


# The Influence of Competence, Motivation, and Work Discipline on Employee Performance (Case Study of Bappelitbangda Lamongan Regency)

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| Article Info   | ABSTRACT  |
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| <b>Keywords:</b><br>Competence, Motivation, Work Discipline, Employee Performance  | This study aims to determine the influence of Competence, Motivation and Work Discipline on Employee Performance both partially, simultaneously and the most dominant variables. The method of collecting data through a questionnaire, using the Likert scale. The results of the study show that Work Competence and Discipline partially have a positive and significant effect on employee performance. Meanwhile, motivation has a negative and insignificant effect on employee performance. Simultaneously, Competence, Motivation, and Work Discipline have a positive and significant effect on employee performance. The most dominant variable of work discipline. |
| This is an open access article under the <a href="https://creativecommons.org/licenses/by-nc/4.0/">CC BY-NC</a> license<br> | <b>Corresponding Author:</b><br>Andini Finna Febrianti<br>Master of Management Study Program, Postgraduate, Lamongan Islamic University<br>andinifinnafebrianti@unisla.ac.id  |

## INTRODUCTION

Human resources are an important asset for an organization so that their existence in an organization cannot be replaced by other resources. Humans always play an active and dominant role in all activities of an organization. Because humans are planners, actors, and decision-makers to realize organizational goals. In achieving the agency's targets, qualified workers or employees are needed. Quality human resources affect employee performance.

According to (Karlinda et al., 2022) Employee performance is a central issue in the survival of an organization because the ability of an organization or agency to achieve its goals depends on how well its employees perform.

**Table 1.** Performance Level (%)

| Month    | Presentase |
|----------|------------|
| January  | 92,57%     |
| February | 94,00%     |
| March    | 95,94%     |
| April    | 97,47%     |
| May      | 97,37%     |
| June     | 94,69%     |
| July     | 95,34%     |
| August   | 96,53%     |

| Month     | Presentase |
|-----------|------------|
| September | 97,23%     |
| October   | 96,19%     |
| November  | 96,49%     |

Source: BAPPELITBANGDA Lamongan Regency, 2023

From table 1 above the performance percentage for January-November 2023, it can be concluded that the performance of employees at the Lamongan Regency Regional Development Planning, Research and Development Agency is categorized as good performance. Although, categorized as good, there is still a decline in May, June, and October.

Several factors that affect employee performance include competence, motivation, and work discipline (Sedarmayanti, 2017). One of the agency's efforts to maintain employee performance is to pay attention to employee competence.

"Competency is the initial capital that employees have in order to be able to carry out their work in accordance with the goals that have been set by the company" (Astuti, 2020). In a collective situation, competence is a key factor in the success of an organization. The higher the competence that employees have, the higher the performance produced and vice versa.

The second factor that affects employee performance is motivation. "Motivation is the encouragement that makes a person work hard with a certain enthusiasm, so that employees work together, work effectively, and are integrated in all efforts to achieve maximum satisfaction and results" (Patmanegara et al., 2021). The definition of motivation is always related to the need or "want". Needs are things that are hidden in humans that need to be fulfilled or answered. "The higher the motivation of employees, the better the performance of employees and vice versa" (Arifin & Darmawan, 2021).

In addition, the level of employee performance is influenced by work discipline factors. Discipline is one of the strong impacts on the success of an organization. According to (Sinambela et al., 2021) Work discipline is the ability of individuals to work regularly, continuously, honestly, and according to the rules that have been set without violating them. In addition to requiring competence and motivation at work, employees must also have discipline at work. Because work discipline is very important for agencies. The higher the work discipline, the better the performance will be and vice versa (Afandi & Bahri, 2020). The work discipline of BAPPELITBANGDA employees can be seen from the level of attendance. Based on the data obtained by the author, it can be described in the following table:

