

# THE INFLUENCE OF COMPETENCY, MOTIVATION, AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE AT THE REGIONAL RESEARCH AND DEVELOPMENT AGENCY IN SOUTH SUMATERA PROVINCE

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## Abstract

Human Resources (HR) play an important role in organizations, as they act as managers of organizational systems. In order for these systems to function effectively, it is essential to pay attention to key aspects such as competence, discipline, education and training, as well as the level of work comfort. These factors encourage employees to contribute their full capabilities in accordance with organizational needs. The objectives of this study are: (1) to examine the influence of competence, motivation, and work discipline on the performance of employees at the Regional Research and Development Agency of South Sumatra Province; (2) to analyze the influence of competence on employee performance; (3) to determine the influence of motivation on employee performance; and (4) to identify the influence of work discipline on employee performance at the Regional Research and Development Agency of South Sumatra Province. This research employed a survey method with a quantitative approach by distributing questionnaires to employees of the Regional Research and Development Agency of South Sumatra Province, who also served as the population of the study. The data were analyzed using multiple linear regression analysis with SPSS version 24 for Windows. The results of the study indicate that: (1) competence, motivation, and work discipline simultaneously have a significant influence on employee performance; (2) competence has a significant influence on employee performance; (3) motivation has a significant influence on employee performance; and (4) work discipline has a significant influence on employee performance at the Regional Research and Development Agency of South Sumatra Province.

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

## INTRODUCTION

The role of Human Resources (HR) is a crucial factor in an organization. Effective utilization of HR is the path for an organization to maintain its survival and future growth. In other words, the strength of an organization is determined by the people who support it, whether at the top, middle, or lower levels. Essentially, organizations not only expect capable, competent, and skilled HR, but more importantly, they must be willing to work hard and have a desire to achieve optimal results. The abilities, skills, and abilities of HR are meaningless to an organization if they are unwilling to work hard and utilize their abilities and skills. Performance is defined as what employees do or don't do. Employee performance influences how much they contribute to the organization. Performance is the work results achieved by an individual or group of people within a company, in accordance with their respective authorities and responsibilities, in an effort to achieve organizational goals legally, legally, and ethically (Afandi, 2019:83). Performance is about how work is done and the results achieved from that work, which is closely related to organizational goals (Ananti et al., 2025:67).

Competence is an individual's ability to utilize or apply their expertise, skills, and knowledge to carry out their responsibilities and make decisions to achieve the best possible performance or service. A high level of competence enables employees to complete work more efficiently and effectively, significantly impacting their work outcomes. Competent employees typically demonstrate higher levels of productivity, complete work in less time, and utilize resources optimally. This contributes to improved work quality and reduced errors in task execution (Trihandayani, 2024:168). Motivation is the force that drives, directs, and sustains individual behavior to act and achieve specific goals within the context of work and organization (Dhani et al., 2024:20). Employees'

**THE INFLUENCE OF COMPETENCY, MOTIVATION, AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE AT THE REGIONAL RESEARCH AND DEVELOPMENT AGENCY IN SOUTH SUMATERA PROVINCE**

Mitha Putri Hartasih et al

ability to perform their duties optimally is determined, among other things, by motivation, which drives them to work diligently and achieve the goals of an organization under leadership that creates a conducive work environment. Not every employee is willing to maximize their work performance, so motivation is still needed to encourage employees to use their full potential. Rewards for work achievements are still considered inadequate, given the significant pressures, demands, and risks of work.

Work discipline is also necessary to improve employee performance in an organization. Discipline is the ability, willingness, and perseverance of an individual in carrying out their duties and responsibilities in accordance with the rules, regulations, and guidelines established by the organization or workplace. Work discipline is a tool managers use to communicate with employees about their willingness to change behavior and to increase awareness and willingness to comply with all company regulations. Firmansyah et al., (2018:187) The Regional Research and Development Agency of South Sumatra Province is an institution/organization of the South Sumatra Provincial Government with a large number of employees. The human resources (HR) at the Regional Research and Development Agency of South Sumatra Province number 149 people who hold the status of State Civil Apparatus (ASN).

**Table 1.1 Number of Human Resources in Research and Development in South Sumatra Province Based on Employment Status**

No	Employment Status	Man	Woman
1.	ASN	84	65
	Amount	149	

Sumber : *Balitbangda Provinsi Sumatera Selatan, Tahun 2025*

Table 1.1 shows the number of human resources (HR) in the Regional Research and Development Agency of South Sumatra Province based on their employment status, namely Civil Servants (ASN). Based on this data, the total number of ASN employees working in this area is 149.

The results of pre-research conducted with 30 employees of the Regional Research and Development Agency of South Sumatra Province relate to the issues encountered.

**Table 1.2 Pre-research Results: Factors Influencing Employee Performance Regional Research and Development Agency of South Sumatra Province**

No	Statement	Yes	No
<b>Employee Performance</b>			
1	Employees are able to provide the best quality of work in every task assigned.	13	17
2	Employees complete work according to the quality standards.	14	16
3	Employees are able to complete task according to the targets that have been set.	12	18
4	Employees complete many tasks according to targets	13	17
5	Employees work according to the targeted schedule	14	16
6	Employees are able to complete their work on time	14	16
7	Employees work effectively according to the regulations	13	17
8	Employees are able to complete work effectively	12	18
<b>Competence</b>			
1	Employees understand the tasks assigned according to their abilities	13	17
2	Employees perform tasks according to the knowledge they possess based on job requirements	12	18

**THE INFLUENCE OF COMPETENCY, MOTIVATION, AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE AT THE REGIONAL RESEARCH AND DEVELOPMENT AGENCY IN SOUTH SUMATERA PROVINCE**

Mitha Putri Hartasih et al

3	Employees have the appropriate skills to complete the assigned work	14	16
4	Employees have the skills required for their job roles	11	19
5	Employees are able to adapt to new work technologies according to job requirements	14	16
6	Employees are able to adapt to changes in the work environment according to job conditions.	14	16
7	Employees are able to work effectively in a team	12	18
8	Employees collaborate in completing their responsibilities.	14	16
<b>Work Motivation</b>			
1	A comfortable working environment helps employees work more productively	12	18
2	The work environment supports physical comfort in completing tasks	13	17
3	Employees feel safe while working	14	16
4	The workplace environment is able to provide a sense of security for employees	13	17
5	Employees are able to interact well with their colleagues	14	16
6	Employees are able to adapt well to the social work environment	13	17
7	Employees need self-prestige in their work	14	16
8	Employees have prestige in their work achievements.	13	17
<b>Work Discipline</b>			
1	Employees attend work on time according to the specified working hours	14	16
2	The employee completes the work according to the set deadline	13	17
3	Employees use office equipment well	12	18
4	Employees use the provided facilities and equipment as required for their work	14	16
5	Employees are responsible in their work	14	16
6	Employees complete the work that is their responsibility	13	17
7	Employees follow the established work ethics rules	12	18
8	Employees adhere to the provisions set forth as work regulations	13	17

Source : Pre-research, Year 2025

Based on the table above, there are factors that influence performance, including competence, motivation, and work discipline. In this pre-research, the researcher conducted sampling to identify indicators that contribute to the problem. Thirty samples were selected to obtain information for the researcher. The researcher then conducted pre-research by administering questionnaires to 30 respondents to obtain information about the problems faced by employees at the Regional Research and Development Agency of South Sumatra Province.

**THE INFLUENCE OF COMPETENCY, MOTIVATION, AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE AT THE REGIONAL RESEARCH AND DEVELOPMENT AGENCY IN SOUTH SUMATERA PROVINCE**

Mitha Putri Hartasih et al

**Table 1.3 Results of Employee Performance Research at the Regional Research and Development Agency South Sumatra Province**

No	Statement	Yes	No
1	Employees are able to provide the best quality of work in every task assigned.	13	17
2	Employees complete work according to the quality standards.	14	16
3	Employees are able to complete task according to the targets that have been set.	12	18
4	Employees complete many tasks according to targets	13	17
5	Employees work according to the targeted schedule	14	16
6	Employees are able to complete their work on time	14	16
7	Employees work effectively according to the regulations	13	17
8	Employees are able to complete work effectively	12	18

Source : Pre-research, Year 2025

Based on the pre-research results in Table 1.3, the performance of employees at the Regional Research and Development Agency of South Sumatra Province is considered to be lacking and suboptimal, as seen from the pre-research results and several employee performance indicators that have not shown results in accordance with the standards or targets set by the organization. The results of data collection indicate that some employees have not been able to complete their work effectively and efficiently, both in terms of quality and quantity of work. In addition, work time and work effectiveness are not fully optimal, resulting in delays in task completion and low achievement of work targets. These conditions impact employee performance and contribution to achieving organizational goals. Therefore, it can be concluded that employee performance at the Regional Research and Development Agency of South Sumatra Province still needs to be improved through planned and sustainable improvement efforts. Therefore, further research is needed to identify factors that influence employee performance and formulate appropriate strategies to improve performance optimally.

