

THE INFLUENCE OF COMPETENCE, MOTIVATION, AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE AT THE MOJOKERTO BRANCH OF PERUM BULOG

Devi Dwi Anggraeni ^{1*}, Budi Prabowo ²

¹ Universitas Pembangunan Nasional “Veteran” Jawa Timur, Surabaya, depidwianggraeni@gmail.com

² Universitas Pembangunan Nasional “Veteran” Jawa Timur, Surabaya, bprabowo621@gmail.com

Corresponding Author Email: depidwianggraeni@gmail.com

<https://doi.org/10.18280/ijseb.xxxxxx>

ABSTRACT

Received : 4 Januari 2025
Accepted : 20 Februari 2025
Published : 30 Maret 2025

Keywords:

Human Resource Management, Competence, Motivation, Discipline, Employee Performance.

This research examined the relationships between three independent variables—employee competence (X1), employee motivation (X2), and work discipline (X3)—and their impact on employee performance (Y) at the Mojokerto Branch Office of Perum Bulog. The research design employed an associative quantitative approach to analyze variable correlations. Using probability sampling methods, 34 employees were selected from the total workforce at the Mojokerto Branch. Data analysis was performed using multiple linear regression techniques through SPSS version 27. The statistical analysis yielded several key findings. The combined effect of all three independent variables demonstrated significant influence on employee performance, with a statistical value of 4.949. Individual variable analysis revealed that employee competence (X1) significantly impacted performance (value: 2.368), while employee motivation (X2) showed no significant effect (value: 0.937). Work discipline (X3) emerged as a strong individual predictor of employee performance, yielding a statistical value of 2.670. All analyses were conducted using SPSS 27 to ensure statistical validity and reliability.

INTRODUCTION

Employees are a valuable resource in any organization. Personnel serve not merely as workforce components, but function as intellectual resources possessing distinctive capabilities, expertise, and knowledge bases. This human potential, when properly cultivated, can deliver substantial value to organizational achievement. In today's dynamic environment, high-caliber human resources have become critical for maintaining competitive advantage and addressing evolving challenges and possibilities.

In the current globalized landscape, organizations across both government and private sectors must continuously enhance their operational effectiveness to maintain viability and competitiveness. The

performance level of employees represents a crucial determinant of organizational success. This makes performance management and enhancement initiatives particularly vital for State-Owned Enterprises (SOEs), given their strategic importance in national development. Perum BULOG, as an SOE, holds a crucial position in Indonesia's food security framework. Its mandate to ensure nationwide food accessibility makes the performance of its workforce, including those at the Mojokerto Branch, essential to fulfilling its institutional responsibilities. Performance metrics, defined as individual work outputs based on assigned responsibilities and measured against quantitative and qualitative standards, serve as indicators of both individual and institutional success.

Existing research literature indicates positive correlations between employee performance and factors such as competency levels, motivational aspects, and workplace discipline. However, limited research has specifically examined these relationships within Perum BULOG's context. For a state enterprise charged with maintaining national food security, understanding these performance influences becomes particularly crucial for organizational optimization. This understanding enables management, particularly at senior levels, to implement targeted improvements in human resource development at Perum BULOG.

The research by Werda and Prabowo (2024) confirms competence, motivation, and work discipline positively impact employee performance at Bank BPR East Java Pasuruan Branch. The study recommends enhancing employee development, workplace conditions, and motivation to improve productivity.

This research initiative aims to develop comprehensive insights into the performance determinants affecting employees at Perum BULOG's Mojokerto branch. The findings are intended to support organizational enhancement efforts and contribute to the broader improvement of SOE performance standards.

LITERATURE REVIEW

Competence

Competence is defined as an ability, followed by knowledge, skills and attitudes that are highly integrated and part of a person. This ability enables individuals to perform their tasks and duties efficiently and in accordance with specified standards. In the work context, competence is not only about technical skills, but also about the ability to apply knowledge and skills in real work situations. Competence is seen as an important attribute that can be a measure of a person's performance in a job.