**Table 2.** Attendance rate (%)

| Percentage of Work Discipline (%) and Month |            |
|---|------------|
| Month                                       | Presentase |
| January                                     | 92,39%     |
| February                                    | 93,26%     |
| March                                       | 95,09%     |
| April                                       | 96,76%     |
| May   | 96,41%     |
| June  | 93,96%     |

| Percentage of Work Discipline (%) and Month |            |
|---|------------|
| Month                                       | Presentase |
| July  | 94,20%     |
| August                                      | 96,07%     |
| September                                   | 96,59%     |
| October                                     | 95,80%     |
| November                                    | 95,54%     |

Source: BAPPELITBANGDA Lamongan Regency, 2023

From table 2 above, it can be explained that the work discipline of BAPPELITBANGDA employees experienced a not significant decrease, in May by 96.41%. In June it decreased to 93.96%. And in October and November there was also a decline but not too significant.

Based on the above research background, the researcher wants to conduct a study to determine the influence of competence, motivation, and work discipline on employee performance. From the above background description, the researcher is interested in conducting a research entitled "The Influence of Competence, Motivation, and Work Discipline on Employee Performance (Case Study of the Lamongan Regency Regional Planning, Research and Development Agency)".

## RESEARCH METHODS

In this study, the author uses causal associative research with a quantitative approach. This research was conducted at the Regional Development Planning, Research and Development Agency of Lamongan Regency which is located on Jalan Basuki Rahmat No. 01 Lamongan, 62217. This study uses saturated sampling which is a sample determination technique where all members of the population are used as a sample of 66 employees. Data collection was carried out by questionnaire, observation and documentation techniques. The analysis carried out was validity test, reliability test, normality test, heteroscedasticity test, multiple linear regression, determination coefficient, t test, F test.  $R^2$

## RESULTS AND DISCUSSION

### Research Results

#### Validity Test

Table 3. Validity Test Results

| No. | Variabel                  | Item      | r Count | r Table | Remarks |
|-----|---------------------------|-----------|---------|---------|---------|
| 1.  | Competencies<br>( $X_1$ ) | $X_{1.1}$ | 0,581   | 0,242   | Valid   |
|     |                           | $X_{1.2}$ | 0,718   | 0,242   | Valid   |
|     |                           | $X_{1.3}$ | 0,794   | 0,242   | Valid   |
|     |                           | $X_{1.4}$ | 0,717   | 0,242   | Valid   |
|     |                           | $X_{1.5}$ | 0,546   | 0,242   | Valid   |
|     |                           | $X_{1.6}$ | 0,539   | 0,242   | Valid   |
|     |                           | $X_{1.7}$ | 0,561   | 0,242   | Valid   |
|     |                           | $X_{1.8}$ | 0,698   | 0,242   | Valid   |

| No. | Variabel                           | Item      | r Count | r Table | Remarks |
|-----|------------------------------------|-----------|---------|---------|---------|
| 2.  | Motivation<br>( $X_2$ )            | $X_{2.1}$ | 0,809   | 0,242   | Valid   |
|     |                                    | $X_{2.2}$ | 0,405   | 0,242   | Valid   |
|     |                                    | $X_{2.3}$ | 0,487   | 0,242   | Valid   |
|     |                                    | $X_{2.4}$ | 0,802   | 0,242   | Valid   |
|     |                                    | $X_{2.5}$ | 0,750   | 0,242   | Valid   |
|     |                                    | $X_{2.6}$ | 0,830   | 0,242   | Valid   |
| 3.  | Work<br>Discipline<br>( $X_3$ )    | $X_{3.1}$ | 0,523   | 0,242   | Valid   |
|     |                                    | $X_{3.2}$ | 0,710   | 0,242   | Valid   |
|     |                                    | $X_{3.3}$ | 0,786   | 0,242   | Valid   |
|     |                                    | $X_{3.4}$ | 0,834   | 0,242   | Valid   |
|     |                                    | $X_{3.5}$ | 0,653   | 0,242   | Valid   |
|     |                                    | $X_{3.6}$ | 0,710   | 0,242   | Valid   |
|     |                                    | $X_{3.7}$ | 0,754   | 0,242   | Valid   |
|     |                                    | $X_{3.8}$ | 0,751   | 0,242   | Valid   |
| 4.  | Employee<br>Performance<br>( $Y$ ) | $Y_1$     | 0,647   | 0,242   | Valid   |
|     |                                    | $Y_2$     | 0,644   | 0,242   | Valid   |
|     |                                    | $Y_3$     | 0,695   | 0,242   | Valid   |
|     |                                    | $Y_4$     | 0,748   | 0,242   | Valid   |
|     |                                    | $Y_5$     | 0,494   | 0,242   | Valid   |
|     |                                    | $Y_6$     | 0,572   | 0,242   | Valid   |
|     |                                    | $Y_7$     | 0,752   | 0,242   | Valid   |
|     |                                    | $Y_8$     | 0,674   | 0,242   | Valid   |

