



The influence of human resource competence and motivation on work effectiveness at PT. Pupuk Kujang Cikampek



^{1*}Inka Komalasari, ²Dadan Ahmad Fadili, ³Asep Maulana

*^{1,2,3}Department of Management, Faculty of Economics and Business,
University of Singaperbangsa Karawang – Indonesia*

e-mail

^{1*}inkakomalasari904@gmail.com (*corresponding author*)

²dadan.ahmad@fe.unsika.ac.id

³asep.maulana@fe.unsika.ac.id

ABSTRACT

This study aims to examine the effects of human resource competence and motivation on the work effectiveness of Junior Officer employees at PT Pupuk Kujang Cikampek. A quantitative research design employing descriptive and explanatory approaches was used. Data were collected through structured questionnaires administered to 134 Junior Officer employees and analyzed using multiple linear regression with SPSS 25. The findings indicate that human resource competence and motivation each have a positive and significant effect on work effectiveness. Competence contributes 6.14% to work effectiveness, while motivation contributes 13.50%, indicating that motivation exerts a stronger influence than competence. Simultaneously, both variables explain 29.7% of the variance in work effectiveness, with the remaining 70.3% attributable to other factors outside the scope of this study. These findings demonstrate that improving employee competence and strengthening work motivation are essential for enhancing organizational effectiveness. This study contributes to the human resource management literature by providing empirical evidence on the complementary roles of competence and motivation in improving employee work effectiveness and offers practical implications for organizations in designing integrated competency development and motivational strategies to enhance workforce performance.

Keywords: *Human Resource Competency; Motivation; Work Effectiveness;
PT. Pupuk Kujang Cikampek*



©2026 Copyright : Authors

Published by : Program Studi Manajemen, Universitas Nusa Cendana, Kupang – Indonesia.

This is an open access article under license:

CC BY (<https://creativecommons.org/licenses/by/4.0/>)

INTRODUCTION

Human Resources (HR) are one of the most important assets in achieving organizational goals. In an increasingly competitive business environment, companies are required to have employees who possess high competence and strong work motivation in order to perform effectively (Nuriyah et al., 2026). According to Gibson et al., (2020), employee work effectiveness reflects the extent to which employees are able to complete their tasks according to targets, quality standards and predetermined time requirements. Therefore, organizations need to continuously improve employee competencies and maintain work motivation to support organizational performance.

Human resource competency according to Spencer (1993) in Edy Sutrisno (2016) refers to the knowledge, skills and work attitudes needed by employees to carry out their work effectively. According to Robbins (2019) employees with high competency are generally more capable of adapting to job demands, solving work-related problems, and contributing to organizational objectives. Likewise, work motivation serves as an internal and external driving force that encourages employees to perform their tasks enthusiastically, responsibly, and productively. According to Maslow (1943), motivation encourages individuals to achieve higher performance by fulfilling various levels of human needs. Previous studies have also shown that competency and work motivation positively influence employee work effectiveness.

PT. Pupuk Kujang Cikampek, as one of Indonesia's state-owned fertilizer companies, relies heavily on the quality of its human resources to maintain operational performance and achieve organizational goals. The company has consistently implemented various human resource development programs through competency development, performance appraisal, employee welfare, career development, and training programs. According to Aguinis (2023) performance measurement is also conducted using Key Performance Indicators (KPI) and Performance Appraisal systems to ensure organizational objectives are achieved.

Although the company's overall human resource performance indicators demonstrate positive results, several organizational issues remain. Preliminary research conducted by the researcher identified weaknesses in resource management, coordination among employees, availability of work facilities, organizational structure, and the effectiveness of training programs in improving employee competency. The pre-survey also indicated that the lowest assessment was related to resource control and management, suggesting that managerial aspects have not been fully optimized. These conditions indicate that employee work effectiveness can still be improved despite the company's relatively good organizational performance.

