

The Effect of Work Competence and Work Discipline on Contract Employee Performance With Motivation as Intervening Variable: The Case of Ogan Ilir Regional Disaster Management Agency

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Abstract

This study aims to determine the effects of competence and work discipline on the performance of contract employees at the Regional Disaster Management Agency (BPBD) of Ogan Ilir Regency, with work motivation as an intervening variable. This research is associative. The variables used by the researcher are competence, work discipline, work motivation, and performance, which are developed into 12 indicators. The population of this study consists of all contract employees of BPBD Ogan Ilir Regency, totaling 139, while the sample comprises 120 contract employees selected using Simple Random Sampling. The data used in this study are primary data collected through questionnaires. The data analysis technique employed is Structural Equation Modeling (SEM) using the LISREL application program. The results of this study indicate that: 1) Competence has a significant effect on the work motivation of contract employees at BPBD Ogan Ilir Regency. 2) Work discipline has a significant effect on the work motivation of contract employees at BPBD Ogan Ilir Regency. 3) Work motivation has a significant effect on the performance of contract employees at BPBD Ogan Ilir Regency. 4) Competence does not have a significant effect on the performance of contract employees at BPBD Ogan Ilir Regency. 5) Work discipline does not have a significant effect on the performance of contract employees at BPBD Ogan Ilir Regency. These findings indicate that work motivation acts as an intervening variable in the relationship between competence and work discipline on the performance of contract employees at BPBD Ogan Ilir Regency.

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

JEL Codes: J24, M12, M54

1. Introduction

Human resources (HR) is a strategic asset that significantly determines an organization's success in achieving its goals and maintaining its sustainable performance. Organizational success depends heavily on HR's ability to effectively carry out tasks and responsibilities in line with their assigned roles. In practice, organizations often encounter situations where work

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results are less than optimal due to differences in employee abilities and readiness to carry out their work. This situation affects variations in performance levels between individuals and work units, thereby affecting overall organizational performance. Therefore, organizational success is largely determined by the extent to which HR can produce optimal performance to support the achievement of organizational goals.

Performance is a crucial aspect in efforts to achieve company or agency goals ([Khaeruman et al., 2021](#)). According to [Kasmir \(2016\)](#), performance is the result of a person's work and behavior in completing various tasks and responsibilities over a specific period. In practice, performance can be influenced by various factors, including abilities and expertise, knowledge, work design, personality, work motivation, leadership, leadership style, organizational culture, job satisfaction, work environment, loyalty, commitment, and work discipline ([Kasmir, 2016](#)). Optimal performance is determined not only by work results but also by the employee's sincerity and consistent, responsible behavior in carrying out their responsibilities.

Employee performance achievement is inextricably linked to an individual's work motivation in fulfilling their duties and responsibilities. Work motivation serves as a driving force that influences the level of sincerity, consistency, and intensity of employee effort in meeting the demands placed on them. According to [Muflihin \(2024\)](#), work motivation is a person's drive to act, which can originate within the individual or in their surrounding environment. This drive determines the extent to which employees are willing to exert effort and commitment to carry out their duties. [Muflihin \(2024\)](#) explains that work motivation can be influenced by two main factors: intrinsic factors originating within the employee, and extrinsic factors (hygiene) originating from the work environment. Therefore, work motivation is a crucial foundation for shaping employee attitudes and behaviors and for influencing individual readiness to develop abilities and perform work optimally.

An employee's ability to continuously develop their potential and perform work optimally is inseparable from their competence in carrying out their duties and responsibilities. Competence is everything a person possesses, including knowledge, skills, and other internal factors, enabling them to perform a job based on their knowledge and skills ([Busro, 2018](#)). According to [Wibowo \(2021\)](#), competence is the ability to carry out or perform a job or task based on the skills and knowledge required by the job. Adequate competence enables employees to perform their work more effectively, reduce errors in task execution, and improve the quality of work results.

Work discipline is an aspect that also determines the quality of employee performance. [Supomo and Nurhayati \(2018\)](#), explains that work discipline is a means of achieving organizational or agency goals, and that it continues to develop through various types of discipline. Work discipline is obedience and adherence to a rule carried out consciously, without any encouragement or coercion from others, in an orderly, regular, and proper manner, with no violations of ethical or moral standards ([Muflihin, 2024](#)). According to ([Khaeruman et al., 2021](#)), work discipline is an attitude of respect, appreciation, obedience, and compliance with applicable regulations, both written and unwritten, as well as being able to carry them out and accept sanctions if they violate the duties and authorities assigned to them. In organizations, work discipline plays a crucial role in supporting employee performance achievement. The role of work discipline in improving performance is found not only in private-sector organizations but also in government agencies responsible for providing services and implementing public functions.

