The Influence Of Motivation And Competency On Competitive Advantage In The Project Solution Portofolio At Telkom Property Regional 6 Kalimantan

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Abstract.

The Project Solution portfolio remains a key driver in increasing revenue and profitability within the company. As evidenced by the four existing portfolios, Project Solution contributes an average of over 30% of annual revenue, particularly in Region 6 Kalimantan. Furthermore, the ongoing and upcoming IKN (National Capital City) project presents a significant opportunity to increase revenue within this portfolio. With the company's competitive advantages, revenue contributions should be maximized or even increase compared to previous years. Are there any obstacles or problems encountered by personnel involved in this project that have resulted in suboptimal contributions, or even decreased, compared to previous years? This is one of the reasons we focus on researching project-related human resources.The aim of the research is to determine the motivation of each individual involved in a project, to determine the competency of each individual involved in a project and to determine the influence of motivation and competency on competitive advantage in the Project Solution portfolio. The approach used in this research is quantitative. A quantitative approach is used to research a specific population or sample, collecting data using research instruments, and analyzing the data using quantitative/statistical methods. The research results show that motivation does not significantly influence competitive advantage, competence significantly influences competitive advantage, while simultaneously motivation and competence can explain the competitive advantage construct by 67.2% using a moderate model. The remaining variability not explained by the construct could be caused by other factors outside the model. From the results of this study, competence has a significant influence on competitive advantage rather than employee motivation, so the initial focus is to maintain employee competence so that it remains in the very competent category or even improved and retain employees who have good competence to continue working in the company.

Keywords : Motivation; Competence; Competitive Advantage and Project.

I.   INTRODUCTION

One of Telkom Property's business portfolios is Project Solutions, a business portfolio managed by the company related to, or not limited to, construction projects, fit-out, demolition/rehabilitation/repair of buildings, mechanical and electrical work, asset protection, plumbing, etc.

Broadly speaking, Project Solutions consists of three activities:

1. Construction

Managing project activities using effective and efficient management methods, encompassing planning, organization, implementation, and control processes to ensure projects are on time, within budget, high-quality, and run smoothly.

2. Interior & Exterior

Providing services for the construction and/or repair of building interiors (ceilings, partitions, furniture, etc.) using an Open Space Concept to create Collaboration & Efficiency Space, taking into account access to digital infrastructure such as Access Points, as well as the construction and repair of exteriors (landscapes, facades, etc.).

3. MEP & IT Installation

M/E equipment replacement services prioritizing energy efficiency, operational expenditure efficiency through preventive maintenance, and capital expenditure optimization.

The research will focus on the Project Solution portfolio for several reasons, including:

1. This portfolio remains a mainstay in increasing company revenue and profitability. As evidenced by the four existing portfolios, Project Solution contributes an average of over 30% of annual revenue, particularly in Region 6 Kalimantan.

2. Furthermore, the ongoing and upcoming IKN (Nusantara Capital City) project opens up significant opportunities to increase revenue in this portfolio. As quoted by bisnis.com on June 24, 2024, Budi Widihartanto, Head of the Bank Indonesia Representative Office (KPwBI) for East Kalimantan, stated

that three main business sectors (LU), namely construction, mining, and the manufacturing industry, experienced changes in share. The share of construction and other LU increased, while the share of mining and the manufacturing industry decreased, given the dependence on natural resources [1]

3. According to data from the Central Statistics Agency (BPS), updated on February 3, 2024, the following is the value of construction completed by construction companies in Kalimantan:[2]
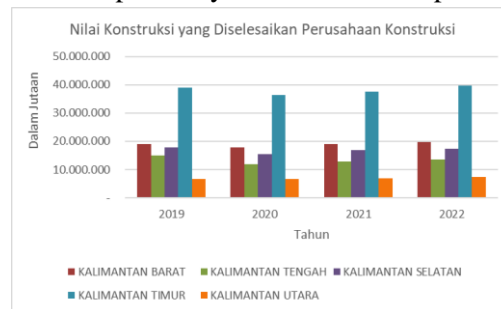

Fig 1. Graph of Construction Value Completed by Construction Companies
Source : Central Statistics Agency

From graph 1, it can be seen that there was an average decrease in the value of construction (Building Construction, Civil Construction & Special Construction) completed in 2019 to 2020, however, in 2020 to 2022, the average increased in all provinces in Kalimantan.

4. According to the North Kalimantan Central Statistics Agency in 2023, in the economy of North Kalimantan Province, the construction sector has an important and strategic role considering that the construction sector contributed 11.45 percent to the Gross Regional Domestic Product in 2023. The construction sector is the sector that has the third largest contribution to the GRDP of North Kalimantan Province after the mining and quarrying sector and the agriculture, forestry, and fisheries sector. However, the construction sector in North Kalimantan Province in 2023 experienced an increase of 8.24 percent compared to 2022, which grew by -1.76 percent.[3]

This demonstrates the significant potential and potential for future development in construction projects. These construction projects will undoubtedly involve fitting out, building demolition/rehabilitation/repair, mechanical electrical work, asset protection, plumbing, and other projects, all of which fall within the Project Solution portfolio.Several observations made during the interviews regarding the decline in the Project Solution portfolio contribution percentage include:

1. Based on observations and interactions during project implementation, both permanent and outsourced employees differed in age, educational background, length of service, etc. The motivations of each project-related personnel varied, including enthusiasm, collaboration with others, achievement orientation, and so on.

