

The Effect of Competency, Motivation and Discipline on Employee Performance: Regional Office VII of State Personnel Agency Palembang

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Abstract

This study aims to 1) determine the effect of Competence, Work Motivation, and Work Discipline on Employee Performance at Regional Office VII of the State Personnel Agency in Palembang 2) determine the effect of Competence on Employee Performance at Regional Office VII of the State Personnel Agency in Palembang 3) determine the effect of Work Motivation on Employee Performance at Regional Office VII of the State Personnel Agency in Palembang 4) determine the effect of Work Discipline on Employee Performance at Regional Office VII of the State Personnel Agency in Palembang. This type of research is Associative The variables used by researchers are the variables of competence, work motivation, work discipline, and employee performance The sample in this study was the Regional Office VII Employees of the Palembang State Civil Service Agency totaling 103 employees selected by Cluster Random Sampling The data used in this study were primary data with a questionnaire data collection method, The data analysis technique used was Multiple Emier Regression. The results of this study indicate that (1) competence, work motivation, and work discipline together have a positive and significant effect on employee performance (2) competence has a positive and significant effect on employee performance (3) work motivation has a positive and significant effect on employee performance (4) Work discipline has a positive and significant effect on employee performance.

Keywords: Motivation, Discipline, Employee Performance.

1. Introduction

Every organization or company aims for progress and development. To achieve this, they engage in various activities to improve employee performance. Human resource management plays a crucial role in this process, as it is designed to enhance employee performance and advance the company. However, improving company performance is not solely the responsibility of HR. It requires the attention of the entire company, particularly in areas such as employee competency management. Performance is a significant issue in any organization. Satisfactory performance from employees does not occur spontaneously but is the result of a continuous evaluation process. As [Kasmir \(2019\)](#) states, performance is the result of work and

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work behavior achieved in fulfilling the tasks and responsibilities given during a specific period.

In a company organization, Performance is a measure of results in managing and running the organizational bureaucracy. This term refers to the set of rules, procedures, and regulations that guide and control the activities within an organization. It is related to things that will and are being done. The definition of Performance (work achievement) is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties according to the responsibilities given to him ([Mangkunegara 2013](#)). Performance is in the form of individual or group work results of personnel. Improving human resource capabilities for organizational development is necessary to compete in the era of globalization. According to [Kasmir \(2019\)](#), Employee performance is influenced by competence, development, work design, personality, job satisfaction, work environment, loyalty, commitment, work discipline, work motivation, leadership, leadership style, and organizational culture.

Regional Office VII BKN Palembang Through Law Number 5 of 2014 concerning the State Civil Apparatus, the State Civil Service Agency (BKN) is designated as a non-ministerial government institution that is authorized to carry out coaching and organize ASN Management nationally as regulated in Law Number 5 of 2014. This paradigm shift is realized through the management of human resource development of state apparatus with the hope that state apparatus will always be at the forefront and have the qualifications and competencies needed to carry out duties and functions in responding to the development challenges faced. Based on the Regulation of the Head of BKN Number 31 of 2020 concerning the Organization and Work Procedures of the Regional Office of the State Civil Service Agency, Regional Office VII BKN has the task of carrying out part of the duties and functions of the State Civil Service Agency in the field of coaching and organizing management of State Civil Apparatus in its working area, the authority of which is still inherent in the government by the provisions of laws and regulations. Regional Office VII of the State Civil Service Agency, as an extension of the central BKN in the regions, has a very strategic role in 3 development and service of personnel management. Based on the report in the State Civil Apparatus Statistics Book for Semester I of 2023, published by the Deputy for Personnel Information Systems of BKN, it was recorded that 298,347 ASN were working in both central and regional agencies under the working area of BKN Regional Office VII which includes the Provinces of South Sumatra, Jambi, Bengkulu, and the Bangka Belitung Islands.

