

The Effect of Competence, Motivation, and Work Discipline on the Performance of Employees at Perumda Air Minum Tirta Raharja in Bandung Regency

Rizal Permana^{1*}, Palupi Permata Rahmi², Widyastuti Nurmalia Utami³

Manajemen, Universitas Indonesia Membangun

Corresponding Author: rizalpermana@student.inaba.ac.id¹,
palupi.permata@inaba.ac.id², widyastuti.nurmalia@inaba.ac.id³

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Abstrak

This study aims to analyze the effects of competence, work motivation, and work discipline on employee performance at Perumda Air Minum Tirta Raharja in Bandung Regency. This study employs a quantitative method with a descriptive and verificatory approach, aiming to describe the conditions of the research variables and empirically test the relationships among them. The research data were obtained by distributing questionnaires to 78 employees who were selected as research respondents. The collected data were analyzed using multiple linear regression. The results showed that competence did not have a significant effect on employee performance. The NJI results indicated that competence was rated good (44.81), motivation was rated good (43.83), work discipline was rated good (59.31), and employee performance was rated good (52.32). In part, competence has no effect ($0.217 > 0.05$), indicating that differences in competence levels among employees do not yet yield meaningful changes in performance. while motivation ($0.009 < 0.05$) and work discipline ($0.000 < 0.05$) affect performance, meaning that work motivation and work discipline are proven to have a positive and significant effect on employee performance. Simultaneously, competence, work motivation, and work discipline have a significant effect on employee performance, with an R-squared of 70.4%, indicating that these three variables account for most of the variation in employee performance. The findings of this study confirm that improving employee performance in the public service sector needs to focus on strengthening motivation and work discipline, supported by continuous competence development to improve the quality of service to the community.

Keywords: Employee Performance; Competency; Work Motivation; Work Discipline.

1. Introduction

In the modern era marked by global competition, technological acceleration, and increasing

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demands for high-quality public services, human resources (HR) play a strategic role in determining an organization's success. HRM not only functions as a policy implementer but also becomes a major factor in determining the effectiveness and efficiency of service delivery to the community ([Alqorni et al., 2025](#)). Public sector organizations are required to have competent, motivated, and disciplined employees to be able to provide fast, accurate, and public satisfaction-oriented services. Optimal employee performance is a key prerequisite for maintaining public trust and enhancing the professional image of public service institutions ([Fitriandi et al., 2024](#); [Reynilda, 2022](#))

Perumda Air Minum Tirta Raharja Bandung is a Regional Owned Enterprise (BUMD) that plays a vital role in providing clean water services to the communities of Bandung Regency, West Bandung Regency, and parts of Cimahi City. As an essential public service provider, Perumda is required to ensure the sustainable distribution of clean water, respond to customer complaints, and adapt to technological developments and digital-based work systems. However, the quality of service provided is highly dependent on the performance of employees in each work unit. A decline in employee performance has the potential to cause service delays, an increase in customer complaints, and a decrease in public satisfaction ([Nuryadi et al., 2017](#))

Based on internal performance data for 2025, it is evident that employee performance at Perumda Air Minum Tirta Raharja Bandung has not been consistently optimal across service areas. Several work units are still in the “fair” performance category, while others have reached the ‘good’ to “very good” categories. This condition indicates a performance gap that may hamper the organization's overall productivity and reduce the quality of public services. A summary of the average employee performance ratings per service area is shown in Table 1.

Table 1. Average Employee Performance Ratings by Region in 2025

No	Unit Kerja	Nilai Rata-Rata Kinerja	Kategori
1	Wilayah I Soreang	78.6	Cukup
2	Wilayah II Banjaran	81.5	Baik
3	Wilayah III Ciparay	83.2	Baik
4	Wilayah IV Cimahi	79.0	Cukup
5	Kantor Pusat & Umum	85.4	Baik Sekali

Sumber: Data Kinerja Karyawan Perumda Air Minum Tirta Raharja Bandung, 2025.

