

The Influence of Motivation, Competence, and Discipline on Employee Performance (Study at Baleendah District Bandung Regency Government)

Agung Puji Duwi Harto^{1*}, Andhika Mochamad Siddiq²

Universitas Indonesia Membangun

Corresponding Author: agungpuji@student.inaba.ac.id^{1*}

andhika.mochamad@inaba.ac.id²

Article Information:

Received: July 05, 2025, Accepted: July 11, 2025, Published: 24 Juli 2025

Abstract

This study aims to evaluate the influence of motivation, competence, and work discipline on employee performance at the Baleendah District Office, Bandung Regency. The study employed a quantitative approach using descriptive and verification methods. The entire population, totaling 80 employees, both civil servants (ASN) and non-ASN, was sampled using a census method. Primary data was obtained through a closed-ended questionnaire and analyzed using multiple linear regression techniques. The results indicate that all variables are in the very high descriptive category. Partially, competence and work discipline have a positive and significant influence on employee performance, while motivation has a positive but insignificant influence. Simultaneously, all three variables contribute significantly to improved performance. The coefficient of determination (R^2) of 68.2% indicates that the model has strong ability to explain variations in employee performance. These findings have important implications for public sector human resource management, particularly in designing training programs and fostering work discipline based on active employee participation

Keywords: Motivation, Competence, Discipline, Employee Performance

1. Introduction

Human resources (HR) are a strategic instrument that plays a crucial role in supporting the achievement of organizational goals, including government agencies. The success of public services is not solely determined by the sophistication of the system or the completeness of the infrastructure, but also depends heavily on the quality and performance of the personnel who implement them ([Dessler, 2020](#); [Mangkunegara, 2017](#)). Therefore, effective human resource management through human resource management functions is an urgent need in the public sector.

Kecamatan Baleendah, as one of the technical implementing units under the Government Kabupaten Bandung, has a fairly large human resource composition, namely 53 state civil servants (ASN) and 31 non-ASN. However, employee performance data for March 2025 shows

Published by:

that all ASN employees failed to achieve the minimum performance target of 70.00, with an average achievement of only 69.30 and a lowest score of 62.44 (Performance Application Data Kab. Bandung, 2025). This failure to achieve this is a serious signal that employee performance is not optimal.

Furthermore, the attendance rate of civil servants (ASN) also shows significant problems. The average attendance rate is 95.28%, with the lowest attendance rate reaching 81.40% (Electronic Attendance Data, 2025). This figure indicates a motivational issue, as incomplete attendance can indicate a decline in work enthusiasm, engagement, and concern for job responsibilities ([Hasibuan, 2022](#)).

The problems don't stop at motivation and attendance. Based on employee education data, 12 civil servants do not meet the minimum education requirements for their positions (Baleendah District Personnel Data, 2025). This indicates a mismatch between competencies and the workload, which in turn can reduce productivity and increase the administrative burden on coworkers ([Wibowo, 2016](#)).

Furthermore, data on non-ASN employee tardiness in February 2025 reinforces the problem of work discipline. Of the 30 non-ASN employees observed, only one was punctual for 20 workdays. The average lateness of TL1 (<30 minutes) was 4.43 days, while severe lateness of TL2–TL4 (over 30 minutes) was also quite high (DHEPHL Application Data, 2025). This condition can disrupt work rhythms and reduce public trust in the quality of government services ([Sutrisno, 2016](#)).

If these problems are not addressed promptly, they can reduce the effectiveness and efficiency of public organizations. Several previous studies have shown that motivation, competence, and work discipline are the main determinants of employee performance ([Armstrong, 2021](#); [Novianty et al., 2024](#)). Herzberg (in [Agustiani & Muttaqin, \(2023\)](#)) divides motivation into intrinsic and extrinsic, each of which has short-term and long-term influences on performance. Competence, as defined by ([Alvani & Yulihhasri, 2024](#)), includes knowledge, skills, attitudes, values, and understanding needed to carry out tasks effectively. Discipline, according to ([Hasibuan, 2022](#)), reflects the level of awareness and compliance with work norms and regulations.

In line with the issues outlined above, this study aims to examine the extent to which motivation, competence, and work discipline influence employee performance in Baleendah District. The results are expected to serve as a basis for formulating strategic policies in civil service management and contribute to enriching empirical studies on the internal determinants of performance in the government sector.

