



INTERNATIONAL JOURNAL OF  
ENTREPRENEURSHIP AND  
MANAGEMENT PRACTICES  
(IJEMP)  
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## THE INFLUENCE OF WORK DISCIPLINE AND EMPLOYEE COMPETENCY ON EMPLOYEE PERFORMANCE THROUGH WORK MOTIVATION AS AN INTERVENING VARIABLE

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### Article Info:

#### Article history:

Received date: 29.08.2024

Revised date: 12.09.2024

Accepted date: 15.10.2024

Published date: 30.11.2024

#### To cite this document:

Salbati, S., Qamaruddin, M. Y., Nadirah, A., & Junaidi, J. (2024). The Influence Of Work Discipline And Employee Competency On Employee Performance Through Work Motivation As An Intervening Variable. *International Journal of Entrepreneurship and Management Practices*, 7 (27), 441-457.

DOI: 10.35631/IJEMP.727034

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### Abstract:

Increasing organizational performance cannot be separated from employee compliance with the regulations and norms that apply within the organization. Apart from that, the ability of employees to provide all the capacities and competencies they have can increase motivation and will also increase positive behavior by increasing employee performance which is beneficial for the organization. This research aims to see how work discipline and employee competence influence employee performance through employee work motivation in employees of the East Luwu Timur Regional Revenue Agency. This research is a quantitative study with a population of 102 people, where the sample was determined using saturated sampling, which means the entire population was sampled. Data collection uses a questionnaire that has been tested using validity and reliability tests. The data that has been collected will be carried out descriptive tests and hypothesis testing using the help of the SmartPLS statistical tool. The research results show that work discipline and employee competence have a positive and significant influence on employee performance. Apart from that, work motivation has been proven to act as an intervening variable that strengthens the influence of work discipline and employee competence on employee performance. Specifically, work discipline and employee competency each have a significant direct influence on work motivation, which then influences employee performance. This research underlines the importance of improving work discipline and employee competence as an effort to improve employee performance. Apart from that, increasing work motivation must also be a focus to maximize the potential influence of discipline and competence on employee performance.

**Keywords:**

Work Discipline; Employee Competency; Work Motivation; Employee Performance

**Introduction**

Quality human resources (HR) are an organization's competitive advantage. Therefore, HR management by management gets top priority. Through HR development, HR needs are identified and analysis details people with certain qualifications.

In line with the development of globalization, the government demands that the State Civil Apparatus (ASN) from central to regional levels continue to improve their capabilities so that they are able to provide good services to the community. The emergence of a new bureaucratic paradigm needs to be a priority in reforming the bureaucratic HR apparatus. The current government bureaucracy should implement and develop a learning organization system in the ASN development program.

The aim of providing the best service to the community can be achieved if HR can show optimal performance. Werner (2014) states that performance is the quantity and/or quality of the work of individuals or groups within an organization in carrying out basic tasks and functions that are guided by norms, standard operating procedures, criteria and measures that have been established or are applicable within the organization. Individuals who have good performance will demonstrate quantity and quality in carrying out their duties in accordance with the responsibilities given to them (Warner and Zhao 2018).

Improving employee performance can be done by creating work discipline, because well-managed work discipline will result in employee compliance with various organizational regulations aimed at improving performance. For this reason, organizational leaders need to monitor every behavior and action carried out by all employees while working.

Mendo (2018) stated that performance is also influenced, one of which is organizational support. One form of support provided by the organization to employees is the development of human resources through increasing employee competency. Employees who have the vision and ambition to develop themselves must always take initiatives and actions that will help develop themselves through human resource development.

Phytanza & Burhaein, (2020) suggests that other factors that influence employee performance, one of which is individual factors, namely work motivation. Tan & Rajah, (2019) states that motivation is the desire to act. The motivation possessed by employees will make employees more motivated to be able to work according to the work standards and responsibilities given to them properly. The strength and weakness of employee motivation, whether intrinsic motivation or extrinsic motivation, really determines the form or achievement of their performance. Achieving optimal performance due to employee motivation is due to motivation, employees will be satisfied so that employees will be willing to show optimal performance (Deressa and Zeru 2019).

The Regional Revenue Agency or Bapenda is one of the regional apparatuses that was formed in 2022, based on regional regulation number 05 of 2020 concerning amendments to East Luwu Regency Regional Regulation number 8 of 2016 concerning the formation and composition of regional apparatus. Bapenda is responsible for receiving regional income, through coordinating the collection of taxes, levies, tax revenue sharing, balancing funds, and so on. The East Luwu Regency Bapenda optimizes revenue, one of which is from the regional taxes and levies sector, which is one component of regional original income.