Based on internal performance data for 2025, employee performance at Perumda Air Minum Tirta Raharja Bandung shows significant differences across service areas. Of the five main work units, two areas recorded average performance scores below the optimal standard. Region I Soreang has an average performance score of 78.6, while Region IV Cimahi has a score of 79.0; both fall within the “fair” category. Meanwhile, Region II Banjaran and Region III Ciparay have average scores of 81.5 and 83.2, respectively, which are in the “good” category. The Central and General Office Unit achieved the highest performance, with an average score of 85.4, placing it in the “very good” category. These performance differences indicate disparities in productivity across work units, which can hamper the organization's overall performance.

In addition to differences in performance scores, the internal pre-survey results also revealed issues with employee competency. The average employee competency level was only 53%, indicating that nearly half of the employees did not fully meet the expected competency standards. The indicators with the lowest percentages were the ability to use operational applications (43%) and the ability to adapt to new digital work systems (47%). This condition

indicates that the company's digital transformation has not been fully matched by the readiness of employees' competencies in the field.

Regarding work motivation, the pre-survey results indicated an average level of 52%. The lowest percentages were for the perceived fairness of the reward system (40%) and the clarity of career promotion opportunities (43%). Meanwhile, the indicator of inter-employee working relationships received the highest percentage (63%), indicating that the social work environment is relatively conducive but not strong enough to encourage optimal performance. This low level of work motivation may reduce employee morale and productivity.

Work discipline issues are also reflected in employee attendance data for the first quarter of 2025. Region I Soreang recorded 67 cases of tardiness and 12 unexcused absences, while Region IV Cimahi recorded 54 cases of tardiness and 9 unexcused absences. These two regions have the lowest performance scores, indicating a correlation between work discipline and employee performance.

Previous studies have shown that competence, motivation, and work discipline have a positive and significant effect on employee performance ([Rahmi & Riskayani, 2022](#); [Rahmitasari et al., 2021](#); [Salfa et al., 2025](#); [Shefani & Jaya, 2024](#)). However, most of these studies still focus on specific industrial sectors or government agencies, so there has not been much research on local public service organizations undergoing digital transformation. Therefore, this study aims to analyze the influence of competence, motivation, and work discipline on the performance of employees at Perumda Air Minum Tirta Raharja Bandung, in order to provide empirical evidence and strategic recommendations for improving the quality of human resources and public services.

2. Literature Review

2.1 Employee performance

Employee performance is the work achieved by individuals in an organization, both in terms of quality and quantity, in accordance with their responsibilities and established standards. Mathis and Jackson state that performance reflects the level of task achievement, as measured by work quality, quantity, timeliness, attendance, and ability to work collaboratively ([Meilani & Muttaqin, 2024](#)). In public service organizations, employee performance is an important indicator because it directly affects service quality and public satisfaction ([Salfa et al., 2025](#)).

According to [Putri et al. \(2023\)](#); [Vuong & Nguyen \(2022\)](#) identified employee performance indicators as work quality, work quantity, timeliness, and responsibility. Work quality refers to the level of excellence of the work produced, work quantity relates to the volume of output that can be completed, timeliness indicates the ability to complete tasks according to the set deadline, while responsibility reflects awareness in carrying out tasks and taking responsibility for the work done.

At Perumda Air Minum Tirta Raharja Bandung, employee performance is reflected in their ability to complete operational tasks, respond to water distribution disruptions, and provide timely service to customers. Performance data for 2025 shows that the average employee performance score ranges from 78.6 to 85.4, with some work units still in the “fair” category. This indicates that improving employee performance remains a strategic need for the organization.

2.2 Competence

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Competence is a basic characteristic that encompasses knowledge, skills, and attitudes that influence an individual's ability to perform their job effectively. [Greenberg and Baron \(2003\)](#) state that competence is a distinguishing factor between high- and low-performing employees. Competence is not only related to technical mastery, but also includes adaptability, willingness to learn, and a professional attitude at work.

