

**IS EMPLOYEE PERFORMANCE INFLUENCED BY DISCIPLINE, MOTIVATION,  
AND COMPETENCE? A STUDY ON SALON AND BEAUTY EQUIPMENT BUSINESS**

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**Abstract:** *The research conducted to know the discipline, motivation and competencies impacted on performance of employee at Evy Beautrec ("EB"). EB is a salon and beauty equipment manufacturer based in Surabaya. The study employed quantitative methods using saturated sampling/all respondents from the population are used as the research sample. The sample size was 33 people who are employees of EB. Data was collected by distributing questionnaires and conducting several interviews with the respondents. The methods used to analyze the data were multiple linear regression, which was processed using SPSS tool. The results of the research are confirmed by t-test calculations, which show that discipline, motivation and competence have a significant impact on EB employees' performance respectively. Furthermore, the F-test results show that EB employees' performance simultaneously impacted by discipline, motivation and competence. Of the three independent variables studied, motivation has the greatest effect on EB employees' performance, followed by competence and discipline. Previous findings have shown that still nothing variables that impacts on employees performance, and this phenomenon has attracted the interest of researchers to investigate the performance of EB employees in relation to the impacted by work discipline, motivation and competence.*

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

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## **1. Introduction**

Nowadays, competition between companies that have the business similarity is very tight, the owner or leader of the company must think hard thus his company can compete and still exist in its business. Business competition also occurs in companies that do business in the salon and beauty equipment business, including Evy Beautrec ("EB"). One of the goals that EB expects of its employees is to improve their performance due to by improving employee performance, the company's performance will also increase thus it is expected to be able to face competition with other similar companies. EB is one of the companies engaged in beauty salon services and salon equipment.

Every company has goals to be achieved by efforts to make rules that must be followed by all employees in a disciplined manner. Employees who break these rules are punished and those who follow the rules are rewarded. Work discipline is the respect, appreciation and obedience to written and unwritten rules and the ability of employees to follow the rules with impunity when they violate their assigned duties and privileges. A form of self-control and employee obedience where the level of seriousness is shown regularly in the company is known as work discipline. A

person who feels responsible for the tasks assigned and entrusted to him can be said to be a person who has good work discipline. Discipline that does not stem from the conscience of the individual is weak and temporary. The introduction of work discipline for employees aims to promote the willingness and readiness of employees to comply with various norms or rules of the organization so that bad behavior in the workplace can be overcome (Arenofsky, 2017). Next, discipline is a person's awareness of and willingness to follow all company rules and general social norms (Yang et al., 2016); while EB managers expect all employees to follow company rules with discipline, researchers have found that this is not the case, for example, late arrivals or no-shows without clear communication. They found that there are still employees who violate discipline, which has the effect of disrupting other tasks, failing to achieve work goals and degrading performance, results showed that discipline has a significant impact on employee performance (Marlapa & Mulyana, 2020); (Razak et al., 2018); (Hutagalung et al., 2020) (H<sub>1</sub>).

Motivation in the workplace is an important factor for employees, as high levels of motivation give them the enthusiasm to do their job promptly, which in turn affects their job performance. A person's motivation to work has a great impact on the results that he or she achieves at work. Employees' motivation is a greatly factor that impacts productivity (Manzoor, 2011). Employees' behavior can change due to changes in their personal lives and in the organization. This change can be fast or slow, depending on the individual nature. Meanwhile, changes within groups are slower, as they require considerable effort and only occur when group members contribute sufficiently. At the organizational level, the relationship between motivation and performance depends to a large extent on the motivation of the leadership elements at each level where they play a role. It is important that leaders always giving attention related to their employees' motivation, due to the motivation of individual employees increases or decreases according to their mood, and leaders must therefore encourage their employees to keep their motivation increasing. According to Kasmir in (Tupti & Arif, 2020), work motivation is the encouragement of a person to complete a task. When someone has strong motivation from within themselves or motivation from outside (e.g. from the company), they are stimulated or encouraged to do something well. The researcher's observations show that if an employee is not motivated to work (lazy), he or she will not come to work without a clear reason or will deliberately be late for work, which will reduce performance. The study conclude as employee performance impacted by work motivation (Totong Endang S & Elliana Sari, 2019); (Sutianingsih & Handayani Wuri, 2013); (Nasution & Priangkatara, 2022) (H<sub>2</sub>).