2. Literature Review

2.1 Employee Performance

Employee performance is the work results achieved by individuals in carrying out their duties and responsibilities in accordance with established standards. [Mangkunegara, \(2017\)](#), Performance reflects a person's work achievements based on criteria of effectiveness, efficiency, and quality. Optimal performance is an important indicator in assessing the success of an agency, particularly in the public sector, which demands excellent service to the public ([Kusjono & Ratnasari, 2019](#)).

The performance dimensions used in this study refer to five main aspects (Mangkunegara,

Published by:

2017), that is:

1. Quality of work
Accuracy, neatness, and thoroughness in completing tasks.
2. Quantity of work
Volume of work completed within a specified time.
3. Teamwork
Ability to build relationships and coordinate with coworkers.
4. Responsibility
Awareness to complete tasks independently and correctly.
5. Initiative
Actively solving problems without waiting for instructions.

These five dimensions are measured through specific indicators adapted into a Likert scale.

2.2 Work motivation

Work motivation is defined as the internal and external drive within employees that drives them to perform optimally. [Hasibuan, \(2022\)](#) explains that motivation plays a crucial role in increasing employee productivity, loyalty, and work enthusiasm. [Robbins & Judge, \(2017\)](#) distinguishes two types of motivation: intrinsic motivation (originating from within, such as satisfaction and challenge) and extrinsic motivation (influenced by external factors, such as salary and recognition).

In this study, work motivation was measured based on three dimensions of need adapted from McClelland's theory (in [Robbins & Judge, 2017](#)):

1. The need for achievement is demonstrated through employees' enthusiasm for tasks of moderate difficulty and their drive to achieve success at work.
2. The need for power is reflected in employees' desire to influence others and their desire to attain a higher position or title.
3. The need for affiliation is evident in the effort to establish harmonious relationships in the workplace and feelings of discomfort in competitive or stressful environments.

These three dimensions reflect the psychological and social aspects underlying employee work behavior in public organizations.

2.3 Competence

Employee competency refers to the set of abilities, knowledge, and personal attributes required to perform tasks and responsibilities effectively. According to [Rodliyah et al., \(2024\)](#) Competency is the primary foundation for carrying out work professionally, as it encompasses both technical aspects and organizational values.

In this study, the competency dimensions were developed into five:

1. Knowledge: the employee's level of mastery of information and work procedures relevant to their duties.
2. Motivation: the enthusiasm and initiative to understand and find solutions to problems that arise at work.
3. Skills: the technical ability to complete work efficiently and according to standards.
4. Personality traits: the employee's belief that their work has significant value, both personally and for the organization.

Published by:

5. Self-concept: consistently positive behavior demonstrated in carrying out work responsibilities.

2.4 Work Discipline

Work discipline reflects the level of employee compliance with the rules, procedures, and norms applicable within the organization. [Hasibuan, \(2022\)](#) defines discipline as the awareness and willingness to comply with all applicable regulations, both written and unwritten. Good discipline is the main foundation for creating a productive and responsible work culture.

According to ([Sutrisno, 2016](#)). Work discipline consists of four main dimensions:

1. Punctuality. Adherence to working hours, including arriving and leaving on time.
2. Compliance with company regulations. Adhering to standard operating procedures (SOPs), work orders, and rules of procedure.
3. Compliance with work behavior. Carrying out tasks according to procedures and responsibilities.
4. Compliance with additional instructions. Willingness to follow superiors' orders outside of standard operating procedures as long as they do not conflict with ethics.

Each dimension is measured through indicators developed in this research questionnaire.

2.5 Research Model

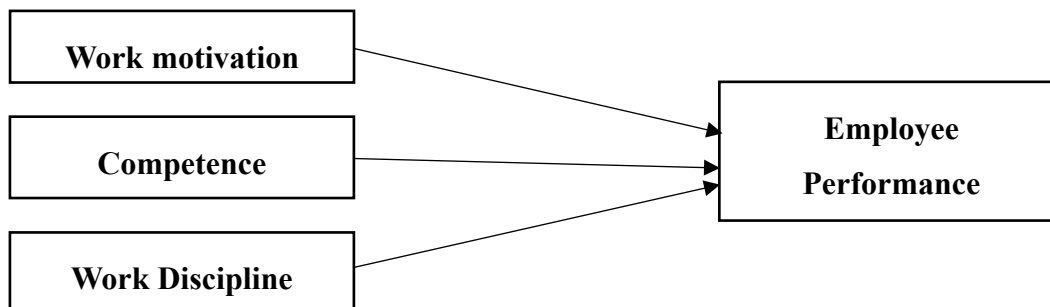


Figure 1. Research Model

Source: Data Processed by Researchers, 2025

2.6 Previous Research

Table 1. Previous Research

No	Name and Year	Article Title	Similarities	Differences	Results
1	Novianty et al., 2024	The Influence of Leadership and Motivation on Employee Performance at CV EnjoyShoess Bandung	researched the influence of motivation on employee performance.	Added leadership variables, without including competencies	Motivation and leadership had a significant positive effect on employee performance.

