

The Impact of Competence, Motivation and Discipline on Employee's Performance: A Case Study of PT PLN (Persero) UPT Palembang

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Abstract

The formulation of the problem in this study is how the influence of Competence, Motivation and Work Discipline on Employee Performance at PT PLN (Persero) UPT Palembang. The research objective is to determine the effect of Competence, Motivation and Work Discipline on Employee Performance at PT PLN (Persero) UPT Palembang. This research was developed with an associative design. There are four variables which, as a whole, are set into 12 indicators. The research sample was 124 out of 170 PT PLN (Persero) UPT Palembang employees, taken by random cluster sampling. The data used in this study is primary data collected using a questionnaire. The analysis technique used is multiple linear regression. The results of multiple linear regression testing show a significant influence of Competence, Motivation and Work Discipline on employee performance at PT PLN (Persero) UPT Palembang. Partially shows that competence has a positive and insignificant effect on employee performance. In contrast, Motivation and Work Discipline positively and significantly affect the Performance of PT PLN (Persero) UPT Palembang Employees.

Keywords: Competence, Motivation, Work Discipline, Employee Performance

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1. Introduction

Human Resources is the principal capital supporting the company's success if appropriately managed. The support of quality human resources will align with the realization of the company's vision and mission. Human resources can be qualified if they perform well by completing all obligations following predetermined results. If the company does not have qualified human resources, it will impact company performance over time due to the dynamic development of the times. According to Sutrisno (2017), human resources are the only resources

that have feelings, desires, skills, knowledge, encouragement, power and work (ratio, taste and intention).

Human resources have an important role either individually or in groups, and human resources are one of the main drivers for the smooth running of an organization's activities; even the success of a company is determined by the existence of its human resources. Employees as human resources in an organization or institution must be supported by the abilities of their employees to progress and develop if there is strong support from employees. For this reason, every company needs to pay attention to and regulate the whereabouts of its employees to improve good performance.

Performance is the result of work in quality and quantity that employees can achieve while completing the main tasks with the responsibilities assigned to them. Performance can be seen in individual performance and organizational performance. The term performance comes from the word job performance or current performance (job performance or current performance achieved by an employee). Performance can affect the ongoing activities of an organization; the better performance shown by employees will significantly assist in the development of the organization or agency.

According to Busro (2018), performance is the result of work that can be achieved by employees both individually and in groups within an organization, following the authority and responsibilities given by the organization to achieve the vision, mission and goals of the organization concerned by including ability, perseverance, independence, ability resolve the problem within the legally given time limit, do not violate the law and following morals and ethics.

Many factors affect employee performance, including competence. According to Wibowo (2017), competence is an ability to carry out or perform a job or task based on skills and knowledge and is supported by the work attitude demanded by the job. The higher the ability that exists in an employee and is driven by work actions caused by obligations in work, the higher the performance the employee achieves. In improving the performance of employees, an employee with competent skills and expertise is urgently needed to increase the quantity and quality of his performance.

A study on the effect of competence on employee performance was conducted by Soetrisno and Gilang (2018), Fauzi (2019), Turangan (2020), Krisnawati and Bagia (2021), and Aulia (2021). The study results show that competence has a positive and significant effect on employee performance—meanwhile, Herman's research (2017). The results of the study show that there is a positive and insignificant effect of competency on employee performance.

Another factor that influences employee performance is Motivation. According to Wibowo (2017), Motivation is the impetus for a series of processes of human behaviour in achieving goals. At the same time, the elements contained in Motivation include arousing, directing, maintaining, showing intensity, being continuous and having a purpose.

The research on the effect of Motivation on employee performance is conducted by Hendri Herman (2017), Widhianingrum (2017), Erica, Suryani, Hoiriah and Vidada (2020), Liliana and Kadang (2021) and Priyatno (2022). The study results show that Motivation positively and significantly affects employee performance. Meanwhile, Hidayat's research (2021) found a positive and insignificant effect of Motivation on employee performance.

