



Influence Of Competence, Work Discipline, And Motivation On The Performance Of Employees In The Regional Revenue Service In Palembang City

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ABSTRACT

Purpose: this study aims to examine the influence of competence, work discipline, and motivation on the performance of employees at the Palembang City Regency Service. **Methodology:** The research employed a quantitative approach using a survey method. Data were collected from 100 employees through structured questionnaires and analyzed using multiple regression analysis to determine the relationship between independent variables (competence, work discipline, motivation) and the dependent variable (employee performance). **Results**The results indicate that competence, work discipline, and motivation significantly affect employee performance. Among these, motivation was found to have the strongest influence, followed by competence and work discipline. **Findings:** The study reveals that improving employee motivation, alongside enhancing competence and enforcing work discipline, can lead to better performance outcomes in the Palembang City Regency Service. **Novelty:** This research provides new empirical evidence on the combined effect of competence, work discipline, and motivation specifically within the context of local government services in Palembang City, an area with limited prior research on this topic. **Originality:** The originality of this paper lies in its focus on public sector employees in the Palembang City Regency Service, offering practical insights for local government management to optimize employee performance. **Conclusion:** Competence, work discipline, and motivation are critical determinants of employee performance. Strategies aimed at developing these factors should be prioritized to improve service delivery in the Palembang City Regency Service. **Type of Paper:** Identifies the type of manuscript submitted, such as a research article.

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INTRODUCTION

Employee performance is one of the main factors determining the success of an organization, including in local government services. In the era of globalization and increasingly fierce competition, improving employee performance is not only a demand but also a necessity for optimal public service delivery and public satisfaction. According to Stephen P. Robbins, employee performance is a crucial aspect of human resource management because it directly influences the achievement of organizational goals. Robbins emphasizes that employee performance reflects an individual's level

of effectiveness and efficiency in carrying out assigned tasks and responsibilities. Good performance not only increases organizational productivity but can also encourage innovation, job satisfaction, and improve the quality of services or products. (Robbins and Judge 2017).

Robbins states that employee performance is influenced by various factors, including competence, motivation, and work discipline. Therefore, organizations need to pay special attention to developing employee skills, creating a motivating work environment, and enforcing discipline to optimize employee performance. In the context of public services, such as in government agencies, good employee performance is vital to ensuring fast, accurate, and satisfactory service to the public..

Frederick Herzberg In his two-factor motivation theory, human resource performance plays a very important role in determining the quality of public services. Herzberg distinguish between motivator factors (factors that lead to job satisfaction) and hygiene factors (Alshmemri, Shahwan-Akl, and Maude 2017). Motivation that comes from intrinsic factors such as appreciation, recognition, responsibility, and opportunities for development will significantly improve employee performance. (Yustini Tien et al. 2022). In the context of public services, high human resource performance is the main key to providing effective, efficient and satisfying services to the community. (Herzberg 2001) emphasizes that if employee motivational needs are met, employees will be more motivated to work with full dedication and commitment, thus positively impacting the quality of service provided. Conversely, if hygiene factors such as working conditions and organizational policies are inadequate, this can lead to dissatisfaction that reduces performance and ultimately has a negative impact on public service. Therefore, to improve the quality of public service, organizations must pay attention to both aspects—ensuring hygiene factors are met and simultaneously optimizing motivating factors so that employees can perform optimally in serving the public.

In the context of local government, such as the Palembang City Regional Revenue Service, employee performance significantly influences the effectiveness and efficiency of public services provided.

Various internal factors influencing employee performance have been extensively researched, including competence, work discipline, and motivation. Employee competence relates to the abilities, knowledge, and skills they possess to effectively carry out their duties. (Saputra and Marlius 2023). Work discipline reflects the extent to which employees comply with applicable work rules and procedures, while motivation is related to internal encouragement that influences employee enthusiasm and commitment to work (Yustini et al. 2023). However, most previous research has focused on the influence of each factor individually or within the context of private organizations, thus underexploring the simultaneous influence of all three factors on employee performance in the local government sector, particularly in the Palembang City Regional Revenue Service.

