

EMPLOYEE COMPETENCE, MOTIVATION, AND PERFORMANCE: DOES WORK DISCIPLINE STRENGTHEN RELATIONSHIPS?

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ABSTRACT

This study investigates the role of work discipline as a moderating variable in the relationship between competence, motivation, and employee performance among Government Employees with Work Agreements (PPPK) at the Regional Development Planning, Research, and Development Agency of Banyuasin Regency. A quantitative approach using a survey method was employed, involving 48 respondents. Data were collected through Likert-scale questionnaires and analyzed using SmartPLS version 3.2.9. The findings reveal that competence and motivation have a positive and significant effect on both work discipline and employee performance. However, work discipline was not found to significantly moderate the influence of competence and motivation on employee performance. These results suggest that competence and motivation directly affect employee performance without being strengthened or weakened by work discipline. Although this study is limited to a single institution with a relatively small sample size, its findings contribute to the human resource management literature, particularly regarding the limitations of moderating variables, and provide practical insights for government institutions in designing strategies to enhance employee performance.

INTRODUCTION

Human resources (HR) hold a highly strategic position within an organization because they play a crucial role in achieving the organization's vision, mission, and goals (Onsardi *et al.*, 2021). Today, an agency's excellence is not determined solely by

the sophistication of its technology or work systems but is significantly influenced by the quality of the competencies and behaviors of the individuals managing the organization. In the context of public sector organizations, government personnel play a vital role in ensuring that development policies and programs are implemented effectively and efficiently. Therefore, efforts to improve the quality of human resources within the government are a top priority for realizing good governance. Employee performance is a key factor in the success of public organizations, including the Regional Development Planning, Research, and Development Agency (Bappeda Litbang) of Banyuasin Regency. Performance reflects the level of achievement of individual work outcomes in fulfilling the tasks and responsibilities assigned by the organization (Armstrong, 2018). However, internal evaluations indicate that the performance of some employees is not fully optimal, as evidenced by work target achievements that do not align consistently with strategic plans and key performance indicators. This situation highlights the need for a deeper examination of the factors affecting employee performance, particularly competence, motivation, and work discipline.

Competency is a work-related skill encompassing the knowledge, abilities, and attitudes necessary to achieve optimal performance (Sutrisno, 2019). Employees with adequate competencies are generally more adaptable to change and capable of delivering better performance. However, a high level of competence does not always guarantee optimal performance if it is not accompanied by strong work motivation. Motivation is a psychological drive that influences the direction, intensity, and persistence of individual behavior in achieving organizational goals (Robbins & Judge, 2017). Highly motivated employees tend to demonstrate commitment, enthusiasm, and dedication in completing their assigned tasks. In addition to competence and motivation, work discipline plays a crucial role in enhancing employee effectiveness, especially within public organizations. Work discipline reflects the degree to which employees comply with organizational rules, procedures, and norms, as well as their sense of responsibility in fulfilling their duties (Hasibuan, 2021). In human resource management studies, work discipline is often considered a variable that can moderate the relationship between competence, motivation, and employee performance. Therefore, work discipline is relevant to be tested as a moderating variable that may strengthen or weaken the influence of competence and motivation on performance. In practice, many public organizations continue to face challenges in designing effective systems for developing competencies and motivating employees.

Training programs are often not fully tailored to job requirements, and reward and motivation systems are not yet entirely performance-based. This situation can diminish work morale and negatively impact employee discipline, ultimately affecting the overall performance of the organization. Therefore, research is needed to elucidate the relationship between employee competence, motivation, and performance, with consideration of work discipline as a moderating variable. This study focuses on Government Employees with Work Agreements (PPPK) at the Banyuasin Regency

Research and Development Agency, who play a strategic role in supporting the regional development planning process. The purpose of this research is to analyze the influence of competence and motivation on employee performance and to examine the moderating role of work discipline in this relationship. The findings are expected to contribute theoretically to the field of human resource management, particularly regarding the testing of moderating variables, and to offer practical recommendations for government agencies aiming to enhance employee performance.