According to [Busro \(2018:35\)](#), competency indicators include understanding standard operating procedures (SOPs), technical knowledge of the job, the ability to operate tools/technology, the ability to complete work, the willingness to learn, and cooperation with coworkers. Understanding SOPs and technical knowledge form the foundation of the cognitive competencies required of employees, while the ability to operate technology and complete work reflects technical competencies in task implementation. On the other hand, willingness to learn and the ability to work together reflect attitudes and behaviors that support continuous competency development.

In this study, competency is measured across three main dimensions: knowledge, skills, and attitudes. Knowledge encompasses understanding of SOPs and work procedures; skills relate to the ability to operate technology and complete work; and attitude reflects a willingness to learn and cooperation. The pre-survey results indicate that the average competency level of Perumda Air Minum Tirta Raharja Bandung employees is 53%, with operational application skills at 43%. This condition indicates that competency, particularly digital competency, remains insufficient to support employee performance.

2.3 Work motivation

Work motivation is the internal and external drives that influence the intensity, direction, and persistence of a person's work behavior. McClelland argues that work motivation is influenced by three primary needs: achievement, power, and affiliation. High motivation encourages employees to work optimally, achieve targets, and contribute more to the organization ([Shéfani & Jaya, 2024](#)).

[Greenberg & Baron \(2003\)](#) proposed dimensions of work motivation consisting of the desire to achieve targets, efforts to improve work performance, the desire to lead, responsibility for tasks, harmonious working relationships, and teamwork. The desire to achieve targets and efforts to improve work results reflect employees' achievement orientation, while the desire to lead and responsibility for tasks indicate leadership and commitment. Harmonious working relationships and teamwork represent the need for affiliation and the ability to collaborate in achieving organizational goals.

In the context of Perumda Air Minum Tirta Raharja Bandung, work motivation is an important issue because it is related to the reward system, incentives, and career development opportunities. The pre-survey results show that the average level of employee motivation is at 52%, with perceptions of fairness in the reward system at only 40% and clarity of career advancement at 43%. This low level of work motivation has the potential to reduce morale and impact overall employee performance.

2.4 Disiplin Kerja

Work discipline is an attitude of obedience to rules, punctuality, and responsibility in carrying out tasks. Hasibuan (2016) states that work discipline functions as a management tool to ensure that employees work in accordance with established standards and procedures. Good discipline

reflects employees' awareness and commitment to their work.

[Reynelda \(2022\)](#) explains that indicators of work discipline include adhering to working hours, following instructions, complying with SOPs, and complying with procedures and safety regulations. Adhering to working hours demonstrates employees' time awareness and commitment to the established schedule, while following instructions reflects employees' ability to receive and carry out their superiors' directions. Compliance with SOPs and safety procedures is a form of operational discipline that ensures work is carried out according to standards and minimizes risks in the performance of duties.

In public service organizations, work discipline is an important factor because it directly affects operational smoothness and service quality. Attendance data for Perumda Air Minum Tirta Raharja Bandung in 2025 shows that the rate of tardiness and unexcused absences remains high, particularly in Region I Soreang with 67 cases of tardiness and Region IV Cimahi with 54 cases of tardiness. This condition shows that work discipline is still an issue that needs serious attention from management.

2.5 The Relationship between Competence, Motivation, and Work Discipline and Performance

Theoretically, employee performance is influenced by a combination of ability, willingness, and compliance with work rules. Competence determines the technical ability of employees to complete their work, work motivation drives the intensity and enthusiasm of work, while work discipline ensures consistency in work behavior in accordance with organizational standards ([Saputro & Muttagin, 2023](#)). Previous studies have shown that these three variables have a positive and significant influence on employee performance, both partially and simultaneously. Thus, this research confirms that competence, work motivation, and work discipline are interrelated internal factors that play an important role in shaping the performance of employees at Perumda Air Minum Tirta Raharja Bandung.

