METHOD

This study uses a quantitative descriptive approach. The research design is quantitative descriptive, which answers the problem using clear techniques so that there is accuracy in each variable studied (Kuncoro, et al., 2023). The population in this study were all employees of CV. Global Health Science Group. The sampling technique used a total sampling of 71 people. The study was conducted from June to December 2025. Data were collected through questionnaires on motivation, work experience, competency, and employee performance that were valid and reliable, with the results shown in Tables 1 and 2. Data were analyzed univariately and bivariately.

Table 1.

Hasil Uji Validitas

Variables	Question Items	Sig. (2-tailed)	Pearson Correlation	Sig. Value	Information
Work Motivation (X ₁)	X _{1.1}	0,007	0,05		Valid
	X _{1.2}	0,000			Valid
	X _{1.3}	0,004			Valid
	X _{1.4}	0,015			Valid
	X _{1.5}	0,036			Valid
	X _{1.6}	0,009			Valid
	X _{1.7}	0,011			Valid
	X _{1.8}	0,010			Valid
Work experience (X ₂)	X _{3.1}	0,013	0,05		Valid
	X _{3.2}	0,002			Valid
	X _{3.3}	0,017			Valid
	X _{3.4}	0,000			Valid
	X _{3.5}	0,000			Valid
	X _{3.6}	0,005			Valid
	X _{3.7}	0,003			Valid
Competence (X ₃)	X _{4.1}	0,000			Valid
	X _{4.2}	0,028			Valid

Variables	Question Items	Sig. (2-tailed)	Pearson Correlation	Sig. Value	Information
	X4.3	0,000	0,05		Valid
	X4.4	0,000			Valid
	X4.5	0,001			Valid
	X4.6	0,002			Valid
Performance (Y)	Y1.1	0,001			0,05
	Y1.2	0,006	Valid		
	Y1.3	0,012	Valid		
	Y1.4	0,000	Valid		
	Y1.5	0,028	Valid		

Table 2.
Reliability Test Results

Variables	Cronbach's Alpha Value	Information
Motivation	0,801	Reliabel
Work experience	0,809	Reliabel
Competence	0,721	Reliabel
Performance	0,805	Reliabel

RESULT

Table 3.
Respondent Characteristics

Variables	F	%
Age		
18-25 Years	0	0
26-30 Years	23	32,4
31-40 Years	24	33,8
41-50 Years	16	22,5
>50 Years	8	11,3
Gender		
Male	18	25,4
Female	53	74,6
S1 & Profesi		
S2	15	21,1
S3	43	60,5
Length of working		
<1 Years	3	4,2
1-2 Years	3	4,2
2-3 Years	7	9,9
3-4 Years	17	23,9
>4 Years	41	57,7

Table 1 shows that the majority of respondents were aged 31-40 years, female, had a master's degree, and had worked for more than 4 years.

Table 4.
Results of Respondents' Responses to Motivation

Motivational Question Items (X ₁)	SS	S	N	TS	STS	MODUS
I was awarded for my achievements	20	30	21	0	0	4
I was given incentives for the achievements I made.	17	34	14	6	0	4
I have good communication with my coworkers	39	28	4	0	0	5
There is mutual respect among colleagues	45	26	0	0	0	5
I get a salary commensurate with my work	19	52	0	0	0	4
The salary I receive is enough to meet my living needs and those of my family.	14	44	13	0	0	4
I always strive to achieve excellence in my work.	3	41	23	4	0	5
My boss always gives praise when there are employees who carry out their work duties well	14	42	15	0	0	4
Modus						4

Table 5.
Results of Respondents' Responses to Work Experience

Work experience (X ₂)	SS	S	N	TS	STS	MODUS
The work experience I gained during my work period really supported the job placement process.	14	46	11	0	0	4
I was able to complete the work because the working period was very supportive.	3	57	3	0	0	4
I am able to understand the work procedures that exist in the Company.	7	64	0	0	0	4
I have the skills to carry out the tasks given by the leadership	3	50	18	0	0	4
I can master the work equipment provided by the company	7	60	4	0	0	4
I can complete the work with the abilities that I have.	6	65	0	0	0	4
I have mastered the work given to me	9	55	9	0	0	4
Modus						4

Table 6.
Respondents' Responses to Competence

Competence (X ₃)	SS	S	N	TS	STS	MODUS
My work is neatly arranged	11	56	4	0	0	4
I have knowledge in using computer equipment	7	44	20	0	0	4
I have the skills and can work collaboratively with my coworkers	14	53	4	0	0	4
I share my experience with my coworkers because I am skilled at my work	3	53	15	0	0	4
The tasks assigned are in line with my abilities	7	60	4	0	0	4
I gained knowledge from the training I received	3	68	0	0	0	4
Modus						4

