The Influence of Discipline and Competence on Employee Performance with Motivation as an Intervening Variable in the Organizational Bureau of the Jambi Provincial Secretariat

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Abstract: This study aims to analyze the influence of Discipline and Competence on Employee Performance with Motivation as an Intervening Variable in the Organizational Bureau of the Jambi Provincial Secretariat. The method used in this study is a descriptive verification and quantitative method. This study was conducted at the Organizational Bureau of the Jambi Provincial Secretariat with a sample of 61 people. This study uses SPSS 26.0 analysis tools. Descriptively, work discipline, competence, motivation and employee performance are perceived to have been going well. Based on the results of the analysis using SPSS 26.0 software that Discipline has a significant and positive effect on motivation, Competence has a significant and positive effect on motivation, Discipline has a significant effect on employee performance, Competence has a positive and significant effect on employee performance, motivation has a positive and significant effect on employee performance, Discipline has a positive and significant effect on employee performance through work motivation and Competence has a significant and positive effect on employee performance through motivation in the Organizational Bureau of the Jambi Provincial Secretariat.

Keywords: Discipline, Competence, Motivation, Employee Performance

INTRODUCTION

Human resources are a vital asset for an organization, as employee quality significantly determines the success of achieving goals. Employees with high competency, good work discipline, and strong motivation will contribute significantly to improving organizational performance (Mangkunegara, 2017). In the context of government bureaucracy, improving employee performance is key to providing effective, efficient, and accountable public services (Sedarmayanti, 2016).

Employee competency encompasses not only technical skills but also managerial abilities, work attitudes, and values aligned with organizational demands. Spencer & Spencer (1993) explain that competency is a fundamental characteristic that influences how a person behaves in various work situations. With adequate competency, employees can perform to expected standards and drive improved organizational performance (Wibowo, 2016).

Besides competence, work discipline is also a crucial factor in determining an organization's success. Good discipline reflects adherence to rules, responsibility, and commitment to completing work (Hasibuan, 2019). According to Rivai (2014), employee discipline is a reflection of a healthy organizational culture. Organizations with high levels of discipline tend to be able to maintain employee productivity and achieve set targets.

Work motivation is equally important as a driver of employee behavior. Herzberg (1996) suggested that motivation consists of intrinsic factors such as rewards and achievement, as well as extrinsic factors such as salary and working conditions. Strong motivation can increase work enthusiasm, thus positively impacting employee performance (Robbins & Judge, 2017). This aligns with research findings that work motivation significantly influences employee productivity and work quality (Sutrisno, 2019).

In the context of the Jambi Provincial Secretariat Organization Bureau, the challenge of improving employee performance is not only related to competency aspects, but also concerns discipline and work motivation, which are often influenced by internal and external factors. Therefore, research on the influence of discipline, competence, and motivation on employee performance in the regional bureaucracy is very important, because it can provide a clear picture of the factors that need to be improved in order to realize higher-quality public services (Siagian, 2018).

This research has high relevance, both theoretically and practically. From a theoretical perspective, this research contributes to enriching the study of human resource management (HRM), particularly regarding the relationship between discipline, competence, motivation, and performance. As explained by Hasibuan (2019), human resource management is a key factor in increasing organizational effectiveness. Therefore, the results of this study are expected to strengthen previous theories regarding the determinants of employee performance in the public sector.

Practically, this research is relevant to local government efforts to improve the quality of public services. In the context of regional bureaucracy, disciplined, competent, and motivated employees will be able to perform more optimally, thus directly impacting the effectiveness of government policy implementation (Sedarmayanti, 2016). The relevance of this research is further strengthened because bureaucratic performance is often in the public spotlight, making improving employee discipline and competence a pressing need to realize good governance (Dwiyanto, 2015).

Furthermore, this research is also relevant to the current situation, where imbalances in work discipline, low employee participation in competency-building training, and work motivation issues continue to be found, all of which impact organizational performance. This research provides a clear picture of the factors that need to be addressed to improve employee performance at the Jambi Provincial Secretariat's Organizational Bureau. This finding aligns with Mangkunegara's (2017) assertion that employee performance is influenced by ability, motivation, and work discipline.