Work discipline also affects employee performance. According to Wibowo (2017), work

discipline is an attitude of readiness and readiness of a person to follow and comply with applicable regulations, both written and unwritten. It can carry them out and not avoid the consequences if he violates the duties and authority given to him.

The research entitled, the effect of work discipline on employee performance, Pangarso and Susanti (2016), Suci and Yulia (2020), Tjahyanti and Chairunnisa (2020), Vallennia, Atikah and Azijah (2020), and Hidayat (2021). The study results show that work discipline has a positive and significant effect on employee performance. While the research of Dwikristianto and Kempa (2017). The results of the study show that there is a positive and insignificant effect of work discipline on employee performance.

PT PLN (Persero) UPT Palembang is one of the implementing units under the guidance of PT PLN (Persero) Distribution and Load Management Center (P3B) Sumatra, which is located at Jl. MP. Mangkunegara No. 1A, 8 Ilir, Kec. Kalidoni Palembang City, South Sumatra 30163. His duties are distributing high-voltage electricity, operating substations and maintaining high-voltage networks and substations. UPT Palembang oversees 4 Substation Transmission Service Units (ULTG) units, namely ULTG Boom Baru, ULTG Borang, ULTG Keramasan and ULTG Prabumulih. To support development by applying the principles of a Limited Liability Company, PT PLN (Persero) UPT Palembang wants competent employees to achieve predetermined goals to achieve reliable performance. At PT PLN (Persero) UPT Palembang, employee performance evaluation is carried out every semester.

Based on the data, the quantity performance of PT PLN (Persero) UPT Palembang employees has yet to be maximized. This can be seen from the number of employees who score Very Potential, Optimal and Potential; the numbers fluctuate and tend to go up and down. Judging from the quality, the employee's performance has not been maximized, where several employees get the Need for Adjustment score because the quality of their competence could be better. Furthermore, employee independence is also seen from the need for more employee concern in implementing the rules set by the company so that employees get satisfactory performance results.

The above performance is influenced by competence to encourage performance improvement for PT PLN (Persero) UPT Palembang employees. The phenomenon in the work experience indicator is that there are still employees who do not have experience in the field of work, so it is necessary to increase optimal performance to achieve performance targets. The phenomenon that occurs in the education indicator is that education level is essential for developing employee competence, as can be seen from the number of employees who have a Master's degree education level which is still very small due to the low desire of employees to upgrade their education to a higher level.

The phenomenon in self-concept indicators is that some employees still need to gain the attitude of the initiative to help colleagues solve problems in the work team (teamwork). In addition, the leadership gave employees new assignments and sometimes did not involve other fields to help complete the task. As a result, the completion of work according to the leadership's orders must have been completed correctly.

Work motivation also affects employee performance. Employees in each activity must be motivated to achieve organizational goals and work actively and optimally according to their abilities. The phenomenon in work performance indicators is that the performance appraisal results follow the achievements; it's just that the performance appraisal results are not objective

and are seen only as a formality. The phenomenon that occurs in indicators of recognition from superiors is the need for more appreciation given by leaders to employees who have carried out or carried out their work, and there are still many employees who rarely get promotions. In addition, some employees feel that leaders discriminate and do not pay the same attention to employees as other employees. The phenomenon in self-actualization indicators is that some employees feel their career development is decreasing. They only stay in that position despite providing their expertise and potential. As a result, they are not eager to develop their skills and potential.

