The Effect of Work Spirit and Competence on Work Motivation and its Implementation on Employee Productivity of Factory PT. Sinar Metrindo Perkasa

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Abstract:- This study aims to find out and explain the effect of work spirit and competence on motivation and its implementation on work productivity. Respondents 98 employees (entire population). Data collection is done through interviews and questionnaires.

Data were analyzed using path analysis (SmartPls 3.0 software) and correlation dimensions between dimensions (SmartPls 3.0 software). The results of the study show that: (1) work morale and competence both partially and simultaneously influence work motivation; (2) work morale, competence and motivation both partially and simultaneously affect productivity; (3) motivation does not mediate the effects of work and competence on productivity.

Based on the correlation matrix analysis between dimensions, to improve morale, which has a positive correlation with motivation, it is advisable to maintain and improve the dimensions of discipline, and for productivity, namely cooperation.

To improve competence, which has a positive correlation with motivation and productivity, it is advisable to maintain and improve the dimensions of having personal targets. Whereas to increase motivation, which has a positive correlation with productivity, it is advisable to maintain and improve the dimensions of Need for Achievement

Keywords:-   Productivity, Motivation, Competence, and Work Spirit.

I. INTRODUCTION

Human resources are a very important element and determine the success of an organization. Even though we have entered a modern and high-tech century, the human resource factor cannot be replaced with equipment and technology in company management. Human resources in this case high-quality and high-performing employees are needed by the company to contribute to the sustainability and success of the company. Because of the importance of human factors, so that today the term Human Resource Department (HRD) in many modern companies has turned into a Human Capital Department (HCD), where human resources are valuable assets for the company.

Every company must have a goal that is success. The success of a company is one of the indicators with increasing productivity. Company productivity is determined by the productivity of employees who are the ability to produce a work that is more than the usual results that have been commonly given. This is in accordance with the opinion of Sondang P. Siagian that productivity is "The ability to get the maximum benefit from available facilities and infrastructure by producing optimal output even if possible the maximum". The high productivity of a company is one of the company's competitive advantages. The company is not enough just to have large capital to achieve its goals but must be assisted by employees who are competent and have high work motivation.

In an organization, human resources are not only an organizational tool but have an important role in the organization's operations. The current position of human resources is also a driver and determinant of the ongoing processes and activities of the organization. Human resources have a big contribution in determining the progress or development of an organization. Therefore, the progress of an organization is very much determined by the quality and capabilities of human resources in it and also the main challenge is how to manage human resources in the organization effectively and productively. According to Moekijat in Purnomo (2013: 107) the dimensions of productivity include work produced, knowledge, cooperation, presence and initiative.

To determine the human resource problems above, the researchers tried to find a management dilemma of what happened in an electrical panel manufacturing company, namely the electrical panel factory of PT Sinar Metrindo Perkasa, which is located in the village of Bunder, Cikupa, Tangerang, Banten. Referring to the pre-research data carried out by survey by interviewing 30 employees at the PT. Sinar Metrindo Perkasa in June 2018 which was chosen randomly and was placed in a random position as well. From the conclusions of the interview results, from the interviews it was found that there were dilemmas from the statements submitted including Semagat work, Competence, Work motivation, Leadership, Organizational Culture, Compensation, and work environment and some stated they are not satisfied with the productivity they produce. From the results of the interview there were 3 factors that were the most from the lack of employee productivity, namely the low level of morale with no number of answers, namely 19 answers with a percentage of 63% of the 30 employees

interviewed. From the data also followed by the presence of 12 answers with a percentage of 40% of the 30 employees interviewed responding to employees who were still lacking in competence. Next there is number 3, which is still the lack of motivation of employees in work as evidenced by the existence of 6 answers.

II. THEORETICAL REVIEW

A. Work spirit

According to Dessler, (2001: 167) work morale can be measured through the presence of employees in the workplace, their responsibilities to work, work discipline, cooperation with leaders or colleagues in the organization and the level of work productivity. To understand the following elements of work spirit, an explanation of each element is described as follows:

➤ *Presence*

Is the presence of employees with regard to their duties and obligations. In general, agencies / agencies always expect their employees to come and go home on time, so that work is not delayed. The absence of an employee will affect work productivity, so that agencies / institutions cannot reach their goals optimally. Presence or attendance of employees can be measured through:

- Employee attendance at work
- The accuracy of employees coming / going home from work
- Employee attendance if you get an invitation to participate in activities or events in the agency

➤ *Work Discipline*

It is someone's adherence to a regulation that applies in organizations that join themselves in the organization on the basis of awareness and conviction, not because of coercion. The level of discipline of employee work can be measured through:

- Employee compliance with rules and regulations in the agency.
- Employee compliance with instructions coming from superiors.
- Work in accordance with established procedures.
- Wear uniforms in accordance with applicable regulations.
- Use and maintain work equipment

➤ *Cooperation*

Collaboration is a concrete act of someone with another person. Collaboration is also interpreted as an attitude of individuals and groups towards their willingness to work together in order to be able to devote their abilities as a whole. The success or failure of an organization depends on the people involved. For this reason, it is important to have good cooperation between all parties in the organization, both with superiors, colleagues, and subordinates. The following criteria are used to measure the level of cooperation:

- Awareness of employees to cooperate with superiors, colleagues, and subordinates.
- There is a willingness to help friends who have difficulty in carrying out work.
- There is a willingness to give and receive criticism and suggestions from others.
- What is the action of someone if they experience difficulties in carrying out their work.

