



Analysis of the Influence of Competency, Work Motivation, and Discipline on Employee Performance in South Labuhanbatu Regency Transportation Agency

Syafira Nugraheni Hasibuan^{1*}, Meisa Fitri Nasution²

^{1, 2} Faculty of Economics and Business, Universitas Labuhanbatu, Rantauprapat, Indonesia

Abstract

Performance in human resource research is always a reference or choice of topics with quite high intensity, so that almost all academics and universities in the world are favorites to choose this topic. The purpose of this study was to determine and analyze the effect of competence, work motivation, and work discipline on employee performance at the South Labuhanbatu Regency Transportation Agency. The number of people registered at this Agency is 67, consisting of Civil Servants and contracts with sampling using a census. The data collection technique used a questionnaire (Google Form). The data analysis tool used is path analysis with SmartPLS. The results of the hypothesis testing show that the variables of competence and work motivation in this study do not have a significant effect on employee performance at the South Labuhanbatu Regency Transportation Agency. At the same time, the work discipline variable is a variable that tends to strongly influence employee performance at the South Labuhanbatu Regency Transportation Agency.

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

Article History:

Received April 25, 2025, Revised May 21, 2025, Approved June 11, 2025, Published June 24, 2025.

***Corresponding Author:**

syafirahasibuan28@gmail.com

DOI:

<https://doi.org/10.60036/jbm.625>

INTRODUCTION

The key to the success of an organization in carrying out its operations and performance in a company or government agency that currently exists depends on the quality and productivity of human resources. A company or agency leader who pays attention to the performance of their employees over a period of time is a leader who highly values their performance because it has an impact on the performance of the organization Khan et al., (2020). In addition to the role of leadership, which is important in an organization, employee productivity and performance are the most crucial things currently being studied in academia Dinesh Babu et al., (2024).

Performance in human resource research is always a reference or choice of topics with quite high intensity, so that almost all academics and universities in the world are favorites to choose this topic Kozlowski, (2018). The reason is that performance is one of the variables or indicators that is a benchmark for the success of an organization in implementing and running the wheels of government in the organization and in achieving its goals. Performance can be interpreted as the level of action to carry out tasks or obligations in a job given by the organization to an individual or group.

The South Labuhanbatu Regency Transportation Agency-Indonesia is one of the devices or agencies owned by the South Labuhanbatu Regency Government, whose entire activities and performance are monitored by the community or leaders and are tasked with serving the community in the smooth running of land transportation, both public and private. Therefore, it is very natural that Human Resources in the agency is required to produce high performance. The concept of organizational performance focuses on the extent to which the organization is able to meet the needs of stakeholders to survive Gutterman, (2023).

The concept of performance in an organization can certainly be influenced by various factors, and most of them come from internal factors such as competence, work motivation, and work discipline. The relationship between organizational performance and competence has been proven according to Rivera & Melo, (2023) which concluded that only competence that is intrastrategic and personal effectiveness is positively related to organizational performance. Competence in an organization is closely related to the abilities and characteristics possessed by a person, which include the knowledge, skills, and behavior needed to carry out tasks or jobs well.

In addition, performance achievement in an organization is influenced by the employees own work motivation. A person who works certainly has psychological responsibility for themselves on how to respond and position themselves as workers, which in its implementation is a reflection of work motivation. The relationship or harmonious relationship between work motivation and organizational performance has been successfully proven by Looor-Zambrano et al., (2022) that a worker will be responsible for himself, including the motivation to work well, reflection of work motivation as a drive within a person to present work results, can be appreciated or recognized by others.

In the South Labuhanbatu Regency Transportation Agency, the work discipline factor is a factor related to ethics and behavior at work. Work discipline is a factor related to organizational norms and integrity because it is very closely related to work culture and work regulations, so its impact on improving organizational performance is important. Studies Zhang et al., (2023) Several studies have also investigated the relationship between organizational elements and organizational culture, structure, and atmosphere. Therefore, work discipline in an organization is an internal source that also influences the overall performance of the organization.