2	Agustiani & Muttaqin, 2023	The Influence of Self Efficacy, Work Environment, and Work Motivation on Employee Turnover (Survey at PT Bank Woori Saudara Indonesia 1906 Tbk Diponegoro Branch Office, Bandung)	Using motivation as the independent variable The independent	variable is Self Efficacy	Motivation has a significant effect on turnover
3	Oktari & Siddiq, 2024	The Influence of Competence, Self-Efficacy, and Its Impact on the Performance of Generation X Employees of Perum Perhutani Kph Bandung Utara)	Focus on Employee Competence and Performance	Adding Compensation and Job Description	Variables Motivation and Compensation Influence Performance
4	Nur Afifah et al., 2024	The Influence of Employee Engagement, Work Discipline, and Work Environment on Job Satisfaction at PT. Kimia Jaya Utama Kota Bandung	Researching Work Discipline	on Employee Engagement Performance	Both have a significant positive effect on employee performance.
5	Alamsah & Siddiq, 2025	The Influence of Work Discipline, Motivation and Competence on Employee Job Satisfaction at PT. Bank Syariah Indonesia (BSI)	Branch Office Motivation as an independent variable and performance as a dependent	variable Research Object	The three variables have a simultaneous influence on employee performance.

in Kcp Buah
Batu 2

3. Research Method

3.1 Research Design

This research employs a quantitative approach with descriptive and verification methods. The descriptive approach is used to explain the characteristics of variables such as motivation, competence, work discipline, and employee performance in a structured manner. The verification approach is used to test the validity of hypotheses regarding causal relationships between the variables studied ([Sugiyono, 2019](#)).

This study employed a cross-sectional design, collecting data at a specific point in time from respondents who served as the unit of analysis: all employees within Kecamatan Baleendah, Kabupaten Bandung.

3.2 Operationalization of Variables

This study involved one dependent variable, employee performance, and three independent variables: work motivation (X_1), competence (X_2), and work discipline (X_3). Each variable was measured through several dimensions and indicators developed in a Likert-based questionnaire.

Table 2. Operationalization of Variables

Variables	Definition Draft	Dimensions	Indicator	Scale
Employee Performance (Y)	Performance is results in a way the quality and quantity achieved by a person employee in carry out task in accordance with not quite enough the answer given (Mangkunegara, 2017)	Quality	Ability to produce good work	Ordinal
			Sufficient skills For finish work	Ordinal
			Ability to complete work well	Ordinal
		Quantity	Ability finish a number of work in specified time	Ordinal
			Speed in finish a number of work in specified time	Ordinal
			Ability For finish work in accordance specified time	Ordinal
		Cooperation	Ability weave Work The same with colleague work to produce good job	Ordinal
			Solidarity in completing work with fellow coworkers	Ordinal
		Responsibility	Ability responsible answer to results work	Ordinal
			Ability responsible answer to decisions taken at work	Ordinal

Published by:

Variables	Definition Draft	Dimensions	Indicator	Scale
Motivation Work (X1)	Motivation Work is internal and external motivation external in self employee who pushes For Work optimally (Hasibuan, 2022)	Initiative	Ability finish problem without wait instructions from superiors and abilities carry out obligation his job without wait instructions	Ordinal
		Need Achievement	Spirit level For face challenges and tasks that are owned level difficulty medium	Ordinal
			Spirit level For get on the spot performance Work	Ordinal
		Need Power	The level of enthusiasm to move others	Ordinal
			Level of getting a better position	Ordinal
Competence (X2)	Competence employee can defined as required skills and knowledge For carry out duties and responsibilities the answer given (Rodliyah et al., 2024)	Need Affiliation	Spirit level For liked and accepted by colleagues Work	Ordinal
			Spirit level For guard connection good and feel No comfortable in environment competitive work or full pressure	Ordinal
		Knowledge	The level of employee knowledge about their work	Ordinal
		Motivation	Spirit level employee For understanding to solution from problems faced in place Work	Ordinal
		Skills	The level of employee skills in completing their work	Ordinal
Discipline (X3)	Discipline Work is attitude obedience to rules and norms that apply in a company in frame increase steadfastness employee in reach objective company / organization (Hasibuan, 2022)	Personality Traits	Level of confidence employee that his job Good For himself and the organization	Ordinal
		Draft Self	Behavior level positive indicated employee during Work	Ordinal
		Obedient To Time Rules	Ability comply rule time working, good moment come, rest or go home	Ordinal
		Obedient To Company regulations	Compliance with existing SOPs as long as they do not violate norms and regulations	Ordinal