All employees must have the competences required for the task assigned to them to do their jobs well. Employees with high competence perform well, while conversely employees with low competence perform poorly. Incidentally, competence is measured using a behavioral rating scale that lists various behaviors that indicate success in a particular role. The assessment is followed by feedback so that employees can monitor their performance and take corrective action if necessary. Competence plays a very important role as they usually refer to the basic ability of an individual to perform a particular job. Competence is the performing ability to doing a job based on initial knowledge and skills having, supported by working attitudes to handle a job. Competence is an intrinsic characteristic of an individual related to job performance, or an intrinsic characteristic of an individual related to an arbitrary or causal dimension, that is, effective, superior, better or good performance of a particular task or situation (Ahmadi & Sulistyono, 2019). Studies stated that employee performance impacted significantly by competence (Wandansari et al., 2023); (Toni et al., 2015); (Hidayat et al., 2022) (H<sub>3</sub>).

To outperform competitors, a company needs to achieve better results. To do so, it must continuously improve its employees' performance, which is the responsibility of both

management and employees. The term 'performance' derives from the expression 'performance at work', i.e. the performance actually achieved by a person. Performance is defined as a set of commonly agreed standards, goals and objectives for job performance, or predetermined criteria (Al Mehrzi & Singh, 2016). It is the result of an individual's overall performance or level of success over a given period of time in relation to a set of skills. Productivity is essentially what employees do or do not do (Yang et al., 2016). Employee productivity is the extent to which employees are active in performing the tasks assigned to them by the company (bin Shmailan, 2016). Performance is not independent, but is always related to job satisfaction and reward levels, which are also influenced by personal skills and characteristics. Employees need to improve their performance to sustain the company. Performance is employee working perform result qualitatively and quantitatively in fulfilling employees' duties entrusted responsibilities (Khoirum & Manafe, 2022). The study state that employee performance impacted significantly by discipline, motivation and competence (Hutagalung et al., 2020) ( $H_4$ ).

Previous findings have shown that still nothing variables that impacts on employees performance, and this phenomenon has attracted the interest of researchers to investigate the performance of EB employees in relation to the impacted by work discipline, motivation and competence. Novelty can also arise from a better understanding of the organisational and industry context in which EB employees work. Differences in organisational culture, incentive structure or other work environment factors may affect the way variables such as work discipline and motivation affect performance.

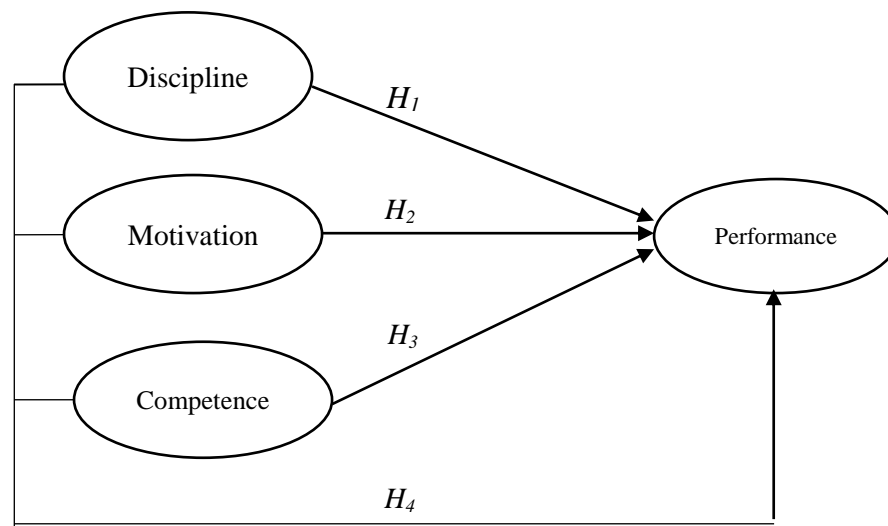


Figure 1. Conceptual Model

## 2. Research Method

This study uses a strategic research design that allows researchers to collect data which is then analyzed quantitatively using descriptive and inferential statistics (Saunders et al., 2019). (Cresswell & Plano Clark, 2018) define a population as "a group of individuals with common characteristics". In this case, EB workers were taken as the population for the study, a total of 33 individuals. According to (Sugiyono, 2016), a saturated sample is a sample drawn from the entire existing population. Data collection methods were done by distributing questionnaires and multiple interviews with different respondents.