Research by W. Enny (2019) describes competence as encompassing all individual attributes, including knowledge, skills, and personal characteristics, that enable task execution based on accumulated expertise and experience. Building on this, Rahadi (2021) defines competence as the combination of knowledge, capabilities, skills, and behavioral patterns that employees utilize in their work functions, serving as a critical link between individual performance and organizational strategic objectives.

Motivation

The concept of motivation encompasses both internal and external forces that propel individuals toward specific objectives and actions. This motivational force emerges from the complex interplay of various needs, aspirations, and anticipated outcomes, generating positive momentum that drives individuals toward desired performance levels. Within organizational settings, motivation represents a crucial element affecting employee productivity and task fulfillment. Rather than being a straightforward desire, motivation manifests as an intricate psychological mechanism incorporating cognitive elements, emotional factors, and behavioral components.

According to (Astuti, 2020), motivation, i.e. a drive, involves a level of human moral process to achieve the desired goal, with elements such as: Arousing enthusiasm, Directing action, Sustaining effort, Being sustained and Focusing on achieving specific goals.

Work Discipline

Work discipline is the individual's ability to work seriously, obey and carry out organizational procedures in a straightforward and considerate manner. This discipline focuses on work habits, procedures for completing tasks, instructions from supervisors, and other organizational policies and procedures. (Maskur, 2024) describes that the aspects of work discipline begin with the presence of rules and regulations, the imposition of sanctions, training and coaching by individuals who wield power, and changes in mental attitude and morale.

Employee Performance

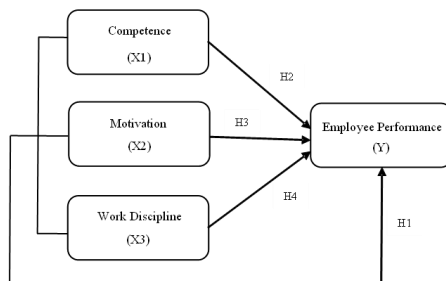
According to Budiyanto and Mochklas (2020), employee performance is defined by specific criteria established for particular job roles. Performance encompasses a worker's ability to fulfill assigned responsibilities. As noted by Chairunnisah et al. (2021), performance can be understood as individual work achievements measured through both quantitative and qualitative metrics against predetermined expectations.

Framework

Based on established theoretical foundations, this study proposes a research framework to investigate how Competence (X1), Motivation (X2), and Work Discipline (X3) collectively influence Employee Performance (Y) at Perum Bulog's Mojokerto Branch. The research additionally

examines the distinct relationship between each independent variable and employee performance, assessing how Competence (X1), Motivation (X2), and Work Discipline (X3) independently affect Employee Performance (Y) within the operational context of the Mojokerto Branch of Perum Bulog.

Figure 1. Framework



METHOD

This study employs a quantitative associative approach to examine relationships between variables. The research aims to analyze the connections between several independent variables (work discipline, motivation, and skills) and a dependent variable (employee performance) at the Mojokerto branch of Perum Bulog. The study utilizes statistical analysis to process numerical data collected from respondents.

Using a total population sampling method, the research includes all 34 employees at the Perum Bulog Mojokerto branch as participants. This comprehensive sampling approach ensures that the entire workforce of the branch is represented in the study, eliminating any potential sampling bias.

RESULT

Validity Test

The study employed multiple statistical tests to ensure data quality and analytical robustness. A validity test was conducted using SPSS 27 to verify whether the questionnaire items appropriately measured the intended variables. The validation process used a 5% significance level, with items considered valid when their correlation value (rcount) exceeded the rtable value of 0.349 (calculated with $df = 32$).

Validity testing of all indicators, across both independent and dependent variables, yielded positive results. The validity is confirmed by correlation values that exceeded the required rtable thresholds,

demonstrating that all variables in the study meet the validity criteria.

Reability Test

The research employed several statistical tests to ensure data quality and analytical rigor. The reliability assessment utilized Cronbach's alpha technique with SPSS 27 software, setting a threshold value of 0.60.