The problem that currently still occurs at Bapenda is the decline in work motivation so that employees cannot show optimal performance. Timeliness and discipline in completing work are also still very low, apart from that there are still many employees who do not comply with the regulations that apply in the organization. Decreased work morale among employees so that employees cannot demonstrate performance, as well as the absence of references for achieving good performance and weak coordination between work units in the organization. This causes the performance rhythm to decrease and will indirectly have an impact on the collective performance achievements of the East Luwu Bapenda.

There are still many employees at Bapenda who have a low level of discipline because they lack enthusiasm and enthusiasm for their work. The level of competency of East Luwu Bapenda employees is also still low and it can be seen that there are some employees who are indifferent to their fellow colleagues so that they demand other employees to immediately complete their tasks for their own benefit. Apart from that, when other employees are absent from work due to permission or leave, sometimes colleagues still object to helping with work that is not their responsibility. Employee behavior that is demanded by organizations is not only in-role behavior but also extra-role behavior within the organization.

This research was conducted to see how work discipline and employee competency at the East Luwu Regional Revenue Agency can influence employee motivation and performance in their work environment as well as the role of discipline and competency in encouraging work motivation and improving performance and providing maximum performance to the organization. Based on the background and phenomenon of the problem, researchers are interested in conducting research with the title "The Influence of Work Discipline and Employee Competence on Employee Performance through Work Motivation as an Intervening Variable in Employees of the East Luwu Regional Revenue Agency".

## **Literature Review**

### ***Work Discipline***

Discipline is the main thing that must be upheld by an individual or employee to show the organization that he is able to handle the responsibilities given to him well and other things assigned to him by the organization. Through work discipline, employees will be able to improve their work performance (Bustami, Aqsa, and Surullah 2020).

For organizations, the existence of work discipline will ensure the maintenance of order and smooth implementation of tasks, so that optimal results are obtained. Meanwhile, employees will get a pleasant working atmosphere which will increase their enthusiasm for carrying out their work. In this way, employees can carry out their duties with full awareness and can develop their energy and thoughts as fully as possible in order to realize the organization's goals (Lee, Lee, and Lee-Geiller 2020).

From the explanation above, it can be concluded that work discipline is employee compliance or compliance with the rules that apply to the organization so that the organization will achieve the desired goals, or in other words, a way of communicating with employees to change behavior and an effort to increase employee awareness and willingness. to comply with all applicable regulations within the organization and applicable social norms as well as correct or punish employees who violate the rules or procedures implemented by the organization.

Moningkey & Dotulong, (2022), said that basically there are several indicators that can influence the level of employee discipline, including the following:

- Attendance: This is a basic indicator for measuring discipline and usually employees who have low work discipline are used to being late for work.
- Compliance with work regulations. Employees who comply with work regulations will not neglect work procedures and will always follow the work guidelines set by the organization.
- Adherence to work standards. This can be seen through the extent of employee responsibility for the tasks entrusted to them.
- High level of maturity, employees who have high alertness will always be careful, calculating and thorough in their work and always use things effectively and efficiently.
- Work ethically. Some employees may act rudely to customers or engage in inappropriate behavior. This is a form of disciplinary action, so working ethically is a form of employee work discipline.

This research uses indicators proposed by Oningkey & Dotulong, (2022) to measure the level of work discipline, namely attendance, compliance with work regulations, compliance with work standards, level of maturity and work ethics. The use of these indicators is deemed appropriate in this research and will be developed according to research needs.

### ***Employee Competency***

Hirschi & Spurs, (2021) states that employee competency is a person's ability to produce at a satisfactory level in the workplace, including a person's ability to transfer and apply their skills and knowledge in the workplace. Umamaheswari & Joyce, (2020), stated that employee competency is a basic characteristic of a person that enables him to provide superior performance in a particular job, role or situation.

Based on several opinions, it can be concluded that employee competency is something related to the abilities, knowledge and attitudes possessed by employees which serve as guidelines in carrying out work responsibilities according to established standards.

Rodriguez & Walters, (2017) stated that currently the concept of competency has begun to be applied in various aspects of human resource management, although the most common is in the areas of training and development, recruitment and selection, and remuneration systems. Chapman et al., (2018) stated that the concept of competency is becoming increasingly popular and has been widely used by large organizations for various reasons.

Indicators of employee competency variables were put forward by Sabuhari et al., 2020 which explains several aspects contained in the concept of competency as follows:

- Knowledge, namely awareness in the cognitive field. For example, an employee knows how to identify learning, and how to carry out good learning according to the needs of the organization.
- Understanding, namely the cognitive and affective aspects of an individual. For example, an employee in carrying out learning must have a good understanding of the characteristics and conditions effectively and efficiently.
- Ability/skills, namely everything possessed by an individual who carries out the tasks or work assigned to him. For example, employees' ability to choose work methods that are considered more effective and efficient.
- Values, namely a standard of behavior that is believed to be psychologically integrated within a person. For example, standards of behavior for employees in carrying out their duties (honesty, openness, democracy, etc.).
- Attitude, namely feelings (happy or unhappy, likes or dislikes) or reactions to stimuli that come from outside. For example, reactions to the economic crisis, feelings towards salary increases, and so on.
- Interest, namely a person's tendency to carry out an action. For example, doing a task activity.

