

Research/Review

# The Influence of Competence and Work Discipline on Employee Performance with Motivation as an Intervening Variable (Study at PT Jateng Argo Berdikari (Perseroda))

Fernanda Nasrullah <sup>1\*</sup>, Endang Tjahjaningsih <sup>2</sup>

<sup>1</sup> Faculty of Economics and Business, Stikubank University, Semarang, Indonesia:

[fernandanashrullah@gmail.com](mailto:fernandanashrullah@gmail.com)

<sup>2</sup> Faculty of Economics and Business, Stikubank University, Semarang, Indonesia:

[naning@edu.unisbank.ac.id](mailto:naning@edu.unisbank.ac.id)

**Abstract.** The most crucial factor in achieving employee performance targets and producing high-quality work lies in how a company fosters motivation among its employees. Motivation serves as a driving force that influences employees' willingness to perform their tasks optimally. This study employed a quantitative research approach using primary data. The research population consisted of 381 employees of PT Jateng Agro Berdikari (Perseroda), with performance appraisal conducted through the 360-Degree Feedback method. The sampling technique applied was purposive sampling, selecting respondents who met specific research criteria. Data collection was carried out through questionnaires and interviews to ensure a comprehensive understanding of the research variables. Instrument validity and reliability tests were conducted to confirm that the measurement tools used were both accurate and consistent. Data analysis involved multiple linear regression to determine the relationships between variables, while hypothesis testing utilized partial tests (t-tests), the coefficient of determination ( $R^2$ ), path analysis, and the Sobel test to examine mediation effects. The results showed that competence and work discipline significantly influenced work motivation. However, competence alone did not have a direct impact on employee performance. In contrast, work discipline and work motivation had a positive and significant effect on employee performance. Moreover, work motivation was found to mediate the relationship between competence and employee performance, as well as between work discipline and employee performance. These findings highlight the importance for companies to develop strategies that not only enhance employees' competencies and enforce work discipline but also strengthen work motivation. A motivated workforce is more likely to achieve performance targets and maintain high standards of work quality, thereby supporting organizational success and sustainability.

**Keywords:** Competence, Employee Performance, Mediation, Motivation, Work Discipline

Received: June 30, 2025;  
Revised: July 20, 2025;  
Accepted: August 07, 2025;  
Online Available: August 09, 2025  
Curr. Ver.: August 09, 2025



Copyright: © 2025 by the authors.  
Submitted for possible open  
access publication under the terms  
and conditions of the Creative  
Commons Attribution (CC BY SA)  
license  
(<https://creativecommons.org/licenses/by-sa/4.0/>)

## 1. Background

In an increasingly competitive business environment, the role of human resources in achieving organizational goals is becoming increasingly important. Human resource management is the appropriate and effective application of the acquisition, utilization, development, and maintenance of an organization's personnel to achieve optimal human resource utilization by the organization in achieving its goals. Ruky (2014) . Therefore, optimal abilities and skills are needed to provide the best results for achieving organizational goals. Mangkunegara (2019) defines employee performance as the quality and quantity of work achieved by an employee in carrying out their duties in accordance with the responsibilities assigned to them.

The most important factor in achieving employee performance targets and producing quality work is how the company fosters motivation in each employee. Motivation is a condition that moves people toward a specific goal (Mangkunegara, 2019) . The higher an employee's work motivation, the higher their performance will be, because strong motivation encourages employees to work harder, with focus, and with dedication to achieving organizational goals.

To achieve optimal employee performance, better competencies are also required for employees. to overcome the biggest threat experienced by organizations, namely attracting, retaining, and optimizing their employees. According to Wibowo (2014), competence is an ability to carry out or perform a job or task based on skills and knowledge and supported by the work attitude required by the job . The higher the competence, the better the performance that can be produced, because high competence allows employees to carry out tasks more efficiently, precisely, and with quality, and are able to overcome various challenges in work that can achieve employee performance success.

The success of employee performance achievement is influenced by internal factors, one of which is work discipline. Hamali (2016), said that work discipline is an employee attitude that reflects respect and obedience to the rules and regulations of the organization or company, which exists within an employee, which causes the employee to voluntarily adjust to the rules and regulations of the organization or company. The better the work discipline, the higher the resulting performance, because good work discipline encourages employees to comply with the rules, carry out tasks on time, and maintain consistency in carrying out their work.

PT Jateng Agro Berdikari (Perseroda) or PT JTAB is a Regionally-Owned Enterprise (BUMD) owned by the Central Java Provincial Government. PT JTAB operates in the fields of agriculture, industry, trade, tourism, and services . Previously, PT JTAB was formerly known as the Central Java Citra Mandiri Regional Company (PD. CMJT). The head office of PT JTAB is located at the 7th Floor of the Dekranasda Pramuka Building, Jl. Pahlawan No. 8 Pleburan, Semarang, Central Java, 50241. PT JTAB focuses on improving its performance and contribution to Central Java's Regional Original Income (PAD). One of the innovations being developed is the *Tlogo Rest Area* , which will be combined with natural tourism, such as fruit and rubber plantations, and *outbound game arenas*. This development aims to utilize the potential of natural tourism in Tlogo Tuntang, as well as increase regional income. The Regional Secretary (Sekda) explained that this project will be accelerated to be completed before 2024, with the necessary studies and innovations to ensure its smooth operation.

The following is the composition of Human Resources of PT Jateng Agro Berdikari (Perseroda) in 2024:

Table 1. Human Resource Composition of PT Jateng Agro Berdikari (Perseroda) in 2024

No	Position	Amount
1.	Headquarters	40
2.	Saripetojo Ice Factory, Cilacap	51
3.	Saripetojo Ice Factory, Tegal	27
4.	Saripetojo Ice Factory, Rembang	21
5.	Margahusada Pharmacy Semarang	9
6.	Margahusada Pharmacy, Surakarta	17
7.	<i>Front One HK Resort</i> Semarang	36
8.	Tlogo Plantation	78
9.	Horizon <i>Resort</i> Tlogo	23
10.	Tawangmangu Agro	13
11.	Sokaraja Gas Station	41
12.	Food	25
Amount		381

Source: Data from PT Jateng Agro Berdikari (Perseroda) processed in 2024

The data above shows that PT Jateng Agro Berdikari (Perseroda) has a total of 381 human resources spread across various business units, with the largest number being in the Tlogo Plantation with 78 people, followed by the Saripetojo Cilacap Ice Factory with 51 people. This illustrates a fairly even distribution of labor across various business sectors, such as ice factories, pharmacies, resorts, plantations, gas stations and others, which support various company operational activities.

competency- related issues at PT Jateng Agro Berdikari (Perseroda) include a lack of skills development aligned with industry developments, as well as limited training and *workshops* that could enhance employee capacity across various business units. This results in a mismatch between employee competencies and job demands, which impacts work effectiveness and overall organizational performance. Furthermore, challenges remain in improving motivation and work discipline in several units, impacting workforce quality and productivity.

