

## The Effect of Discipline and Motivation on Performance Through Competence

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ARTICLE INFO	ABSTRACT
<p><b>Keywords:</b> Discipline, Motivation, Competence, Performance.</p>	<p><i>In the modern work environment, discipline and work motivation are important factors that affect employee performance. Competency skills also play a role as a mediator in improving these performance. This study aims to analyze the influence of work discipline and motivation on employee performance through work competence at the One-Stop Integrated Service Office (DPMPTSP) of Mojokerto Regency. This study uses an explanatory research approach with a population of 50 ASN employees in DPMPTSP. The sample technique used was saturated sampling, with the entire population as a sample. Data were collected through questionnaires and analyzed using pathway analysis after going through validity, reliability, and classical assumption tests (multicollinearity, heteroscedasticity, and normality). The results of the analysis show that: (1) Work discipline has a significant positive effect on competence, (2) Work motivation has a significant positive effect on competence, (3) Work discipline has a significant positive effect on employee performance, (4) Work motivation has a significant positive effect on employee performance, (5) Competence has a significant positive effect on employee performance, (6) Work discipline has a significant positive effect on employee performance through competence, and (7) Work motivation has a significant positive effect on employee performance through competence. This research has implications for the importance of discipline and work motivation in improving employee performance with the role of competency mediation. This result is expected to be a reference for human resource management in the work environment to improve performance through increasing employee discipline, motivation, and competence.</i></p>

### INTRODUCTION

The One-Stop Investment and Integrated Service Office (DPMPTSP, *Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu*) is an implementing element of government affairs in the fields of planning, climate development and investment promotion based on Regent Regulation No. 92 of 2021 concerning Position, Organizational Structure, Duties and Functions and Work Procedures of DPMPTSP (Herma Yunita, 2021). DPMPTSP assists the regent in carrying out government affairs that fall under regional authority and tasks in the fields of investment, energy and mineral resources and one-stop integrated services (Jumadil et al., 2023). Human resources (HR) is one of the main elements in an organization that has a vital role in determining the success of an organization (Darim, 2020). The orientation of attention to human resources in the organization, without excluding other factors, also plays a vital role because both support, complement and synergize.

Related human resources (Handoko, 2016) states that human resource management is the planning, organizing, directing and controlling the procurement, development, compensation, integration, maintenance and dismissal of employees to realize the company's goals, individuals, employees and society. Furthermore, (Susan 2019) HR functions include planning, organizing, directing, controlling, procurement, development, compensation, integration, maintenance, discipline, and dismissal. Efforts to improve an organization's employees' performance are required through proper management of human resources so that expectations can achieve the desired performance (Prihantoro, 2015).

DPMPTSP performance is influenced by high work discipline and work motivation. His research (Lusri, 2017) proves that work discipline has a significant positive effect on employee performance. Furthermore, his research (Putri et al., 2022) also proves that work motivation significantly affects employee performance.

His previous research did not consider competence as a mediating variable. The novelty of this study includes competence as a mediator of the effect of work discipline and work motivation on performance. Employee competence can help companies understand how high employee abilities are and how much willingness employees have to try to provide the best work results. Furthermore, when companies already know and understand employee competencies, they can help develop their abilities (Myedusolve, 2022).

Based on the explanation above, this study aims to test and analyze the influence of work discipline and work motivation on employee performance through work competence at the Investment and One-Stop Integrated Services Office (DPMPTSP) of Mojokerto Regency. The benefits of this research are divided into three main aspects. Theoretically, this research contributes to the development of human resource management science, especially regarding the role of competence as a mediator in the relationship between work discipline and work motivation on employee performance. Practically, this study provides recommendations for DPMPTSP Mojokerto Regency in improving employee performance through improving work discipline, work motivation, and employee competence. In terms of policy, this study provides a basis for policymakers in the local government environment to formulate policies that support employee performance improvement through a more integrated and competency-based approach.