Variables	Definition Draft	Dimensions	Indicator	Scale
		Comply with the Rules of Conduct at Work	Ability to behave in accordance with company rules	Ordinal
		Obedient To Regulation Other	Able to follow instructions given superior although is at outside SOP	Ordinal

Source: Processed by researchers, 2025

All indicators were designed in the form of closed-ended statements and assessed using an ordinal scale.

3.3 Population and Sample

The population in this study was all employees of Kecamatan Baleendah consisting of 54 civil servants (ASN) and 26 non-ASN employees, resulting in a total population of 80. Because the population was less than 100, a census technique was used, where all members of the population were sampled ([Sugiyono, 2019](#)). This sampling technique ensured full representation of the unit of analysis being studied.

3.4 Data Collection Techniques

Primary data were collected through:

A closed-ended questionnaire, using a 5-point Likert scale ranging from "Strongly Disagree" (1) to "Strongly Agree" (5).

Limited interviews, to strengthen understanding of the organizational context.

Direct observation of employee work behavior and discipline.

Secondary data was obtained from personnel documents, performance reports, and attendance and evaluation data available at the agency.

3.5 Validity and Reliability Testing

Validity testing was conducted through Pearson Product Moment correlation analysis, where an instrument is declared valid if its significance value is below 0.05. Meanwhile, reliability was measured using the Cronbach's Alpha coefficient, with a minimum α value of 0.70 indicating that the instrument has good internal consistency and is suitable for use in data collection.

3.6 Data Analysis Techniques

Data analysis was conducted in stages as follows:

1. Descriptive Analysis
Used to determine the distribution of respondents' answers to each variable.
2. Classical Assumption Test, Includes:
 - Normality test (Kolmogorov-Smirnov)
 - Multicollinearity test (VIF < 10)
 - Heteroscedasticity test (Glejser test)

Published by:

3. Multiple Linear Regression Analysis

To test the simultaneous and partial effects of independent variables on the dependent variable. The regression equation used is:

$$Y=a+b_1X_1+b_2X_2+b_3X_3+e$$

Where:

Y = Employee Performance

X1 = Motivation

X2 = Competence

X3 = Discipline

e = error term

4. Significance Test

- Test for partial effects
- F test for simultaneous effects

5. Coefficient of determination (R^2) to see the combined contribution of independent variables to employee performance.

4. Findings and Discussions

This section presents the results of quantitative data processing obtained from questionnaires with 80 employees in Kecamatan Baleendah. Each variable was analyzed descriptively to determine trends in average values, followed by inferential analysis using multiple regression and statistical significance tests.

4.1 Respondent Data Description

The respondents in this study consisted of 80 employees, including both civil servants and non-civil servants. The composition of respondents based on age, education level, and length of service will be presented in tabular form and analyzed to understand the general population context.

Table 3. Distribution of Respondent Characteristics

Characteristics	Number of people)	Percentage (%)
Type Male genital	53	66.26
Type Female genital	27	33.75
Age 20 to 29 years	9	11.25
Age 30 to 39 years	5	6.25
Age 40 to 49 years	31	38.75
Age > 50 years	35	43.75
High School Education	34	42.5
D3 Education	4	5
Bachelor's Degree Education	37	46.25
Master's Degree Education	5	6.25
Length of Service <5 years	21	26.25

Length of Work 5 to 10 years	31	38.75
Length of Service >10 years	28	35

4.2 Results of Descriptive Analysis of Research Variables

The data in this study were obtained through a questionnaire instrument with a 5-point Likert scale, classified as an ordinal scale. However, for the purposes of descriptive and inferential statistical analysis, the ordinal data were treated as interval data using a balanced scale assumption approach. Each respondent's score was processed to produce an average value, which was then categorized into specific intervals based on predetermined score ranges.