Table 2. Training or *Workshops* for Employees of PT Jateng Agro Berdikari (Perseroda)

N o	Training Name	Implementat ion date	Durati on	Particip ant	Relevance to the Field and Abilities of Participants
1	<i>Public Speaking Training</i>	June 7, 2024	1 day	All head office employees and Unit Managers Business es in the JTAB environ ment and their staff	Intermediate - Important, but not directly related to technical tasks.
2	<i>Safety Training</i>	August 22, 2024	1 day	All employees	Intermediate - Important but not appropriate to individual competencies
3	Work Ethics Training	October 12, 2024	1 day	All head office employees	Low - While it is important to build a good work culture, it is not very relevant to individual technical competency.

Source: Processed data from PT Jateng Agro Berdikari (Perseroda)

Based on the table above, it can be seen that in the *Public Speaking Training* held on June 7, 2024, which was held for 1 day and attended by all head office employees and Unit Managers, this shows that *public speaking* is not directly related to technical tasks, but *public speaking* helps improve communication, presentations, and interactions between employees and clients, which has an impact on work effectiveness at all levels of the organization. *Safety Training* held on August 22, 2024, which was held for 1 day and attended by all employees, this shows that this training is important but does not support the improvement of specific skills. Work Ethics Training held on October 12, 2024, which was held for 1 day and attended by all head office employees, this shows that this training builds a good work culture, but is not very relevant to individual technical competencies.

Other issues related to Discipline What happened at PT Jateng Agro Berdikari (Perseroda) was that employees were still lacking discipline in attendance, and their break time was often used by employees to do other things outside of office work, resulting in exceeding the allotted time. This can be seen in the table below:

Table 3: Employee Absence Data at PT Jateng Agro Berdikari (Perseroda)

Head Office, August - October 2024

Month	Number of Employees	Working days	Number of Employees x Working Days	Employee Absence		Number of Absenteeism	Absenteeism Rate %
				Sick	Permission		
August	40	22	880	12	23	35	3.98
September	40	20	800	8	11	19	2.38
October	40	23	920	18	26	44	4.78

Source: Processed data from PT Jateng Agro Berdikari (Perseroda)

Based on the table above, it can be seen that the employee absence rate at PT Jateng Agro Berdikari (Perseroda) shows quite significant fluctuations . The highest absenteeism rate was in October (4.78%) and the lowest in September (2.38%). This indicates a tendency towards less discipline in attendance, especially in August and October, which needs to be addressed to improve employee discipline.

Performance assessments at PT Jateng Agro Berdikari (Perseroda) use the Job Implementation Assessment List (DP3). The employees assessed include division heads, permanent employees, and contract workers. The DP3 assessment assesses several elements, including employee discipline. These values are then grouped into three categories: Loyalty,

Work Achievement, Responsibility, Obedience, Honesty, Cooperation, Initiative, and Leadership. The average value of these eight elements is then calculated.

Table 4. 2023 Head Office Employee DP3 Assessment Data

Value Group		Number of Employees
91 – 100 (Very good)	:	6
76 – 90 (Good)	:	26
61 – 75 (Enough)	:	8
51 – 60 (moderate)	:	0
< 50 (Less)	:	0

Source: Processed data from PT Jateng Agro Berdikari (Perseroda)

Based on this data, it can be seen that there are still eight employees who received a fair rating, compared to 26 who received a good rating, and even six who received a very good rating. This is due to the fact that some employees still lack discipline in their work.

This research is also motivated by the existence of a *research gap* in several previous studies, conducted by Agustine et al. (2022) and Saputra (2024). And Bahannoer (2021). This study shows that competence has a positive and significant effect on employee performance through work motivation. Meanwhile, research conducted by Lianasari & Ahmadi (2022) and Pakpahan (2022) stated that competence has a negative effect on employee performance through work motivation.

Previous research conducted by Pakpahan (2022), Saputra (2024) and Rochmah & Suhartono (2023). This research shows that work discipline has a positive and significant effect on employee performance through work motivation. Meanwhile, research conducted by Yossi et al (2021) stated that Work Discipline has a negative effect on Employee Performance through Work Motivation.

Previous research conducted by Pakpahan (2022), Saputra (2024) and Rochmah & Suhartono (2023). This research shows that work motivation has a positive and significant effect on employee performance. Meanwhile, research conducted by Lianasari & Ahmadi (2022) stated that work motivation has a negative effect on employee performance.

## 2. Theoretical Study

### Human Resources (HR)

Hasibuan (2018), Handoko (2017), and Sutrisno (2016) state that Human Resource Management (HRM) is the science and art that involves regulating the relationships and roles of the workforce with the aim of achieving effectiveness and efficiency in supporting the realization of the goals of the company, employees, and society as a whole. HRM involves a number of activities, such as recruitment, selection, development, maintenance, and use of human resources to achieve both individual and organizational goals. In addition, HRM also includes aspects of policies and practices needed in managing the people who work, including in terms of recruitment, training, rewards, and evaluation.

### Employee performance

Employee performance is a work result achieved by a person in carrying out the tasks assigned to him which are carried out with skill, experience and sincerity as well as time (Hasibuan, 2018) (Alfani, 2018) (Irmayanthi, 2020) (Mangkunegara, 2019). Gibson (2013) stated that performance refers to the level of success in carrying out tasks and the ability to achieve predetermined goals, within a certain time period (Pramesti, 2019). Robertson (2002), Mangkunegara (2019) and Putra et al., (2023) stated that there are 4 dimensions of performance assessment, namely (1) quality produced, (2) quantity produced, (3) timeliness, and (4) cooperation. Employee performance indicators according to Coulter (2010) namely quantity, quality, timeliness, effectiveness, independence. Hardiansyah (2018) performance indicators are targets, quality, completion time, and adherence to principles.

### Competence

Sudarmanto (2014) Spencer (2017), (Triastuti, 2019), explains that competence is a characteristic that underlies a person related to the effectiveness of individual performance in their work or the basic characteristics of an individual that have a causal relationship or as a cause and effect with the criteria used as a reference. The dimensions of competence according to Moehariono (2014) are task-carrying skills, management skills, action-taking skills, collaboration skills and adaptation skills. Competence indicators according to Ruky (2014) include personal character (*traits*), self - *concept*, knowledge and skills.