## METHOD

This research was conducted at the Mojokerto Regency Investment and One-Stop Integrated Services Office (DPMPTSP). This study uses an explanatory research approach which aims to explain the cause-and-effect relationship between the variables studied. The population of this study is 50 ASN employees in the office. Furthermore, sampling was carried out using a saturated sample technique so that a sample of 50 ASN employees was obtained. Primary data was collected through a questionnaire given directly to respondents, namely ASN employees at DPMPTSP Mojokerto Regency. This questionnaire is designed to measure the variables of work discipline, work motivation, competence, and employee performance. The collected data was analyzed using path analysis to determine the direct and indirect influence of work discipline and work motivation on employee performance through competence. Before the path analysis, the data was tested using validity tests, reliability tests, and classical assumption tests (multicollinearity, heteroscedasticity, and normality) to ensure that the data met the requirements of the analysis. The Sobel test is used to test the significance of competency mediation in the relationship.

### Hypothesis

Hypothesis 1: Work discipline has a significant positive effect on competence.

Hypothesis 2: Work motivation has a significant positive effect on competence.

Hypothesis 3: Work discipline has a significant positive effect on employee performance.

Hypothesis 4: Work motivation has a significant positive effect on employee performance.

Hypothesis 5: Competence has a significant positive effect on employee performance.

Hypothesis 6: Competence increases the effect of work discipline on employee performance.

Hypothesis 7: Competence increases the effect of work motivation on employee performance.

## RESULTS AND DISCUSSION

The results of the validity and reliability tests, as well as the classical assumption tests, including multicollinearity, heteroscedasticity, and normality, all do not violate them and are summarized in Table 1 below:

**Table 1. Summary of Test Results: Validity, Reliability and Classical Assumptions**

Test	Test Equipment	Results	Summary
Validity	Pearson Model Correlation	Sig. value < 5%	Valid
Reliability	Cronbach Alpha	The value is > 0.6	Reliable
Classic assumptions:			
Multicollinearity	VIF	Value < 10	Not happening
Heteroscedasticity	Scatter Plot	Irregular image	Not happening
Normality	Kolmogorov-Smirnov	Sig. value > 5%	Normal

Source: Primary data processed by researchers in 2023

In Table 1 above, the test results, validity, reliability, and classical assumptions show that nothing is violated, so the use of path analysis can be used as an analytical tool in this study. Furthermore, the results of path analysis and Sobel test are summarized in Table 2 below

**Table 2. Summary of Path Analysis Results**

Description	p-value (sig value)	Hypothesis Conclusion
H1: X1 => Y (direct effect)	0.0300	Retrieved
H2: X2 => Y (direct effect)	0.003	Retrieved
H3: X1 => Z (direct effect)	0.000	Accepted
H4: X2 => Z ((direct effect)	0.003	Retrieved
H5: Y => Z (direct effect)	0.000	Retrieved
H6: X2 => Y => Z (indirect effect)	Sobel test <i>p-value</i> 0.000 < 5%	Retrieved
H7: X2 => Y => Z (indirect effect)	Sobel test <i>p-value</i> 0.000 < 5%	Retrieved

Source: Primary data processed by researchers in 2023

Furthermore, to determine the role of competence as a mediator, the Sobel test is used. In Table 2 above, the indirect effect of both X1 => Y => Z and X2 => Y => Z p-value of Sobel test results is 0.000 < 5%. This shows that competence can mediate/enhance the influence of work discipline and work motivation on employee performance.

**Work discipline has a significant positive effect on competence.**

The results of this study prove that work discipline has a significant positive effect on competence. This means that the higher the work discipline, the higher the competence. Therefore. Work discipline needs to be improved by referring (Sam, 2021) as follows: 1. Give awards as a form of appreciation. Employees will be more enthusiastic about working if they get good feedback from their superiors. There are many cases due to the hard work of an employee who does not get appreciation, for example, becoming lazier and dishonest. Although this action is not a direct form of words, the impact can be huge. They will feel that the hard work given is worthwhile because it is appreciated even with simple things such as salary increases, eating together, or giving bonuses. 2). Set an example for your employees. When encouraging employees to be disciplined, you should do this as a concrete example, not just a theory or advice. This will be of positive value, even if they can automatically imitate these habits. Being a boss, of course, has duties that must be carried out. This is related to work-related direction and various good habits so that the environment will be much more conducive. Simply put, a leader is a role model. 3) Fulfill employee rights fairly. Every worker has their rights and responsibilities. When you ask employees to work hard, you must balance it with fulfilling all needs and good treatment. The most important thing is never to distinguish from the background. This applies equally to workers with a good relationship with you or the shareholder's family. Apply punishment according to the applicable rules if you violate the rules. However, it must be accompanied by concrete evidence because many people cheat. 4) Use technology for attendance. The sophistication of technology today can be one of the solutions to various problems you are facing, especially related to the level of discipline. Using a face or fingerprint detection machine is best because the signature can still be forged. Some companies have implemented this and proven to have a high success rate. Enforce these rules not during the attendance list in the morning but after breaks or overtime. Try to install CCTV in order to monitor all activities. 6) Make the rules reasonable. Burdensome rules will turn into a scary specter, so the spirit of work can decrease significantly. As a good boss, it is fitting that when compiling the rules must go through some careful consideration. Make reasonable rules that are firm but still humane, especially in determining work targets and obligations. Make sure you have measurement data or references that are useful as a reference for drafting rules so as not to burden or even torture employees.