Source; SPSS Output Results 26

Based on the results of the validity test on the statement items of the variables of competence, motivation, work discipline, and employee performance, it is known that all of the above statements are valid because the value  $r$  of the table and the significant value is  $0.000 < 0.005$ .

#### Reliability Test

**Table 4.** Reliability Test Results

| No. | Variabel                     | Cronbach Alpha ( $\alpha$ ) | Reliability Standards | Remarks  |
|-----|------------------------------|-----------------------------|-----------------------|----------|
| 1.  | Competencies ( $X_1$ )       | 0,795                       | 0,60                  | Reliabel |
| 2.  | Motivation ( $X_2$ )         | 0,772                       | 0,60                  | Reliabel |
| 3.  | Work Discipline ( $X_3$ )    | 0,855                       | 0,60                  | Reliabel |
| 4.  | Employee Performance ( $Y$ ) | 0,755                       | 0,60                  | Reliabel |

Source: SPSS 26 Output Results

Based on the results of the reliability test in table 4, it can be interpreted that the statements in this questionnaire are reliable, because it is said to be reliable if Cronbach Alpha is  $> 0.60$ .

### Normality Test

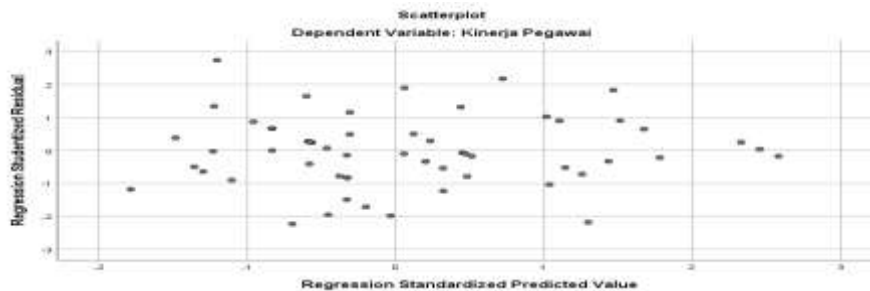
**Table 5.** Normality Test Results

|  |                | Unstandardized Residual |
|--|----------------|-------------------------|
| N  |                | 66                      |
| Normal Parameters <sup>a,b</sup>                   | Mean           | .0000000                |
|  | Std. Deviation | 1.48538828              |
| Most Extreme Differences                           | Absolute       | .085                    |
|  | Positive       | .085                    |
|  | Negative       | -.061                   |
| Test Statistic                                     |                | .085                    |
| Asymp. Sig. (2-tailed)                             |                | .200 <sup>c,d</sup>     |
| 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 26 Output Results

Based on the results of the test above, the Asymp. Sig (2-tailed) is 0.200 0.05 so that it can be concluded that the data is normally distributed. >

### Heteroscedasticity Test



Source: Researcher, 2024

**Figure 1.** Scatterplot Test Results

From the scatterplot chart pattern above, it can be seen that the scatterplot chart results show that the data is randomly scattered and does not form a certain pattern. The data is scattered both above and below the number 0 on the Y axis.