The limitations imposed were the definition of the variables used in the study as a tool to analyze the study. Three independent variables and one dependent variable were used in this study. The explanation of these is shown in the table below:

**Table 1. Operational Variable**

No	Variable	Indicator	Reference
X <sub>1.1</sub>	Discipline (X <sub>1</sub> )	Obeying working hour regulations	(Sutrisno, 2019)
X <sub>1.2</sub>		Obey the rules for how to get the job done	
X <sub>1.3</sub>		Obey the rules of relationships with other units	
X <sub>1.4</sub>		Obeying the rules regarding what is allowed and not allowed	
X <sub>2.1</sub>	Motivation (X <sub>2</sub> )	Getting good work performance	(Suntoyo, 2015)
X <sub>2.2</sub>		Getting a promotion	
X <sub>2.3</sub>		Getting a bigger salary than now	
X <sub>2.4</sub>		Fair company policies and administration	
X <sub>3.1</sub>	Competence (X <sub>3</sub> )	Ability to make a plan thoroughly, realistically, effectively and efficiently	(Suhariadi, 2013)
X <sub>3.2</sub>		Ability to establish good cooperation with others with manners, familiar and open	
X <sub>3.3</sub>		Ability to contribute to increasing company profits	
X <sub>3.4</sub>		Ability to consider elements in solving company problems	
Y <sub>1</sub>	Performance (Y)	The number of work results in accordance with the time provided by the company	(Badriyah, 2015)
Y <sub>2</sub>		Quality of work results in accordance with the standards set by the company	
Y <sub>3</sub>		Ability to recognize a problem and take corrective action, provide suggestions for problem solving	
Y <sub>4</sub>		The existence of workers to complete the work that has been determined by the company	

### 3. Results and Discussion

#### 3.1. Results

##### Respondent Characteristics

The characteristics of respondents can be described, in terms of gender, the majority of respondents are male (84.5%), while the remaining are female (15.5%). This data shows that the staff of EB is predominantly male, which naturally provides an opportunity for high performance. In terms of age, the respondents majority were between 25-30 years old (57.0%), followed by the over-30 age group (24.2%) and the under-25 age group (18.8%). These data show that EB employees are generally still able to work and answer the questionnaire objectively, which gives them the opportunity to improve their performance.

In terms of educational level, the respondents majority had a high school (48.5%), followed by a university degree (39.4%) and a college degree (12.1%). These data suggest that EB professionals with a secondary education are still in the process of learning to form thinking patterns while working. Once formed, the mindset will contribute to improved performance of EB practitioners. In terms of years of experience, most of the respondents (72.7%) worked between 5-10 years. These data indicate that EB employees generally have a considerable number of years of work experience to perform their tasks, which obviously affects the performance of EB employees.

##### Questionnaire Distribution Results

The study results were taken based on a questionnaire distributed to EB employees as follows:

**Table 2. Questionnaire Results**

Indicator	Strongly Disagree	%	Disagree	%	Agree	%	Strongly Agree	%
X <sub>1.1</sub>	7	21.2	4	12.1	11	33.3	11	33.3
X <sub>1.2</sub>	5	15.2	3	9.1	13	39.4	12	36.4
X <sub>1.3</sub>	8	24.2	1	3.0	13	39.4	11	33.3
X <sub>1.4</sub>	6	18.2	7	21.2	6	18.2	14	42.4
X <sub>2.1</sub>	8	24.2	3	9.1	6	18.2	16	48.5
X <sub>2.2</sub>	6	18.2	4	12.1	10	30.3	13	39.4
X <sub>2.3</sub>	5	15.2	7	21.2	10	30.3	11	33.3
X <sub>2.4</sub>	8	24.2	3	9.1	11	33.3	11	33.3
X <sub>3.1</sub>	6	18.2	1	3.0	12	36.4	14	42.4
X <sub>3.2</sub>	5	15.2	5	15.2	7	21.2	16	48.5
X <sub>3.3</sub>	5	15.2	5	15.2	7	21.2	16	48.5
X <sub>3.4</sub>	5	15.2	6	18.2	5	15.2	17	51.5
Y <sub>1</sub>	2	6.1	6	18.2	9	27.3	16	48.5
Y <sub>2</sub>	8	24.2	2	6.1	6	18.2	17	51.5
Y <sub>3</sub>	3	9.1	7	21.2	3	9.1	20	60.6
Y <sub>4</sub>	6	18.2	6	18.2	3	9.1	18	54.5

Source: data processed, 2023

Based on the data table above, it shows that most respondents chose to agree that employees comply with working hour regulations, namely hours when entering work, hours of rest time and hours when leaving work. This working hour regulation is very important due to if there is a delay in entering working hours and late re-entry after a break, it will cause loss time, resulting in delays in completing work. Majority of respondents agree that they always complete a job

according to work operational standards. Every job must have an operational standard that must be passed and obeyed by employees in completing their work thus employee performance can be achieved. Majority of respondents agree that they always obey how to communicate and how to deal with other units in one company. Furthermore, the majority of respondents agree that they always obey the rules regarding what is allowed and what is not allowed while in the company.

The majority of respondents agree that they are motivated to work well due to they want to get good work performance. Every employee wants their work performance to always improve which can lead to career advancement. Next, respondents agree that they are motivated to work well due to they want to get a promotion and they work well due to they want to get a bigger salary than now. Furthermore, respondents agree that they work well due to company policies and administrations are transparent and fair.

Most of respondents agreed that they have the ability to make a plan, both long-term and short-term, thoroughly, realistically and effectively efficiently. Respondents' answers agree regarding having the ability to establish good cooperation with others with manners, familiarity and openness. The ability to cooperate between employees is very much needed, especially to complete work that cannot be completed by an employee alone. Besides that, majority of respondents agree that they have the ability to contribute to increasing company profits financially and they have the ability to consider external and internal elements to make a decision in order to solve the problems that occur. In solving a problem, external and internal elements must be considered so as not to have a negative impact on other parts or other departments.

Most of respondents agree that the amount of work always matches the time provided by the company. In addition, respondents' answers agree regarding the quality of their work is always in line with the company rule standards and they always have the initiative to prevent and solve problems in the company. Next, respondents agree that they are always present (entering) work unless there is a personal need that cannot be left.

### **Validity & Reliability Test**

The results of data processing show the validity and reliability tests can be explained in Table 3 below:

**Table 3. Validity & Reliability Test**

<b>Indicator</b>	<b>Corrected Item-Total Correlation</b>	<b>Cronbach's Alpha if Item Deleted</b>
X <sub>1.1</sub>	.715	.969
X <sub>1.2</sub>	.824	.967
X <sub>1.3</sub>	.872	.966
X <sub>1.4</sub>	.809	.967
X <sub>2.1</sub>	.709	.969
X <sub>2.2</sub>	.893	.966
X <sub>2.3</sub>	.795	.968
X <sub>2.4</sub>	.713	.969
X <sub>3.1</sub>	.776	.968
X <sub>3.2</sub>	.815	.967
X <sub>3.3</sub>	.900	.966
X <sub>3.4</sub>	.830	.967

Y <sub>1</sub>	.770	.968
Y <sub>2</sub>	.807	.967
Y <sub>3</sub>	.900	.966
Y <sub>4</sub>	.784	.968

Source: data processed, 2023

If the *Corrected Item-Total Correlation* of each indicator is positive and the number > 0.3 then the indicator is a strong/valid construct (Imam, 2019). According to Table 4, it is known that each statement on all research variables (discipline, motivation, competence and employee performance) has a *Corrected Item-Total Correlation* number > 0.3 so the decision is valid. In addition, a statement is called reliable if the *Cronbach Alpha* value > 0.7 (Sugiyono, 2016). Respondents' statement answers are consistent over time to a statement, so the questionnaire is said to be reliable. According to Table 3, it is known that each statement on all research variables (discipline, motivation, competence and employee performance) has a *Cronbach Alpha* > 0.7 thus the decision is reliable.