**Table 1.4 Competency Pre-Research Results of the Regional Research and Development Agency South Sumatra Province**

No	Statement	Yes	No
1	Employees understand the tasks assigned according to their abilities	13	17
2	Employees perform tasks according to the knowledge they possess based on job requirements	12	18
3	Employees have the appropriate skills to complete the assigned work	14	16
4	Employees have the skills required for their job roles	11	19
5	Employees are able to adapt to new work technologies according to job requirements	14	16
6	Employees are able to adapt to changes in the work environment according to job conditions.	14	16
7	Employees are able to work effectively in a team	12	18
8	Employees collaborate in completing their responsibilities.	14	16

Source : Pre-research, Year 2025

Based on the results of pre-research in Table 1.4 at the Regional Research and Development Agency of South Sumatra Province, it is clear that some employees do not yet have optimal competencies in accordance with

**THE INFLUENCE OF COMPETENCY, MOTIVATION, AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE AT THE REGIONAL RESEARCH AND DEVELOPMENT AGENCY IN SOUTH SUMATERA PROVINCE**

Mitha Putri Hartasih et al

their field of work. This is reflected in the ability of employees to carry out tasks and responsibilities that are not fully in accordance with job demands and competency standards set by the organization. Based on the results of pre-research of employees of the Regional Research and Development Agency of South Sumatra Province, it shows that some employees do not yet have adequate mastery of knowledge and skills to support the implementation of work. These competency limitations are evident from a lack of understanding of work procedures, low technical skills in completing tasks, and less than optimal application of knowledge and skills, adaptability, and teamwork in real work situations. Therefore, it can be concluded that employee competency still needs to be improved systematically and continuously.

**Table 1.5 Results of the Work Motivation Pre-Research of the Regional Research and Development Agency South Sumatra Province**

No	Statement	Yes	No
1	A comfortable working environment helps employees work more productively	12	18
2	The work environment supports physical comfort in completing tasks	13	17
3	Employees feel safe while working	14	16
4	The workplace environment is able to provide a sense of security for employees.	13	17
5	Employees are able to interact well with their colleagues	14	16
6	Employees are able to adapt well to the social work environment	13	17
7	Employees need self-prestige in their work	14	16
8	Employees have prestige in work achievements.	13	17

Source : Pre-research, Year 2025

Based on the pre-research results in Table 1.5. employees of the Regional Research and Development Agency of South Sumatra Province have shown that employee work motivation is still not optimal, as seen from the pre-research results that in relation to fulfilling physiological needs, security needs, social needs and employee prestige for improving performance and career development, so that low work motivation can have an impact on employee performance. Therefore, further research is needed to examine in depth work motivation in order to support the achievement of organizational goals. have high motivation for employee development.

**Table 1.6 Results of the Work Discipline Pre-Research of the Regional Research and Development Agency South Sumatra Province**

No	Statement	Yes	No
1	Employees attend work on time according to the specified working hours	14	16
2	The employee completes the work according to the set deadline	13	17
3	Employees use office equipment well	12	18
4	Employees use the provided facilities and equipment as required for their work	14	16
5	Employees are responsible in their work	14	16
6	Employees complete the work that is their responsibility	13	17
7	Employees follow the established work ethics rules	12	18
8	Employees adhere to the provisions set forth as work regulations	13	17

Source : Pre-research, Year 2025

Based on the pre-research results in Table 1.6, some employees have demonstrated a good level of

# THE INFLUENCE OF COMPETENCY, MOTIVATION, AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE AT THE REGIONAL RESEARCH AND DEVELOPMENT AGENCY IN SOUTH SUMATERA PROVINCE

Mitha Putri Hartasih et al

discipline, particularly in adhering to regulations and work schedules. However, several employees were found to be inconsistent in terms of punctuality, use of tools, facilities, and office equipment, and obedience and responsibility in completing tasks. This indicates the need for strengthened discipline and the imposition of firm yet educational sanctions to increase work effectiveness. Employee competence is a crucial factor in supporting the implementation of the duties and functions of the South Sumatra Province Research and Development Agency (Balitbangda) as a regional research and development institution. However, in practice, work competency issues related to employee knowledge, skills, and work attitudes are still found. Employees at the South Sumatra Province Research and Development Agency are civil servants (ASN) whose competencies do not support each other's education and work experience. Some employee placements are inappropriate for their fields. Some employees have not fully mastered the technical knowledge and research content relevant to their field of work. Work skills have not developed optimally to meet the demands of innovation and technology. Work attitudes do not fully reflect professionalism, such as a lack of initiative and commitment to work quality.

The work motivation of employees at the South Sumatra Province Research and Development Agency (Balitbangda) also continues to face several challenges that impact performance. Working conditions that are not fully supportive, both in terms of facilities and work atmosphere, can impact employee enthusiasm in carrying out their duties. Furthermore, a misalignment between employees' personal goals and organizational goals leads to a low drive for achievement. It is the responsibility of the central and regional governments, through the management of the relevant public sector organizations, to create an environment where the goals of an agency and its employees are aligned. Another issue arises in career development, where opportunities for competency development, promotions, and career advancement can discourage employees from continuously improving their performance. Work discipline is a crucial indicator of effective organizational governance at the South Sumatra Province Research and Development Agency. However, employee discipline issues persist, particularly related to punctuality in attendance and completion of work. Furthermore, not all employees consistently comply with established work regulations and procedures, and there is a low sense of responsibility for their duties and work results. These disciplinary issues can impact the productivity and quality of services provided by the South Sumatra Province Regional Research and Development Agency in supporting research- and innovation-based regional development.

The work discipline of employees at the Regional Research and Development Agency of South Sumatra Province indicates performance issues, including issues related to punctuality, proper use of office equipment, high levels of responsibility, and adherence to office regulations. Employee discipline remains low, as evidenced by the continued ineffective use of time. This is evident in the presence of employees who arrive later than the designated time, for example, some employees arrive later than 8:00 a.m., supposedly at 7:30 a.m. WIB. Furthermore, several employees are undisciplined during their lunch break, resulting in a lack of work effectiveness and poor service performance. In some cases, employees are absent from the office without permission, significantly disrupting office activities. Unauthorized absences can disrupt work, resulting in numerous delays. Based on the above description, this study was conducted to analyze the influence of competence, motivation, and work discipline on employee performance at the Regional Research and Development Agency of South Sumatra Province.

## LITERATURE REVIEW

### Employee Performance

Employee performance is the work results achieved by a person that comes from a combination of abilities, efforts, and opportunities owned, and is assessed based on the achievement of work targets during a certain period, both in terms of quantity and quality of output, Jati (2023). Performance assessment is focused on real work results, not on the personal characteristics of employees. Employee performance is influenced by several factors, namely obedience, cooperation, initiative, responsibility, quantity of work, and quality of work, Latipah et al. (2025: 161). There are 8 factors that influence performance, namely ability, clarity and acceptance, level of worker motivation, competence, work facilities, work culture, leadership, and work discipline, this is explained in research conducted by (Lestari, 2025: 329). Employee performance has several indicators, namely quality, quantity, timeframe, cost emphasis, supervision, and relationships between employees. Employee performance indicators are quality, quantity, commitment, and independence, This opinion was conveyed (Patmawati, 2025: 329). Based on the indicators put forward by the experts, in this study the employee performance indicators used are: (1) quality, which is defined as a measurement of whether the results of the employee's work are good or not, (2) quantity, which is a measurement of results based on the amount of work produced, (3) time period, which is the time limit given by the company to employees in completing the target, and (4) independence, namely the level

# THE INFLUENCE OF COMPETENCY, MOTIVATION, AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE AT THE REGIONAL RESEARCH AND DEVELOPMENT AGENCY IN SOUTH SUMATERA PROVINCE

Mitha Putri Hartasih et al

of employee commitment to the work done, whether employees do the work according to their own abilities or delegate their responsibilities to others. Employee performance is the work results in terms of quality and quantity achieved by an employee in carrying out their duties according to the responsibilities given to them, (Perimansyah, 2024:67). Performance can be defined as the level of achievement of results or degree of accomplishment, (Permana, 2023:73).