### Regresi Linear Berganda

**Table 6.** Multiple Linear Regression Test Results

| Model |                 | Unstandardized Coefficients |            | Standardized Coefficients | T     | Say. |
|-------|-----------------|-----------------------------|------------|---------------------------|-------|------|
|       |                 | B                           | Std. Error | Beta                      |       |      |
| 1     | (Constant)      | 1.101                       | 2.659      |                           | .414  | .680 |
|       | Competencies    | .305                        | .061       | .377                      | 4.992 | .000 |
|       | Motivation      | -.010                       | .116       | -.008                     | -.089 | .929 |
|       | Work Discipline | .657                        | .091       | .627                      | 7.208 | .000 |

Source: SPSS 26 Output Results

The regression model is based on table 6 above:

$$Y = 1.101 + 0.305 X_1 - 0.010 X_2 + 0.657 X_3 + e$$

Description :

1. The constant ( $\alpha$ ) is 1.101. This shows that if the values of competence, motivation, and work discipline that affect = 0, then the result obtained from employee performance (Y) is 1.101.  $\alpha$
2. The value of the regression coefficient of the Competency variable was 0.305. This means that if the competency variable increases by one unit, the value of the employee performance variable will increase by 0.305 when the other independent variable is equal to zero.
3. The value of the regression coefficient of the Motivation variable was -0.010. This means that if the motivation variable increases by one unit, the value of the employee performance variable will decrease by 0.010 when the other variable is equal to zero.
4. The value of the regression coefficient of the Work Discipline variable was 0.657. This means that if the variable of work discipline increases by one unit, the value of the employee performance variable will increase by 0.657 when the other independent variable is equal to zero.

**Determination Coefficient Test ( $R^2$ )**

**Table 7.** Determination Coefficient Test Results ( $R^2$ )

| Model | R     | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------|----------|-------------------|----------------------------|
| 1     | .852a | .726     | .713              | 1.521                      |

Source: SPSS 26 Output Results

Based on the table above, the results of the regression analysis show a determination coefficient or can be seen in the R Square table of 0.726 or 72.6%, meaning the influence of competency, motivation and work discipline variables simultaneously on employee performance. While the remaining 27.4% is influenced by other variables such as organizational commitment, job placement, compensation, and leadership style.  $R^2$

**Partial Test (t)**

**Table 8.** Partial Test Results (t)

| Model |                 | Unstandardized Coefficients |            | Standardized Coefficients | T     | Sig. |
|-------|-----------------|-----------------------------|------------|---------------------------|-------|------|
|       |                 | B                           | Std. Error | Beta                      |       |      |
| 1     | (Constant)      | 1.101                       | 2.659      |                           | .414  | .680 |
|       | Competencies    | .305                        | .061       | .377                      | 4.992 | .000 |
|       | Motivation      | -.010                       | .116       | -.008                     | -.089 | .929 |
|       | Work Discipline | .657                        | .091       | .627                      | 7.208 | .000 |

Source: SPSS 26 Output Results

So it is interpreted, as follows:

1. For the competency variable, a value (4.992 1.998) and a sig value (0.000 < 0.05) were obtained, so it can be interpreted that the competency variable ( $\beta_1$ ) partially had a significant effect on the Employee Performance variable (Y).  $t_{hitung} > t_{tabel} > X_1$

2. For the motivation variable, a value (-0.089 1.998) and a sig value (0.929 0.05) were obtained, so it can be interpreted that the motivation variable (X<sub>2</sub>) partially did not have a significant effect on the Employee Performance variable (Y).  $t_{hitung} < t_{tabel} < X_2$
3. For the work discipline variable, a score (7.208 1.998) and a sig value (0.000 0.05) were obtained, so it can be interpreted that the work discipline variable (X<sub>3</sub>) partially had a significant effect on the Employee Performance variable (Y).  $t_{hitung} > t_{tabel} > X_3$

