

# The Effect of Competency, Work Discipline and Motivation on Employee Performance: The Case of Coal Handling Facility and Main Mining Equipment Maintenance Sub-Division of PT. Bukit Asam Tbk. Tanjung Enim

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## Abstract

This study aims to examine: (1) the simultaneous effect of competence, work discipline, and motivation on employee performance; and (2) the partial effect of each variable—competence, work discipline, and motivation—on employee performance. The research was conducted in the Coal Handling and Main Equipment Maintenance Subdivision of PT Bukit Asam Tbk, Tanjung Enim Mining Unit. This study uses an associative quantitative approach with competence, work discipline, and motivation as independent variables, and employee performance as the dependent variable. The sample consisted of 138 employees selected using cluster random sampling. Data were collected through questionnaires and supported by secondary data sources. The analysis was conducted using multiple linear regression. The results indicate that competence, work discipline, and motivation simultaneously have a significant effect on employee performance. Partially, competence has a significant effect on performance, while work discipline and motivation do not show a significant effect

**Keywords:** Competency, Work Discipline, Motivation, Employee Performance.

## 1. Introduction

In carrying out its business activities, a company naturally has goals that must be met to achieve maximum profitability. A company's success or failure in achieving its goals depends largely on the management of its human resources (HR), or employees, in carrying out their respective duties and responsibilities. In HR management, companies naturally want employees who possess a high level of work enthusiasm, integrity, creativity, and professionalism, and who support and contribute positively to the company's vision and mission.

HR is a crucial element in determining a company's success in achieving its goals. Employees are a vital asset and a crucial element within a company. Competent and skilled HR can help an organization achieve its goals, compete, and innovate. HR that aligns with the organization's needs can help it achieve its objectives effectively. Organizations can achieve their goals and targets if they have the right HR. To create HR that meets these expectations, management must

be effective. Therefore, sound HR management is essential to achieving these goals.

Performance is one of the HR aspects studied in an organization because it reflects the results employees achieve. Performance is the level of achievement of results from carrying out specific tasks ([Simanjuntak, 2018](#)). Performance is the quality and quantity of work achieved by an employee in carrying out their duties in accordance with the responsibilities assigned to them ([Mangkunegara, 2017](#)). Work performance or achievement is the result of work achieved by an individual based on their work behavior in carrying out work activities ([Sutrisno, 2019](#)). Factors that influence employee performance include ability and expertise, knowledge, work plans, personality, motivation, leadership, leadership style, organizational culture, job satisfaction, work environment, loyalty, commitment, and work discipline ([Kasmir, 2019](#)). Another opinion states that factors that influence performance include ability, clarity and acceptance, motivation level, competence, work facilities, work culture, leadership, and work discipline ([Afandi, 2021](#)).

One factor that influences performance is competence. Competence is a fundamental characteristic of an individual that can lead to superior performance in a specific job, role, or situation ([Sutrisno, 2019](#)). Competence is all income, whether in cash or in kind, directly or indirectly received by employees as compensation for services rendered to the company ([Hasibuan, 2018](#)). Competence is the ability to perform a job or task based on skills and knowledge, supported by the work attitude required for the job ([Wibowo, 2018](#)). An employee who possesses sufficient competence appropriate to their field of work will be able to complete assigned work responsibilities more easily and quickly. Having sufficient competence also benefits the company in various ways. For example, there will be no waste in terms of costs because the time required to complete the work will be shorter. Competence appropriate to the job will increase work effectiveness, and results will meet expectations. When someone possesses sufficient competence, it will significantly impact their performance.

Another factor influencing performance is work discipline. Work discipline is a person's awareness and willingness to comply with all organizational regulations and applicable social norms ([Hasibuan, 2018](#)). Work discipline can be defined as the implementation of management to strengthen organizational guidelines ([Mangkunegara, 2017](#)). Work discipline is a tool managers use to communicate with employees, encouraging them to change behavior and to increase awareness and willingness to comply with all company regulations and applicable social norms ([Rivai, 2019](#)). An employee with work discipline will significantly benefit the company they work for. Discipline is a characteristic formed through habit and over a long period of time. Companies with highly disciplined employees will more easily create a conducive work environment and achieve set targets. This will clearly affect the employees' and the work unit's performance.

Besides competence and work discipline, motivation is another factor influencing performance. Motivation is the driving force behind a series of human behavioral processes aimed at achieving goals ([Wibowo, 2018](#)). Motivation can also be defined as a person's strength or energy that generates persistence and enthusiasm for an activity, both within the individual (intrinsic motivation) and from external sources (extrinsic motivation). Motivation addresses how to foster employee enthusiasm, encouraging them to work hard and devote all their abilities and skills to achieving company goals ([Sutrisno, 2019](#)). Motivation is a personal state that drives an individual's desire to undertake certain activities to achieve goals. Motivation plays a crucial role in every organizational activity, as humans are the planners, implementers, and drivers of achieving organizational goals. Company goals cannot be achieved without

employee participation, even with very sophisticated equipment. The sophisticated equipment a company owns is of no benefit if employees are not actively involved. Previous research has linked employee performance to competency, [Suarniti and Bagia \(2022\)](#), on the influence of competency and work discipline on employee performance at the Klungkung Regency PDAM (Regional Water Company) which showed that competency significantly influences employee performance.

