

# THE INFLUENCE OF MOTIVATION, COMPETENCE AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE

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## Abstract

The purpose of this study was to test and explain empirically (1) Motivation, competence and work discipline have a significant effect on employee performance at the Tojo Una-Una Regency Regional Civil Service and Human Resources Development Agency (2) Motivation has a significant effect on employee performance at the Tojo Una-Una Regency Regional Civil Service and Human Resources Development Agency (3) Competence has a significant effect on employee performance at the Tojo Una-Una Regency Regional Civil Service and Human Resources Development Agency (4) Work discipline has a significant effect on employee performance at the Tojo Una-Una Regency Regional Civil Service and Human Resources Development Agency. The type of research used in this study is causality research. Hypothesis testing using Multiple Linear Regression Analysis with a sample of 64 respondents consisting of 40 civil servants and 24 non-civil servants. The results of the analysis show that (1) Motivation, competence and work discipline have a significant effect on employee performance at the Staffing Agency and Regional Human Resources Development of Tojo Una-Una Regency (2) Motivation has a significant effect on employee performance at the Tojo Una-Una Regency Regional Civil Service and Human Resources Development Agency (3) Competence has a significant effect on employee performance at the Tojo Una-Una Regency Regional Civil Service and Human Resources Development Agency (4) Work discipline has a significant effect on employee performance at the Tojo Una-Una Regency Regional Civil Service and Human Resources Development Agency.

**Keywords:** Motivation, Competence, Work Discipline and Employee Performance.

## INTRODUCTION

Good quality Human Resources are needed in running a company to realize organizational functions. If these resources are properly considered, it will produce good performance which can be seen from the level of productivity. The thing that needs to be considered in improving performance is by motivating employees so that they can contribute positively to the achievement of organizational goals. According to Rivai (2017) motivation is a series of attitudes and values that influence individuals to achieve specific things according to individual goals. Motivation is the result of a number of processes that are internal and external to an individual that cause enthusiasm and persistence in terms of carrying out certain activities.

According to Hidayat, R (2021) motivation is a force, both from within and from outside that encourages a person to achieve certain predetermined goals. Motivation is one of the roles that leaders must perform towards their subordinates. Leaders motivate employees to produce the specified performance, provide support, assist, and direct employees in completing their work, a leader must have the right way to motivate his employees to achieve high work performance.

Motivation is the power or drive that exists in employees to act (behave) in certain ways, this power is in the form of individual willingness to do something or according to their individual abilities. Motivation is formulated as a willingness to carry out high efforts to achieve organizational goals, which are conditioned by the ability of efforts to meet certain individual needs (Rivai, 2017).

The Regional Personnel and Human Resources Development Agency is a regional apparatus in Tojo Una-Una Regency that carries out the supporting functions of Personnel and Resource Development. For example, carrying out competency tests in the context of talent mapping within the Tojo Una-Una Regency government and selection of high-ranking pratama leaders. In addition, the Regional Personnel and Human Resources Development Agency also carries out functions: (1) preparation of technical policies in the field of staffing and development of Regional human resources, (2) implementation of technical support tasks in the field of staffing and development of Regional human

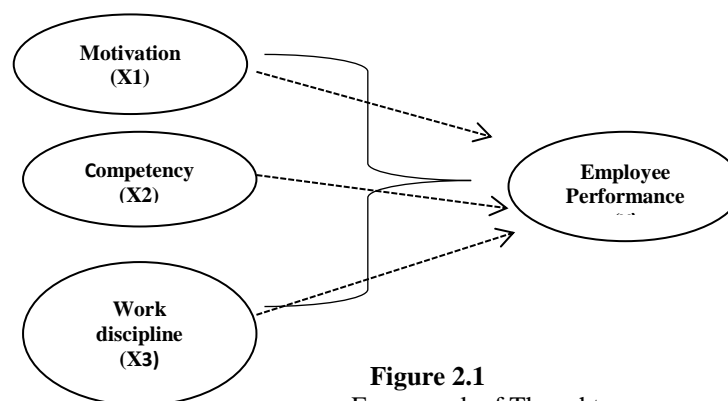
resources, (3) monitoring, evaluation, and reporting on the implementation of technical support tasks in the field of staffing and development of Regional human resources, (5) technical guidance on the implementation of supporting functions of Regional Government affairs in the field of staffing and development of Regional human resources (5) implementation of other functions assigned by the regent in accordance with its duties and functions.