Previous research on the influence of competence, motivation, and work discipline on employee performance has shown inconsistent results. Some studies have concluded that competence, motivation, and work discipline have a positive and significant effect on employee performance, while other studies have found that these factors have no significant effect. This condition suggests that the influence of competence and motivation on employee performance may not always be direct, but can be influenced by certain conditions that strengthen or weaken the relationship.

In addition, the role of work discipline as a moderating variable in the relationship between employee competence, motivation, and performance also still shows mixed results. Some studies have found that work discipline is able to strengthen the influence of competence and motivation on performance, while other studies have shown that work discipline does not play a significant role in strengthening these relationships. The bureaucratic environment that has hierarchical and regulatory characteristics makes this study important to understand how competence and motivation affect employee performance by considering the role of work discipline as a moderating variable in government agencies. Therefore, this study seeks to fill the research gap by examining the influence of competence and motivation on employee performance and the role of work discipline as a moderating variable in employees of the Banyuasin Regency Research and Development Planning Agency.

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

The Influence of Competency on Employee Performance

Competence refers to an employee's ability to perform tasks and duties in accordance with the standards established by the organization. Mangkunegara (2019) states that competencies reflect an individual's capacity related to knowledge, skills, and work attitudes that support the effective execution of tasks. Squirrelly (2020) emphasizes that adequate competence enables employees to better understand work procedures, implementation methods, and job responsibilities.

Robbins and Judge (2017) explained that competence plays a crucial role in enhancing productivity, efficiency, and the quality of work outcomes. Employees with high competence tend to complete tasks precisely, accurately, and in alignment with the targets set by the organization. Research conducted by Masrurah, Komarudin, and Fatimah (2023) demonstrates that competence has a positive and significant effect on employee performance, particularly in government agencies. These findings are

supported by Giovanni and Ali (2024), who state that both technical and behavioral competencies significantly contribute to improving employee performance.

H1: Competency has a positive and significant effect on employee performance.

The Influence of Motivation on Employee Performance

Work motivation is an internal and external drive that influences individual behavior in achieving organizational goals. Robbins and Judge (2017) states that motivation determines the direction, intensity, and perseverance of employee work behavior. Hasibuan (2021) explains that motivation can come from intrinsic factors, such as the desire to achieve and self-development, as well as extrinsic factors, such as rewards, recognition, and supportive working conditions.

Employees who have high work motivation tend to show enthusiasm, commitment, and seriousness in carrying out their duties. Research conducted by Zaqiyah, Istiqomah, Fadilla, Mardianto, and Putra (2023) shows that motivation has a positive effect on employee performance. Similar results were also found by Kadri, Madjir, and Andriyani (2024) which states that motivation has a positive and significant impact on improving employee performance. This shows that the higher the level of work motivation, the better the performance produced.

H2: Motivation has a positive and significant effect on employee performance.

The Influence of Work Discipline on Employee Performance

Work discipline is a form of self-control that is reflected in employees' compliance with regulations, work schedules, procedures, and job responsibilities. Rivai (2020) states that work discipline reflects employees' willingness to comply with organizational regulations consciously and consistently. Mangkunegara (2019) emphasized that work discipline is one of the important factors in determining the effectiveness of employee performance.

Employees who have high work discipline tend to be able to complete work on time, maintain the quality and quantity of work results, and minimize errors in the implementation of tasks. Research by Arifin and Sasana (2022) shows that work discipline has a positive and significant effect on employee performance in the public sector. Princess and Marginingsih (2023) It also states that the better the work discipline of employees, the higher the level of performance produced.

H3: Work discipline has a positive and significant effect on employee performance.

The Role of Work Discipline in Moderating the Influence of Competency on Employee Performance

Competency is an ability that includes the knowledge, skills, and work attitude needed by employees to carry out tasks effectively (Sedarmayanti, 2020). Employees who have high competence basically have the potential to produce optimal performance. However, Mangkunegara (2019) emphasizing that good competence does not always provide maximum results if it is not supported by orderly work behavior and compliance with organizational rules.