Previous research has shown that the relationships among competence, work discipline, work motivation, and employee performance have been extensively studied across various organizations, particularly government agencies. Existing empirical findings demonstrate that competence and work discipline are generally related to employee performance, both directly and through their effects on work motivation.

The Regional Disaster Management Agency (BPBD), as a government agency, was established under Law Number 24 of 2007 concerning Disaster Management. The BPBD plays a strategic role in coordinating, planning, implementing, and evaluating disaster management activities, from mitigation, preparedness, emergency response, and post-disaster recovery. The implementation of these duties and functions requires the support of human resources capable of working effectively, precisely, and responsively, given the characteristics of disaster management, which require high levels of preparedness, accurate decision-making, and strong coordination between work units. The success of BPBD's tasks is determined by the level of employee performance in carrying out their job responsibilities in accordance with their assigned roles.

The operational duties of the Ogan Ilir Regency Regional Disaster Management Agency (BPBD) involve the role of contract employees as a crucial element in supporting organizational performance. According to Government Regulation (PP) Number 35 of 2021, a contract employee is an employee under an employment agreement with an organization to establish an employment relationship for a specific period. Contract employees perform work with equal responsibilities and workloads, particularly in operational activities that require precision, accuracy, and readiness to complete tasks according to established standards. This requires contract employees to maintain consistency in their work, complete tasks on time, and produce optimal work quality. If these work demands are not balanced with sound human resource management, contract employees' performance may be suboptimal, ultimately impacting the organization's overall performance.

In an effort to maintain organizational performance effectively and accountably, the Ogan Ilir Regency BPBD implements various programs to support regional government affairs, particularly in aspects of planning, budgeting, performance evaluation, and regional financial administration. Implementing these programs requires employees to complete documents and reports in accordance with established annual targets. The results of pre-research at the Ogan Ilir Regency Regional Disaster Management Agency (BPBD) through direct communication with relevant parties, particularly the personnel department, revealed several phenomena related to the competence, work discipline, and work motivation of contract employees. This is indicated by variations in employees' abilities to carry out their duties, inconsistent levels of discipline, and varying work motivations. Furthermore, the personnel department stated that these conditions are suspected to impact employee performance, particularly in the implementation of disaster management tasks that require speed, accuracy, and teamwork.

Based on performance realization data for 2023 and 2024, discrepancies remained between targets and actuals in several activities. In the Regional Apparatus Planning, Budgeting, and Performance Evaluation activity, the 2023 target of 6 documents was not met, with only 3 documents delivered. Meanwhile, in 2024, 9 of the 10 document targets were successfully achieved. This condition indicates that the number of outputs produced has not fully met the target, suggesting a problem with the quantity of employee work required to complete the task load under the work plan. Furthermore, in the Regional Apparatus Financial Administration

activity, although the administration process ran for 12 months and produced 1 report in 2023, in 2024, there was still a discrepancy between the target of 4 documents and the achievement of 3 documents. The failure to achieve these targets not only reflects suboptimal work quantity but also has the potential to reflect aspects of work quality, especially timeliness, accuracy, and the ability to complete documents according to established standards. In addition to issues related to the quantity and quality of work, program achievements that have not fully met targets may also indicate obstacles in collaboration indicators. Conceptually, effective collaboration is characterized by good coordination, clear communication, and a structured division of roles in completing tasks. The failure to meet targets across several planning and administrative documents indicates that employee synergy in task execution is not yet optimal. This situation suggests that the effectiveness of team collaboration still needs improvement so that work can be completed on time and on target, and support the achievement of overall organizational performance.

The work motivation of contract employees at the Ogan Ilir Regency Regional Disaster Management Agency is closely related to the complex and situational demands of their duties. Efforts to develop contract employees still face challenges due to the nature of the work, which requires high preparedness and rapid response. At the same time, opportunities for training and capacity building are not always equally accessible to all employees. This situation has the potential to affect contract employees' motivation to improve their knowledge and skills continuously. Furthermore, the spirit of complying with existing regulations is a crucial aspect of work motivation, particularly in implementing standard operating procedures in preparedness activities and field assignments. In practice, compliance with work regulations varies, particularly when employees are faced with sudden assignments that require physical and mental preparedness. Furthermore, the drive to carry out tasks responsibly is a key factor influencing contract employees' commitment to their work, both during routine activities and in emergencies. Therefore, strong work motivation is essential for contract employees to maintain a consistent work attitude, act proactively, and complete tasks responsibly in accordance with their assigned roles and authorities. Contract employee competency is a significant factor in supporting performance achievement at the Ogan Ilir Regency Regional Disaster Management Agency. This phenomenon demonstrates that contract employee competency remains at varying levels, reflected in differences in knowledge, skills, and work attitudes in carrying out their duties.