Furthermore, there is a research gap regarding how the interaction between competence, work discipline, and motivation collectively influences employee performance in the context of public services in regions with their own characteristics and challenges. The research conducted (Yessy N 2024) and (Yustini and Sawalinah 2025), This study aims to analyze the influence of leadership, workload, work environment, and employee income allowances (TPP) on the performance of Civil Servants (ASN) at the Ogan Ilir District Health Office. The research design used was cross-sectional with a sample of 104 respondents selected by purposive sampling. Data were collected through questionnaires and analyzed using multiple linear regression tests to identify the influence of independent variables on the dependent variable. The results showed that partially, leadership had a significant effect on ASN performance ($p = 0.020$). Workload also had a significant effect on ASN performance ($p = 0.003$). The work environment contributed significantly to ASN performance ($p = 0.015$), as did TPP ($p = 0.017$). Simultaneously, the four independent variables, namely leadership, workload, work environment, and TPP, have a significant influence on ASN performance, which is indicated by the significance value of the F test of 0,000 ($p < 0,05$).

Further research was conducted (Yessy N 2024) indicate that partially competence has a negative and significant effect on employee performance, while motivation, facilities and

infrastructure have a significant positive effect on performance. Simultaneously, the variables of competence, motivation, facilities and infrastructure have a positive and significant effect on the performance of DMPTSP employees. Therefore, this study attempts to fill this gap by comprehensively examining the influence of competence, work discipline, and motivation on employee performance at the Palembang Regency Government Service. The results are expected to provide theoretical contributions as well as practical recommendations for local government management in improving employee performance for better public service.

METHOD

This research was conducted at the Palembang City Regional Revenue Office, located in Palembang, South Sumatra, Indonesia. Data collection took place from March to May 2025. This study used a quantitative research approach with a correlational design. The aim was to examine the effect of independent variables (competence, work discipline, and motivation) on the dependent variable (employee performance). The variables in this study consisted of Independent variables, namely Competence (Kt), Work Discipline (Ds), Motivation (Ms). Dependent Variable: Employee Performance (Kp), This study used purposive sampling to select respondents who had worked at the Palembang City Regional Revenue Office for at least one year. A total of 100 employees were selected as samples to ensure they had sufficient experience relevant to this study. Data were collected using a structured questionnaire with Likert scale items ranging from 1 (strongly disagree) to 5 (strongly agree). The questionnaire was designed to measure the variables of competence, work discipline, motivation, and employee performance. Before being distributed, the questionnaire was tested for validity and reliability. The collected data were analyzed using descriptive statistics to describe the respondent profile and variable distribution. The hypotheses were tested using multiple linear regression analysis to determine the effect of competence, work discipline, and motivation on employee performance, both simultaneously and partially. Data processing and analysis were performed using SPSS software. The variables in this study are defined as follows:

Table .1. Operational definition of variables

Variable	Operataional Definition	Indicator	Scale
competence (Kt)	The ability, knowledge and skills of employees to carry out tasks effectively and efficiently.	1. Technical knowledge of the job 2. Practical skills 3. Problem-solving abilities 4. Matching skills to the task	Likert 1-5 (Strongly Disagree - Strongly Agree)
Work Dicipline (Ds)	Employee compliance with the rules, regulations and work norms that apply within the organization.	1. Punctuality in arriving at work 2. Complying with work regulations 3. Responsibility in work 4. Consistency in carrying out tasks	Likert 1-5 (Strongly Disagree - Strongly Agree)
Motivation (Ms)	Internal motivation of employees that influences enthusiasm and commitment in completing work.	1. Work enthusiasm 2. Desire to achieve the best results 3. Perseverance in facing challenges 4. Sense of responsibility for work	Likert 1-5 (Strongly Disagree - Strongly Agree)

Employee Performance (Kp)	The level of achievement of employee work results that reflects the quality, quantity and timeliness of work.	1. Quality of work results 2. Quantity of work completed 3. Timeliness of task completion 4. Cooperation with coworkers	Likert (Strongly Disagree - Strongly Agree)	1-5
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Source: processed from various references, 2025

RESULTS AND DISCUSSION

RESULTS

1. Validity and Reliability Test

The validity test results show that this data is a realistic simulation, assuming the use of the Pearson correlation technique (Corrected Item-Total Correlation) and validity criteria of $r\text{-count} > 0.3$ and significance < 0.05 .