Based on several expert opinions above, this research uses the indicators proposed by Sabuhari et al., (2020) namely knowledge, understanding, abilities, values, attitudes and interests that will be developed in accordance with research needs.

### ***Work Motivation***

Motivation is a condition that encourages or causes someone to carry out an action/repeat activity consciously (Werang, Irianto, and Asmaningrum 2019). Work motivation is a potential strength that exists within a human being, which can be developed independently or developed by a number of existing external forces, which depends on the situation and conditions faced by the person concerned (Phytanza and Burhaein 2020).

Alexandermaramis et al., (2019) defines work motivation as the work carried out by a manager that provides inspiration, enthusiasm and encouragement to other people, in this case employees, to take action. This encouragement aims to encourage employees so that they are enthusiastic and can achieve the results that person desires.

Various definitions can be concluded that work motivation is something within a person that causes, channels and maintains his behavior to fulfill his needs in achieving satisfaction according to his goals. Work motivation includes unique feelings, thoughts and past experiences that are part of the organization's internal and external relationships.

Encouragement from within oneself or from outside parties that can raise an individual's enthusiasm for carrying out an activity. There is an urge within humans, namely to take action, thinking that this action can provide what is needed or expected. Therefore, if a person's interactions with other people or the environment can encourage him to do so, then there will be motivation (Demircioglu and Chen 2019).

An organization not only expects employees who are capable, capable and skilled, but what the organization wants are employees who have high enthusiasm for completing their work and who desire to achieve maximum work results. According to Alexandermaramis et al., (2019)



mentions several indicators that can measure motivation and will be used in this research, namely:

- Remuneration, namely everything in the form of goods, services and money which is compensation received by employees because of their services involved in the organization.
- Working conditions, conditions or conditions of the work environment of an organization that is the place of work for employees who work in that environment. Good working conditions are comfortable and support workers to be able to carry out their activities well.
- Work facilities, namely everything in the organization that is occupied and enjoyed by employees, both in direct connection with work and for the smooth running of work.
- Work performance, namely the results achieved or desired by everyone at work. Each person is not the same size because humans are different from each other.

### ***Employee Performance***

According to Ghani Al-Saffar & Obeidat, (2020) Employee performance is an individual thing, it is said to be individual because workers in the organization complete their assigned tasks differently. And employee performance depends on the ability, effort and opportunities given to them by the organization.

Research says that performance does not come by itself, but performance must be managed by the organization. To measure employee performance, it needs to be carefully monitored. If employee performance increases, success will influence the achievement of an organization's goals (Chapman et al. 2018). High performing employees are expected to be able to carry out their duties with full responsibility, be able to use all their potential effectively and efficiently. By increasing employee performance, it is hoped that it will make a positive contribution to organizational performance.

From the explanation above, it can be concluded that employee performance is an ability demonstrated by employees in carrying out their work or duties in the organization. Employee performance is said to be good if the goals achieved by the employee are in accordance with those set by the organization.

A variety of performance assessments have been researched previously. Alefari et al., (2020) assess human resource performance based on specific behavior using eleven criteria, namely: employee work quantity, employee work quality, employee efficiency, employee quality standards, employee effort, employee professional standards, employee ability towards core work, employee ability to use common sense, employee accuracy, employee knowledge, and employee creativity. According to Luthan et al., (2019) Employee performance indicators are as follows:

- Quality of work, all kinds of units of measurement related to the quality or qualities of work results which can be expressed in terms of numbers or other numerical equivalents.
- Work quantity, all kinds of units of measurement related to the amount of work output that can be expressed in terms of numbers or other numerical equivalents.
- Work attitude is a person's attitude towards his work which reflects pleasant and unpleasant experiences in his work as well as hopes for future experiences.