In terms of education, the majority of contract employees have a high school education or equivalent (107 people). In contrast, the number of employees with a diploma is 1, 12 with a bachelor's degree, and 1 with a master's degree. The distribution of education levels shows that knowledge competencies are still dominated by secondary education, which may affect technical understanding of disasters, field situation analysis, and the ability to support the implementation of increasingly complex tasks. In the skills indicator, the phenomenon in the field is variation in contract employees' ability to operate disaster equipment, adapt to emergency conditions, and complete technical and operational tasks, which is indirectly influenced by differences in education levels and work experience. Meanwhile, in terms of work attitudes, actual conditions show that contract employees are required to maintain responsibility, professionalism, and high work commitment in facing work risks, time constraints, and task pressures in the field as a form of commitment to their responsibilities with the BPBD of Ogan Ilir Regency in accordance with the contents of the contract employee work agreement. This condition indicates that differences in the level of competence of contract

employees not only affect the quality of task implementation but also affect the consistency of performance achievement and employee readiness to comply with work provisions.

The diverse competency of contract employees is closely related to the work discipline implemented at the Ogan Ilir Regency Regional Disaster Management Agency, as discipline is a crucial foundation for carrying out disaster management tasks appropriately and responsibly. This phenomenon demonstrates that compliance with work regulations still requires attention, particularly regarding the implementation of internal procedures and adherence to established schedules for various operational and administrative activities. In the execution of operational and administrative tasks, conditions still exist in which internal procedures and standard operating procedures are applied on a situational basis, adapting to fieldwork practices or to direct instructions from superiors. Consequently, not all employees adhere to work regulations uniformly. Furthermore, punctuality is a key focus in contract employee work discipline.

Contract Employee Attendance Data shows that 72 percent of employees report to work on time. In comparison, 18 percent are recorded as late, and 10 percent are categorized as having time off, sick leave, or for outside work or outside activities. This illustrates the challenge of maintaining consistent attendance according to established work hours. This situation has implications for smooth coordination, preparedness, and responsiveness to urgent and situational tasks. On the other hand, the work responsibilities of contract employees are reflected in their ability to complete tasks thoroughly without always being under direct supervision and in their willingness to continue working toward the set targets. However, in practice, there are still differences in the level of responsibility between employees in completing the work as a whole. The description of the condition of work discipline shows that although most contract employees have tried to work in accordance with applicable provisions, there is still room for improvement in building a more consistent and equitable work discipline.

2. Literature Review

The Influence of Competence on Work Motivation. According to [Wibowo \(2021\)](#), factors influencing work motivation include competence. Competence is an ability based on knowledge, skills, and work attitudes that enable a person to perform their work effectively. High competence fosters self-confidence increases feelings of self-efficacy, and fosters stronger work motivation in completing tasks. Therefore, the better an employee's competence, the higher their work motivation. Previous research by [Lianasari and Ahmadi \(2022\)](#) showed that competence significantly influences work motivation, suggesting that greater competence can boost employee motivation in carrying out their duties. Similar results were also reported by [Parashakti, Fahlevi, Ekhsan and Hadinata \(2020\)](#), who concluded that competence significantly influences work motivation. However, this is inconsistent with the findings of [Putra, Prahiawan, and Damarwulan \(2025\)](#), who found that competence did not significantly influence work motivation. These discrepancies in findings indicate inconsistencies with previous research findings, which warrant further examination. The phenomenon observed among Ogan Ilir Regency BPBD employees indicates that employee competency levels vary across knowledge, skills, and work attitudes. This is related to differences in educational background, work experience, and unequal opportunities for competency development. When disaster management tasks require preparedness, precise actions, and specific technical skills, limited competency can undermine employees' confidence in their duties. This can impact work motivation, particularly in terms of self-development, readiness to accept responsibility, and commitment to completing work. Therefore, competency is considered a significant factor that

logically and empirically influences the work motivation of contract employees at the Ogan Ilir Regency BPBD, warranting further examination in this study.

The Influence of Work Discipline on Work Motivation. According to [\(Busro, 2018\)](#), factors influencing work motivation include work discipline. Work motivation is reflected in the drive to achieve, build cooperation, and gain recognition within the organization. All of these drives are closely related to work discipline, as discipline fosters compliance with rules, responsibility at work, and consistency in task performance. Employees with strong work discipline tend to be more motivated than those with less discipline. Previous research conducted by [Sari, Pratiwi, and Afriyanti \(2023\)](#) concluded that work discipline significantly influences employee work motivation, indicating that compliance with work rules and order can boost individual work enthusiasm and drive. Similar findings were also presented by [Kurniawan, Sunarsi and Solihin \(2022\)](#), who stated that work discipline significantly influences work motivation. However, research by [Soelistya, Warindra, Rosyihudin and Nugroho \(2017\)](#) found that work discipline had an insignificant effect on work motivation, contradicting previous studies and suggesting that the relationship between the two still warrants further examination. The phenomenon observed among BPBD employees in Ogan Ilir Regency indicates that levels of work discipline vary, particularly in adherence to work hours, consistent attendance, and responsibility for completing administrative and operational tasks. This situation can affect employee motivation, as irregular work discipline can reduce the drive to work optimally and weaken the sense of responsibility for the tasks at hand. Conversely, consistent enforcement of work discipline can create clear rules, a sense of fairness, and certainty in the workplace, ultimately increasing work motivation among contract employees. Therefore, work discipline is seen as a factor that logically and empirically influences the work motivation of contract employees at the BPBD in Ogan Ilir Regency, making it relevant to this research.

The Influence of Competence on Performance. According to [Kasmir \(2016\)](#), factors influencing performance include competence. Competence is a combination of knowledge, skills, and abilities possessed by an individual in carrying out a task. The higher the level of ability and expertise, the greater the likelihood that the work can be completed accurately and in accordance with established standards. Previous research by [Santi and Yustini \(2024\)](#) found that competence significantly influences employee performance, confirming that an individual's ability to perform work tasks plays a crucial role in achieving optimal work outcomes. Similar results were also found by [Efendi and Yusuf \(2021\)](#), who concluded that competence significantly influences employee performance. However, research by [Basori, Prahyanan and Kamsin \(2017\)](#) showed that competence did influence performance, but not significantly, suggesting differences from previous studies. These differences in findings indicate that the influence of competence on performance still requires further examination. The phenomenon observed among Ogan Ilir Regency BPBD employees indicates that employee competency levels vary, including technical disaster knowledge, field operational skills, and the ability to work in a coordinated manner in emergencies. This variation in competency can affect performance, particularly in task completion accuracy, work quality, and teamwork skills. In the context of disaster management, which demands speed, precision, and accuracy of action, competency is a critical factor determining the success of task execution. Therefore, competency is viewed as a variable that logically and empirically influences the performance of contract employees at the Ogan Ilir Regency BPBD, making it relevant to be tested in this study.

The Influence of Work Discipline on Performance. According to [Kasmir \(2016\)](#), factors

influencing performance include work discipline. Work discipline is an employee's effort to diligently carry out their duties and responsibilities in accordance with applicable regulations. Work discipline can be seen in adherence to work hours, such as arriving on time, and obedience in carrying out every order and task according to established instructions. Previous research conducted by [Abdullah, Husain and Bahari \(2023\)](#) concluded that work discipline significantly influences employee performance. Similar findings were reported by [Dewa \(2023\)](#), who stated that work discipline significantly influences employee performance, with discipline a crucial factor in driving work effectiveness and productivity. However, research by [Dewi, Purwanto, and Rahayu \(2023\)](#) found that work discipline did not significantly influence employee performance, contradicting previous findings and opening the door to further examination of the relationship between work discipline and performance. The phenomenon observed among BPBD employees in Ogan Ilir Regency indicates that levels of work discipline vary, particularly in terms of punctuality in attendance, adherence to work schedules, and consistency in completing tasks according to established procedures. These variations in discipline levels can affect the quality and quantity of work output, as well as teamwork, especially given the characteristics of disaster management tasks that require preparedness, punctuality, and effective coordination. This condition indicates that work discipline plays an important role in supporting contract employees' performance, so it is relevant to analyze it in this study further to obtain an empirical picture of its influence on contract employees' performance at the BPBD of Ogan Ilir Regency.

The Influence of Work Motivation on Performance. According to [Kasmir \(2016\)](#), factors influencing performance include work motivation. Work motivation is the drive that compels a person to perform their work. If an employee has a strong drive, whether internal or external, such as from the organization, they will be encouraged to perform at their best. Previous research by [Rahmadia and Zusmawati \(2023\)](#) found that work motivation significantly affects employee performance. Similar findings were reported by [Fransiskus and Mayasari \(2024\)](#), who stated that work motivation significantly influences employee performance, with motivation as the primary driver of increased productivity and work quality. However, research by [Kautzariana and Taruna \(2024\)](#) found that work motivation did not significantly influence employee performance, contradicting previous studies and suggesting that the relationship between work motivation and performance warrants further examination across different organizational contexts and with varying employee characteristics.

3. Research Method

This research was conducted on contract employees registered at the Regional Disaster Management Agency (BPBD) of Ogan Ilir Regency, located at Jl. Lintas Timur Km. 34, Indralaya District, Ogan Ilir Regency, South Sumatra Province 30862. This research uses a causal-associative quantitative research method, which aims to determine the relationship between independent variables (influencing variables), namely competency variables (X1) and work discipline (X2), affecting the dependent variable (influenced variable), namely the performance variable (Y) of contract employees through work motivation (Z) as an intervening variable at BPBD of Ogan Ilir Regency. The performance indicators are work quantity, work quality, and cooperation. Motivation indicators include efforts to develop oneself, enthusiasm to comply with regulations, and encouragement to fulfill duties and responsibilities. The indicators of competency are knowledge, skills, and work attitudes. The indicators of work discipline include compliance with regulations, punctuality, and fulfillment of work responsibilities. The population in this study consisted of all contract employees at BPBD of

Ogan Ilir Regency, totaling 139, with a sample of 120. The research sample was determined using proportionate simple random sampling. Based on the calculations, a sample size of 120 respondents was obtained, consisting of 15 PPPK (Community Employee) and 105 Special Contract Employees. The data collection method used a survey and data analysis using structural equation modeling (SEM).

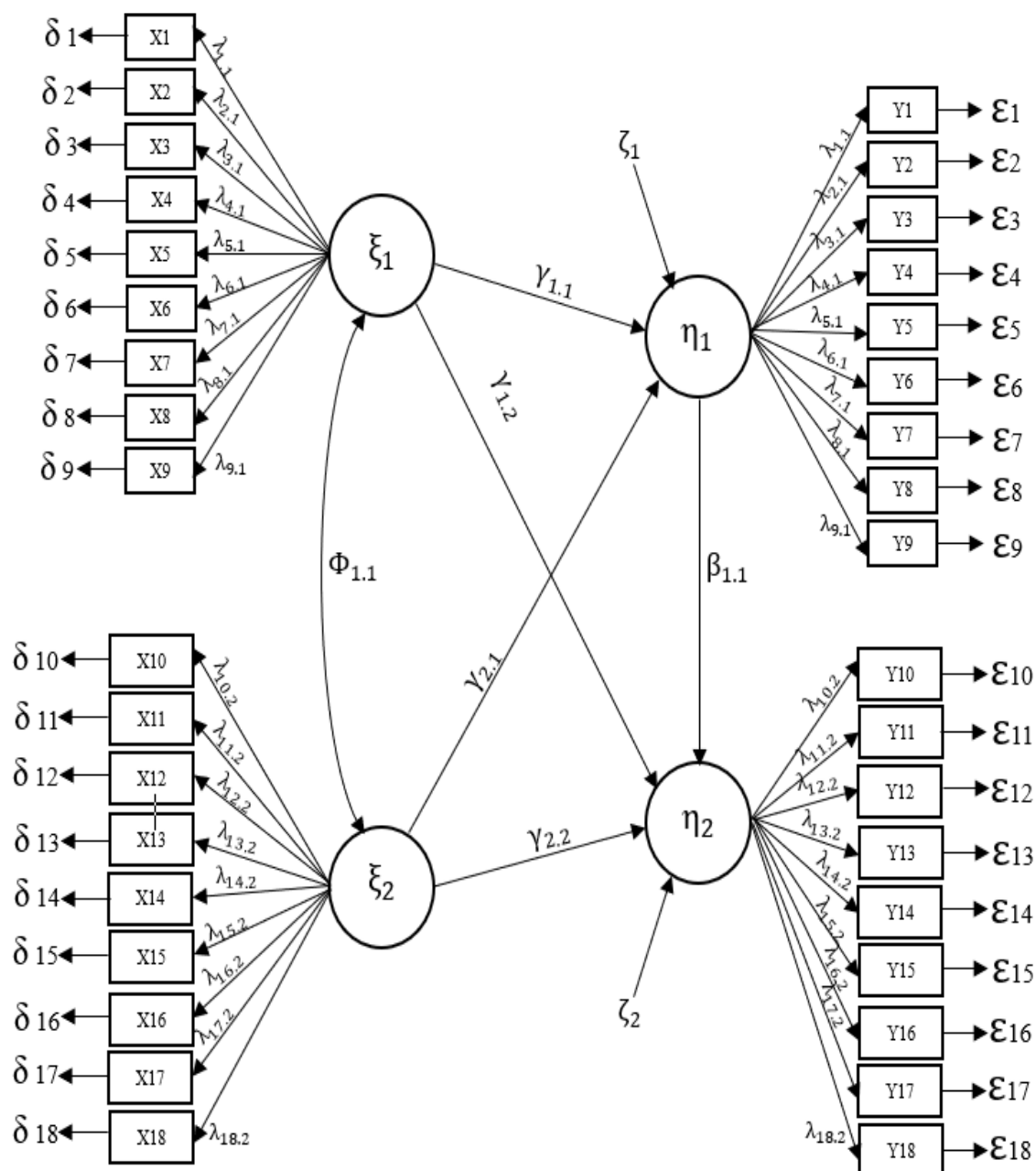


Figure 1. Structural Equation Modeling

4. Findings and Discussions

Confirmatory Factor Analysis (CFA). This analysis is conducted on all constructs separately to test the measurement model by evaluating construct validity and reliability.