➤ *Responsible*

Responsibility is a must for someone who carries out what activities are required to him. Responsibility is also a person's obligation to carry out everything that has been obliged to him, and if an error occurs due to his negligence, then a person can be prosecuted or questioned. The level of responsibility a person can through:

- Can be prosecuted or questioned.
- Ability to carry out orders and internal capabilities work.
- The ability to complete tasks correctly and correctly.
- Carry out the best duties or orders.
- Having the awareness that the work given is not only for the interests of the agency, but also for its own sake.

➤ *Work Productivity*

Productivity is the ratio between production that can be produced with the overall costs that have been incurred for the needs of the product. Productivity is also interpreted as capital efficiency and time used to produce goods and services. Employee productivity levels can be measured through:

- Time usage density
- Output / results achieved

B. Competence

Davis (1999) concludes that competency as a perspective of capability and knowledge of society, especially impacts on the ability for needs in business by minimizing costs and optimizing services to customers.

Personal competencies can vary from one person to another. Various factors build a person's competence. According to Spencer and Spencer (1993), there are certain factors that build competency. They are:

➤ *Motivation*

Motivation Is something where someone consistently thinks so that he takes action. Spencer (1993) adds that motives are "drive, direct and select behavior toward certain actions or goals and away from others". For example, someone who has achievement motivation consistently develops goals that give a challenge to himself and is fully responsible for achieve that goal and expect some kind of "feedback" to improve itself.

➢ *Character*

Character is a character that makes people behave or how someone responds to something in a certain way. For example such as self-confidence, self-control, fortitude or endurance.

➢ *Self Concept*

Self Concept Is the attitude and values that a person has. Attitudes and values are measured through a test to the respondent to know the value a person has and what is interesting for someone to do something.

➢ *Knowledge*

Knowledge Is information that someone has for a particular field. Knowledge is a complex competency. Knowledge tests measure the ability of participants to choose the correct answer but cannot see whether someone can do work based on their knowledge.

➢ *Skills*

Skills are the ability to carry out certain tasks both physically and mentally. By knowing the level of competency, the results of human resource planning will be better.

C. Motivation

According to Stephen P. Robbins and Mary Counter, stated that; Motivation is the willingness to spend high levels of effort for the purpose of the organization, which is conditioned by the effort to meet individual needs. In line with this opinion. Theory of McClelland's Achievement Motivation in Anwar Prabu (2011: 7)

➢ Need For Achievement, namely the need for achievement which is a reflection of the encouragement of responsibility for problem solving. An employee who has a need for achievement is the need to do work better than before, always wanting to achieve higher achievements.
➢ Need For Affiliation, which is the need for affiliation which is an urge to interact with other people, be with other people, do not want to do something that is harmful to others.
➢ Need for Power, which is the need for power which is a reflection and drive to achieve authority to have an influence on others.

D. Work productivity

According to Ambar Teguh Sulistiani and Rosidah (2003: 126) suggest that productivity is "Concerning the problem of the end result, namely how much the final results obtained in the production process, in this case is efficiency and effectiveness".

The dimensions used in this study refer to Moekijat in Purnomo (2013: 107), among others: work produced, knowledge, cooperation, presence and initiative. So, it can be concluded that the dimensions used to measure productivity in this study refer to the above opinion, namely,

➢ *Work Produced*

• Work results
• On time

➢ *Knowledge Consisting of Indicators*

• Work program planning
• implementation of work programs
➢ *Collaboration Consisting of Indicators*

• Work spirit
• Interactions with other employees

➢ *Attendance Consisting of Indicators*

• Number of attendance
• Office hours of arrival and return

➢ *Initiatives Consisting of Indicators*

• Know and understand problems in the work environment
• Able to provide advice and ideas to superiors

➢ *Floyalty Consisting of Indicators*

• A sense of pride
• Ownership.