Work discipline at PT PLN (Persero) UPT Palembang experienced problems. In addition, work discipline affects employee performance. The phenomenon that occurs in indicators of obedience to regulations is that employees still need more awareness in understanding, implementing and complying with the provisions of employee discipline in the company so that violations committed by employees impact their performance results. The phenomenon that occurs in indicators of adherence to work standards is that there are still employees who do not comply with work discipline regulations that exist in the company; for example, there are still employees who are late doing a task not on time and the accuracy of employees doing a task still does not meet company expectations or standards. So the target of work standards has yet to be achieved. The phenomenon that occurs in ethical work indicators is that many employees are still unable to establish good relationships with co-workers, resulting in a lack of good communication with other employees. Based on various descriptions of the problem, the researcher is interested in conducting research titled The Influence of Competence, Motivation and Work Discipline on Employee Performance at PT PLN (Persero) UPT Palembang.

2. Literature Review

Performance is the result of work in quality and quantity that employees can achieve while completing the main tasks with the responsibilities assigned to them. Performance can be seen in individual performance and organizational performance. The term performance comes from the word job performance or current performance (job performance or current performance achieved by an employee). Performance can affect the ongoing activities of an organization; the better performance shown by employees will significantly assist in the development of the organization or agency.

Employee performance is the level of ability of an employee to achieve the implementation of tasks which is a combination of one's capacity and effort following the responsibilities and authorities in a company. According to Edison, Anwar and Komariyah (2018), performance is the result obtained by an organization; the organization is profit-oriented and non-profit-oriented, produced over time. Meanwhile, according to Hamali (2016), performance is the output produced by a job or profession's functions or indicators within a certain time. According to Busro (2018), performance is the result of work that can be achieved by employees both individually and in groups within an organization, following the authority and responsibilities given by the organization to achieve the vision, mission and goals of the organization concerned by including ability, perseverance, independence, ability to overcome problem according to the legally given time limit, does not violate the law and is following morals and ethics.

Competence is the workability of each individual, which includes aspects of work experience, education, knowledge and skills that follow standards that can be measured to show individual behaviour and work performance in an organization. Competence is the ability of an employee to do a job based on skills and expertise and is supported by the work attitude required by the

job. According to Edison, Anwar and Komariyah (2018), competence is an individual's ability to carry out a job properly and have advantages based on knowledge, skills and attitudes. According to Wibowo (2017), competence is an ability to carry out or perform a job or task based on skills and knowledge and is supported by the work attitude demanded by the job. According to Noor (2022), competence is a person's ability, knowledge, and skills in carrying out an activity or assignment, so competence is an important thing that every employee in an organization must own to support his work. According to Busro (2018), competence is everything that is owned by a person in the form of knowledge and skills and other individual internal factors to be able to do a job based on the knowledge and skills they have.

According to Wibowo (2017), motivation is the impetus for a series of processes of human behaviour in achieving goals. Motivation includes directing, maintaining, showing intensity, being continuous and having a purpose. According to Uno (2023), motivation is an impulse that arises from internal and external stimuli so that a person wishes to make specific changes in behaviour/activities better than the previous situation. According to Busro (2018), motivation is a driving force from within the individual to carry out certain activities to achieve goals. Employees will be encouraged to do their best in carrying out their duties by providing the right motivation. They believe that their interests will also be maintained with the organisation's success in achieving its goals and objectives. From several definitions put forward by several experts, it can be concluded that motivation is a driving factor for an employee's behaviour to achieve goals; of course, this is different from one individual to another.

According to Yuliastanty (2019), work discipline is a person's willingness and awareness to obey and obey the rules and norms that apply to their duties and responsibilities. Surajiyo, Nasruddin and Herman Paleni (2020) define work discipline as a mental attitude reflected in the actions or behaviour of individuals, groups or society in obedience to rules or provisions set for a particular purpose. According to Afandi (2018), work discipline is an order or regulation made by the management of an organization, approved by the board of commissioners or capital owners, agreed upon by the union and known by the Manpower Office so that people who are members of the organization are subject to the rules. That exists with pleasure, creating and forming through a process and a series of behaviours that show the values of obedience, obedience, order, and order. Because it has become one with himself, his attitude or action is no longer or is not felt at all as a burden; on the contrary, it will burden him if he does not act as usual. Work discipline is an attitude of respecting and obeying regulations against regulations, both written and unwritten, within the company.