4.2.1 Employee Performance (Y)

Performance variables were measured through five dimensions:

Table 4. Summary of Descriptive Scores for Performance Variables

Performance Dimensions	Amount Item Statement	Maximum Score (5 x number of item x 80 respondents)	Score Achieved	Percentage Achievement (%)
Quality Work	3	1200	1120	93.33
Quantity Work	2	800	740	92.5
Work same Responsibility	2	800	768	96
answer	2	800	755	94.38
Initiative	1	400	370	92.5

Based on Table 4, the performance dimension with the highest achievement percentage is cooperation, at 96.00%, indicating that Kabupaten Baleendah employees possess excellent coordination and collaboration skills in the work environment. Other dimensions also demonstrated high achievement, such as responsibility (94.38%), work quality (93.33%), and work quantity (92.50%). The initiative dimension also showed a relatively high score, at 92.50%, indicating that most employees tend to act proactively in carrying out tasks without waiting for instructions.

Overall, the descriptive scores for the performance variables are in the "Very Good" category, indicating that although structural and administrative issues remain, individual employees demonstrate fairly optimal work performance.

4.2.2 Motivation (X₁)

The motivation variable encompasses three dimensions of McClelland's need theory:

Table 5: Summary of Employee Motivation Descriptive Scores

Dimensions Motivation	Amount Item Statement	Maximum Score (5 x number of item x 80 respondents)	Score Achieved	Percentage Achievement (%)
Need achieve	2	800	720	90
Need power	2	800	705	88.12
Need affiliate	2	800	735	91.88

Published by:

The work motivation variables in this study were measured through three main dimensions based on McClelland's theory of needs: the need for achievement, the need for power, and the need for affiliation. Based on the descriptive analysis, the average motivation level of Baleendah District employees was in the very high category, with an average percentage of 90.00%. The dimension with the highest score was the need for affiliation (91.88%), indicating that employees have a strong desire to be accepted, liked, and establish good working relationships with colleagues. This was followed by the need for achievement (90.00%), reflecting a drive to complete challenging tasks and achieve optimal work results. Meanwhile, the need for power scored 88.13%, which remains in the very high category and indicates a motivation to attain a strategic position and influence the work environment.

4.2.3 Competence (X₂)

Five competency dimensions used:

Table 6. Summary of Descriptive Employee Competence Scores

Dimensions Competence	Amount Item Statement	Maximum Score (5 x number of item x 80 respondents)	Score Achieved	Percentage Achievement (%)
Knowledge	1	400	372	93
Motivation	1	400	365	91.25
Skills	1	400	370	92.5
Personality Traits	1	400	360	90
Draft Self	1	400	375	93.75

Employee competency variables were analyzed across five dimensions: knowledge, motivation, skills, personality traits, and self-concept. Based on the descriptive analysis, the average competency achievement of Baleendah District employees was 92.10%, which is categorized as very high. The attitude dimension (self-concept) ranked highest with an achievement of 93.75%, indicating that employees demonstrate positive and consistent behavior at work. This was followed by knowledge (93.00%) and skills (92.50%), which reflect good technical and procedural mastery. The motivation dimension, in understanding work solutions, scored 91.25%, indicating that employees are quite active in solving problems independently. Meanwhile, personality traits recorded an achievement of 90.00%, indicating that employees believe in their role and contribution to their work. These results align with Rodliyah et al.'s (2024) opinion that competency is determined not only by technical ability but also by attitude, enthusiasm for learning, and personal values internalized in carrying out tasks.

4.2.4. Discipline dimensions measured:

Table 7. Summary of Descriptive Employee Discipline Scores

Dimensions Discipline	Amount Item Statement	Maximum Score (5 x number of item x 80 respondents)	Score Achieved	Percentage Achievement (%)
Obedient To Time Rules	1	400	365	91.25

Obedient To Company regulations	1	400	375	93.75
Comply with the Rules of Conduct at Work	1	400	368	92
Obedient To Regulation Other	1	400	360	90

Table 7 shows that the level of employee discipline in Kabupaten Baleendah is generally considered very high, with an average achievement percentage of 91.75%. The dimension with the highest score was compliance with regulations (93.75%), followed by work behavior in accordance with duties (92.00%), adherence to time (91.25%), and compliance with additional instructions (90.00%). These results indicate that employees have demonstrated good discipline in adhering to work regulations, carrying out responsibilities according to their roles, and being willing to follow superiors' directions beyond standard procedures.

4.3 Results of the Classical Assumption Test

Before conducting the regression analysis, the classical assumption test was performed to ensure that the data met the requirements for parametric analysis. The tests used included normality, multicollinearity, and heteroscedasticity.