### Work Discipline

Hasibuan (2018) defines discipline as a person's awareness and willingness to comply with all company regulations and applicable social norms. Rivai (2014) defines four dimensions of work discipline: attendance, obedience, high alertness, and ethical work. Mangkunegara (2019) defines work discipline as punctuality in arriving at work, punctuality in returning home, compliance with applicable regulations, use of prescribed work uniforms, responsibility in carrying out tasks, and completing work tasks daily.

### Motivation

Robbins (2014), Ferdinatus (2020) and Sitorus (2020) said that work motivation is everything that arises from a person's desire, by causing passion and desire from within a person that can influence and direct and maintain behavior to achieve goals or desires that are in accordance with the scope of work. According to Maslow (2014) motivation is a person's energy strength that can cause a level of persistence and enthusiasm in carrying out an activity both from within the individual himself (*intrinsic motivation*) and from outside the individual (*extrinsic motivation*). Greenberg & Robert (2003), there are two dimensions of motivation, namely internal motivation and external motivation. Indicators of work motivation according to Hasibuan (2018) there are 4 indicators of motivation, namely: Physical Needs, Needs for Safety, Social Needs and Needs for Appreciation.

### Previous Research

The similarities between this study and previous studies are that the research variables used in this study are similar to those in previous studies. The analytical tools in this study are the same as those in previous studies, namely using SPSS *software* with instrument testing (validity and reliability tests), classical assumption tests (normality tests, multicollinearity tests, heteroscedasticity tests), hypothesis tests (t-tests and f-tests of the R<sup>2</sup> coefficient of determination), multiple linear regression tests, path analysis, and the Sobel test. Meanwhile, the differences between this study and previous studies are that several variables from previous studies were not used in this study, namely in the study conducted by Yossi et al. (2021). there is a Work Culture, Agustine et al. (2022) and Mogot et al. (2019) there is a Transformational Leadership Style, Saputra (2024) There are Leadership, Rochmah & Suhartono (2023) and Lianasari & Ahmadi (2022) There is a Work Environment, Mogot et al. (2019) and Work Ethic. The second difference lies in the analytical tools used. This study used SPSS analysis tools to test direct and indirect influences. Meanwhile, research conducted by Pakpahan (2022), Saputra (2024), Yossi et al. (2021), and Agustine et al. (2022) using *Structural Equating Modeling (SEM)* analysis tools in *Partial Least Squares (PLS)*. The third difference lies in the research object used. This study conducted the research object at PT Jateng Agro Berdikari (Perseroda), while previous studies had different research objects.

### Hypothesis Development

#### The Influence of Competence on Work Motivation

Competence is the ability to carry out or perform a job or task based on skills and knowledge and supported by the work attitude required by the job (Wibowo, 2014). Employee performance is related to their competence and motivation. Effective employee management implemented through improving skills and knowledge through training and higher education of employees, work achievement, or performance can all benefit from increased competence and motivation. Consequently, competition is considered to have an impact on employee work motivation at PT Jateng Agro Berdikari (Perseroda). Previous research on the effect of Competence on Work Motivation was conducted by Bahannoer (2021), Lianasari & Ahmadi (2022) and Rochmah & Suhartono (2023). With the results of this study, there is a positive and significant influence between Competence on Work Motivation. Based on this description, the following hypothesis can be constructed:

H<sub>1</sub> : Competence influences work motivation at PT Jateng Agro Berdikari (Perseroda)

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

Work discipline is an employee's attitude that reflects respect and obedience to the rules and regulations of an organization or company, which exists within an employee, which causes the employee to voluntarily adjust to the rules and regulations of the organization or company (Hamali, 2016). Work discipline and work motivation have a mutually supportive relationship, where maintained work discipline helps create a structured environment that motivates employees to work more optimally. Conversely, high work motivation encourages individuals to comply with rules and maintain discipline in carrying out tasks, so that the resulting performance becomes more effective and consistent. Previous research on the influence of Work Discipline on Work Motivation conducted by Bahannoer (2021), Yossi et

al. (2021) , and Pakpahan (2022) . The results of this study indicate a positive and significant influence between work discipline and work motivation . Based on this description, the following hypothesis is constructed:

H<sub>2</sub> : Work Discipline has an effect on Work Motivation at PT Jateng Agro Berdikari (Perseroda)

### **The Influence of Competence on Employee Performance**

Competence is the ability to carry out or perform a job or task based on skills and knowledge and supported by the work attitude required by the job ( Wibowo, 2014) . The relationship between competency is that competency consists of a number of key behaviors required to carry out a particular role to produce satisfactory work performance. This behavior is usually demonstrated consistently by workers who carry out work activities. For example, management walks around the office environment. Without knowing why the manager walks around the office environment. The manager's intention and purpose in walking around the office environment can be assumed to monitor a job (Saprudin, 2018) .

Previous research on the influence of Competence on Employee Performance conducted by Bahannoer (2021) , Mogot et al. (2019) , and Hendriana (2023) found that competence has a positive and significant impact on employee performance. Based on this description, the following hypothesis is constructed:

H<sub>3</sub> : Competence influences employee performance at PT Jateng Agro Berdikari (Perseroda)

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

Work discipline is an employee attitude that reflects respect and obedience to the rules and regulations of an organization or company, which exists within an employee, which causes the employee to voluntarily adjust to the rules and regulations of the organization or company (Hamali, 2016) . Without good discipline, it is difficult for a company organization to achieve optimal results. Work discipline that is regulated and implemented by the company will make employees do their work according to their respective abilities. With a high level of discipline, employees can carry out their tasks or work regularly, orderly and smoothly, and on time so that the work results achieved (performance) will increase and will certainly have an impact on the results obtained by the company.

Previous research on the influence of work discipline on employee performance was conducted by Wandu (2022), Rochmah & Suhartono (2023) , and Saputra (2024). The results of this study showed a positive and significant influence between work discipline and employee performance . Based on this description, the following hypothesis can be formulated:

H<sub>4</sub> : Work Discipline Influences Employee Performance at PT Jateng Agro Berdikari (Perseroda)

### **The Influence of Work Motivation on Employee Performance**

Motivation is a condition that moves people towards a specific goal (Mangkunegara, 2019) . The term motivation is defined in the context of management or behavioral management as any effort to elicit, from the minds of others (subordinates), the desire to work hard to achieve organizational goals by meeting or exceeding demands. A good work environment, good communication with coworkers and superiors, and consideration of remuneration or incentives for doing work well and on time are all elements that can influence a person's motivation.