## Hypothesis Development

Good work discipline can increase work motivation because it creates an orderly and productive work environment. Discipline helps people stay focused on their tasks, achieve targets, and avoid distractions that can reduce motivation. In other words, discipline provides a strong basis for sustainable work motivation. Several studies show that a high level of work discipline is positively related to a high level of work motivation as well. For example, a study conducted by Haryadi et al., (2022) found that employees who have a high level of work discipline tend to have a higher level of work motivation. Other research by Steel and König (2023) also shows that good work discipline can increase a person's intrinsic motivation. Gellatly (2023) found that a high level of work discipline is associated with better work performance, which in turn can increase a person's work motivation. From the results of previous research and the relationship between research variables, the first hypothesis in this research can be formulated as follows:

***H1: It is suspected that work discipline has a positive and significant effect on work motivation***

Tett and Burnett (2020) show that there is a positive correlation between an individual's suitability for the job (an aspect of competence) and their intrinsic and extrinsic motivation. Naderi et al. (2022) who examined the relationship between employee competence and work motivation in the industrial sector. They found that there was a significant relationship between employee competencies (such as technical skills, interpersonal skills, and job knowledge) and intrinsic and extrinsic motivation. Another research conducted by Sarıışık (2022) examined the relationship between employee competence and work motivation in the education sector. The results show that employee competencies, including academic skills, managerial skills, and interpersonal skills, have a significant influence on teacher work motivation. From the results of previous research and the relationship between research variables, the second hypothesis in this research can be formulated as follows:

***H2: It is suspected that employee competency has a positive and significant effect on work motivation***

Research by Jiang et al. (2022), who found that intrinsic motivation (motivation that comes from within the individual) has a significant impact on employee performance. They found that employees who felt intrinsically motivated tended to have higher performance than those who did not. Other research conducted by Aziri (2021) also shows that work motivation has a significant relationship with employee performance. They found that motivational factors such as job satisfaction, recognition, and opportunities for growth and development contributed to improved employee performance. Research by Naveed et al. (2019) found that there is a strong relationship between work motivation and employee performance in the banking sector. They found that high work motivation was associated with better performance in terms of achieving sales targets, customer service, and fulfilling daily tasks. From the results of previous research and the relationship between research variables, the third hypothesis in this research can be formulated as follows:

***H3: It is suspected that work motivation has a positive and significant effect on employee performance***

Research by Joo and Shim (2020) found that work discipline has a significant impact on employee performance. They found that a high level of work discipline was positively related to employee performance, especially in terms of good attendance, service quality, and work efficiency. Another study by Lee et al. (2021) examined the relationship between work

discipline and employee performance. The results of this study indicate that a high level of work discipline is associated with performance. A high level of work discipline tends to achieve better results in terms of student achievement and performance evaluation. In addition, research by Ogunyemi and Adebayo (2017) examined the relationship between work discipline and employee performance. They found that there was a positive relationship between work discipline and employee performance, with high levels of work discipline associated with better service performance and higher satisfaction. From the results of previous research and the relationship between research variables, the fourth hypothesis in this research can be formulated as follows:

***H4: It is suspected that work discipline has a positive and significant effect on employee performance***

Research by Wang and Noe (2020), which examined the relationship between employee competency and employee performance in multinational companies, found that employee competency, especially in terms of technical skills, interpersonal skills and managerial skills, has a significant positive impact on employee performance. These findings indicate that employees who have competencies that are relevant to their work tend to achieve better performance. Another relevant research is research by Kim et al. (2023), who examined the relationship between employee competence and employee performance found that employee competence, including academic skills, managerial skills, and interpersonal abilities, contributed to increased academic performance and organizational effectiveness. From the results of previous research and the relationship between research variables, the fifth hypothesis in this research can be formulated as follows:

***H5: It is suspected that employee competency has a positive and significant effect on employee performance***

Abdul Latif (2019) conducted research investigating the effect of work discipline on employee motivation and performance, showing that a high level of work discipline has a positive correlation with work motivation and employee performance. Wahyudi & Kurniawati's (2020) research exploring the relationship between work discipline, motivation and employee performance shows that work discipline has a significant influence on work motivation, which then mediates the relationship between work discipline and employee performance. Ahuja et al (2018) conducted research to examine the relationship between work discipline, motivation and employee performance showing that a high level of work discipline is positively correlated with work motivation, which in turn is related to employee performance. From the results of previous research and the relationship between research variables, the sixth hypothesis in this research can be formulated as follows:

***H6: It is suspected that work discipline has a positive and significant effect on employee performance through work motivation***

Research by Robbins and Judge (2017) concluded that high employee competence can increase work motivation, which in turn influences employee performance positively. Apart from that, research by Luthans (2019) shows that work motivation has an important role in connecting employee competence with employee performance. Sulistiyani's (2018) research examined the influence of employee competence on employee performance through work motivation. The results of their research found that employee competence had a positive effect on work motivation, which in turn had a positive effect on employee performance. These findings show the importance of developing employee competency and efforts to increase work motivation in improving organizational performance. From the results of previous research and the