Another variable that can influence employee performance is work discipline. Previous research on work discipline variables was conducted by [Darmastria \(2023\)](#), entitled "The Influence of Motivation, Training, and Work Discipline on Employee Performance at the Toddler Care Service of PT. Bukit Asam Tbk Muara Enim." Besides competence and work discipline, another variable that influences performance is motivation. Research linking employee performance with motivation is the research conducted by [Rozalia \(2015\)](#) entitled "The Influence of Motivation and Work Discipline on Employee Performance at PT. Pattindo Malang." Research conducted by [Hidayat \(2021\)](#), entitled "The Influence of Motivation, Competence, and Work Discipline on Employee Performance at PT. Surya Yoda Indonesia," also found that motivation had no significant effect on employee performance. Similarly, research conducted by [Marjaya and Pasaribu \(2019\)](#), entitled "The Influence of Leadership, Motivation, and Job Training on Employee Performance at PDAM Tirta Deli in Deli Serdang Regency," also showed that motivation had no significant effect on employee performance. Several of the aforementioned studies yielded varying results. Some findings indicated that competence, work discipline, and motivation significantly influenced employee performance. However, several studies also showed that competence, discipline, and motivation had no significant effect on employee performance. This represents a research gap in these studies.

PT. Bukit Asam Tbk (PTBA) is a state-owned enterprise operating in the energy sector. In Indonesia, PTBA's business units are spread across various locations, including the Tanjung Enim Mining Unit (UPTE). PTBA UPTE has diverse work units, one of which is the Coal Handling Facility & Main Mining Equipment Maintenance (CHF & MME Maintenance) Sub-Division. The CHF & MME Maintenance Sub-Division consists of three divisions: Mechanical Maintenance, Electrical Maintenance, and Maintenance Planning. The CHF & MME Maintenance Sub-Division has 210 employees. After conducting a field survey, it was discovered that many employees in the CHF & MME Maintenance Sub-Division have experienced a decline in performance over the past few years. This decline significantly impacted the CHF & MME Maintenance Sub-Division and ultimately led to a decline in PT Bukit Asam Tbk. 's performance. Initial data from the CHF & MME Maintenance Sub-Division employee performance assessment showed a decline in employee performance for the 2022-2024 period. After conducting a field survey, several factors were identified that contributed to the decline in employee performance in the CHF & MME Maintenance Sub-Division, including insufficient competency in their assigned areas. Furthermore, poor work discipline and low motivation were also identified.

In the field, several performance-related phenomena were observed, including the fact that some employees do not know the expected work quality standards, so the work produced by some employees of the CHF & MME Maintenance Sub-Division does not meet those standards. The quality of the work produced does not meet the standards, which will certainly cause problems, including reduced customer satisfaction and a loss of trust from leaders. Another phenomenon is that the initiative among some employees remains very limited; some wait for orders from their superiors before doing the work. This is certainly a separate

assessment for their superiors, and the lack of initiative among some employees will also affect the knowledge gained in the work. In addition, there is a phenomenon within the CHF & MME Maintenance Sub-Division in which sections remain compartmentalized when carrying out work, resulting in a lack of cooperation and ultimately impacting the performance of the CHF & MME Maintenance Sub-Division itself. Good cooperation between employees will make it easier to complete the work. In addition, cooperation will increase knowledge while working because the process involves exchanging ideas among employees.

A field phenomenon related to competency was found, with employees in the CHF & MME Maintenance Sub-Division experiencing knowledge issues. Some employees lack sufficient knowledge in their areas of responsibility, such as mechanical and electrical. This lack of knowledge often leads to inappropriate decisions when carrying out their work. This results in ineffective time consumption. While tasks that should be completed quickly take longer because of inadequate knowledge, some employees find themselves taking longer to complete them. One reason for this lack of knowledge among some CHF & MME Maintenance Sub-Division employees is their educational background, which is not relevant to their field of work. Furthermore, some employees are found to lack skills. When tasked with troubleshooting in the field, some employees are unable to complete the work due to a lack of skills and often depend on more knowledgeable colleagues. In addition to this phenomenon, another problem in the field is the lack of a clear self-concept among some employees. Some employees feel unappreciated, incompetent, and lack confidence in their ability to carry out their work. These factors will undoubtedly impact the performance of the employees concerned.

Phenomena related to work discipline in the field include employees who habitually arrive late and miss the company's deadlines. Furthermore, some employees are found to be lazy or inefficient when given work responsibilities. Another phenomenon is ineffective time management, with some employees procrastinating when assigned field work. They should arrive at the work site at 8:00 a.m. WIB at the latest, but some arrive at 9:00 a.m. WIB or even later. This undoubtedly impacts their performance. They should be able to complete their work on time, but late arrivals prevent them from doing so. Another phenomenon is the presence of several employees who are absent. Some employees are absent for unclear reasons, and others leave work early, both of which violate applicable regulations.