Thus, this research is not only relevant in the academic realm as a development of science, but is also practically relevant for policy makers in the local government environment, especially in formulating strategies to improve the performance of state civil servants.

METHOD

This study uses a quantitative approach with descriptive and verification research types. According to Sugiyono (2017), quantitative research is a research method based on the philosophy of positivism used to examine a specific population or sample, with the aim of testing a predetermined hypothesis. The quantitative approach was chosen because this study aims to determine the effect of discipline and competence on employee performance through motivation as an intervening variable in the Organizational Bureau of the Jambi Provincial Secretariat.

This research was conducted at the Organizational Bureau of the Jambi Provincial Secretariat, with a population of 61 State Civil Apparatus (SCA). Due to the relatively small population, the sampling technique used the census method, where the entire population was used as the research sample. According to Riduwan (2012), the census method is used when the population is relatively small so that all members of the population can be studied. Thus, this research is expected to provide a more accurate picture of the variables studied.

The data used consisted of primary and secondary data. Primary data were obtained by distributing questionnaires to all respondents. These questionnaires were structured based on indicators of employee discipline, competence, motivation, and performance. According to Umar (2012), a questionnaire is a data collection technique that involves providing respondents with a list of questions to obtain information relevant to the research problem. Secondary data were obtained from internal documents of the Jambi Provincial Secretariat's Organizational Bureau and related literature, such as books, journals, and previous research reports.

Data analysis was conducted using path analysis, which is used to determine the direct and indirect influence of independent variables on dependent variables through intervening variables. Ferdinand (2014) stated that path analysis is very suitable for testing complex cause-and-effect relationships between variables in a research model. By using this analysis, researchers can determine the extent to which discipline and competence influence motivation and its impact on employee performance at the Jambi Provincial Secretariat's Organizational Bureau.

RESULTS AND DISCUSSION
Respondent Characteristics

The respondents in this study were 61 employees at the Organizational Bureau of the Jambi Provincial Secretariat. Based on the questionnaire distribution, respondent characteristics were obtained, which served as a basis for interpreting the research data. The characteristics of the respondents in this study are presented in the following table:

Table 1. Respondent Characteristics

No	Respondent Characteristics	Frequency	Percentage (%)
Gender			
1	Man	32	52,73
2	Woman	29	47,27
Age Group (Years)			
1	21 – 30	12	19,67
2	31 – 40	23	37,30
3	41 – 50	17	27,87
4	> 51	9	14,75
Education			
1	High School	4	6,56
2	Diploma	23	37,7
3	Bachelor's Degree	28	45,9
4	Master's Degree	6	9,84
Years of service (Years)			
1	5 – 10	21	34,43
2	11 – 15	18	29,51
3	16 – 20	14	22,95
4	> 20	8	13,11

Source: Primary Data Processing, 2025

Description of Research Variables

Descriptive statistics of the research variables were used to determine the extent to which the indicators used as statement items for each variable used in this study, namely Discipline, Competence, Motivation and Employee Performance at the Jambi Provincial Secretariat

Organization Bureau using a Likert scale. The activities in this data analysis include grouping data, tabulating data, presenting data for each variable studied, performing calculations to answer the problem formulation, and performing calculations to test the proposed hypothesis. Furthermore, the description of the variables observed in the study is summarized in the following table.

Table 2. Description of Research Variables

No	Variable	Item	Score	Range	Information
1	Discipline	8	2.010	1.659,2–2.049,5	Tall
2	Competence	6	1.517	1.244,4 – 1.537,1	Tall
3	Motivation	9	2.281	1.866,6 – 2.305,7	Tall
4	Employee Performance	10	2.497	2.074 – 2.562	Tall