Rivai and Sagala (2019) state that work discipline functions as a tool to control work behavior so that employees carry out their duties in accordance with established procedures and standards. In this context, work discipline is positioned as a moderating variable that affects the strength of the relationship between competencies and employee performance. This means that the influence of competence on performance will be stronger if employees have a high level of work discipline, and vice versa if work discipline is low.

H4: Work discipline moderates the influence of competence on employee performance.

The Role of Work Discipline in Moderating the Influence of Motivation on Employee Performance

Work motivation is a psychological drive that directs and sustains individual behavior in achieving organizational goals (Robbins & Judge, 2017). Hasibuan (2021) explains that high motivation encourages employees to work hard, be results-oriented, and have a commitment to their work. However, high motivation does not necessarily produce optimal performance if it is not accompanied by disciplined work behavior.

Rivai and Sagala (2019) emphasized that work discipline maintains the consistency of employee work behavior so that it remains in accordance with organizational regulations. Therefore, work discipline is positioned as a moderating variable that affects the strength of the relationship between motivation and employee performance. With a good level of work discipline, the motivation of employees can be effectively realized in the form of optimal performance, while low work discipline can weaken the influence of motivation on performance.

H5: Work discipline moderates the influence of motivation on employee performance.

RESEARCH METHODOLOGY

This study uses a quantitative approach with a survey method. The quantitative approach was chosen because it is able to explain the causal relationship between variables through measurable and objective statistical analysis. The survey method was carried out by distributing questionnaires to respondents to obtain primary data related to employee competence, motivation, work discipline, and performance. According to Sugiyono (2019), survey methods are effectively used to measure the perceptions, attitudes, and behaviors of individuals in a relatively large population with time and cost efficiency. This study is explanatory research because it aims to explain the influence of competence (X_1) and motivation (X_2) on employee performance (Y), as well as examine the role of work discipline (Z) as a moderating variable that affects the strength of the relationship between competence and motivation on employee performance.

This research was carried out at the Banyuasin Regency Research and Development Agency in South Sumatra Province, with consideration of the strategic role of agencies in planning and evaluating regional development and the need to improve employee performance through strengthening competence, motivation, and work discipline. Data collection was carried out through the distribution of

questionnaires directly to the respondents who had been determined. The population in this study is all Government Employees with Employment Agreements (PPPK) who work at the Banyuasin Regency Research and Development Agency, with a total of 48 employees. Because the population is relatively small and it is still possible to research as a whole, the sampling technique uses the census method (total sampling), where the entire population is used as a research respondent. This approach allows the results to reflect the real conditions of the organization without any bias due to random sampling. This study uses two types of data, namely primary data and secondary data. Primary data was obtained directly through the distribution of questionnaires to employees who were research respondents, while secondary data was obtained from various official agency documents, such as employee performance reports and activity evaluation results, as well as from scientific literature relevant to the research topic, including books, journals, and scientific articles. The two types of data complement each other in providing a comprehensive and comprehensive picture of the relationship between the variables studied. The data collection technique in this study was carried out through questionnaires and short interviews as a form of clarification. The questionnaire was arranged in the form of closed-ended questions using a five-point Likert scale, namely 1 strongly disagree to 5 strongly agree, which aims to measure the level of respondents' perception of each statement that represents the research variable. In addition, brief interviews were conducted with several selected respondents to ensure the accuracy of the questionnaire answers and deepen their understanding of the working conditions of employees. The questionnaire instrument is compiled based on indicators sourced from previous theories and research, then adjusted to the context of public organizations to be relevant to the object of the research.

Operational Definitions and Variable Indicators

To facilitate the measurement and analysis process, each variable in this study is defined operationally. Competency (X_1) is defined as the ability of employees to carry out tasks or work in accordance with predetermined standards, which include aspects of knowledge, skills, and work attitudes (Mangkunegara, 2019). Competency indicators include job knowledge, technical skills, analysis and problem-solving skills, work independence, and professional attitude. Motivation (X_2) is a psychological force that determines the direction, intensity, and perseverance of a person in work (Robbins & Judge, 2017), with indicators that include the need for achievement, awards and recognition, self-development opportunities, job security, and a supportive work environment. Work discipline (Z) is defined as a form of self-control that is reflected in the employee's adherence to work schedules, procedures, and responsibilities (Rivai & Sagala, 2019), which is measured through indicators of punctuality, adherence to rules, responsibility to tasks, work attendance, and consistency of work behavior. Furthermore, Employee performance (Y) is defined as the level of individual success in carrying out tasks that can be measured through productivity, quality of work, punctuality, and contribution to the achievement of organizational goals (Armstrong, 2018), with indicators that include the quality of work results, quantity of work, timeliness, initiative and innovation, as well as cooperation and responsibility.