2.6 Research Model and Hypothesis

The research model in this study is as follows:

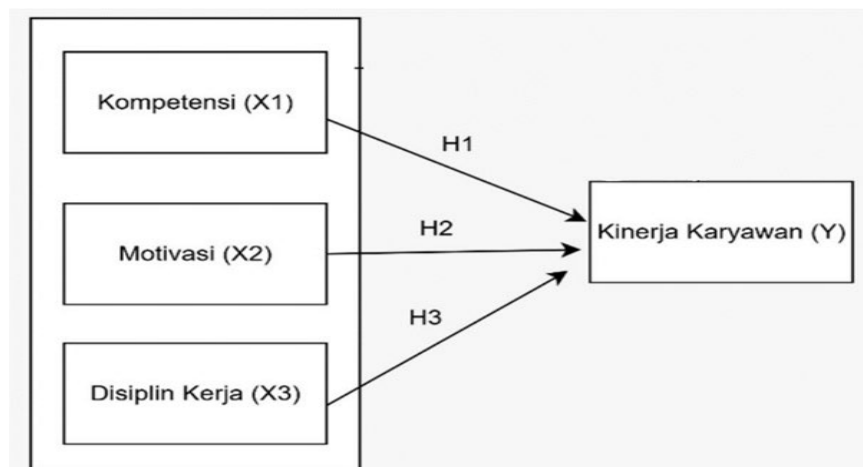


Figure 1. Research Model
Data source: processed by researcher, 2025

The hypotheses proposed in this study are as follows:

1. H1: Competence has a significant effect on the performance of employees at Perumda Air Minum Tirta Raharja Bandung.
2. H2: Work motivation has a significant effect on the performance of employees at Perumda Air Minum Tirta Raharja Bandung.
3. H3: Work discipline has a significant effect on the performance of employees at Perumda Air Minum Tirta Raharja Bandung.
4. H4: Competence, work motivation, and work discipline simultaneously have a significant effect on the performance of employees at Perumda Air Minum Tirta Raharja Bandung.

3. Research Method

This study used two types of variables, namely independent variables consisting of competence (X_1), work motivation (X_2), and work discipline (X_3), and dependent variables consisting of employee performance (Y). The measurement of the competency variable (X_1) consisted of 6 statements, the work motivation variable (X_2) consisted of 6 statements, the work discipline variable (X_3) consisted of 6 statements, and the employee performance variable (Y) consisted of 10 statements.

3.1 Sources and Methods of Data Collection

The data sources in this study consisted of primary and secondary data. Primary data were obtained directly from respondents through the distribution of questionnaires to employees of Perumda Air Minum Tirta Raharja Bandung, supplemented by field observations and brief interviews with relevant parties. Secondary data was obtained from company documents, internal reports, books, and scientific journals relevant to the research topic. The research instrument used a questionnaire with a five-point Likert scale, namely: (1) strongly disagree, (2) disagree, (3) somewhat disagree, (4) agree, and (5) strongly agree. Respondents were asked to provide assessments of statements related to employee competence, work motivation, work discipline, and performance.

3.2 Population and Sample

The population in this study comprised all 356 employees of Perumda Air Minum Tirta Raharja Bandung, distributed across five work units. The sampling technique used was non-probability sampling with a proportional selection approach for respondents in each work unit.

The sample size was determined using the Slovin formula with an error rate of 10% (0.10), with the following calculation:

$$n = \frac{N}{1 + N(e)^2}$$

$$n = \frac{356}{1 + 356 \times 0,01} \approx 78,07$$

Thus, the sample size in this study was 78 respondents, selected proportionally from each work unit. The sampling technique employed was non-probability sampling, with random selection of respondents within each work unit, subject to the company's availability and operational conditions.

3.3 Data Analysis Methods

The data analysis methods used in this study included several stages of analysis, as follows:

Validity and Reliability Tests

Validity tests were used to determine the accuracy of the instruments in measuring the research variables. The validity test was conducted using Pearson's correlation coefficient (r). A statement was declared valid if the calculated r value was greater than the table r value. The reliability test was conducted using Cronbach's Alpha, with the criterion that the instrument was considered reliable if the alpha value exceeded 0.60.

Descriptive Analysis

Descriptive statistics are used to provide an overview of respondents' characteristics and the mean values of the research variables, namely competence (X_1), work motivation (X_2), work discipline (X_3), and employee performance (Y).

Regression Analysis and Classical Assumption Test

Before performing regression analysis, the data was first tested using classical assumption tests, which included normality, multicollinearity, and heteroscedasticity tests.