#### **Analysis of Multiple Linear Regressions**

According to (Imam, 2019), Multiple linear regression analysis is intended to assess how strong the relationship is between at least two independent variables and in which direction the relationship is with the dependent variable. This study uses multiple linear regression analysis with the aim of knowing the direction of the relationship between discipline (X<sub>1</sub>), motivation (X<sub>2</sub>) and competence (X<sub>3</sub>) with employee performance (Y). The following are the results of SPSS data processing:

**Table 4. Multiple Regression Coefficient & Partial Test (t-test)**

Model	Unstandardized Coefficients (B)	t	Sig.	t-table
(Constant)	0.981	1.762	0.089	
Discipline	0.292	2.320	0.028	2.037
Motivation	0.419	3.414	0.002	2.037
Competence	0.270	2.345	0.026	2.037

a. Dependent Variable: Employee Performance

Source: data processed, 2023

Based on Table 4 above, the regression equation model can be seen as follows:  $Y=0.981+0.292X_1+0.419X_2+0.270X_3$ . From this equation model can be known:

- The constant (a) of 0.981 means that when discipline, motivation and competence are zero, the worker's productivity will be 0.981.
- The regression coefficient (b<sub>1</sub>) of 0.292 indicates a positive relationship when the values of the variables motivation and competence are equal to zero units, i.e. if discipline increases by one unit, the worker's productivity increases by 0.292 units and vice versa.
- The regression coefficient (b<sub>2</sub>) of 0.419 indicates a positive relationship when the values of the variables discipline and competence are equal to zero units; i.e. if motivation increases by one unit, the worker's productivity increases by 0.419 units and vice versa.
- The regression coefficient (b<sub>3</sub>) of 0.270 indicates a positive relationship when the values of the variables discipline and motivation are zero units, i.e. if competence increase by one unit, the worker's productivity increases by 0.270 units and vice versa.

#### **Determinant Coefficient**

According to (Imam, 2019), a model that is able to provide information related to variations in the dependent variable can be assessed using the coefficient of determination (R<sup>2</sup>). When the

independent variable has limitations in explaining the dependent variable, the  $R^2$  number becomes small, but if the  $R^2$  value is close to one, it means that the dependent variable can almost completely be explained by the independent variable.

The following are the results of SPSS data processing:

**Table 5. Determinant Coefficient Model Summary<sup>b</sup>**

Model	R	$R^2$	Adjusted $R^2$
1	0.941	0.935	0.97315

a. Predictors: (Constant), Discipline, Motivation, Competence  
 Dependent Variable: Employee Performance

Source: data processed, 2023

Based on Table 5 above, it can be seen that the value of  $R^2$  is 0.935 (93.5%), meaning that the ability of the contribution of independent variables (discipline, motivation, competence) to employee performance is 93.5% and the remaining 6.5% is the contribution of the influence of other variables outside the model or not examined in this study.

### Variable Dominant

The dominant variable is the independent variable that has the most dominant influence on the dependent variable.

**Tabel 6. Dominant Variable**

Model	Zero-order	Partial	Part
Discipline	0.939	0.396	0.104
Motivation	0.948	0.535	0.154
Competence	0.933	0.399	0.106

a. Dependent Variable: Employee Performance

Source: data processed, 2023

Based on Table 6, it can be seen that the independent variable that has the most dominant influence on the dependent variable is motivation with a partial value of 0.535. Furthermore, followed by competence and discipline variables with partial values of 0.399 and 0.396 respectively.