In supporting the problem of this research from field observations that the employees of the South Labuhanbatu Regency Transportation Agency have a fairly clear working system and regulations and are wisely regulated by the Indonesian Ministry of Transportation as the purpose

of the transportation agency is to realize safety, smoothness, order, and comfort of land transportation traffic. However, the problems that appear and become a problem phenomenon are the level of work discipline that is dominant in the field, as several officers who are carrying out their duties often do not care and are late in overcoming traffic congestion at several points, so that sometimes it does not match working hours.

The phenomenon illustrates that poor work discipline reflects the competence and work motivation of employees of the South Labuhanbatu Regency Transportation Agency, which is interesting to be studied empirically, so that through this study, a solution to the problem is obtained and provides the latest source of information on Human Resources research. Therefore, the purpose of this study is to determine and analyze the influence of competence, work motivation, and work discipline on employee performance at the South Labuhanbatu Regency Transportation Agency. In addition, this study proves the variables or indicators that have a strong influence on employee performance and their implications.

LITERATURE REVIEW

Competence

The perception or view of the definition of competence in Human Resource Management is related to the level of ability and characteristics that a person has in their work. The term competence refers to a set of knowledge, skills, and attitudes required for the safe, critical, and responsible use of digital technology in the use of digital technology personally, individually, professionally, and socially Cabezas-González et al., (2023) . Competence is defined as the ability or capability that is intended to appear as a set of behaviors Oh & Choi, (2020) . Thus, competency theory is the foundation for improving organizational performance. Competence is related to the ability or capability of human resources in an organization, described as values, vision, knowledge, career, role responsibilities, and tasks required Wong, (2020). Indicators of competence are knowledge, continuous improvement, the ability to find professional experience, and education Alsughayer, (2021).

Work motivation

In human resource organizations, work motivation is often associated with behavior that originates from within a person to act and work better. Work motivation is also a process that explains the intensity and direction of a person's perseverance in the world of work in achieving goals. Motivation comes from needs, so that actions are ultimately directed towards achieving certain goals, known as actions Haryono, (2021). Therefore, the definition of work motivation is a series of attitudes, actions, and values that encourage employees to work enthusiastically Moulton et al., (2022). Work motivation is considered a set of energetic forces that come from within or outside the individual to initiate work-related behavior and to determine the direction of its intensity and duration Diem Vo et al., (2022). He added that work motivation contributes directly and indirectly to employee performance, and work motivation can be seen as a source of positive energy that leads to employee recognition and self-fulfillment. Indicators of work motivation are efforts, goals, and needs Davidescu et al., (2019).

Work Discipline

The implementation of work discipline in an organization is related to the attitude, behavior, and actions of an employee in accordance with the regulations in force in the agency. The definition of work discipline is an attitude of respecting the rules and regulations that apply to an employee which causes him to be able to voluntarily adjust to the rules and regulations Setiawan et al., (2024). Companies need discipline and regularity in employee work so that companies can measure the performance of their employees in completing their work Indah

Farena & Dedy Dewanto, (2023). Employee discipline also reflects the individual character of the employee, from this character it will be seen how the employee is responsible for the work he leads Astuti & Amalah, (2018). Work discipline is an attitude that shows a willingness to comply with and obey the norms of regulations that apply around him as seen from awareness, logic and risk perception Kasuya, (2022) .

Employee Performance

The main goal of every organization is to implement innovative approaches to motivate employees to achieve and produce higher job performance while increasing organizational productivity Memon et al., (2023). Employee performance in an organization is often a measure of a person's success in their work, so the definition of performance will be closely related to the achievement and results of their work. Therefore, the definition of employee performance remains a major topic of great interest to organizations and academics. Employee performance is a significant way of completing work tasks that are in accordance with job descriptions and predictors of organizational success Abdelwahed & Doghan, (2023). Performance is the term that describes the contribution that is evaluated towards achieving organizational goals Okar, (2016) . According to Maria, (2016) performance is part of the action and is subjective because it is a product of operations, which, due to its subjective nature, consists of an approach to reality with a desire. Employee performance indicators are work results, competence, work behavior, potential, and technology Suwanto, (2020).