The normality of the data was assessed using the Kolmogorov–Smirnov test at the 0.05 significance level.

Multicollinearity is assessed using the Tolerance (TOL) and Variance Inflation Factor (VIF) statistics, with the criteria $TOL > 0.10$ and $VIF < 10$.

Heteroscedasticity is assessed by examining the distribution of points in the scatterplot.

Multiple Linear Regression Analysis

Multiple linear regression analysis is used to determine the effect of competence, work motivation, and work discipline on employee performance, with the following regression equation:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3$$

Correlation Coefficient and Determination Coefficient

The correlation coefficient is used to quantify the strength of the relationship between variables, whereas the coefficient of determination (R^2) quantifies the proportion of variance in the dependent variable explained by the independent variable.

t-test (Partial Test)

The t-test is used to assess the partial effect of each independent variable on the dependent variable, with a significance level of <0.05 .

F Test (Simultaneous Test)

The F-test is used to determine the simultaneous influence of independent variables on the dependent variable. Variables are considered to have a simultaneous influence if the significance value is <0.05 .

4. Research Results and Discussion

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4.1 Research Results

4.1.1 Validity Test

Table 2. Validity Test Results

Statement	R count	R table	Information
Pernyataan Kinerja Pegawai (Y)			
Saya mengerjakan tugas dengan tingkat ketelitian yang tinggi.	0,742	0,223	Valid
Saya selalu menjaga kerapian hasil pekerjaan saya.	0,768	0,223	Valid
Saya mampu mencapai target pekerjaan sesuai yang ditetapkan.	0,801	0,223	Valid
Saya berusaha menjaga pencapaian target secara konsisten setiap periode.	0,794	0,223	Valid
Saya selalu menyelesaikan tugas sebelum atau tepat pada batas waktu yang ditentukan.	0,756	0,223	Valid
Saya mematuhi deadline pekerjaan yang ditetapkan.	0,782	0,223	Valid
Saya bertanggung jawab penuh terhadap setiap tugas yang diberikan kepada saya.	0,811	0,223	Valid
Saya menunjukkan kepedulian terhadap kualitas hasil pekerjaan saya.	0,799	0,223	Valid
Saya memastikan setiap pekerjaan yang saya serahkan memiliki tampilan yang rapi dan terstruktur.	0,735	0,223	Valid
Saya mampu mengatur waktu kerja agar tidak terjadi keterlambatan dalam penyelesaian tugas.	0,804	0,223	Valid
Pernyataan Kompetensi (X₁)			
Saya memahami isi dan alur SOP yang berlaku di tempat saya bekerja.	0,681	0,223	Valid
Saya memahami teknis pekerjaan yang menjadi tanggung jawab	0,703	0,223	Valid
Saya dapat mengoperasikan alat kerja atau teknologi yang digunakan di unit saya.	0,728	0,223	Valid
Saya dapat menyelesaikan tugas dengan baik sesuai tuntutan pekerjaan.	0,695	0,223	Valid
Saya memiliki kemauan yang tinggi untuk mempelajari hal-hal baru terkait pekerjaan.	0,742	0,223	Valid
Saya mudah bekerja sama dengan rekan kerja saat menyelesaikan tugas.	0,689	0,223	Valid
Pernyataan Motivasi Kerja (X₂)			
Saya memiliki dorongan kuat untuk mencapai target kerja yang ditetapkan.	0,804	0,223	Valid
Saya selalu berusaha meningkatkan kualitas hasil kerja saya.	0,821	0,223	Valid
Saya memiliki keinginan untuk mengarahkan atau membimbing rekan kerja ketika diperlukan.	0,798	0,223	Valid
Saya merasa bertanggung jawab untuk menyelesaikan tugas dengan sebaik mungkin.	0,833	0,223	Valid
Saya berusaha menjaga hubungan kerja yang baik dengan rekan kerja.	0,787	0,223	Valid
Saya senang bekerja sama tim untuk menyelesaikan tugas.	0,809	0,223	Valid
Pernyataan Disiplin Kerja (X₃)			
Saya datang bekerja tepat waktu sesuai jadwal yang telah ditentukan.	0,842	0,223	Valid
Saya menaati aturan jam kerja yang berlaku di tempat kerja saya.	0,861	0,223	Valid

