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The Influence of Work Discipline, Competency, and Motivation to Employee Performance on PT. SPV

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Abstract

Employee performance data of PT. The SPV in 2024 shows that the average employee performance is still not optimal. Several causative factors are suspected to be due to low work discipline, competence and motivation of employees. This study aims to obtain empirical evidence and obtain clarity of phenomena and conclusions about the influence of work discipline, competence, and motivation on the performance of employees of PT. SPV both partially and simultaneously. For research purposes, the methods used in this study consist of descriptive and verifiable methods. Data collection was carried out by means of field research, through the distribution of questionnaires that were structured using the Likert scale. Data analysis to describe each variable using scale range analysis. Meanwhile, to describe the influence of work discipline, competence and motivation on employee performance using path analysis. The results of the study showed: 1) Work discipline is in the high-scale range, competence is on a high scale, motivation is in the high-scale range and employee performance is in the high-scale range, 2) Work discipline, competence and motivation partially affect the performance of PT. SPV, and 3) Work discipline, competence and motivation simultaneously affect the performance of employees of PT. SPV with an amount of 31.0%.

Keywords: Work Discipline, Competence, Motivation, Employee Performance.

1. Introduction

Human resources are a very important factor for organizations or companies, both those engaged in production and services. In global competition and increasingly dynamic industrial developments, every government and private organization is required to work faster, more effectively, and more efficiently. Therefore, human resource management needs to be placed as a top priority so that employee abilities can be utilized according to the needs of the organization. Human resources are different from other production factors because they are always evolving, both in quantity and quality. Organizations also consist of individuals with different behaviors and abilities so that good coordination is needed so that these differences can be synergized to achieve common goals. One of the company's successes is marked by increased employee performance, namely the quality and quantity of work achieved by employees in carrying out their duties in accordance with the responsibilities given to them. According to Mangkunegara, factors that affect performance include psychological abilities consisting of potential abilities and real abilities, as well as motivation formed from employees' attitudes in dealing with work situations [1].

The urgency of improving performance is also seen in PT. South Pacific Viscose (SPV), a company that is part of the Lenzing Group and is located in Purwakarta, Indonesia. PT. SPV has been producing viscose and sodium sulfate fibers since 1982. The company grew from an initial capacity of 19,000 tons of viscose fiber to 320,000 tons of viscose fiber and 190,000 tons of sodium sulfate. PT. SPV is committed to providing quality viscose fibers and providing technical customer service support to customers in various textile segments. However, the employee performance data of PT. The SPV in 2024 shows that the average employee performance is still not optimal. These conditions are allegedly related to work discipline, competence, and employee motivation. In fact, quality employees should be able to provide ability, loyalty, devotion, and maximum performance so that production targets, product quality, and company goals can be achieved as expected.

Work discipline is one of the theoretical foundations in explaining employee performance. Martoyo explained that discipline comes from the word "Discipline" which means practice or education of decency and spirituality as well as character development [2]. Hasibuan in Barnawi defines work discipline as the ability of a person to work regularly, diligently, continuously, and in accordance with the applicable rules without violating the stipulations that have been set [3]. Fathoni stated that discipline is the most important operative function of Human Resource Management because the better the employee discipline, the higher the work performance that can be achieved, while without good discipline the organization will find it difficult to obtain optimal results [4]. Hasibuan emphasized that awareness is the attitude of a person who voluntarily obeys the rules and understands his duties and responsibilities [5]. Thus, discipline is reflected through punctuality, compliance with regulations, good work completion, and willingness to obey applicable social norms, so that it is one of the keys to the success of the organization in achieving goals.

