

Implementation of Employee Professional Competencies in Increasing Work Motivation at PT JNE Pati

Riezky Army Riesha^{1*}, Joko Suprianto²

Business Administration Study Program, Faculty of Economics and Business,
Universitas Safin Pati, Indonesia^{1*}

Informatics Engineering Study Program, Faculty of Computer Science,
Universitas Safin Pati, Indonesia²

Email: riezky_army@usp.ac.id^{1*}, joko_suprianto@usp.ac.id²

ABSTRACT

Employees in logistics companies such as JNE play a crucial role in maintaining good operational performance. Employees with strong professional competencies can become valuable assets in responding to industry changes and demands. Therefore, the aim of this research is to examine the implementation of professional competencies among employees at PT JNE Pati. The research method utilized is a descriptive qualitative research approach. The findings indicate that the implementation of professional competencies at PT JNE Pati has a positive impact on employees' work motivation. Enhanced skills and knowledge through training, career development opportunities, the creation of a work environment that supports professional growth, performance evaluation, and the implementation of recognition policies contribute significantly to employees' enthusiasm and engagement.

Keywords: Professional Competence, Work Motivation, Human Resources

INTRODUCTION

In achieving a goal, every company or organization definitely needs resources as the main foundation for achieving that goal. Resources are all elements or assets that are available and can be utilized by a company or organization to achieve their goals. These resources involve various things, such as people, finance, technology and infrastructure, which are used optimally to support operations and growth. HR Resources are one of the resources that are very crucial and needed by the Company because their role is the key to the success of the company's goals.

The ability of human resources to fulfill their responsibilities and roles determines success or failure. People who are capable and ready to help in achieving organizational or company goals are called human resources. The terms human resources and workforce, which refer to the workforce and non-labor force, have equivalent meanings in population science (Samsuni, 2017).

When compared with other resources, human resources occupy a unique position. This happens because human resources are the main component of an organization. The most strategically important component in the operations of an organization or company is its human resource base. Therefore, human resources are a potential or asset that becomes capital in the running of a business or organization (Andriani et al., 2022).

Another definition of human resources is the source of strength of an organization that comes from its people. According to this interpretation, human resources refer to power and human resources. Ndraha defines high-quality human resources as those who are able to use their greatest energy such as intelligence, creativity and imagination to produce competitive, generative and inventive value in addition to comparative value (Sutrisno, 2016).

Based on this explanation, human resources can be interpreted as resources that refer to all the potential, skills, knowledge and abilities possessed by individuals who work in a company or organization. HR does not only cover the physical workforce, but also the psychological, intellectual and social aspects of employees. Thus, human resources are not just workforce, but are complex and diverse elements that can shape the success and balance of an organization. Effective human resource management is vital in ensuring organizations can develop and compete sustainably.

To get the best results, organizations need to utilize every potential of human resources to the maximum. Entrepreneurs and their workforce are interdependent. If workers succeed in advancing their business, all parties will benefit from the profits obtained. Meanwhile, the success of a company serves as a tool for its expansion and improvement (Putri & Fadli, 2023). This was also done by PT JNE.

Thanks to network coverage and distribution areas covering more than 83,000 cities, districts, villages and outer islands, PT. Lintas Nugraha Ekakurir or also known as JNE is one of the largest goods expedition companies in Indonesia. Its sales outlets number more than 8,000 points, and employ more than 50,000 people throughout the country. JNE was founded on November 26 1990, and its first commercial operations included managing import/customs procedures for products and paper, as well as their transportation from abroad to Indonesia.

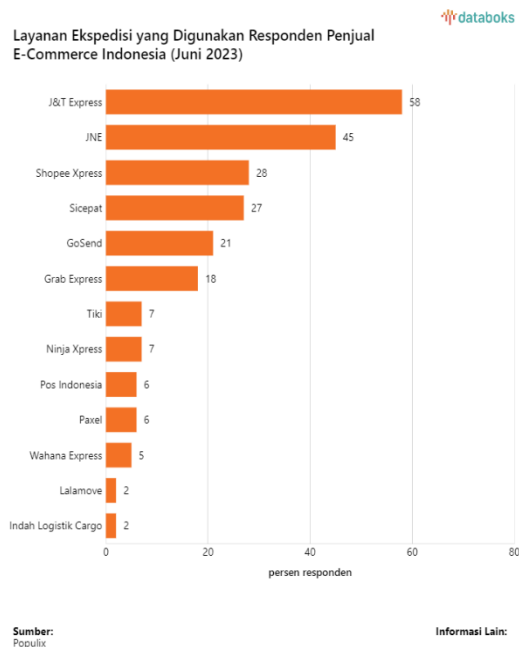


Figure 1. Data on Goods Delivery Services in Indonesia in 2023
Source: (Muhamad, 2023)

Based on the data above, PT JNE is in second place as the most used goods delivery service in 2023, after the J&T Express expedition service. With a figure of 45%, PT JNE has become a goods delivery service that is in demand among the public.