According to Kasmir (2016), many factors affect performance, including ability and expertise, knowledge, work design, personality, work motivation, leadership, leadership style, organizational culture, job satisfaction, work environment, loyalty, commitment and work discipline. Meanwhile, according to Edison, Anwar and Komariyah (2018), many factors affect performance, including compensation, systems or procedures, leaders and leadership, corporate culture and environment, communication, competence, motivation and recognition. Research by Budiman, Saerang and Sendow (2016) and Andriyani, Siddiq, Hardjowikarto and Elyani (2021) found that competence has a positive and significant effect on employee performance. Work discipline has a positive and significant effect on employee performance. Motivation has a positive and significant impact on employee performance. There are indications of competence, motivation, and work discipline problems among PT PLN (Persero) UPT Palembang employees, where there is indiscipline which results in non-optimal employee performance.

According to Edison, Anwar and Komariyah (2018), many factors affect performance, including compensation, systems or procedures, leaders and leadership, corporate culture and environment, communication, competence, motivation and recognition. Competence positively and significantly affects employee performance (Soetrisno & Gilang, 2018; Fauzi, 2019; Turangan, 2020). The competency of employees at PT PLN (Persero) UPT Palembang appears to be problematic because of work experience, education, and self-concept, so the impact on performance can be seen from the presence of several employees who do not have experience in the field of work, the lack of several employees whose education level is still very high due to the low desire of employees to improve their education to a higher level. In addition, some still need more initiative to help colleagues solve teamwork problems. Sometimes, employees are not involved in other fields to help complete new tasks the leadership gives.

According to Edison, Anwar and Komariyah (2018), many factors affect performance, including compensation, systems or procedures, leaders and leadership, corporate culture and environment, communication, competence, motivation and recognition. Research by Herman (2017), Widhianingrum (2017), and Priyatno (2022) found that work motivation has a positive and significant effect on employee performance. Employee motivation at PT PLN (Persero) UPT Palembang appears problematic because of work performance, recognition from superiors and self-actualization so; that the impact on performance can be seen from the problem of lack of appreciation from the leadership, and some employees feel that there is a difference in attention to each other employee. In addition, employees feel that their career development is staying the same. They only stay in that position even though they have given their skills and potential to the company, which makes employees less motivated to develop their skills and potential.

According to Kasmir (2016), many factors affect performance, including ability and expertise, knowledge, work design, personality, work motivation, leadership, leadership style, organizational culture, job satisfaction, work environment, loyalty, commitment and work discipline. In research conducted by Pangarso and Susanti (2016), Suci and Yulia (2020), and Hidayat (2021). Employee work discipline at PT PLN (Persero) UPT Palembang appears to be problematic because of compliance with regulations, adherence to work standards, and work ethically so that has an impact on performance which can be seen from the problem of violations committed by employees and the inability to establish good relations between colleagues Work.

3. Research Method

The methodology used in this study is a qualitative and quantitative research methodology with survey methods and using questionnaires. While the survey method, according to Sugiyono (2010), is natural (not artificial), researchers carry out treatments in data collection, for example, by distributing questionnaires, structured interviews and so on. The quantitative method can be interpreted as a research method based on the philosophy of positivism, used in research on specific populations or samples, data collected using research instruments, data analysis is quantitative or statistical, to describe and test the hypotheses applied (Sugiyono, 2010).

The research population is PT PLN (Persero) UPT Palembang, based on data from PT PLN (Persero) UPT Palembang staff until the end of semester 2 of 2022 ± 170 employees. The independent variables in this study are competence (X1), motivation (X2), and work discipline (X3). The dependent variable in this study is Employee Performance (Y), and the research object at PT PLN (Persero) UPT Palembang. In this study, the sampling technique used was

cluster random sampling. In this study, the breadth of data sources referred to is because the respondents came from five different work units at PT PLN (Persero) UPT Palembang.