Wibowo (2012) states that competence is an ability to carry out or perform a job or task based on skills and knowledge and supported by the work attitude demanded by the job. Thus competence shows the skills and knowledge that are characterized by professionalism in a particular field as the most important thing as the flagship of that field. Therefore, competence is a basic characteristic possessed by each individual, which is related to the criteria required for superior and effective performance. Thus it can be concluded that a competent employee is an employee who is full of confidence because he has knowledge according to his field, has skills and a positive attitude in his field of work. This is in line with research conducted by Rosmaini (2019) which states that partially competence has a positive and significant effect on employee performance.

Problems related to competence in the Regional Human Resources Staffing and Development Agency, namely the lack of technical personnel who will work in certain fields, for example in the field of data and information, there is still a need for reliable programmers who can help create a system that is integrated with staffing data, in the staffing section there is a lack of personnel to operate the staffing system.

Furthermore, the factor that affects employee performance is work discipline. According to Mardika (2022) discipline is a very important function and also the key to realizing goals because without good discipline it is difficult to realize maximum goals. Meanwhile, according to Sinambela (2021) work discipline is the ability of a person to work regularly, diligently continuously and work in accordance with the rules of the applicable rules by not violating the rules that have been set. Sinambela (2021) also explains that the discipline of an employee will greatly affect performance in the organization, because the better the employee's discipline, the higher the work performance he can achieve. In other words, the existence of a disciplined attitude from employees will have an impact on excellent work results or performance for the sustainability of an agency or company from these employees. Work discipline is a tool used by managers to communicate with employees so that they are willing to change a behavior and as an effort to increase the awareness and willingness of a person to obey all company regulations and applicable social norms.

The following figure is a framework for thinking in this study



**Figure 2.1**  
Framework of Thought

Description:

- > Simultaneous Effect
- > Partial Influence

From the description above, the research hypothesis can be prepared as follows:

1. Motivation, competence and work discipline have a significant effect on employee performance at the Tojo Una-Una Regency Regional Personnel and Human Resources Development Agency.
2. Motivation has a significant effect on employee performance at the Staffing Agency and Regional Human Resources Development of Tojo Una-Una Regency.

3. Competence has a significant effect on employee performance at the Staffing Agency and Regional Human Resources Development of Tojo Una-Una Regency.
4. Work discipline has a significant effect on employee performance at the Staffing Agency and Regional Human Resources Development of Tojo Una-Una Regency.

## RESEARCH METHOD

The type of research used in this study is causality research (Sugiyono, 2018). Causality research is research conducted to describe the relationship and influence schemes of two or more variables, as well as how one variable affects another. The type of data used in this research is primary data. The population that became the object of this study were all employees of the Tojo Una-Una Regency Regional Human Resources Staffing and Development Agency consisting of 40 civil servants and 24 honorary employees. Furthermore, the sample size The sampling technique that will be used in this study is the census method based on the provisions put forward by Sugiyono (2018), which says that: "Saturated sampling is a sampling technique when all members of the population are used as samples. Then the number of samples in this study were 64 respondents.

Descriptive analysis in this study is used to collect, summarize, present, and describe data so that it can provide useful information. Meanwhile, hypothesis testing uses multiple linear regression parametric statistical analysis tools. This test is used to determine which independent variables have a significant effect on the dependent variable. Where  $F(\text{count}) > F(\text{table})$ , the hypothesis is accepted or the independent variable can explain the dependent variable. Conversely, if  $F(\text{count}) < F(\text{table})$ , then the hypothesis is rejected or the independent variable has no effect on the dependent variable. To determine whether or not the influence of the independent variable on the dependent variable is significant, a probability of 5% ( $\alpha = 0.05$ ) is used.

## RESULTS AND DISCUSSION

### Description of Research Variables

Primary data comes from all data related to the object of research, where the data is obtained through respondents' responses to each question in the questionnaire. Then the data will be analyzed by calculating the frequency and percentage, the variable recapitulation based on the average value is presented below.