### Hypothesis Test

Hypothesis testing is intended to test the hypothesis for the answer to the problem formulation, which includes testing:

a. Partial Test (t-testing)

According to (Hermawan, 2019), the dependent variable is influenced by each independent variable as evidenced by the calculation of data processing using a partial test (t-test). Table 4 shows that discipline has *Sig.*  $0.028 < 0.05$  and  $t\text{-count } 2.320 > t\text{-table } 2.037$ , which means that discipline partially has a significant effect on employee performance ( $H_1$  is accepted). Secondly, the motivation has *Sig.*  $0.002 < 0.05$  and  $t\text{-count } 3.414 > t\text{-table } 2.037$ , which means that motivation has a partially significant effect on employees' performance ( $H_2$  is accepted). In addition, the competence has *Sig.*  $0.026 < 0.05$  and  $t\text{-count } 2.345 > t\text{-table } 2.037$ , which means that competence has a partially significant effect on employee performance ( $H_3$  is accepted).

b. Simultaneous Test (F-testing)

According to (Hermawan, 2019), the dependent variable is simultaneously influenced by the independent variable and can be proven from data processing using the simultaneous test (F-test).



**Table 7. Simultaneous Test ANOVA<sup>b</sup>**

<b>Model</b>	<b>F</b>	<b>Sig.</b>	<b>F-table</b>
Regression	154.933	0.000	2.934

a. Predictors: (Constant), Discipline, Motivation, Competence  
 Dependent Variable: Employee Performance  
 Source: data processed, 2023

Table 7 shows that the *Sig.* value of  $0.000 < 0.05$  and the F-number  $154.933 > F\text{-table } 2.934$  mean that the discipline, motivation and competence have a significant impact on employee performance simultaneously ( $H_4$  is accepted).

### 3.2. Discussion

#### The Impact of Discipline on Employee Performance

The t-test calculation shows that the 'discipline' variable partially influences the performance of EB employees. According to (Singodimedjo, 2002), work discipline is a behavior that can be accepted voluntarily and sincerely from someone to accept, follow and comply with all the rules and regulations that apply in their environment. A company manager in his efforts to encourage his subordinates to comply with all the rules that apply in the company is done by implementing work discipline. The results of this study show that the employees interviewed always perform their work according to the company's standards, that is, the workload of the interviewees is always in line with the time allocated by the company. Every EB employee has a target amount of work to be done in the time allocated by the company, as every result of their work is related to the work of other employees, so the unfinished work interferes with the work of the next process, which affects the efficiency of the employees. EB employees should be disciplined to follow procedures at work according to the company's standards, using the time given by the company to produce the maximum amount of work, which increases employee efficiency.

(Sutrisno, 2019) notes that work discipline is very beneficial for the company and employees, following the rules and routine execution achieve maximum results when work discipline is followed, while enabling employees to perform the work without restrictions and providing a conducive work environment to boost employee morale, this will achieve the highest possible productivity of employees. (Mulyadi, 2016) argues that both large and small companies desperately need employee performance because good employee performance increases company profits and good work discipline is necessary to improve employee performance. According to (Pereira & Said, 2019), work discipline is one of the main aspects in creating and improving employee performance, as it has a direct impact on employees' job performance, which in turn affects job performance; in other words, the more disciplined an employee is at work, the higher his or her performance. The previous study argue that employee performance impacted significant positive by work discipline (Tinovitasari et al., 2017); (Emmywati & noneng R, 2018); (Vindiarini & Manafe, 2022). Conversely, some studies find employee performance not significant impacted by work discipline (Sutianingsih & Handayani Wuri, 2013); (Suwuh, 2015); (Pamungkas & Sidi, 2022).

#### The Impact of Motivation on Employee Performance

Partial test results show that motivation influences employee performance. Motivation aims to boost employee morale so that they work hard and use all their skills and competences to achieve the company's goals (Suntoyo, 2015). Work motivation is important because when work

motivation is high, employees are expected to be willing to work hard and enthusiastically to achieve high performance. The results of this study show that respondents are motivated to work well because they want to deliver good work performance and receive a higher salary than the current salary, which means that the quality/results of respondents' work always meet the company's standards. EB employees are motivated to perform well in their work and receive better income/reward and to influence the quality of their work in line with company standards. EB managers are always objective in their KPIs (Key Performance Indicators) for employees, which motivates employees to improve their performance. Moreover, the manager always motivates subordinates during daily meetings or when he encounters a subordinate who is less enthusiastic about the work, he goes to the employee to motivate him.

Motivation is goal-oriented behavior, i.e. a certain level of effort to achieve a goal, and motivation is closely linked to employee job satisfaction and performance (Fahmi, 2021). Motivation at work motivates all employees to work and achieve their goals. High motivation is associated with increased enthusiasm and desire to work, but the reality is that many employees have low or no motivation. (Hasibuan, 2017) explains that motivation is what triggers, drives and sustains human behavior and drives us to work hard and enthusiastically to achieve the best results. According to (Sumardjo & Priansa, 2018), motivation is the process of showing intensity, individuality, focus and perseverance in efforts to achieve a goal. Based on the above interpretation, it can be concluded that motivation is an activity that initiates, directs, supports and encourages human behavior. Leaders need to understand how they behave in order to influence people to work towards the organization's aspirations. In line with this study, previous research conclude that employee performance significantly impacted by motivation (Susanto et al., 2023), (Ismoyo et al., 2022), (Saputro & Melinda, 2021). On the other hand, some previous studies argue that employee performance no significant impacted by motivation (Putri Khairunnisa & Riyanto, 2020), (Kuswandi, 2023), (Wahjoedi, 2021).

### **The Impact of Competence on Employees Performance**

The results of data processing show that competencies partially influence employee performance. Competencies are behaviors, skills, motivation, knowledge, etc. that play a key role in the successful performance of a particular job or task (Suhariadi, 2013). The results of the present study show that the respondents are capable of contributing to the increase of economic benefits of the company and have the ability to consider external and internal factors when making decisions to solve problems that arise, so they always take initiative to prevent and solve problems in the company. Every EB employee should always contribute to the benefit of the company and also take the initiative to prevent and solve problems that may harm the company. We hope that by improving their knowledge and skills, employees will do their work better and avoid problems that could harm the company. Good quality work will facilitate further work flow and improve employee performance. Building competencies in the form of experience, skills and knowledge of EB workers should therefore help to improve their performance. Competencies refer to the knowledge and skills employees have to do their jobs appropriately and maximize their performance (Tarjo, 2020).

High competence can influence employee performance, and high performance can influence the performance of the organization as a whole (Rangkuti et al., 2020). Competence is an aspect of employee personality with the ability to deliver high performance (Kaunang, 2020). The findings of this study corroborate previous studies by (Tampubolon & Sibuea, 2010); (Purnomo et al., 2023); (Nguyen et al., 2020) who found a significant impact of competence on employee

performance. There are also studies that do not support this research, namely those by (Sutaguna et al., 2023); (Rahardjo, 2014); (Mawarni et al., 2023).

### **The Impact of Discipline, Motivation & Competence on Employee Performance**

F-test calculation shows that employee performance impacted by discipline, motivation and competence. Work discipline shows that some employees comply with working hour regulations, complete work in accordance with work operational standards, obey how to communicate and relate to other units within one company, obey the rules regarding what is allowed and what is not allowed while in the company. Related to motivation, among others, employees work well due to they want to get brilliant work achievements, promotions, promotions, bigger salaries, transparent and fair company administration policies. Furthermore, matters related to competence include employees being able to make a plan both long and short term thoroughly, realistically, effectively and efficiently. Employees' ability to establish good cooperation with others and priorities manners, familiarity, openness and contribute to increasing company profits financially. Employees have the ability to consider external and internal elements to make a decision in order to solve the problems that occur. Discipline, motivation and competence are improved together; it will improve the performance of EB employees. This result is consistent with previous studies by (Hutagalung et al., 2020), (Suyanto, 2018) and (Syarifah et al., 2023), which revealed that discipline, motivation and competence have simultaneous and significant effects on employee performance.

### **4. Conclusion**

The results and discussion previously stated, this research can be concluded as follows: a) Work discipline has a significant impact on EB employees' performance; b) Work motivation has a significant impact on EB employees' performance; c) Competence has a significant impact on EB employees' performance; d) Discipline, motivation and competence have a significant impact on EB employees' performance simultaneously.

The suggestions given in this article are both academic and empirical: there are many other factors that influence employee performance in all types and levels of organizations, so more research needs to be done to complete which factors can influence performance.

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