**Work motivation has a significant positive effect on competence.**

The results of this study prove that work motivation has a significant positive effect on competence. This means that the higher the work motivation, the higher the competence. Therefore. Work motivation needs to be improved by referring to (Visecoach, 2023) as follows: 1) Creating a positive work environment. The atmosphere of the work environment is essential for employee performance. So, make the workspace comfortable full of enthusiasm and positive energy. The company can also allow employees to arrange their desks however they want, as long as it is reasonable. One way to create a positive work climate is to apply a leadership style that is respected but not arrogant. 2) Build an effective way of communicating. Employee motivation can be improved by building effective communication in the workplace. This can be done through discussions and face-to-face communication directly and regularly. Frequent communication can help employees understand each other's communication styles between employees and superiors. 3) Give appreciation or reward for achievement. One

way to increase employee motivation is to give appreciation or even rewards for their achievements. Appreciation doesn't always have to be a reward. Sincere praise from the boss directly can also show gratitude to employees who have contributed. However, if there is a budget for employees, companies can also provide rewards through money or gifts. 4) Pay attention to employee welfare. Employee welfare is not always about finances, bonuses, allowances, etc. However, not giving the burden of targets beyond the agreement and ability of employees is also a form of welfare. Companies need to measure the capabilities of their workers. Too much burden can stress employees and eventually decrease their motivation to work. Paying attention to employee welfare can also be done by providing training to improve employee skills and abilities. 5) Providing respect and trust As humans, workers also want to feel respected and trusted in doing their jobs. They give employees a little freedom to organize their work until they are more comfortable and productive. Also, please give them the responsibility to complete new tasks so that they feel they are allowed to grow.

**Work discipline has a significant positive effect on employee performance.**

The results of this study prove that work discipline has a significant positive effect on performance. This means that the higher the work discipline, the higher the performance. Therefore. Work discipline needs to be improved by referring to the following recommendations (Activetzy, 2019): 1) Fulfill Employee Rights Fairly and Transparently. Before demanding high discipline from employees, try to introspect yourself first: Have you met all the needs of your employees fairly and transparently? Transparency or openness is very sensitive for an employee. Therefore, before demanding high discipline from your employees, ensure you have fulfilled all employee rights fairly and transparently. You are starting from the appraisal system payroll to promotions. 2) Create a Comfortable and Conducive Work Environment. So far, you may have only focused on creating a comfortable and conducive work environment from a physical perspective, for example, by designing a beautiful, elegant, and minimalist workspace interior while hoping your employees will be more enthusiastic at work. Create a comfortable and conducive work environment in terms of the physical workspace and the relationship between workers. For that, it is time to create relationships between workers that bring comfort to each other. Encourage your employees to support and appreciate each other, not compete. 3) Make the Rules Reasonable: Firm but Humane. Discipline can be improved by enforcing rules. That is not wrong. Rules should indeed be created, as well as strictly enforced and binding. However, it needs to be underlined: You do not have to impose rules so strictly and excessively that it makes your employees feel constrained. Make the rules reasonable: firm but humane, especially when setting targets and work obligations. Make sure you have the correct data, measurements, or comparative references as a reference in determining every rule in your Office. Do not be too forceful to pursue employee discipline. If you have this attitude, be prepared that your employees will leave you slowly. 4) Apply Reward and Punishment Balancedly. One way to improve employee discipline is through the implementation of binding rules. Well, every regulation will undoubtedly run better if accompanied by reward and punishment in a balanced manner. So, reward your employees who consistently comply with the rules well. Conversely, apply the proper punishment if your employees violate the rules that have been made. It should be underlined that the emphasis is on "balanced." That is, ensure your reward and punishment system is not one-sided or seasonal. You are punished severely if you do something wrong, but if you do it right, you never get a reward! It would help if you avoided these things to increase your employees' loyalty so that they become more disciplined at work.