Almost all regions in Indonesia have goods delivery services available from JNE, including one of the regions where this service is available is Pati. Pati is a district located in Central Java Province. Reporting from patikab.go.id, the administrative area of Pati Regency is 150,368 hectares, divided into 21 sub-districts, 401 villages, 5 sub-districts, 1,106 hamlets, 1,474 RWs and 7,524 RTs. The strategic location of Pati Regency in the socio-cultural economic sector makes it a potential center for the development of natural resources and human resources in all areas of community life, including agriculture, animal husbandry, fisheries, industry, mining and quarrying, as well as tourism (Pati Regency Government, 2014).

PT JNE Pati operates in the logistics industry which often demands high levels of efficiency, good time management and optimal service quality. In this very dynamic business environment, employees at logistics companies like JNE have a crucial role in maintaining good operational performance. Employees who have good professional competence can be a valuable asset in responding to changes and industry demands. Professional competencies include knowledge, technical skills and professional attitudes relevant to their work. Applying these competencies in the workplace can improve operational efficiency and provide a competitive advantage.

When a person has the education, training and experience necessary to work better than others in carrying out the duties and responsibilities entrusted to him, then he has demonstrated competence, namely the fundamental quality or human resource capacity of that individual. To determine the expected level of performance in the good or medium category, a competency level is required (Wibawa et al., 2022).

Competency is the ability to perform a task or job which is supported by the work attitudes required for that job and is based on skills and knowledge. Each person is unique in their abilities in various fields. A person's level of competency can help an organization determine what kind of job performance that individual is capable of achieving. Companies can better understand employees' abilities to do their best and contribute in ways that best suit the organization's needs by having a thorough understanding of their competencies (Putri & Fadli, 2023).

Mulyadi said that competence is an important variable that might influence productivity when competence has a beneficial impact. The level of employee productivity is determined by their competency. The more skilled an employee is, the more productive they are (Sudrajat, Imelia, Hajunri, & Ingelim, 2023). Meanwhile, the capacity to become an expert in a particular subject or type of work is called professional competence. Professional competence can be ensured through evaluations carried out by institutions or associations that have formal industry recognition. Another way to think about competency is as talent which is based on abilities, knowledge and work attitudes related to predetermined work needs (Sutrisno, 2016).

These professional competencies can give employees a sense of independence and self-confidence because they have the knowledge and skills needed to complete tasks well. So, this can increase work motivation because employees feel competent in their work. Achievement of professional competency is often recognized in the form of awards, promotions, or additional responsibilities. This recognition can increase job satisfaction and motivation because employees feel appreciated and given opportunities to develop. Employees who feel they have good professional competence tend to be more interested in their work. This can create a motivating work environment as they feel their work is relevant and meaningful.

Previous research states that professional competence has an influence on employee work motivation (Halmuniati & Sabania, 2019). This happens because employees who have high professional competence tend to achieve better levels of

performance. Success in work tasks can provide positive reinforcement and increase motivation to achieve better results. Thus, professional competence does not only refer to technical expertise, but also plays an important role in shaping employee work motivation. However, the main challenge faced by PT JNE Pati may involve the problem of employee work motivation. Factors such as a high workload, time pressure, or lack of recognition can affect motivation levels. Therefore, it is important to understand the extent to which professional competence can be a positive solution or contributor in increasing work motivation.

Based on this explanation, this research aims to look at the implementation of employee professional competence at PT JNE Pati. By understanding and improving the implementation of professional competencies, it is hoped that it can have a positive impact on the overall performance of PT JNE Pati. This can include improving operational efficiency, quality of service to customers, and employee satisfaction, which in turn can improve the company's image and sustainability.

RESEARCH METHODS

The descriptive method used in this research aims to characterize items according to their nature. The approach in this research is qualitative. Denzin and Lincoln define qualitative research as studies conducted using various currently available methodologies in natural settings with the aim of evaluating events that occur. The main tool in qualitative research is the researcher; unlike other quantitative approaches, statistical processes are not used to obtain research results (Anggito & Setiawan, 2018).

In qualitative descriptive research, an item, event, or social context is described by the researcher and then written narratively. Writing means that information is collected and presented in the form of words or images, not numbers (Anggito & Setiawan, 2018). Thus, qualitative research is a research approach that aims to understand and explain complex phenomena in their natural context, without involving numerical or statistical measurements.

Qualitative research is often used in the social sciences, humanities, and various other fields to answer complex and in-depth research questions. This approach provides space for a deeper understanding of human experience and complex phenomena in everyday life. The object of this research is the implementation of employee professional competence in increasing work motivation. Meanwhile, the subjects in this research were around 15 employees of PT JNE Pati.

In obtaining research data, researchers used observation. With direct observation, data is collected from the field. Observational data can describe attitudes, behavior, actions and interpersonal interactions in general in the qualitative tradition. Interactions within an organization or members' experiences there can also function as sources of observational data (Semiawan, 2010). So it can be said that collecting data by observation is one of the data collection techniques in qualitative research. This technique involves direct observation of behavior, events, or situations. Regarding data analysis, there are three key elements that need to be implemented in the data analysis process when using a qualitative approach: data reduction, data presentation, and drawing up conclusions and verification (Iskandar, 2018).