Previous research on the influence of Work Motivation on Employee Performance conducted by Pakpahan (2022) , Saputra (2024) and Rochmah & Suhartono (2023) . The results of this study indicate a positive and significant influence between work motivation and employee performance. Based on this description, the following hypothesis can be formulated:

H<sub>5</sub> : There is a significant influence between Work Motivation and Employee Performance at PT Jateng Agro Berdikari (Perseroda)

### **The Influence of Competence on Employee Performance with Motivation as a Variable Intervening**

Competence is an ability to carry out or perform a job or task based on skills and knowledge and supported by the work attitude required by the job (Wibowo, 2014). Work motivation acts as a mediator that strengthens the relationship between competence and employee performance, where good competence provides a sufficient basis of knowledge, skills, and abilities, but without high motivation, this potential will not be optimal in practice. With work motivation, employees are encouraged to apply their competence optimally, resulting in more effective and productive performance.

Previous research on the influence of Competence on Employee Performance with Motivation as an Intervening Variable was conducted by Agustine et al. (2022), Saputra (2024), and Bahannoer (2021). The results of this study showed a positive and significant influence between Competence on Employee Performance and Motivation as an Intervening Variable. Based on this description, the following hypothesis is formulated:

H<sub>6</sub> : Work Motivation is able to mediate the influence of Competence on Employee Performance at PT Jateng Agro Berdikari (Perseroda)

### **The Influence of Work Discipline on Employee Performance with Motivation as an Intervening Variable**

Work discipline is an employee attitude that reflects respect and obedience to the rules and regulations of an organization or company, which exists within an employee, which causes the employee to voluntarily adjust to the rules and regulations of the organization or company (Hamali, 2016). Work motivation is an important mediator in the relationship between work discipline and employee performance, where good work discipline creates a regular and consistent behavioral framework, but work motivation ensures that employees have the drive to comply with these rules enthusiastically. With high motivation, discipline is not only an obligation, but also a foundation for increasing productivity, thus producing more optimal employee performance.

Previous research on the effect of work discipline on employee performance with motivation as an intervening variable was conducted by Pakpahan (2022), Saputra (2024), and Rochmah & Suhartono (2023). The results of this study showed a positive and significant effect between work discipline on employee performance with motivation as an intervening variable. Based on this description, the following hypothesis can be formulated:

H<sub>7</sub> : Work Motivation is able to mediate the influence of Work Discipline on Employee Performance at PT Jateng Agro Berdikari (Perseroda)

### **3. Research Methods**

This research is a quantitative research, with primary data. The population in this study were 381 employees of PT Jateng Agro Berdikari (Perseroda) using the *360 -Degree Feedback performance appraisal technique*. The sampling technique used purposive sampling. Data collection techniques used questionnaires and interviews. Validity and reliability were used to test the variable instruments. Data analysis used multiple linear regression, hypothesis testing used partial tests, coefficient of determination, path analysis and Sobel test.

Validity testing was conducted on the competency, work discipline, motivation, and employee performance questionnaires. Each question item is considered valid if  $r_{count} > r_{table}$ . The calculation of  $r_{table}$  on a sample of 100 found a  $df (n-2)$  score of 98. The technique used was the  $r_{table}$  value at a significance level of 0.05 using a 2-sided test, resulting in an  $r_{table}$  value of 0.197. Each question on the competency, work discipline, motivation, and employee performance variables produced a *factor loading*  $\geq 0.5$ , so for each question element of the 4 variables is valid.

Reliability is a tool for measuring a questionnaire, which is an indicator of a variable or construct. A questionnaire is said to be reliable if a person's answers to the questions are consistent or stable over time (Ghozali, 2018). The basis for decision-making in reliability testing is that if the Cronbach's Alpha value is  $> 0.6$ , the questionnaire is declared reliable (Ghozali, 2018). The following table shows the reliability testing of each variable.

The results of the reliability test, the Cronbach's alpha value on the competency variable is higher than the  $r_{table}$ , namely  $0.947 > 0.6$ , so these results prove that all statements in the competency variable questionnaire (X1) are declared reliable and suitable for use in this study. The Cronbach's alpha value on the work discipline variable is higher than the  $r_{table}$ , namely  $0.942 > 0.6$ , so these results prove that all statements in the Work Discipline variable questionnaire (X2) are declared reliable and suitable for use in this study. The Cronbach's alpha value on the employee performance variable is higher than the  $r_{table}$ , namely  $0.937 > 0.6$ , so these results prove that all statements in the Employee Performance variable questionnaire (Y) are declared reliable and suitable for use in this study. The Cronbach's alpha value on the motivation variable is higher than the  $r_{table}$ , namely  $0.817 > 0.6$ , so these results prove that all statements in the motivation variable questionnaire (Y1) are declared reliable and suitable for use in this study.

#### 4. Results And Discussion

##### Descriptive Statistics

Table 5. Descriptive Statistics

	N	Minimum	Maximum	Mean	Standard Deviation
Y2	100	83.00	137.00	114,500	12,308
Y1	100	41.00	69.00	57,620	5,937
X1	100	62.00	103.00	89,000	10,023
X2	100	90.00	140.00	118,050	11,845
Valid N	100				

Table 5 explains the variables Competence (X1), Work Discipline (X2), Motivation (Y1) and Employee Performance (Y2) which each have 100 valid observations. The Employee Performance variable (Y2) has a value range from 83.00 to 137.00 with an average of 114.50 and a standard deviation of 12.31. The Competence variable (X1) shows the lowest value of 62.00 and the highest of 103.00 with an average of 89.00 and a standard deviation of 10.02. The Work Discipline variable (X2) has the widest range from 90.00 to 140.00 with the highest average of 118.05 and a standard deviation of 11.85. Meanwhile, the Motivation variable (Y1) shows a range of values from 41.00 to 69.00 with the lowest average of 57.62 and the smallest standard deviation of 5.93, which indicates that the Motivation variable (Y2) has the lowest data variability compared to other variables.

##### Coefficient of Determination

Table 6. Results of the Determination Coefficient Test ( $R^2$ ) for Equation I

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	0.615	0.378	0.365	4,730

The results of the coefficient of determination test in equation I can be analyzed with an Adjusted  $R^2$  value of 0.365 or 36.5%. Therefore, the dependent variable can be explained by the variable by 0.365 or 36.5%, while the remaining 63.5% is influenced by other variables.

Table 7. Results of the Determination Coefficient Test ( $R^2$ ) Equation II

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	0.808	0.653	0.642	7,366

The results of the coefficient of determination test in equation II can be analyzed with an Adjusted  $R^2$  value of 0.642 or 64.2%. Therefore, the dependent variable can be explained by the variable by 0.642 or 64.2%, while the remaining 35.8% is influenced by other variables.