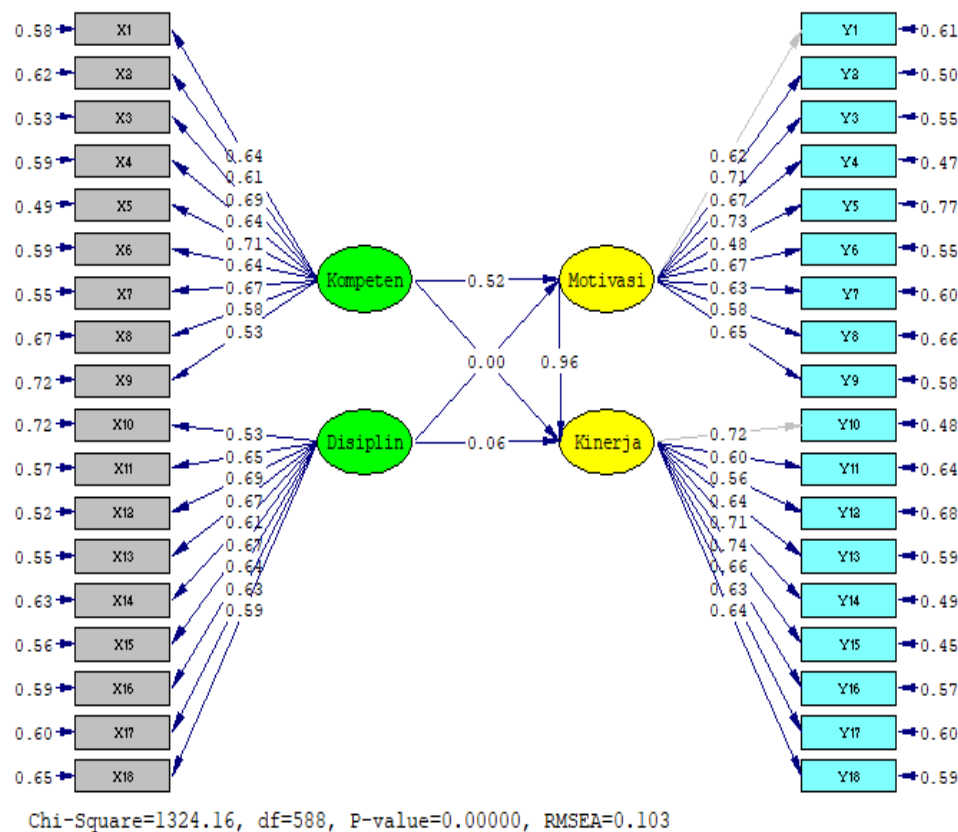


Figure 2. Confirmatory Factor Analysis

Note: Kompeten = Competency; Disiplin = Discipline; Motivasi = Motivation; Kinerja = Performance

Figure 1 above shows that all loading factor variables have values greater than the error value. This shows that the CFA (Confirmatory Factor Analysis) test in the initial stage in the figure above has met the requirements for the next testing stage.

Based on Table 1, it can be concluded that the model is good because the overall goodness of fit index criteria are in the good fit category, especially the p-Value value, which is greater than 0.05, and the RMSEA value, which is less than 0.05 so that there is no need to modify the model.