**Table 1**  
**Variable Recapitulation Based on Mean Value**

Variables/Dimensions		Mean	Total average
Motivation	External Motivation (Organizational Characteristics)	4.35	4.29
	Internal Motivation (Personal Characteristics)	4.24	
Competency	Motive	4.24	3.94
	Nature	3.95	
	Self Concept	3.74	
	Knowledge	3.77	
	Skills	3.98	
Work Discipline	Goals and Capabilities	3.88	4.12
	Leadership Model	3.88	
	Merit Reply	4.20	
	Justice	4.06	
	Waskat (Close Supervision)	4.14	
	Legal Sanctions	4.33	
	Assertiveness	4.29	
	Human Relations	4.20	

Variables/Dimensions		Mean	Total average
Employee Performance	Technical Ability	4.35	4.13
	Conceptual Ability	4.10	
	Interpersonal Relationship Skills	3.94	

Based on the table above, it shows that the contribution of the total mean value of the motivation variable is 4.29, the highest mean value contribution is in the external motivation dimension (organizational characteristics) of 4.35 and the lowest contribution is the internal motivation dimension (personal characteristics) which is 4.24. This suggests that employees' emotional attachment and involvement in the organization have a significant role in achieving optimal employee performance. Furthermore, the total mean value of the competency variable is 3.94 with the highest mean value contribution being the dimension of motive. Meanwhile, the low contribution is the self-concept dimension, which is 3.74. This suggests that employees have a drive to stay in the organization for internal reasons that encourage individuals to act, can greatly affect how employees develop and use their skills and knowledge.

In addition, the total mean value of the work discipline variable is 4.12 and the contribution of the highest mean value to the dimension of legal sanctions. Meanwhile, what contributes low is the dimension of goals and abilities and the leader's example. This suggests that legal sanctions have a significant role in maintaining work discipline in an organization. For example: enforcing organizational rules and policies, maintaining fairness and balance and encouraging compliance with performance standards.

Then, for the total mean value of employee performance of 4.13 with the highest mean value contribution is the technical ability dimension. Meanwhile, the low contribution is the dimension of interpersonal relationship skills of 3.94. This indicates that technical ability is an important aspect of employee performance, especially in the context of jobs that require specialized skills and in-depth knowledge of a particular field. Some of the contributions of technical ability to employee performance are: increased productivity, quality of work, and effectiveness in task execution.

### Data Analysis Results

Multiple linear regression analysis was used in this study with the aim of determining whether there is an influence of the independent variable on the dependent variable. Statistical calculations in multiple linear regression analysis used in this study are using the help of the SPSS computer program. A summary of the results of data processing using the SPSS program is as follows:

Table 2  
Multiple Linear Regression Test Results

Dependent Variable Y = Employee Performance					
Independent Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig
	B	Standar Error	Beta		
	.649	.424		1.530	.039
<b>C = Constant</b>	.403	.122	.380	3.302	.000
<b>Motivation (X1)</b>	.255	.072	.326	3.550	.038
<b>Competence (X2)</b>	.212	.095	.248	2.234	.000
Multiple R = .557			Sig.F = .000		
R Square (R <sup>2</sup> ) = .746			F = 25.136		

From these results if written in the standardized form of the regression equation is as follows:

$$Y = 0.649 + 0.403X_1 + 0.255X_2 + 0.212X_3 + e$$

Based on the table above, the hypothesis test results can be explained as follows:

### Simultaneous Hypothesis Testing (F Test Results)

The significance number of F is 0.000. The number  $0.000 < 0.05$  therefore,  $H_0$  is rejected and  $H_a$  is accepted. This means that there is a significant effect of the independent variable (X) on the dependent (Y).

### **Partial Hypothesis Testing (t Test Results)**

#### **a) Motivation Variable (X1)**

The test results obtained a significance number of  $0.000 < 0.05$  therefore, the hypothesis is accepted. This means that variable X1 (motivation) has an effect on variable Y (employee performance).

#### **b) Competency Variable (X2)**

The test results obtained a significance figure of  $0.038 < 0.05$  therefore, the hypothesis is accepted. This means that variable X2 (competence) has an effect on variable Y (employee performance).

#### **c) Work Discipline Variable (X3)**

The test results obtained a significance figure of  $0.000 < 0.05$  therefore, the hypothesis is accepted. This means that variable X3 (work discipline) has an effect on variable Y (employee performance).

## **DISCUSSION**

### **Motivation, competence and work discipline have a significant effect on employee performance at the Personnel Agency and Regional Human Resources Development of Tojo Una-Una Regency**

Simultaneous test results prove that motivation, competence and work discipline have a significant effect on employee performance at the Tojo Una-Una Regency Regional Personnel and Human Resources Development Agency. This explains that motivation, competence, and work discipline are three important factors that have a significant effect on employee performance at the Regional Human Resources Staffing and Development Agency (BKPSDM) of Tojo Una-Una Regency.