Data Analysis Techniques

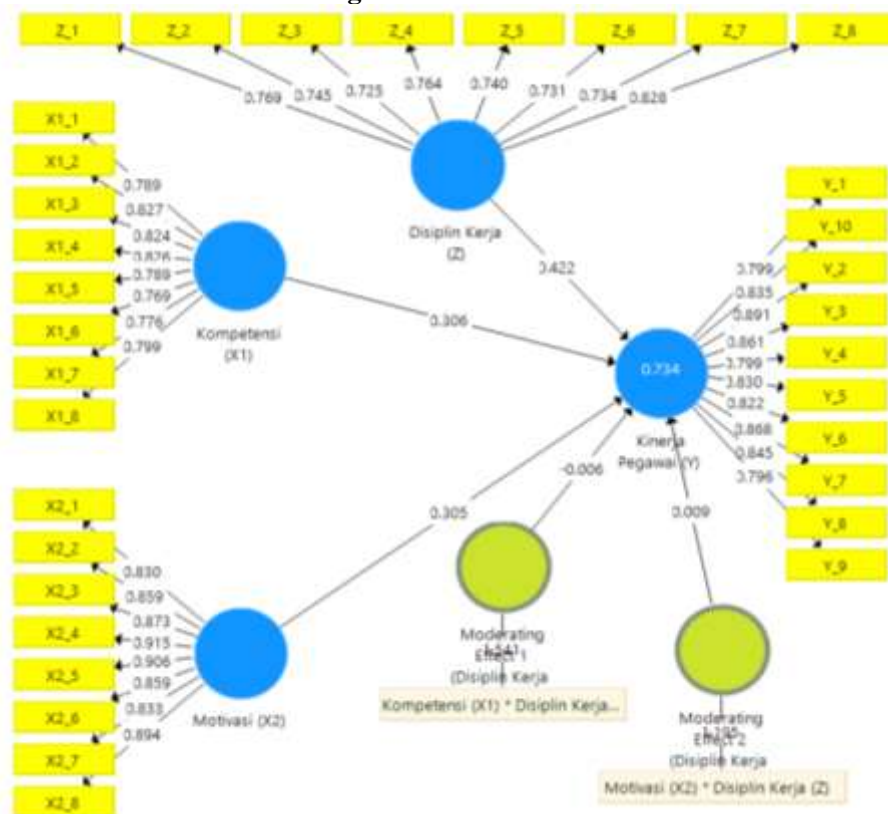
The research data were analyzed using SmartPLS version 3.2.9 with the PLS-SEM approach, which is suitable for relatively small samples and moderation effect testing. The analysis was carried out through the evaluation of measurement models to test the validity and reliability of constructs, as well as the evaluation of structural models to test the relationship between variables, R² values, and the effect of work discipline moderation on the influence of competence and motivation on employee performance. All tests used a significance level of 5% ($\alpha = 0.05$) and were interpreted based on theoretical and previous research.

RESULTS AND DISCUSSION

Outer Model Test Results

The first stage in the SEM-PLS analysis is the testing *outer model*, which aims to assess the validity and reliability of each indicator of latent variables. Based on the results of data processing using SmartPLS 3.2.9, all indicators in the variables of competence, motivation, work discipline, and employee performance have a value *loading factor* above 0.70, thus meeting the criteria of convergent validity (Ghozali & Latan, 2021). Value *composite reliability* It is also above 0.70, which means that all constructs are declared reliable.