The performance of employees at the Regional Office VII BKN is less than optimal. Several things, including competence, work motivation, and work discipline, cause factors that influence employee performance. Several things, including quality, quantity, independence, and commitment, characterize the less-than-optimal performance of employees. The quality of employee work is still relatively low, as indicated by the results of employee work that are not yet optimal. Implementing a 100% digital system in the BKN Office work system ideally supports the quality of employee work results. The data shows that the realization of achievements has not been in accordance with the targets that have been set, such as the digital-based ASN Management Service, the Bureaucratic Reform Implementation Index, and the Results of the Performance Accountability Evaluation, whose realization of achievements has not yet reached the target optimally, which will impact the achievement of the expected goals in the organization. The quantity of employee work is also not optimal, as indicated by the number of units produced by employees in work has not reached 100% of the completion target. The recapitulation of activities to examine proposals for promotion has not yet reached the target according to the applicable TMT—the percentage of completion of the rank management

process issued by BKN. Based on the data obtained, the percentage of achievement in the quantity of promotion completion did not reach 100%. However, the percentage that was not completed was small, which significantly impacted employee interests. Employees also tend not to be independent in their work. Every job is always done together, and employees rely on one another. This togetherness makes employees less independent and less confident in completing a job, so there is a dependency on one person who is considered capable of working.

Furthermore, employee work commitment is also still low when indicated by the achievement of work targets. This low commitment is because employees feel there are no consequences if they do not work optimally. Their status as civil servants makes them feel safe, and the guarantee of life as a civil servant makes them think they do not have a high responsibility for the survival of BKN, which, in principle, is the government's responsibility. Low performance is also indicated by the low competence of BKN employees, shown by the low level of knowledge because employees do not desire to increase their education to a higher level. Hence, employees cannot complete work outside of routine tasks. The level of education of BKN employees Low levels of education result in low knowledge. In 2024, employees had a high school education level of 2.14%, D3 of 11.43%, Strata 1 (S1) of 58.57%, and Strata 2 (S2) of 17.86%. Employee understanding of the job is also still low, as shown by employees who are slow in completing work and dealing with public complaints about the problems faced. Lack of employee understanding of the job makes employees unable to complete work well and quickly. Employee attitudes towards work are not good. This is indicated by employees who are less enthusiastic about completing the work given. Employee interest in improving competence is also still low, as shown by employee behavior, which tends to work as is without any desire or interest in improving their work abilities.

Regarding work motivation, the opportunity to advance is still low due to the lack of initiative and innovation in working, and getting the chance to get education and training, and show their abilities to be promoted. The working relationship between employees in one field or office is less compact and harmonious, so there is a lack of communication and no sense of solidarity. It often causes conflict and misunderstanding; this often occurs between employees only because of the lack of coordination and communication in managing an activity. Working conditions that are not supported by adequate facilities and infrastructure, such as hot rooms due to broken air conditioners and inadequate office equipment such as computers and slow internet networks, work rooms with piles of files and office equipment that are not arranged and stored correctly due to the lack of storage cabinets for files and office equipment. Low employee responsibility is characterized by the willingness to complete work that still relies on and is assisted by co-workers, such as preparing facilities and infrastructure for meetings or socialization activities that are often not prepared properly before the activity. There is a tendency to pass on tasks and responsibilities that are not routine, such as serving employee consultations and CASN selection supervisory committees. In addition to competence and work motivation, employee performance is influenced by work discipline, the level of attendance who often leave the office during working hours for personal matters unrelated to work, such as family matters and picking up and dropping off school children. Work procedures often violated include not participating in ceremonies and gymnastics and not using attributes and work uniforms as stipulated by the provisions. Low obedience to superiors is characterized by employees often refusing to carry out official duties, being included in training, or being made team members for an office activity.

2. Literature Review

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One of the factors that influences Performance is competence. Competence is the ability to carry out or do work or tasks based on skills and knowledge and supported by the work attitude required by the job ([Wibowo, 2018](#)). To form good Performance, a government employee has regulated regulations related to the importance of competence and the addition of employees to the Performance of government agencies. Employees must have the right competence in carrying out work to realize employee performance and success in the long term. Improving individual Performance will encourage overall human resource performance, which is reflected in increased productivity.