4.3.1 Normality Test

The normality test was conducted using the Kolmogorov-Smirnov method on the standardized residual values. The test results showed an Asymp. Sig. (2-tailed) value of 0.121, which is greater than the 0.05 significance level. This indicates that the residual data are normally distributed and meet the basic assumptions of linear regression.

Table 8. Normality Test

One-Sample Kolmogorov-Smirnov Test

Information		Unstandardized Residual
N		80
Normal Parameters	Mean	0
	Std. Deviation	0.074
Most Extreme Differences	Absolute	0.069
	Positive	0.042
	Negative	-0.069
Kolmogorov-Smirnov Z		0.734
Asymp. Sig. (2-tailed)		0.121

- Test distribution is Normal.
- Calculated from data.

4.3.2 Multicollinearity Test

Multicollinearity testing aims to ensure that there is no high correlation between independent variables that could compromise the reliability of the regression model. This process is carried out by examining the Tolerance and Variance Inflation Factor (VIF) values for each

Published by:

independent variable.

Table 8. Multicollinearity Test

Model	Sig.	Collinearity Statistics	
		Tolerance	VIF
1			
(Constant)	0.175		
X1 (Motivasi)	0.073	0.294	3.396
X2 (Kompetensi)	0	0.47	2.127
X3 (Disiplin)	0.023	0.31	3.227

Based on the Multicollinearity Test Table, it is known that:

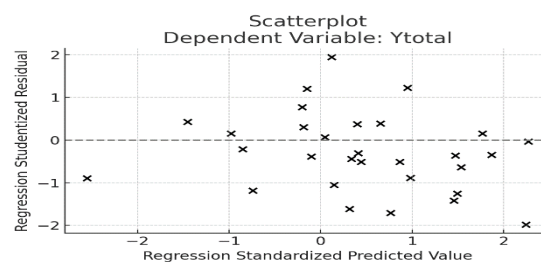
- Variable X1 (Motivation) has a Tolerance value of 0.294 and a VIF of 3.396
- Variable X2 (Competence) has a Tolerance value of 0.470 and a VIF of 2.127

Both variables meet the requirements for multicollinearity testing because they have a Tolerance value above 0.10 and a VIF below 10. Therefore, it can be concluded that the regression model used is free from indications of multicollinearity, allowing each independent variable to be analyzed further without disrupting the model's stability.

4.3.3 Heteroscedasticity Test

The heteroscedasticity test aims to identify whether the residual variance in the regression model is constant (homoscedasticity) or not (heteroscedasticity). In this study, the test was conducted visually using a scatterplot between the studentized residuals and the standardized predicted values.

The scatterplot results show that the residual points are randomly distributed around the zero horizontal line and do not form any specific pattern such as a funnel or curve. This random distribution pattern indicates that there is no heteroscedasticity in the regression model, and the residual variance can be assumed to be constant. Thus, the regression model meets one of the important classical assumptions, namely the assumption of homoscedasticity.



Gambar 2. scatterplot

4.4 Multiple Linear Regression Analysis Results

Multiple linear regression analysis was used to determine the simultaneous and partial influence of independent variables on the dependent variable. This model was used to predict employee performance (Y) based on motivation (X₁), competence (X₂), and work discipline (X₃).

Published by:

4.4.1 Linear Regression Equation

Based on the data processing results, the following multiple linear regression equation was obtained:

Table 9. Linear Regression Equation Test

		Coefficients ^a				
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.746	1.978	—	1.388	0.175
	X1total	0.208	0.112	0.452	1.858	0.073
	X2total	0.609	0.142	0.827	4.298	0.000
	X3total	0.261	0.109	0.565	2.385	0.023

Based on the results of multiple linear regression data processing, the following model equation was obtained:

$$Y = 2.746 + 0.208X_1 + 0.609X_2 + 0.261X_3$$

The coefficients are explained as follows:

- Coefficient X_1 (Motivation) = 0.208 → indicates that motivation has a positive influence on performance, but is not yet significant (Sig. = 0.073).
- Coefficient X_2 (Competence) = 0.609 → has a positive and significant influence on performance (Sig. = 0.000).
- Coefficient X_3 (Discipline) = 0.261 → has a positive and significant influence on performance (Sig. = 0.023).

This means that although motivation has not shown statistical significance, the direction of its influence is positive. Meanwhile, competence and discipline have been shown to make positive and significant contributions to employee performance.