Figure 1. Construct Model



Source: SmartPLS 3.2.9 (2025) data processing results

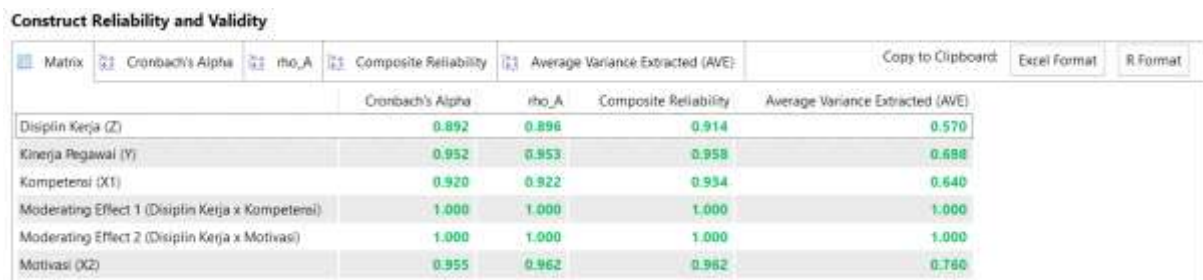
Table 1. Outer Loading

NO	COMPETENCIES (X1)	MOTIVATION (X2)	WORK DISCIPLINE (Z)	EMPLOYEE PERFORMANCE (Y)	REMARKS
1	0.789	0.830	0.769	0.799	VALID
2	0.827	0.859	0.745	0.891	VALID
3	0.824	0.873	0.725	0.861	VALID
4	0.826	0.915	0.764	0.799	VALID
5	0.789	0.906	0.740	0.830	VALID
6	0.769	0.859	0.731	0.822	VALID
7	0.776	0.833	0.734	0.868	VALID
8	0.799	0.894	0.828	0.845	VALID
9				0.796	VALID
10				0.835	VALID

Source: Primary data processed (2025)

Based on the results of the analysis of the loading factor value shown in the figure and table above, all indicators in the construct of competence, motivation, work discipline, and employee performance show values above 0.7. This indicates that each indicator has a good degree of convergent validity. Thus, it can be stated that all constructs in this research model have met the validity criteria and are declared valid.

Figure 2. Construct Reliability dan Validity



	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Disiplin Kerja (Z)	0.892	0.896	0.914	0.570
Kinerja Pegawai (Y)	0.952	0.953	0.958	0.698
Kompetensi (X1)	0.920	0.922	0.934	0.640
Moderating Effect 1 (Disiplin Kerja x Kompetensi)	1.000	1.000	1.000	1.000
Moderating Effect 2 (Disiplin Kerja x Motivasi)	1.000	1.000	1.000	1.000
Motivasi (X2)	0.955	0.962	0.962	0.760

Source: SmartPLS Data Processing Results (2025)

Based on the results of the construct reliability and validity test, all constructs in this study showed Cronbach's Alpha \geq value of 0.70, Composite Reliability $>$ 0.70, and Average Variance Extracted (AVE) $>$ 0.50. The constructs of Work Discipline (Z), Employee Performance (Y), Competency (X1), and Motivation (X2) each have Cronbach's Alpha and Composite Reliability values that are above the required minimum limit, so they can be declared to have a good level of internal consistency. The AVE value of all major constructs also exceeded 0.50, which indicates that the indicators are able to adequately explain the variance of latent constructs. In addition, the interaction constructs in the moderation model, namely Moderating Effect 1 (Work Discipline \times Competence) and Moderating Effect 2 (Work Discipline \times Motivation), showed Cronbach's Alpha, Composite Reliability, and AVE values of 1,000. This value indicates that the moderation construct is perfectly formed because it uses a single

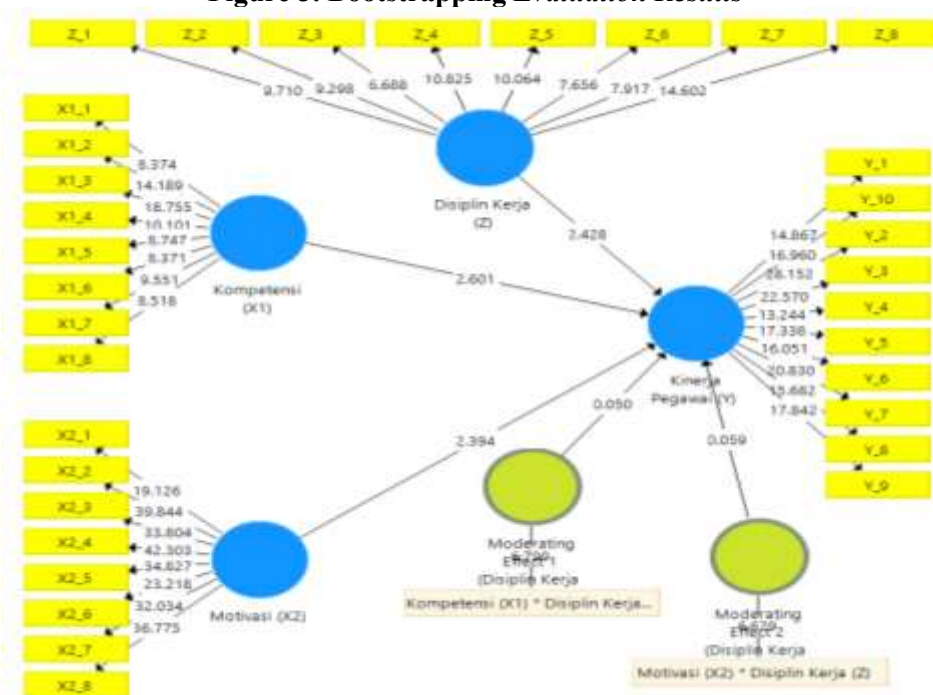
indicator of the formation of interaction variables in SmartPLS. Thus, all constructs in this research model have met the criteria of convergent validity and reliability. According to Ghozali and Latan (2021), value *Cronbach's Alpha* ≥ 0.70 , *Composite Reliability* > 0.70 , and *AVE* > 0.50 indicate that the indicators are able to accurately represent latent variables and have high internal consistency. Therefore, the research instrument used is declared feasible and trustworthy to be used at the next stage of structural model analysis.

Results of Inner Model Analysis

The testing of pathway relationships in the structural model in this study aims to determine the significance of the influence of competence and motivation on employee performance, as well as the role of work discipline as a moderating variable. The assessment of the significance of the relationship between variables was carried out through a *bootstrapping* procedure using SmartPLS software. Significance values were obtained from the results of the *bootstrapping report* which displayed t-statistic and p-value values for each test path, including the moderation interaction path.

The significance test criteria were determined by comparing the t-statistical value of the test results with the t-table value at a significance level of 5% ($\alpha = 0.05$), which is 1.96. If the t-statistic value is greater than 1.96, then the path relationship is declared significant, while if the t-statistic value is less than 1.96, then the path relationship is declared insignificant. The results of *bootstrapping testing* on structural models, including the testing of the moderation effect of work discipline, are presented in the following figure:

Figure 3. Bootstrapping Evaluation Results



Source: SmartPLS Data Processing Results (2025)

Path Coefficients

The Path Coefficients test aims to describe the magnitude of the influence between constructs in the research model, which includes the direct influence of competence and motivation on employee performance, the influence of work discipline on employee performance, and the influence of interaction between work discipline and competence and motivation as a form of moderation effect testing. Through this test, it can be known the direction and strength of the contribution of each variable in explaining employee performance, thus helping to identify the variables that have the most dominant influence according to the research model. A summary of the results of the Path Coefficients test is presented in the following table.