**Work motivation has a significant positive effect on employee performance.**

The results of this study prove that work motivation has a significant positive effect on performance. This means that the higher the work discipline, the higher the performance. Therefore. Work discipline needs to be improved by referring to the following recommendations (Riskita, 2022) as follows: 1) Appreciate good work. The first way to increase employee motivation namely the price of good work. Recognition is an essential factor here. According to Bonusly, 70% of employees will increase their motivation and morale massively with increased recognition from superiors. Recognition of employee achievements should not just be a year-end bonus. It would help if you also said it in person. 2) Set small, measurable targets. Getting stuck in a routine can be demoralizing. Therefore, you need to set small targets to make work progress feel fun. 3). Set clear and achievable goals. Provides a real motivational boost every time employees conquer them. We can magnify this effect by taking the next step and celebrating the achievement. 4). Celebrate good results. The following way to increase employee motivation is to celebrate every good work result. This is important, especially if your team is successful on a project. This does not mean you have to give a standing ovation to every employee who manages to work on time. However, it is essential to let everyone know how much they contribute to moving the business forward. 5) Encourage teamwork. Teamwork is one way to increase employee motivation. It is a great feeling to know that some

coworkers support each other. When an employee's motivation dips, a fellow teammate encourages them to complete the next project.

**Competence has a significant positive effect on employee performance.**

The results of this study prove that work motivation has a significant positive effect on performance. This means that the higher the work discipline, the higher the performance. Therefore, work discipline needs to be improved so that the effect of work discipline on employee performance increases by referring to (Hazwarwanrto, 2023) as follows: 1). Identify competency needs. The first step in improving employee work competence is identifying company needs. After that, review the roles and responsibilities of each employee thoroughly. At this stage, you can discuss with the management team and direct supervisors to understand what skills and knowledge are needed to achieve company goals. It is essential to clearly understand the qualifications expected for each position in the organization. 2). Provide training and development programs. The following way to improve employee competence is to provide appropriate training and development programs. Training programs should be designed to cover technical knowledge and practical skills relevant to the employee's duties. In providing this training, provide training that suits individual needs and organizational goals. Because the competence of these employees is a long-term investment in increasing the company's success. 3). Provide learning facilities that employees need. Employee competence continues after completing the initial training. For employee competence to grow, also provide facilities for continuous learning, such as online courses, seminars, and workshops. 4). Job enrichment. The following way is to allow employees to assume greater responsibility. This additional responsibility can be in the form of increasing the complexity of the job or its quantity. 5) Provide mentoring and coaching. Mentoring and coaching programs are invaluable in helping employees develop personally and professionally. Collaborate with an experienced mentor or coach to provide employees guidance, support and feedback for competency development. 6). Create a supportive work environment. The work environment plays an important role in employee development. A pleasant work environment and adequate work facilities will make employees more focused. 7) Rotation. The following way that can be done to improve employee competence is to make work rotations. This can also help overcome employee boredom with the same routine. Thus, employee rotation is carried out by placing the employee in another unit or division with tasks similar to the previous one. This will help employees improve their competencies.