Furthermore, the company's competency development programs continue to be implemented through regular training activities. However, training data indicate that although training intensity has increased, the number of training sessions has decreased in recent years. This condition suggests that the company has shifted its focus from the quantity of training toward improving training quality. Nevertheless, preliminary findings reveal that the effectiveness of training in enhancing employee competency remains relatively lower than other competency indicators, indicating that competency development programs still require optimization.

From the perspective of work motivation, PT. Pupuk Kujang Cikampek has maintained relatively high employee motivation through welfare programs, career development, performance appraisal, occupational health and safety programs, and

employee retention initiatives. However, the pre-survey results reveal that employee participation in decision-making and clarity of authority remain relatively lower than other motivation indicators. These findings suggest that employee empowerment still requires improvement to maximize work effectiveness.

According to Spencer (2008) previous studies have demonstrated that competency and work motivation significantly influence employee work effectiveness. However, limited studies have simultaneously examined these variables within the context of PT. Pupuk Kujang Cikampek. In addition, although company performance indicators generally show favorable results, preliminary findings indicate that several aspects of competency development, managerial support, and employee motivation have not yet reached optimal conditions. This gap indicates the need for further empirical research to examine whether employee competency and work motivation significantly influence work effectiveness within the company.

Based on the theoretical background, previous empirical findings, and organizational phenomena identified at PT. Pupuk Kujang Cikampek, this study aims to analyze the influence of Human Resource Competency and Work Motivation on Employee Work Effectiveness. The findings are expected to provide practical recommendations for improving human resource management policies and contribute to the development of human resource management literature.

LITERATURE REVIEW, HYPOTESIS, AND RESEARCH FRAMEWORK

Human Resource Competency

Human resource competency is one of the key factors determining organizational success. According to Spencer (2008) competency refers to employees' knowledge, skills, abilities, and work attitudes that enable them to perform their duties effectively. According to Spencer (2008) employees with higher competency tend to complete their tasks more accurately, solve work-related problems efficiently, adapt to organizational changes, and contribute to organizational performance. Therefore, competency is widely recognized as an important determinant of employee work effectiveness.

In this study, human resource competency is measured through employees' knowledge, skills, work attitudes, educational background, participation in training, and problem-solving ability. These indicators reflect employees' capability to perform their assigned responsibilities according to organizational standards.

Previous empirical studies consistently demonstrate that competency has a positive influence on employee work effectiveness. Lasmini et al., (2024) found that competency significantly improved teachers' work effectiveness at SMK Negeri 2 Palu. Similar findings were reported by Desmaria et al., (2018), who concluded that competency positively affects employee work effectiveness at PT Home Credit Indonesia. Likewise, Aniswara et al., (2025) showed that competent employees achieved higher levels of work effectiveness in a public institution. Apriliyandi et al. (2024) also reported that competency significantly contributes to work effectiveness, although leadership was included as an additional variable. Furthermore, Mukminin et al. (2025) concluded that competency remains one of the most influential internal factors affecting employee work effectiveness.

Overall, previous studies consistently support the positive relationship between competency and work effectiveness. However, most studies were conducted in educational institutions, government agencies, and service companies. Limited evidence

is available within Indonesia's fertilizer manufacturing industry, particularly at PT Pupuk Kujang Cikampek. Therefore, further research is necessary to examine whether competency has a similar influence in this industrial context.

Work Motivation

According to Luthans (2011) work motivation refers to the internal and external forces that encourage employees to perform their duties enthusiastically, responsibly, and productively. Employees with high motivation generally demonstrate greater commitment, persistence, and willingness to achieve organizational objectives. According to Robbins and Judge (2019) motivation is therefore considered one of the most important psychological factors influencing employee performance and work effectiveness.

This study measures work motivation through achievement needs, responsibility, recognition, interpersonal relationships, authority, and employee participation in decision-making. These indicators reflect employees' willingness to exert effort in accomplishing organizational goals.