E. Theoretical Framework

The research conducted by Sugeng Mianto (2016) explains that there is a considerable influence, namely morale towards Work Motivation. Arif (2014) explains that if the organization is capable of employee competencies that are considered positive by employees, it will tend to produce a level of motivation. Sahid (2017) with results that prove the existence of a relationship or influence of work morale on employee productivity. Increasingly greater. Indra (2017) uses the term competency with results that prove the existence of a relationship or influence on work productivity. Chukwuma Edwin Maduka (2014) Ayodeji, Aiyetan (2016) PhD. Ibrahim (2012) with results that prove the existence of a relationship or work motivation towards work productivity.
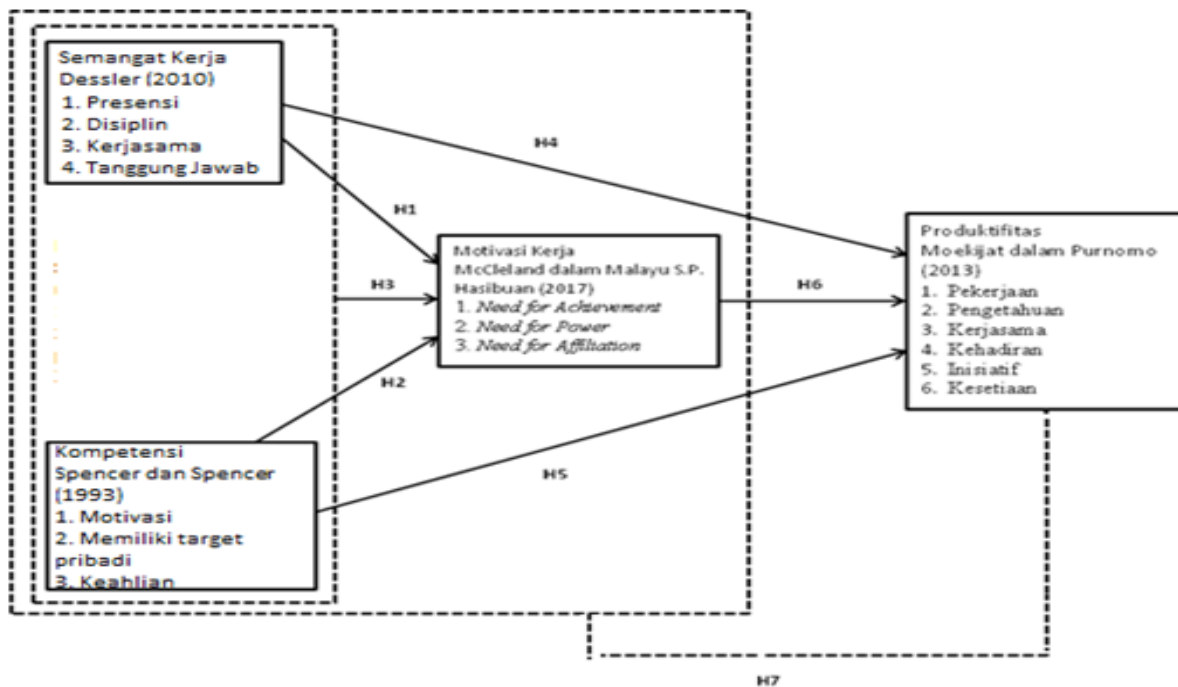
Fig 1:- Inter-Variable Relationship Model

F. Hypotheses

➢ H1:Work Spirit has a significant effect on Work Motivation
➢ H2:Competence has a significant effect on Work Motivation
➢ H3: Work Spirit and Competence have a significant effect on Work motivation
➢ H4: Work spirit has a significant effect on productivity
➢ H5:Competence has a significant effect on Work Productivity
➢ H6:Work Motivation has a significant effect on Work Productivity
➢ H7:Work Spirit, Competence and Work Motivation together the same has a significant effect on Work Productivity.
➢ H8:Work motivation mediates Work Spirit and Work Competence towards work productivity

III. RESEARCH METHODOLOGY

The type of research used is quantitative research using primary data in the form of surveys. To get complete, relevant and complementary data, in addition to the primary data in the form of surveys, researchers use secondary data in the form of performance scores Employees of PT. Sinar Metrindo Perkasa

A. Population and Samples

This is often done if the population is relatively small, less than 30 people. Another term saturated sample is a census, where all members of the population are sampled. The reason the researchers used this method was because the population was relatively small and the researchers in this study wanted to make generalizations with relatively small errors.

Based on the above considerations, the minimum sample size in this study was determined by 98 employees working at the PT. Sinar Metrindo Perkasa

B. Method Analysis

Adapun Metode yang digunakan sebagai berikut Penelitian ini menggunakan teknik analisis data dengan menggunakan software SmartPLS versi 3.2.7 yang dijalankan dengan media komputer. PLS (Partial Least Square) merupakan analisis persamaan struktural (Structural Equation Modeling) atau disingkat SEM berbasis varian yang secara simultan dapat melakukan pengujian model pengukuran sekaligus pengujian model struktural. Model pengukuran digunakan untuk uji validitas dan reabilitas, sedangkan model struktural digunakan untuk uji kausalitas (pengujian hipotesis dengan model prediksi). Lebih lanjut, Ghozali (2006) menjelaskan bahwa PLS adalah teknik analisis yang bersifat soft modeling karena tidak mengasumsikan data harus dengan pengukuran skala tertentu, yang berarti jumlah sampel dapat kecil (dibawah 100 sampel).