RESEARCH METHODS

This research is a descriptive study with a quantitative approach, which is a study that describes data using numbers or statistics and aims to describe or explain the facts and relationships between independent and dependent variables with the data. This study took the population and sample of employees who are located at Jl. Kota Pinang, the number of people registered with this Service is 67, consisting of Civil Servants and contracts.

Table 1. Variable Indicator

No.	Variable	Indicator
1	Competence	Knowledge
		Continuous improvement
		Ability to find experience
		Professional Education
2	Work Motivation	Efforts
		Goals
		Needs
3	Employee Performance	Awareness
		Logic
		Risk Perception
4	Employee Performance	Work Results
		Competence
		Work Behavior
		Potential
		Technology

Therefore, sampling uses a census, where the entire population is used as a sample. As for the technique of collecting research data from the results of distributing questionnaires via

Google Forms, it will then be processed, tabulated, and interpreted according to needs, as well as used for research data processing needs. The sampling technique uses a census, specifically sampling by determining all populations as samples. The data collection technique in this study is a technique that is primary data using a questionnaire (Google Form) as a tool for collecting research data through respondents while secondary data is supporting data such as reference sources from scientific articles, books, and important information obtained from the internet that is relevant to the research. The data analysis tool used is path analysis with SmartPLS. Some important things in the SmartPLS test include the outer model, which consists of a validity test, a reliability test, and an inner model, namely, looking at the R-Square value.

RESULTS AND DISCUSSION

Quantitative Analysis

Quantitative analysis in research using SmartPLS data analysis has stages, including outer model measurement and inner model measurement.

Outer Model Measurement

In measuring the outer model, it will start by testing convergent validity, discriminant validity, AVE, Cronbach's Alpha, and composite reliability obtained through testing the PLS Algorithm.

1) Convergent Validity

Table 2. Convergent Validity

	Work Discipline	Employee Performance	Competence	Work motivation
DK1	0.752			
DK2	0.768			
DK3	0.780			
DK4	0.844			
DK5	0.775			
K1			0.783	
K2			0.838	
K3			0.757	
K4			0.741	
KP1		0.772		
KP2		0.738		
KP3		0.866		
KP4		0.772		
KP5		0.842		
MK1				0.774
MK2				0.895
MK3				0.775

Source: Output SmartPLS, 2025.

Based on Table 2. Above, it can be seen that each indicator in each variable in this study has a value greater than 0.700, indicating that the test model meets the requirements of convergent validity, as all indicators are valid.

2) Discriminant Validity

Table 3. Discriminant Validity

	Work Discipline	Employee Performance	Competence	Work motivation
DK1	0.752	0.632	0.735	0.641
DK2	0.768	0.467	0.517	0.566
DK3	0.780	0.641	0.696	0.612
DK4	0.844	0.767	0.641	0.579
DK5	0.775	0.618	0.520	0.468
K1	0.697	0.637	0.783	0.621
K2	0.643	0.585	0.838	0.654
K3	0.585	0.541	0.757	0.522
K4	0.672	0.624	0.741	0.543
KP1	0.610	0.772	0.575	0.476
KP2	0.610	0.738	0.536	0.485
KP3	0.713	0.866	0.691	0.650
KP4	0.680	0.772	0.555	0.566
KP5	0.690	0.842	0.626	0.541
MK1	0.558	0.454	0.540	0.774
MK2	0.775	0.715	0.701	0.895
MK3	0.492	0.502	0.580	0.775

Source: SmartPLS output, 2025.