Table 7.
Results of Respondent Responses to Performance

Kinerja (Y)	SS	S	N	TS	STS	MODUS
I am able to complete more work than the standard	3	33	35	0	0	3
I am able to complete the work I am responsible for as scheduled	11	60	0	0	0	4
I arrive and leave work at the times specified by the company	24	47	0	0	0	4
I coordinate and collaborate with my coworkers to complete tasks together	17	54	0	0	0	4
I am skilled at performing work according to my duties and functions	13	55	3	0	0	4
Modus						4

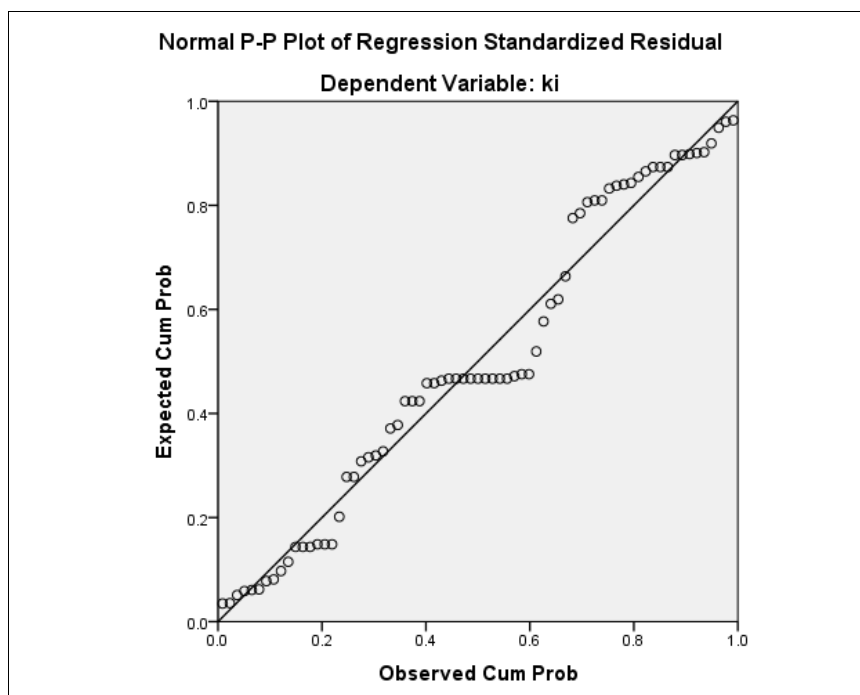


Figure 1. Results of the P-P Plot normality test

Based on the normal P-P Plot image, it can be explained that the diagonal line in this graph describes the ideal state of data that follows a normal distribution. Because the points around the line are the state of the data being tested. The image above shows that most of the points are very close to the line or even attached to the line, it can be concluded that the data obtained follows a normal distribution or is normally distributed data.

Table 8.
Normality Test Results

One-Sample Kolmogorov-Smirnov Test		Unstandardized Residual
N		71
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	.35805744
Most Extreme Differences	Absolute	.359
	Positive	.359
	Negative	-.352
Test Statistic		.359
Asymp. Sig. (2-tailed)		.051 ^c
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		

Based on the results of Table 8, it can be concluded that the significant value in the Kolmogorov-Smirnov section of the Test of Normality table is 0.051. So it can be concluded that the dependent and independent variables in this study are normally distributed because the significance value (sig.) is greater than 0.05 or $0.051 > 0.05$ so that the regression model can be used for hypothesis testing or the data is said to be normal.

Multicollinearity Test

The purpose of conducting a multicollinearity test is to test for correlation between independent variables.

Table 9.
Multicollinearity Test Results

Model	Coefficients ^a	Collinearity Statistics	
		Tolerance	VIF
1	Motivation	.637	1.569
	Work Experience	.997	1.676
	Competence	.803	1.107
a. Dependent Variable: Performance			

Based on Table 9, it shows that all tolerance values are > 0.10 (with motivation variable (X1) = 0.637, work experience variable (X2) = 0.997 and competency variable (X3) = 0.803) so it can be said that there is no multicollinearity among the variables. If seen from the results of the VIF calculation, the VIF value for all X variables is < 10 (with motivation variable (X1) = 1.569, work experience variable (X2) = 1.676 and competency variable (X3) = 1.107). So it can be concluded that in this study there are no symptoms of multicollinearity between the independent variables in the regression model and can be used in this study.