Previous studies consistently indicate that work motivation positively influences employee work effectiveness. Murti (2013) found that motivated employees achieved significantly higher work effectiveness. Similar results were obtained by Hudawi et al. (2020), who reported that work motivation positively affected employee work effectiveness within a cooperative organization. Desmaria et al. (2018), also concluded that work motivation significantly improves employee work effectiveness. In addition, found that motivation enhances employee engagement and contributes indirectly to improving task effectiveness.

Although these studies were conducted in different organizational settings, including educational institutions, government agencies, and private organizations, their findings consistently support the importance of work motivation in improving work effectiveness. Nevertheless, empirical studies within Indonesia's fertilizer manufacturing sector remain limited, creating opportunities for further investigation.

Work Effectiveness

According to Sondang (2008) work effectiveness reflects employees' ability to complete assigned tasks according to organizational objectives, quality standards, and predetermined time schedules. According to Ananyi and Ololube (2023) effective employees are capable of utilizing organizational resources efficiently while maintaining productivity and achieving expected performance outcomes.

According to Steers (1977) employee work effectiveness is commonly measured through indicators such as goal achievement, work quality, productivity, timeliness, discipline, and efficient utilization of organizational resources. According to Ananyi and Ololube (2023) in organizational settings, work effectiveness represents one of the most important indicators of successful human resource management.

According to Hasibuan Malayu (2007) previous studies consistently demonstrate that employee work effectiveness is influenced by both competency and work motivation. According to Armstrong and Taylor (2023) competent employees possess the necessary knowledge and skills to perform effectively, whereas motivated employees demonstrate greater enthusiasm and commitment toward achieving organizational goals.

Consequently, competency and work motivation are widely regarded as two major determinants of work effectiveness.

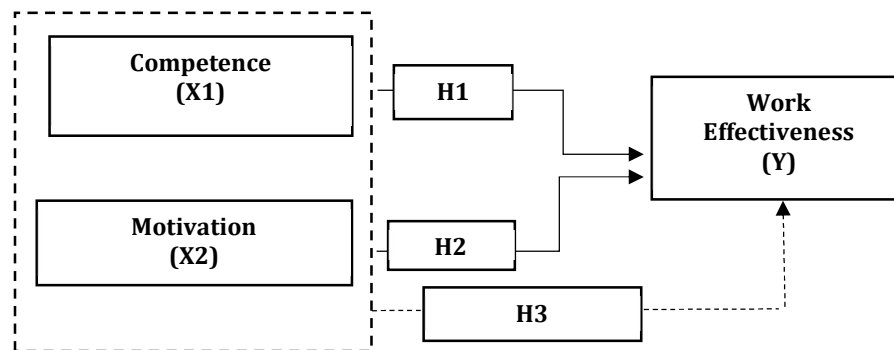
Based on the background and literature review, the hypothesis in this study is as follows:

H1: There is a partial influence between competence and work effectiveness at PT. Pupuk Kujang Cikampek.

H2: There is a partial influence between motivation and work effectiveness at PT. Pupuk Kujang Cikampek.

H3: There is a simultaneous influence between competence and motivation on work effectiveness at PT. Pupuk Kujang Cikampek.

The Competence variable (X1) shows that the competencies possessed by employees, such as knowledge, skills and work attitudes, can influence the level of work effectiveness. Furthermore, Motivation (X2) describes internal and external encouragement that can increase employee enthusiasm, responsibility and productivity in completing work.



Source: Fajar Apriani (2011), Murti (2013), Apriliyandi et al., (2024)

Figure 1
Research Framework

METHOD

According to Sugiyono (2023) this research employed quantitative methods with descriptive and verification approaches. The descriptive approach was used to describe the competency, motivation, and work effectiveness of employees, while the verification approach was used to examine the influence of competency and motivation on employee work effectiveness at PT. Pupuk Kujang Cikampek. The independent variables in this study were competency (X1) and motivation (X2), while the dependent variable was work effectiveness (Y).