Performance is the work results achieved by a person based on job requirements, requirements are usually called work standards, namely the level expected of a particular job to be completed and compared to the goals or targets to be achieved, (Pratama, 2020:99). From the several definitions above, the basis used in this study is Mangkunegara's opinion which states that employee performance is the work results in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. So it can be concluded that the definition of employee work performance, both quality and quantity achieved by employees in a certain period in accordance with the responsibilities given. Employee performance is influenced by various interrelated factors, both originating from individuals and from organizations, Katsmir (2019:189). Namely, 1). Ability 2). Knowledge 3). Job Design. 4). Personality 5). Work Motivation Motivation is an internal and external drive that makes employees willing to work optimally. 6). Leadership 7). Leadership Style. 8). Organizational Culture 9). Job Satisfaction 10). Work Environment 11). Loyalty 12). Commitment 13). Discipline. Employee performance is the work results achieved by someone in carrying out the tasks and responsibilities assigned to him, Kasmir (2019:182). To assess this performance, Kasmir put forward several main indicators, namely: 1). Quality of work 2). Quantity of work 3). Timeliness 4). Effectiveness 5). Independence 6). Work commitment

## RESEARCH METHOD

Based on the existing problems, this research is classified as ex-post facto research. Ex-post facto is a type of research on data collected after a fact or event occurs. Researchers can identify the fact or event as an influenced variable, namely the dependent variable, and conduct an investigation into the influencing variables, namely the independent variables (Y.D Mandasari. 2022: 27). Employee performance is the dependent variable, while competence, work motivation, and work discipline are the independent variables. Based on the level of explanation (explanation) of the variable's position, this research is causal associative using a quantitative approach. Causal associative is research that seeks a causal relationship or influence, namely the relationship or influence of the independent variable (X) on the dependent variable (Y), according to research (Sugiyono, 2019: 5). Causal associative research is research that aims to determine the influence between two or more independent variables. This research will explain the relationship between influencing and being influenced by the variables to be studied, namely the influence of Competence, Work Motivation, and Work Discipline on employee performance. A quantitative approach is used because the data that will be used to analyze the influence between variables is expressed in numbers.

## RESULTS AND DISCUSSION

The implementation of government duties, development, and community services is expected to create a prosperous and prosperous society, in accordance with the aspirations of the South Sumatra Provincial Government, as outlined in the 2025-2029 Regional Medium-Term Development Plan (RPJMD). Indicators that measure the realization of prosperity and community well-being can be seen from the achievements of programs and activities stipulated in the planning documents. Therefore, each regional apparatus prepares activity plans, both short-term and medium-term (five-year) plans. The Regional Research and Development Agency of South Sumatra Province is a supporting element of the regional government in the field of regional research and development. The implementation of these main tasks and functions does not directly impact the prosperity and welfare of the community, but provides leverage for other regional government agencies (SKPD) to improve their performance.

Bureaucratic reform encourages the central and regional governments to be more transparent and accountable in carrying out their duties, from planning, implementation, reporting, and evaluation. Openness and accountability are essential for assessing the success of program and activity achievements, determining the extent to which they are meeting or not meeting expectations. In connection with the above, as a manifestation of accountability for the success/failure of the implementation of the organization's mission in achieving the goals and objectives that have been set through the Regulation of the Governor of South Sumatra number 26 of 2025 concerning Organizational Structure, Description of Duties and Functions of the Regional Research and Innovation Agency of South Sumatra Province, Regulation of the Governor of South Sumatra number 51 of 2025 concerning Organizational Structure, Technical Implementation Unit of the Agency, a Performance Accountability Report is

**THE INFLUENCE OF COMPETENCY, MOTIVATION, AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE AT THE REGIONAL RESEARCH AND DEVELOPMENT AGENCY IN SOUTH SUMATERA PROVINCE**

Mitha Putri Hartasih et al

prepared which reflects the results of performance achievements based on the vision, mission, goals and objectives that have been set. Preparation of Government Agency Performance Accountability Reports (LKjIP). The Regional Research and Development Agency (Balitbangda) of South Sumatra Province is a supporting element of the Provincial Government in the field of regional research, development and innovation led by a Head of Agency who is under and responsible to the Governor through the Regional Secretary. It was ratified based on the Regulation of the Governor of South Sumatra Number: 3 of 2020 dated May 9, 2011. And since the issuance of the Regulation of the Governor of South Sumatra Number 51 of 2020 dated December 13, 2016, the nomenclature has become the Regional Research and Development Agency

**1. Respondent Characteristics**

The characteristics of respondents based on gender can be seen in the following table:

Tabel IV.1 Respondent Characteristics Based on Gender

No	Gender	Number of Respondents	Persentase (%)
1	Man	61	56%
2	Woman	48	44%
	Total	109	100 %

Source: Results of research data processing, 2026

Table IV.1 shows the gender characteristics of the respondents in the study sample. Fifty-six percent were male and 44% were female.

a. Education

The second characteristic based on the respondents' education can be seen in the following table:

Tabel IV.2 Respondent Characteristics Based on Education

No	Education	Number of Respondents	Persentase (%)
1	SMA	21	19%
2	D3	3	3%
3	S1	53	49%
4	S2	27	25%
5	S3	5	4%
	Total	109	100 %

Source: Results of research data processing, 2026

Table IV.2 shows the educational characteristics of the respondents sampled in the study. A total of 19% of employees were high school graduates, 3% were associate degree graduates, 49% were bachelor's degree graduates, 25% were master's degree graduates, and 4% were doctoral degree graduates. The large number of bachelor's degree graduates working as employees at the South Sumatra Provincial Research and Development Agency is due to the large number of positions requiring a bachelor's degree. Furthermore, the South Sumatra Provincial Research and Development Agency, which handles the annual recruitment of new employees, also provides job formations with a bachelor's degree as its educational qualification.

b. Age

The third characteristic based on the age of the respondents can be seen in the following table:

Tabel IV.3 Respondent Characteristics Based on Age

No	Age	Number of Respondents	Persentase (%)
1	< 25 tahun	2	2%
2	25-35 tahun	24	22%
3	36-45 tahun	39	36%
4	> 45 tahun	44	40%
	Total	109	100 %

Source: Results of research data processing, 2026

**THE INFLUENCE OF COMPETENCY, MOTIVATION, AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE AT THE REGIONAL RESEARCH AND DEVELOPMENT AGENCY IN SOUTH SUMATERA PROVINCE**

Mitha Putri Hartasih et al

Table IV.3 shows the age characteristics of the respondents sampled in the study. 2% of employees were aged <25 years, 22% were aged 25-35 years, 36% were aged 36-45 years, and 40% were aged >45 years. The large number of employees aged >35 years is due to the CPNS employee recruitment policy which limits the age to 35 years. In addition, the age of 36-45 years in the ASN/employee environment is often considered the peak of productivity and professional maturity.

c. Years of service

The fourth characteristic based on the length of service of the respondents can be seen in the following table:

Table IV.4 Respondent Characteristics Based on Length of Service

No	Masa Kerja	Jumlah Responden	Persentase (%)
1	< 5 year	7	6%
2	5-10 year	15	14%
3	11-15 year	40	37%
4	16-20 year	26	24%
5	> 20 year	21	19%
Total		109	100 %

Source: Results of research data processing, 2026

Table IV.4 shows the characteristics of the respondents' status in the study sample. Six percent had less than five years of service, 14% had 5-10 years of service, 37% had 11-15 years of service, 24% had 16-20 years of service, and 19% had more than 20 years of service. This indicates that employees at the South Sumatra Provincial Research and Development Agency have sufficient experience working as civil servants.

