

MAPPING IDEA & LITERATURE FORMAT | RESEARCH ARTICLE

Linking Competence, Motivation, and Work Discipline to Employee Performance: An Empirical Study of the Regional Development Planning, Research, and Development Agency of Kepulauan Selayar Regency, Indonesia

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ABSTRACT

This study aims to determine the influence of Competence, Motivation, and Work Discipline on Employee Performance at the Regional Development Planning, Research, and Development Agency (Bappelitbangda) of Kepulauan Selayar Regency. The research employs a quantitative method, utilizing both primary and secondary data. The sample size for this study consists of 58 respondents. Data processing is conducted using the SPSS analysis tool. The research approach is a quantitative research method. Data were obtained directly from the employees of Bappelitbangda, with a total of 58 respondents, through a questionnaire covering both dependent and independent variables. The data analysis method in this study utilizes a computer-based program, namely SPSS (Statistical Product and Service Solutions). The analyses include descriptive analysis, multiple linear regression analysis, instrument testing (validity and reliability tests), and hypothesis testing (t-test and F-test). The research findings indicate that: (1) Competence has a positive but not significant effect on Employee Performance at Bappelitbangda of Kepulauan Selayar Regency; (2) Motivation has a positive and significant effect on Employee Performance at Bappelitbangda of Kepulauan Selayar Regency; (3) Work Discipline does not have a significant effect on Employee Performance at Bappelitbangda of Kepulauan Selayar Regency.

Keywords: Competence, Motivation, Work Discipline, Employee Performance.

I. Introduction

State Civil Apparatus (ASN) and contract workers at Bappelitbangda of Kepulauan Selayar Regency have core responsibilities that contribute to organizational goals. Both are required to possess good competence, motivation, and work discipline. ASN employees hold permanent status with pensions, promotions, and periodic training rights. Contract workers, however, hold non-permanent status with limited rights and focus on operational/administrative tasks. Observations reveal declining work discipline in the agency. Some employees only clock in without optimal work execution. This pattern reflects low responsibility awareness, affecting the competence and motivation of others. Absences delay tasks, forcing colleagues to



handle non-core duties. This imbalance breeds laziness and reduces motivation. Policies focusing on enhancing competence, motivation, and work discipline are needed to address these challenges. Training, aligning individual goals with organizational targets, and fair rewards can improve performance. In the globalization era, effective human resource empowerment is crucial. Optimal team member performance supports organizational success and ensures better public service. Thus, sustainably, HR strategies based on competence, motivation, and discipline must be developed. In the era of globalization with increasingly complex work challenges, effective human resource empowerment becomes critically important. Optimal employee performance supports organizational success and ensures better service to the community. Therefore, human resource management strategies based on competence, motivation, and work discipline must be continuously developed to achieve sustainable organizational goals. Based on the background described above and the identified problems, the author is interested in conducting research titled: "The Influence of Competence, Motivation, and Work Discipline on Employee Performance at the Regional Development Planning, Research, and Development Agency (Bappelitbangda) of Kepulauan Selayar Regency."

II. Literature Review and Hypothesis Development

2.1. Management

According to Mary Parker Follett in her book, management is the art of getting things done through others. Organizations cannot be separated from management activities when achieving their goals. Management wants organizational goals to be achieved efficiently and effectively. The management functions are:

- a. Planning is the activity of setting organizational goals and choosing the best way to achieve those goals.
- b. Organizing (Organizing and Staffing) is coordinating resources, tasks, and authority among organization members to achieve organizational goals efficiently and effectively.
- c. Leading is how people work to achieve the organization's goals.
- d. Controlling aims to see whether the organization is running according to plan.

Human resource management (HRM) is one of the areas of general management that includes aspects of planning, organizing, implementing, and controlling. This process is found in the functions/areas of production, marketing, finance, and personnel. Human resources (HR) play an increasingly important role in achieving organizational goals, so various experiences and research results in HR are systematically collected in human resource management. The term "management" means a collection of knowledge about how to manage human resources.

2.2. Competence

Civil servant competence is the ability a civil servant must possess in the knowledge, skills, attitudes, and behaviors needed to carry out their duties (As'ad, 2001). According to Alamin (2004), competence is derived from the word job competency, namely, ability and work. The meaning of ability is to carry out all activities optimally with all the potential humans possess in the form of energy, thoughts, feelings, and abilities to produce a helpful activity.

2.3. Motivation

According to Munandar et al (2014), motivation is a psychic process that drives people to do something. Furthermore, Yusuf (2015) explains that motivation is a stimulant of desire (want), the driving force

of a person's willingness to work; each motive has a specific goal to be achieved. Motivation is the process of influencing or encouraging a person or work group from the outside to be willing to do something that has been determined. In the sense of encouragement, motivation is intended as a natural urge to satisfy and maintain life. In general, motivation aims to move or inspire someone to have the desire and will to do something to get results or achieve specific goals.