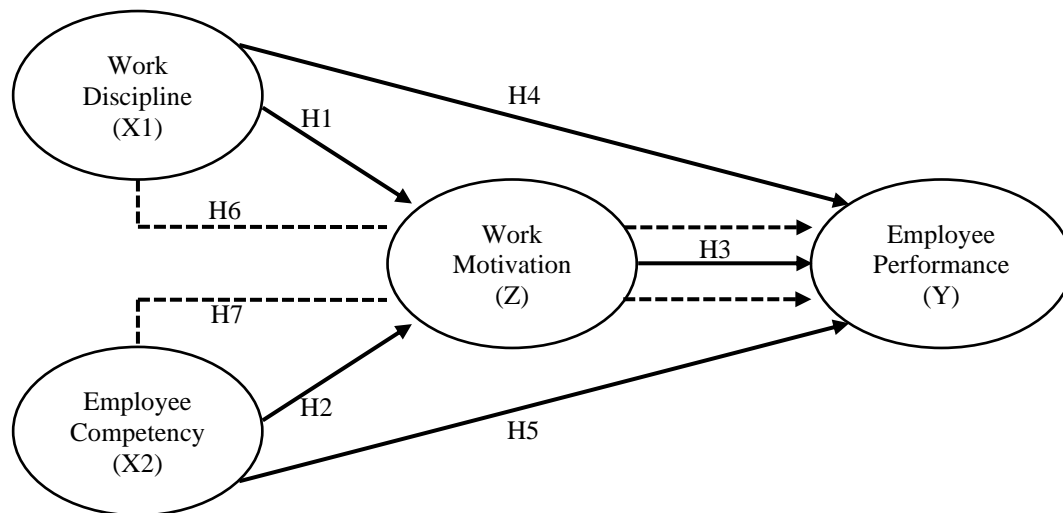


relationship between research variables, the sixth hypothesis in this research can be formulated as follows:

***H7: It is suspected that employee competency has a positive and significant effect on employee performance through work motivation***

### Conceptual Framework

The conceptual framework of this research can be described as follows:



**Figure 1 : Research Framework**

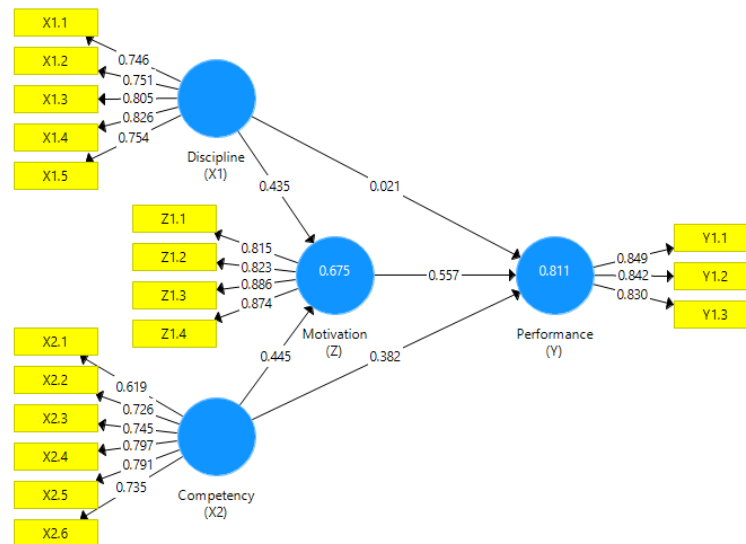
### Methodology

The type of research carried out is explanatory research using a quantitative approach, which uses data in the form of numbers as a tool to analyze information about what you want to know. The population in this study was 102 employees at the East Luwu Regional Revenue Agency, with details of 52 ASN employees and 50 contract workers. The sampling technique in this research used saturated sampling where the entire population was sampled, so the total sample was 102 respondents taken from the East Luwu Timur Regional Revenue Agency.

Data was collected through observations, interviews and distributing questionnaires to respondents. Some of the data processing techniques carried out include, validity and reliability tests, namely to test whether the indicators used are good or not in measuring a variable, descriptive statistical analysis is an analysis that shows the development and growth of a situation and only provides an overview of a particular situation by a way to describe the properties of the research object and correlation analysis is a discussion study about the degree of closeness of the relationship between variables which is expressed by the value of the correlation coefficient. The relationship between these variables can be positive and negative. Data analysis in this research uses correlation analysis through the SmartPLS program.

## Result

The results of the data analysis that has been carried out can be seen in full in the figure and table below:



**Figure 2: Outer Loading Analysis**

Source: Primary Data Is Processed

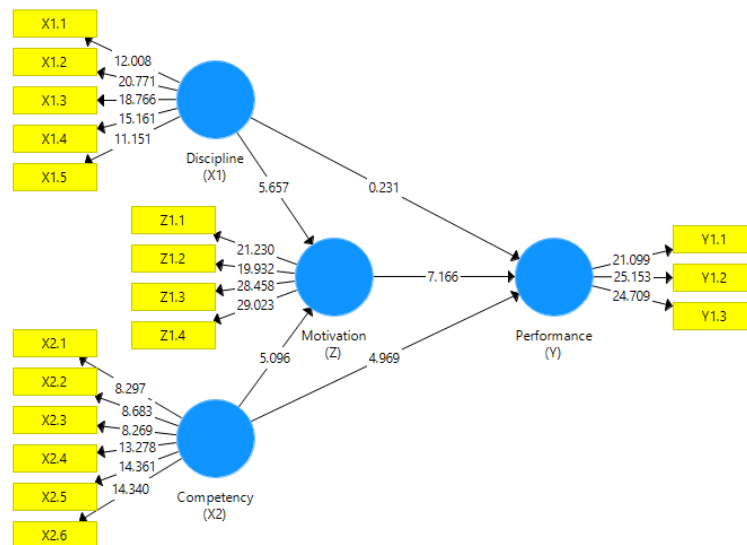
Validity testing uses two methods, namely outer loading and AVE value. In Figure 1 above we can see the factor loading value of each variable, the required factor loading value is  $> 0.6$ . The validity test carried out shows that all outer loading values are in accordance with the requirements. Expected AVE value  $> 0.5$ . The results of the AVE value validity test are shown in table 1 below, showing the values are in accordance with the requirements.

**Table 1: Construct Validity And Reliability**

|                 | <b>Cronbach Alpha</b> | <b>Composite Reliability</b> | <b>AVE</b> |
|-----------------|-----------------------|------------------------------|------------|
| Competency_(X2) | 0.832                 | 0.877                        | 0.544      |
| Discipline_(X1) | 0.837                 | 0.884                        | 0.604      |
| Motivation_(Z)  | 0.871                 | 0.912                        | 0.722      |
| Performance_(Y) | 0.793                 | 0.878                        | 0.707      |

Source: Primary Data Is Processed

The values used to determine the level of reliability of the SEM model are Composite Reliability and Cronbach Alpha. The standard Cronbach's Alpha value for a variable so that it is declared reliable is  $> 0.6$ , while the standard value for Composite Reliability is  $> 0.7$ . Therefore, based on the table above, it is known that all variables have Cronbach's Alpha values and Composite Reliability values have met the requirements so that it can be stated that the SEM model analyzed is reliable. After the model was declared valid, the relationship between research variables was tested, the complete results of which can be seen in figure 3, table 2 and table 3 below:

**Figure 3: Direct Effect Research Variable**

Source: Primary Data Is Processed

**Table 2: Direct Effects**

| Direct Effects                     | T-Stat | T-Table | P-Value | Cut Value |
|------------------------------------|--------|---------|---------|-----------|
| Competency_(X2) -> Motivation_(Z)  | 5,096  | 1,661   | 0.00    | 0.05      |
| Competency_(X2) -> Performance_(Y) | 4,969  | 1,661   | 0.00    | 0.05      |
| Discipline_(X1) -> Motivation_(Z)  | 5,657  | 1,661   | 0.00    | 0.05      |
| Discipline_(X1) -> Performance_(Y) | 0.231  | 1,661   | 0.81    | 0.05      |
| Motivation_(Z) -> Performance_(Y)  | 7,166  | 1,661   | 0.00    | 0.05      |

Source: Primary Data Is Processed

**Table 3: Indirect Effects**

| Indirect Effects                                     | T-Stat | T-Table | P-Value | Cut Value |
|--|--------|---------|---------|-----------|
| Competency_(X2) -> Motivation_(Z) -> Performance_(Y) | 4,183  | 1,661   | 0.00    | 0.05      |
| Discipline_(X1) -> Motivation_(Z) -> Performance_(Y) | 4,295  | 1,661   | 0.00    | 0.05      |

Source: Primary Data Is Processed

**Hypothesis Test**

H1 it is assumed that work discipline has a positive and significant effect on work motivation. The results of the T statistical analysis showed that the calculated t value = 5.657 > t table = 1.661 with a P value of 0.000 or smaller than the cut off value of 0.05. This means that the work discipline variable has a positive and significant influence on work motivation, so the first hypothesis is stated **accepted**.

H2 states that it is suspected that employee competence has a positive and significant effect on work motivation. The results of the T statistical analysis showed that the calculated t value = 5.096 > t table = 1.661 with a P value of 0.000 or smaller than the cut off value of 0.05. This means that the employee competency variable has a positive and significant influence on work motivation, so the second hypothesis is stated **accepted**.

H3 it states that it is suspected that work motivation has a positive and significant effect on employee performance. The results of the T statistical analysis showed that the calculated t

value =  $7.166 > t_{\text{table}} = 1.661$  with a P value of 0.000 or smaller than the cut off value of 0.05. This means that the work motivation variable has a positive and significant influence on employee performance, so the third hypothesis is stated **accepted**.