These work discipline issues have led to problems within the CHF & MME Maintenance Sub-Division. Management within the CHF & MME Maintenance Sub-Division still fails to provide a sense of fairness between well-disciplined and poorly disciplined employees. The treatment of both employees is similar. Another issue is the lack of standard rules and penalties for employees who exhibit poor discipline. The only sanctions available are verbal warnings from superiors. This is considered ineffective, as the risk of poor employee discipline remains high due to the perceived lack of binding rules. Consequently, employees who were initially well-disciplined begin to follow suit, feeling that management's assertiveness is not yet optimal. Another issue is that some superiors fail to exemplify good leadership, such as lacking integrity or failing to be a good example in complying with regulations. Some superiors fail to communicate effectively with both their colleagues and those below them. A related issue in the field regarding motivation is the continued lack of conducive working conditions within the CHF & MME Maintenance Sub-Division, due to several factors, including excessive workloads imposed by superiors on subordinates. Some superiors still adopt a pattern of simply expecting satisfactory results without bothering to understand the specific obstacles or barriers to completing assigned work. Another cause of less-than-conducive working conditions is poor

relationships among employees, both with their superiors and with their coworkers.

Another phenomenon is that some employees feel they lack opportunities for career advancement and professional development. This is caused, among other things, by a lack of support from superiors, limited promotion opportunities, and insufficient personal skills. Another phenomenon related to motivation is the lack of recognition or appreciation for employees who have demonstrated good performance. Recognition and appreciation for an employee's contributions are crucial because they can boost motivation. When an employee makes a maximum contribution to their work but receives no feedback from management, their motivation will naturally decrease. These phenomena will affect employee performance in the CHF & MME Maintenance Sub-Division. The resulting decline in employee performance will impact the overall assessment of the work unit. Work units that fail to meet the targets set by PT Bukit Asam Tbk (PTBA) will experience several disadvantages, including reduced trust from PTBA's top management in the CHF & MME Maintenance Sub-Division and financial impacts. Work units that do not meet targets will receive reduced employee incentives.

The decline in employee performance will affect the employees themselves. Employees experiencing declining performance will face challenges in terms of promotions, as they do not meet the established requirements or criteria for filling vacant positions at higher levels. This will clearly impact the employee's income, as a promotion in position is usually accompanied by an increase in income, including salary, incentives, and other benefits. Another impact will be on the employee's mentality and motivation. Observing other employees receive promotions will undoubtedly impact their morale, to some degree. If this is not addressed properly, it will impact PTBA's overall performance. Based on the research background, the researcher is interested in conducting a study entitled "The Influence of Competence, Work Discipline, and Motivation on Employee Performance in the Coal Handling Facility & Main Mining Equipment Maintenance Sub-Division of PT Bukit Asam Tbk, Tanjung Enim Mining Unit."

## 2. Literature Review

The Influence of Competence, Work Discipline, and Motivation on Employee Performance in the CHF & MME Maintenance Sub-Division of PT Bukit Asam Tbk, Tanjung Enim Mining Unit. According to [Kasmir \(2019\)](#), factors influencing employee performance include ability and expertise, knowledge, work plans, personality, motivation, leadership, leadership style, organizational culture, job satisfaction, work environment, loyalty, commitment, and work discipline. Meanwhile, [Afandi \(2021\)](#) states that factors influencing performance include ability, clarity and acceptance, motivation level, competence, work facilities, work culture, leadership, and work discipline. Both expert opinions indicate that competence, work discipline, and motivation influence employee performance. Research on the influence of competence on performance was conducted by [Ataunur and Ariyanto \(2016\)](#) on employees of PT Adaro Energy Tbk. The results showed that competence significantly influences employee performance. Research on the effect of work discipline on performance was conducted by [Agustriani, Ratnasari and Zamora \(2022\)](#) on employees of PT. Bahtera Bahari Shipyard. The results showed that work discipline significantly influenced employee performance. Another study was conducted by [Syafrina \(2017\)](#) on employees of PT. Suka Fajar Pekanbaru. This study also found that work discipline significantly influenced employee performance. Some of these research findings demonstrate variation in the effect of work discipline on performance, thus providing a basis for further research using the same variables on different subjects. [Nurdin and Djuhartono \(2021\)](#) researched the effect of motivation on employee performance at PT. Denki Engineering Tangerang. The results showed that motivation significantly affected

employee performance. Some of these research findings demonstrate variation in the effect of motivation on performance, thus providing a basis for further research using the same variables on different subjects. The performance-related phenomenon is the quality of work by several employees of the CHF & MME Maintenance Sub-Division of PT. Bukit Asam Tbk Tanjung Enim Mining Unit is still not up to standard; the initiative of several employees remains very minimal, and there is a lack of cooperation among them, so the performance delivered to the company is not optimal.

The Influence of Competence on Employee Performance in the CHF & MME Maintenance Sub-Division of PT. Bukit Asam Tbk, Tanjung Enim Mining Unit. According to [Afandi \(2021\)](#), factors influencing performance include ability, clarity and acceptance, motivation, competence, work facilities, work culture, leadership, and work discipline. With sufficient competence, an employee will produce good performance and experience improvement. Improving individual employee performance will boost overall HR performance and increase productivity. One study on the influence of competence on performance was conducted by [Ataunur and Ariyanto \(2016\)](#), which found that competence had a positive and significant effect on employee performance at PT. Adaro Energy Tbk. A phenomenon related to competence is that some employees lack sufficient knowledge in their areas of responsibility. Another phenomenon is that some employees lack skills and are highly dependent on others to complete their work. Furthermore, a phenomenon that occurs is a lack of self-concept among some employees; for example, they feel unappreciated, less competent, and lack confidence in their ability to carry out their work.