**3. Uji Instrumen Penelitian**

a. Uji Validitas

Table IV.5 Results of Employee Performance Validity Test (Y)

Variable	Indicator	Corrected Correlation	Corrected Item-Total Correlation Validity Results
Kinerja Pegawai (Y1)	Y1.1	0,71	Valid
	Y1.2	0,69	Valid
	Y1.3	0,74	Valid
	Y1.4	0,68	Valid
	Y1.5	0,72	Valid
	Y1.6	0,75	Valid
	Y1.7	0,70	Valid
	Y1.8	0,73	Valid

Source: Data Processing Results based on SPSS Output, 2026

Decision making criteria:

1. An item is declared valid if  $r_{count} > r_{table}$ .
2. A variable is declared reliable if the Cronbach's Alpha value is  $> 0.600$ .

Based on the validity test results, all statement items in the Employee Performance variable had a calculated r value greater than the table r of 0.190. The calculated r values for all items ranged from 0.68 to 0.75. This indicates that all statement items in the questionnaire accurately measured the variables studied, thus declaring all items valid

Based on the validity test results for the employee performance variable (Y), all statement items had a calculated r value greater than the table r of 0.188 at a 5% significance level. The correlation values for each item were in the moderate to strong category, indicating that each indicator, such as work quality, punctuality, target achievement, and work effectiveness, accurately represented the employee performance construct. Therefore, all items in the employee performance variable were declared valid

and suitable for use in this research.

**Table IV.6 Results of Competency Validity Test (X1)**

Variable	Indikator	Corrected Correlation	Corrected Correlation Validity Results	Item-Total Validity Results
Kompetensi (X1)	X1.1	0,66	Valid	
	X1.2	0,68	Valid	
	X1.3	0,72	Valid	
	X1.4	0,70	Valid	
	X1.5	0,69	Valid	
	X1.6	0,68	Valid	
	X1.7	0,72	Valid	
	X1.8	0,70	Valid	

**Source: Data Processing Results based on SPSS Output, 2026**

Table IV.6 shows the results of the validity test on the competency variable (X1), where all indicators had Corrected Item-Total Correlation values above the minimum required limit ( $r_{table} = 0.188$ ). Correlation values ranged from 0.66 to 0.72, indicating that each statement item had a fairly strong relationship with the total score of the variable. Therefore, all indicators X1.1 to X1.8 were declared valid, and the instrument used to measure competency was deemed to accurately represent the construct and was suitable for use in further analysis.

The results of the validity test on the competency variable (X1) showed that all statement items had calculated  $r$  values greater than  $r_{table}$  (0.188), thus being considered valid. The indicators used, such as job understanding, appropriateness of knowledge, skills, and adaptability to technology and the work environment, correlated well with the total score of the variable. This indicates that the competency instrument was able to measure the intended construct accurately and consistently, making it suitable for use in further analysis.

**Table IV.7 Results of Motivation Validity Test (X2)**

Variable	Indicator	Corrected Correlation	Corrected Correlation Validity Results	Item-Total Validity Results
Motivation (X2)	X2.1	0,73	Valid	
	X2.2	0,71	Valid	
	X2.3	0,69	Valid	
	X2.4	0,67	Valid	
	X2.5	0,72	Valid	
	X2.6	0,69	Valid	
	X2.7	0,67	Valid	
	X2.8	0,69	Valid	

**Source: Data Processing Results based on SPSS Output, 2026**

Table IV.7 shows the results of the validity test for the motivation variable (X2), where all indicators had Corrected Item-Total Correlation values greater than the table  $r$  (0.188). The correlation values obtained ranged from 0.67 to 0.73, indicating that each item had a fairly strong relationship with the total score of the motivation variable. Therefore, all indicators X2.1 to X2.8 were declared valid, indicating that the instrument used was able to accurately measure the motivation variable and was suitable for use. Based on the validity test results for the motivation variable (X2), all statement items showed calculated  $r$  values greater than the table  $r$  of 0.188. Indicators covering the ability to work together, social interaction, adjustment, and the need for prestige and work achievement were shown to have a significant relationship with the total score of the variable. This indicates that all items accurately reflect the motivation construct,

**THE INFLUENCE OF COMPETENCY, MOTIVATION, AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE AT THE REGIONAL RESEARCH AND DEVELOPMENT AGENCY IN SOUTH SUMATERA PROVINCE**

Mitha Putri Hartasih et al

thus concluding that the motivation variable instrument is valid and suitable for use in research.

**Table IV.8 Results of Work Discipline Validity Test (X3)**

Variabel	Indicator	Corrected Correlation	Corrected Item-Total Correlation Validity Results
Work Discipline (X3)	X2.1	0,74	Valid
	X2.2	0,76	Valid
	X2.3	0,70	Valid
	X2.4	0,68	Valid
	X2.5	0,77	Valid
	X2.6	0,75	Valid
	X2.7	0,68	Valid
	X2.8	0,75	Valid

**Source: Data Processing Results based on SPSS Output, 2026**

Table IV.8 shows the results of the validity test on the work discipline variable (X3), where all indicators have a Corrected Item-Total Correlation value greater than the table r (0.188). The correlation value ranges from 0.68 to 0.77, indicating that each statement item has a strong relationship with the total score of the work discipline variable. Thus, all indicators are declared valid, so that the instrument used is able to measure work discipline accurately and is suitable for use in further analysis.

b. Reliability Test

**Table IV.9 Reliability Test**

Variabel	Cronbach'S Alpha ( $\alpha$ )	Standar Reliabilitas	Information
Employee Performance (Y)	0,89	0,60	Reliabel
Competence (X1)	0,88	0,60	Reliabel
Motivation (X2)	0,87	0,60	Reliabel
Work Discipline (X3)	0,90	0,60	Reliabel

*Source: Data processed using SPSS, 2026*

Based on the results of the research instrument reliability test presented in the table above, it is known that all variables have a Cronbach's Alpha value greater than 0.70. The employee performance variable (Y) obtained a value of 0.89, competence (X1) of 0.88, work motivation (X2) of 0.87, and work discipline (X3) of 0.90. These values indicate that all research instruments have a high level of internal consistency. This means that each statement item in each variable is able to measure the same construct stably and consistently.

2. Respondent Description

a. Employee Performance Variables

The employee performance variable (Y) is the dependent variable in this study.

Table IV.10 Distribution of Respondents' Answers to Employee Performance Variables

No	Statement	SS	S	N	TS	STS	Total
<b>Work Quality Indicators</b>							
1	Employees are able to provide the best quality of work in every task given	14 12%	26 25%	2 1%	40 36%	27 26%	109 100%
2	Employees complete work according to work quality standards	15 14%	11 10%	3 2%	55 51%	25 23%	109 100%
<b>Work Quantity Indicator</b>							
3	Employees are able to complete work according to predetermined targets.	16 15%	14 13%	3 2%	52 48%	24 22%	109 100%
4	Employees complete many tasks according to targets .	12 11%	14 13%	2 1%	56 52%	25 23%	109 100%
<b>Timeliness Indicator</b>							
5	Employees work according to the targeted time.	15 14%	11 10%	3 2%	55 51%	25 23%	109 100%
6	Employees are able to complete work on time.	16 15%	14 13%	3 2%	52 48%	24 22%	109 100%
<b>Effectiveness Indicators</b>							
7	Employees can determine work priorities appropriately	12 11%	14 13%	2 1%	56 52%	25 23%	109 100%
8	Employees are able to complete work without needing help from other coworkers.	11 10%	28 26%	4 3%	34 31%	32 30%	109 100%

Source: Based on Primary Data Calculations, 2026

- 1) BeBased on the distribution of respondents' answers, the work quality indicator shows that most respondents tend to give negative assessments. In the first statement, the majority of respondents chose Disagree (36%) and Strongly Disagree (26%), which indicates that many employees are still unable to provide the best quality work in every task. The same thing is seen in the second statement, where the dominance of Disagree (51%) and Strongly Disagree (23%) answers indicates that employees are considered unable to complete work according to expected quality standards.
- 2) 2) Regarding the work quantity indicator, the respondents' responses were also dominated by negative assessments. For the third statement, the majority of respondents chose Disagree (48%) and Strongly Disagree (22%), indicating that employees have not been able to complete work according to the set targets. Similarly, for the fourth statement, the majority of respondents answered Disagree (52%) and Strongly Disagree (23%), thus it can be concluded that the quantity of work produced by employees is still not optimal according to the set targets.