The study population was all 134 Junior Officer employees of PT. Pupuk Kujang Cikampek who had participated in training. According to Sugiyono (2023) the sampling technique used saturated sampling (census sampling) so that all members of the population were included as respondents.

The research data consisted of primary and secondary data. Primary data were obtained through questionnaires using a 1–5 Likert scale, while secondary data were obtained from company reports, books, journals, and other supporting documents. Data collection techniques included questionnaires, interviews, and observation.

Data analysis was carried out with the help of SPSS version 25 through, According to Sugiyono (2023) validity tests, reliability tests, classical assumption tests, descriptive analysis, multiple linear regression analysis, coefficient of determination (R^2), and hypothesis testing using the t-test for partial effects and the F-test for simultaneous effects at a significance level of 5% ($\alpha = 0.05$).

RESULTS AND DISCUSSION

Validity Test

According to Sugiyono (2023), validity testing is conducted by comparing the calculated r value with the table r value at a significance level of 0.05. A statement item is considered valid if the calculated r value is greater than the table r value. Conversely, if the calculated r value is less than or equal to the table r value, the item is considered invalid.

According to Sugiyono (2023) ensure the data analysis results in this study are representative and reliable, a validity test was conducted using SPSS 25 for each indicator. The study determined whether the questionnaire was valid or invalid ($r \geq 0.3$ or $r \leq 0.3$).

The questionnaire data validity test for the following variables:

Human Resource Competence

The results of the questionnaire validity test for the human resource competency variable, consisting of 5 statements, were administered to 134 respondents using SPSS 25 software, as shown in the Table 1.

Table 1
Validity Test Results for Human Resource Competency Variables

No	Indicator	r count	r critical	Description
1	Formal Education	0,787	0,3	Valid
2	Training	0,805	0,3	Valid
3	Course	0,831	0,3	Valid
4	Problem Solving	0,773	0,3	Valid
5	Work Ethics	0,647	0,3	Valid

Source: SPSS Data Processing Results, 2026

Based on the results of the validity test using Pearson Correlation, it is known that all statement items in the competency variable have a calculated r value that is greater than the r table (0.3). Apart from that, all items have a significance value of 0.000 which is smaller than 0.05. The highest score is for courses, where the courses taken by employees are very relevant to job needs. And the lowest score is work ethics, where employees have good work ethics in carrying out daily tasks.

Thus, it can be concluded that all statement items on the competency variable are declared valid.

Motivation

The results of testing the validity of the questionnaire for the Motivation variable consisting of 9 statement items submitted to 134 respondents using SPSS 25 software can be seen in Table 2.

Table 2
Motivational Variable Validity Test Results

No	Indicators	r count	r critical	Description
1	Competition	0,670	0,3	Valid
2	Standards of Excellence	0,716	0,3	Valid
3	Task Results	0,608	0,3	Valid
4	Control	0,643	0,3	Valid
5	Influence	0,643	0,3	Valid
6	Authority	0,631	0,3	Valid
7	Interpersonal Relationships (close)	0,651	0,3	Valid
8	Interpersonal Relationships (Familiar)	0,533	0,3	Valid
9	Interpersonal Relationships (Friendly)	0,361	0,3	Valid

Source: SPSS Data Processing Results, 2026

Based on the results of validity testing, all items in the motivation variable show a calculated r value that exceeds the r table of 0.3. With the highest value, namely regarding employee standards of excellence in achieving each task carried out, and with the lowest value, namely regarding interpersonal (friendly) relationships, where employees tend to be slightly motivated and feel comfortable having friendly relationships in social or work environments. Therefore, all statement items on the motivation variable are declared valid.

Work Effectiveness

The results of testing the validity of the questionnaire for the Work Effectiveness variable consisting of 15 statements submitted to 134 respondents using SPSS 25 software can be seen in Table 3.