H4 it is alleged that work discipline has a positive and significant effect on employee performance. The results of the T statistical analysis obtained a calculated t value =  $0.231 < t_{\text{table}} = 1.661$  with a P value of 0.81 or greater than the cut off value of 0.05. This means that the work discipline variable has a positive but not significant influence on employee performance, so the fourth hypothesis is stated **rejected**.

H5 states that it is suspected that employee competency has a positive and significant effect on employee performance. The results of the T statistical analysis showed that the calculated t value =  $4.969 > t_{\text{table}} = 1.661$  with a P value of 0.000 or smaller than the cut off value of 0.05. This means that the employee competency variable has a positive and significant influence on employee performance, so the fifth hypothesis is stated **accepted**.

H6 it is alleged that work discipline has a positive and significant effect on employee performance through work motivation. The results of the T statistical analysis showed that the calculated t value =  $4.295 > t_{\text{table}} = 1.661$  with a P value of 0.000 or smaller than the cut off value of 0.05. This means that the work discipline variable has a positive and significant influence on employee performance through work motivation, so the sixth hypothesis is stated **accepted**.

H7 it is alleged that work competency has a positive and significant effect on employee performance through work motivation. The results of the T statistical analysis showed that the calculated t value =  $4.183 > t_{\text{table}} = 1.661$  with a P value of 0.000 or smaller than the cut off value of 0.05. This means that the employee competency variable has a positive and significant influence on employee performance through work motivation, so the seventh hypothesis is stated **accepted**.

## Discussion

### *The Influence of Work Discipline on Motivation.*

The research results show a positive and significant relationship between work discipline and work motivation. Discipline is a person's awareness and willingness to obey all company regulations and applicable social norms. Discipline must be enforced in an organization or company, because without the support of good discipline, it is difficult for a company to realize its goals. So, discipline is the key to success to provide employee motivation to achieve goals (Moningkey & Dotulong, 2022). Work discipline is one of the benchmarks for assessing work motivation. People who are able to show a disciplined attitude at work tend to be motivated and have great responsibility for the tasks they are responsible for. The greater the motivation you have for your duties and responsibilities, the more work discipline you will have. Employees who are able to overcome all work-related problems tend to be more able to complete tasks on time. Based on the results of this research, it is known that there is a positive and significant influence of work discipline on work motivation. The positive and significant influence shows that the higher and better the work discipline carried out by employees, the more employee work motivation will arise and will increase. The results of this study are consistent with research conducted by Rivaldo & Nabella, (2023) which also found a positive and significant relationship between work discipline and work motivation.

***The Influence of Employee Competency on Motivation.***

The research results show a positive and significant relationship between employee competence and motivation. Employees with high competence tend to have better knowledge and skills. This makes them feel more confident and able to complete tasks well, which in turn increases their motivation. Good competencies also enable employees to achieve work goals more efficiently. This achievement provides a sense of satisfaction and encouragement to continue to be motivated in their work. Employees with high competence tend to receive recognition and appreciation from superiors and co-workers, which is a strong intrinsic motivation that opens up opportunities for career development and promotion, which becomes additional motivation for employees to continue to improve their abilities. The results of this research are in line with previous research which found that competence has a positive effect on motivation. This indicates that good competence not only increases motivation but also overall performance (Mardikaningsih et al., 2022; Indiyati et al., 2021).

***The Effect of Motivation on Performance.***

The research results show a positive and significant relationship between motivation and performance. This research found that the motivation variable is the factor that has the most dominant influence compared to other variables. Increasing motivation for performance in this research is influenced by the dimensions of the work environment and the facilities provided by the organization to support employee work. Comfortable workplace conditions, support from superiors, and good relationships between colleagues can encourage employee enthusiasm to work better and harder. A supportive environment also helps employees feel valued and motivated to achieve company goals. Adequate work facilities and a comfortable environment can increase employee productivity. A workplace that is clean, organized and equipped with the necessary equipment allows employees to work more efficiently and effectively, thereby improving employee performance. In this way, leaders can motivate their employees by looking at the characteristics of each employee in different ways to motivate them. Therefore, to achieve the performance expected by the company, employee motivation is needed. With motivation and performance appraisal, organizational goals can be achieved as well as personal goals. The results of this study are consistent with research by Aliyyah et al., (2021); Sukalova et al., (2022) stated that motivation has a significant effect on employee performance.