Motivation is an internal drive that moves a person to act and achieve certain goals. In the context of work, motivation can come from intrinsic (such as personal satisfaction, self-development) or extrinsic (such as rewards, salary, promotion) factors. The effect of motivation on performance is that high motivation in BKPSDM employees of Tojo Una-Una Regency can increase their enthusiasm and commitment to work. Motivated employees tend to be more productive, creative, and oriented towards achieving optimal results. They will be more proactive in completing tasks and achieving organizational targets.

Competencies encompass the knowledge, skills, and attitudes possessed by employees that are necessary for the effective performance of their duties and responsibilities. Competencies consist of technical ability, interpersonal ability, and conceptual ability. The effect of competence on performance is that high competence ensures that employees have the capabilities needed to complete work to the expected standard. Tojo Una-Una Regency BKPSDM employees who are competent will be able to manage administrative tasks, develop HR development programs, and conduct performance evaluations properly. This has a direct impact on improving the efficiency, effectiveness and quality of services provided by BKPSDM.

Work discipline refers to an employee's adherence to rules, procedures, and policies that have been established by the organization. This includes punctuality, responsibility, and consistency in carrying out tasks. The effect of work discipline on employee performance is that high work discipline ensures that BKPSDM employees of Tojo Una-Una Regency work in an orderly and organized manner. Disciplined employees will complete tasks on time, follow correct procedures, and show high responsibility. This helps create a productive and professional work environment, and minimizes errors and delays in the work process.

Overall, motivation, competence, and work discipline are interrelated and together form a strong basis for achieving optimal employee performance at BKPSDM Tojo Una-Una Regency. Saptalia, H et al (2022) describe some specific ways in which these three factors can influence employee performance: (1) Motivation can increase employee commitment and loyalty, leading to better performance and higher retention rates. (2) High competence enables employees to complete tasks more effectively and efficiently, improving the quality of output and reducing the time and resources required. (3) Work discipline helps to create an organized and stable work environment, which is essential for maintaining productivity and avoiding errors caused by non-compliance with procedures.

By focusing on improving motivation, competence, and work discipline, BKPSDM Tojo Una-Una Regency can improve overall employee performance, which in turn contributes to the achievement of organizational goals and vision. These efforts can include training and development programs,



providing incentives, and implementing strict and fair disciplinary policies. This is in line with research conducted by Silvana *et al* (2023) which simultaneously shows that motivation, competence and discipline variables affect employee performance, which means that increasing motivation, competence and discipline will affect the performance of employees of the Economic and Development Assistant of the Regional Secretariat in Sidrap district by 89.1%.

### **Motivation has a significant effect on employee performance at the Personnel Agency and Development of Regional Human Resources of Tojo Una-Una Regency.**

Partial test results proved that motivation affects employee performance at the Tojo Una-Una Regency Regional Personnel and Human Resources Development Agency. This indicates that motivation plays an important role in influencing employee performance at the Regional Human Resources Staffing and Development Agency (BKPSDM) of Tojo Una-Una Regency.

This study measures motivation variables with 2 (two) dimensions, namely external motivation derived from organizational characteristics and internal motivation derived from personal characteristics. External motivation is a push or influence from outside that encourages a person to act or achieve certain goals. It can be a reward, praise, punishment, or pressure from the environment, other people, or other external situations. For example, a high salary, appreciation from a boss, or parental expectations can be an external motivation for someone to work hard or achieve a certain feat. External motivation can be effective in driving short or specific actions, but sometimes does not provide sustained or meaningful motivation if it is not accompanied by strong internal motivation.

The results of the study explain that the contribution of the influence of internal motivation derived from personal characteristics on employee performance in BKPSDM is still low, this indicates that there is a need for: (1) drive for achievement, because motivated employees have a strong internal drive to achieve achievements in their work. This motivation encourages them to work harder, smarter, and more efficiently, which in turn increases their productivity. (2) increased energy and enthusiasm, as high motivation creates energy and enthusiasm at work. Energized employees tend to be more productive as they feel more engaged and excited about completing their tasks. (3) improved work quality, as motivation encourages employees to pay more attention to detail and strive to achieve the best results. They tend to be more thorough and careful in completing their tasks, which improves the quality of output. (4) commitment to quality standards, because motivated employees will be committed to meeting or even exceeding the quality standards set by BKPSDM. They are more likely to follow the procedures and guidelines necessary to produce high-quality work. (5) satisfaction and well-being, such as a sense of accomplishment and recognition can increase job satisfaction and employee well-being. Employees who are satisfied with their jobs will be happier, which contributes to better performance.