Table 3
Work Effectiveness Variable Validity Test Results

No	Indicators	r count	r critical	Description
1	Departmentalization	0,519	0,3	Valid
2	Specialist	0,601	0,3	Valid
3	Span of Control	0,489	0,3	Valid
4	Organization Size	0,462	0,3	Valid
5	Equipment	0,520	0,3	Valid
6	Equipment	0,613	0,3	Valid
7	Inter-Employee Relations	0,708	0,3	Valid
8	Working Conditions	0,562	0,3	Valid
9	Work Ability	0,590	0,3	Valid
10	Work Attitude	0,540	0,3	Valid
11	Discipline	0,630	0,3	Valid
12	Individual Motivation	0,507	0,3	Valid
13	Directions	0,357	0,3	Valid
14	Motivation	0,413	0,3	Valid
15	Control of Required Resources	0,470	0,3	Valid

Source: SPSS Data Processing Results, 2026

Based on the results of the validity test for the work effectiveness variable, it was revealed that each statement item had a calculated r value that exceeded the r table (0.300). With the highest score regarding relations between employees, where relations between employees are very harmonious and support teamwork. With the lowest score

regarding management motivation, management is able to motivate employees to work enthusiastically and responsibly. Therefore, all items in variable Y are declared valid and can be used as research instruments.

Reliability Test

Reliability tests were carried out to evaluate the consistency of measuring instruments in research. Reliability testing uses the Cronbach's Alpha method. According to Sugiyono (2023) an instrument is considered reliable if the Cronbach's Alpha value is greater than 0.60. Therefore, if the Cronbach's Alpha value is ≥ 0.60 then the research instrument is declared reliable and can be used in subsequent testing. The test results and analysis of research data are presented in Table 4.

Table 4
Reliability Test

Variables	Cronbach's Alpha	R critical	Description
Competence	0,826	0,6	Reliable
Motivation	0,789	0,6	Reliable
Work effectiveness	0,781	0,6	Reliable

Source: SPSS Data Processing Results, 2026

Based on the results of reliability testing, the Cronbach's Alpha value for the competency variable was 0.826, the motivation variable was 0.789, and the work effectiveness variable was 0.873. All Cronbach's Alpha values are greater than 0.6 so it can be concluded that the research instruments used are declared reliable.

Normality Test

The normality test according to Sugiyono (2023) is used to determine whether the data in research has a normal distribution or not, so that you can choose the appropriate statistical analysis technique to apply. The test results and analysis of research data are presented in Table 5.

Table 5
Normality Test

<i>One-Sample Kolmogorov-Smirnov Test</i>		
		Unstandardized Residual
N		134
Normal Parameters ^{a,b}	Mean	,0000000
	Std. Deviation	,17725717
Most Extreme Differences	Absolute	,064
	Positive	,064
	Negative	-,062
Test Statistic		,064
Asymp. Sig. (2-tailed)		,200 ^{c,d}

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

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

Source: SPSS Data Processing Results, 2026

Based on the normality test data using the One Sample Kolmogorov-Smirnov Test method on the residual value, the Asymp. Sig. (2-tailed) value was obtained at 0.200. This value is greater than 0.05 so it can be concluded that the residual data is normally distributed.

Multiple Linear Regression Analysis

According to Sugiyono (2023) multiple regression analysis is a data analysis method used to identify the influence of two or more independent variables on one dependent variable, as well as to predict the value of the dependent variable based on changes that occur in the independent variables. The test results and analysis of research data are presented in Table 6.

Table 6
Multiple Linear Regression Analysis

<i>Coefficients^a</i>					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	3,909	,512		,000
	X1	,256	,088	,249	,004
	X2	,432	,096	,384	,000

a. Dependent Variable: Y

Source: SPSS Data Processing Results, 2026

Based on the results of multiple linear regression analysis, it was found that:

1. The Competency variable shows a coefficient of 0.256 with a significance value of 0.004 (< 0.05), which indicates that competence has a positive and significant influence on the work effectiveness variable.
2. The motivation variable shows a coefficient of 0.432 with a significance value of 0.000 (< 0.05), which indicates that motivation has a positive and significant influence on work effectiveness.
3. A constant value of 3.909 indicates that if the competency and motivation variables are zero, then the work effectiveness value will be 3.909.