Primary data collection techniques were obtained directly through filling out questionnaires by employees of PT PLN (Persero) UPT Palembang. To get data and information from PT PLN (Persero) UPT Palembang employees, the authors collected data using the direct contact method when they were in the office by interviewing respondents face to face directly between the researchers and the respondents through the questionnaires that had been distributed. The analytical model used in this study uses multiple linear analysis.

4. Findings and Discussions

Based on Table 1, it can be seen that the constant value (α value) is 5.950, the B Competence value (β value) is 0.037, the B Motivation value (β value) is 0.206, and the B Work Discipline value (β value) is 0.371. So it can be obtained multiple linear equations as follows: $Y = 5.950 + 0.037 \text{ Competence} + 0.206 \text{ Motivation} + 0.371 \text{ Work Discipline}$

This means the equation obtained is as follows: (a) The constant value of Employee Performance is 5.950, which states that if Competence, Motivation and Discipline of Work equal zero, then Employee Performance is 5.950. (b) A Competency Coefficient of 0.037 means that whenever there is an increase in Competence, the Employee's Performance will also increase; conversely, if there is a decrease in Competence, the Employee's Performance will also decrease. (c) The motivation coefficient of 0.206 means that whenever there is an increase in motivation, the employee's performance will also increase; conversely, if there is a decrease in motivation, the employee's performance will also decrease. (d) The Coefficient of Work Discipline of 0.371 means that whenever there is an increase in Work Discipline, then Employee Performance will also increase; conversely, if there is a decrease in Work Discipline, then Employee Performance will also decrease.

Table 1. Regression Result

Model		Unstandardized Coefficients		Standardized Coefficients
		B	Std. Error	Beta
1	(Constant)	5.950	1.642	
	Kompetation	.037	.102	.038
	Motivation	.206	.046	.396
	Works Discipline	.371	.087	.393

Based on Table 2, the results of the F test (simultaneous) obtained $F_{\text{count}} 47.653 > F_{\text{table}} 2.70$ and a P value of $0.000 < 0.05$, which means Competence, Motivation and Work Discipline together have a relationship with Employee Performance. This means that Competence, Motivation and Work Discipline together significantly affect Employee Performance at PT PLN (Persero) UPT Palembang.

The results of the simultaneous analysis with a confidence level of 95% prove that the hypothesis is accepted, which means that Competence, Motivation and Work Discipline have a significant effect on Employee Performance. Competency, Motivation, and Work Discipline are interrelated and can jointly influence Employee Performance; this is also evidenced by the results of the coefficient of determination, which shows a contribution of Competence, Motivation and Work Discipline of 0.532 or 53.2%. Based on the questionnaire results from employee statement items that get the results of Very Potential, Optimal and Potential, it always increases that respondents stated Neutral 39.5%, Disagree 8.9% and Strongly Disagree 2.4%.

This is because employees who get Very Potential, Optimal and Potential ratings only sometimes increase. Furthermore, for employee statement items that get the results of the Need for Adjustment assessment, the achievement of competency quality is good, showing the results of respondents answering Neutral at 29.0%, Disagree at 7.3% and Strongly Disagree at 0%. This is because there are still employees who feel there is no need to improve the quality of their competence. Factors that affect performance include Work Discipline. Meanwhile, according to Edison, Anwar and Komariyah (2018) factors that influence performance include competence and motivation.

This is in line with the theory stated by Kasmir (2016). This study's results align with previous research conducted by Budiman, Saerang and Sendow (2016). The Effects of Competence, Motivation and Work Discipline on Employee Performance (Study at PT. Hasjrat Abadi Tendean Manado). The results of the study show that competence influences employee performance. Motivation influences Employee Performance, and Work Discipline affects Employee Performance. Based on the respondents' answers to Competency, Motivation and Work Discipline, the answers appear more in groups in the agree and strongly agree options, even though the respondents who chose a neutral answer were also relatively high, and very few decided to disagree and strongly disagree responses. Namely, groups in the choices agree and strongly agree; those who choose neutral responses are also relatively high, and very few select answers that disagree and strongly disagree. With this pattern of solutions, the effect of the answers on Employee Performance is also relatively the same.