Saya mengikuti instruksi kerja yang diberikan oleh atasan atau SOP.	0,828	0,223	Valid
Saya melaksanakan tugas sesuai dengan SOP yang telah ditetapkan.	0,853	0,223	Valid
Saya menyelesaikan tugas sesuai standar yang telah ditentukan.	0,839	0,223	Valid

Source: Processed by the researcher, 2025

Based on Table 2 above, the validity test results show that all statement items on the variables of employee performance (Y), competence (X_1), work motivation (X_2), and work discipline (X_3) have a calculated r value $>$ table r (0.223). Thus, all statement items are declared valid and suitable for use as research instruments.

Table 3. Reliability Test Results

Variables	Cronbach's Alpha	Kriteria	N of Item	Keterangan
Competence	0,930	0,60	10	Reliabel
Motivation	0,770	0,60	6	Reliabel
Work Discipline	0,889	0,60	6	Reliabel
Employee Performance	0,908	0,60	6	Reliabel

Source: Processed by the researcher, 2025

Based on Table 3, the reliability test results indicate that all research variables have Cronbach's $\alpha > 0.60$; therefore, all instruments are considered reliable and can be used in the study.

4.1.2 Descriptive Analysis

The respondents' characteristics indicate that most employees of Perumda Air Minum Tirta Raharja are of working age, with the largest share in the 31-40 age range, whereas the smallest share is above 50 years. Regarding length of service, the average respondent had considerable work experience: most had 6-10 years, while those with the longest service exceeded 20 years, and those with the shortest had less than 5 years. In terms of work units, most respondents were from central units, whereas the fewest were from specific service units. In terms of position, the majority of respondents held staff or technician/operator roles, whereas the fewest held managerial roles.

Table 4. NJI Score Results

Variables	Average	Category
Competence	44,81	Good
Motivation	43,83	Good
Work Discipline	59,31	Good
Employee Performance	52,32	Good

Source: Processed by the researcher, 2025

Descriptive analysis using the Answer Index Score (AIS) shows that all variables in this study are classified as good. The competency variable recorded an average AIS score of 44.81, motivation scored 43.83, and work discipline scored 59.31. On the other hand, the employee performance variable obtained an average NJI score of 52.32 and was also classified as good. These findings indicate that, overall, the competence, work motivation, and work discipline of employees are at an adequate level to support employee performance.

4.1.3 Regression Analysis and Classical Assumption Test

1. Normality Test

Table 5. Kolmogorov–Smirnov Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		78
Normal Parameters ^a	Mean	.0000000
	Std. Deviation	6.47773013
Most Extreme Differences	Absolute	.085
	Positive	.062
	Negative	-.085
Test Statistic		.085
Asymp. Sig. (2-tailed)		.200

Source: Processed by the researcher, 2025

Based on Table 5 above, the Kolmogorov–Smirnov normality test indicates an Asymp. Sig. (2-tailed) value of 0.200, which is greater than the significance level of 0.05. Thus, it can be concluded that the residual data in this study are normally distributed, thereby satisfying the normality assumption and supporting further analysis.

2. Multicollinearity Test

Table 6. Multicollinearity Test Results

Model		Collinearity Statistics	
		Tolerance	VIF
1	Kompetensi	.353	2.832
	Motivasi	.340	2.940
	Disiplin_Kerja	.352	2.844

a. Dependent Variable: Kinerja_Karyawan

Source: Processed by the researcher, 2025

Based on Table 6, all variables have Tolerance values > 0.10 and VIF < 10 , indicating that the regression model does not exhibit multicollinearity.

3. Heteroscedasticity Test

The heteroscedasticity test was performed by plotting the residuals against the predicted values.