2. Unequal human resource competencies, particularly regarding:

- knowledge of project management processes, including initiation, planning, execution, monitoring and controlling, and the closing process.
- skills in using specific tools and applications are required for support and even as a prerequisite for the closing process.
- differing attitudes when facing project obstacles, such as how to handle customer complaints, etc.

This research focuses on the human resources involved in the Project Solution portfolio. Broadly speaking, we analyze the following phenomena:

1. The Project Solution portfolio's contribution percentage decreased in 2023 and 2024 in Region 6 Kalimantan, while the internal and external markets in Kalimantan experienced an increase, as evidenced by the data presented. With the company's competitive advantages, its revenue contribution should have been maximized or increased compared to previous years. Are there any obstacles or problems encountered by the personnel involved in this project that have resulted in suboptimal contributions or even decreased compared to previous years? This is one of the reasons we focused on researching the human resources involved in the project.

2. Preliminary interviews revealed varying motivations among the personnel involved in the project, likely due to differences in age, educational background, length of service, etc.
3. Unequal competencies among personnel directly involved in this portfolio, such as knowledge of project management, tool use, problem-solving skills, etc.
4. With the existing organizational structure in Region 6 Kalimantan and support from Head Office, particularly regarding the Project Solution portfolio, Telkom Property in Region 6 has a competitive advantage that allows it to compete with similar companies both within the Telkom Group and externally. Therefore, the human resources aspects related to this project need to be further studied to optimize competitive advantages so that the project solution portfolio can contribute even more optimally, especially in Region 6 Kalimantan.

II.   METHODS

The approach used in this research is quantitative. A quantitative approach is used to examine a specific population or sample, collecting data using research instruments, and the data analyzed is quantitative/statistical [4]. The type of quantitative research is correlational, which analyzes the relationship between two or more variables without manipulation [5]. Furthermore, it is descriptive, describing the characteristics of a population or phenomenon through data collection (Kumar R, 2018). In quantitative research, researchers rely on standardized external tools or instruments, such as questionnaires, that have been tested for validity and reliability to collect data. Because research instruments serve as measuring tools to produce valid and reliable research data, each instrument must be equipped with a clear measurement scale [4]. Structural Equation Modeling - Partial Least Squares (SEM - PLS) is a variance-based statistical analysis method that combines a measurement model (the relationship between indicators and latent variables) and a structural model (the relationship between latent variables). PLS - SEM is suitable for research aimed at prediction, theory exploration, or conditions where data do not meet the assumption of normality and samples are relatively small [6]. To test validity in this study, the software used was PLS 4.1.1.2 for Windows. Discriminant validity is assessed based on the Average Variance Extracted (AVE) value, where the recommended AVE value is greater than 0.5 [7].

III.   RESULTS AND DISCUSSION

Table 1. Validity Test

Variable	Indikator	Average Variance Extracted (AVE)	Keterangan
Motivasi (X1)	X1.1	0,816	Valid
	X1.2	0,848	Valid
	X1.3	0,747	Valid
	X1.4	0,777	Valid
	X1.5	0,853	Valid
	X1.6	0,731	Valid
Kompetensi (X2)	X2.1	0,801	Valid
	X2.2	0,761	Valid
	X2.3	0,747	Valid
	X2.4	0,789	Valid
	X2.5	0,866	Valid
	X2.6	0,828	Valid
Keunggulan Kompetitif (Y)	Y1	0,814	Valid
	Y2	0,711	Valid
	Y3	0,767	Valid
	Y4	0,753	Valid
	Y5	0,849	Valid
	Y6	0,805	Valid
	Y7	0,722	Valid
	Y8	0,836	Valid

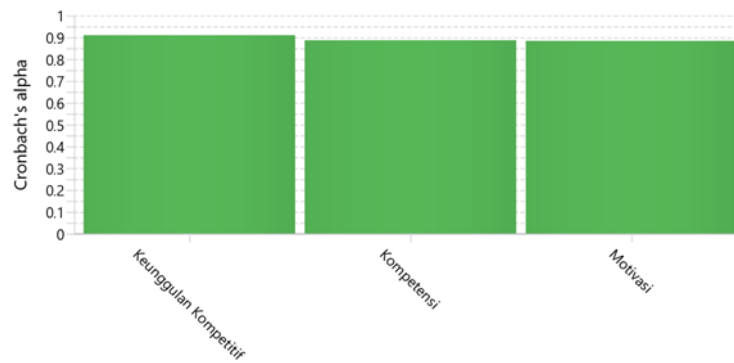Source: Data processed by the author, 2025 (SEM-PLS)