Public and private organizations share a common goal: to optimize all of their components to achieve the goals set by the organization. This shared goal unites professionals in both sectors, fostering a sense of unity in their professional endeavors. The achievement of organizational goals can be measured through organizational Performance, which is determined by employee performance. Organizational success can be achieved if employees carry out their duties and function well in implementing organizational strategies. The organization needs employees who have high motivation to carry out work, work discipline, and competence and mastery of their fields.

One of the factors that influences Performance is competence. Competence is the ability to carry out or do work or tasks based on skills and knowledge, and supported by the work attitude required by the job ([Wibowo, 2018](#)). To achieve good performance, the government has regulated regulations related to the importance of competence and the addition of employees to the performance of government agencies. Employees must have the right competence in carrying out work to realize employee performance and success in the long term. Improving individual Performance will encourage overall human resource performance, which is reflected in increased productivity. Per organizational demands, good employee competence encourages the achievement of better organizational Performance and goals. Human resources are one of the most important resources for every organization/institution, and they are also supported by motivation, work discipline, and competence, which are important for achieving the organization's goals.

Empirical studies with different results related to competence are shown by research by [Ngebu et al. \(2018\)](#) and [Hermawan \(2019\)](#), whose research results state that competence has a positive and significant effect on performance. Research by [Nurlindah & Rahim \(2018\)](#) states different research results, namely that competence does not have a positive and significant effect on performance. In addition to competence, employee performance is also influenced by work motivation ([Kasmir, 2019](#)). Work motivation is a drive for someone to do work ([Kasmir, 2016](#)). If employees have a strong drive from within themselves or from outside themselves, then employees will be stimulated or motivated to do something well. In the end, encouragement or stimulation from within and outside a person will produce good performance.

Empirical studies with different results related to work motivation are shown by research by [Suhasto & Lestariningsih \(2018\)](#), whose research results state that work motivation has a positive and significant effect on employee performance. Meanwhile, research by [Tanjung, et al \(2023\)](#) states that work motivation does not positively and significantly affect employee performance. In addition to competence and work motivation, work discipline can affect performance ([Kasmir, 2019](#)). Work discipline is an obligation of the office or agency where work is required to pay attention to employee work discipline so that employee work improves more than before. Employees do not do unimportant activities at will during working hours.

Work discipline is a workplace or management concept requiring employees to act regularly. Discipline is a condition that causes or encourages employees to act and carry out all activities by the rules set. Good discipline is reflected in a person's great sense of responsibility for the tasks given to him. ([Sinambela & Sinambela, 2019](#)). Regulations are needed to create good order in the office where work is carried out because the discipline of an office or workplace is said to be good if some employees obey the existing regulations. Singodimedjo in [Sutrisno \(2019\)](#) states discipline is an attitude of willingness and willingness to obey and comply with the norms that apply around him, and employee discipline greatly influences the agency's goals. [Nadeak \(2020\)](#) one way to increase employee work productivity is to have good work discipline. Empirical studies with different results related to discipline are shown by research by [Ningsih et al. \(2022\)](#), whose research results show that work discipline has a positive and significant effect on employee performance. On the other hand, research conducted by [Anggi Maharani et al. \(2022\)](#) shows that work discipline does not positively and significantly affect employee performance.

The influence of Competence on employee performance. Competence is an individual characteristic that underlies performance or behavior in the workplace. According to [Wibowo \(2018\)](#), Competence is one of the factors that can affect employee performance. An excellent employee shows Competence on a larger scale and with better results than ordinary or average employees. Therefore, Competence is a characteristic that can underlie individuals who can be linked to criteria referenced to employee performance. Employees with better abilities and expertise will perform well for the company and vice versa ([Kasmir, 2019](#)). Duties and functions in carrying out performance are regulations that must be carried out because the implementation of good performance is based on employee competence. This is supported by research conducted by [Barasa et al. \(2018\)](#) with the title study Determinants of Job Satisfaction and its Implications on Employee Performance of Port Enterprises in DKI Jakarta, where the results of his research showed that Competence affects performance. Similar to the research conducted by [Ngebu, et al \(2018\)](#) titled " The Influence of Competence and Employee Placement on Employee Job Satisfaction and Performance and [Friolina's research \(2017\)](#) titled " Do Competence, Communication, and Commitment Affect the Civil Servants' Performance. The results of the study showed that Competence affects employee performance. Each competency will be seen in individuals with various characteristics. At the BKN Regional VII office, there is still low Competence, which is indicated by the limited knowledge of employees. Low understanding is seen from the slowness in completing work and dealing with public complaints. Besides that, there is still an attitude that is not enthusiastic about completing work and low interest in improving work skills.