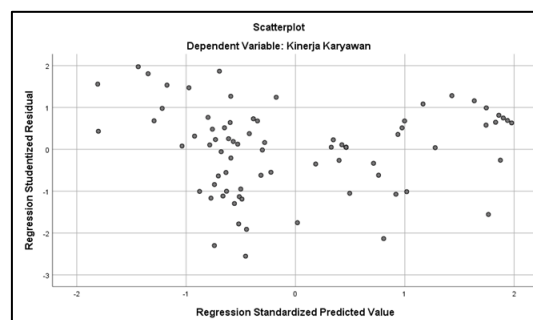


Figure 2. Heteroscedasticity Test Results

Source: Processed by the researcher, 2025

The test results indicate that the residual points are randomly distributed above and below zero and do not form a discernible pattern. Thus, the regression model is not heteroscedastic.

4.1.4 Multiple Linear Regression Test Results

Table 7. Multiple Linear Regression Test Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	10.807	3.232		3.344	.001
	Kompetensi	.139	.112	.133	1.246	.217
	Motivasi	.290	.109	.289	2.664	.009
	Disiplin Kerja	.381	.084	.485	4.545	.000

a. Dependent Variable: Kinerja Karyawan

Source: Processed by the researcher, 2025

Based on Table 7, the following multiple linear regression equation is obtained:

$$Y = 10,807 + 0,139 + 0,290 + 0,381$$

1. The constant (10.807) indicates that employee performance has a value of 10.807 if competence, motivation, and work discipline remain at the same level.
2. The competency coefficient (0.139) has a positive value, indicating that an increase in competency tends to have an impact on improving employee performance, although the effect is relatively small.
3. The work motivation coefficient (0.290) also has a positive value, indicating that an increase in work motivation will have a more significant impact on employee performance.
4. The work discipline coefficient (0.381) shows a positive value, indicating that work discipline has the strongest influence on improving employee performance.

4.1.5 Determination Coefficient Test Results

Table 8. Determination Coefficient Test Results

Model	R	R Square	Adjusted R Square	S.E. of the Estimate
1	.839 ^a	.704	.692	4.91225

a. Predictors: (Constant), Disiplin Kerja, Kompetensi, Motivasi

Source: Processed by the researcher, 2025

An R Square value of 0.704 indicates that the variables of competence, work motivation, and work discipline are able to explain 70.4% of the variation in employee performance, while 29.6% is influenced by other variables outside the scope of this study.

4.1.6 t-Test Results (Partial Test)

Table 9. t-Test Results

Model		Unstandardized Coefficients		t	Sig.
		B	Std. Error		
1	(Constant)	10.807	3.232	3.344	.001

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Kompetensi	.139	.112	1.246	.217
Motivasi	.290	.109	2.664	.009
Disiplin Kerja	.381	.084	4.545	.000

Source: Processed by the researcher, 2025

Based on the t-test results:

1. Competence does not have a significant effect on employee performance (Sig. 0.217 > 0.05).
2. Work motivation has a positive and significant effect on employee performance (Sig. 0.009 < 0.05).
3. Work discipline has a positive and most dominant effect on employee performance (Sig. 0.000 < 0.05).

4.1.7 F Test Results (Simultaneous Test)

Table 10. F Test Results

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4243.350	3	1414.450	58.617	.000 ^b
	Residual	1785.638	74	24.130		
	Total	6028.987	77			

Source: Processed by the researcher, 2025

The F-test results show a Significant Result. The p-value < 0.05, indicating that competence, work motivation, and work discipline simultaneously have a significant effect on employee performance.

4.2. Discussion

1. The Effect of Competence on Employee Performance

Based on the results of the partial test (t-test), competency (X_1) does not have a significant effect on the performance of employees at Perumda Air Minum Tirta Raharja Bandung. This is indicated by a significance value of 0.217, which is greater than 0.05, and a t-value of 1.246, which is smaller than the t-table value of 1.99254. Thus, the hypothesis that competency affects employee performance is rejected. Although the regression coefficient is positive (0.139), the effect is not statistically significant. This finding indicates that differences in employee competency levels have not produced meaningful changes in performance. This condition may occur because employee competencies are relatively uniform and have met company operational standards. In public service organizations with standard operating procedures, employee performance is more influenced by work behavior factors than by technical abilities alone. The results of this study are in line with several previous studies, which state that competence does not always have a direct effect on performance if the level of employee competence is already homogeneous ([Saputro & Muttaqin, 2023](#)).