### Simultaneous Test (F)

**Table 9.** Simultaneous Test Results (F)

| Model        | Sum of Squares | Df | Mean Square | F      | Say.  |
|--------------|----------------|----|-------------|--------|-------|
| 1 Regression | 379.570        | 3  | 126.523     | 54.698 | .000b |
| Residual     | 143.415        | 62 | 2.313       |        |       |
| Total        | 522.985        | 65 |             |        |       |

Source: SPSS 26 Output Results

From the results of the above test, it was obtained = 54.698 while it was  $2.75 F_{hitung} > F_{tabel}$  significance value = 0.000, then the probability  $< 0,05$ . So it can be concluded that . From these results, it can be concluded that Competence, Motivation, and Work Discipline simultaneously have a significant effect on Employee Performance.  $F_{hitung} > F_{tabel}$

### Discussion

#### The Influence of Competency on Employee Performance

Based on the results of the t-test, it can be concluded that the statement that "the competency variable has a partial effect on the performance of employees of the Lamongan Regency Regional Planning, Research and Development Agency is accepted.  $H_1$

This shows that competence is the most important variable that an employee must have in order to be able to complete his work according to the goals set by the company. Highly qualified employees must have a positive impact on performance (Astuti, 2020). This research is in line with that carried out by (Manning, 2020).

#### The Influence of Motivation on Employee Performance

Based on the results of the t-test, it can be concluded that the statement that "the motivation variable has a partial effect on the performance of employees of the Lamongan Regency Regional Development Planning, Research and Development Agency was rejected.  $H_1$

According to (Pancasila et al., 2020) Motivation consists of three important components; business, organizational goals, and needs. Effort is a measure of intensity. Motivated people will try their best to achieve their goals, but high effort does not necessarily result in high performance. In other words, the high or low work motivation of an employee does not affect his performance.

The results of this study are not in accordance with previous research conducted by (Tila et al., 2023) shows that the motivation variable partially has a positive and significant effect on employee performance. However, in line with the results of the research (Palinggi & Djiu, 2022).

### **The Effect of Work Discipline on Employee Performance**

Based on the results of the t-test, it can be concluded that the statement that "the variable of work discipline has a partial effect on the performance of employees of the Lamongan Regency Regional Development Planning, Research and Development Agency is accepted.  $H_1$

According to (Agustina et al., 2023) Work discipline can be said to be the most important thing in an organization, because the success of an organization is measured by how disciplined the organization is. The results of this study are in accordance with previous research conducted by (Manning, 2020).

### **The Influence of Competence, Motivation, and Work Discipline on Employee Performance**

From the results of the F test, it can be concluded that the statement that "the variables of competence, motivation, and work discipline have a simultaneous effect on the performance of employees of the Lamongan Regency Development Planning, Research and Development Agency are accepted.  $H_2$

This means that the higher the competence of Human Resources, the better the motivation given to employees, and the higher the level of discipline, it will improve employee performance. This is in line with previous research conducted by (Tila et al., 2023).

### **The most dominant influencing variable**

It can be seen that the variable of work discipline with the value of the coefficient b (beta) is 0.657 which is the largest value among other independent variables. Therefore, it was concluded that the one that stated "the variable of work discipline that has the most dominant influence on the performance of employees of the Lamongan Regency Regional Planning, Research and Development Agency is accepted. The results of this study are in accordance with previous research conducted by  $H_3$  (Tila et al., 2023).

## **CONCLUSION**

- a. Partially, competence and work discipline have a positive and significant effect on employee performance.
- b. Partially, motivation has a negative and insignificant effect on employee performance.
- c. Simultaneously (competence, motivation, and work discipline) have a positive and significant effect on employee performance.
- d. The most dominant variable of work discipline.

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