The Influence of Work Discipline on Employee Performance in the CHF & MME Maintenance Sub-Division of PT. Bukit Asam Tbk, Tanjung Enim Mining Unit. According to [Wibowo \(2018\)](#), many factors influence performance, including work discipline. An employee with high work discipline will certainly produce good performance. According to [Kasmir \(2019\)](#), factors that influence employee performance include ability and expertise, knowledge, work plans, personality, motivation, leadership, leadership style, organizational culture, job satisfaction, work environment, loyalty, commitment, and work discipline. Meanwhile, according to [Afandi \(2021\)](#), factors that influence performance include ability, clarity and acceptance, motivation level, competence, work facilities, work culture, leadership, and work discipline. [\(Hasibuan, 2018\)](#) states that work discipline is an individual's awareness and willingness to comply with all organizational regulations and applicable social norms. According to [\(Mangkunegara, 2017\)](#), work discipline can be defined as the implementation of management to strengthen organizational guidelines. One study on the influence of work discipline on performance was conducted by [Agustriani, Ratnasari and Zamora \(2022\)](#), which found that work discipline had a positive and significant effect on employee performance at PT. Bahtera Bahari Shipyard. A phenomenon related to work discipline is that management at the CHF & MME Maintenance Sub-Division of PT. Bukit Asam Tbk, Tanjung Enim Mining Unit, still fails to provide a sense of maximum fairness between employees with good discipline and those with poor work discipline. Another phenomenon is the lack of standardized rules and sanctions for employees with poor discipline. Furthermore, there is a phenomenon in which some superiors fail to serve as good role models, such as lacking integrity and failing to set a good example by complying with applicable regulations.

The Influence of Motivation on Employee Performance in the CHF & MME Maintenance Sub-Division of PT. Bukit Asam Tbk, Tanjung Enim Mining Unit. According to [Wibowo \(2018\)](#), many factors influence performance, including motivation. [Kasmir \(2019\)](#) states that factors

influencing employee performance include ability and expertise, knowledge, work plans, personality, motivation, leadership, leadership style, organizational culture, job satisfaction, work environment, loyalty, commitment, and work discipline. Meanwhile, [Afandi \(2021\)](#) states that factors influencing performance include ability, clarity and acceptance, motivation level, competence, work facilities, work culture, leadership, and work discipline. Motivation is essential for every employee, as it will lead to better performance in the future. Motivation leads to high performance and productivity. Research by [Nurdin and Djuhartono \(2021\)](#) on the influence of motivation on performance found that motivation has a positive, significant effect on employee performance at PT. Denki Engineering Tangerang. Meanwhile, research conducted by [Hidayat \(2021\)](#) showed that motivation had no significant effect on employee performance at PT. Surya Yoda Indonesia. The phenomenon related to motivation is that working conditions in the CHF & MME Maintenance Sub-Division of PT. Bukit Asam Tbk, Tanjung Enim Mining Unit, remains less conducive due to several factors, including excessive work pressure from superiors on subordinates. Another phenomenon is that some employees feel a lack of opportunities for career advancement and increased knowledge on the job. Furthermore, there is a lack of recognition or appreciation for employees who have demonstrated good performance. These phenomena will undoubtedly affect employees' motivation levels in the Coal Handling Facility & Main Mining Equipment Maintenance Sub-Division of PT. Bukit Asam Tbk, Tanjung Enim Mining Unit.

### 3. Research Method

The research focused on the employees of the CHF & MME Maintenance Sub-Division of PTBA UPTE. PTBA is one of the state-owned companies in Indonesia engaged in the energy sector, established in 1981. PTBA's business units are spread across various locations, including the Tanjung Enim Mining Unit (UPTE). The Work Units at PTBA UPTE are diverse, including the CHF & MME Maintenance Sub-Division. The CHF & MME Maintenance Sub-Division consists of three sections: Mechanical Maintenance, Electrical Maintenance, and CHF & MME Maintenance Planning. The number of employees in the CHF & MME Maintenance Sub-Division of PTBA UPTE is 210 people. The dependent variable is employee performance, and the independent variables are competence, work discipline, and motivation. The indicators of employee performance are work quality, initiative, and cooperation. The indicators of competence are knowledge, skills, and self-concept. The indicators of work discipline are justice, punishment sanctions, and exemplary leadership. Motivation indicators include working conditions, opportunities for advancement, and recognition or awards. The study population comprised 210 employees of the CHF & MME Maintenance Sub-Division of PTBA UPTE. The sample was taken using the Slovin formula with a maximum error rate of 5% (0.05). Using this formula, from the total number of employees (210), the sample for the study on the CHF & MME Maintenance Sub-Division of PTBA UPTE employees is 138. The sampling technique above uses probability sampling with cluster sampling techniques. The data collection method used in this study is a questionnaire. The data used are primary. The analysis model used is a multiple linear model.

### 4. Findings and Discussions

Below is the regression result.

Table 1. Regression Result

| Model           | Unstandardized Coefficients |            | Standardized Coefficients |
|-----------------|-----------------------------|------------|---------------------------|
|                 | B                           | Std. Error | Beta                      |
| 1 (Constant)    | 2.990                       | 1.043      |                           |
| Competency      | .702                        | .073       | .686                      |
| Work discipline | .251                        | .076       | .272                      |
| Motivation      | .055                        | .062       | .064                      |

Based on Table 1, the multiple linear regression equation result is as follows:

$$Y = 2.990 + 0.702X_1 + 0.251X_2 + 0.055X_3$$

This equation can be explained as follows:

1) The constant value is 2.990, meaning that if the competency, work discipline, and motivation variables are assumed to remain unchanged, or *ceteris paribus*, then the performance of employees in the CHF & MME Maintenance Sub-Division of PTBA UPTE will be a constant value of 2.990 points. 2) The coefficient of the competency variable is 0.702 (positive slope), meaning that if the competency variable is increased by 1 point while other variables are held constant, the performance of employees in the CHF & MME Maintenance Sub-Division of PTBA UPTE will also increase by 0.702 points. Conversely, if the competency variable decreases by 1 point while other variables are held constant, the performance of employees in the CHF & MME Maintenance Sub-Division of PTBA UPTE will also decrease by 0.702 points. 3) The coefficient of the work discipline variable is 0.251 (positive slope), meaning that if the work discipline variable is increased by 1 point while other variables are held constant, the performance of employees in the CHF & MME Maintenance Sub-Division of PTBA UPTE will also increase by 0.251 points. Conversely, if the work discipline variable decreases by 1 point while other variables are held constant, the performance of employees in the CHF & MME Maintenance Sub-Division of PTBA UPTE will also decrease by 0.251 points. 4) The coefficient of the motivation variable is 0.055 (positive slope), meaning that if the motivation variable is increased by 1 point while other variables are held constant, the performance of employees in the CHF & MME Maintenance Sub-Division of PTBA UPTE will also increase by 0.055 points. On the other hand, if motivation decreases by 1 point while other variables are held constant, the performance of employees in the CHF & MME Maintenance Sub-Division of PTBA UPTE will also decrease by 0.055 points.

The F test was conducted to determine the influence of competence, work discipline, and motivation together on the performance of employees of the CHF & MME Maintenance Sub-Division of PTBA UPTE.

Table 2. F Test

| Model        | Sum of Squares | df  | Mean Square | F       | Sig. |
|--------------|----------------|-----|-------------|---------|------|
| 1 Regression | 1824.647       | 3   | 608.216     | 134.120 | .000 |
| Residual     | 607.702        | 134 | 4.535       |         |      |
| Total        | 2432.319       | 137 |             |         |      |

Based on the analysis results in Table 2, the data obtained shows that the significance value is 0.000, smaller than the alpha value ( $\alpha$ ) = 0.05. From these results, it can be concluded that competence, work discipline, and motivation significantly influence employee performance in

the CHF & MME Maintenance Sub-Division of PTBA UPTE.

Based on the analysis presented previously, there is a significant collective influence of competence, work discipline, and motivation on employee performance in the CHF & MME Maintenance Sub-Division of PT. Bukit Asam Tbk, Tanjung Enim Mining Unit. This means that if competence, work discipline, and motivation improve, employee performance will improve. Conversely, if competence, work discipline, and motivation decline, employee performance will decline. The high Adjusted R-Square value in the regression model indicates the significant contribution of competence, work discipline, and motivation to employee performance in the CHF & MME Maintenance Sub-Division of PT. Bukit Asam Tbk, Tanjung Enim Mining Unit. This study indicates that competence, work discipline, and motivation significantly influence employee performance in the CHF & MME Maintenance Sub-Division of PT. Bukit Asam Tbk, Tanjung Enim Mining Unit, at 74.5%. This research aligns with [Kasmir \(2019\)](#), which states that various factors can influence an individual's performance within an organization, including abilities and expertise, knowledge, work design, personality, work motivation, leadership, leadership style, organizational culture, job satisfaction, work environment, work loyalty, commitment, and work discipline. This research also aligns with [Afandi \(2021\)](#), which states that factors influencing employee performance include abilities, personality and work interests, clarity and acceptance of an employee, employee motivation level, competence, work facilities, work culture, leadership, and work discipline. The results of this study align with research conducted by [Rozalia \(2015\)](#) which showed that simultaneous performance significantly impacted employee performance. Based on the research findings regarding work quality indicators, two positive statements in the questionnaire elicited responses of disagreement and strong disagreement from some respondents. Regarding the statement that each employee's work meets standards, 10.1% still disagreed, and 1.4% strongly disagreed. This indicates that the quality of some employees in the CHF & MME Maintenance Sub-Division is substandard. One reason for the substandard work quality of some employees is that their educational backgrounds do not align with their assigned departments or responsibilities. Substandard work quality negatively impacts several aspects, including reduced customer satisfaction and reduced leadership trust in those employees. Based on the research findings regarding the initiative indicator, two positive statements in the questionnaire also indicated that some respondents still disagreed and strongly disagreed. Regarding the statement that every employee in the CHF & MME Maintenance Sub-Division exhibits high levels of initiative in their work, several respondents (12%) disagreed. This indicates a low level of initiative among some employees in the CHF & MME Maintenance Sub-Division. This lack of initiative is evident in some employees still waiting for orders from their superiors before performing tasks. This lack of initiative significantly impacts the performance of these employees and will also impact the performance of the CHF & MME Maintenance Sub-Division of PT Bukit Asam Tbk, Tanjung Enim Mining Unit. Based on the research findings regarding the cooperation indicator, two positive statements in the questionnaire also indicated that some respondents still disagreed and strongly disagreed. This indicates that cooperation between sections of the CHF & MME Maintenance Sub-Division is still suboptimal. The lack of cooperation between sections in the CHF & MME Maintenance Sub-Division stems from some employees or sections remaining siloed in their work. This will undoubtedly significantly impact the performance of the CHF & MME Maintenance Sub-Division of PT Bukit Asam Tbk. Bukit Asam Tbk, Tanjung Enim Mining Unit. The distribution of respondents' answers indicates a linear relationship between competency, work discipline, and motivation variables and employee performance in the CHF & MME Maintenance Sub-Division. This indicates that

changes in competency, work discipline, and motivation variables are likely to proportionally influence employee performance in the CHF & MME Maintenance Sub-Division of PT. Bukit Asam Tbk, Tanjung Enim Mining Unit.