##### Multiple Linear Regression Analysis

Multiple linear regression analysis is a method that involves more than two independent variables and their dependent variables. Its purpose is to estimate the population mean or the average value of the dependent variable based on the known values of the independent variables. The regression analysis generates coefficients for each independent variable. The following study uses two regression equations. Equation Table I is shown below:

Table 8. Linear Regression Test Results for Equation I

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig
	B	Std. Error	Beta		
1 (Constant)	21,486	4,810		4,467	<0.001
X1	0.197	0.080	0.333	2,459	0.016
X2	0.158	0.068	0.314	2,324	0.022

Through the table above, we can find the regression model as below:

$$Y1 = a1 + bX1 + bX2 + e$$

$$M = 21.486 + 0.197 K + 0.158DK$$

Next, the analysis of equation I above is:

- The constant of 21.486 describes that the independent variable means a constant, so that the competency variable increases by 21.486.



- The competency regression coefficient (X1) is 0.197. A positive coefficient means competency has a positive effect on motivation. A 1-unit increase in price can increase motivation by 0.197.
- The work discipline regression coefficient (X2) is 0.158. A positive coefficient indicates that the work discipline variable has a positive influence on motivation. This indicates that if the work discipline variable increases by 1 unit, motivation can increase by 0.158.

Table 9. Results of Linear Regression Test of Equation II

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig
	B	Std. Error	Beta		
1 (Constant)	7,252	8,224		0.882	0.380
X1	0.138	0.138	0.113	1,076	0.285
X2	0.596	0.596	0.573	5,494	<0.001
Y1	0.427	0.427	0.206	2,699	0.008

Through the table above, we can find the regression model as below:

$$Y2 = a1 + bX1 + bX2 + bZ + e$$

$$KK = 7.252 + 0.138 K + 0.596 DK + 0.427 Z$$

Next, the analysis of equation I above is:

- The constant of 7.252 describes that the independent variable means a constant, so that the employee performance variable increases by 7.252.
- The competency regression coefficient (X1) is 0.138. A positive coefficient means competency has a positive effect on employee performance. A 1-unit increase in the price variable can increase employee performance by 0.138.
- The work discipline regression coefficient (X2) is 0.596. A positive coefficient indicates that the work discipline variable has a positive influence on employee performance. This indicates that if the work discipline variable increases by 1 unit, motivation can increase by 0.596.
- The motivation regression coefficient (Z) is 0.427. A positive coefficient indicates that the motivation variable has a positive effect on employee performance. This indicates that a one-unit increase in the motivation variable can increase motivation by 0.427.

### T-test

The t-test works by examining each independent variable against the dependent variable at a significant value. If the significance value is  $<0.05$ , the hypothesis is accepted, meaning there is a relationship between the variables. The t-test indicates the magnitude of the influence between the variables (Ghazali, 2014).

From the T-test of equation I, the t-count number is seen in each variable. Next, a comparison of the t-count number with the t-table is carried out. The t-table number obtained from  $df = (nk-1) = 95$  at a significance of 0.05 is 1.66. The t-count number on the competency variable (X1) is 2.459. From these results, the t-count value is  $> t$ -table ( $2.459 > 1.66$ ), but the significance value is  $0.001 < 0.05$ . So that hypothesis 1 (H1) can be accepted. So it can be concluded that competence has a positive and significant effect on motivation.

The calculated t-value for the work discipline variable (X2) is 2.324. The results show that the calculated t-value is greater than the t-table ( $2.324 > 1.66$ ), and the significance level is  $0.016 < 0.05$ . Therefore, hypothesis 2 (H2) can be accepted. It can be concluded that work discipline has a positive and significant effect on motivation.

From the T-test of equation II, the t-count number is seen in each variable. Next, a comparison of the t-count number with the t-table is carried out. The t-table number obtained from  $df = (nk-1) = 95$  at a significance of 0.05 is 1.66. The t-count number on the price variable (X1) is 1.076. From these results, the t-count value is  $> t$ -table ( $1.076 < 1.66$ ), and the significance value is  $0.285 > 0.05$ . So hypothesis 3 (H3) is rejected. So it can be concluded that competence has no effect and is not significant on employee performance.

The calculated t-value for the work discipline variable (X2) is 5.494. The results show that the calculated t-value is greater than the t-table ( $5.494 > 1.66$ ), and the significance level is  $0.001 < 0.05$ . Therefore, hypothesis 4 (H2) can be accepted. It is concluded that work discipline has a positive and significant effect on employee performance.

The t-count for the motivation variable (Y1) is 2.699. The results show that the t-count value is greater than the t-table value ( $2.699 > 1.66$ ), and the significance level is  $0.008 < 0.05$ .

Therefore, hypothesis 5 (H2) can be accepted. Therefore, it is concluded that motivation has a positive and significant effect on employee performance.

### **Path Analysis**

The results of the mediation analysis using the Preacher & Hayes (2004) script indicate a partial mediation effect in the tested model. Descriptive data indicate that the three variables have a fairly strong positive correlation, with the lowest correlation being 0.5860 and the highest being 0.6954, indicating a substantial relationship between the variables.

Testing of direct and total effects shows very promising results for mediation. The total effect of competence on employee performance without involving a mediator is 0.8540 and is highly significant ( $p < 0.001$ ). The first mediation path ( $X1 \rightarrow Y1$ ) shows a coefficient of 0.3471 which is also significant ( $p < 0.001$ ), while the second path ( $Y1 \rightarrow Y2$  by controlling for  $X1$ ) has a coefficient of 0.6262 and is significant at the 0.0006 level. Interestingly, the direct effect of competence on employee performance after including the mediator remains significant with a value of 0.6367 ( $p < 0.001$ ), indicating that the mediation that occurs is partial, not full mediation.

The indirect effect, which is the core of the mediation analysis, shows a value of 0.2173 with a 95% confidence interval between 0.0829 and 0.3518. Since the confidence interval does not include zero and the Z value is 3.1687 with a significance of 0.0015, the mediation effect can be declared statistically significant. This result is reinforced by the finding that 30.71% of the variance in employee performance variables can be explained by the indirect effect through the motivation mediator, indicating that the mediation role is quite substantial in the tested model.

Based on the results of the mediation analysis using the Preacher and Hayes (2004) script, the indirect effect showed a value of 0.137 with a standard error of 0.049 and a 95% confidence interval between 0.040 and 0.233. With a Z value of 2.78 and  $p = 0.006$ , this indirect effect was statistically significant, confirming the occurrence of mediation. Since the direct effect was still significant after entering the mediator, this indicated the presence of partial mediation. This indirect effect explained 33.3% of the variance in the employee performance outcome variable, indicating that motivation plays a substantial mediator in the relationship between work discipline and employee performance. Overall, the results of the analysis confirmed the occurrence of significant partial mediation, where motivation successfully mediated part of the relationship between employee competence and performance. Each one unit increase in competency will result in a total increase of 0.8540 units in employee performance, of which 0.2173 units (25.4%) of the increase occurs through the motivational mediation channel, while the remaining 0.6367 units (74.6%) occurs through the direct channel.