The influence of work motivation on employee performance. According to [Wibowo \(2018\)](#), many factors influence performance, one of which is motivation. Motivation plays a vital role for employees; it can spur them to work hard to achieve their goals. Motivation has a close relationship with a person's attitudes and behaviors. Each individual's attitudes interact with values, emotions, roles, social structures, and new events, which behavior can influence and change. This is in line with the research conducted by [Suhasto & Lestariningsih \(2018\)](#), which was entitled Analysis of the Influence of Competence, Motivation, Discipline and Compensation on Human Resource Performance Using Partial Least Square Analysis. The population in his research was all alums of the Accounting Computerization Study Program of the Madiun State Polytechnic who graduated in 2012-2015, totaling 325 people. The sample was selected using the purposive sampling method to obtain 124 respondents. The data analysis

technique used Partial Least Square assisted by SmartPLS software. The results of his research show that a) competence influences commitment; b) motivation influences commitment; c) discipline influences commitment; d) competence influences performance; e) motivation influences performance; f) discipline influences performance; g) commitment influences performance. Decreased work motivation will cause employees to show lower productivity, feel bored, and be monotonous, making it difficult to achieve the expected performance. This still occurs in BKN Regional VII Office employees, who are still less motivated to work optimally, affecting employee performance.

The influence of work discipline on employee performance. According to [Wibowo \(2018\)](#), many factors influence performance, including discipline. High work discipline also affects performance. Discipline is a form of obedience or compliance with applicable written and unwritten regulations. This obedience manifests in attitudes, behavior, and actions that follow these regulations. Discipline is a management action that encourages organization members to meet the demands of various provisions ([Siagian, 2012](#)). This is supported by the research of [Ningsing et al. \(2022\)](#) with the title of their study The Influence of Transformational Leadership, Organizational Commitment, and Work Discipline on Employee Performance at the Badung Regency DPRD Secretariat. The results of the analysis show that: a) Transformational leadership has a positive and significant effect on performance. b) Organizational commitment has a positive and significant effect on performance. c) Work discipline has a positive and significant effect on employee performance. The phenomenon of discipline can be seen as still lacking; this illustrates that the indicators of the level of attendance and compliance with superiors' orders are still low. The loss of work discipline will affect the efficiency of work and the effectiveness of the mandated work tasks. If discipline is not enforced, the goals set will likely not be achieved effectively and efficiently.

3. Research Method

The object of this study is the Regional Office VII of the State Civil Service Agency of Palembang. The design that will be used in this study is correlational. Correlational is a research design that will reveal the collective relationship between two or more variables. This study will correlate the independent variables, namely Competence (X1), Work Motivation (X2), and Work Discipline (X3) with the dependent variable Employee Performance (Y). Employee performance indicators are quality, quantity, independence, and work commitment. The indicators of employee competence are knowledge, understanding, attitude, and interest. The indicators of motivation are opportunities for advancement, work relationships, working conditions, and responsibilities. The indicators of discipline are the level of attendance, work procedures, and obedience to superiors. The population in this study were all civil servants (PNS) at the Regional Office VII of the BKN. To determine the sample size in this study, the Isaac and Michael formula was used for a population of 140 people consisting of PNS and non-PNS with an error rate of 5%; the sample size was 103 people. Proportional sampling is a sampling technique that considers elements or categories in the research population, so the sample used is 103 people. The sampling technique in this study uses the probability sampling technique. The data collection techniques that will be used by the author in this study are questionnaires, interviews, and documentation. The questionnaire is the one that is delivered and collected by the researcher by meeting the respondents directly. Interviews are direct communication with BKN Palembang employees to obtain information related to the data needed. Documentation is by collecting data related to the study being studied. Primary data in this study were obtained through distributed questionnaires. Secondary data in this study are in

the form of personnel data and journals that are relevant to the title being studied. The analysis model used is multiple linear regression analysis.

4. Findings and Discussions

This multiple linear regression analysis determines the influence of competency variables, work motivation, and work discipline on employee performance. The results of the multiple linear regression analysis can be seen in the following table:

Table 1. Regression Result

Model		Unstandardized Coefficients		Standardized Coefficients
		B	Std. Error	Beta
1	(Constant)	1.170	3.814	
	Competency	.219	.072	.204
	Motivation	.336	.093	.310
	Discipline	.513	.098	.453

a. Dependent Variable: Employee Performance

Based on the table of multiple linear regression test results, the multiple linear is obtained as follows: $Y = 1.170 + 0.219 X_1 + 0.336 X_2 + 0.513 X_3$

The results show a constant value of 1.170, indicating that if competence, motivation, and discipline are equal to zero, employee performance remains at 1.170. The value of the competence regression coefficient is 0.219 (positive), indicating that competence has a positive effect on the performance of employees at the Regional Office VII BKN Palembang. The test value shows that if competence increases, employee performance will increase, and vice versa; if employee competence decreases, employee performance will also decrease. The value of the work motivation regression coefficient is 0.336 (positive), indicating that work motivation has a positive effect on the performance of employees at the Regional Office VII BKN Palembang. The test value shows that if work motivation increases, employee performance will increase, and vice versa; if work motivation decreases, employee performance will decrease. The value of the work discipline regression coefficient is 0.513 (positive), indicating that work discipline positively affects the performance of employees of the Regional Office VII BKN Palembang. The test value shows that if work discipline increases, employee performance will increase, and vice versa; if work discipline decreases, employee performance will decrease.

The F test determines whether competence, work motivation, and work discipline simultaneously affect employee performance. The results can be seen in the following table:

Table 2. F-test

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2780.914	3	926.971	43.822	.000 ^b
	Residual	2094.177	99	21.153		
	Total	4875.091	102			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Discipline, Competency, Motivation

Determining F-table with a confidence level of 95% and an error rate (α) of 5% = 0.05, with degrees of freedom (df) $V1 = k-1 = 4-1 = 3$ and $V2 = 103-4 = 99$, so the F-table value = 2.70. Based on the results of the F Test (Anova), it can be seen that the Fcount value is 43.822 > FTable 2.70 with a Sig F level of 0.000 < 0.05, then H_01 is rejected, meaning that there is a significant influence of competence, work motivation and work discipline on the performance of employees of the Regional Office VII BKN Palembang.

The t-test aims to test the independent variables partially/individually against the dependent variables, with the following results:

Table 3. t-test

Variables	t	Sig
1 (Constant)	.045	.965
Competency	3.047	.003
Motivation	3.611	.000
Discipline	5.231	.000

a. Dependent Variable: Employee Performance

Based on the results of the t-test (partial), it can be seen as follows: a) The calculated t-value for Competence (X_1) is 3.047 > t-table 1.984 with a sig.t level of 0.003 < 0.05 (significant), then H_02 is rejected, meaning that there is a significant influence of competence on the performance of employees of the Regional Office VII BKN Palembang. b) The calculated t-value for Work Motivation (X_2) is 3.611 > t-table 1.984 with a sig.t level of 0.000 < 0.05 (significant), then H_03 is rejected, meaning that there is a significant influence of work motivation on the performance of employees of the Regional Office VII BKN Palembang. c) The calculated t-value for Work Discipline (X_3) is 5.231 > t-table 1.984 with a sig.t level of 0.000 < 0.05 (not significant), so H_04 is rejected, meaning that there is a significant influence of work discipline on the performance of employees at the Regional Office VII BKN Palembang.