Based on Table 3 above, it is evident that the cross-loading factor value of each variable indicator on its corresponding construct is greater than that of other constructs, indicating that this model meets Discriminant Validity.

3) Average Variance Extracted (AVE)

Table 4. Average Variance Extracted (AVE)

Variables	Average Variance Extracted (AVE)	Criteria	Information
Work Discipline	0.557	> 0.50	Valid
Employee Performance	0.610	> 0.50	Valid
Competence	0.610	> 0.50	Valid
Work motivation	0.667	> 0.50	Valid

Source: SmartPLS output, 2025

Based on Table 4, it can be seen that all variables in this study have an AVE value greater than 0.5, indicating that all variables are valid and meet the Average Variance Extracted (AVE) criteria.

4) Cronbach's Alpha and Composite Reliability

Table 5. Cronbach's Alpha and Composite Reliability

Variables	Cronbach's Alpha	Information	Composite Reliability	Information
Work Discipline	0.800	Reliability	0.862	Reliability
Employee Performance	0.837	Reliability	0.886	Reliability
Competence	0.786	Reliability	0.862	Reliability
Work motivation	0.753	Reliability	0.857	Reliability

Source: SmartPLS output, 2025

Based on Table 5, it is known that all variables in this study have a Cronbach's alpha value > 0.70 and a composite reliability value > 0.70 . So, overall, the Cronbach's alpha and composite reliability values are considered greater than the specified value, so that it can be decided that all variables can be declared reliable.

Inner Model Measurement

Inner model measurement is a test that can show the relationship between independent latent variables and dependent latent variables. The results of the inner model test include:

Table 6. R Square Results

Dependent Latent Variable	R Square
Employee Performance	0.736

Source: SmartPLS output, 2025

Based on Table 6, it is known that the value of the coefficient of determination or R-squared used to measure the magnitude of the influence of employee performance variables is 0.736 or 73.6 %. This means that employee performance can be influenced by competency variables, work motivation, and work discipline, which have a very strong influence.

Hypothesis Testing

In hypothesis testing in the acceptance criteria research, bootstrapping is done so that the relationship between the influence of independent variables on dependent variables can be known. The hypothesis criteria can be accepted and significant if the p-value is < 0.05 and the t-statistic value is $> t\text{-table}$ (1.96). From the results of the path coefficient test and hypothesis test, as follows:

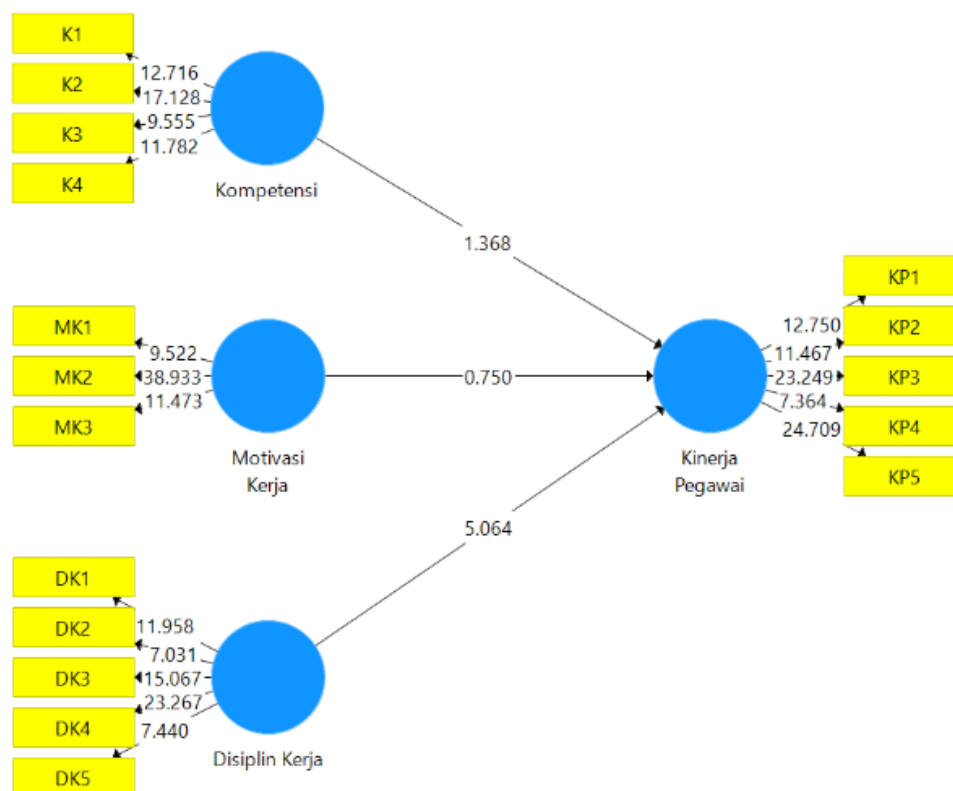


Figure 2. Path Coefficients Model

Source: SmartPLS output, 2025

Table 7. Path Coefficients Results

	Original Sample	Sample Mean	Standard Deviation	T Statistics	P Values
Competence -> Employee Performance	0.161	0.172	0.117	1,368	0.172
Work Motivation -> Employee Performance	0.083	0.091	0.111	0.750	0.454
Work Discipline -> Employee Performance	0.653	0.642	0.129	5,064	0.000

Source: SmartPLS output, 2025

Discussion

Based on Table 7, it can be seen that the hypothesis testing for each variable is as follows:

1) H_1 : Competence in choosing has a direct influence on employee performance.

Looking at the t-statistic value for the competency variable on employee performance of $1.368 < 1.960$ and the p-value of $0.172 > 0.05$, which means that the hypothesis is rejected. Thus, it can be concluded that the competency variable has no effect on employee performance. So the results of this study are contrary to the results of the study Macchi et al., (2019) which states that competence in large-scale organizations is needed to improve organizational performance. From the analysis of the non-influence of employee competence, the South Labuhanbatu Regency Transportation Service found that some of the employees who work in the field and the type of work do not require even skills, but only require coordination and readiness, so that it still affects performance without competence.

2) H_2 : Work motivation has a direct influence on employee performance.

Looking at the t-statistic value for the competency variable on employee performance of $0.750 < 1.960$ and the p-value of $0.454 > 0.05$, which means that the hypothesis is rejected. Thus, it can be concluded that the work motivation variable partially does not affect employee performance. From the results of this research and hypothesis testing, the work motivation variable does not have a strong tendency to increase employee performance at the South Labuhanbatu Regency Transportation Service, because the employee's work motivation does not come from internal or within the employee, but from the external environment. Therefore, this research contradicts Firgan, (2023) which states that work motivation affects employee performance.

3) H_3 : Work discipline has a direct influence on employee performance.

Looking at the t-statistic value for the competency variable on employee performance of $5.064 > 1.960$ and the p-value of $0.000 < 0.05$, which means that the hypothesis is accepted. Thus, it can be concluded that the work discipline variable has a partial effect on employee performance. The results of the study and testing show that the work discipline variable has a significant influence on employee performance at the South Labuhanbatu Regency Transportation Service. From the analysis, it was found that the office employees always arrived on time at the office or in the field when carrying out traffic flow handling tasks and were alert in overcoming congestion in the areas around South Labuhanbatu Regency. The results of this study support the research (Asim & Sorooshian, (2022).

CONCLUSION

This study concludes that all independent variables are flexible variables in testing the influence and relationship to employee performance. The results of hypothesis testing indicate that the competency and work motivation variables in this study do not have a significant influence on employee performance at the South Labuhanbatu Regency Transportation Agency.

While the work discipline variable is a variable that tends to strongly influence employee performance at the South Labuhanbatu Regency Transportation Agency.

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