Table 10. Path Analysis Results

Direct influence between variables	Path Coefficient	Standard Error	t count	p-value/sig	Conclusion	Conclusion Adj.R <sup>2</sup>
X1 against Y1	0.197	0.080	2,459	0.016	Significant	0.365
X2 against Y1	0.158	0.068	2,324	0.022	Significant	0.365
X1 against Y2	0.138	0.129	1,076	0.285	Not significant	0.642
X2 against Y2	0.596	0.108	5,949	0.001	Significant	0.642
Y1 against Y2	0.427	0.158	2,699	0.008	Significant	0.642

### **Discussion**

#### **Competence influences work motivation at PT Jateng Agro Berdikari (Perseroda)**

The research found that competency has a positive and significant effect on motivation. This was demonstrated through a t-test, which showed that  $t \text{ count} > t \text{ table}$  ( $2.459 > 1.66$ ) with a significance score of  $0.016 < 0.05$ . Therefore, it can be concluded that the better the employee's competency, the more it will support work motivation at PT Jateng Agro Berdikari (Perseroda).

The results of this study are in line with Bahannoer (2021) , Lianasari & Ahmadi (2022) . Employees with high competence tend to have greater skills and knowledge in facing work challenges, and a prepared attitude. When employees feel competent, they are more motivated to take on greater responsibilities and tackle challenging tasks.

#### **Work Discipline Influences Work Motivation at PT Jateng Agro Berdikari (Perseroda)**

The study found that work discipline has a positive and significant effect on motivation. This was demonstrated through a t-test, which showed that the calculated t value was greater than the table t value ( $2.324 > 1.66$  ) with a significance score of  $0.022 < 0.05$ . Therefore, it can be concluded that the better the employee's work discipline, the more it will support work motivation at PT Jateng Agro Berdikari (Perseroda).

The results of this study are in line with Bahannoer (2021) and Pakpahan (2022) where discipline through attendance creates a foundation of stability that allows employees to build positive routines, through obedience provides structure and clarity that reduces ambiguity, creates a sense of security, and opens up opportunities for recognition that motivates employees and hard work has an impact on motivation.

#### **Competence does not affect employee performance at PT Jateng Agro Berdikari (Perseroda)**

The study found that work discipline had no significant effect on employee performance. This was demonstrated through a t-test, which showed that the calculated  $t < t$  table ( $1.076 < 1.66$  ) had a significance score of  $0.285 > 0.05$ . These results align with those of Agustine et al. (2022) and Heliyani et al. (2023). A toxic work culture, interpersonal conflict, or excessive work pressure can make competent employees unproductive. An uncondusive environment hinders the actualization of competencies. Even if someone has high competencies, if those competencies do not align with the demands of the job, their performance will still be suboptimal. Improper placement can make competencies less relevant.

#### **Work Discipline Influences Employee Performance at PT Jateng Agro Berdikari (Perseroda)**

The study found that work discipline has a positive and significant effect on motivation. This was demonstrated through a t-test, which showed that the calculated t value was greater than the table t value ( $5.949 > 1.66$  ) with a significance score of  $0.001 < 0.05$ . Therefore, it can be concluded that the better the work discipline of employees, the better it will be able to support employee performance at PT Jateng Agro Berdikari (Perseroda).

This research aligns with Rochmah & Suhartono (2023) and Saputra (2024). Work discipline creates consistent and orderly work patterns. Disciplined employees carry out their tasks routinely with the same standards, resulting in stable and predictable output. Disciplined employees tend to arrive on time, complete tasks by deadlines, and manage their time effectively. This directly impacts productivity and the quality of their work.

#### **There is a significant influence between Work Motivation and Employee Performance at PT Jateng Agro Berdikari (Perseroda)**

The study found that work motivation has a positive and significant effect on employee performance. This was demonstrated through a t-test, which showed that the calculated t value was greater than the table t value ( $2.699 > 1.66$  ) with a significance score of  $0.008 < 0.05$ . Therefore, it can be concluded that the better the employee motivation, the better it will be able to support employee performance at PT Jateng Agro Berdikari (Perseroda).

This research aligns with Bahannoer (2021) and Hendriana (2023). Motivated employees possess an internal drive that drives them to exert maximum effort at work. They not only complete the minimum tasks assigned but also strive to achieve optimal results. High motivation helps employees focus more on work goals and targets. They are less likely to be distracted and can maintain concentration for longer periods.

#### **Motivation is able to mediate the influence of Competence on Employee Performance at PT Jateng Agro Berdikari (Perseroda)**

The results of the study showed that the calculated t value  $> t$  table ( $9.005 > 1.66$ ) so that hypothesis 6 ( $H_6$  ) was accepted. This means that Work Motivation is able to mediate the influence of Competence on Employee Performance at PT Jateng Agro Berdikari (Perseroda).

The research results align with those of Heliyani et al. (2023) and Rochmah & Suhartono (2023). Employees with high competence tend to be more confident in carrying out their duties. This self-confidence increases their intrinsic motivation to excel and demonstrate their abilities. Motivation derived from competence then encourages employees to optimally apply their knowledge, skills, and attitudes in their work.

### **Work Motivation is able to mediate the influence of Work Discipline on Employee Performance at PT Jateng Agro Berdikari (Perseroda)**

The results of the study showed that the calculated t value  $>$  t table ( $8.360 > 1.66$ ) so that hypothesis 7 (H7) was accepted. This means that Work Motivation is able to mediate the influence of Work Discipline on Employee Performance at PT Jateng Agro Berdikari (Perseroda).

The research results are in line with Pakpahan (2022) Heliyani et al., (2023) and Saputra (2024). Good work discipline creates positive habits and a structured work environment. This provides a sense of accomplishment and personal satisfaction, which ultimately increases employee motivation. The motivation generated by disciplined habits then encourages employees to work more productively and achieve better results.