4.5 Significance Test (Partial and Simultaneous)

4.5.1 t-Test (Partial)

The t-test is used to determine the partial effect of each independent variable on the dependent variable. The results of the t-test are shown in the following table:

Table 10. t-Test

Model	B	t	Sig.
1 (Constant)	2.746	1.388	0.175
1 X ₁ (Motivasi)	0.208	1.858	0.073
1 X ₂ (Kompetensi)	0.609	4.298	0.000
1 X ₃ (Disiplin)	0.261	2.385	0.023

The competency variable has a positive and significant influence on employee performance. The discipline variable shows a positive and significant influence on employee performance. Motivation also shows a positive trend, but its influence is not yet statistically significant.

4.5.2 F Test (Simultaneous)

Published by:

The F test is conducted to determine whether all independent variables simultaneously influence the dependent variable.

Table 11. F Test

	Model	F	Sig.
1	Regression	12,375	.000
	Residual		
	Total		

Since the significance value is $0.000 < 0.05$, it can be concluded that simultaneously, motivation, competence, and discipline significantly influence employee performance in Baleendah District.

4.5.3 Coefficient of Determination (R^2)

The coefficient of determination is used to measure the extent to which an independent variable explains variation in the dependent variable. The R^2 value is obtained from the output of the multiple linear regression model.

Table 12. Coefficient of Determination (R^2)

Model	R	R Square	Model Summary ^b	
			Adjusted R Square	Std. Error of the Estimates
1	0,826	0,682	0,669	0,743

The coefficient of determination (R^2) of 0.682 indicates that 68.2% of the variation in employee performance (Y) can be explained simultaneously by the variables motivation (X_1), competence (X_2), and work discipline (X_3). This indicates that the regression model has fairly strong explanatory power.

The remaining 31.8% of the variation is influenced by other variables not included in this model, such as leadership style, work environment conditions, reward and punishment systems, workload, stress levels, and organizational culture. The adjusted R^2 value of 0.669 also confirms that, despite adjustments to the number of variables in the model, the model's consistency in explaining employee performance remains high.

5. Conclusions

Based on the analysis of data obtained from 80 employees in Baleendah District, Bandung Regency, the following conclusions can be drawn:

1. Descriptively, all variables in this study are classified as very high, namely motivation (90.00%), competence (92.10%), work discipline (91.75%), and employee performance, which averages over 90%. These findings reflect that employees generally have good and productive work behaviors.
2. Partially, competence and discipline demonstrate a positive and significant influence on employee performance. This means that improvements in these two aspects are in line with improvements in performance quality. Conversely, motivation shows a positive influence, but it is not yet statistically significant, suggesting that the current motivation system is not yet effective enough in encouraging optimal work performance.
3. When viewed simultaneously, the three independent variables motivation, competence, and work discipline jointly have a significant influence on employee performance, as reflected in the F-value of 0.000, which is less than the critical limit of 0.05.
4. The coefficient of determination (R^2) of 68.2% indicates that the variables of motivation,

competence, and discipline are able to explain 68.2% of the variation that occurs in employee performance. Meanwhile, the remaining 31.8% is influenced by other factors outside the model, such as leadership style, organizational culture, reward systems, or workload.

Based on the research findings, the following practical implications and recommendations can be made:

1. Competency improvement needs to be a top priority in human resource development policies. The Baleendah District Government is advised to conduct regular technical and non-technical training to ensure employee skills remain relevant to the demands of public service.
2. Work discipline that is too formal or oppressive needs to be reviewed. A discipline approach based on awareness and participation is considered more effective than a punitive approach. Coaching-based supervision can be an alternative.
3. Employee motivation needs to be explored qualitatively, given that quantitative results show an insignificant effect. This could indicate that the form of motivation provided does not align with the actual needs of employees.
4. Future research is recommended to include other variables such as the work environment, leadership style, or organizational culture to obtain a more comprehensive model of civil servant performance.