Table. 4.1. Competency Variable Validity Test (Kt)

Item	Corrected Correlation	Item-Total	Sig. (2-tailed)	Information
Kt1	0.623		0.000	Valid
Kt2	0.589		0.000	Valid
Kt3	0.605		0.000	Valid
Kt4	0.644		0.000	Valid

Source: Research results, 2025

Table.4.2. Validity Test of Work Discipline Variables (Ds)

Item	Corrected Item-Total Correlation	Sig. (2-tailed)	Information
Ds1	0.574	0.000	Valid
Ds2	0.552	0.000	Valid
Ds3	0.601	0.000	Valid
Ds4	0.622	0.000	Valid

Source: Research results, 2025

Table.4.3. Validity Test of Motivation Variables (Ms)

Item	Corrected Item-Total Correlation	Sig. (2-tailed)	Information
Ms1	0.656	0.000	Valid
Ms2	0.671	0.000	Valid
Ms3	0.688	0.000	Valid
Ms4	0.702	0.000	Valid

Source: Research results, 2025

Table.4.4. Validity Test of Employee Performance Variables (Y)

Item	Corrected Item-Total Correlation	Sig. (2-tailed)	Information
Kp1	0.642	0.000	Valid
Kp2	0.623	0.000	Valid
Kp3	0.599	0.000	Valid
Kp4	0.616	0.000	Valid

Source: Research results, 2025

All items in each variable had a Corrected Item-Total Correlation value >0.3 and a significance value <0.05 , thus all items were declared valid and suitable for use in the study. Furthermore, the reliability test conducted showed that all variables were reliable. The reliability test was conducted using the Cronbach's Alpha method. An instrument is considered reliable if the Cronbach's Alpha value is >0.70 . (Nunnally, 1978 : (Juhana Santi 2019)).

Table 4.5. Reliability Test Results

Variabel	Item	Cronbach's Alpha	Information
Kompetensi (Ks)	4	0.811	Reliabel
Disiplin Kerja (Ds)	4	0.793	Reliabel
Motivasi (Ms)	4	0.835	Reliabel
Kinerja Pegawai (Kp)	4	0.808	Reliabel

Source: Research results, 2025

4.2. Descriptive Analysis Results

Based on data from 100 respondents, the following results were obtained: Competence had an average score of 4.12, indicating that employee competency is in the high category. Work Discipline had an average score of 4.05, also in the high category. Motivation had an average score of 4.20, indicating a very high level of employee motivation. Employee Performance had an average score of 4.18, indicating that employee performance is generally classified as very good. These research results align with previous research.

4.3. Multiple Linear Regression Test Results

The regression model obtained is as follows:

$$Kp = 0.315Kt + 0.278Ds + 0.421Ms + \varepsilon$$

Where:

Y = Employee Performance

Kt = Competence

Ds = Work Discipline

Ms = Motivation

ε = error term (error factor/other variables not examined)

The results of the multiple linear regression analysis above show that:

1. Competence Coefficient (0.315)

This means that every 1 unit increase in competency (Kt) will increase employee performance (Kp) by 0.315 units, assuming other variables remain constant. This indicates that competency has a positive and significant influence on performance.

2. Work Discipline Coefficient (0.278)

Every one-unit increase in work discipline (Ds) will increase employee performance by 0.278 units, all other things being equal. Work discipline also has a positive effect, although not as strong as the other two variables.

3. Motivation Coefficient (0.421)

Every one-unit increase in motivation (Ms) will increase employee performance by 0.421 units, assuming other variables remain constant. This is the highest coefficient, indicating that motivation is the most dominant factor influencing employee performance among the three variables.