Thus, it can be concluded that the variable that has the most influence on work effectiveness is competence and motivation has a significant influence.

Analysis of the Coefficient of Determination

The Determination Coefficient according to Sugiyono (2023) is a measure used to measure how much the independent variable is able to explain the dependent variable, which is indicated by the R^2 value. The test results and analysis of research data are presented in Table 7.

Table 7
Coefficient of Determination
Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,555 ^a	,308	,297	,17861

a. Predictors: (Constant), X2, X1

b. Dependent Variable: Y

Source: SPSS Data Processing Results, 2026

Based on the Model Summary test results, an R value of 0.555 was obtained, indicating that the relationship between the independent variables (competence and motivation) and the dependent variable (work effectiveness) was in the strong category. Adjusted R Square value of 0.297 shows that after adjusting the number of independent variables in the model, the model's ability to explain the dependent variable is in the range of 29.7%. This shows that the model used in this research is quite good and suitable for use in analysis. Thus, it can be concluded that the competency and motivation variables together have a significant contribution in explaining the work effectiveness variable.

Partial Hypothesis Test (T-Test)

The T test according to Sugiyono (2023) is used to analyze the influence of each independent variable separately on the dependent variable, namely to test whether each independent variable individually has a significant impact on the dependent variable. The test results and analysis of research data are presented in Table 8.

Table 8
Partial Hypothesis Test (T-Test)

		<i>Coefficients^a</i>				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
Model		B	Std. Error	Beta		
1	(Constant)	3,909	,512		7,641	,000
	X1	,256	,088	,249	2,928	,004
	X2	,432	,096	,384	4,521	,000

a. Dependent Variable: Y

Source: SPSS Data Processing Results, 2026

The results of hypothesis testing show that the Human Resource Competency variable has a significance value of 0.004, which is smaller than $\alpha = 0.05$. Apart from that, the calculated t value obtained is 2.928, which is greater than the t table value which is 1.978. This indicates that partially, the Human Resource Competency variable has a significant influence on work effectiveness of 6,14%. Therefore, H_0 is rejected and H_1 is accepted, which shows that Human Resource Competency has a significant influence on work effectiveness.

The results of hypothesis testing show that the Motivation variable has a significance value of 0.000, which is smaller than $\alpha = 0.05$. Apart from that, the calculated t value of 4.521 is greater than the t table value of 1.978. This shows that partially, the Motivation variable has a positive and significant influence on work effectiveness of 13,50%. Thus, H_0 is rejected and H_1 is accepted, which means that motivation has a significant influence on work effectiveness.

Simultaneous Test (F Test)

The simultaneous test according to Sugiyono (2023) is used to determine whether the independent variables simultaneously have an influence on the dependent variable. The purpose of this test is to evaluate the feasibility of the regression model used to explain the relationship between competency variables and work effectiveness. The test results and analysis of research data are presented in Table 9.

Table 9
Simultaneous Test (F Test)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1,858	2	,929	29,122	,000 ^b
	Residual	4,179	131	,032		
	Total	6,037	133			

a. Dependent Variable: Y

b. Predictors: (Constant), X2, X1

Source: SPSS Data Processing Results, 2026

Based on the results of the ANOVA analysis, the calculated f value > f table (29.122 > 3.07) was 29.122 with a significance level of 0.000, and a significance value of 0.000 was smaller than 0.05 (0.000 < 0.05). This shows that the regression model applied is significant. Thus, it can be concluded that the variables Human Resource Competence and Motivation simultaneously have a significant influence on work effectiveness of 29,7%. This means that both independent variables can collectively explain variations in work effectiveness. Therefore, H_0 is rejected and H_1 is accepted, which shows that there is a significant simultaneous influence between competence and motivation on work effectiveness at PT. Cikampek Kujang Fertilizer.