Figure 5. Path Coefficients

Path Coefficients						
Mean, STDEV, T-Values, P-Values	Confidence Intervals	Confidence Intervals Bias Corrected	Samples	Copy to Clipboard	Excel Format	R Format
	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	
Disiplin Kerja (Z) -> Kinerja Pegawai (Y)	0.422	0.391	0.174	2.428	0.016	
Kompetensi (X1) -> Kinerja Pegawai (Y)	0.306	0.306	0.118	2.601	0.010	
Moderating Effect 1 (Disiplin Kerja x Kompetensi) -> Kinerja Pegawai (Y)	-0.006	-0.033	0.124	0.050	0.960	
Moderating Effect 2 (Disiplin Kerja x Motivasi) -> Kinerja Pegawai (Y)	0.009	-0.004	0.153	0.059	0.953	
Motivasi (X2) -> Kinerja Pegawai (Y)	0.305	0.318	0.127	2.394	0.017	

Source: SmartPLS Data Processing Results (2025)

Based on the results of the **path coefficients** test with a significance level of 0.05 ($\alpha = 5\%$) and a t-table value of 1.96, it can be explained that the relationship between variables in the structural model shows mixed results. This test aims to determine the direct and indirect influence between the variables studied. The effect of work discipline on employee performance showed a T-statistic value of 2.428 which was greater than 1.96 with a P-Value value of 0.016 which was smaller than 0.05. These results indicate that work discipline has a positive and significant effect on employee performance, so the H3 hypothesis is declared accepted. The results of the competency test on employee performance showed a T-statistic value of 2.601 which was greater than 1.96 with a P-Value of 0.010 which was smaller than 0.05. This proves that competence has a positive and significant effect on employee performance, so the H1 hypothesis is acceptable. The effect of motivation on employee performance has a T-statistic value of 2.394 which is greater than 1.96 with a P-Value of 0.017 which is smaller than 0.05. These findings show that motivation has a positive and significant effect on employee performance, so the H2 hypothesis is declared accepted. The results of testing the effect of work discipline moderation on the relationship between competence and employee performance showed a T-statistical value of 0.050 which is smaller than 1.96 and a P-Value of 0.960 which is greater than 0.05. These results indicate that work discipline is not able to moderate the influence of competence on employee performance, so the H4 hypothesis is rejected. Testing the effect of work discipline moderation on the relationship between employee motivation and performance showed a T-statistic value of 0.059 which is smaller than 1.96 and a P-

Value of 0.953 which is greater than 0.05. Thus, it can be concluded that work discipline does not play a moderating variable in the influence of motivation on employee performance, so the H5 hypothesis is also rejected.

DISCUSSION OF RESEARCH RESULTS

The Effect of Competency on Employee Performance

The test results showed that competence had a positive and significant effect on employee performance with a *T-statistic* value of $2.601 > 1.96$ and a *P-Value* of $0.010 < 0.05$. Thus, it can be concluded that competence has a significant influence on the performance of Government Employees with Employment Agreements (PPPK) at the Banyuasin Regency Research and Development Agency. This means that the higher the competence that employees have, both in terms of knowledge, skills, and work attitudes, the better the performance produced. Employees who have adequate competence tend to be able to carry out their duties effectively and efficiently in accordance with the work standards that have been set by the organization. This is in line with the opinion of Robbins and Judge (2017) which states that competence plays an important role in determining the quality of performance because it relates to the individual's ability to understand, analyze, and complete work. The results of this study also support the findings of Masrurroh, Komarudin, and Fatimah (2023) and Giovanni and Ali (2024) which states that competence has a positive and significant effect on employee performance.

The Effect of Motivation on Employee Performance

The results of the hypothesis test showed that motivation had a positive and significant effect on employee performance with a *T-statistic* value of $2.394 > 1.96$ and a *P-Value* of $0.017 < 0.05$. This shows that work motivation has an important role in improving the performance of PPPK Employees at the Banyuasin Regency Research and Development Agency. Thus, the second hypothesis is declared accepted. Employees who have high work motivation will show enthusiasm, commitment, and seriousness in carrying out their duties and responsibilities. Robbins and Judge (2017) explains that motivation is the drive that directs and sustains individual behavior to achieve a certain goal. The findings of this study are in line with the research results of Zaqiyah, Istiqomah, Fadilla, Mardianto, and Putra (2023) and Kadri, Madjir, and Andriyani (2024) which proves that motivation has a positive and significant effect on employee performance.