IV. RESULTS AND DISCUSSIONS

Based on the results of the study it can be seen that female employees number 5 people with a level of 5% while the male sex amounts to 93 people with a percentage rate of 95%. Employees with the last education in junior high school equivalent to 26 people with a level of 27%, employees with the last education of high school equivalent number 70 people with a level of 71%, employees with the last education D3 amounted to 1 person with a level of 1% level of 1%.

Descriptive statistical analysis of research variables is used to determine the tendency of answers in the questionnaire or the extent of respondents' responses according to the category of answer choices using a Likert scale from scale 1 (strongly disagree) to 5 (strongly agree) to the statements of each variable.the work spirit variable has an average of 3.39 , the competency variable has an average of 3.36. Motivation variables have an average of 3.42 Work Productivity variables have an average value of 3.25.

Evaluation of convergent validity from examination Average variance extracted (AVE) describes the magnitude of variance or diversity of manifest variables that can be owned by latent constructs, the greater the variance or diversity of *manifest variables that can be contained by latent* constructs, the greater the representation of the manifest variable on its latent construct.

Convergent validity evaluation of the examination of Average Variance Extracted (AVE) can be seen from the AVE value based on the results of data processing with version 3.0 SmartPLS.

Variable	*Average Variance Extracted* (AVE)
Work Spirit	0.764
Competence	0.777
Motivation	0.744
Work Productivity	0.718

Table 1:- Average Variance Extracted (AVE) for Each Variable

All variables have AVE values> 0.5, which are 0. 0.764 for work morale, 0.777 for competence, 0.744 for motivation, and 0.718 for Keja Productivity.

Evaluation of convergent validity from internal consistency reliability can be seen from the values of Cronbach's Coefficient Alpha and Composite Reliability (CR)

Variabel	*Cronbach's Coefficient Alpha*	*Composite Reability* (CR)
Work Spirit	0.967	0.970
Competence	0.942	0.954
Motivation	0.959	0.966
Work Productivity	0.963	0.968

Table 2:- Composite Reability (CR)

It is known that the value of Cronbach's Coefficient Alpha for the variable Work Spirit, Competence, and Motivation is more than 0.6 or even close to 1 and the value of Composite Reability (CR) is more than 0.7. In table 4.9 it is known that the Cronbach's Coefficient Alpha and Composite reability values for all research variables are more than 0.90 or even close to 1. This value has exceeded

the standard, namely> 0.6 and> 0.7 respectively, so that all variables in the study are declared reliable.

To evaluate the path coefficient value, based on the calculation results using calculate SmartPLS version 3.0 bootstrapping, the path coefficient is obtained which describes the strength of the relationship between constructs / variables.

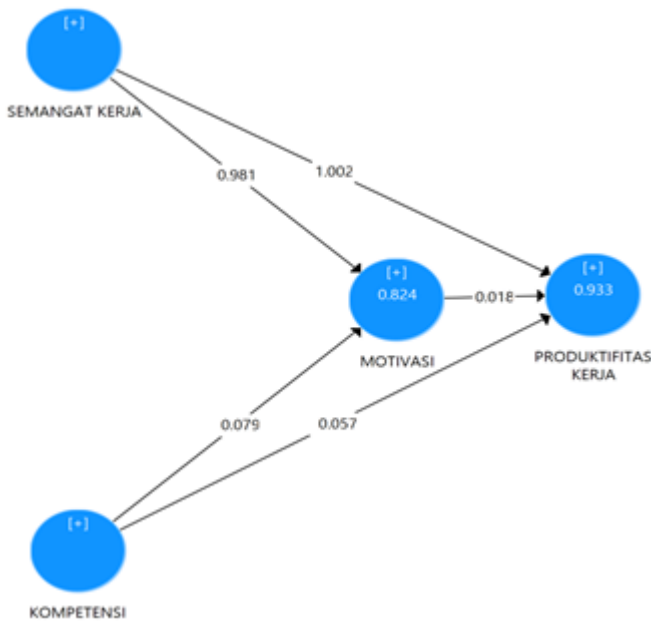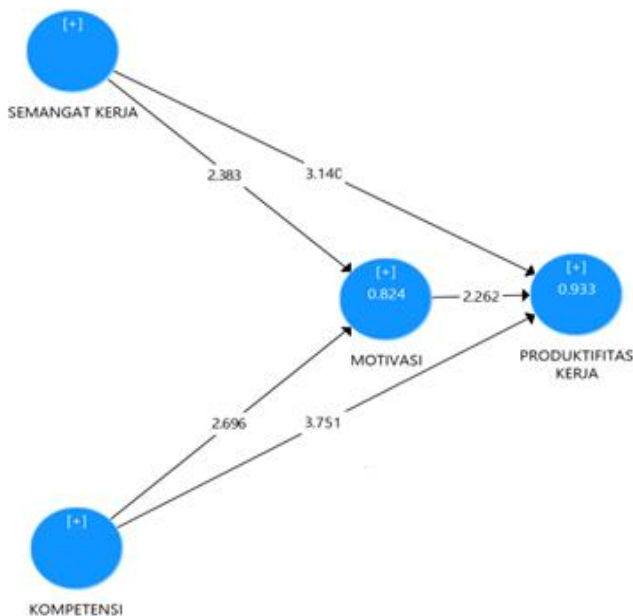|	Original Sample(O)	T Statistic (O/STDEV)	P Values
Work Spirit (x1) -> *Motivation* (y1)	0.981	2.383	0.002
Work Spirit (x1) -> *Work Productivity* (y2)	1.002	3.140	0.006
Competence (x2) -> *Motivation* (y1)	0.079	2.696	0.000
Kompetensi (x2) -> *Work Productivity* (y2)	0.057	3.751	0.000
Motivation (y1) -> *Work Productivity* (y2)	0.018	2.262	0.001