**Competence strengthens the influence of work discipline on employee performance.**

The results of this study prove that competence strengthens the influence of work discipline on employee performance. Therefore, competence needs to be improved by referring to (Ve-Cube, 2023) as follows: 1) Conduct identification and planning. Identify what employees need in terms of knowledge, skills and attitudes to match current and future job demands. After identifying needs, create a personal development plan for each employee. This plan should include training, self-directed learning, mentorship, and relevant work experience. 2) Create a training program. Provide formal training, seminars, workshops or courses relevant to the job's demands. Ensure that training materials are fit for improving employee competencies. 3) Provide mentorship and coaching. Provide opportunities for employees to learn from individuals with more experience in a particular field. In mentorship, mentors provide guidance, advice, and personal experiences to assist employees in career development and a deeper understanding of the work environment. 4) Job rotation. Allow employees to undergo job rotation. This helps them understand different aspects of the business and develop broader skills. Job rotation for employees has an essential significance in improving employees' competencies and perspectives. 5) Provide appreciation and promotion. Give appreciation and promotions to employees who have successfully improved their competencies. This can increase their motivation to continue learning and developing. Promotions recognize employees' achievements and commitment, encouraging them to innovate and contribute to the maximum. Promotions improve employees' social and financial status and expand their responsibilities and opportunities to participate in strategic decision-making. 6) Building solid teamwork. Building solid teamwork plays a crucial role in improving employee competencies. Close collaboration and mutual support between team members encourage the exchange of valuable knowledge, experience and skills. Through practical cooperation, employees can learn from each other, overcome challenges together and develop innovative solutions.

**Competence strengthens the influence of work motivation on employee performance.**

The results of this study prove that competence strengthens the influence of work motivation on employee performance. Therefore, competence needs to be improved so that the effect of work motivation on employee performance increases by referring to (Mumtaza 2023) as follows: 1) Identifying education and training needs. The first step in improving employee competence is identifying relevant education and training needs. This can be done through analyzing employees' tasks and roles, and involving supervisory and administrative officials to

determine the additional skills and knowledge needed to improve their performance. DJKN can design appropriate education and training programs to improve the required competencies by understanding these needs. 2) Formal education programs. One way to improve employee competencies is through formal education programs. DJKN cooperates with universities or other educational institutions to provide further education opportunities, such as undergraduate or postgraduate programs, in fields relevant to the duties of DJKN employees, such as the program that has been running so far and, at the same time, opening new programs with other educational institutions. By continuing formal education, employees can expand their knowledge and skills and gain a deeper understanding of the principles of state financial management. 3) On-the-job training. In addition to formal education, on-the-job training is essential in developing employee competencies. On-the-job training involves hands-on learning in the workplace through specific projects or tasks designed to improve employees' skills and knowledge. DJKN can provide task rotation programs or special assignments that allow employees to develop a broader understanding of various aspects of state property management. 4) Specialized technical and skills training. Specialized technical and skills training is appropriate to the duties and responsibilities of employees. For example, employees responsible for asset management need to be equipped with in-depth knowledge of asset valuation, investment and risk management. Meanwhile, employees involved in debt management need to have a strong understanding of financial instruments and credit analysis. By providing relevant and ongoing training, DJKN can ensure its employees have the necessary skills to carry out their duties effectively. 5) Leadership and managerial training. Not only technical skills, leadership and managerial training to employees with managerial or leadership roles. This training can help them develop leadership, communication, decision-making, and team management skills. DJKN can improve overall organizational effectiveness and create a dynamic and collaborative work environment by having employees with good management skills. 6) Evaluation and feedback. Regular performance evaluations and feedback are also important in improving employee competencies. Through performance evaluation, it is possible to identify employees' strengths and weaknesses and areas for improvement. Constructive and targeted feedback can help employees continue developing themselves and improving their competencies. DJKN could adopt a continuous development approach that involves regular evaluations, personal development goals, and mentorship to support employees' professional growth.

## CONCLUSION

The research results concluded that: 1) Work discipline significantly positively affects competence. This means that the higher the work discipline, the higher the competence. 2) Work motivation has a significant positive effect on competence. This means that the higher the work motivation, the higher the competence. 3) Work discipline has a significant positive effect on employee performance, meaning that the higher the work discipline, the higher the performance. 4) Work motivation has a significant positive effect on employee performance, that is, the higher the work motivation, the higher the performance; 5) Competence has a significant positive effect on employee performance, that is, the higher the competence, the higher the performance 6) Work discipline has a significant positive effect on employee performance through competence, that is, competence can increase the influence of work discipline on employee performance. 7) Work motivation significantly positively affects employee performance through competence. This means that competence can increase the influence of work motivation on employee performance.

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