Table 1. Reliability Test

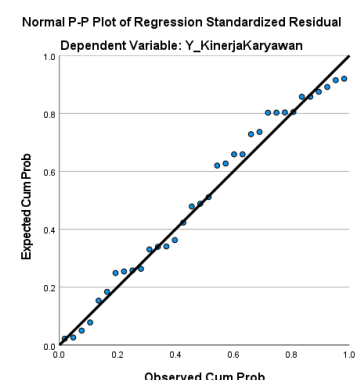
Variable	Cronbach's alpha	Description
Competence (X1)	0,672	reliable.
Motivation (X2)	0,834	reliable.
Work Discipline (X3)	0,918	reliable.
Employee Performance (Y)	0,946	reliable.

This test evaluates measurement consistency by confirming that repeated measurements using the same instrument produce stable results. All study variables - competence (X1), work motivation (X2), work discipline (X3), and employee performance (Y) - demonstrated reliability by exceeding the 0.60 threshold.

Normality Test

For the normality assessment, researchers examined whether the data followed a normal distribution pattern, which is crucial for ensuring the validity and reliability of regression analysis and other statistical methods. The analysis revealed that distribution values clustered appropriately along the diagonal line without significant scatter, confirming the data met normality assumptions.

Figure 2. Normality Test



The scatterplot demonstrates that the data points closely follow the diagonal line with minimal deviation from the linear pattern. This distribution pattern indicates that the data satisfies the normality assumption requirements for statistical analysis.

Multicollinearity Test

The multicollinearity test examined whether independent variables showed strong linear relationships, which could compromise the accuracy of regression results. This assessment used the Variance Inflation Factor (VIF), where values exceeding 10 would indicate problematic multicollinearity.

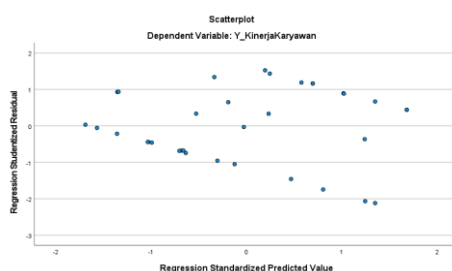
Table 2. Multicollinearity Test

Variable	Tolerance	VIF	Description
X1	0,990	1,010	No Multicollinearity
X2	0,999	1,001	No Multicollinearity
X3	0,991	1,009	No Multicollinearity

Heteroscedasticity Test

The heteroscedasticity test evaluated the variance patterns of residuals across observations in the regression model. This analysis looks for specific distribution patterns - regular point spreading indicates heteroscedasticity, while irregular spreading suggests its absence.

Figure 3. Heteroscedasticity Test



can be seen in the graph above that the dots spread regularly, it can be concluded that “dots spread regularly” so that heteroscedasticity occurs.

Autocorrelation Test

The autocorrelation test evaluates whether residual values in a regression model exhibit systematic patterns across time periods, both past and future. The presence of autocorrelation indicates that residuals are not independent and random, which can compromise model accuracy and predictive performance. The Durbin-Watson test is a widely

employed statistical method for detecting such autocorrelation patterns.

Table 3. Autocorrelation Test

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.575 ^a	.331	.264	1.893	2.106

a. Predictors: (Constant), X3_DisiplinKerja, X2_Motivasi, X1_Kompetensi
b. Dependent Variable: Y_KinerjaKaryawan

This will produce a result:

$$\text{Result} = \text{Du} < \text{DW} < 4 - \text{dL}$$

$$= 1,651 < 2.106 < 2,730$$

This leads to the conclusion that there is “no autocorrelation” in this autocorrelation test.

