

# THE INFLUENCE OF MOTIVATION, DISCIPLINE, AND WORK COMPETENCE ON EMPLOYEE PERFORMANCE AT THE BAWASLU SECRETARIAT OF NORTH SUMATRA PROVINCE

Elisa Rusmayanti Sianturi<sup>1</sup>, Saptasembiring<sup>2</sup>, Melia Putri<sup>3</sup>,  
Mila Yulia Herosian<sup>4\*</sup>, Dwita Sakuntala<sup>5</sup>

<sup>1</sup>Faculty of Economics and Business / Universitas Prima Indonesia, Medan

<sup>2</sup>Faculty of Economics and Business / Universitas Prima Indonesia, Medan

<sup>3</sup>Faculty of Economics and Business / Universitas Prima Indonesia, Medan

<sup>4\*</sup>Faculty of Economics and Business / Universitas Prima Indonesia, Medan

Human Resource Management Research And Innovation Center Universitas Prima Indonesia, Medan

<sup>5</sup>Faculty of Economics and Business / Universitas Pembangunan Panca Budi, Medan

E-mail: [lisarumayanti31@gmail.com](mailto:lisarumayanti31@gmail.com)<sup>1</sup>, [melliaputri174@gmail.com](mailto:melliaputri174@gmail.com)<sup>2</sup>, [saptasembiring00@gmail.com](mailto:saptasembiring00@gmail.com)<sup>3</sup>,  
[milayuliaherosian@unprimdn.ac.id](mailto:milayuliaherosian@unprimdn.ac.id)<sup>4\*</sup>, [sakuntaladwita@gmail.com](mailto:sakuntaladwita@gmail.com)<sup>5</sup>

Received : 10 March 2026

Accepted : 30 April 2026

Revised : 15 March 2026

Published : 12 May 2026

## Abstract

This study aims to determine and analyze the influence of motivation, discipline and work competence on employee performance at the Secretariat of BAWASLU of North Sumatra Province. This type of research uses quantitative research. The research sample was 85 respondents. The data analysis method used multiple linear regression analysis. Based on the results of the t hypothesis test, it can be concluded that motivation has a significant effect on employee performance with a calculated  $t_{\text{value}}$  of  $3.313 > t_{\text{table}} 1.990$  and a significance value of  $0.001 < 0.05$ , discipline has a significant effect on employee performance with a calculated  $t_{\text{value}}$  of  $3.835 > t_{\text{table}} 1.990$  and a significance value of  $0.000 < 0.05$  and competence has a significant effect on employee performance with a calculated  $t_{\text{value}}$  of  $3.01 > t_{\text{table}} 1.990$  and a significance value of  $0.003 < 0.05$ . Based on the results of the F hypothesis test, it can be concluded that motivation, discipline, and competence simultaneously influence employee performance, with an  $F_{\text{value}}$  of  $38.098 > t_{\text{table}} 2.720$  and a significance value of  $0.000 < 0.05$ . Based on the coefficient of determination analysis, the coefficient of determination or Adjusted R-Square was obtained at 0.570, or 57% of motivation, discipline, and competence influence employee performance, while 43% is the influence of other variables not included in this study.

**Keywords:** Motivation, Discipline, Competence, Employee Performa.

## INTRODUCTION

Today's rapidly evolving world demands that corporate organizations adapt. Beyond government agencies, effectiveness and efficiency also require them to optimize their performance. Performance refers to the quality and quantity of work achieved by an individual as an employee, based on their responsibilities, Mangkunegara (2017:67). The General Elections Supervisory Agency (BAWASLU), a government agency tasked with organizing and overseeing elections, requires competent employees. However, many employees lack competence, Munawwarah *et al.*, (2024:6). Research conducted by Mainake *et al.*, (2024:2) revealed that a pre-survey conducted at the BAWASLU in Maluku Province revealed that 26.67% of employees only sometimes felt competent to master their jobs, and another 26.67% felt they were only occasionally capable of carrying out all tasks. This lack of competence among employees can indicate suboptimal employee performance.