Based on the research results, the Human Resources Competence variable obtained a total score of 2,892 with an average of 578.4, which falls into the "Strongly Agree" category. This result indicates that the competency of PT. Pupuk Kujang Cikampek employees is considered good, particularly in terms of work ability and task understanding. However, indicators of interpersonal relationships, influence, and authority still need improvement. This finding aligns with the theory of Wibowo and Utomo (2016) which states that competence is a combination of knowledge, skills, and work attitudes that support organizational performance.

The Motivation variable obtained a total score of 5,045 with an average of 560.56, falling into the "Agree" category. This indicates that employee work motivation is high, as reflected in work enthusiasm, enthusiasm, and the desire to achieve optimal work results. However, the company still needs to improve motivation through incentives, rewards, and creating a more conducive work environment.

Meanwhile, the Work Effectiveness variable obtained a total score of 8,070 with an average of 538, also falling into the "Agree" category. These results indicate that employees have been able to carry out their work according to targets in terms of quality, quantity, and timeliness, although several indicators still need to be improved to optimize work effectiveness.

The instrument testing results indicate that all research items are valid and reliable, and meet the classical assumption test, making them suitable for use in regression analysis. The obtained regression equation is $Y = 3.909 + 0.256X_1 + 0.432X_2 + e$, with an Adjusted R^2 value of 0.297, indicating that 29.7% of the variation in work effectiveness can be explained by human resource competency and motivation, while the remainder is influenced by other factors.

The t-test results indicate that Human Resource Competence has a positive and significant effect on work effectiveness ($t = 2.928$; Sig. = 0.004 < 0.05), thus H_1 is accepted. Furthermore, Motivation also has a positive and significant effect on work effectiveness

with a t value of 4.521 and a Sig. = 0.000 < 0.05, which shows that motivation has a greater influence than competence in increasing employee work effectiveness.

CONCLUSION AND SUGGESTION

Based on the results of this study, it can be concluded that the competency of human resources at PT. Pupuk Kujang Cikampek is categorized as very good, indicating that employees possess adequate knowledge, skills, and abilities to perform their duties effectively. Nevertheless, several aspects, particularly problem-solving skills, still require further improvement. Employee work motivation is categorized as good, reflecting a relatively high level of enthusiasm and commitment toward work. However, the authority dimension has not yet reached an optimal level and should be strengthened. Likewise, employee work effectiveness is classified as good, indicating that employees are generally able to achieve organizational targets in terms of quality, quantity, and timeliness, although improvements in managerial direction and resource management are still needed. The hypothesis testing results indicate that both human resource competency and work motivation have a positive and significant effect on employee work effectiveness, both partially and simultaneously. These findings suggest that improving employee competency and maintaining high work motivation are important factors in enhancing work effectiveness at PT. Pupuk Kujang Cikampek.

Based on the findings, PT. Pupuk Kujang Cikampek is encouraged to continuously improve employee competency through sustainable training and development programs, particularly in strengthening problem-solving skills. In addition, the company should enhance employee motivation by providing appropriate recognition, incentives, and greater empowerment through clearer delegation of authority and a supportive work environment. To further improve work effectiveness, the company is also advised to strengthen managerial direction, supervision, and resource management to ensure employees can perform their duties more efficiently and achieve organizational objectives optimally.

For future research, it is recommended to include additional variables that may influence work effectiveness, such as job satisfaction, work environment, compensation, or workload. Future studies may also expand the research scope by involving different organizations or industries and applying alternative research methods to obtain more comprehensive insights into the determinants of employee work effectiveness.