By improving employee motivation through these various strategies, BKPSDM Tojo Una-Una Regency can significantly improve the performance of its employees, which ultimately contributes to the achievement of organizational goals and improved public services. This research is reinforced by the research journal from Hutagalung *et al* (2021) which states that competence (X1), work ethic (X2), work discipline (X3), and work motivation (X4) together have a significant influence on the performance of government employees in the Mentawai Islands Regency Health Office.

### **Competence has a significant effect on employee performance at the Staffing Agency and Regional Human Resources Development of Tojo Una-Una Regency.**

Partial test results that competence affects employee performance at the Tojo Una-Una Regency Regional Human Resources Staffing and Development Agency. In this study, competency variables were measured with 5 (five) dimensions, namely: motives, traits, self-concept, knowledge and skills. By paying attention to all these elements, organizations can develop a comprehensive HR development strategy to improve performance and long-term success.

The results indicate that competence needs to be considered by BKPSDM, especially in dimensions that have a low mean value of respondents' answers, namely self-concept. Self-concept is an important aspect of human resource (HR) competence. Self-concept refers to an individual's perception of himself, including an assessment of personal abilities, characteristics and values. Employees who have a positive self-concept are more motivated to take initiative in their work. They tend to be proactive in finding solutions, innovating, and contributing to the improvement of work processes.

Andriyani, P *et al* (2021) explained that a healthy self-concept helps employees build positive working relationships with coworkers, superiors, and subordinates. They tend to be more communicative, cooperative, and open to feedback. Thus, self-concept is an important variable in human resource competencies as it affects how employees see themselves and interact with their work. Employees with a positive self-concept tend to be more competent, motivated and effective in their work, which contributes to overall organizational performance.

This research is in line with research conducted by Irtawan (2024) which also found that the partial influence of competence has a greater influence on performance than other factors. The partial effect of competence on performance is 0.451 or 45.1% while the remaining 0.54 or 54% is the influence of other variables that are not examined.

### **Work discipline has a significant effect on employee performance at the Personnel Agency and Development of Regional Human Resources of Tojo Una-Una Regency**

Partial test results that work discipline affects employee performance at the Personnel and Human Resources Development Agency of Tojo Una-Una Regency. In this study, the competency variable was measured by 8 (eight) dimensions, namely: goals and abilities, leadership examples, rewards, justice, waskat, legal sanctions, firmness and human relations. The results indicate that work discipline needs to be considered by BKPSDMD, especially in dimensions that have a mean value of respondents' answers that are still low, namely goals and abilities and leadership examples.

The results of observations and observations in this study suggest several factors for the low goals and abilities and leadership role models at the Personnel and Human Resources Development Agency (BKPSDMS) of Tojo Una-Una Regency, namely: (1) limited resources, whether in terms of budget, personnel, or infrastructure. These limitations can hinder their ability to provide the training and development needed to improve the goal and capability dimensions and provide good leadership role models. (2) The lack of strategic planning and management within BKPSDMS may lead to an inadequate focus on the development of goals and capabilities, and inadequate attention to the development of effective leadership. Without a clear and purposeful strategy, efforts to improve these dimensions may not be optimized. (3) The lack of commitment from leaders in BKPSDMS to prioritize individual and leader development may also be the cause of the low dimensions of goals and capabilities and leadership role models. Without strong support from the leadership level, it is difficult for organizations to achieve significant changes in terms of human resource development. (4) External factors such as the political, economic or social situation in Tojo Una-Una district also contribute to the low level of these dimensions. For example, difficult economic conditions or high political competition can divert attention from human resource development efforts.

This research is in line with Laosoh *et al* (2022) and Tila, M (2023) The results of this study indicate that the variables of competence and work discipline affect employee performance both partially and simultaneously. The coefficient of determination ( $R^2$ ) of 0.959 indicates that the magnitude of the influence of the three independent variables together on the dependent variable is 95.9%.

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