2.4. Work Discipline

Disciplina comes from the Latin word "Discipline," which means training or education on politeness, spirituality, and character development. The nature of discipline is related to developing a proper attitude towards work. According to Hasibuan (2015), discipline is the awareness and willingness of a person to obey all organizational regulations and applicable social norms. Awareness is the attitude of a person who voluntarily obeys all regulations and knows their duties and responsibilities. At the same time, willingness is an attitude, behavior, and actions of a person that are governed by organizational regulations, both written and unwritten. So, a person will obey or do all his duties well, not by coercion.

2.5. Performance

According to Betris (2012), performance is a collection of advanced work activities. It encourages each individual to actualize their activities optimally to produce optimal work results and become a standard of assessment for leaders. Gomes (2013) defines individual performance as an expression of output, efficiency, and effectiveness, which are then linked to productivity. According to Novitasari et al. (2012), performance is an action process or way of acting or performing organizational functions. Performance is generally understood as a record of output results on job functions or all work activities in a specific period. Based on that, our hypothesis in this study is:

- H1 = Competence positively and significantly influences employee performance at the Regional Development Planning, Research and Development Agency of Selayar Islands Regency.
- H2 = Motivation positively and significantly influences employee performance at the Regional Development Planning, Research and Development Agency of the Selayar Islands Regency.
- H3 = Work discipline positively and significantly affects employee performance at the Regional Development Planning, Research and Development Agency of Selayar Islands Regency.
- H4 = Competence, Motivation, and Work Discipline positively and significantly influence employee performance at the Regional Development Planning, Research and Development Agency of Selayar Islands Regency.

III. Research Method

The research approach used is a quantitative research method. Data was obtained directly from 58 Bappelitbangda employees who became respondents through a list of questions (questionnaires) from both dependent and independent variables. The data analysis method in this study is using the help of a computer program, namely the SPSS (Statistical Product and Service Solutions) program. The descriptive analysis includes multiple linear regression analysis, instrument testing (validity and reliability tests), and hypothesis testing (t-test and F-test).

IV. Results and Discussion

4.1. Multiple Linear Regression Analysis

Based on the data processing carried out, it can be seen that the relationship model of the multiple linear regression analysis can be seen from the multiple linear regression analysis table below:

Table 1. Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	3.802	2.616		1.453	.152
	Competence	.226	.117	.257	1.938	.058
	Motivation	.426	.143	.391	2.980	.004
	Work Discipline	.147	.130	.143	1.131	.263

Based on the Table 1, it is known that the constant value = 3.802, the Competence variable (X1) is 0.226, the Motivation variable (X2) is 0.426, and the Work Discipline variable (X3) is 0.147, so that the regression equation is as follows:

$$Y = 3,802 + 0,226 X_1 + 0,426 X_2 + 0,147 X_3$$

1. The constant value is a = 3.802, which means that if the Competence (X1), Motivation (X2), and Work Discipline (X3) variables do not change or are equal to 0, then Performance (Y) is 3.802.
2. The regression coefficient for the Competence variable (X1) is 0.226, meaning that employee performance will also increase if competence increases.
3. The regression coefficient for the Motivation variable (X2) is 0.426, meaning that employee performance will also increase if motivation increases.
4. The regression coefficient for the Work Discipline variable (X3) is 0.147, meaning that employee performance will also increase if work discipline increases. Based on the Unstandardized Coefficients values listed in the table, the effect of the work discipline variable on employee performance is analyzed with the assumption that other variables are considered fixed or constant.

4.2. Validity Test

The results of the validity test for each statement item on the variables used in this study can be seen in the following validity test results table 2:

Table 2. Validity Test Result

Variable	Item	R-Calculated	R-Estimated	Information
Competence (X1)	X1.1	0,679	0,2181	Valid
	X1.2	0,799		
	X1.3	0,836		
	X1.4	0,777		
	X1.5	0,731		
Motivation (X2)	X2.1	0,738		
	X2.2	0,666		
	X2.3	0,694		
	X2.4	0,674		
	X2.5	0,692		
Work Discipline (X3)	X3.1	0,738		
	X3.2	0,701		

Variable	Item	R-Calculated	R-Estimated	Information
	X3.3	0,801		
	X3.4	0,676		
	X3.5	0,671		
Performance (Y)	Y1	0,633		
	Y2	0,790		
	Y3	0,818		
	Y4	0,712		
	Y5	0,548		

Based on Table 2, it can be seen that all statements used in the questionnaire are valid. All research variables have a calculated R value greater than the R Table of 0.2181, so no statement items are deleted. All statement items in this study are valid and can be used in the entire test model.

4.3. Reliability Test

The results of the reliability test obtained in this study can be seen in the following reliability test results table 3:

Table 3. Validity Test Result

Variable	Cronbach's Alpha	Information
Competence (X1)	0,904	Reliable
Motivation (X2)	0,899	
Work Discipline (X3)	0,903	
Performance (Y)	0,902	

Based on Table 3, all variables have a Cronbach's Alpha value ≥ 0.60 , which indicates that the variables of competence, motivation, work discipline, and performance can be considered to have a good level of reliability.