**THE INFLUENCE OF COMPETENCY, MOTIVATION, AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE AT THE REGIONAL RESEARCH AND DEVELOPMENT AGENCY IN SOUTH SUMATERA PROVINCE**

Mitha Putri Hartasih et al

- 3) The punctuality indicator showed a similar pattern, with the majority of respondents giving negative assessments. For the fifth statement, respondents who chose Disagree (51%) and Strongly Disagree (23%) indicated that employees were not working according to the targeted time. Furthermore, for the sixth statement, the dominance of Disagree (48%) and Strongly Disagree (22%) indicated that employees were still unable to complete work on time as expected.
- 4) In the effectiveness indicator, the majority of respondents also gave a poor assessment. The seventh statement shows that the majority of respondents chose Disagree (52%) and Strongly Disagree (23%), which means that employees have not been able to determine work priorities correctly. Meanwhile, in the eighth statement, although there were respondents who agreed (26%), the answers Disagree (31%) and Strongly Disagree (30%) still dominated, so it can be concluded that employee work effectiveness, especially in completing work independently, is still relatively low.

Based on Table IV.10, the distribution of respondents' responses to employee performance variables, it is generally seen that respondents' assessments tended to be negative across almost all indicators. For the work quality indicator, the majority of respondents responded with Disagree and Strongly Disagree responses, indicating that employees are deemed unable to deliver optimal work results and have not yet met expected quality standards. This indicates that employee performance is still suboptimal.

**b. Competency variable**

Competency variables (X1) are knowledge, skills, adaptability and teamwork.

**Table IV.11 Distribution of Respondents' Answers for Competency Variables**

No	Statement	SS	S	N	TS	STS	Total
<b>Work Knowledge Indicators (Knowledge)</b>							
1	Employees understand the work given according to their abilities	12 11%	27 25%	4 3%	35 32%	31 29%	109 100%
2	Employees carry out work according to the knowledge they have based on job requirements.	12 11%	14 13%	2 1%	56 52%	25 23%	109 100%
<b>Technical Skills Indicator</b>							
3	Employees have the appropriate skills to complete the assigned work.	16 15%	14 13%	3 2%	52 48%	24 22%	109 100%
4	Employees have the skills according to the field of work required for work.	12 11%	20 18%	2 1%	50 47%	25 23%	109 100%
<b>Adaptability Indicators</b>							
5	Employees are able to adapt to new technology according to job needs.	16 15%	10 9%	3 2%	54 50%	26 24%	109 100%
6	Employees are able to adapt to changes in the work environment according to work conditions.	16 15%	14 13%	3 2%	52 48%	24 22%	109 100%
<b>Teamwork Indicators</b>							
7	Employees are able to work in a team	14 13%	14 13%	2 1%	53 50%	25 23%	109 100%
8	Employees work together to carry out responsible tasks.	11 10%	28 26%	4 3%	34 31%	32 30%	109 100%

**THE INFLUENCE OF COMPETENCY, MOTIVATION, AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE AT THE REGIONAL RESEARCH AND DEVELOPMENT AGENCY IN SOUTH SUMATERA PROVINCE**

Mitha Putri Hartasih et al

Source: Based on Primary Data Calculations, 2026

- 1). Based on the distribution of respondents' responses to the job knowledge indicator, it appears that the majority of respondents gave a negative assessment. For the first statement, the majority of respondents chose Disagree (32%) and Strongly Disagree (29%), indicating that employees are deemed to not fully understand the work assigned to them based on their abilities. This is reinforced by the second statement, where the predominance of Disagree (52%) and Strongly Disagree (23%) responses indicates that employees are not yet capable of carrying out their work based on their knowledge and job requirements.
- 2). Regarding the technical skills indicator, respondents' responses also tended towards negative assessments. For the third statement, the majority of respondents chose Disagree (48%) and Strongly Disagree (22%), indicating that employees were deemed to lack sufficient skills to complete the job. The same trend was observed for the fourth statement, where the majority of respondents chose Disagree (47%) and Strongly Disagree (23%), concluding that employees' skills were not fully aligned with the required field of work.
- 3). Adaptability indicators also showed less than satisfactory results. For the fifth statement, the majority of respondents chose Disagree (50%) and Strongly Disagree (24%), indicating that employees have not been able to adapt to new technology according to job requirements. Furthermore, for the sixth statement, the predominance of Disagree (48%) and Strongly Disagree (22%) responses indicates that employees have also not been able to optimally adapt to changes in the work environment.
- 4). Regarding the teamwork indicator, the distribution of respondents' answers shows that the majority of respondents still gave a negative assessment. For the seventh statement, the majority of respondents chose Disagree (50%) and Strongly Disagree (23%), which means that employees are considered unable to work together effectively in a team. Meanwhile, for the eighth statement, although there were respondents who answered Agree (26%), the answers Disagree (31%) and Strongly Disagree (30%) still dominate, so it can be concluded that employee cooperation in carrying out tasks and responsibilities is still not optimal.

Based on Table IV.11, regarding the distribution of respondents' answers to the competency variable, it is generally seen that respondents' assessments tended to be negative across all indicators studied. For the knowledge indicator, employees lack adequate skills.

**c. Motivation Variable**

Motivational variables (X2) are physiological needs, need for security, social needs, need for prestige

**Table IV.12 Distribution of Respondents' Answers to Motivation Variables**

No	Statement	SS	S	N	TS	STS	Total
<b>Physiological Needs Indicators</b>							
1	A comfortable working atmosphere helps employees work more productively.	13 12%	26 24%	4 3%	35 32%	31 29%	109 100%
2	The work environment supports physical comfort in completing tasks.	15 14%	14 13%	2 1%	53 49%	25 23%	109 100%
<b>Indicators of the Need for Safety</b>							
3	Employees feel safe while working.	15 14%	15 14%	3 2%	52 48%	24 22%	109 100%
4	Workplace conditions can provide a sense of security for employees.	12 11%	20 18%	2 1%	50 47%	25 23%	109 100%
<b>Social Needs Indicators</b>							

**THE INFLUENCE OF COMPETENCY, MOTIVATION, AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE AT THE REGIONAL RESEARCH AND DEVELOPMENT AGENCY IN SOUTH SUMATERA PROVINCE**

Mitha Putri Hartasih et al

5	Employees are able to interact well with fellow coworkers.	14 13%	12 11%	3 2%	53 49%	27 25%	109 100%
6	Employees are able to adapt well in the social work environment.	16 15%	14 13%	3 2%	52 48%	24 22%	109 100%
<b>Indicators of Prestige</b>							
7	Employees need self-prestige at work	12 11%	16 15%	2 1%	53 50%	25 23%	109 100%
8	Employees have prestige in work achievements .	11 10%	28 26%	4 3%	32 29%	34 32%	109 100%

Source: Based on Primary Data Calculations, 2026

- 1) Based on the distribution of respondents' answers to the physiological needs indicator, it appears that the majority of respondents gave a negative assessment. In the first statement, the majority of respondents chose Disagree (32%) and Strongly Disagree (29%), indicating that a comfortable work environment has not been fully felt to be able to increase employee productivity. This is reinforced in the second statement, where the dominance of Disagree (49%) and Strongly Disagree (23%) answers indicates that the work environment does not support employee physical comfort in completing tasks.
- 2) In the need for security indicator, the respondents' answers also showed a tendency towards negative assessments. For the third statement, the majority of respondents chose Disagree (48%) and Strongly Disagree (22%), indicating that employees do not yet feel completely safe at work. The same was seen in the fourth statement, where the majority of respondents gave Disagree (47%) and Strongly Disagree (23%), thus concluding that workplace conditions are not yet able to provide an optimal sense of security for employees.
- 3) The social needs indicator also showed less than satisfactory results. For the fifth statement, the majority of respondents chose Disagree (49%) and Strongly Disagree (25%), indicating that employees are deemed unable to interact well with their coworkers. Furthermore, for the sixth statement, the dominant Disagree (48%) and Strongly Disagree (22%) responses indicate that employees are also unable to adapt optimally to the social work environment.
- 4) On the indicator of the need for prestige, most respondents also gave a negative assessment. In the seventh statement, the majority of respondents chose Disagree (50%) and Strongly Disagree (23%), which means that employees do not yet have a strong need for self-prestige in their work. Meanwhile, in the eighth statement, although there were respondents who answered Agree (26%), the answers Disagree (29%) and Strongly Disagree (32%) still dominate, so it can be concluded that prestige in employee work achievements is still relatively low.