## **5. Conclusion And Suggestions**

### **Conclusion**

- Competence influences work motivation at PT Jateng Agro Berdikari (Perseroda).  
The research found that competence has a positive and significant effect on motivation. This was demonstrated through a t-test, which explained that the calculated t value  $>$  t table ( $2.459 > 1.66$ ) with a significance score of  $0.016 < 0.05$ .
- Work Discipline Influences Work Motivation at PT Jateng Agro Berdikari (Perseroda).  
The study found that work discipline has a positive and significant effect on motivation. This was demonstrated by a t-test, which showed that the calculated t value was greater than the table t value ( $2.324 > 1.66$ ) with a significance score of  $0.022 < 0.05$ .
- Competence does not affect employee performance at PT Jateng Agro Berdikari (Perseroda).  
The research found that work discipline had no significant effect on employee performance. This was demonstrated by a t-test showing that the calculated t  $<$  t table ( $1.076 < 1.66$ ) had a significance score of  $0.285 > 0.05$ .
- Work Discipline Influences Employee Performance at PT Jateng Agro Berdikari (Perseroda).  
The research found that work discipline has a positive and significant effect on motivation. This was demonstrated through a t-test, which showed that the calculated t value  $>$  t-table ( $5.949 > 1.66$ ) with a significance score of  $0.001 < 0.05$ .
- Work motivation influences employee performance at PT Jateng Agro Berdikari (Perseroda).  
The study found that work motivation has a positive and significant effect on employee performance. This was demonstrated by a t-test, which showed that the calculated t value was greater than the table t value ( $2.699 > 1.66$ ) with a significance score of  $0.008 < 0.05$ .
- Work Motivation Mediates the Effect of Competence on Employee Performance at PT Jateng Agro Berdikari (Perseroda).  
The results of the study showed that the calculated t value  $>$  t table ( $9.005 > 1.66$ ) so that hypothesis 6 (H6) was accepted. This means that Work Motivation is able to mediate the influence of Competence on Employee Performance at PT Jateng Agro Berdikari (Perseroda).
- Work Motivation Mediates the Effect of Work Discipline on Employee Performance at PT Jateng Agro Berdikari (Perseroda).  
The results of the study showed that the calculated t value  $>$  t table ( $8.360 > 1.66$ ) so that hypothesis 7 (H7) was accepted. This means that Work Motivation is able to mediate the influence of Work Discipline on Employee Performance at PT Jateng Agro Berdikari (Perseroda).

### **Suggestion**

- Given the unique characteristics of Regionally-Owned Enterprises (BUMD), which possess distinctive work culture, this study needs to integrate organizational culture dimensions as control variables. This is crucial because BUMDs possess distinct cultural characteristics from private companies, such as a public service orientation, a relatively rigid hierarchy, and inherent bureaucratic values. Organizational culture can influence the relationships between research variables, and therefore needs to be controlled to ensure the internal validity of the research findings.
- To anticipate potential challenges in the data collection process that may arise in a Regionally-Owned Enterprise (BUMD) environment, a specific strategy must be

developed to address possible respondent reluctance or uncooperativeness. Regionally-Owned Enterprises (BUMD) often have bureaucratic characteristics that can foster caution or skepticism toward external research.

- The sampling technique must consider the hierarchy and organizational structure at PT Jateng Agro Berdikari. A stratified sampling approach based on job level will ensure representativeness at each organizational level, given that perceptions and work experiences can differ across levels. This is crucial for obtaining a comprehensive picture and avoiding sampling bias.

## Bibliography

- Agustine, P., Christa, U. R., & Meitiana. (2022). The influence of competence and transformational leadership style on employee performance with motivation as an intervening variable at the Katingan Regency Inspectorate Office. *Journal of Environment and Management*, 3(1), 35–45. <https://doi.org/10.37304/jem.v3i1.4284>
- Alfani. (2018). Analysis of the influence of quality of work life (QWL) on the performance and job satisfaction of employees at PT Bank BRI Syariah, Pekanbaru Branch. *Jurnal Tabarru': Islamic Banking and Finance*, 1(1), 1–13. [https://doi.org/10.25299/jtb.2018.vol1\(1\).2039](https://doi.org/10.25299/jtb.2018.vol1(1).2039)
- Arikunto, S. (2014). *Research procedures: A practical approach*. Rineka Cipta.
- Bahannoer, N. (2021). The effect of employee competency and work discipline on employee performance with work motivation as intervening variable at Columbia Hospital Asia Medan. *South East Asia Journal of Contemporary Business, Economics and Law*, 24(6).
- Busro, M. (2018). *Human resource management theories*. Prenadamedia Group.
- Costinot, A., & MB-O. (2023). The influence of work discipline and work spirit on medical employee performance in the Women's Empowerment Office of Population Control and Family Planning in the City of Texas. *Medical Research, Nursing, Health and Midwife Participation*, 4(2). <https://doi.org/10.59733/medalion.v4i2.71>
- Coulter, S. R., & M. (2010). *Management* (13th ed.). Erlangga.
- Cushway, B. (2015). *Human resource management: Performance analysis planning* (New ed.). PT Gramedia.
- Dieva, D. P. (2024). Competence, work discipline, and work facilities contribute to improving employee performance. *AJARCDE (Asian Journal of Applied Research for Community Development and Empowerment)*, 8(3). <https://doi.org/10.29165/ajarcde.v8i3.459>
- Dilianto, S., & Tjahjaningsih, E. (2025). The effect of competency and servant leadership on performance with satisfaction as a mediating variable (Study at Koni Semarang City). *Indonesian Interdisciplinary Journal of Sharia Economics (IIJSE)*, 8(2). <https://www.e-journal.uac.ac.id/index.php/ijse/article/view/6272>
- Ferdinal, A. (2022). Organizational culture and work discipline on lecturer performance through work motivation as an intervening variable. *Journal of Business and Economics (JBE) UPI YPTK*, 7(1), 85–90. <https://doi.org/10.35134/jbeupiyptk.v7i1.154>
- Ferdinatus. (2020). *Work motivation*. CV Budi Utama.
- Forson, J. A. (2021). Employee motivation and job performance: A study of basic school teachers in Ghana. *Springer Future Business Journal*, 7(1). <https://doi.org/10.1186/s43093-021-00077-6>
- Ghozali, I. (2016). *Multivariate analysis application with IBM SPSS 23 program* (8th ed.). Diponegoro University Publishing Agency.
- Ghozali, I. (2018). *Multivariate analysis application with IBM SPSS 25 program*. Diponegoro University Publishing Agency.
- Ghozali, I. (2021). *Multivariate analysis application with IBM SPSS 26 program*. Diponegoro University Publishing Agency.
- Gibson. (2013). *Human resource management* (4th ed.). Erlangga.
- Greenberg, J., & Baron, R. A. (2003). *Behavior in organizations*. Prentice Hall.
- Hamali, A. Y. (2016). *Understanding human resources*. CAPS (Center of Academic Publishing Services).
- Handoko, H. (2017). *Human resource management* (Rev. ed.). Bumi Aksara.
- Hardiansyah. (2018). *Quality of public services* (Rev. ed.). Gava Media.
- Hasibuan, M. S. (2018a). *Human resource management* (Rev. ed.). Bumi Aksara.
- Hasibuan, M. S. (2018b). *Human resource management* (Rev. ed.). PT Bumi Aksara.