Table 2. ANOVA Result

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	501.053	3	167.018	47.653	.000 ^b
	Residual	420.584	120	3.505		
	Total	921.637	123			

a. Dependent Variable: Kinerja Pegawai

b. Predictors: (Constant), Disiplin Kerja, Motivasi, Kompetensi

Table 3 shows that the t value and the degree of significance of Competence, Motivation and Work Discipline are indicators of acceptance and rejection of the hypothesis. The confidence level is 95%, so the value $\alpha = 0.05$. Competence has a t value of $0.363 < t_{table} 1.980$, so it can be said that competence does not affect employee performance. From the significance value of $0.717 > 0.05$, it can be stated that competence has no significant effect on employee performance. Based on these results, the research hypothesis is that competence does not affect employee performance partially, so H_0 is rejected, and H_1 is accepted.

The test results prove that competence has a positive and insignificant effect on employee performance. The competence referred to in this study is competence, which is the ability of an employee to carry out or perform a job that is based on skills and knowledge and is supported by the work attitude required by the job. Based on the questionnaire results from the statement item, education level is fundamental to developing employee competence. The respondents answered Neutral 11.3%, Disagree 2.4% and Strongly Disagree 0.8%. This is because there are still employees who do not wish to improve their education to a higher level. Furthermore, item statements from employees involving other fields to help complete new tasks given by the leadership show the results of respondents answering Neutral at 10.5%, Disagree at 4.0% and Strongly Disagree at 0%. This is because some employees still need to involve other fields in completing new tasks.

This is not in line with the theory stated by Kasmir (2016) that there are factors that affect performance, including capabilities and expertise (competence). The results of this study are also different from previous research conducted by Budiman, Saerang and Sendow (2016). The Effects of Competence, Motivation and Work Discipline on Employee Performance (Study at PT. Hasjrat Abadi Tendea Manado), where the results of his research show that competence has a positive and significant effect on employee performance. Why is competence not significant? Previous studies used indicators of ability/skills to produce outstanding employee performance. The use of indicators may not be suitable. The competencies needed by employees of PT PLN (Persero) UPT Palembang may be in knowledge so that they can master skills and have pretty extensive knowledge in their field of work. To overcome the problems, the researchers suggest that employees should increase their work experience so that they know more about their current field of work and try new challenges in their work and have an attitude of the initiative to help co-workers in teamwork (teamwork) and involve other areas so that the tasks assigned can be carried out well. In addition, employees also need to increase their level of education to improve mastery of various knowledge, skills and abilities to achieve self-development in each employee.

Motivation has a t value of $4.451 > t$ table 1.980 , influencing employee performance. From the significance value of $0.000 < 0.05$, motivation significantly influences employee performance. Based on these results, the research hypothesis is that motivation partially affects employee performance, so H_0 is accepted and H_2 is rejected.

The test results prove that motivation positively and significantly affects employee performance. Motivation is a driving factor for an employee's behaviour to achieve goals; of course, this differs from one individual to another. Based on the questionnaire results from the item statement of the results of the employee performance appraisal obtained according to achievement and objective, the respondents answered Neutral 25.0%, Disagree 6.5% and Strongly Disagree 0.8%. This is because the performance appraisal results must match the achievements and objectives. Furthermore, the statement items from employees always get promotions showing the results of respondents answering Neutral at 33.1%, Disagree at 2.4% and Strongly Disagree at 3.2%. This indicates that there are still employees who do not get promotions.