2. The Effect of Work Motivation on Employee Performance

The partial test results show that work motivation (X_2) has a positive and significant effect on employee performance. This is indicated by a significance value of 0.009, which is less than

0.05, and a t-value of 2.664, which is greater than the t-table value of 1.99254. Thus, the hypothesis stating that work motivation affects employee performance is accepted. The regression coefficient for work motivation, 0.290, indicates that a 1-unit increase in motivation is associated with a 0.290-unit increase in employee performance. This finding indicates that motivation is an important factor that encourages employees to work optimally, have high work enthusiasm, and strive to achieve the set targets. In the context of Perumda Air Minum Tirta Raharja, work motivation is crucial given the high demands of public service. The results of this study are in line with McClelland's theory of needs and previous studies which concluded that work motivation has a positive and significant effect on employee performance ([Admaja et al., 2025](#); [Gandesworo & Saputro, 2025](#); [Hajarniah & Saputro, 2025](#); [Indriyani & Saputro, 2024](#); [Shefani & Jaya, 2024](#)).

3. The Effect of Work Discipline on Employee Performance

Work discipline (X_3) has been proven to have a positive and significant effect on employee performance. This is indicated by a significance value of 0.000, which is less than 0.05, and a t-value of 4.545, which is greater than the t-table value of 1.99254. The work discipline regression coefficient of 0.381 is the largest among the variables, indicating that work discipline is the most influential factor affecting employee performance. These findings indicate that employees with high levels of discipline, such as punctuality, regulatory compliance, and responsibility in task execution, tend to perform better. In public service organizations such as Perumda Air Minum Tirta Raharja, work discipline is essential because it directly affects the quality of service to the community. The results of this study are in line with human resource management theory and previous studies which state that work discipline has a significant effect on employee performance ([Alqorni et al., 2025](#); [Gandesworo & Saputro, 2025](#); [Nurjanah & Gumilar, 2025](#)).

4. The Influence of Competence, Motivation, and Work Discipline on Employee Performance

The simultaneous test (F test) indicates that competence, motivation, and work discipline have a significant joint effect on employee performance ($p < 0.05$; $F = 58.617$), which exceeds the table F value of 2.73. This finding indicates that employee performance is not determined by a single factor but rather by the interaction among individual skills, work motivation, and compliance with organizational rules, which collectively support the execution of tasks and the achievement of company goals. The coefficient of determination (R^2) is 70.4%, indicating that competence, motivation, and work discipline account for up to 70.4% of the variance in employee performance. Meanwhile, 29.6% of the variation in employee performance is attributable to factors not included in the research model. This fairly high coefficient of determination value indicates that the applied regression model has strong and relevant explanatory power in describing employee performance in the public service sector (Meilani & Muttaqin, 2024).

5. Conclusion

Based on the results of research on the influence of competence, work motivation, and work discipline on the performance of employees at Perumda Air Minum Tirta Raharja in Bandung Regency, the following conclusions can be drawn:

1. Descriptive analysis (NJI) indicates that competence, work motivation, work discipline,

- and employee performance are in the good category, reflecting human resources that are sufficiently supportive of employee performance.
2. Competence (X_1) does not have a significant effect on employee performance, indicating that variations in competence levels among employees do not have a significant effect on performance results.
 3. Motivation (X_2) has a positive and significant effect on employee performance, indicating that increased work motivation can contribute to improved employee performance.
 4. Work discipline (X_3) also has a positive and significant effect on employee performance, meaning that the higher the level of work discipline, the better the employee performance.
 5. Simultaneously, competency, motivation, and work discipline have a significant effect on employee performance, so these three factors together play an important role in improving employee performance. 70.4% of the variance in employee performance is explained by the competency, motivation, and work discipline variables, whereas the remaining 29.6% is attributable to variables outside the scope of this study.

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