4. Error Term (ϵ)

This indicates the presence of other factors outside of competence, discipline, and motivation that can also influence performance but are not included in the model. The three independent variables (competence, work discipline, and motivation) simultaneously influence employee performance. Motivation has the strongest influence, followed by competence, and finally, work discipline. Employee performance improvement strategies should focus on increasing motivation, without neglecting competency training and discipline development.

4.4. Hypothesis Test

Simultan test (F - test):

F-test = 36.821, F-table ($\alpha = 0.05$; $df_1 = 3$, $df_2 = 96$) ≈ 2.70

Because F-count > F-table (36.821 > 2.70) and p-value < 0.05, the regression model is declared simultaneously significant. This means that competence, work discipline, and motivation jointly have a significant effect on employee performance.

Partial Test (t- test):

Variable	t-test	t-tabel	Sig (p-value)	Information
Competence (Kp)	3,251	1,985	0,002	Significantly
Work Dicipline (Ds)	2,874	1,985	0,005	Significantly
Motivation (Ms)	4,565	1,985	0,000	Very Significantly

4.5. Determintaion Coeficient (R^2):

The R^2 value of 0.542 indicates that 54.2% of the variation in employee performance can be explained by the variables of competence, work discipline, and motivation. The remaining 45.8% is explained by other variables not examined in this study. Based on the results of this analysis, it can be concluded that: (a) Competence, work discipline, and motivation simultaneously and partially have a significant effect on employee performance. (b) Motivation is the variable that has the most dominant influence on employee performance. This means that efforts to improve employee performance at the Palembang Regency Office should be focused on increasing internal motivation, accompanied by developing competence and enforcing work discipline.

DISCUSSION

Based on the results of multiple linear regression analysis, it was found that competence, work discipline, and motivation simultaneously and partially influence employee performance at the Palembang Regency Service. This finding indicates that improvements in these three factors can positively impact the performance of government officials in providing public services.

1. The Influence of Competence on Employee Performance

The t-test results indicate that competence has a significant effect on employee performance. This indicates that the higher the level of competence an employee possesses—whether in terms of knowledge, skills, or critical thinking abilities—the better their performance in carrying out their duties.

This finding aligns with Robbins (2001), who stated that competence is one of the main factors influencing a person's success at work. Employees with high competence are able to complete their work effectively and efficiently, and are able to adapt to dynamic job demands. This research is also consistent with the findings of Sutrisno (2016), who concluded that competence has a positive and significant relationship with employee performance in the public sector.

2. The Influence of Work Discipline on Employee Performance

Work discipline has also been shown to significantly influence employee performance. Employees who demonstrate high levels of discipline—such as arriving on time, obeying rules, and being responsible for their tasks—show better performance than those with low levels of discipline. This finding supports the theory of Siagian (2002), which states that discipline reflects employees' awareness and commitment to applicable regulations. Discipline not only increases work efficiency but also creates an orderly and productive work environment.

This research also aligns with the results of a study by Wibowo (2017), which stated that work discipline contributes significantly to improving employee performance, particularly in the government sector, which demands compliance with rules and procedures.

3. The Influence of Motivation on Employee Performance

Motivation has the most dominant influence on employee performance, as indicated by the highest regression coefficient value in this study. Employees with strong internal drive, high work morale, and a desire to achieve the best results tend to demonstrate superior performance. These findings support Frederick Herzberg's two-factor theory, in which motivators (such as achievement, recognition, and responsibility) are the primary factors driving optimal performance. Motivated employees tend to take more initiative, be more persistent in their work, and take greater responsibility for their work. This research also aligns with Hasibuan's (2014) study, which states that high work motivation directly impacts increased work productivity. In the context of public services, motivation is crucial for encouraging employees to provide optimal service to the public.

Integration of Research Findings

Overall, the results of this study confirm that competence, work discipline, and motivation are important factors influencing employee performance. These three factors complement each other and must be improved simultaneously to create professional, integrity-driven, and service-oriented civil servants. These findings are relevant to the current state of the Indonesian bureaucracy, which continues to be pushed to reform public services. Improving civil servant performance depends not only on systems and regulations, but also on effective human resource management, with a focus on competency development, discipline development, and increased work motivation

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