Employee performance is related to motivation, discipline, and work competence. Work motivation is an individual's internal drive to achieve goals or outcomes in the work environment. Insufficient work motivation can result in employees being less productive in carrying out their duties and responsibilities, and hinders employees from thinking creatively and innovatively to solve problems or develop new solutions, Koto *et al.*, (2024:2). Work discipline is an individual's awareness and willingness to follow all organizational policies and applicable social norms, Hasibuan (2018:193). Some causes of declining employee performance based on poor work discipline include tardiness, decreased attendance, and disobedience to superiors, which results in suboptimal employee performance,

Koto *et al.*, (2024:2). Competence is an individual's expertise in performing a task in a specific field. However, in reality, some employees lack competency in their work, as some employees are placed in positions that differ from their job descriptions. This is a common problem among election supervisors who lack election experience, according to Maftuhaturrohimah (2023:7). Therefore, as explained above, this study aims to examine: “*The Influence of Motivation, Discipline, and Work Competence on Employee Performance at the North Sumatra Provincial Elections Supervisory Agency (Bawashu) Secretariat*”.

## **LITERATURE REVIEW**

### **Motivation**

Mangkunegara (2017:61) states that “Motivation is a state or energy that drives individuals as employees to be directed or focused on achieving the company's organizational goals.” An employee's pro- and positive mental attitude towards the work environment strengthens their work motivation to achieve optimal performance. Meanwhile, Sutrisno (2023:110) states, “Motivation is a factor that drives someone to carry out certain activities”. Work motivation is a supportive spirit that creates a sense of drive. Providing this motivation requires all employees to be willing to work hard and enthusiastically to achieve high work performance, Sinambela & Sinambela (2019:582).

### **Discipline**

Sinambela (2018:335) states that “Work discipline is the awareness and willingness of individuals to follow all company policies and applicable social norms”. Meanwhile, Hasibuan (2016:193) says “Work discipline is the awareness and willingness of individuals to follow all company policies and applicable social norms”. Work discipline is the conscious and orderly behavior of employees, as well as the willingness to follow all organizational policies and several established social norms, Sinambela (2016:334).

### **Competence**

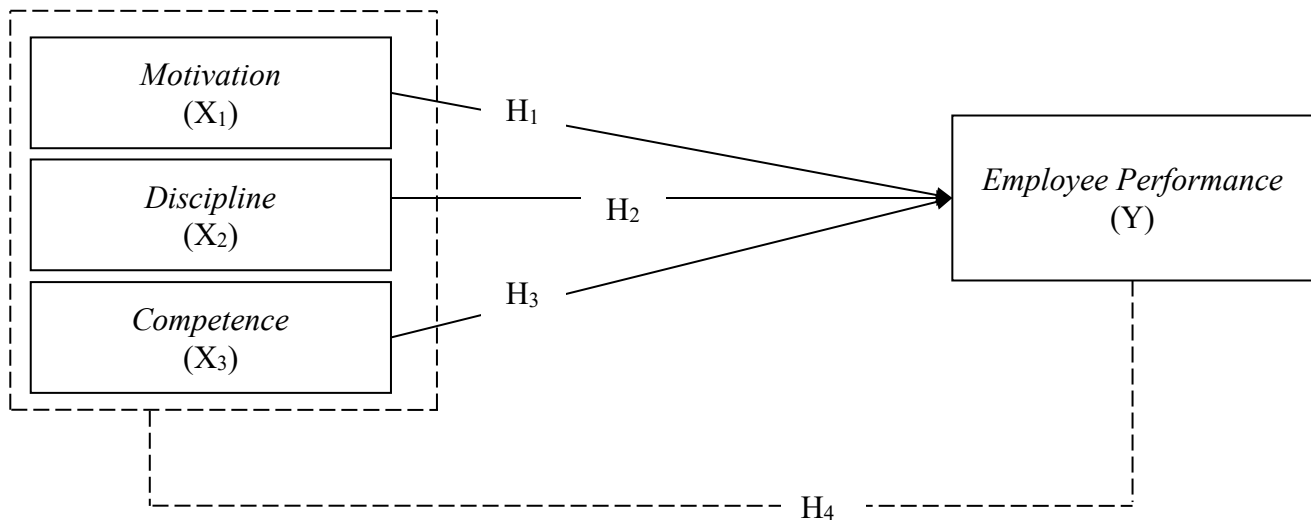
Wibowo (2017:271) states that “Competence is a capability in carrying out a task based on ability and understanding and driven by a work attitude that is required by the task.” Meanwhile, Sutrisno (2023:203) says “Competence is an ability based on ability and understanding that is driven by a work attitude and its implementation to carry out tasks and work based on the specified work requirements.”

### **Employee Performance**

Performance is a managerial stage regarding the preparation of plans, evaluation, and assessment of the performance of organizational devices in realizing organizational goals, Sinambela & Sinambela (2019:15). Meanwhile, in another theory "Employee performance is the output obtained by a person as an agency employee compared to existing standards and the collection of employee performance is agency performance", Samsuddin (2018:79).

**Framework Of Thinking**

In summary, the framework of thinking used in this research is described as follows:



**METHOD**

The type of research conducted in this study is quantitative research. In this research, the researcher used primary and secondary data as data sources. This research will be conducted at the Bawaslu Secretariat of North Sumatra Province at Jl. H. Adam Malik No. 193, Sei Agul, Medan Baru District, Medan City, North Sumatra 20235. And the research period starts from July 2025 until completion. This research was carried out from September 2025 to February 2026. The research population at Bawaslu Secretariat of North Sumatra Province was 85 people. The sampling method used in this study is saturated sampling or total sampling, which is a sampling technique where all members of the population are used as samples. Thus, the number of samples taken was 85 respondents.

**RESULTS AND DISCUSSION**

**Table 1. Descriptive Statistics**

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Motivation	85	28	48	37.68	5.332
Dicipline	85	23	40	31.76	4.537
Competence	85	15	32	24.47	4.390
Employee Performance	85	22	40	31.28	4.742
Valid N (listwise)	85				

1. Of the 85 samples collected, motivation data showed a minimum score of 28 and a maximum score of 48. The average was 37.68 with a deviation of 5.322.
2. Of the 85 samples collected, discipline data showed a minimum score of 23 and a maximum score of 40. The average was 31.76 with a deviation of 4.537.
3. Of the 85 samples collected, competency data showed a minimum score of 15 and a maximum score of 32. The average was 24.47 with a deviation of 4.390.
4. Of the 85 samples collected, employee performance data showed a minimum score of 22 and a maximum score of 40. The average was 31.28 with a deviation of 4.742.

Table 2. Normality Test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		30
Normal Parameters <sup>a,b</sup>	Mean	0.0000000
	Std. Deviation	3.05422581
Most Extreme Differences	Absolute	0.074
	Positive	0.074
	Negative	-0.048
Test Statistic		0.074
Asymp. Sig. (2-tailed)		0.200 <sup>c,d</sup>

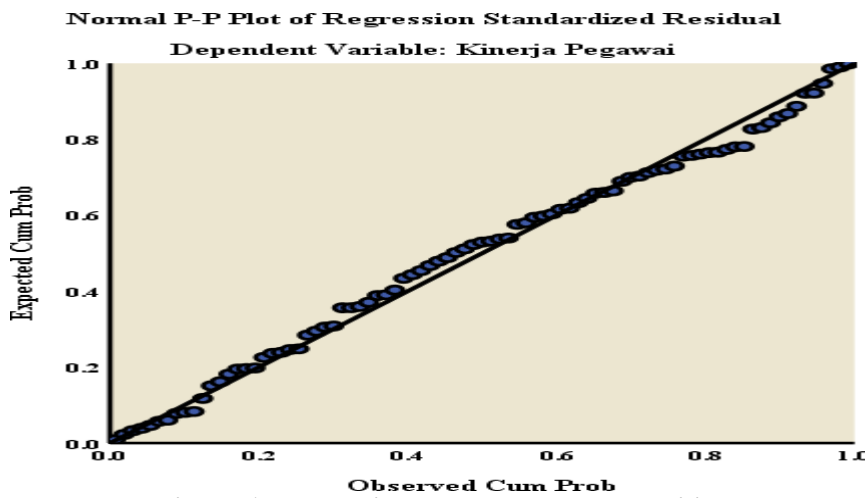


Figure 1. Normality Test–Normal Probability Plots

Table 2 shows the probability value  $p$  or *Asymp. Sig. (2-tailed)* of 0.200. Because the probability value  $p$ , which is 0.200, is greater than the significance level, which is 0.05. This means the data is normally distributed.

Figure 1 above is a normality test using a normal probability plot approach, while in Figure 2 above is a normality test using a histogram approach. As seen in Figure 1, the dots spread around the diagonal line.

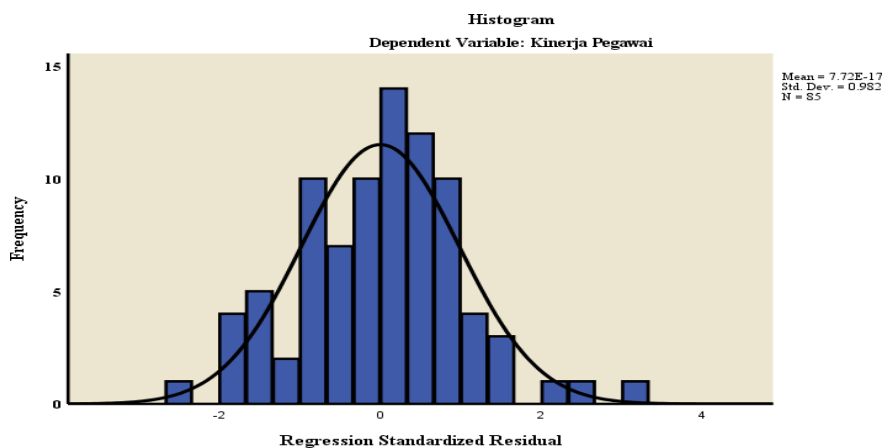


Figure 2. Normality Test–Histogram

Meanwhile in Figure 2, you can see that the curve is a normal curve, namely bell-shaped and in the middle, so the data is said to be normally distributed.

**Table 3. Multicollinearity**

Coefficients <sup>a</sup>			
Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Motivation	0.808	1.237
	Dicipline	0.542	1.846
	Competence	0.525	1.905

a. Dependent Variable: Employee Performance

The information shows that the tolerance values described in the motivation, discipline, and competence variables are 0.808, 0.542, and 0.525, respectively. All are above 0.10. Meanwhile, each variable has a VIF below 10. Motivation ( $X_1$ ) = 1.237, discipline ( $X_2$ ) = 1.846, and competence ( $X_3$ ) = 1.905. Therefore, these results indicate the absence of multicollinearity. In a multicollinearity test, if the VIF is <10, multicollinearity is considered absent. Conversely, if the VIF is >10, multicollinearity is present.

**Table 4. Heteroscedasticity Test**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.997	1.824		1.095	0.277
	Motivation	0.001	0.045	0.002	0.015	0.988
	Dicipline	-0.013	0.064	-0.030	-0.198	0.844
	Competence	0.030	0.067	0.068	0.445	0.657

a. Dependent Variable: Abs Res

Based on the display in Table 4, the Glesjer Test results show that the Sig. value for motivation is 0.988>0.05. Then, discipline is 0.844>0.05. Finally, competence is 0.657>0.05. This indicates that heteroscedasticity was not found in the Glesjer Test. It can also be said that what occurred was homoscedasticity.

**Table 5. Multiple Linear Regression Analysis**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.201	2.892		0.761	0.449
	Motivation	0.235	0.071	0.264	3.313	0.001
	Dicipline	0.390	0.102	0.373	3.835	0.000
	Competence	0.321	0.107	0.297	3.011	0.003

a. Dependent Variable: Employee Performance

Table 5 Above it can be seen that the multiple linear regression equation is obtained as follows:

$$Y = 2.201 + 0.235X_1 + 0.390X_2 + 0.321X_3 + 0,5$$

Based on this equation it can be interpreted as follows:

1. The table above shows a constant value of 2.201, indicating that if the motivation, discipline, and competence variables are 0, then the employee performance level is 2.201 units.
2. The table above shows that the motivation variable has a 0.235 influence on employee performance, indicating that changes in the motivation variable affect employee performance by 0.235 units.
3. The information indicates that the discipline variable has a 0.390 influence on employee performance, indicating that changes in the discipline variable affect employee performance by 0.390 units.

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- The information above indicates that the competency variable has a 0.321 influence on employee performance, indicating that changes in the competency variable affect employee performance by 0.321 units.

**Table 6. Hypothesis Testing - F**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1105.647	3	368.549	38.098	0.000
	Residual	783.577	81	9.674		
	Total	1889.224	84			

The information presented the results of the simultaneous  $F_{test}$ , according to the test findings, the calculated  $F_{value}$  was  $38,098 > F_{table} 2,720$ . From the results, it can be concluded that the study accepts  $H_4$ . So it can be concluded that all independent variables included in this study have an effect on employee performance.