The Influence of Competence, Work Motivation, and Work Discipline on Employee Performance at Regional Office VII BKN Palembang. Based on the multiple linear regression analysis results, the coefficient values of the competency, work motivation, and work discipline variables show a positive influence. This means that if competency, work motivation, and work discipline improve or increase, it will improve employee performance. Conversely, if competency, work motivation, and work discipline decrease, employee performance will decrease. The results of simultaneous hypothesis testing show that competency, work motivation, and work discipline significantly influence employee performance at Regional Office VII BKN Palembang. These results explain that with competency, work motivation, and work discipline, employees can work optimally, which affects employee performance. The large value of Adjusted R Square in the regression model shows the large contribution of competency, work motivation, and work discipline to employee performance at Regional Office VII BKN Palembang. This study shows that competency, work motivation, and work discipline affect employee performance at Regional Office VII BKN Palembang. [Kasmir \(2019\)](#) states that several factors influence employee performance: competence, work motivation, and work discipline. The results of this study are in line with previous studies by [Maharani et al. \(2022\)](#), [Daming et al. \(2023\)](#), [Suci & Yulia. \(2020\)](#), and [Manao \(2020\)](#), which prove that simultaneously competence, work motivation, and work discipline have a positive and significant effect on employee performance. [Ngebu et al. \(2018\)](#) and [Hermawan \(2019\)](#) whose research results state

that competence has a positive and significant impact on performance. [Suhasto & Lestariningsih \(2018\)](#) research results state that work motivation positively and significantly affects employee performance. [Marpaung & Darmawan \(2022\)](#) research results show that work discipline positively and substantially affects employee performance. This contrasts the research conducted by [Nurlindah & Rahim \(2018\)](#), which stated different research results, namely that competence does not have a positive and significant effect on performance. [Tanjung et al. \(2023\)](#) the results of their research stated that work motivation has a positive and insignificant impact on employee performance. [Maharani et al. \(2022\)](#) showed that work discipline has a positive and insignificant effect on employee performance. There are differences and similarities between previous studies and this study, namely using measurement indicators. There are differences in research samples, sampling techniques, and analysis techniques. Based on the results of respondents' answers, problems were found in employee performance, namely in the quantity indicator, where there is still employee work quality that does not meet the established standards, in addition to the independence indicator, where there are still BKN employees who do not have independence and confidence in the results of their work. In addition, there were problems in the work commitment indicator where there are still BKN employees who do not have a work commitment to complete their work immediately and still employees who do not have a work commitment to the survival of BKN. If this problem is not followed up, it will cause problems that can hinder employee performance.

The Influence of Competence on Employee Performance at Regional Office VII BKN Palembang. The results of the partial hypothesis test show a significant influence of Competence on the performance of employees at Regional Office VII BKN Palembang. These results explain that the good or lousy Competence possessed by employees will determine the good or bad performance of the employees produced. This study proves the hypothesis written at the beginning that Competence significantly influences the performance of employees at Regional Office VII BKN Palembang. This is according to [Kasmir's \(2019\)](#) theory, which states that several factors affect employee-effect performance, n, Compliance. The results of this study are in line with previous studies conducted by [Maharani et al. \(2022\)](#), [Daming et al. \(2023\)](#), [Suci & Yulia \(2020\)](#), [Manao \(2020\)](#), [Ngebu et al. \(2018\)](#) and [Hermawan \(2019\)](#) whose research results state that partially Competence has a positive and significant effect on performance. Unlike the research conducted by [Nurlindah & Rahim \(2018\)](#), which stated different research results, namely, Competence has a positive and insignificant effect on the performance of South Sulawesi Province Industry Service employees. The reason this research is different from the research of [Nurlindah & Rahim \(2018\)](#) of the South Sulawesi Province Industry Service because it is based on several aspects, namely, there are differences in the indicators used, namely using indicators of knowledge, skills, self-concept, personal characteristics, and motives, while in this study using 4 indicators that are close to the problem, namely knowledge, understanding, attitude and interest. Then, there is a difference in the sample used by [Nurlindah & Rahim \(2018\)](#) in the South Sulawesi Province Industry Service, which is 54 employees, while this study uses a sample of 103 employees. Based on the results of the respondents' answers, it was found that there were problems with employee work competencies, namely in the knowledge indicator, where there are still employees who do not have the desire to improve their education to a higher level, another problem in the understanding indicator, where there are still BKN employees who are unable to resolve public complaints with good understanding. A problem was also found in the attitude indicator, where there are still BKN employees who do not show a positive attitude in completing their duties and responsibilities; another problem was also seen in the interest indicator, where there are still employees who do not have an