Multiple Linier Regression Analysis Test

The study's multiple linear regression analysis, conducted using SPSS 27, revealed something interesting about how well our chosen factors explain employee performance :

Table 4. Multiple Linier Regression Analysis Test

Model		Unstandardized Coefficients		Standardized Coefficients		t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta				Tolerance	VIF
1	(Constant)	.006	5.911			.001	.999		
	X1_Kompetensi	.421	.178	.355	2.368	.025	.990	.990	1.010
	X2_Motivasi	.138	.148	.140	.937	.356	.999	.999	1.001
	X3_DisiplinKerja	.437	.164	.401	2.670	.012	.991	.991	1.009

The statistical analysis yielded a regression equation that shows how different workplace factors influence employee performance:

$$Y = 0.006 + 0.421X1 + 0.138X2 + 0.437X3$$

Let's break this down to understand what each component means. The constant value of 0.006 represents a baseline - it tells us that even without any influence from our measured variables, there's a small positive foundation for employee performance. Think of it as the natural starting point from which performance can grow.

Looking at the individual coefficients, we can see how each factor contributes to performance. The competence coefficient (β_1) of 0.421 indicates that when we improve employee competence by one unit, performance increases by 0.421 units. This is a substantial effect, suggesting that investments in employee skill development could yield meaningful returns.

Work motivation (β_2) shows a smaller coefficient of 0.138, meaning that a one-unit increase in motivation leads to a 0.138-unit increase in

performance. While positive, this smaller coefficient aligns with our earlier findings about motivation's relatively modest impact.

Work discipline (β_3) emerges as the strongest factor, with a coefficient of 0.437. This tells us that when work discipline improves by one unit, performance increases by 0.437 units - the largest individual effect among our variables.

Coefficient of Determination Test R^2

Table 5. Coefficient of Determination Test R^2

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.549 ^a	.301	.231	1.918

a. Predictors: (Constant), X3, X2, X1

b. Dependent Variable: Y

The r-square value of 0.301 tells us that competence, motivation, and work discipline together explain 30.1% of the variations in employee performance. To put this in perspective, imagine employee performance as a puzzle - our three factors help us complete about one-third of it. The remaining 69.9% represents other pieces we haven't captured in this model - perhaps factors like workplace environment, leadership style, or team dynamics.

F-Test

Table 6. F-Test

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	53.213	3	17.738	4.949	.007 ^b
	Residual	107.522	30	3.584		
	Total	160.735	33			

a. Dependent Variable: Y_KinerjaKaryawan

b. Predictors: (Constant), X3_DisiplinKerja, X2_Motivasi, X1_Kompetensi

The ANOVA analysis further supports these findings, showing a significance value of 0.007, well below the 0.05 threshold. This indicates that these factors, when working together, create a statistically significant impact on employee performance. Think of it like a well-orchestrated team - while each member has their individual contribution, their combined effect creates something even more powerful.

T-Test

Table 7. T-Test

Model		Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics		
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	.006	5.911		.001	.999		
	X1_Kompetensi	.421	.178	.355	2.368	.025	.990	1.010
	X2_Motivasi	.138	.148	.140	.937	.356	.999	1.001
	X3_DisiplinKerja	.437	.164	.401	2.670	.012	.991	1.009

The statistical analysis revealed distinct patterns in how different workplace factors affect employee performance. Let's examine each relationship carefully:

The statistical analysis of competence (X1) revealed a significant positive relationship with employee performance. This conclusion is supported by the T-count value of 2.368, which exceeded the T-table critical value of 2.042. Combined with a significance level of 0.025 (below the 0.05 threshold), these results provide strong evidence that employee competence is a key determinant of performance outcomes.

When examining motivation (X2), the results tell a different story. The calculated T-value (0.937) falls notably below the critical value (2.042), with a significance level (0.356) well above the 5% threshold. This statistical evidence suggests that, contrary to what might be expected, motivation alone does not significantly impact employee performance in this particular context.

Work discipline (X3) emerged as another significant factor, showing a strong relationship with employee performance. The calculated T-count (2.670) substantially exceeds the critical value (2.042), and the significance level (0.012) falls well within the 5% threshold. This indicates that disciplined work habits and adherence to workplace standards significantly influence performance outcomes.

Taking all these findings together, we can see an interesting pattern: while competence and work discipline demonstrate clear and significant relationships with employee performance, motivation appears to play a less crucial role. This suggests that at Perum Bulog Mojokerto Branch, focusing on developing employee competencies and maintaining strong disciplinary standards might be more effective strategies for improving performance than emphasizing motivational initiatives.