- Hayati, R. (2020). Understanding univariate analysis, formulas, and examples. <https://penelitianilmiah.com/analisis-univariat/>
- Heliyani, H., Sylvatra, R., & Huseno, T. (2023). The effect of compensation and work discipline on employee performance at the Payakumbuh City Social Service with motivation as an intervening variable. *BONANZA Journal: Management*, 1(November), 151–163. <http://ojs.itbhas.ac.id/index.php/MB/article/view/580>
- Hendriana, T. I. (2023). The influence of motivation, competence and discipline on employee performance. *Enrichment: Journal of Management*, 12(6).
- Irmayanthi. (2020). The influence of organizational culture, quality of work life, and transformational leadership on employee performance. *E-Journal of Management, Udayana University*, 9(4). <https://doi.org/10.24843/ejmunud.2020.v09.i04.p17>
- Juni, P. D. (2014). *Human resource planning & development*. Alfabeta.
- Kuncoro. (2009). *Research methods for business and economics* (3rd ed.). Erlangga.
- Lei, C., Hossain, M. S., Md. I. M., & Khalifa, G. S. A. (2021). Factors determining employee career success in the Chinese hotel industry: A perspective of Job-Demand Resources theory. *Journal of Hospitality and Tourism Management*, 48, 374–383. <https://doi.org/10.1016/j.jhtm.2021.07.001>
- Lianasari, M., & Ahmadi, S. (2022). The influence of competence and work environment on performance with work motivation as an intervening variable. *Business Focus Media Management and Accounting Studies*, 21(1), 43–59. <https://doi.org/10.32639/fokbis.v21i1.106>
- Mangkunegara, A. P. (2019). *Human resource management: Company*. Remaja Rosdakarya.
- Martin, S. (2023). The effect of work discipline on medical employee performance with work communication as an intervening variable (Case study of Serdang Bedagai Hospital Center Sultan Sulaiman Hospital). *Medalion Journal: Medical Research, Nursing, Health and Midwife Participation*, 4(1). <https://doi.org/10.59733/medalion.v4i1.69>
- Maslow, A. (2014). *Motivation and personality: Motivation theory with a human needs hierarchy approach*. PT PBP.
- McClelland, D. (2015). *The achievement motive*. Martino Fine Books.
- Mogot, H. Y., Kojo, C., & Lengkong, V. P. K. (2019). The effect of leadership style, work ethic, competence and work discipline on employee performance at PT PLN Manado Branch. *EMBA Journal*, 7(1), 881–890.
- Pakpahan, W. (2022). The effect of competence and discipline on employee performance mediation of motivation variables in money management department Central Bank of Indonesia. *DIJMS (Dynasty International Journal of Management Science)*, 2(2). <https://doi.org/10.31933/dijms.v3i3.1093>
- Pramesti. (2019). The effect of rewards and punishments on employee performance at KFC Artha Gading. *Journal of Business Administration*, 9(1), 57–63. <https://doi.org/10.35797/jab.9.1.2019.23557.57-63>
- Putra, D. R., Firta, W., & Pratama, R. (2023). The influence of transformational leadership and emotional intelligence on organizational citizenship behavior with organizational commitment as an intervening variable at PT Tanto Intim Line. *Journal of Socio-Cultural Research and Scientific Studies*, 2(1), 1–6. <https://doi.org/10.47233/jppisb.v2i1.653>
- Rivai, V. (2014). *Human resource management for companies* (6th ed.). PT Raja Grafindo Persada.
- Robbins, S. P. (2014). *Organizational behavior* (12th ed.). Salemba Empat.
- Robertson. (2002). *Performance measurement*. BPFE.
- Rochmah, A. N., & Suhartono, S. (2023). The influence of work environment, compensation, work discipline, and work competence on employee performance through work motivation as a mediating variable. *Indonesian Journal of Accounting and Business Research*, 3(4), 1498–1527. <https://doi.org/10.32477/jrabi.v3i4.864>
- Rodriguez-Clare, A., & J. D. (2023). The effect of compensation, leadership style and work discipline on the performance of hospital employees in the United States. *Medical Research, Nursing, Health and Midwife Participation*, 4(2).
- Ruky, A. (2014). *Becoming a professional HR management executive*. Andi.
- Saputra, D. (2024). The effect of discipline and leadership on employee performance with motivation as intervening variable: The case of Palembang City Public Works and Spatial Planning (PUPR) Office. *International Journal of Business, Management, and Economics*, 5(2).
- Sitorus, R. M. T. (2020). *The influence of interpersonal communication of leaders on work motivation*. Scopindo Media Pustaka.
- Situmorang. (2014). *Management and business research*. USU Press.
- Spencer, L. M. (2017). *Competence at work: Models for superior performance*. John Wiley & Sons.

- Sudarmanto. (2014). *Human resource performance and competency development*. Pustaka Pelajar.
- Sudjana. (2005). *Statistical methods*. Tarsito.
- Sugiyono. (2019). *Quantitative, qualitative, and R&D research methods*. Alfabeta.
- Suryadani. (2016). The influence of career development on employee performance in Construction Division IV of PT Adhi Karya (Persero) Tbk. Surabaya. *Journal of Management Science*, 4(3), 1–10.
- Sutrisno, E. (2016). *Human resource management*. Kencana Prenada Media Group.
- Triastuti. (2019). The influence of work environment, competence, and organizational climate on employee performance. *Journal of Management Review*, 2(2).
- Umi Narimawati. (2008). *Qualitative and quantitative research methodology: Theory and application*. Agung Media.
- Wabia, D., Saerang, D. P., & Taroreh, R. N. (2022). The effect of organizational culture, work discipline, and communication competency on employee performance in the Regional Financial Management Agency of Tambrau Regency, West Papua Province. *International Journal of Culture and Modernity*, 5(1). <https://ijcm.academicjournal.io/index.php/ijcm>
- Wandi, D. (2022). The influence of competence and work discipline on employee performance at the Karanganyar Community Health Center, Lebak Regency. *FLURALIS (Faletahan Journal of Economics and Business)*, 1(1).
- Wibowo. (2014). *Performance management* (9th ed.). Raja Grafindo Persada.
- Hutajulu, Y. M. M., Sintani, L., & Meitiana. (2021). The influence of discipline and work culture on ASN performance through work motivation of Satpol PP of Central Kalimantan Province. *Journal of Environment and Management*, 2(1), 44–52. <https://doi.org/10.37304/jem.v2i1.2658>
- Zysman, J., & Costinot, A. (2022). The influence of work discipline and workload on employee performance (Study on community empowerment for health service employees at California District). *Medical Research, Nursing, Health and Midwife Participation*, 3(1). <https://doi.org/10.59733/medalion.v3i1.15>