Table 3

Fig 2:- Inner Model (Original Sample)

Fig 3:- Inner Model (T Statistik (O/STDEV)

To evaluate the value of R2 based on the calculation results using calculate SmartPLS version 3.0 algorithm, the R2 value is 0.824 for the motivation variable and 0.933 for the Productivity variable. The R2 value shows that the level of determination of the exogenous variables (Work and Competence) towards the endogenous is quite high.

The simultaneous effect of variable work morale, competency towards motivation can be done by calculating f count / f statistics using the formula below.

$$R^2 = 0,824 \text{ (Motivation)}$$

$$F_{hitung} 1 = \frac{\frac{R^2}{(k-1)}}{1-R^2/(n-k)}$$

$$F_{hitung}1 = \frac{\frac{0,824}{(4-1)}}{1-0,824/(98-4)}$$

$$F_{hitung} 1 = 0,274 / 0,0018$$

$$F_{hitung} 1 = 152,55$$

The simultaneous effect of variable Work Spirit, Competence and motivation on Productivity can be done by calculating f count / f statistics using the formula as below.

$$R2 = 0.933 \text{ (Productivity)}$$

$$F_{hitung} 2 = \frac{\frac{R^2}{(k-1)}}{1-R^2/(n-k)}$$

$$F_{hitung} 2 = \frac{\frac{0,933}{(4-1)}}{1-0,933/(98-4)}$$

$$F_{hitung} 2 = 0,311 / 0.00071$$

Goodness of Fit Index (GoF) is to validate the combined performance between the measurement model (outer model) and the structural model (inner model) obtained through the following calculations:

GoF = $\sqrt{}$ (AVE x R ^ 2)
GoF = $\sqrt{}$ (0.75x 0.384)
GoF = $\sqrt{}$0.288
GoF = 0.537

The purpose of testing predictive relevance (Q2) is to validate the model. The results of Q2 calculations are as follows:

Q2 = 1 - (1 - R12) (1 - R22)
Q2 = 1 - (1 - 0.824) (1 - 0.933)
Q2 = 1 - (0.176) (0.067)
Q2 = 1 - 0.011792
Q2 = 0.988

Based on the results of the predictive relevance (Q2) above, it shows a value of 0.988. In this research model, endogenous latent variables have predictive relevance (Q2) values greater than 0 (zero) so that exogenous latent variables as explanatory variables are able to predict the endogenous variables of Work Productivity or in other words prove that this model is considered to have predictive relevance well.

Testing hypotheses about the influence of exogenous variables Work Spirit (ξ1), Competence (ξ2) on endogenous variables motivation (η1) both partially and simultaneously and also Work Spirit (Work), Competence (($2) and motivation ($\eta$1) on endogenous variables Productivity (η2), and also the following is related to the effects of mediators or the influence of mediators in this case motivation.

	T Statistic (O/STDEV)	T Table	P Values
Work Spirit (x1) -> *Motivation* (y1)	2.383	1.986	0.002
Work Spirit (x1) -> *Work Productivity* (y2)	3.140	1.986	0.006
Competence (x2) -> *Motivation* (y1)	2.696	1.986	0.000
Kompetensi (x2) -> *Work Productivity* (y2)	3.751	1.986	0.000
Motivation (y1) -> *Work Productivity* (y2)	2.262	1.986	0.001

Table 4

	R square	F Statistic	F Table	Alpha	CONCLUSIONS
(SK, KOM) -> MOT	0.824	152,55	2.7	0.05	$F_{0.05}$ FHitung > FTabel (H_6 Accepted)
(SK, KOM, MOT) -> PK	0.933	438,1	2.7	0.05	FHitung > FTable ($H7$ Accepted)

Table 5

➢ Hypothesis 1 - The spirit of work has a significant effect on motivation Obtained path coefficients of 0.981 and t arithmetic (2.383)> t Table (1.986) with p of 0.002, thus H1 is accepted (p <0.05) and H0 is rejected, enthusiasm for work has a positive effect on motivation.