A partial test (t-test) was conducted to determine the effect of the independent variable on the dependent variable, controlling for other variables. The results of the t-test analysis can be seen in the following table:

Table 3. t-test

|   | Model           | t     | Sig. |
|---|-----------------|-------|------|
| 1 | (Constant)      | 2.868 | .005 |
|   | Competency      | 9.677 | .000 |
|   | Work discipline | 3.317 | .001 |
|   | Motivation      | .883  | .379 |

Table 3 shows that a) the t-value for the competency variable is 9.677, with a significance value of 0.000. This is greater than the t-value of 1.978. Furthermore, the significance value of 0.000 is smaller than the alpha value of 0.05. Therefore, the competency variable has a significant effect on employee performance in the CHF & MME Maintenance Sub-Division of PTBA UPTE. The results of a partial hypothesis test indicate a significant effect of competence on employee performance in the CHF & MME Maintenance Sub-Division of PT. Bukit Asam Tbk, Tanjung Enim Mining Unit. These results show that employees' competence levels determine their performance. If employees possess sufficient competence in their field of work, they are more likely to achieve satisfactory results or meet established standards. In this study, competence was found to have a significant partial influence on employees' performance in the CHF & MME Maintenance Sub-Division of PT. Bukit Asam Tbk, Tanjung Enim Mining Unit. This research aligns with [Afandi \(2021\)](#) theory, which states that competence is one factor influencing individual performance in an agency or organization. According to [Wibowo \(2018\)](#), competence is the ability to perform a job or task, supported by the skills and knowledge required, and by the work attitude required for the job. If employees possess sufficient competence, it will certainly positively impact their performance. The results of this study align with those of [Ataunur and Ariyanto \(2016\)](#), who found that competency partially had a positive and significant effect on employee performance at PT Adaro Energy Tbk. This study also aligns with [Suarniti and Bagia \(2022\)](#) research, which showed that competency partially had a significant effect on employee performance at the Klungkung Regency Water Company (PDAM). Based on the research findings regarding the knowledge indicator, two positive statements in the questionnaire elicited responses of disagreement and strong disagreement from some respondents. Regarding the statement that the knowledge of each employee in the CHF & MME Maintenance Sub-Division was sufficient, some respondents (13%) disagreed, and 2% strongly disagreed. This indicates a lack of knowledge among some employees in the CHF & MME Maintenance Sub-Division. Lack of knowledge among some employees negatively impacts several aspects, including the potential for inappropriate decisions when performing work and inefficient time use, resulting in tasks not being completed within the targeted timeframe. Based on the research findings regarding skill indicators, two positive statements in the questionnaire elicited responses of disagreement and strong disagreement from some respondents. This indicates a lack of skills among some employees in the CHF &

MME Maintenance Sub-Division. Lack of skills in some employees can negatively impact their performance, for example, when unskilled employees are unable to complete assigned tasks. Based on the research findings regarding self-concept indicators, two positive statements in the questionnaire elicited strong disagreement from some respondents. Regarding the statement that every employee in the CHF & MME Maintenance Sub-Division feels appreciated at work, some respondents still disagreed (12%), and 3% strongly disagreed. This indicates a lack of positive self-concept among some employees in the CHF & MME Maintenance Sub-Division. This phenomenon among some employees in the CHF & MME Maintenance Sub-Division includes feeling unappreciated, incompetent, and lacking confidence in their ability to carry out their work. These factors will undoubtedly affect the employee's performance. As a practical step to address competency gaps among some employees of the CHF & MME Maintenance Sub-Division, training opportunities should be provided to each employee based on their specific needs. By providing training to several employees who are still lacking competence, it is hoped that this will improve employee competency, thereby positively impacting their performance.