Heteroscedasticity Test

The heteroscedasticity test aims to determine whether there is inequality in the residuals from one observation to another in the regression model. In this study, the researchers used a scatterplot test, as shown in the following figure:

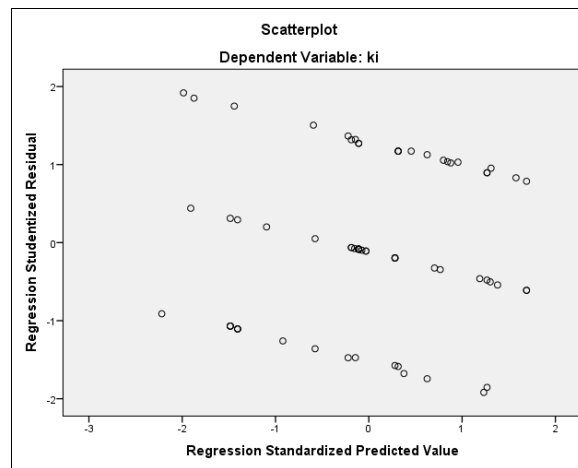


Figure 2. Scatterplot Heteroscedasticity Test Results

Based on the scatterplot graph above, it is found that the data points are spread above and below the 0 point on the Y-axis and are declared to pass the heteroscedasticity test. This research is also strengthened by a heteroscedasticity test using the Run test, as seen in the following table:

Table 10.

Glejser test results for heteroscedasticity

Model		Coefficients ^a			t	Sig.
		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	.966	.714		.552	.253
	Motivation	.184	.096	.281	1.929	.058
	Experience	.081	.058	.203	1.396	.170
	Competence	.136	.062	.333	1.243	.182

a. Dependent Variable: ABS_RES

Based on the results of the heteroscedasticity test in Table 10, all variables have a significance value greater than 0.05. The motivation variable (X1) has a significance value of 0.058 > 0.05, the work experience variable (X2) has a significance value of 0.170 > 0.05, and the competency variable (X3) has a significance value of 0.182 > 0.05. Therefore, it can be concluded that all independent variables in this study do not exhibit heteroscedasticity.

Multiple Linear Regression Analysis Test

Table 12.

Multiple Linear Regression Analysis Test Results

Model		Coefficients ^a			t	Sig.
		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	2.890	.650		4.444	.000
	Motivation	.439	.088	.459	4.966	.000
	Experience	.416	.089	.371	4.682	.000
	Competence	.358	.112	.247	3.186	.002

a. Dependent Variable: kinerja

Based on table 12, the multiple linear regression model can be written as follows:

$$Y = 2.890 + 0.439X_1 + 0.416X_2 + 0.358X_3 + e$$

1. The constant value is 2.890. This value indicates that if the motivation variables (X1), work experience (X2), and competency (X3) are zero, then the employee performance level is 2.890.
2. The regression coefficient (β_1) for the motivation variable is 0.439, meaning that if the other independent variables remain constant and the motivation variable increases by 1%, performance (Y) will increase by 0.439%.

3. The regression coefficient (β_2) for the work experience variable is 0.416, meaning that if the other independent variables remain constant and the motivation variable increases by 1%, performance (Y) will increase by 0.416%.
4. The regression coefficient (β_3) for the competency variable is 0.358, meaning that if the other independent variables remain constant and the motivation variable increases by 1%, performance (Y) will increase by 0.358%.

Hypothesis Testing

R2 Test

The coefficient of determination test is used to measure the extent of the relationship between the dependent and independent variables, or conversely, the extent to which the independent variable contributes to the effect.

Table 13.
Results of the Coefficient of Determination (R2) Test

Model	Model Summary			
	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.794 ^a	.630	.608	.280

a. Predictors: (Constant), Competence, Experience, Motivation

Source: Processed Primary Data, 2025

Table 13 shows a coefficient of determination (R2) of 0.630. This means that 63.0% of the dependent variable, employee performance at CV Global Health Science Group, can be influenced by motivation, work experience, and competence, while the remaining 37.0% is influenced by other variables not included in this study, such as education, leadership, wages, and so on.