References

- Agustiani, S. Y. S., & Muttaqin, R. (2023). Pengaruh self efficacy, lingkungan kerja, dan motivasi kerja terhadap turnover karyawan. *JEMSI (Jurnal Ekonomi, Manajemen, Dan Akuntansi)*, 9(6), 2581–2590. <https://journal.lembagakita.org/jemsi/article/view/1750>
- Alamsah, D., & Siddiq, A. M. (2025). Pengaruh Disiplin Kerja, Motivasi dan Kompetensi Terhadap Kepuasan Kerja Karyawan PT. Bank Syariah Indonesia (BSI) Di Kcp Buah Batu 2. *JEMSI (Jurnal Ekonomi, Manajemen, Dan Akuntansi)*, 11(1), 460–470. <https://doi.org/10.35870/jemsi.v11i1.3687>
- Alvani, Y., & Yuliasri. (2024). Pengaruh Budaya Organisasi, Kompetensi Dan Disiplin Kerja Terhadap Kinerja Pegawai Dengan Kepuasan Kerja Sebagai Mediasi (Studi Kasus Dinas Pemberdayaan Masyarakat Kabupaten Pasaman). *Jurnal Bisnis Dan Kajian Strategi Manajemen*, 8(1). <https://doi.org/10.35308/jbkan.v8i1.9170>
- Armstrong, M. (2021). *Armstrong's Handbook of Strategic Human Resource Management*. www.koganpage.com
- Dessler, G. (2020). *Fundamentals of Human Resource Management*. In *Human Resource Management* (16th ed., Issue November). <https://thuvienso.hoasen.edu.vn/handle/123456789/12641>

- Hasibuan, M. S. P. (2022). *Manajemen sumber daya manusia (Revisi)*. Bumi Aksara. https://books.google.com/books/about/Manajemen_Sumber_Daya_Manusia.html?id=ZQk0tAEACAAJ
- Kusjono, G., & Ratnasari, P. (2019). Pengaruh Motivasi Dan Kompensasi Terhadap Kinerja Karyawan Pada PT. Sumber Tenaga Lestari (Citylight Apartment) Tangerang Selatan. *JENIUS (Jurnal Ilmiah Manajemen Sumber Daya Manusia)*, 2(2). <https://doi.org/https://doi.org/10.32493/JJSDM.v2i2.2230>
- Mangkunegara, A. A. A. P. (2017). *Manajemen sumber daya manusia perusahaan*. Remaja Rosdakarya. <https://perpustakaan.binadarma.ac.id/opac/detail-opac?id=4916>
- Novianty, S., Ismail, G. D., Saputro, A. H., & Siddiq, A. M. (2024). Pengaruh Kepemimpinan Dan Motivasi Terhadap Kinerja Karyawan CV EnjoyShoess Bandung. *JEMSI (Jurnal Ekonomi, Manajemen, Dan Akuntansi)*, 10(4), 2610–2618. <https://doi.org/10.35870/jemsi.v10i4.2843>
- Nur Afifah, S., Muttaqin, R., & Siddiq, A. M. (2024). Pengaruh Employee Engagement, Disiplin Kerja, dan Lingkungan Kerja Terhadap Kepuasan Kerja PT. Kimia Jaya Utama Kota Bandung. *ECo-Buss*, 7(2), 1493–1505. <https://doi.org/10.32877/eb.v7i2.1980>
- Oktari, W., & Siddiq, A. M. (2024). Pengaruh Kompetensi Pegawai Terhadap Efikasi Diri Dan Dampaknya Pada Kinerja Pegawai Di Era Digitalisasi (Studi Pada Pegawai Generasi X Perum Perhutani Kph Bandung Utara). *JEMSI (Jurnal Ekonomi, Manajemen, Dan Akuntansi)*, 10(3), 1633–1642. <https://doi.org/10.35870/jemsi.v10i3.2419>
- Robbins, S. P., & Judge, T. A. (2017). *Organizational behavior (17th ed.)*. Pearson. <https://www.amazon.com/Organizational-Behavior-17th-Standalone-book/dp/013410398X>
- Rodliyah, M. I., Musliyana, & Sunarti. (2024). Memahami Konsep Kompetensi Karyawan Sebagai Bagian dari Perencanaan SDM. *CEMERLANG: Jurnal Manajemen Dan Ekonomi Bisnis*, 4(3), 127–135. <https://doi.org/10.55606/cemerlang.v4i3.3015>
- Sugiyono. (2019). *Metode Penelitian Kuantitatif, Kualitatif Dan R & D*. In Alfabeta. <https://doi.org/10.4324/9781315149783>
- Sutrisno, E. (2016). *Manajemen Sumber Daya Manusia (Kedelapan)*. Prenadamedia Group.
- Wibowo. (2016). *Manajemen Kinerja (Kelima, Ed.)*. PT. Rajagrafindo Persada.

Copyrights

Copyright for this article is retained by the author(s), with first publication rights granted to the journal.

This is an open-access article distributed under the terms and conditions of the Creative Commons Attribution license (<http://creativecommons.org/licenses/by/4.0/>)



Published by:

