ProBisnis : Jurnal Manajemen, 17 (5) (2026) pp. 3087-3091

Published by: Lembaga Riset, Publikasi, dan Konsultasi Jonhariono

ProBisnis : Jurnal Manajemen

Journal homepage: www.jonhariono.org/index.php/ProBisnis

Competence and Work Discipline on Employee Performance: The Role of Work Motivation

Taufik[1], R. Abd Haris[2], Ngatimun[3]

[123]Master of Management, Post Graduate, Panca Marga University, Indonesia

ARTICLE INFO

Article history:

Received Sep 29, 2026
Revised Oct 18, 2026
Accepted Oct 30, 2026

Kata Kunci

Competence;
Work Discipline;
Work Motivation;
Employee Performance

ABSTRAK

This study examined the effects of competence and work discipline on employee performance, with work motivation as an intervening variable among village government employees in Maron District, Probolinggo Regency. The study used a quantitative approach and analyzed primary questionnaire data from 126 respondents using Structural Equation Modeling-Partial Least Squares (SEM-PLS) with SmartPLS 4. The measurement model showed that the indicators met convergent and discriminant validity requirements, while all constructs achieved composite reliability above 0.70. The structural model indicated that competence significantly affected work motivation (path coefficient 0.993; p=0.001), as did work discipline (0.850; p=0.001). Work motivation significantly affected employee performance (0.951; p=0.001), while competence (0.732; p=0.002) and work discipline (0.889; p=0.001) also had significant direct effects. Indirect effects through work motivation were 0.944 for competence (p=0.001) and 0.808 for work discipline (p=0.018).

This is an open access article under the CC BY-NC license.

Corresponding Author:

Taufik
Master of Management, Post Graduate, Panca Marga University, Indonesia
Email: taufik020676@gmail.com

1. INTRODUCTION

Employee performance is an important determinant of organizational effectiveness, particularly in public organizations whose activities are directly related to public service. In village government, employee performance is reflected in the ability to carry out administrative responsibilities, comply with work standards, and support the achievement of village development and service objectives. The thesis underlying this article identified competence, work discipline, and work motivation as relevant factors in explaining employee performance in village government in Maron District.

Competence represents the knowledge, skills, and attitudes required to perform work effectively. Prior studies have reported significant relationships between competence, work motivation, and employee performance (Heriyanto et al., 2018; Lianasari & Ahmadi, 2022; Fauzi & Nugroho, 2024; Hamdan et al., 2023; Sinurat et al., 2024). Work discipline reflects employees' compliance with organizational rules, working procedures, and responsibilities, and has also been associated with employee performance (Lestari et al., 2024; Rachmaniah, 2022). Work motivation provides the psychological drive that directs effort, intensity, and persistence toward organizational goals (Robbins & Judge, 2019).

Previous research has examined these relationships in tax offices, private organizations, and other public institutions. The present study extends the relationship model to village government employees in Maron District, Probolinggo Regency, by testing the direct effects of competence and work discipline on performance as well as their indirect effects through work motivation. This context

is relevant because village government employees operate close to community needs and require both administrative competence and consistent work discipline. Based on the theoretical arguments and previous findings, the study formulated the following hypotheses:

H1: Competence positively affects work motivation.
H2: Work discipline positively affects work motivation.
H3: Competence positively affects employee performance.
H4: Work discipline positively affects employee performance.
H5: Work motivation positively affects employee performance.
H6: Competence positively affects employee performance through work motivation.
H7: Work discipline positively affects employee performance through work motivation.

2. RESEARCH METHOD

The study used a quantitative design with primary data collected through questionnaires. The population consisted of 234 village government employees in Maron District, Probolinggo Regency, while 126 respondents were included in the analysis. The questionnaire used a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The constructs were measured through indicators of competence, work discipline, work motivation, and employee performance. The performance construct included work achievement, loyalty, responsibility, obedience, and cooperation; work motivation included salary, work environment, and workplace safety, while the other constructs followed the indicators specified in the underlying research instrument.

Data were analyzed using Structural Equation Modeling-Partial Least Squares (SEM-PLS) with SmartPLS 4. The analysis comprised assessment of the measurement model through convergent validity, discriminant validity, and composite reliability, followed by assessment of the structural model using R^2 and bootstrap-based hypothesis testing. A p-value below 0.05 was used as the criterion for statistical significance. The sample size, questionnaire procedure, and analytical sequence followed the research design documented in the source thesis.

3. RESULTS AND DISCUSSIONS

Measurement Model

The measurement model indicated that all indicators met the convergent validity requirement. The loading values ranged from 0.644 to 0.925. Discriminant validity was also reported as satisfied because each indicator's loading was higher than its cross-loading. Composite reliability values for the four constructs were above 0.70.

Table 1. Measurement Model Summary

Construct	Indicators	Loading range	Composite reliability
Competence	6	0.736–0.824	0.874
Work discipline	3	0.790–0.924	0.837
Work motivation	5	0.644–0.925	0.939
Employee performance	8	0.727–0.891	0.899

Source: Data processed from the study.

Structural Model

The coefficient of determination showed that competence and work discipline explained 90% of the variance in work motivation. Competence, work discipline, and work motivation explained 91% of the variance in employee performance. These values indicate that the proposed model accounted for a substantial proportion of the observed variance in the two endogenous constructs.

Table 2. Coefficient of Determination (R^2)

Endogenous construct	R^2	Adjusted R^2
Work motivation	0.920	0.903
Employee performance	0.904	0.919

Hypothesis Testing

Bootstrap testing showed that all proposed direct relationships were statistically significant ($p < 0.05$). The path coefficients and p-values are summarized in Table 3.

Table 3. Direct and Indirect Hypothesis Testing

Relationship	Path coefficient	p-value	Result
Competence → Work motivation	0.993	0.001	Significant
Work discipline → Work motivation	0.850	0.001	Significant
Work motivation → Employee performance	0.951	0.001	Significant
Competence → Employee performance	0.732	0.002	Significant
Work discipline → Employee performance	0.889	0.001	Significant
Competence → Work motivation → Employee performance	0.944	0.001	Significant
Work discipline → Work motivation → Employee performance	0.808	0.018	Significant

Discussion

Competence and work motivation. Competence had a positive and significant effect on work motivation (β = 0.993; p = 0.001). This finding is consistent with previous evidence that employees' knowledge and skills can strengthen their confidence and willingness to perform assigned responsibilities (Heriyanto et al., 2018; Hamdan et al., 2023). In the village government context, adequate competence can help employees understand administrative tasks, reduce uncertainty in performing responsibilities, and support greater work motivation.

Work discipline and work motivation. Work discipline also had a positive and significant effect on work motivation (β = 0.850; p = 0.001). A consistent work structure, adherence to working hours, and compliance with organizational rules can create an orderly working environment. The finding is in line with the role of discipline reported in previous research on employee performance and motivation (Heriyanto et al., 2018; Rachmaniah, 2022).

Work motivation and employee performance. Work motivation had a positive and significant effect on employee performance (β = 0.951; p = 0.001). Motivation may direct employees' effort and persistence toward organizational objectives, supporting the theoretical view of motivation as a driver of work behavior (Robbins & Judge, 2019). The result is also consistent with empirical studies that place motivation as an important mechanism in explaining performance (Lianasari & Ahmadi, 2022; Hamdan et al., 2023).

Competence and employee performance. Competence had a positive and significant direct effect on performance (β = 0.732; p = 0.002). Employees with relevant knowledge and skills are better positioned to complete tasks according to organizational requirements. This finding is consistent with studies reporting a positive competence-performance relationship in public and organizational settings (Fauzi & Nugroho, 2024; Sinurat et al., 2024; Widayanto & Nugroho, 2022).

Work discipline and employee performance. Work discipline had a positive and significant direct effect on performance (β = 0.889; p = 0.001). Compliance with procedures, punctuality, and responsibility can support consistent task completion. The result corresponds with evidence that work discipline is associated with employee performance (Lestari et al., 2024; Rachmaniah, 2022).

Indirect effects through work motivation. Competence had a significant indirect effect on performance through work motivation (β = 0.944; p = 0.001), while work discipline also had a significant indirect effect through work motivation (β = 0.808; p = 0.018). These results show that motivation functioned as an intervening mechanism in both relationships. The findings are particularly relevant to village government because improving employee capability and discipline may be accompanied by efforts to strengthen the motivational conditions under which those capabilities and behaviors are translated into performance.

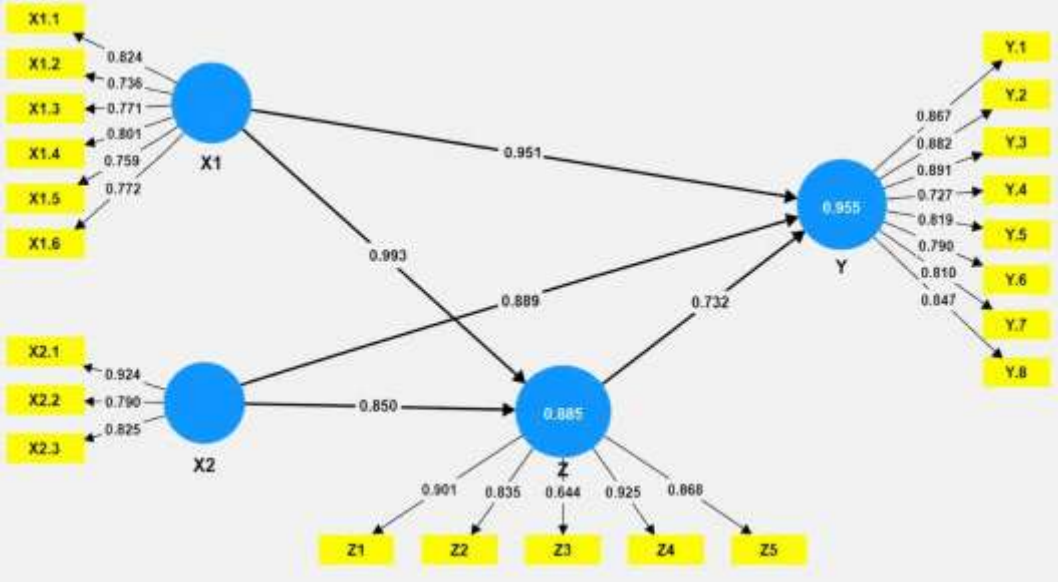


Figure 1. SEM-PLS Structural and Measurement Model
Source: Data processed from the study.

4. CONCLUSION

The study found significant positive relationships among competence, work discipline, work motivation, and employee performance in village government in Maron District. Competence and work discipline significantly affected work motivation, while competence, work discipline, and work motivation significantly affected employee performance. In addition, both competence and work discipline had significant indirect effects on employee performance through work motivation. The findings suggest that performance improvement in village government can be addressed through an integrated approach that combines competence development, consistent work discipline, and supportive motivational conditions. For village governments, the findings support continued competence development through education, training, technical guidance, and relevant certification, together with clear work targets and consistent implementation of work rules. Future research may incorporate additional variables, broader and more diverse samples, or qualitative and mixed-method approaches to deepen understanding of employee performance in village government settings.

ACKNOWLEDGEMENTS

The authors acknowledge the respondents and parties who supported the data collection and completion of this research.

REFERENCES

Anggeraini, M., & Adnyana, I. M. (2024). Pengaruh disiplin kerja, kompetensi dan komunikasi terhadap kinerja pegawai dengan motivasi pegawai sebagai variabel intervening pada Direktorat Jenderal Tanaman Pangan. Scientific Journal of Reflection: Economic, Accounting, Management and Business, 7(2), 363–378. https://doi.org/10.37481/sjr.v7i2.833

Armstrong, M., & Taylor, S. (2020). Armstrong's handbook of human resource management practice (14th ed.). Kogan Page.

Bangun, W. (2015). Manajemen sumber daya manusia. Erlangga.

Colquitt, J. A., LePine, J. A., & Wesson, M. (2019). Organizational behavior: Improving performance and commitment in the workplace (International ed.). McGraw-Hill.

Fauzi, A., & Nugroho, G. (2024). Pengaruh kompetensi terhadap kinerja pegawai dengan motivasi kerja sebagai variabel intervening. Al Qalam: Jurnal Ilmiah Keagamaan dan Kemasyarakatan, 18(1). http://dx.doi.org/10.35931/aq.v18i1.3016

Ghozali, I. (2018). Aplikasi analisis multivariate dengan program IBM SPSS 25 (9th ed.). Badan Penerbit Universitas Diponegoro.

Handoko, T. H. (2014). Manajemen personalia dan sumber daya manusia. BPFE.

Hasibuan, M. S. P. (2019). Manajemen sumber daya manusia. Bumi Aksara.

Hamdan, H., Gemina, D., Yuningsih, E., Samsuri, & Ismartaya. (2023). The influence of competence and career development on employee performance with work motivation as an intervening variable. Jurnal Administrasi dan Manajemen, 13(3).

Heriyanto, T., Naser, J. A., & Setia, K. A. (2018). The effect of competence and discipline on work motivation and impact on employee performance of Pratama Tax Office in Malang Utara. Management and Economic Journal (MEC-J), 2(3), 269–278. https://doi.org/10.18860/mec-j.v0i0.5872

Lestari, S., Watini, S., & Rose, D. E. (2024). Impact of self-efficacy and work discipline on employee performance in sociopreneur initiatives. APTISI Transactions on Technopreneurship, 6(2), 270–284. https://doi.org/10.34306/att.v6i2.403

Lianasari, M., & Ahmadi, S. (2022). Pengaruh kompetensi dan lingkungan kerja terhadap kinerja dengan motivasi kerja sebagai variabel intervening. Fokus Bisnis: Media Pengkajian Manajemen dan Akuntansi, 21(1), 43–59. https://doi.org/10.32639/fokbis.v21i1.106

Mangkunegara, A. P. (2017). Manajemen sumber daya manusia perusahaan. Remaja Rosdakarya.

Rachmaniah, R. (2022). Pengaruh disiplin kerja dan motivasi kerja terhadap kinerja karyawan dengan kepuasan kerja sebagai variabel intervening. Jurnal Manajerial, 9(3), 351–368. http://dx.doi.org/10.30587/jurnalmanajerial.v9i03.4037

Rivai, V., & Sagala, E. J. (2015). Manajemen sumber daya manusia untuk perusahaan. PT Raja Grafindo.

Robbins, S. P., & Judge, T. A. (2019). Organizational behavior (18th ed.). Pearson.

Sedarmayanti. (2017). Manajemen sumber daya manusia. PT Refika Aditama.

Sinurat, N. I. M., Kirana, K. C., & Subiyanto, E. D. (2024). The effect of work competence and flexibility on employee performance with work motivation as an intervening variable. Eduvest: Journal of Universal Studies, 4(4), 1978–1987. https://doi.org/10.59188/eduvest.v4i4.1109

Widayanto, T., & Nugroho, S. H. (2022). The influence of leadership, organizational culture, and work competence on employee performance through work motivation. Jurnal Pamator: Jurnal Ilmiah Universitas Trunojoyo, 15(2), 81–97. https://doi.org/10.21107/pamator.v15i2.18807

Wibowo. (2016). Manajemen kinerja. Rajawali Pers.