4.4. Hypothesis Testing

4.4.1. t-test (Partial)

Partial hypothesis testing is conducted to analyze whether competence, motivation, and work discipline significantly influence the performance variable. The results of partial testing can be seen in the following table of t-Test Results (Partial):

Table 4. t-Test

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	3.802	2.616		1.453	.152
	Competence	.226	.117	.257	1.938	.058
	Motivation	.426	.143	.391	2.980	.004
	Work Discipline	.147	.130	.143	1.131	.263

T-table at degrees of freedom (df) = $n-k-1 = 58-3-1 = 54$ and error rate $\alpha = 0.05$ obtained t-table of 1.674. The explanation of the relationship between variables X and Y is as follows:

- a. The Influence of Competence on Employee Performance
 Table 4 shows that the variable X1, namely competence, has a significance of 0.058, which is greater than the value of $\alpha = 0.05$ and the t-count value of $1.938 > t$ -table value of 1.674. It can be concluded that competence (X1) affects the performance of Bappelitbangda employees of Selayar Islands Regency, but is not strong enough to be considered statistically significant at the 95% confidence level (Sig. = 0.05). Thus, the first hypothesis that competence positively and significantly affects employee performance is not statistically proven.
- b. The Influence of Motivation on Employee Performance
 Table 12 shows that the variable X2, namely motivation, has a significance of 0.004, which is smaller than the value of $\alpha = 0.05$ and the t-count value of $2.980 > t$ -table value of 1.674. It can be concluded that motivation (X2) significantly affects the performance of Bappelitbangda employees of Selayar Islands Regency. Thus, the second hypothesis that motivation positively and significantly affects employee performance is statistically proven.
- c. The Influence of Discipline on Employee Performance
 Table 12 shows that the variable X3, namely work discipline, has a significance of 0.263, which is greater than the value of $\alpha = 0.05$ and the t-count value of $1.131 < t$ -table value of 1.674. It can be concluded that work discipline (X3) does not affect the performance of Bappelitbangda employees of Selayar Islands Regency. Thus, the third hypothesis that discipline positively and significantly affects employee performance is not statistically proven.

4.4.2. F-Test

Table 5. F-Test

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	108.080	3	36.027	15.341	.000 ^b
	Residual	126.817	54	2.348		
	Total	234.897	57			
a. Dependent Variable: Performance						
b. Predictors: (Constant), Work Discipline, Competence, Motivation						

Based on the ANOVA (Analysis of Variance) table or the F test above, the significant value is 0.000, smaller than 0.05. In the SPSS output display above, the F-count = 15.341 (df 1 = 3, df2 = 54) is obtained and has a significance level 0.000. Because the probability of 0.000 is much smaller than 0.05, it can be said that the regression model that has been used can improve employee performance. This means that competence, motivation, and work discipline significantly affect the performance of Bappelitbangda employees of Selayar Islands Regency. Furthermore, to determine the magnitude of the simultaneous influence of the variable Competence, based on the SPSS Model Summary output table in the table above, it is known that the determination coefficient value or R Square is 0.460, which comes from the squaring of the coefficient value "R", which is 0.678×0.678 . The magnitude of the determination coefficient (R Square) is 0.460, or equal to 46%. This figure means that the variables Competence (X1), Motivation (X2), and Work Discipline (X3) simultaneously affect the performance variable (Y) by 46%. At the same time, the rest is influenced by other variables outside this regression equation or other variables that have not been studied. Motivation and Work Discipline on Employee Performance at Bappelitbangda of Selayar Islands Regency can be known through the determinant coefficient (R2). The determination coefficient value can be seen in the following table 6:

Table 6. F-Test



Model Summary							
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
					R Square Change	F Change	df1
1	.678 ^a	.460	.430	1.532	.460	15.341	3
a. Predictors: (Constant), Work Discipline, Motivation, Competence							
b. Dependent Variable: Performance							
Source: SPSS Data Processing 2025							

V. Conclusion

Competence has a positive and insignificant effect on Employee Performance at the Regional Development Planning, Research and Development Agency (Bappelitbangda) of Selayar Islands Regency. Although competence has a positive effect on employee performance, the effect is not significant enough in the context of this study, as evidenced by the statistical analysis results showing a significant effect. Value greater than 0.05. Motivation positively and significantly affects Employee Performance at Bappelitbangda, Selayar Islands Regency. The results of this study indicate that the higher the employee motivation, the greater the increase in Employee Performance at Bappelitbangda, Selayar Islands Regency. Work discipline does not significantly affect employee performance at Bappelitbangda, Selayar Islands Regency. Although work discipline is important in human resource management, this study shows that work discipline has no significant effect on employee performance at Bappelitbangda, Selayar Islands Regency, at a significance level of 0.05.

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