Source: Questionnaire Processing Results, 2025

Path Analysis Results

Path analysis is used to determine the extent of the direct and indirect relationship and influence between independent (exogenous) variables and dependent (endogenous) variables. Path analysis is an extension of the regression equation. The path analysis model is based on a theoretically sound quality relationship. This development aims to establish the causality to be tested and expressed in equation form before conducting the path analysis. The model is designed based on concepts and theory. The results of the path analysis in this study are presented in Figure 1 below.
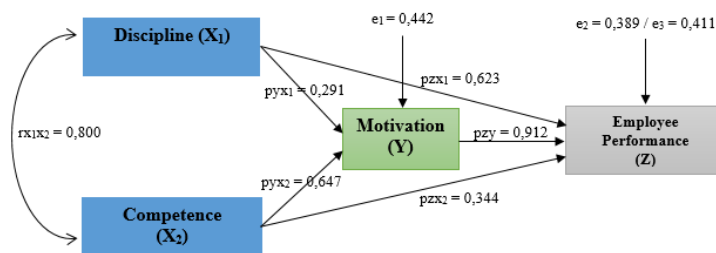

Figure 1. Causality Relationship Path Coefficient Analysis

The path analysis in this study consists of three substructures, each of which addresses each hypothesis. The results of the path analysis for each structure will be described in detail below.

a. Structural Path Analysis 1

The single structural path analysis in this study was used to examine the direct and indirect influence of Discipline (X_1) and Competence (X_2) on Motivation (Y). The results of the single structural path analysis in this study are presented in the following table.

Table 3. Direct and Indirect Effects of Discipline and Competence on Motivation

Variable	Influence			Sub-Total	Total Influence
	Direct	Indirect			
		X_1	X_2		
Discipline	8,46%		15,06%	15,06%	23,52%
Competence	41,86%	15,06%		15,06%	56,92%
The magnitude of the influence of X1 and X2 on Y					80,44%
Other Factors					19,56%

Source: Processed data, 2025

The direct influence of Discipline (X_1) on Motivation (Y) has a positive value of 8.46%, as well as for the indirect influence which has a positive value of 15.06% so that the total

influence is 23.52%, this shows that Discipline directly and indirectly has a positive influence on Motivation, Where the indirect influence has a greater value than the value of the direct influence. This explains that the better the Discipline, the better the employee's motivation will be in carrying out their work.

a) The direct influence of Competence (X_2) on motivation (Y) has a positive value of 41.86%, as well as for the indirect influence which has a positive value of 15.06% so that the total influence is 56.92%, this shows that Competence directly and indirectly has a positive influence on Motivation, Where the direct influence has a greater value than the value of the indirect influence. This explains that the better the Competence that the organization has, the better the employee's motivation will be in carrying out their work.

b) The direct and indirect influence of Discipline (X_1) and Competence (X_2) on Motivation (Y) is 80.44%, where this figure explains that Discipline and Competence contribute to Motivation by 80.44%, while the remaining 19.6% is influenced by other factors not included in this structural model. This value also explains the R Square value in the following Determination Coefficient.

Table 4. Coefficient of Determination of Discipline and Competence on Motivation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.897ᵃ	.804	.797	2.507

    a. Predictors: (Constant), Competence, Discipline
    b. Dependent Variable: Motivation

b. Structural Path Analysis 2

The two-way structural path analysis in this study was used to examine the direct and indirect influence of Discipline (X_1) and Competence (X_2) on Employee Performance (Z). The results of the two-way structural path analysis in this study are presented in the following table.

Table 5. Direct and Indirect Effects of Discipline and Competence on Employee Performance

Variable	Influence			Sub-Total	Total Influence
	Direct	Indirect			
		X_1	X_2		
Discipline	38,81%		17,14%	17,14%	55,95%
Competence	11,83%	17,14%		17,14%	28,97%
The magnitude of the influence of X1 and X2 on Z					84,92%
Other Factors					15,08%

Source: Processed data, 2025.

a) The direct influence of Discipline (X_1) on Employee Performance (Z) has a positive value of 38.81%, as well as for the indirect influence which has a positive value of 17.14% so that the total influence is 55.95%, this shows that Discipline directly and indirectly has a positive influence on Employee Performance, where the direct influence has a greater value than the value of the indirect influence. This explains that the better the Discipline an Employee has, the higher the Employee's Performance will be in carrying out their work.

b) The direct influence of Competence (X_2) on Employee Performance (Z) has a positive value of 11.83%, as well as for the indirect influence which has a positive value of 17.14% so that the total influence is 28.97%, this shows that Competence directly and indirectly has a positive influence on Employee Performance, Where the direct influence has a smaller value than the value of the indirect influence. This explains that the better the Competence an employee has, the higher the Employee's Performance will be in carrying out his work.

c) The total direct and indirect influence of Discipline (X_1) and Competence (X_2) on Employee Performance (Z) is 84.92%, where this figure explains that Discipline and Competence contribute to Employee Performance by 84.92%. While the remaining 15.1%

is influenced by other factors not included in this two structural models. This value also explains the R Square value in the following determination coefficient.