interest in improving their work competency. BKN employees still tend not to show a high interest in their work. The impact of these problems has an effect on employee performance, namely in the quantity indicator, where there is still employee work quality that does not meet the established standards, in addition to the independence indicator, where there are still BKN employees who do not have independence and confidence in the results of their work. In addition, there were problems in the work commitment indicator where there are still BKN employees who do not have a work commitment to complete their work immediately and still employees who do not have a work commitment to the survival of BKN. If this problem is not followed up, it will cause problems that can hinder employee performance. As a practical implication, the researcher suggests that employees should be able to improve their work competencies, significantly improve their knowledge in their work by following training or further education, understand handling public problems by sharing with superiors to get the best solution, enhance attitudes and increasing interest in working by showing seriousness in handling issues in their work. If these improvements are made, it is expected to improve performance, especially in achieving maximum work quality and fulfilling work quantity; employees will also have confidence in working and a commitment to completing the assigned work.

The Influence of Work Motivation on Employee Performance at Regional Office VII BKN Palembang. The results of the partial hypothesis test show a significant influence of motivation on employee performance at Regional Office VII BKN Palembang. These results explain that whether the motivation possessed by employees is good or bad will determine whether the employee's performance is good or bad. High motivation encourages employees to work productively and achieve organizational goals. In this study, motivation was shown to contribute significantly to employee performance. This indicates that employees who feel appreciated will have a greater desire to work optimally. The results of this study agree with [Kasmir's \(2016\)](#) theory. Work motivation is one factor that influences employee performance. Previous research studies conducted by [Maharani et al. \(2022\)](#), [Daming et al. \(2023\)](#), [Suci & Yulia. \(2020\)](#), [Manao \(2020\)](#), and [Suhasto & Lestariningsih \(2018\)](#), whose research results stated that partial work motivation has a positive and significant effect on employee performance. This is in contrast to the Research conducted by [Wahab et al. \(2022\)](#), whose research results stated that work motivation did not have a positive and significant effect on the performance of employees at the Pangkep Regency Manpower Office. The reason the results of [Wahab Research et al. \(2022\)](#) at the Pangkep Regency Manpower Office are different because it is based on several aspects, namely, the difference in the indicators used, namely only taking two indicators, namely freedom to express ideas and incentives, while in this study using indicators of opportunities to advance, work relationships, working conditions and responsibilities that are by the existing problems, the sample used was 41 employees, while in this study used 103 employees. Based on the results of the respondents' answers, it was found that there were problems with work motivation. Namely, problems were found in the work relationship indicator where BKN employees still did not maintain a close working relationship when completing work with colleagues. Besides, there were still poor working relationships reflected in communication and coordination between employees and the field, which did not run smoothly; problems were also found in the responsibility indicator, where there were still BKN employees who did not carry out routine tasks and additional tasks with full responsibility. The impact of these problems affects employee performance, namely on the quantity indicator, where there is still employee work quality that does not meet the established standards, in addition to the independence indicator, where there are still BKN employees who do not have

independence and confidence in the results of their work. In addition, problems are found in the work commitment indicator where BKN employees still do not have a work commitment to complete the work immediately. There are still employees who do not have a work commitment to the survival of BKN. If this problem is not followed up, it will cause problems that can hinder employee performance. As a practical implication, the researcher suggests that employees should be able to increase their work motivation, especially in terms of opportunities to advance, by taking advantage of every opportunity the company gives. Then employees must maintain good relationships with co-workers and superiors by always being enthusiastic about the work carried out in groups, in addition to consistently maintaining the tidiness of the workspace so that it is comfortable to carry out work and employees must always be responsible for the work carried out to improve their work performance. If these improvements are made, it is hoped that they will improve performance, especially in achieving maximum work quality and fulfillment of work quantity; in addition, employees will have confidence in working and a commitment to completing the work assigned.