➢ Hypothesis 2 - Competence has a significant effect on motivation Obtained path coefficient of 0.079 and t arithmetic (2.696)> t Table (1.986) with p equal to 0.000, thus H2 is accepted (p <0.05) and H0 is rejected, Competence has a positive effect on motivation.

➢ Hypothesis 3 - Work Spirit has a significant effect on Productivity Obtained path coefficients of 1.002 and t arithmetic (3.140)> t Table (1.986) with p of 0.006, thus H3 is accepted (p <0.05) and H0 is rejected, Work Spirit has a positive effect on Productivity.

➢ Hypothesis 4 - Competence has a significant effect on Productivity Obtained path coefficient of 0.057 and t arithmetic (3.751)> t Table (1.986) with p of 0.000, thus H4 is accepted (p <0.05) and H0 is rejected, Competence has a positive effect on Productivity.

➢ Hypothesis 5 - Motivation has a significant effect on productivity Obtained path coefficient of 0.018 and t arithmetic (2.262)> t Table (1.986) with p equal to 0.001, thus H5 is accepted (p <0.05) and H0 is rejected. Motivation has a positive effect on productivity.

➢ Hypothesis 6 - Work spirit and competency have a significant effect on motivation. The work morale and competency variables have (R2) that is 0.824 with the f statistic value 152.55 and the f table value at alpha 0.05 is 2.70. This means that f count (152.55)> f Table (2.70), then H6 is accepted and H0 is rejected. Thus it can be concluded that hypothesis 6 is proven which

states that the variable Work Spirit and Competence has a positive and significant influence on motivation.

➢ Hypothesis 7 - Work Spirit, Competence, Motivation influences Productivity. The variable of Work Spirit, Competence, and motivation has (R2) that is 0.933 with the value of f statistic 438.1 and the value of f table at alpha 0.05 which is 2.7. This means fcount (438,1)> f Table (2.7), then H7 is

➢ Hypothesis 8 - Motivation mediates work morale and competency towards productivity

Testing hypotheses with mediating effects is done in two steps according to (Baron and Kenny, 1986; Hair et al., 2011; Kock 2013) in Blasius (2017):

• Estimating direct effects between independent variables and dependent variables. In this study, researchers estimated direct effect, namely the direct influence between variable morale and competency variables on motivation and productivity with explanations as in Table 4.13 with results for morale towards Productivity obtained path coefficients of 0.102 and t count (3,140)> t Table (1,986) with p equal to 0.006 and competency towards Productivity obtained path coefficient of 0.057 and t count (3.751)> t Table (1.986) with p equal to 0.000.

• Simultaneously estimating indirect effects by adding a mediating variable between the independent variable and the dependent variable. In this study, researchers estimated indirect effects, namely the role of motivational variables in mediating the effect of variability accepted and H0 is rejected. Thus it can be concluded that hypothesis 7 is proven which states that the variable Work Spirit, Competence, and motivation has a positive and significant influence on Productivity.

Correlation analysis between dimensions aims to measure the level of relationship between dimensions in variable X with dimensions in variables Y1 and Y2 and dimensions in variable Y1 with dimensions in variable Y2.

In this study the Spirit variable consists of 4 dimensions, the Competency variable consists of 3 dimensions, the motivation variable consists of 3 dimensions and the work productivity variable consists of 6 dimensions.

Variable	Dimension	Motivation (Y1)			Work Productivity(Y2)					
		Y1.1	Y1.2	Y1.3	Y2.1	Y2.2	Y2.3	Y2.4	Y2.5	Y2.6
Work Spirit (X1)	Prensence	0.525	0.350	0.483	-0.328	0.179	-0.168	-0.242	-0.050	-0.062
	Discipline	0.675	0.651	0.340	-0.065	0.532	0.545	-0.267	0.016	0.457
	Colaboration	-0.373	-0.276	-0.102	-0.059	0.328	0.204	1.100	0.662	0.661
	Responsibilities	0.340	-0.302	-0.034	0.434	0.210	-0.218	-0.599	-0.078	0.033
Comepetence (X2)	Motivation	-0.107	0.170	-0.002	-0.027	-0.036	0.370	0.255	0.094	-0.011
	Has a Personal Target	-0.108	0.167	0.183	-0.219	-0.066	-0.006	0.399	-0.015	0.009
	Expertise	0.062	0.239	0.136	-0.049	-0.011	-0.003	-0.067	0.287	-0.074
Motivation (Y1)	Need for Achievement	1.102		-0.055	0.151		0.070	0.170		-0.252
	Need for Power	-0.035		-0.083	0.003		0.103	-0.074		-0.044
	Need for Affiliation	0.170		-0.156	0.042		0.144	-0.012		0.239