**Table 7. Hypothesis Testing - T**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error			
1	(Constant)	2.201	2.892	Beta	0.761	0.449
	Motivation	0.235	0.071	0.264	3.313	0.001
	Dicipline	0.390	0.102	0.373	3.835	0.000
	Competence	0.321	0.107	0.297	3.011	0.003

a. *Dependent Variable:* Employee Performance

Table 7 above that the results obtained:

- Testing the First Hypothesis ( $H_1$ )  
A significant correlation between motivation and employee performance was found at  $0.001 < 0.05$ . This is supported by a calculated T of  $3.313 > 1.990$ . This indicates that motivation has a positive and significant effect on employee performance.
- Testing the Second Hypothesis ( $H_2$ )  
A significant correlation between discipline and employee performance was found at  $0.000 < 0.05$ . This is supported by a calculated T of  $3.835 > 1.990$ . This indicates that work income has a positive and significant effect on employee performance.
- Testing the Third Hypothesis ( $H_3$ )  
A significant correlation between competence and employee performance was found at  $0.003 < 0.05$ . This is supported by a calculated T of  $3.011 > 1.990$ . This indicates that competence has a positive and significant effect on the dependent variable on employee performance.

**Table 9. Analysis of the Coefficient of Determination ( $R^2$ )**

Model Summary <sup>b</sup>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.765 <sup>a</sup>	0.585	0.570	3.110

The table shows the results of the coefficient of determination test, which indicates a coefficient of determination of 0.570. This means that the variables of motivation, discipline, and competence influence employee performance by 57%. Meanwhile, the remaining 43% of the coefficient of determination can be explained by other factors not included in the study, such as leadership style, work environment, job satisfaction, and so on.

**DISCUSSION**

**The Influence of Motivation on Employee Performance**

Motivation is the drive and enthusiasm within employees to achieve a goal. A significant effect of motivation on employee performance was found at  $0.001 < 0.05$ . This is supported by the calculated  $t_{value}$  of  $3.313 > t_{table}$  of 1.990. This indicates that motivation has a positive and significant influence on employee performance. This finding aligns with a previous study by Ulya & Mutiarahmah (2025), which stated that motivation has a positive and direct influence on employee performance.

### The Influence of Discipline on Employee Performance

Discipline is the attitude of obedience and adherence to rules or values, carried out consciously and without coercion to achieve goals. Discipline significantly influences employee performance with a value of  $0.000 < 0.05$ . This is supported by the calculated  $t_{\text{value}}$  of  $3.835 > t_{\text{table}}$  of  $1.990$ . This indicates that discipline has a positive and significant influence on employee performance. This finding aligns with previous research conducted by Musdalifah et al. (2025) on discipline, namely that the discipline variable significantly influences employee performance.

### The Influence of Competence on Employee Performance

Competence is the combination of knowledge, skills, attitudes, and behaviors that employees possess to perform their jobs. A significant correlation between competency and employee performance was found at  $0.003 < 0.05$ . This is supported by the calculated  $t_{\text{value}}$  of  $3.011 > t_{\text{table}}$  of  $1.990$ . This indicates that competency significantly influences employee performance. This finding aligns with previous research by Aulia et al. (2024). The study findings revealed that competency significantly influences employee performance.

## CONCLUSION

The results of the study on "The Influence of Motivation, Discipline, and Competence on the Performance of Employees at the North Sumatra Provincial Bawaslu Secretariat" can be concluded as follows:

1. Motivation influences employee performance with a value of  $0.001 < 0.05$ . This is supported by the calculated  $t_{\text{value}}$  of  $3.313 > t_{\text{table}}$  of  $1.990$ . Therefore, motivation has a positive and significant impact on employee performance. This indicates that motivation positively and significantly influences the performance of employees at the North Sumatra Provincial Bawaslu Secretariat.
2. Discipline influences employee performance with a value of  $0.000 < 0.05$ . This is supported by the calculated  $t_{\text{value}}$  of  $3.835 > t_{\text{table}}$  of  $1.990$ . This indicates that discipline positively and significantly influences the performance of employees at the North Sumatra Provincial Bawaslu Secretariat.
3. Competence influences employee performance with a value of  $0.003 < 0.05$ . This is supported by the calculated  $t_{\text{value}}$  of  $3.011 > t_{\text{table}}$  of  $1.990$ . It is hereby stated that competence positively and significantly influences the performance of employees at the North Sumatra Provincial Bawaslu Secretariat.
4. Based on the calculated  $F_{\text{value}}$  of  $38.098$ , which is greater than the  $F_{\text{table}}$  value of  $2.720$ , the study concludes that  $H_4$  is accepted. Therefore, it can be concluded that all independent variables included in this study influence employee performance.

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