This study's results align with previous research conducted by Budiman, Saerang and Sendow (2016). The Effects of Competence, Motivation and Work Discipline on Employee Performance (Study at PT. Hasjrat Abadi Tendea Manado). The results of his research show that motivation has a positive and significant effect on employee performance. These results differ from a study by Hidayat (2021). Why is motivation not have a significant impact? The use of indicators may not be suitable. Motivation in previous studies used indicators of the need for appreciation and remuneration, resulting in low employee motivation at work. Whereas in this study, the indicators used for PT PLN (Persero) UPT Palembang employees were work performance, recognition from superiors and self-actualization. To overcome this problem, the researchers suggest that employees should not consider the performance appraisal results a formality. Employees should continue to develop their potential and expertise to optimize their abilities further to do their jobs. Leaders also need to give the same appreciation and attention to employees so that no more employees feel discriminated against other employees.

Work Discipline has a t value of $4.273 > t$ table 1.980 , so it can be said that Work Discipline has an influence on Employee Performance. From the significance value of $0.000 < 0.05$, it can

be stated that Work Discipline significantly impacts Employee Performance. Based on these results, the research hypothesis is that Work Discipline partially affects Employee Performance, so H0 is accepted, and H1 is rejected.

The test results prove that Work Discipline positively and significantly affects Employee Performance. Work Discipline is respecting and obeying the rules of written and unwritten regulations within the company. Based on the questionnaire results from the employee statement items that have complied with the employee discipline regulations that exist in the company. The respondents answered Neutral 5.0%, Disagree 1.0% and Strongly Disagree 0%. This is because some employees must still comply with employee discipline rules. Furthermore, employee statement items have work standards in carrying out their work, indicating that respondents answered Neutral at 4.8%, Disagree at 0%, and Strongly Disagree at 0%. This shows that there are still employees who still need to have work standards in carrying out their work.

This study's results align with previous research conducted b16, Saerang and Sendow (2021), The Effects of Competence, Motivation and Work Discipline on Employee Performance (Study at PT. Hasjrat Abadi Tendean Manado). Where the results of his research show that work discipline has a positive and significant effect on employee performance, these results differ from a study conducted by Satedjo (2017). Why does work discipline have no significant impact? The use of indicators may not be suitable. Work Discipline in previous studies used indicators of attendance at work, so this study talks about employee working hours, where many employees still come and go home not according to company working hours. Whereas in this study, the indicators used for PT PLN (Persero) UPT Palembang employees were obedience to regulations, standards, and ethical work. To overcome this problem, the researchers suggest that employees need to have awareness in understanding, implementing and complying with the provisions of employee discipline and work standards that exist in the company so that no more employees commit violations and can reflect discipline in carrying out their work, as well as the need for one-to-one interaction approaches each other and communication to establish a good relationship between colleagues.

Table 3. t-test Result

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.950	1.642		3.623	.000
	Compentation	.037	.102	.038	.363	.717
	Motivation	.206	.046	.396	4.451	.000
	Work Discipline	.371	.087	.393	4.273	.000

a. Dependent Variable: Kinerja Pegawai

5. Conclusion

It can be concluded that there is indeed a positive and significant effect simultaneously between Competence, Motivation and Work Discipline on Employee Performance at PT. PLN (Persero) UPT Palembang. Then the suggestions of researchers are as follows: (1) PT. PLN (Persero) UPT Palembang needs to pay attention to the Competence, Motivation and Work Discipline of its employees because in proving the hypothesis, it is proven that these three variables have a significant effect on Employee Performance. (2) Employees should increase their work experience to broaden their field of work knowledge and increase their level of education so that they can excel in various knowledge, skills and abilities that employees can achieve in self-

development and increase initiative to help colleagues in teamwork (teamwork). (3) Employees should not view performance appraisal results as just a formality; employees need to increase their potential to optimize their abilities in their work, and leaders need to give appreciation to employees so that there are no more employees who feel discriminated against. (4) Employees should increase awareness in understanding, implementing and complying with employee work discipline regulations and work standards in the company and improve communication to establish good relationships between colleagues.

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