Simultaneous Test (F-Test)

Table 14.
F-Test Results (n=71)

Model	ANOVA ^a					
		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	8.806	4	2.201	28.124	.000 ^b
	Residual	5.166	66	.078		
	Total	13.972	70			

a. Dependent Variable: Kinerja

b. Predictors: (Constant), Competence, Experience, Motivation

Table 14 shows the F-test that can be used to predict the contribution of the variables of motivation, work experience, and competence to performance. The calculation yields a calculated F-value of 28.124 and an F-table of 2.74, with $df = n - k - 1 = 71 - 3 - 1$ (where k is the number of independent variables and n is the number of samples). Since the calculated F-value > F-table, or $28.124 > 2.74$, and a significance level of $0.000 < 0.05$, this indicates that H_0 is rejected and H_a is accepted. This means that the independent variables, namely motivation (X1), work experience (X2), and competence (X3), collectively have a significant effect on the performance variable (Y).

Partial Test (t-Test)

A partial test was conducted to determine whether the independent variables individually (partially) influence the dependent variable. Based on table 15, the t-value for the motivation variable (X1) is 4.966, which is greater than the t-value of 1.996, with a significance probability of $0.000 < 0.05$. Therefore, H_0 is rejected and H_a is accepted (significant regression coefficient). This means that the motivation variable (X1) has a positive and significant effect on performance. The t-value for the work experience variable (X2) is 4.682, which is greater than the t-value of 1.996, with a significance probability of $0.000 < 0.05$. Therefore, H_0 is rejected and H_a is accepted (insignificant regression coefficient). This means that the work experience variable (X2) has a positive and significant effect on performance. The t-value of the competency variable (X3) is 3.186 which is

more than the t-table of 1.996 with a significance probability value of $0.002 < 0.05$, so H_0 is rejected and H_a is accepted (the regression coefficient is not significant), meaning that the competency variable (X3) has a positive and significant effect on performance.

Table 15.
t-Test Results

Model		Coefficients ^a			T	Sig.
		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	2.890	.650		4.444	.000
	Motivation	.439	.088	.459	4.966	.000
	Experience	.416	.089	.371	4.682	.000
	Competence	.358	.112	.247	3.186	.002

a. Dependent Variable: performance

DISCUSSION

The Simultaneous Effect of Motivation, Achievement, Work Experience, and Competence on Performance

Based on the simultaneous test (F-Test), it can be concluded that the calculated F-value is 28.124 and the F-table is 2.74, $df = n - k - 1 = 71 - 3 - 1$ (where k is the number of independent variables and n is the number of samples). Since the calculated F-value $>$ F-table, or $28.124 > 2.74$, and the significance level is $0.000 < 0.05$, this indicates that H_0 is rejected and H_a is accepted. This means that the independent variables, namely motivation (X1), work experience (X2), and competence (X3), jointly have a significant effect on the performance variable (Y). To test this simultaneous effect, the coefficient of determination (R²) test can also be used. If the R² value is $\neq 0$, then the independent variables jointly influence the dependent variable. Based on table 4.16, the coefficient of determination (R²) value is $0.630 \neq 0$. This shows that the variables of motivation, achievement, work experience and competence jointly influence performance.

The Influence of Motivation on Employee Performance

Based on the partial statistical test, the calculated value of the motivation variable (X1) was 4.966 which was greater than the Ttable of 1.99656 with a significance probability value of $0.000 < 0.05$, so H_0 was rejected and H_a was accepted (significant regression coefficient), meaning that the motivation variable (X1) had a positive and significant effect on performance. These results are also supported by the questionnaire responses, where the majority agreed to the question "I am rewarded for my achievements," the majority agreed to the question "I am given incentives for my achievements," the majority strongly agreed to the question "I have good communication with my coworkers," the majority strongly agreed to the question "There is mutual respect among coworkers," the majority agreed to the question "I receive a salary commensurate with my work," the majority agreed to the question "My salary is sufficient to meet the needs of my life and my family," the majority agreed to the question "I always strive to achieve excellence in my work," and the majority agreed to the question "My superior always gives praise when an employee performs a job well." These results indicate that the most frequently occurring responses agree with the questions.