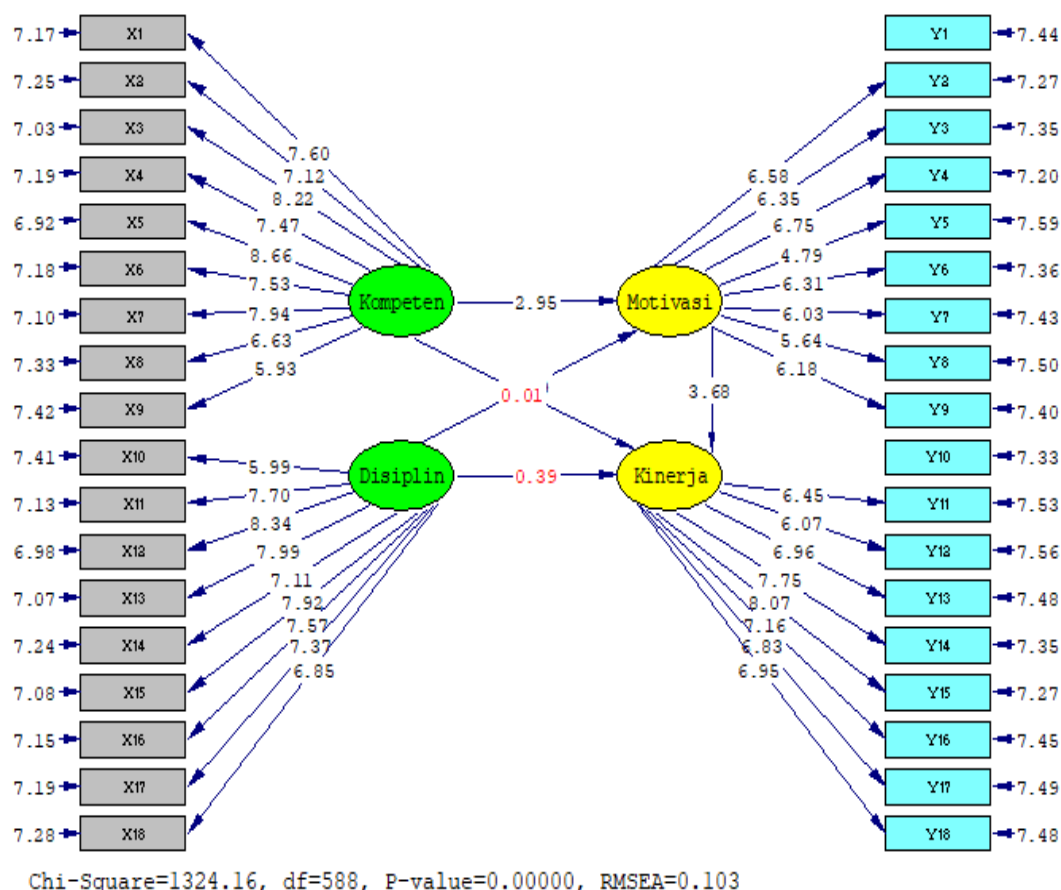
Table 1. Goodness of Fit Index

<i>Goodness Of Fit Index</i>	<i>Cut Of Value</i>	Hasil Analisis	Evaluasi Model
Chi-Square	1417,16	> 0,05	Poor Fit
RMSEA	0,10	≤ 0,08	Poor Fit
NFI	0,88	≥ 0,90	Marginal Fit
NNFI	0,92	≥ 0,90	Good Fit
CFI	0,93	≥ 0,90	Good Fit
IFI	0,93	≥ 0,90	Good Fit
RFI	0,87	≥ 0,90	Marginal Fit

GFI	0,62	$\geq 0,90$	Kurang Fit
AGFI	0,57	$\geq 0,90$	Kurang Fit

t-test. Testing this study's hypothesis is determined by the significance and strength of the relationship between variables, such as the hypothesis that was made previously. The hypothesis will be accepted if the T-Value is more significant than 1.96 or less than -1.96.

Figure 3. t-test value



Note: Kompeten = Competency; Disiplin = Discipline; Motivasi = Motivation; Kinerja = Performance

1) The Effect of Competence on Work Motivation

The t-value obtained was 2.95, which is greater than 1.96. Therefore, the hypothesis that competence influences work motivation is accepted. This means that the higher an employee's competence, the greater their motivation to carry out their duties. The results of this study align with [Wibowo \(2021\)](#) theory, which posits that competence is one of the factors influencing work motivation. Competence, which encompasses knowledge, skills, and work attitudes, will increase an individual's self-confidence and belief in their ability to complete work, thereby encouraging higher work motivation. Employees with good abilities tend to be more motivated to work optimally because they feel capable of facing job demands. This study also aligns with the findings of [Lianasari and Ahmadi \(2022\)](#) and [Parashakti, Fahlevi, Ekhsan and Hadinata](#)

(2020), who found that competence significantly influences work motivation. However, these results do not align with the findings of [Putra, Prahawati, and Damarwulan \(2025\)](#), who found that competence has an insignificant effect on work motivation. The differences in research results may be due to several factors, including differences in the indicators used, respondent characteristics, analytical methods, and the organizational context studied.

2) The Effect of Work Discipline on Work Motivation. The t-value obtained was 2.50, which is greater than 1.96. This indicates that work discipline has a positive and significant effect on work motivation. Therefore, the hypothesis that work discipline influences work motivation is rejected. This means that improving work discipline has not significantly influenced employee work motivation. Theoretically, the results of this study do not fully align with [Busro, 2018](#) opinion, which states that work discipline is one factor that can influence work motivation. Good work discipline generally reflects compliance with rules, responsibility, and consistency in work, which should encourage increased work motivation. However, in this study, work discipline was not a primary factor influencing employee motivation. The results of this study also disagree with those of [Sari, Pratiwi, and Afriyanti \(2023\)](#) and [Kurniawan, Sunarsi and Solihin \(2022\)](#), who stated that work discipline significantly influences work motivation. However, these results align with those of [Soelistya, Warindra, Rosyihudin and Nugroho \(2017\)](#), who stated that work discipline has an insignificant effect on work motivation. This discrepancy in the results suggests that the relationship between work discipline and work motivation is contextual and influenced by organizational conditions and employee characteristics.