REFERENCES

- Aguinis, H. (2023). *Performance management*. Sage Publications.
- Ananyi, S. O., & Ololube, N. P. (2023). *The differences between leadership and management: a comparative analysis. 3rd International Conference on Institutional Leadership and Capacity Building in Africa*, 178.
- Apriliyandi, R., Roslina, N. Y., Rusjiana, J., Meliawati, R., Marfianti, F., & Damanik, F. (2024). *The Influence of Work Motivation and Employee Competence on Employee Performance: Study On Creative Industry Companies in The Technology Sector. Journal of Economics, Management, and Entrepreneurship*, 2(2), 113–128.
- Armstrong, M., & Taylor, S. (2023). *Armstrong's handbook of human resource management practice: A guide to the theory and practice of people management*. Kogan Page Publishers.
- Desmaria, A., Alam, I. I., & Oktaviannur, M. (2018). *Pengaruh Kompetensi Dan Motivasi*

- Kerja Terhadap Efektivitas Kerja Karyawan Pada PT Home Credit Indonesia Cabang Lampung. Jurnal Visionist. 7(1), 14–19.*
- Apriani, F. (2011). *Pengaruh kompetensi, motivasi, dan kepemimpinan Jurnal Bisnis dan Birokrasi, 16(1).*
- Hasibuan, M. S. P. (2007). *Manajemen sumber daya manusia*. PT Bumi Aksara.
- Hudawi, M. N., Harlofida, D., Nawawi, M., & Mardeli, I. (2020). *Pengaruh motivasi terhadap efektivitas kerja karyawan pada Koperasi Pembiayaan Syariah (KSPP) Oku Timur. Jurnal Aktual, 18(2), 100.*
- Aniswara, I., Latifah, M., & Muhtazib, M. (2025). *Pengaruh Kompetensi Sumber Daya Manusia terhadap Efektivitas Kerja Pegawai pada Dinas Pengelolaan Keuangan Daerah Kabupaten Gowa. POINT: Jurnal Ekonomi dan Manajemen, 7(1), 92–102.*
- Lasmini, N. P., Djatola, H. R., & Akasse, H. (2024). *Pengaruh Kompetensi Sumber Daya Manusia dan Motivasi Terhadap Efektivitas Guru SMK Negeri 2 Palu. Jurnal Kolaboratif Sains, 7(3), 1163–1168.*
- Luthans, F. (2011). *Organizational behavior: An evidence-based approach* (12th ed.). McGraw-Hill.
- Maslow, A. H. (1943). A theory of human motivation. *Psychological Review, 50(4), 370.*
- Mukminin, E. Z., Wulandari, N., Ayuningsih, A. P., Rifda Agmadjo, N., & Cholili, A. H. (2025). *Pengaruh Kompetensi Terhadap Efektivitas Kerja Karyawan. Resilience: Journal Of Psychology, 1(2), 46–54.*
- Murti, N. (2013). *Pengaruh Motivasi dan Disiplin terhadap Efektivitas Kerja Karyawan (studi pada karyawan pt. pln (persero) distribusi jawa timur area pelayanan dan jaringan malang. Jurnal Administrasi Bisnis S1 Universitas Brawijaya, 6(2), 78049.*
- Nuriyah, D., & Al Emira, K. (2026). *Basic Concepts of Human Resource Management and Its Challenges in the Modern Era of Education. International Journal of Research in Education, 6(1), 22–31.*
- Robbins, S. P., & Judge, T. A. (2019). *Organizational behavior* (18th ed.). Pearson.
- Siagian, P. S. (2008). *Manajemen sumber daya manusia*. Bumi Aksara.
- Spencer, L. M., & Spencer, P. S. M. (2008). *Competence at work: Models for superior performance*. John Wiley & Sons.
- Steers, R. M. (1977). *Organizational effectiveness: A behavioral view*.
- Sugiyono. (2023). *Metode penelitian kuantitatif, kualitatif, dan R&D* (Sutopo, Ed.). Alfabeta.
- Wibowo, E., & Utomo, H. (2016). *Pengaruh keselamatan kerja dan kesehatan kerja terhadap kinerja dengan kepuasan kerja sebagai variabel intervening (Studi kasus pada karyawan bagian produksi unit serbuk effervescent PT Sido Muncul Semarang). Among Makarti, 9(1).*