Table 6:- Matrix Correlation Results among Dependent Variable Dimensions and Its Dependent Variable

➢ In the variable work spirit towards the motivation variable, the highest dimension correlation is the discipline dimension, amounting to 0.675.
➢ In the work spirit variable on Productivity variables, the highest dimension correlation is the dimension of collaboration, amounting to 1,100.
➢ In the competency variable towards the variable motivation, the highest dimension correlation is the dimension of having a personal target, amounting to 0.183.
➢ On the Competence variable on Productivity variables, the highest dimension correlation is to have a personal target, which is equal to 0.399.
➢ In the motivation variable for Productivity variables, the highest dimension correlation is Need for Achievement, which is equal to 1102

❖ *Discussion*
The results of this study indicate that the spirit of work and competence have a significant positive effect on motivation and productivity. If the spirit of work and competence are mediated by variable motivation, the effect becomes very significant on Productivity. In addition, motivation also has a significant positive effect on productivity.

➢ *Effect of Work Spirit on Motivation (Hypothesis 1)*
The value of P value influences the variable Work Spirit on work motivation (Work Spirit ivasi Motivation) is significant with p value of 0.002, T statistic of 2.338 and original sample is positive. Because the value of the p value obtained is significant, the statistical T> 1986 and the original sample is positive, Ho is rejected and it is

concluded that the Work Spirit has a positive and significant effect on work motivation, the more enthusiasm in the employee's work, the higher the employee's motivation, and vice versa.

According to Wexley and Yulk (in As'ad 2000) describing work morale is something that creates work motivation or motivation. This is what needs to be considered to increase the motivation of all PT. Sinar Metrindo Perkasa. High enthusiasm will influence motivation in working to produce work results as expected by the company and employees.

➢ *Effect of Competence on Motivation (Hypothesis 2)*
The value of p value influences the competency variable on work motivation (Motivation Competence) is significant with a p value of 0,000, T statistic of 2,696 and the original sample is positive. Because the value of the p value obtained is significant, the T statistic> 1.986 and the original sample are positive, Ho is rejected and it is concluded that competence has a positive and significant effect on work motivation, the greater the competency the company gives to employeesthen the higher the work motivation of employees, and vice versa.

Competence is a standard that every employee must have in working at a company. Competence is inseparable from the name of knowledge, understanding and expertise. A person will have high motivation if they have the desired competencies (Guntur, 2015). This is what needs to be improved on the employees of PT. Sinar Metrindo Perkasa to increase the motivation of its employees

➢ *Effect of work morale on productivity (Hypothesis 3)*

The value of p value influences the variable Work Spirit on Productivity (Spirit uktivitas Productivity) is significant with a p value of 0.006, T statistic of 3.140 and original sample is positive. Because the value of the p value obtained is significant, the T statistic> 1.986 and the original sample are positive, Ho is rejected and it is concluded that work morale has a positive and significant effect on Productivity, the more appropriate the work spirit with the employee's ability, the higher the work productivity, and vice versa.

The work spirit is characterized by one of the levels of presence in the work. The logic is how someone can work if he is not in the work location where he works. Or if the employee has been given a predetermined working hour to complete a job without being noticed the employee is late for work or the job is still not completed but wants to go home while not working home hours that have been arranged by the company.

➢ *Effect of Competence on Productivity (Hypothesis 4)*

The value of p value influences the Competence variable on Productivity (Productivity Competency) is significant with a p value of 0,000, a statistical T of 3,751 and the original sample is positive. Because the value of the p value obtained is significant, the T statistic> 1,986 and the original sample are positive, Ho is rejected and it is concluded that Competence has a positive and significant effect on work productivity, the greater the competency given by the agency to employees, the higher the productivity, vice versa.

According to Norma Sulastri Manik (2010), productivity increases one of which is caused by the competency of these employees. Of course competency will be one of the good productivity enhancers if at the PT. Sinar Metrindo Perkasa pay attention to the competencies possessed by each employee, for example in understanding the expertise they have used for anything and precisely not being a wrong job placement until the employee loses the expertise he actually has.

➢ *Effect of Motivation on Productivity (Hypothesis 5)*

Value of p value Motivation of influence of motivation variable on productivity (Motivation uktif Productivity) is significant with p value of 0.001, T statistic of 2.262 and original sample is positive. Because the value of the p value obtained is significant, the statistical T> 1986 and the original sample is positive, Ho is rejected and it is concluded that motivation has a positive and significant effect on Productivity, the higher the work motivation of employees, the higher the productivity of employees, and vice versa.

It is supported by Tjin Wem and Aima (2017) productivity is highly dependent on employee motivation and will be achieved if there is high motivation and good morale from human resources. This motivation will be reflected in the work ethic that will affect the company's overall productivity. Motivation is one of the important factors and affects productivity.