Fig 1. Cronbach's Alpha (SEM-PLS)

The population of this study is employees at PT. Graha Sarana Duta (Telkom Property Regional 6 Kalimantan) related to the initiation, planning, execution, monitoring & control processes as well as the closing process in the project solution portfolio, namely 50 people. From the total population, researchers distributed 35 questionnaires to employees who were sampled. Data obtained from the 35 respondents will be processed to identify the influence of the Motivation (X1) and Competence (X2) variables on Competitive Advantage (Y) at Telkom Property Regional 6 Kalimantan. Respondents in this study are categorized based on their work status, namely organic employees and non-organic employees.

Table 2. Results of the Influence of Motivation on Competitive Advantage

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistic (IO/STDEV)	P Values
Motivasi --> Keunggulan Kompetitif	0,389	0,404	0,210	1,854	0,064

From the data in Table 2, the Original Sample Value of Motivation (X1) on Competitive Advantage (Y) is 0.386, or 38.6%. A value of 0.30–0.50 indicates a moderate effect and is interpreted as quite strong [8]. Therefore, it can be concluded that Motivation has a moderate influence on Competitive Advantage, with the remaining 61.4% being influenced by other factors.The Sample Mean (M) is calculated using the SEM-PLS method, which indicates the average value of the population in the data being run. If the value of 0 is close to M, the model is quite stable. If 0 is significantly different from M, it could indicate a non-robust estimate. Table 4.8 shows that the M value of 0.404 is still close to O, so it can be concluded that the model is quite stable.The following data shows the Standard Deviation (STDEV), which shows a value of 0.210. These results show that the STDEV value is relatively smaller than the O value of 0.389 but is still above 50% of the O value. So the results are unstable/variable.The T-statistic (IO/STDEV) value was 1.854. This value is less than 1.96, indicating that the relationship between the variables is not significant at the 5% level, but is significant at the 10% level.The positive effect is evident from the original sample values, which show a positive value. Based on the P-values, the effect of motivation on performance is declared insignificant because the α value is > 5%. Therefore, hypothesis 0 (H0) is accepted and the alternative hypothesis (H1) is rejected.

Table 3. Results of the Influence of Competences on Competitive Advantage

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistic (IO/STDEV)	P Values
Kompetensi --> Keunggulan Kompetitif	0,467	0,465	0,198	2,362	0,018

From the data in Table 3, it can be seen that the Original Sample Competency (Y1) value on Competitive Advantage (Y) is 0.467, or 46.7%. A value of 0.30–0.50 indicates a moderate effect and is interpreted as quite strong [8]. Therefore, it can be concluded that Competency has a moderate influence on Competitive Advantage, with the remaining 53.3% being influenced by other factors.The Sample Mean (M) value is calculated using the SEM-PLS method, which indicates the average value of the population in the data being run. If the O value is close to the M value, the model is quite stable. If the O value is significantly different from the M value, it may indicate a non-robust estimate. Table 4.9 shows that the M value of 0.465 is still close to the O value. Therefore, it can be concluded that the model is quite stable.The following data

shows the Standard Deviation (STDEV), which shows a value of 0.198. These results show that the STDEV value is relatively smaller than the O value at 0.467, still below 50% of the O value. Therefore, the results are quite stable.The T-statistic (IO/STDEV) value was 2.362. This value is greater than 1.96, indicating that the relationship between the variables is significant at the 5% level.The positive effect is evident from the original sample values, which show a positive value. Based on the P-values, the influence of competence on competitive advantage is significant because the α value is <5%. Therefore, hypothesis 0 (H0) is rejected and the alternative hypothesis (H1) is accepted.

IV.   CONCLUSION

Based on the analysis and discussion regarding the influence of motivation and competence on competitive advantage in the Project Solution Portfolio at Telkom Property Regional 6 Kalimantan, the following conclusions can be drawn:

1. The motivation of employees involved in the Project Solution Portfolio in Region VI Kalimantan can be concluded as very high overall.
2. The competence of employees involved in the Project Solution Portfolio in Region VI Kalimantan can be concluded as very competent overall.
3. The competitive advantage of employees involved in the Project Solution Portfolio in Region VI Kalimantan can be concluded as good overall.
4. The motivation of employees involved in the Project Solution Portfolio in Telkom Property Regional VI Kalimantan does not significantly influence competitive advantage without other incentives, such as high employee competence or other factors.
5. The competence of employees involved in the Project Solution Portfolio in Telkom Property Regional VI Kalimantan significantly influences competitive advantage, and vice versa.
6. The motivation and competence of employees involved in the Project Solution portfolio at Telkom Property Region VI Kalimantan significantly influences competitive advantage at a moderate level.

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