The Influence of Work Discipline on Employee Performance at Regional Office VII BKN Palembang. The results of the partial hypothesis test show a significant influence of work discipline on the performance of employees at Regional Office VII BKN Palembang. These results explain that whether the work discipline of employees is good or bad will determine the good or bad performance of the employees produced. This study proves that the hypothesis written at the beginning is that work discipline significantly influences employees' performance at Regional Office VII BKN Palembang. This is in accordance with [Kasmir's \(2019\)](#) theory that work discipline is one factor that influences employee performance. The results of this study are in line with previous studies conducted, such as [Maharani et al. \(2022\)](#), [Daming et al. \(2023\)](#), [Suci & Yulia \(2020\)](#) and [Manao \(2020\)](#), and [Marpaung & Darmawan \(2022\)](#), whose research results show that work discipline has a positive and significant effect on employee performance. In contrast to research by [Maharani et al. \(2022\)](#), which showed that work discipline did not have a positive and significant effect on the performance of the Deli Serdang Regency Regional Revenue Agency employees. This difference is due to differences in the indicators used as research measuring tools in the study of [Maharani et al. \(2022\)](#) at the Deli Serdang Regency Regional Revenue Agency using indicators of complying with all rules, work targets, and responsibilities, while in this study using indicators of attendance level, work procedures and obedience to superiors. The sampling technique [Maharani et al. \(2022\)](#) at the Deli Serdang Regency Regional Revenue Agency used saturated sampling with 60 research respondents, while this study used cluster sampling with 103 research samples. Based on the results of the respondents' answers, it was found that there were problems with work discipline, namely in the attendance level indicator, where there was still a level of attendance for each BKN employee that was not reflected in the habit of being on time, in addition, there were problems with the work procedure indicator, where there were still BKN employees who did not follow work procedures by always attending the assembly and exercise according to the schedule set and in the obedience to superiors indicator, where there were still BKN employees who did not carry out tasks from their superiors with full enthusiasm as a form of obedience to their superiors. The impact of these problems had an effect on employee performance, namely in the quantity indicator, where there was still employee work quality that did not meet the standards that had been set, in addition to the independence indicator, where there were still BKN employees who did not have independence and confidence in the results of their work. In addition, there were also problems with the work commitment indicator where there were still BKN employees who did not have a work commitment to complete the work immediately, and

there were still employees who did not have a work commitment to the survival of BKN. If this problem is not followed up, it will cause problems that can hinder employee performance. As a practical implication, the researcher suggests that employees should improve their work discipline, especially the level of attendance, where employees must always arrive on time and obey work procedures by following activities held by the agency. Employees must carry out tasks according to the direction, work procedures, and good habits that will create a disciplined personality. If these improvements are made, it is expected to improve performance, especially in achieving maximum work quality and fulfillment of work quantity; in addition, employees will have confidence in working and a committed nature in completing the assigned work.

5. Conclusion

Based on the study results from the discussion, the following conclusions can be drawn: 1. Competence, work motivation, and work Competence significantly influence the performance of Regional Office VII BKN Palembang employees. 2. Competence significantly influences the Competence of Regional Office VII BKN Palembang employees. 3. Work motivation significantly influences the performance of Regional Office VII BKN Palembang employees. 4. Work discipline significantly influences the performance of Regional Office VII BKN Palembang employees. Regional Office VII BKN Palembang employees should pay attention to competence and discipline because they have been proven to have a significant influence, regarding Competence. Competence, employ Competence Regional Office VII BKN Palembang should be able to improve their work competence, especially to improve their knowledge in their work by participating in training or further education, understanding in handling public problems by sharing with superiors in order to get the best solution, improving attitudes and increasing interest in working by showing seriousness in handling problems in their work. Regarding work motivation, Regional Office VII BKN Palembang employees should be able to improve their work motivation, especially in terms of advancing by utilizing every opportunity and chance the company gives. Employees must maintain good relationships with co-workers and superiors by always being enthusiastic in work carried out in groups and consistently maintaining the neatness of the workspace to be comfortable to carry out work. Employees must always be responsible for their work to improve their performance. Regarding work discipline, employees of Regional Office VII BKN Palembang should be able to improve their work discipline, especially the level of attendance, where employees must always arrive on time and obey work procedures by participating in activities held by the agency. Employees must carry out tasks according to direction and work procedures, and good habits that will create a disciplined personality.

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