3) The Effect of Work Motivation on Employee Performance. The t-value obtained was 3.68, which is greater than 1.96. This indicates that work motivation has a positive and significant effect on employee performance. Therefore, the hypothesis that competence influences performance is accepted. This means that the higher an employee's competence, the higher their performance in carrying out their duties. The results of this study align with the theory proposed by [Kasmir \(2016\)](#), which states that competence is one of the factors influencing performance. Competence, consisting of knowledge, skills, and abilities, will help employees complete their work accurately, effectively, and in accordance with established standards. Highly competent employees tend to be more productive and perform better. This study also aligns with the findings of [Santi and Yustini \(2024\)](#) and [Efendi and Yusuf \(2021\)](#), who found that competence significantly influences employee performance. However, the results of this study differ from those of [Basori, Prahawati and Kamsin \(2017\)](#), who stated that competence had an insignificant effect on performance. This discrepancy in results may be due to differences in indicators, analytical methods, and the characteristics of the research subjects.

4) The Effect of Competence on Employee Performance. The t-value obtained was 0.01, which is less than 1.96. This indicates that competence does not have a significant effect on employee performance. Therefore, the hypothesis stating that competence influences employee performance is rejected. Therefore, the hypothesis that work discipline influences performance is accepted. This means that the better an employee's work discipline, the higher their performance. The results of this study align with the theory proposed by [Kasmir \(2016\)](#), which states that work discipline is one factor influencing employee performance. Work discipline reflects compliance with regulations, punctuality, and responsibility in carrying out tasks. Employees with high work discipline tend to work more regularly, consistently, and responsibly, thus achieving optimal performance. This research also aligns with the research findings of [Abdullah, Husain and Bahari \(2023\)](#) and [Dewa \(2023\)](#), which found that work

discipline significantly influences employee performance. However, these findings differ from those of [Dewi, Purwanto, and Rahayu \(2023\)](#), who found that work discipline had an insignificant effect on performance. These differences in research findings may be due to variations in respondent characteristics, organizational conditions, and analytical approaches.

5) The Effect of Work Discipline on Employee Performance. The t-value obtained was 0.39, which is less than 1.96. This indicates that work discipline does not significantly influence employee performance. Therefore, the hypothesis that work motivation influences performance is accepted. This means that the higher an employee's work motivation, the higher their performance in carrying out their duties. The results of this study align with [Kasmir \(2016\)](#) theory, which posits that work motivation is a factor influencing performance. Work motivation is a drive, originating from within and outside an individual, that motivates someone to work optimally. Employees with high work motivation tend to be highly enthusiastic, strive to achieve the best results, and complete their work more effectively. This study also aligns with the findings of [Rahmadia and Zusmawati \(2023\)](#) and [Fransiskus and Mayasari \(2024\)](#), who found that work motivation significantly influences employee performance. However, the results of this study differ from those of [Kautzariana and Taruna \(2024\)](#), who found that work motivation had no significant effect on performance. This difference in results suggests that the effect of work motivation on performance depends on organizational conditions and employee characteristics.

5. Conclusion

It can be concluded that competence and discipline significantly influence employee performance through work motivation. To improve the motivation of contract employees, the Ogan Ilir Regency Regional Disaster Management Agency (BPBD) should enhance its competence by strengthening its knowledge, skills, and work attitudes. This can be achieved through disaster theory training, technical guidance (BIMTEK), disaster management simulations, and fostering a professional, responsive work attitude. With increased competence, contract employees will have greater self-confidence and drive in carrying out their duties and responsibilities. To improve contract employees' motivation, the BPBD needs to strengthen work discipline by disseminating regulations, providing coaching, and role-modeling leadership. Furthermore, consistent supervision, firm enforcement of sanctions, and awards for disciplined and high-achieving contract employees are needed. These efforts can foster awareness and enthusiasm among contract employees in complying with regulations and increase their motivation to work. To improve the performance of contract employees, the BPBD needs to develop their competencies by enhancing knowledge, skills, and work attitudes. This effort can be implemented by providing ongoing training, disaster simulations, and self-development opportunities for contract employees. With strong competencies, contract employees can improve the quality and quantity of their work, collaborate effectively, and perform their duties optimally. To improve contract employee performance, the Regional Disaster Management Agency (BPBD) needs to strengthen work discipline by increasing compliance with regulations, punctuality, and job responsibilities. This can be achieved by implementing a disciplined attendance system (e.g., digital attendance), real-time performance monitoring, time-based evaluations, and imposing consequences for violations by contract employees. With good discipline, contract employees' performance in completing their tasks will be more effective and efficient. To improve contract employee performance, the BPBD needs to strengthen work motivation by providing clear, measurable rewards, such as designating exemplary contract employees, awarding certificates, and prioritizing training for

high-performing contract employees. In addition, setting clear, measurable work targets, implementing SOPs, conducting periodic evaluations, and strengthening teamwork are necessary so that contract employees have high enthusiasm for achieving optimal work results, both in terms of quantity and quality, and in their work responsibilities.

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