b) The t-value for the work discipline variable is 3.317, with a significance value of 0.001. This is greater than the t-value of 1.978. Furthermore, the significance value of 0.001 is smaller than the alpha value of 0.05. Therefore, the work discipline variable has a significant effect on employee performance in the CHF & MME Maintenance Sub-Division of PTBA UPTE. The partial hypothesis test results indicate a significant influence of work discipline on employee performance in the CHF & MME Maintenance Sub-Division of PT. Bukit Asam Tbk, Tanjung Enim Mining Unit. These results show that good work discipline positively impacts an employee's performance. This is because when an employee has good discipline, other positive things will also be achieved, such as the ability to work and the ease of establishing harmonious relationships with colleagues at the same level, subordinates, and superiors. In this study, work discipline was proven to have a significant partial influence on employee performance in the CHF & MME Maintenance Sub-Division. This research aligns with the theory of [Kasmir \(2019\)](#) and [Afandi \(2021\)](#), which states that one factor that can influence individual performance in an agency or organization is work discipline. According to [\(Hasibuan, 2018\)](#), work discipline is an individual's awareness and willingness to comply with all organizational regulations and applicable social norms. Good work discipline among employees will positively impact work performance. Conversely, poor work discipline among employees will also have a negative impact. The results of this study align with those of [Darmastria \(2023\)](#) study, "The Influence of Motivation, Training, and Work Discipline on the Performance of Employees at the Toddler Care Service of PT. Bukit Asam Tbk Muara Enim," which found that work discipline has a significant partial effect on employee performance. These results also align with [Agustriani, Ratnasari and Zamora \(2022\)](#) study, which showed that work discipline has a positive and significant effect on employee performance at PT. Bahtera Bahari Shipyard. These results also align with [Agustriani, Ratnasari and Zamora \(2022\)](#) study on PT. Bahtera Bahari Shipyard employees showed that work discipline has a significant partial effect on employee performance. Furthermore, this study aligns with [Syafriana \(2017\)](#) study on employees at PT Suka Fajar Pekanbaru, which also showed that work discipline is partially significant for employee performance. Based on the research findings regarding the fairness indicator, two positive statements in the questionnaire indicate that some respondents still disagreed and strongly disagreed. Regarding the statement that every employee of the CHF & MME Maintenance Sub-Division always arrives on time, several respondents still disagreed (13.8%) or strongly disagreed (3.6%). Likewise, regarding the statement that Management's

treatment of employees with good discipline and those with poor discipline is fair, several respondents still disagreed (9.4%) or strongly disagreed (1.4%). This indicates that the sense of justice given to some employees of the CHF & MME Maintenance Sub-Division remains unfair. Management treatment between employees with good work discipline and employees with poor work discipline is not very different. This will certainly affect employees with good work discipline over time; their work discipline will decline further because they feel that management treatment between the two remains the same or is not too different. This will certainly affect the performance of the employee and the CHF & MME Maintenance Sub-Division of PT. Bukit Asam Tbk Tanjung Enim Mining Unit in general. Based on the research findings regarding the indicators of punishment sanctions, two positive statements in the questionnaire indicate that some respondents still disagreed and strongly disagreed with them. This indicates that the punishment sanctions applied to employees of the CHF & MME Maintenance Sub-Division with poor work discipline remain suboptimal. This will certainly affect employees with strong work discipline. Employees who have good work discipline will eventually follow suit and adopt poor work discipline because they feel there are no strict sanctions for violations of work discipline. Based on the research findings regarding indicators of exemplary leadership, two questionnaire items elicited some respondents' disagreement and strong disagreement. This indicates that some leaders in the CHF & MME Maintenance Sub-Division still lack good leadership exemplars. For example, some CHF & MME Maintenance Sub-Division leaders still arrive late for work and lack integrity. A leader is a role model for the employees under him. When a leader lacks a good leadership role model, it will have a negative impact, as employees under him and even those around him will emulate his actions. As a practical implication, the researcher recommends improving work discipline in the CHF & MME Maintenance Sub-Division of PT. Bukit Asam Tbk, Tanjung Enim Mining Unit. Management in the CHF & MME Maintenance Sub-Division should evaluate to improve work discipline among some employees. In addition, Management in the CHF & MME Maintenance Sub-Division is expected to enforce and maximize the application of sanctions against employees who violate work discipline, to instill fear and deter such violations. Then, it is also expected that Top Management in the CHF & MME Maintenance Sub-Division will evaluate which subordinates lack integrity and issue a firm warning for future improvement. If these improvements are implemented, they are expected to enhance employee performance in the CHF & MME Maintenance Sub-Division of PT. Bukit Asam Tbk Tanjung Enim Mining Unit.

c) The t-value for the motivation variable is 0.883, with a significance value of 0.379. The calculated t-value is smaller than the t-table value of 1.978. Furthermore, the significance value is greater than the alpha value of 0.05. Therefore, the motivation variable has no significant effect on the performance of employees of the CHF & MME Maintenance Sub-Division of PTBA UPTE. The results of a partial hypothesis test indicate that motivation has no significant effect on employee performance in the CHF & MME Maintenance Sub-Division of PT Bukit Asam Tbk, Tanjung Enim Mining Unit. This means that if an agency increases employee motivation, it will only affect the employee, not necessarily improve their performance. An employee's motivation also needs to be supported by other factors, as employees with strong motivation may not necessarily achieve optimal performance without them. Management plays a crucial role in increasing employee motivation. This research disagrees with [Kasmir \(2019\)](#), which states that motivation is one factor influencing individual performance within an agency or organization. According to [Sutrisno \(2019\)](#), motivation is the process by which encouragement, stimulation, aspirations, and enthusiasm are directed toward the need to control or explain human behavior and achieve goals. These results align with research