Based on Table IV.12 regarding the distribution of respondents' answers to the motivation variable, it is generally seen that the majority of respondents gave negative assessments for all indicators. For the physiological needs indicator, the majority of respondents stated Disagree and Strongly Disagree, indicating that the work atmosphere and environment are not yet able to provide physical comfort that supports employee productivity. A similar condition is also seen for the need for safety indicator, where respondents assessed that employees do not feel completely safe at work, both in terms of the work situation and the existing work environment.

**d. Work Discipline Variable**

Motivational variables (X3) are punctuality, use of office equipment, responsibility, compliance with rules

**Table IV.13 Distribution of Respondents' Answers to the Work Discipline Variable**

No	Statement	SS	S	N	TS	STS	Total
<b>Timeliness Indicator</b>							
1	Employees are present on time according to the specified working hours.	10 9%	29 27%	4 3%	35 32%	31 29%	109 100%
2	Employees complete work within the specified deadline.	15 14%	14 13%	2 1%	53 49%	25 23%	109 100%
<b>Office Equipment Usage Indicators</b>							
3	Employees make good use of office equipment.	11 10%	19 18%	3 2%	51 47%	25 23%	109 100%
4	Employees use the tools provided according to their work needs.	12 11%	20 18%	2 1%	50 47%	25 23%	109 100%
<b>Responsibility Indicators</b>							
5	Employees are responsible for their work.	16 15%	10 9%	3 2%	53 49%	27 25%	109 100%
6	Employees complete the work that is their responsibility.	15 14%	14 13%	3 2%	52 48%	25 23%	109 100%
<b>Compliance Indicators for Rules</b>							
7	Employees comply with established work ethics rules	12 11%	16 15%	2 1%	50 47%	28 26%	109 100%
8	Employees comply with the provisions stipulated as work rules.	11 10%	28 26%	4 3%	30 27%	36 34%	109 100%

Source: Based on Primary Data Calculations, 2026

- 1). Based on the distribution of respondents' responses to the punctuality indicator, it appears that the majority of respondents gave a negative assessment. For the first statement, the majority of respondents chose Disagree (32%) and Strongly Disagree (29%), indicating that employees were deemed to be unable to arrive on time according to the specified working hours. This was reinforced by the second statement, where the predominance of Disagree (49%) and Strongly Disagree (23%) responses indicated that employees were unable to complete their work within the specified deadline.
- 2). Regarding the office equipment usage indicator, the respondents' responses also showed a tendency towards negative assessments. For the third statement, the majority of respondents chose Disagree (47%) and Strongly Disagree (23%), indicating that employees are not utilizing office equipment effectively. The majority of respondents responded Disagree (47%) and Strongly Disagree (23%), thus concluding that employees are not optimally utilizing work facilities and infrastructure according to their job requirements.
- 3). Responsibility indicators also showed less than satisfactory results. For the fifth statement, the majority of respondents chose Disagree (49%) and Strongly Disagree (25%), indicating that employees are not yet considered to have a high level of responsibility in their work. Furthermore, for

**THE INFLUENCE OF COMPETENCY, MOTIVATION, AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE AT THE REGIONAL RESEARCH AND DEVELOPMENT AGENCY IN SOUTH SUMATERA PROVINCE**

Mitha Putri Hartasih et al

the sixth statement, the predominance of Disagree (48%) and Strongly Disagree (23%) responses indicates that employees are not yet capable of completing their assigned tasks to the fullest.

- 4). Regarding the compliance indicator, most respondents also gave a negative assessment. For the seventh statement, the majority of respondents chose Disagree (47%) and Strongly Disagree (26%), indicating that employees have not fully complied with the established work ethics regulations. For the eighth statement, although some respondents answered Agree (26%), Disagree (27%) and Strongly Disagree (34%) remained dominant, indicating that employee compliance with work regulations remains relatively low.

**3. Results of the Classical Assumption Test**

**a. Normality Test Results**

**Table IV.14 Normality Test Results  
One-Sample Kolmogorov-Smirnov Test**

			Unstandardized Residual
N			349
Normal Parameters <sup>a,b</sup>		Mean	.0000000
		Std. Deviation	5.43218765
Most Extreme Differences	Extreme	Absolute	.078
		Positive	.078
		Negative	-.052
Test Statistic			.078
Asymp. Sig. (2-tailed)			.200

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

**Source: Data Processing Results based on SPSS Output, 2026**

Based on the results of the normality test using the One-Sample Kolmogorov-Smirnov Test method in Table IV.14, it is known that the number of samples (N) is 109 with a mean residual value of 0.0000000 and a standard deviation of 5.43218765. The Most Extreme Differences value shows the maximum difference between the data distribution and the normal distribution, which is 0.078 for absolute values, 0.078 for positive values, and -0.052 for negative values. In addition, the Test Statistic value of 0.078 is the statistical value of the Kolmogorov-Smirnov test used to measure the level of conformity of the data distribution with the normal distribution. These values indicate that the deviation of the data from the normal distribution is relatively small.

**b. Multicollinearity Test Results**

If the tolerance value is > 0.10 or the VIF value is < 10, then the multicollinearity test passes. Conversely, if the tolerance value is < 0.10 or the VIF value is > 10, then the multicollinearity test fails.

**Tabel IV.15 Multicollinearity Test Results**

Coefficients <sup>a</sup>				
Model		Collinearity Statistics		
		Tolerance	VIF	
Source:	1	Kompetensi	.609	0.612
		Motivasi	.412	0.428
		Disiplin Kerja	.440	0.455

a. Dependent Variable: Kinerja Pegawai

Data Processing Results based on SPSS Output, 2026

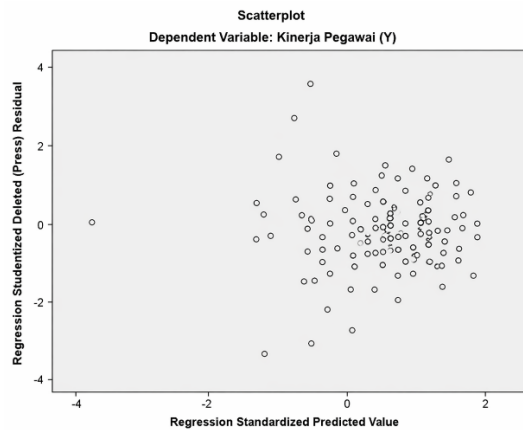
Based on the results of the multicollinearity test in Table IV.15, it can be seen that the tolerance value for the competency variable (X1) is 0.612, motivation (X2) is 0.428, and work discipline (X3) is 0.455, where all of these values are above the minimum limit of 0.10. This indicates that there is no

**THE INFLUENCE OF COMPETENCY, MOTIVATION, AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE AT THE REGIONAL RESEARCH AND DEVELOPMENT AGENCY IN SOUTH SUMATERA PROVINCE**

Mitha Putri Hartasih et al

high correlation between the independent variables in the research model. In addition, the Variance Inflation Factor (VIF) value for each variable also shows a relatively small number, namely competency of 1.634, motivation of 2.336, and work discipline of 2.198, all of which are below the maximum limit of 10. This low VIF value indicates that there is no variance inflation due to a strong linear relationship between the independent variables.

**c. Heteroscedasticity Test Results**



Grafik IV.1 Scatterplot Uji Heteroskedastis

Source: Data processing results based on SPSS output, 2026

Based on the scatterplot graph between the Regression Standardized Predicted Value and the Regression Studentized Deleted (PRESS) Residual, it can be seen that the data points are randomly distributed and do not form any particular pattern, whether conical, wide, or other regular patterns. The points are also irregularly distributed above and below the zero line, indicating that the residual variance tends to be constant across various predicted values. The regression model in this study does not exhibit heteroscedasticity. This means that the classical assumption of equality of variances (homoscedasticity) has been met, making the regression model suitable for further analysis. This condition indicates that the model's estimation results are unbiased and reliable in hypothesis testing.