➢ *Effect of Work Spirit and Competence on Motivation (Hypothesis 6)*

The R2 value of the motivation variable is 0.824 with F count of 152.55, because the value of F count> F table (2.70) then it is concluded that the variable work spirit and competency simultaneously have a significant effect on the motivation variable with the influence of simultans at 82.4%, while the remaining 17.6%% of the motivation of PT. Sinar Metrindo Perkasa is influenced by other factors outside of work spirit and competence.

The assumption is that there is a correlation between the variables of work morale and competence together towards motivation. Based on the results of the research stated above, each variable has a positive influence in influencing work motivation. For that reason, a temporary conclusion can be drawn that each variable, namely work morale and competence together have a positive effect on work motivation which will be examined further.

➢ *Effect of Work Spirit, Competence, and Motivation on Productivity (Hypothesis 7)*

The R square value of Productivity variable is 0.933 with F count of 438.1 because the value of F count> F table then it is concluded that the variable motivation, Work Spirit and Competence simultaneously have a significant effect on productivity variables with a simultaneous influence of 93.3%, while the remaining 6.7% motivation of PT. Sinar Metrindo Perkasa is influenced by other factors outside of work spirit, competence and motivation.

The assumption is that there is a relationship between variables of work spirit, competence and joint motivation for productivity. Based on the results of the research that has been informed above, that each variable has a positive influence in influencing productivity. For this reason, a temporary conclusion can be drawn that each variable is work spirit, competence and motivation towards productivity which will be examined further.

➢ *Motivation Mediates Work Spirit and Competence Against Productivity (Hypothesis 8)*

Path coefficient value direct influence of work morale on productivity 1,002> path coefficient value indirect influence work morale on productivity is 0,018, work morale on productivity is not mediated by motivation variable and path coefficient value of direct influence of competency on productivity 0,057> indirect influence path coefficient value Competence towards Productivity is 0.001, so competency towards Productivity is not mediated by motivational variables.

Based on the theoretical study mentioned above it can be indicated that motivation does not mediate Work Spirit and Competence towards Productivity. In this study, it is known that the direct influence of work morale and competence on productivity is greater when compared to the indirect influence relevant to the conditions in the field

because the work spirit of employees is uneven and competencies in 2015 decrease due to the implementation of On Job Training for employees due to increased production demand so it is not possible to run a maximum training program that is usually carried out for new employees of PT. Sinar Metrindo Perkasa so as to influence employee productivity.

V. CONCLUSIONS AND RECOMMENDATIONS

Based on the results of the research and discussion in the previous chapters, some conclusions can be stated as follows:

➢ The spirit of work has a significant positive effect on motivation, with the dimensions of discipline being the most influential.
➢ Competence has a significant positive effect on motivation, with the dimensions of having the most powerful personal targets.
➢ The spirit of work has a significant positive effect on Productivity, with the most powerful dimensions of collaboration.
➢ Competence has a significant positive effect on Productivity, with the dimensions of having the most powerful personal targets.
➢ Motivation as a mediator in this study has a significant effect on Productivity.
➢ The spirit of work and competence together have a significant positive effect on motivation. with the dimensions of Need for Achievement the most influential.
➢ The spirit of work, competence and motivation simultaneously have a positive and significant influence on productivity.
➢ Motivation does not mediate work morale and productivity competency.

RECOMMENDATIONS

Based on the results of the analysis of the discussion and some of the conclusions above, the suggestions that can be given to complete the results of this study are as follows:

A. For Companies
The results of the correlation analysis between dimensions show that Discipline is quite significant affecting the motivation for Need for Achievement in work where this affects employees who are unproductive which causes cruel results that do not reach the expected target so that the Agency needs to do the following:

➢ Make more stringent rules and guidance on working hours
➢ Conducting Total Presence Monitoring
Possible things can be done by increasing the implementation of the existing Reward and Punishment system to be more stringent such as penalties for violation of working hours resulting in deductions in salaries and benefits. And it is also necessary to give rewards to diligent

employees in the form of bonuses from salary deductions for employees who get Punishment.

➢ Guiding employees who are recorded often violate the rules of working hours so that they are more enthusiastic in working. For example by holding a Rest and Recreation activity at a certain time.
➢ Besides this, competency in having personal targets is very influential on the motivation for Need for Affiliation at the PT. Sinar Metrindo Perkas so the company needs to do a number of things as follows:

• Make employee targets, such as applying individual KPIs so that employees understand what they are targeting
• Making Achievement Orientation training. In this training the emphasis is on developing individual character of each individual and working in a team (team work). so that it is expected to determine the priority scale in the work, be able to motivate and identify strengths and weaknesses and how to overcome them, and the last of the objectives of this training is to be able to make a self-development plan in order to increase personal targets.

B. For Further Researchers
Expectations from the authors so that further research can dig deeper into the variables that affect Productivity. The significance of the influence of motivation as a mediator on productivity encountered in this study opens up the possibility of other influences of motivation on other variables.

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