conducted by Rona Tanjung & Susi Susanti Manalu (2019) on employees of PT. Zurich Topas Life Batam showed that motivation had no significant effect on employee performance. This study's findings align with those of [Hidayat \(2021\)](#) at PT Surya Yoda Indonesia, which showed that motivation had no significant effect on employee performance. Research conducted by [Marjaya and Pasaribu \(2019\)](#) at PDAM Tirta Deli in Deli Serdang Regency also showed that motivation had no significant effect on employee performance. Based on the research findings regarding working conditions indicators, two positive statements in the questionnaire elicited responses of disagreement and strong disagreement from some respondents. This indicates that less-than-conducive working conditions persist in the CHF & MME Maintenance Sub-Division of PT. Bukit Asam Tbk, Tanjung Enim Mining Unit. These less-than-conducive working conditions are caused by several factors, including excessive pressure from superiors on subordinates, some superiors expecting results from their subordinates without understanding the obstacles they face in carrying out their work, and less-than-harmonious relationships among some employees. This will undoubtedly impact employee and overall performance in the CHF & MME Maintenance Sub-Division of PT. Bukit Asam Tbk, Tanjung Enim Mining Unit. Based on research findings regarding indicators of opportunities for advancement, two positive statements in the questionnaire elicited some respondents' disagreement and strong disagreement. Regarding the statement that every employee in the CHF & MME Maintenance Sub-Division feels they have equal opportunities for advancement, some respondents (8.7%) disagreed, and 4.3% strongly disagreed. Similarly, regarding the statement that every superior provides equal opportunities for promotions to their subordinates, some respondents (13.8%) disagreed, and 3.6% strongly disagreed. This indicates that management still fails to provide equal opportunities for advancement to its employees based on their individual performance. This situation will undoubtedly affect employee performance and, in turn, influence or motivate other employees, thereby affecting the performance of the CHF & MME Maintenance Sub-Division of PT. Bukit Asam Tbk, Tanjung Enim Mining Unit. Based on the research findings regarding recognition or reward indicators, two positive statements in the questionnaire elicited responses of disagreement and strong disagreement from some respondents. Regarding the statement that the CHF & MME Maintenance Sub-Division Management has implemented rewards for employees with good performance, some respondents (9.4%) still disagreed, and 2.9% strongly disagreed. Similarly, regarding the statement that rewards for each employee in the CHF & MME Maintenance Sub-Division are fair, some respondents (9.4%) still disagreed, and 2.9% strongly disagreed. This indicates that management still fails to reward employees who have performed well or achieved their assigned targets. These rewards significantly impact employee performance and can also motivate them to deliver their best, which, in turn, impacts the performance of the CHF & MME Maintenance Sub-Division of PT. Bukit Asam Tbk, Tanjung Enim Mining Unit. As a practical implication, the researcher recommends that the motivation of employees in the CHF & MME Maintenance Sub-Division of PT. Bukit Asam Tbk Tanjung Enim Mining Unit is expected to improve employee motivation. What needs to be improved in conducting evaluations to boost employee motivation is that management should provide equal opportunities to employees based on their respective performance. Management is expected to implement promotions, demotions, and rotations more effectively based on each employee's performance to better motivate employees. In addition, it is expected that management will award employees for good performance or achievement of set targets, and that employees with poor performance or who do not comply with company regulations will be punished. Management is also expected to set a good example for its subordinates. If these improvements

are implemented, it is expected to enhance employee performance in the CHF & MME Maintenance Sub-Division of PT. Bukit Asam Tbk Tanjung Enim Mining Unit.

The coefficient of determination measures the extent to which the independent variable contributes to the dependent variable. The results of the determination analysis can be seen in the following table:

Table 4. Coefficient of Determination

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1     | .866 <sup>a</sup> | .750     | .745              | 2.12952                    |

Based on Table 4, the Adjusted R-Square value is 0.745. This indicates that the contribution of the competency, work discipline, and motivation variables to explaining or improving employee performance is 74.5%. The remaining 25.5% (100% - 74.5%) is determined by variables outside the study, such as leadership, leadership style, work design, personality, organizational culture, job satisfaction, work environment, loyalty, and commitment.

## 5. Conclusion

It can be concluded that there is a significant influence of competence, work discipline, and motivation on employee performance in the CHF & MME Maintenance Sub-Division of PT. Bukit Asam Tbk, Tanjung Enim Mining Unit. The Head of the CHF & MME Maintenance Sub-Division of PT. Bukit Asam Tbk should be able to (1) evaluate and improve the competence, work discipline, and motivation related to employee performance in the CHF & MME Maintenance Sub-Division of PT. Bukit Asam Tbk, Tanjung Enim Mining Unit, as it has been proven to have a significant influence on employee performance; (2) implement training programs that can improve employee skills and knowledge. Therefore, it is hoped that training programs can be implemented according to employee needs in the CHF & MME Maintenance Sub-Division of PT. Bukit Asam Tbk, Tanjung Enim Mining Unit, so that they have a positive impact on employee performance and will also impact the performance of the CHF & MME Maintenance Sub-Division of PT. Bukit Asam Tbk, Tanjung Enim Mining Unit. (3) improve the work discipline of some employees who are still poor and can retain employees who already have good work discipline by providing a maximum sense of justice to employees according to their level of discipline and also applying strict sanctions to employees who commit disciplinary violations; (4) increase or build motivation in employees who are not yet optimal. This can be done by creating conducive working conditions, including not giving excessive pressure to subordinates and providing solutions or resolving disharmonious relationships between employees. In addition, the Management of the CHF & MME Maintenance Sub-Division of PT. Bukit Asam Tbk Tanjung Enim Mining Unit can provide equal opportunities to its subordinates in terms of opportunities to advance both in career promotion and opportunities to receive training. Finally, the Management of the CHF & MME Maintenance Sub-Division of PT. Bukit Asam Tbk Tanjung Enim Mining Unit is expected to be able to implement optimally and fairly the recognition or awards to employees who have provided good performance.

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