Table 6. Coefficient of Determination of Discipline and Competence on Employee Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.922[a]	.849	.844	2.612

a. Predictors: (Constant), Competence, Discipline
b. Dependent Variable: Employee Performance

c. Structural Path Analysis 3

The third sub-structure path analysis in this study aims to answer the fourth research objective, namely to determine the influence of Motivation (Y) on Employee Performance (Z). Based on the calculation process, the following results were obtained:

a) From the calculation process above, the direct influence of Motivation (Y) on Employee Performance (Z) was 83.17%, this shows that Motivation directly influences employee Performance. This explains that if employees have good Motivation in carrying out their main tasks and functions, then the employee will be able to provide high Performance to their organization.

d. Structural Path Analysis 4.

The fourth sub-structure path analysis in this study is to answer the fifth research objective, namely to determine the influence of Discipline (X1), Competence (X2) through Motivation (Y) on Employee Performance (Z).

a) The calculation of Discipline on Employee Performance through Motivation has a direct influence of 38.81%, and an indirect influence of 16.53%. The overall influence is 55.34%, which explains that Discipline through Motivation contributes to Employee Performance.

b) Calculation of Competence on Employee Performance through Motivation, the direct influence is 11.83%, and the indirect influence is 20.20% and the total influence is 32.12% where this figure explains that Discipline through Motivation contributes to employee performance.

c) The calculation of Discipline and Competence through Motivation is 50.64%, the indirect influence is 36.82%, and the overall influence is 87.46%. Thus, the Discipline and Competence variables influence employee performance through Motivation.

Hypothesis Testing Results

Based on the results of data analysis from the three analysis structures carried out, they are summarized in the following table.

Table 7. SPSS Output of Three Sub Structures.

Hypothesis	t	F	Sig.	Decision
X1,X2 – Y	-	118,888	0,000	Accepted
X1 – Y	3,002	-	0,004	Accepted
X2 – Y	6,675	-	0,000	Accepted
X1,X2 – Z	-	163,677	0.000	Accepted
X1 – Z	7,342	-	0.000	Accepted
X2 – Z	4,049	-	0.000	Accepted
Y – Z	17,045	-	0.000	Accepted

Source: Data processed from SPSS 26.0 for Windows output

In theory, the hypothesis is simultaneously carried out through the F test (simultaneous) with the decision-making criteria if the calculated F value obtained > F table, then the hypothesis is accepted, which means there is an influence of the independent variables

observed together on the dependent variable. Or it can also be seen from the significance value. If Sig < 0.05 (5%), then the hypothesis is accepted, conversely if Sig > 0.05 (5%), then the hypothesis is rejected, which means there is no influence of the independent variables observed together on the dependent variable (Ghozali, 2017).

Meanwhile, partial testing is carried out through a t-test (partial) with the decision-making criteria if the calculated t value obtained is > ttable, then the hypothesis is accepted, which means there is an influence of the independent variable observed partially on the dependent variable. Or it can also be seen from its significance value. If Sig < 0.05 (5%), then the hypothesis is accepted, conversely if Sig > 0.05 (5%), then the hypothesis is rejected, which means there is no influence of the independent variable observed partially on the dependent variable (Ghozali, 2017).

Based on the results of the hypothesis testing conducted on the three structures as shown in Table 3 above, it appears that all independent variables' influence on the dependent variable has a Sig value <5% (0.05). Based on these results, it can be concluded that all hypotheses are accepted. This means that there is a significant influence of discipline and competence on employee performance, both directly and indirectly through motivation.