DISCUSSION

Simultaneous Effect of Competence (X1), Motivation (X2), and Work Discipline (X3) on Employee Performance (Y).

Analysis of the relationship between employee performance and its contributing factors at Perum Bulog Mojokerto Branch was conducted at two levels. The comprehensive F-test analysis demonstrated that competence (X1), motivation (X2), and work discipline (X3) jointly exert a significant impact on employee performance (Y). This conclusion is substantiated by the obtained F-count value of 4.949, which surpassed the F-table threshold of 2.91, with a significance value of 0.007. These results underscore the necessity of addressing all three variables in conjunction when formulating strategies for performance improvement.

Partial Effect of Competence (X1) on Employee Performance (Y)

When examining individual relationships through T-tests, the study revealed varying levels of influence among the independent variables. Competence (X1) demonstrated a significant positive relationship with employee performance, as evidenced by a T-count of 2.368 surpassing the critical T-table value of 2.042 (significance level 0.025). This confirms the second hypothesis (H2) and highlights the crucial role of employee competence in performance outcomes.

Partial Effect of Work Motivation (X2) on Employee Performance (Y).

In particular, work motivation (X2) provided unexpected results. With a T-count of 0.937 below the T table value of 2.042 (significance level of 0.356), motivation did not show a significant relationship with employee performance, leading to the rejection of H2. This suggests that motivation alone does not determine performance in this branch. Possible explanations include stronger contextual factors, uniform motivation levels among employees, unmeasured mediating variables, inadequate measurement tools, or temporary external interference affecting the motivation-performance relationship.

Partial Effect of Work Discipline (X3) on Employee Performance (Y)

Work discipline (X3), however, emerged as another significant factor influencing employee performance. The analysis yielded a T-count of 2.670, exceeding the critical value of 2.042 (significance level 0.012). This result supports the fourth hypothesis (H4) and underscores the importance of maintaining strong work discipline standards.

CONCLUSION

Analysis reveals that when examined collectively, competency, motivation, and work discipline demonstrate a significant correlation with employee performance at the Mojokerto branch of Perum Bulog. Individual factor analysis shows that competency positively and significantly affects employee performance, supporting the initial hypothesis. Interestingly, work motivation was found to have no substantial impact on performance metrics. Work discipline, however, emerged as a significant performance driver, potentially attributed to the organization's robust management frameworks for goal achievement.

The study's insights offer valuable contributions to human resource management theory and provide a foundation for future research in this domain. Furthermore, these findings have practical applications for organizations seeking to enhance their human capital management effectiveness.

References

- Astuti, R. Y. (2020). *Buku Manajemen Kinerja Suparyanto dan Rosad*. In *Suparyanto dan Rosad (2015 (Vol. 5, Issue 3)*.
- Budiyanto, E., & Mochklas, M. (2020). *Kinerja Karyawan Ditinjau dari Aspek Gaya Kepemimpinan Budaya Organisasi dan Motivasi Kerja*. In *Evaluasi Kinerja SDM*.
- Caissar, C., Hardiyana, A., Nurhadian, A. F., & Kadir, K. (2022). *Pengaruh Motivasi Kerja Dan Disiplin Kerja Terhadap Kinerja Karyawan*. *Acman: Accounting and Management Journal*, 2(1), 11–19. <https://doi.org/10.55208/aj.v2i1.27>
- Chairunnisah, R., KM, S., & Mataram, P. M. F. H. (2021). *Teori sumber daya manusia*. In *Kinerja Karyawan*.
- Diantara, L., & Arief, S. (2024). *The Role of Work Discipline as A Moderate in The Relationship*

Motivation, Competency and Workload on Employee Performance. ECo-Buss, 7(1), 768–783. <https://doi.org/10.32877/eb.v7i1.1623>