**4. Results**

**a. Results of Multiple Linear Regression Analysis**

This multiple linear regression analysis was used to determine the influence of competency, motivation, and work discipline on employee performance. The results of the multiple linear regression analysis are as follows:

**Table IV.16 Multiple Linear Regression Results**

Coefficients <sup>a</sup>			
Model	Unstandardized Coefficients		Standardized Coefficients
	B	Std. Error	Beta
1 (Constant)	5.214	2.103	
Kompetensi	.312	.098	.0285
Motivasi	.276	.087	.261
Disiplin Kerja	.341	.102	.0298

a. Dependent Variable: Kinerja Pegawai

Source: Data processing results based on SPSS output, 2026

Based on Table IV.16, the formulation of the multiple linear regression equation can be written as follows:

$$Y = 5,214 + 0,312X_1 + 0,276X_2 + 0,341X_3$$

Information:

Y = Employee Performance

X1 = Competence

X2 = Motivation

X3 = Work Discipline

The equation shows that all independent variables—competence, motivation, and work discipline—have positive coefficients, meaning that any increase in each of these variables will be followed by an increase in employee performance.

The multiple linear regression equation  $Y = 5.214 + 0.312X_1 + 0.276X_2 + 0.341X_3$  shows the relationship between the independent variables—competence ( $X_1$ ), motivation ( $X_2$ ), and work discipline ( $X_3$ )—and the dependent variable, employee performance ( $Y$ ). The constant value of 5.214 indicates that when all independent variables are held constant or unchanged, employee performance remains at its baseline value of 5.214. This suggests that other factors outside the model also influence employee performance, but this study focuses on these three main variables. Each one-unit increase in competency will increase employee performance by 0.312, assuming other variables remain constant. Furthermore, the motivation variable has a coefficient of 0.276, indicating that increased motivation will also impact employee performance, although the effect is slightly smaller than that of competency. This indicates that competency and motivation are important factors that must be considered in efforts to improve employee performance.

The work discipline variable has the largest coefficient of 0.341, indicating that work discipline is the most dominant variable influencing employee performance. This means that the higher the level of employee discipline at work, such as punctuality, compliance with regulations, and responsibility in completing tasks, the more optimal the resulting performance will be. Overall, this regression equation indicates that all three independent variables have a positive influence on employee performance. Therefore, improvements in competency, motivation, and work discipline will collectively contribute significantly to improving employee performance within the organization.

## b. Hypothesis Testing

### 1) F Test (Simultaneous)

Before conducting partial testing, a simultaneous test (F test) was first conducted to determine whether the independent variables, namely competence, motivation, and work discipline, together have an influence on employee performance.

**Table IV.17 F-Test (Simultaneous Test)**  
ANOVA<sup>a</sup>

Model		Sum of Squares	Df	Mean Square	F	Sig
1	Regression	1250,432	3	416,811	28,764	,000 <sup>b</sup>
	Residual	1520,568	105	14,481		
	Total	2771,000	108			

a. Dependent Variable: Kinerja Pegawai

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

Source: Data processed using SPSS, 2026

Based on the results of the simultaneous F-test, the calculated F-value was 28.764 with a significance level of 0.000. This significance value is less than 0.05, indicating that the independent variables, namely competence, motivation, and work discipline, collectively have a significant influence on the dependent variable, namely employee performance. Furthermore, when comparing the calculated F-value with the F-table (approximately 2.69), the calculated F-value (28.764) is greater than the F-table, thus concluding that the regression model used in this study is significant. The results of this F-test indicate that the three independent variables simultaneously explain variations in employee performance. This means that increasing competence, motivation, and work discipline will simultaneously make a significant contribution to improving employee performance.

### 2) t-test (Partial Test)

Partial test (t-test) to determine the influence of each independent variable, namely competence, motivation, and work discipline on individual employee performance.

**Tabel IV.18**  
**Uji t (Uji Parsial)**  
**Coefficients<sup>a</sup>**

Model		Unstandardized coefficients		Standardized coefficients		
		B	Std.Error	Beta	T	Sig
1	(Constant)	5,214	2,103		2,480	,015
	X1	,312	,098	,285	3,184	,002
	X2	,276	,087	,261	3,172	,002
	X3	,341	,102	,298	3,343	,001

a. Dependent Variable: Kinerja Pegawai

Source: Data processed using SPSS, 2026

The t-table value used as the basis for decision making in the partial test (t-test) in this study is 1.983.

$$t_{\text{tabel}} = t(\alpha / 2 ; n - k - 1)$$

$$= t(0,05 / 2 ; 109 - 3 - 1)$$

$$= t(0,025 ; 105)$$

$$= 1,983$$

Based on Table IV.18, the results of the partial t-test show that the variables competency (X1), motivation (X2), and work discipline (X3) each have a calculated t-value greater than the t-table ( $\pm 1.983$ ) and a significance value less than 0.05. This indicates that the three independent variables partially have a positive and significant effect on employee performance. The competency variable has a t-value of 3.184 with a significance level of 0.002, indicating that higher employee competency leads to improved performance.

The motivation variable has a t-value of 3.172 with a significance level of 0.002, indicating that work motivation also has a positive and significant effect on employee performance. Meanwhile, the work discipline variable has the largest t-value of 3.343 with a significance level of 0.001, making it the most dominant variable influencing employee performance. Thus, all independent variables in this study have been shown to significantly contribute to improving employee performance.

### 3) Coefficient of Determination ( $R^2$ )

The coefficient of determination ( $R^2$ ) measures the extent of influence of the independent variable on the dependent variable. The coefficient of determination value uses the Adjusted R Square value. The results of the coefficient of determination ( $R^2$ ) can be seen in the following table:

**Tabel IV.19 Model Summary**

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	,684 <sup>a</sup>	,468	,452		3,805

a. Predictors: (Constant), VAR00013, VAR00012, VAR00011

b. Results Source: data processed using SPSS, 2026

Based on Table IV.19, the results of the coefficient of determination ( $R^2$ ) test show that the  $R^2$  value is 0.468. This indicates that 46.8% of the variation in employee performance can be explained by the independent variables, namely competence, motivation, and work discipline. The remaining 53.2% is explained by variables outside the research model that were not examined, such as the work environment, leadership, organizational

# THE INFLUENCE OF COMPETENCY, MOTIVATION, AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE AT THE REGIONAL RESEARCH AND DEVELOPMENT AGENCY IN SOUTH SUMATERA PROVINCE

Mitha Putri Hartasih et al

culture, and other factors. The Adjusted  $R^2$  value of 0.452 indicates that after adjusting for the number of independent variables used, the model's ability to explain the dependent variable decreased slightly to 45.2%. However, this value still indicates that the model has a fairly good ability to explain the relationship between the independent and dependent variables. Thus, it can be concluded that the regression model used in this study has a fairly strong level of accuracy and is suitable for use in further analysis.

## DISCUSSION

The South Sumatra Provincial Research and Development Agency, as a government agency, plays a strategic role in supporting research- and innovation-based development. However, on-the-ground research indicates that employee performance remains suboptimal, as evidenced by low work quality, quantity, punctuality, and effectiveness. This problem is closely linked to the low levels of employee competence, motivation, and work discipline, as indicated by the distribution of respondents' responses, which were dominated by Disagree and Strongly Disagree responses for these three variables. Theoretically, employee performance is influenced by ability, motivation, and work discipline (Lestari et al., 2025). These three factors are the primary determinants of employee success in carrying out their duties. The higher the competence, motivation, and work discipline, the higher the performance.

Based on the F-test results, the calculated F-value was 28.764 with a significance level of 0.000 ( $<0.05$ ), indicating that competence, motivation, and work discipline simultaneously have a positive and significant effect on employee performance. Furthermore, the coefficient of determination ( $R^2 = 0.468$ ) indicates that 46.8% of employee performance is influenced by these three variables, while the remaining 53.2% is influenced by factors outside the research model. These results align with research by Dally Sukmawati (2021) and Wike Pertiwi & Citra Savitri (2021), which found that competence, motivation, and work discipline simultaneously have a significant influence on employee performance. However, there is a research gap in previous studies that failed to include mediating or moderating variables such as work environment, job satisfaction, and organizational culture, which could potentially strengthen the relationship between variables.

The research by Dhani Permana & Susan Rachmawati (2024) only examined discipline and motivation without including competence as a key variable, thus not providing a comprehensive picture. This research gap is addressed by integrating these three main variables simultaneously. Therefore, it can be concluded that competence, motivation, and work discipline simultaneously have a positive and significant influence on employee performance. Therefore, integrated improvement of these three aspects is essential to enhance employee performance at the South Sumatra Province Research and Development Agency (Balitbangda). The phenomenon at the South Sumatra Province Research and Development Agency (Balitbangda) indicates that employee competency remains suboptimal, particularly due to a mismatch between educational background and job placement, low technical research skills, and skills that have not yet developed to meet technological demands. This impacts employee performance in carrying out their duties. Theoretically, competence is a basic individual characteristic encompassing knowledge, skills, and attitudes that influence performance (Trihandayani et al., 2024). Employees with high competence are better able to complete work effectively and efficiently.