RESULTS AND DISCUSSION

The implementation of employee professional competence at PT JNE Pati is viewed from the aspect of developing the quality and productivity of human resources. These steps are designed to not only improve employees' technical skills, but also to positively impact their morale, engagement and work motivation. As part of this effort,

PT JNE Pati is committed to providing relevant training, providing career development opportunities, and creating a work environment that supports employee professional growth.

Providing relevant training is meant here to provide employees with the skills and knowledge necessary to carry out their duties effectively. This will be beneficial for employees where they will feel more confident and competent in carrying out their work. This can increase self-confidence, motivation, and overall performance. Training and education that builds professional competence will help employees to feel more competent in carrying out their duties, which will make them happier at work and more motivated to achieve company goals. This can be achieved by implementing effective training programs and building employee professional competence, such as *soft skills*, *hard skills* and *leadership development training*.

Meanwhile, providing career development opportunities is opening the door for employee career advancement through increasing responsibility, promotion, or moving to a more strategic position. Employees who see career development opportunities tend to be more motivated. This creates an intrinsic drive to improve performance in order to seize these opportunities. Additionally, this can increase employee loyalty and retention. Creating a work environment that supports employee professional growth is building an organizational culture that supports and encourages employee professional growth. A growth-supportive environment provides space for employees to develop their skills, take constructive risks, and participate in challenging projects. This creates a sense of accomplishment and triggers intrinsic motivation to grow professionally.

By integrating these three elements in a human resource management strategy, companies can create conditions that support employee work motivation. Relevant training provides employees with necessary skills, career development opportunities provide achievable goals, and a growth-supportive work environment creates conditions that allow employees to develop personally and professionally. In combination, these elements form a strong basis for achieving high levels of work motivation throughout the organization.

In addition, the performance evaluation aspect is also an integral part of this implementation, ensuring that each employee has a clear understanding of how increasing their competency correlates with achieving their corporate and personal goals. This evaluation is used to determine the extent to which employees have improved their competence. This system provides construction feedback and helps in designing next steps.

PT JNE Pati implements a recognition and rewards policy for employees who successfully implement professional competencies well. These awards include public recognition, financial incentives, or career development opportunities. This is in line with previous research conducted by Tila Wati which found that when employees receive rewards for their hard work, their motivation to work and maintain discipline increases because their professional competence is recognized with awards given by the company (Wati, 2021). The reward system received by PT JNE Pati employees for their professional competence includes, among other things, health insurance for employees, job promotions, praise for employees, and salaries and bonuses.

These awards include intrinsic *rewards and extrinsic rewards*. Intrinsic rewards, according to Simamora, are benefits that come from internally and are usually obtained through participation in certain jobs or activities. Meanwhile, extrinsic rewards are benefits obtained from external sources or parties and do not come from carrying out natural activities (Hidayatinnisa, Adisaksana, & Fauziah, 2020). Thus, the implementation of professional competencies at PT JNE Pati is directed at creating a solid

foundation for sustainable work motivation and increased productivity throughout the organization.

The results of this research are in line with research conducted by Sahputra (2020) which also revealed that professional competence can increase performance motivation in this research in the teaching profession. Characteristics that support professional competence increase teacher performance motivation. It is clear that the principal exercises authoritative leadership and a positive work atmosphere. Apart from that, research conducted by Sumarsih (2016) also states that professional competence is positively correlated with work motivation. Where as professional skills increase , work motivation also increases.

This can be interpreted as increasing professional competence, which includes technical skills and knowledge, which can give employees a greater sense of confidence in carrying out their duties and responsibilities. Employees who feel competent in their jobs tend to have higher levels of motivation. They may feel more satisfied with their achievements and motivated to continue improving their performance. In addition, continuously developing professional skills can open up career development opportunities, such as promotions or greater responsibilities. This can provide opportunities to develop professionally and achieve higher career achievements and can be a powerful motivator. Employees who have a clear vision of their career progress tend to have high motivation to achieve these goals.

Thus, increasing professional competence not only improves employee performance, but also plays an important role in increasing intrinsic motivation. Employees who feel skilled, confident, and see career development opportunities tend to have higher levels of work motivation because they feel their value is recognized and has a positive impact on achieving organizational goals.

CONCLUSION

Based on the discussion explained above, it can be concluded that employee professional competence can increase employee work motivation at PT JNEi Pati. Where to implement the professional competence of employees at PT JNEi Pati in terms of the aspect of developing the quality and productivity of human resources. These steps are designed to not only improve employees' technical skills, but also to have a positive impact on their morale, engagement and work motivation. As part of this effort, PT JNEi Pati is committed to providing relevant training, providing career development opportunities, creating a work environment that supports employee professional growth, providing performance evaluations, and implementing recognition and rewards policies for employees. So research shows that the implementation of professional competencies at PT JNEi Pati has a positive impact on employee work motivation. Skills and knowledge enhanced through training and competency development make a significant contribution to employee morale and engagement.

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