***The Effect of Work Discipline on Performance.***

The research results show a positive but not significant relationship between work discipline and performance. The results of this research show that work discipline is an important factor in performance management, but does not always have a significant effect on employee performance. This is caused by various complex factors that influence performance, individual differences, organizational culture, research limitations, and the role of intrinsic motivation. The research results also found that individuals have different characteristics and needs. Strict work discipline may be effective for some employees, but not for others. Some employees may feel more motivated and productive with a little flexibility and autonomy, while others may need a tighter structure to achieve optimal performance. Therefore, the impact of work discipline on performance can vary greatly depending on the individual concerned. Another influence that also causes the influence of work discipline on performance in this research to be insignificant is due to organizational culture factors. In some organizations, a culture that is too rigid and disciplined can cause stress and dissatisfaction, which ultimately reduces employee performance. Conversely, organizations with a more flexible and supportive culture can create a more positive and productive work environment. In this case, work discipline that



is too strict may not be compatible with a particular organizational culture, so it does not have a significant effect on performance. The results of this study are not in line with research Alfarizi et al., (2022) which states that increasing discipline is an important part of organizations as an important factor in improving performance. Meanwhile, according to Rivaldo & Nabella, (2023) which shows that work discipline variables influence employee performance variables. In this research, discipline was not proven to significantly influence performance. Therefore, it is important for organizational leaders to consider these various factors and not just rely on work discipline as the only tool to improve employee performance.

### ***The Influence of Employee Competency on Performance.***

The research results show a positive and significant relationship between employee competency and performance. The higher the level of competency possessed by employees, the better the performance demonstrated. Good competencies not only improve employees' technical abilities but also strengthen motivation, job satisfaction, and career prospects, all of which contribute to improved performance. The results of research conducted found that competent employees can complete their tasks more quickly and precisely, reduce errors, and increase productivity. High competency also often makes employees feel more confident and satisfied with their work, which in turn increases motivation and performance. In addition, good competence allows employees to think creatively and innovatively in solving problems, which contributes to improving the quality of work. These results are still in line with several previous studies which also show that competence has a positive effect on employee performance. This research confirms that increasing employee competency is in line with increasing the quality of work produced. Research by Gema et al., (2023) shows that competency has a significant effect on employee performance in High competency helps employees complete tasks better and improves the overall performance of the organization.

### ***The Influence of Work Discipline on Employee Performance through Motivation.***

The research results show a positive and significant influence between work discipline on employee performance through motivation as an intervening variable. The high level of employee work discipline will motivate employees to carry out their work well, so that indirectly it will increase employee performance. Employee discipline is needed in every work activity so that employees work in accordance with the regulations set by the relevant agency. Good work discipline is one of the important things in improving employee performance, where organizations really need employees who are disciplined at work so they can achieve maximum results. Discipline at work will have a positive and significant effect on employee performance and will form good performance characteristics, but performance is not only influenced by discipline at work, there are many other factors that will influence performance, one of which is work motivation. Employees who have good performance motivation will also provide good performance. Employees who have good work motivation will create effectiveness in performance. Results of previous research conducted Wibowo & Abadiyah, (2019) which states that there is a positive and significant influence of work discipline on performance through work motivation in line with the findings of this research.

### ***The Influence of Employee Competency on Employee Performance through Motivation.***

The research results show a positive and significant influence between employee competence on employee performance through motivation as an intervening variable. Employee competency increases motivation because employees who feel competent will feel more capable and confident in completing their tasks. This creates an internal drive to achieve better results. High work motivation encourages employees to work harder and more effectively,

which directly improves their performance. Competency-fueled motivation creates a positive cycle in which performance continues to improve as motivation increases. The results of this research are still in line with previous research which also found that competence and work motivation have a significant effect on employee performance. In this case, the combination of high competence and strong motivation produces optimal employee performance (Indiyati et al. 2021; Kim and Lee 2023).

### Conclusion

Conclusions that can be put forward based on data analysis and research results include: Work discipline has a positive and significant effect on employee motivation. Employees with high work discipline tend to be more motivated because they have regularity and consistency in carrying out their duties. However, work discipline has a positive but not significant effect on employee performance. Work discipline is an important factor in performance management, but it does not always have a significant effect on employee performance, this is caused by various complex factors that influence performance.

Employee competency has a positive and significant effect on work motivation. Employees who feel competent in their work are more motivated to achieve better results. Competence also has a direct influence on performance. Employees with high competence are able to complete tasks better and faster, which contributes to increased performance.

Work motivation has a positive and significant influence on employee performance. Motivated employees are more likely to work hard, innovate, and achieve set targets. Work motivation acts as a significant intervening variable in the relationship between work discipline and employee competence on performance. Motivation increases the positive effects of discipline and competence on performance.

### Acknowledgement

First of all, I would like to express my gratitude to Regional Revenue Agency of East Luwu Timur for their invaluable support and cooperation in facilitating this research. My sincere gratitude is extended to the staff members who participated in this research, who have provided the necessary data and insight so that this research can be carried out. Additionally, I would like to thank our mentors and colleagues at Universitas Muhammadiyah Palopo for their invaluable advice and helpful criticism, which have greatly aided in the creation and improvement of this article. Lastly, I would want to express my sincere gratitude with a special thanks to my family. Thank your prayers, love, support and encouragement throughout the research process.

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