The Effect of Work Discipline on Employee Performance

The test results showed that work discipline had a positive and significant effect on employee performance with a *T-statistic* value of $2.428 > 1.96$ and a *P-Value* of $0.016 < 0.05$. This shows that work discipline is an important factor in improving the performance of PPPK Employees at the Banyuasin Regency Research and Development Agency. Thus, the third hypothesis is declared accepted. Employees who have a high level of work discipline tend to obey regulations, complete work on time, and carry out their duties responsibly. Hasibuan (2021) stating that work discipline is

the key to organizational success because it reflects employees' compliance with procedures and working hours. The results of this study are in line with the findings of Arifin and Sasana (2022) and Putri and Marginingsih (2023) which shows that work discipline has a positive and significant effect on employee performance.

The Role of Work Discipline in Moderating the Influence of Competency on Employee Performance

The results of the moderation effect test showed that the interaction between work discipline and competence did not have a significant effect on employee performance, with a *T-statistic* value of $0.050 < 1.96$ and a *P-Value* of $0.960 > 0.05$. These results show that work discipline is not able to strengthen or weaken the influence of competence on employee performance. Thus, the fourth hypothesis is declared rejected. These findings indicate that the influence of competence on employee performance tends to be direct and does not depend on the level of work discipline. This means that employees who have high competence are still able to show good performance even though the level of work discipline does not play a role as a strengthening factor in the relationship. These results show that competence is a dominant factor that directly affects employee performance.

The Role of Work Discipline in Moderating the Influence of Motivation on Employee Performance

The results of the moderation effect test between work discipline and motivation showed a *T-statistic* value of $0.059 < 1.96$ with a *P-Value* of $0.953 > 0.05$. These results show that work discipline does not play a moderating variable in the relationship between motivation and employee performance. Thus, the fifth hypothesis was declared rejected. These findings indicate that work motivation has a direct effect on employee performance without being influenced by the level of work discipline as a moderation variable. Employees who have high motivation are still able to produce good performance regardless of the role of work discipline in strengthening the relationship. These results confirm that motivation is an internal factor that directly encourages employee performance improvement.

General Discussion

Overall, the results of this study support the theory of human resource management that places competence, motivation, and work discipline as important factors in improving employee performance. The findings of the study show that competence, motivation, and work discipline have a significant direct influence on employee performance, while the role of work discipline as a moderating variable has not been proven to strengthen the relationship between competence and motivation and performance. This research model confirms that individual factors and work behaviors have a real contribution to organizational productivity. For government agencies such as the Banyuasin Regency Research and Development Agency, the results of this study imply that improving employee performance needs to be focused on strengthening

competence and work motivation directly, accompanied by the application of work discipline as the foundation of consistent and sustainable work behavior.

CONCLUSION

Based on the results of the model test using SmartPLS version 3.2.9, it can be concluded that not all research hypotheses are proven to be significant. The results of the analysis showed that the direct influence of competence, motivation, and work discipline on employee performance was positive and significant, while the role of work discipline as a moderating variable did not show a significant influence. The results of the study prove that competence has a positive and significant effect on employee performance. These findings show that the higher the level of employee competence as reflected through knowledge, skills, and work attitudes, the more optimal the performance produced in the implementation of their duties and responsibilities. Motivation has been proven to have a positive and significant effect on employee performance. This indicates that employees who have high work motivation tend to work harder, have a strong commitment, and are oriented towards achieving maximum work results in accordance with organizational targets. Work discipline also has a positive and significant effect on employee performance. Employees who show a high level of discipline, such as compliance with rules, punctuality, and responsibility at work, are proven to be able to produce better performance than employees with a low level of discipline. The test results show that work discipline has not been proven to moderate the influence of competence on employee performance. These findings suggest that competence has a direct influence on employee performance without the role of strengthening or weakening work discipline as a moderation variable. Work discipline has also not been proven to moderate the influence of motivation on employee performance. This shows that work motivation has a direct effect on employee performance, regardless of the high or low level of work discipline they have. Overall, the results of the study show that competence, motivation, and work discipline have a direct effect on employee performance, but work discipline does not play a role as a moderating variable in the relationship between competence and motivation to performance.

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