Discussion

The results of the study indicate that work discipline significantly influences the performance of employees at the Jambi Provincial Secretariat's Organizational Bureau, both directly and through work motivation. This aligns with Rivai's (2014) opinion, which states that discipline is a managerial tool to encourage employees to comply with organizational rules and work consistently. Disciplined employees who arrive on time, comply with regulations, and work according to procedures are more likely to increase their work productivity (Sutrisno, 2019). Mulyadi's (2020) research also demonstrates that work discipline positively influences the performance of civil servants in various government agencies.

In addition to discipline, employee competence has also been shown to significantly influence performance, both directly and through motivation. Competence encompasses the knowledge, skills, and attitudes necessary to perform work professionally (Spencer & Spencer, 1993). Wibowo (2016) emphasized that employee competence will increase competitiveness and become one of the main requirements for job promotion. Empirically, research conducted by Lianasari & Ahmadi (2022) and Mardiana (2021) demonstrates that competence significantly influences employee performance in the public sector, meaning that the higher an employee's competence, the better the quality of work produced.

The findings of this study also confirm that work motivation acts as a mediating variable between discipline and competence on performance. This aligns with Herzberg's (1996) motivation theory, which states that intrinsic factors (achievement, rewards, recognition) and extrinsic factors (salary, working conditions, organizational policies) can influence employee work behavior. Robbins & Judge (2017) add that motivation is a psychological force that directs an individual to strive to achieve a goal. Research by Agustine Pariesti (2022) also shows that motivation has a positive and significant effect on the performance of local government employees.

Conceptually, the relationship between discipline, competence, motivation, and performance can be explained through a human resource management (HRM) approach. According to Hasibuan (2019), HRM is the science that regulates the role of the workforce to ensure effectiveness and efficiency in achieving organizational goals. Therefore, discipline and competence are crucial factors in increasing employee motivation, ultimately driving optimal performance. This also aligns with the path-goal theory proposed by House (1971), which states that leader behavior and individual factors (such as discipline and competence) influence motivation, which in turn impacts work outcomes.

The results of this study reinforce previous empirical studies that discipline, competence, and motivation are important determinants of employee performance. For example, Dwiyanto's (2015) research found that the success of bureaucratic reform in Indonesia is largely determined by the quality of disciplined and competent civil servants. Meanwhile, Sedarmayanti's (2016) research emphasized that civil servant work motivation needs to be continuously improved so that bureaucratic performance can meet the increasingly complex demands of public service.

Thus, this discussion confirms that improving employee performance in the Organizational Bureau of the Jambi Provincial Secretariat can only be achieved if discipline, competence, and motivation are managed simultaneously. The combination of these three factors will produce professional, productive employees capable of optimally contributing to effective, efficient, and accountable governance.

CONCLUSION

Based on the results of research conducted at the Organizational Bureau of the Jambi Provincial Secretariat, it can be concluded that work discipline has been proven to have a positive and significant influence on employee performance, both directly and through motivation. This indicates that employees who are disciplined in obeying rules, arriving on time, and carrying out their duties responsibly will be able to demonstrate more optimal performance. Furthermore, employee competence also plays a crucial role in improving performance. Employees who possess professional knowledge, skills, and attitudes will more easily adapt to job demands, resulting in more effective and productive work results.

This study also confirms that work motivation plays a mediating role in the relationship between discipline and competence on employee performance. In other words, the influence of discipline and competence will be maximized if employees are highly motivated, both intrinsically and extrinsically. Overall, this study demonstrates that human resource management that integrates discipline, competence, and motivation is a key factor in improving employee performance, thereby achieving organizational goals effectively and efficiently.

Although this study makes an important contribution to the development of human resource management studies, several limitations should be noted. First, the study was conducted only on 61 employees of the Jambi Provincial Secretariat's Organizational Bureau, thus the results cannot be generalized to other government agencies. Second, the variables used in this study were limited to employee discipline, competence, motivation, and performance. Other factors, such as organizational culture, leadership, job satisfaction, and the work environment, also have significant potential to influence performance but were not further investigated. Third, this study used a cross-sectional method, where data was only collected over a single period. This makes the study unable to capture the dynamics of changes in employee discipline, competence, motivation, and performance over the long term. Furthermore, the questionnaire used in the research instrument relies heavily on respondents' honesty, thus potentially introducing subjective bias into the assessment.

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