- Faradillasandi, J., & Dwiridotjahjono, J. (2023). *The Effect Of Compensation, Motivation And Work Discipline On Employee Performance At Soe Konveksi Jombang Company. Management Studies and Entrepreneurship Journal*, 4(3), 2023. <http://journal.yrpioku.com/index.php/msej>
- Khaeruman, Marnisasah, L., Idrus, S., Irawati, L., Farradia, Y., Erwantiningsih, E., Hartatik, Supatmin, Yuliana, Aisyah, N., Natan, N., Widayanto, mutinda teguh, & Ismawati. (2021). Meningkatkan Kinerja Sumber Daya Manusia Konsep & Studi Kasus. In *Bookchapter*.
- Kurniawan, D. A., & Sodikin, A. (2018). *The Effect of Competence and Motivation on Employee Performance Through Employees Capabilitieson PT. Binasinar Amity. International Journal of Research Science & Management*, 5(5), 48–60. <https://doi.org/10.5281/zenodo.1249804>
- Maskur, D. (2024). Disiplin Kerja : Tanggung Jawab, Reward, dan Punishment. In *Universitas Islam kalimantan* (Vol. 11, Issue 1). *_SISTEM_PEMBETUNGAN_TERPUSAT_ST RATEGI_MELESTARI*
- Muhajirin, A., Ali, H., Widyastuti, T., & Suroso, S. (2024). *Determination of Competency , Work Discipline and Motivation on Employee Performance at Universities in Indonesia*. 5(4), 862–871.
- Nurwin, K. J., & Frianto, A. (2021). *Pengaruh Kompetensi dan Motivasi terhadap Kinerja Karyawan Perusahaan Asuransi. Jurnal Ilmu Manajemen*, 9(3), 876–885. <https://doi.org/10.26740/jim.v9n3.p876-885>
- Nuzulia, A. (2021). *Stong Point Kinerja Karyawan. In Angewandte Chemie International Edition*, 6(11), 951–952.
- Rachman, Z. A., Bisnis, D. A., & Diponegoro, U. (2022). *Pengaruh Kompetensi Dan Motivasi Kerja Terhadap Pendahuluan Kerangka Teori Kinerja Kompetensi*. 10(4), 1408–1417.
- Rahadi, D. R. (2021). *Kompetensi Sumber Daya Manusia. In Angewandte Chemie International Edition*, 6(11), 951–952. (Issue 1991).
- Septiyanto, D., Marsudi, H., Ariadi, S., & Ana YuliPratiwi, A. Y. (2024). *the Influence of Competence, Work Motivation, and Work Dicipline on Employee Performance Study At the Grobogan District Office. International Conference of Business and Social Sciences*, 3(1), 715–723. <https://doi.org/10.24034/icobuss.v3i1.441>
- Sugiyono, 2019 : "*Metode Penelitian Kuantitatif*". Bandung : Alfabeta
- Sunarsi, D., Jasmani, J., Astuti, E., Jati, W., Maddinsyah, A., Effendy, A., Akbar, I., & Teriyan, A. (2021). *The Effect of Competence, Work Discipline and Motivation of Employee Performance in the General Secretariat of the Ministry of Trade Jakarta*. 5. <https://doi.org/10.4108/eai.17-7-2020.2303052>
- W Enny, M. (2019). *Manajemen Sumber Daya Manusia*. <http://eprints.ubhara.ac.id/424/31/Buku-MSDM-2019.pdf>
- Werda, P. A. A., & Prabowo, B. (2023). *Pengaruh Kompetensi, Motivasi, dan Disiplin Kerja terhadap Kinerja Karyawan Bank BPR Jawa Timur (Cabang Pasuruan). Al-Kharaj : Jurnal Ekonomi, Keuangan & Bisnis Syariah*, 6(2), 2295–2304. <https://doi.org/10.47467/alkharaj.v6i2.5209>
- Yuwanda, Allysa Edwina, R. H. N. (2021). *Pengaruh Motivasi, Disiplin Kerja Dan Kepuasan Kerja Terhadap Kinerja Karyawan Pada Pt. Surabaya Industrial Estate Rungkut. Angewandte Chemie International Edition*, 6(11), 951–952., 2013–2015.