These results align with research conducted by Pramesti (2019) which states that the t-test significance for motivation (X1) is $0.014 < 0.05$, which means that statistically, motivation has a significant effect on employee performance. These results align with research conducted by Hidayat (2021). The t-test results showed a significance value of $0.016 < 0.05$, indicating that motivation has a significant partial effect on employee performance. Another study conducted by Bakti, Desmon, and Munandar (2020) found that partial hypothesis testing using a t-test yielded a calculated t value between work motivation and performance of 4.941, with a calculated t value of $4.941 >$ ttable of 1.678. The regression equation between work motivation and performance at the West Tulang Bawang Regency Regional Disaster Management Agency is $Y = 17.608 + 0.549X_2$, indicating that every one-point increase in the work motivation variable is followed by a 0.549-point increase in

the performance variable at the West Tulang Bawang Regency Regional Disaster Management Agency. This indicates that work motivation also influences performance improvement. This indicates a directional relationship between work motivation and performance, meaning that if motivation increases, employee performance also tends to increase. There is a significant influence of the motivation variable. The impact of work on employee performance is largely determined by the significant role of the indicators that shape it. Employees whose needs are met, including physiological needs, the need for job security, social needs, the need for recognition, and the need for self-actualization, will naturally be satisfied, thus motivating them to perform optimally as expected.

The Influence of Work Experience on Employee Performance

Based on the partial statistical test (T Test) it is concluded that the T count value of the work experience variable (X2) is 4,682 which is greater than the T table of 1.99656 with a significance probability value of $0.000 < 0.05$ then H_0 is rejected and H_a is accepted (the regression coefficient is not significant) meaning that the work experience variable (X2) has a positive and significant effect on performance. This research is also supported by the majority of respondents' answers answering in agreement to all the questions asked including "work experience gained during the work period, very supportive of the job placement process, able to complete work because the work period is very supportive, able to understand the work procedures in the company, have skills in carrying out tasks given by the leader, can master the work equipment provided by the company, can complete work with the abilities I have, have mastered the work given to me". The results of this study align with research conducted by Ratu (2020), which found that the t-test showed a value of $0.011 < 0.05$ for work experience, indicating that work experience statistically influences employee performance. Research conducted by Pramesti (2019) also found that the t-test for work experience (X2) was $0.005 < 0.05$, indicating that work experience statistically significantly influences performance. The results indicate that work experience has a positive and significant effect on employee performance. This means that every change in employee performance is influenced by work experience. Research by Zahro Suyadi and Djaja (2018) showed that work experience partially has a positive and significant effect on employee performance. Research by Wirawan, Bagia, and Susila (2016) also found that work experience partially has a positive and significant effect on employee performance. Research by Ochonma and Godfrey (2018) also showed that work experience does influence performance. This indicates that employees have relatively high levels of work experience, significantly contributing to improved performance. Therefore, work experience indicates that longer tenure is associated with increased performance.

The Influence of Competence on Employee Performance

Based on the partial statistical test (T-test), it can be concluded that the T-value of the competency variable (X3) is 3.186, which is greater than the T-table of 1.99656 with a significance probability value of $0.002 < 0.05$. Therefore, H_0 is rejected and H_a is accepted (the regression coefficient is not significant), meaning that the competency variable (X3) has a positive and significant effect on performance. This result is also supported by the results of the competency questions. The majority of respondents' responses stated that they agreed with the questions asked, including "My work is neatly organized, I have knowledge in using computer equipment, I have skills and can collaborate with colleagues, I share experience with colleagues because I am skilled at work, the tasks given are in accordance with my abilities, and I gain knowledge from the results of the training I received."

These results are in line with research conducted by Pramesti (2019) which stated that the significance of the t-test for competency was $0.027 < 0.05$. This means that statistically, competency has a significant effect on performance. The results of this study align with research conducted by Ratu (2020), which showed that competence has a positive and significant effect on employee performance. This means that every change in employee performance is influenced by human resource competence. Another study conducted by Hidayat (2021) found that the t-test result was $0.014 < 0.05$, indicating that competence partially influences employee performance. Another study, consistent with the research by Ataunur and Ariyanto (2015), found that competence has a positive

and significant effect on employee performance. A similar study by Yuliana (2017) found that competence has a positive and significant effect on employee performance. The impact of competence is smaller than that of motivation, as success or mastery of a task can increase the overall perception of self-competence. However, if an individual consistently fails at a task or does not receive support from colleagues, this can have the opposite effect.

CONCLUSION

Motivation, work experience, and competence simultaneously influence employee performance at CV. Global Health Science Group. This study suggests that improving performance requires increasing motivation, work experience, and competence based on expertise. Motivation partially influences employee performance at CV. Global Health Science Group. This study suggests that improving employee performance requires increasing motivation based on expertise. Work experience partially influences employee performance at CV. Global Health Science Group. This study suggests that improving employee performance requires increasing work experience based on expertise. Competence partially influences employee performance at CV. Global Health Science Group. This study suggests that improving employee performance requires increasing competence based on expertise.

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