Based on the t-test results, the calculated t-value was 3.184 with a significance level of 0.002 ( $<0.05$ ), indicating that competence has a positive and significant effect on employee performance. The regression coefficient of 0.312 indicates that each increase in competence will increase employee performance by 0.312 units. Based on the theoretical, empirical, and statistical analysis conducted, it can be concluded that competence is a crucial factor that directly and significantly influences employee performance at the Regional Research and Development Agency of South Sumatra Province. The higher an employee's competence, in terms of knowledge, skills, and work attitudes, the more optimal their performance in carrying out organizational tasks and functions. Therefore, strengthening competence through a targeted and sustainable HR development program is crucial to support the achievement of more effective and professional employee performance.

The distribution of respondents' responses indicates that the majority of respondents gave negative assessments to competency indicators, such as job knowledge, technical skills, adaptability, and teamwork. This reinforces the fact that competency remains a key issue that needs improvement. These research findings align with research by Perimansyah & Luis Marnisah (2024) and Sandra Indriani Putri et al. (2025), which found that competency significantly influences employee performance. However, a research gap identified is the lack of intervening variables, such as job satisfaction or organizational commitment, that could explain this relationship more deeply. Therefore, it can be concluded that competency has a positive and significant influence on employee performance. Therefore, improving competency through appropriate training, education, and job placement is

# THE INFLUENCE OF COMPETENCY, MOTIVATION, AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE AT THE REGIONAL RESEARCH AND DEVELOPMENT AGENCY IN SOUTH SUMATERA PROVINCE

Mitha Putri Hartasih et al

essential to improving employee performance. Employee motivation at the Research and Development Agency (Balitbangda) of South Sumatra Province still faces various challenges, such as unsupportive working conditions, limited facilities, and a lack of career development opportunities. This contributes to low employee morale in carrying out their duties. Theoretically, motivation is an internal drive that influences a person's work behavior (Maslow, 2019). Fulfilled needs will increase motivation and ultimately improve employee performance. Improving employee motivation can also be achieved through a more participatory leadership approach, so employees feel valued and involved in decision-making. This fosters a sense of belonging to the organization, which ultimately leads to sustained employee performance improvement.

Based on the t-test results, the calculated t-value was 3.172 with a significance level of 0.002 ( $<0.05$ ), indicating that motivation has a positive and significant effect on employee performance. The regression coefficient of 0.276 indicates that each increase in motivation leads to a 0.276-unit increase in employee performance. The distribution of respondents' answers shows that motivational indicators such as physiological needs, safety, social needs, and prestige are still dominated by negative responses. This indicates that employees' basic needs are not being optimally met.

These results align with research by Dhani Permana & Susan Rachmawati (2024), which states that motivation significantly influences employee performance. However, a research gap in that study was the omission of competency as a key factor and the failure to consider work environment and organizational culture. Therefore, it can be concluded that motivation has a positive and significant influence on employee performance. Therefore, organizations need to increase motivation through improving the work environment, providing incentives, and developing employee careers. Work discipline is a crucial factor in determining employee performance at the South Sumatra Provincial Research and Development Agency. Field observations indicate that various disciplinary issues persist, such as late arrivals, unpunctuality in completing work, and unexcused absences. Furthermore, employees are still found to be utilizing their work time ineffectively, for example, by arriving late after break times and by failing to take responsibility for completing tasks. This directly impacts work productivity and the quality of organizational services in supporting research- and innovation-based development.

Theoretically, work discipline is an individual's awareness and willingness to comply with all applicable regulations and norms within an organization (Hasibuan, 2019). Work discipline reflects an employee's sense of responsibility toward their duties and obligations. Highly disciplined employees tend to be more organized, punctual, and able to complete work according to established standards. Therefore, work discipline is a key factor in improving employee performance, as it is directly related to daily work behavior. Based on the distribution of respondents' responses, it appears that the majority of respondents gave negative assessments of work discipline indicators, such as punctuality, use of office equipment, responsibility, and adherence to regulations. This indicates that the level of employee discipline at the Research and Development Agency (Balitbangda) of South Sumatra Province remains relatively low. This assessment aligns with the field's findings, which indicate persistent violations of work regulations and low awareness of job responsibilities. The results of the multiple linear regression analysis indicate that work discipline has a positive and significant influence on employee performance. This is evidenced by the calculated t-value of 3.343, which is greater than the t-table of 1.983, and a significance value of 0.001 ( $<0.05$ ). Furthermore, the regression coefficient of 0.341 indicates that each increase in work discipline will increase employee performance by 0.341 units, assuming other variables remain constant. This value is also the largest compared to other variables, thus concluding that work discipline is the most dominant variable influencing employee performance.

The results of this study align with those of Wike Pertiwi & Citra Savitri (2021) and Dhani Permana & Susan Rachmawati (2024), which stated that work discipline significantly influences employee performance. However, there is a research gap in previous studies, namely the lack of inclusion of mediating or moderating variables such as job satisfaction, organizational culture, and work environment, which can strengthen or weaken the relationship between work discipline and employee performance. Furthermore, most previous studies have used a cross-sectional approach, thus failing to adequately describe the long-term dynamics of work discipline. Therefore, it can be concluded that work discipline has a positive and significant influence on employee performance and is the most dominant factor. Therefore, improving work discipline needs to be a primary concern for organizations through consistent enforcement of regulations, increased supervision, and fair sanctions and rewards. It is hoped that employee performance at the Regional Research and Development Agency of South Sumatra Province can be optimally improved.

# THE INFLUENCE OF COMPETENCY, MOTIVATION, AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE AT THE REGIONAL RESEARCH AND DEVELOPMENT AGENCY IN SOUTH SUMATERA PROVINCE

Mitha Putri Hartasih et al

## CONCLUSION

Based on the results of the research that has been conducted, it can be concluded that: There is an influence of competence, motivation, and work discipline on the performance of employees of the Regional Research and Development Agency of South Sumatra Province. This shows that these three variables together provide a significant contribution in improving employee performance. There is an influence of competence on the performance of employees of the Regional Research and Development Agency of South Sumatra Province. This shows that the higher the competence possessed by employees, the better the performance produced in carrying out tasks. There is an influence of motivation on the performance of employees of the Regional Research and Development Agency of South Sumatra Province. This indicates that increasing employee work motivation will have a positive impact on improving performance. There is an influence of work discipline on the performance of employees of the Regional Research and Development Agency of South Sumatra Province. This shows that the better the level of employee work discipline, the more optimal the performance produced.

## SUGGESTION

The Regional Research and Development Agency of South Sumatra Province is advised to improve employee performance, including work quality, quantity, timeliness, and effectiveness. Efforts that can be made include establishing clearer work standards, conducting regular performance evaluations, and providing constructive feedback to employees. Furthermore, increased supervision and the use of target-based work systems are also needed to ensure employees are more focused on achieving optimal work results. To improve employee competencies, including job knowledge, technical skills, adaptability, and teamwork, organizations are advised to expand their training and continuous human resource development programs. Furthermore, employee placement should be tailored to educational backgrounds and expertise, and a collaborative work culture should be encouraged to foster adaptability and teamwork. To increase employee motivation, including physiological needs, security needs, social needs, and prestige needs, agencies are advised to pay attention to employee welfare by providing appropriate incentives, creating a safe and comfortable work environment, and building harmonious work relationships. Furthermore, providing rewards for high-achieving employees is also important to increase a sense of appreciation and pride in their work. To improve employee discipline, including punctuality, use of office equipment, responsibility, and adherence to regulations, it is recommended that agencies tighten supervision and consistently enforce work regulations. Firm but fair sanctions are necessary for disciplinary violations, and leadership should set a good example to foster a culture of discipline in the workplace.

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# THE INFLUENCE OF COMPETENCY, MOTIVATION, AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE AT THE REGIONAL RESEARCH AND DEVELOPMENT AGENCY IN SOUTH SUMATERA PROVINCE

Mitha Putri Hartasih et al

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