Competency is also an element that determines the ability of employees to carry out their work. According to Purwadarminta in the General Dictionary of the Indonesian Language, competence is the authority or power to determine and decide something. William D. Powell in the application Linguist Version 1.0 (1997) defines competence as proficiency, ability, competence, and authority, while competent means capable, capable, and agile. Work ability according to Keith Davis in Mangkunegara is formulated as $\text{Ability} = \text{Knowledge} + \text{Skill}$ [6]. According to Sugiyanto, competence is the ability to carry out a task well [7]. Spenser and Spenser as quoted by Sugiyanto explained that competence is a basic characteristic of an individual that has a cause-and-effect relationship with the implementation of work effectively or superior [7]. Morad Baso in Sugiyanto stated that competence is a determining element in improving company performance [7]. Meanwhile, Achmad S. Rucky in Sugiyanto explained that competence is formed by motives, personal characteristics, self-concept, knowledge, and skills [7]. According to Sharma VK in Sugiyanto, competence is formulated as $\text{knowledge} + \text{skills} + \text{attitudes} + \text{talents}$ [7]. Human resource competencies according to the results of Perin and Mangkunegara's studies also include knowledge of vision, the ability to anticipate change, the ability to provide human resource education, and the ability of the executive line [6].

In addition to discipline and competence, motivation is the driving force that directs employee behavior to achieve organizational goals. Motivation comes from the word *move* which means drive or move and is understood as a state of mind and mental attitude that provides energy, encourages activities, and directs behavior to meet needs. According to Winardi, employee motivation is the result of a number of internal or external processes that cause enthusiasm and persistence in carrying out certain activities [8]. Malayu S.P Hasibuan defines motivation as providing driving force that creates work enthusiasm so that a person is willing to work together, work effectively, and integrate to achieve satisfaction [9]. McClelland's theory quoted in Hasibuan, namely McClelland's Achievement Motivation Theory, states three dimensions of motivation in the form of motives, expectations, and incentives [9]. According to As'ad, work motivation is something that creates enthusiasm or work motivation [10]. Robbins defines motivation as the willingness to expend a high level of effort to achieve organizational goals, which is conditioned by the ability of that effort to meet individual needs [11].

Performance is the result or output of a process as stated by Nurlaila [12]. In the management behavior approach, performance is the quantity or quality of results and services provided by a person in carrying out work [13]. Performance is also a work achievement obtained through a comparison between work results and standards that have been set [14], as well as work results in terms of quality and quantity achieved by a person in carrying out their duties in accordance with their responsibilities [1]. According to Suyadi Prawirosentono, performance can be assessed through effectiveness, responsibility, discipline, and initiative [15]. Effectiveness refers to the achievement of goals according to planned needs, responsibility is related to the ownership of authority, discipline is related to compliance with rules and work agreements, while initiative is related to the thinking power and creativity of employees in generating ideas to support the company's goals.

Based on previous studies used in the study, there is a scientific gap in comprehensively explaining employee performance. Mangkunegara emphasized ability and motivation as factors that affect performance [1]; Martoyo, Fathoni, and Hasibuan emphasize discipline [2], [4], [5]; Sugiyanto, Morad Baso in Sugiyanto, and Perin and Mangkunegara place competence as an element of performance improvement [6], [7]; while Winardi, Malayu S.P Hasibuan, As'ad, and Robbins explain the importance of motivation in driving work behavior [8]–[11]. These studies have provided a conceptual basis for each variable, but the discussion tends to place work discipline, competence, and motivation separately. Therefore, tests are still needed that integrate the relationship and influence of these three variables on employee performance, both partially and simultaneously, especially in the

context of employees in the production department of PT. SPVs that face the demands of achieving targets, quality consistency, and sustainability of the production process.

Based on these gaps, this study aims to uncover, measure, and analyze the magnitude of the influence of work discipline, competence, and motivation on employee performance at PT. SPV, either partially or simultaneously. Theoretically, this research is expected to contribute to the development of human resource management science by integrating the concepts of work discipline, competence, motivation, and performance in one frame of thinking. This research also strengthens the understanding that performance is not only determined by individual abilities, but is related to adherence to rules, knowledge and skills, self-concept, personal characteristics, motives, expectations, and incentives. Practically, the results of the research are expected to be considered for the management of PT. SPV in formulating human resource development policies, training programs, discipline implementation, competency improvement, awarding and incentives, and creating working conditions that can encourage employee performance improvement.

Based on the literature review both empirically and theoretically that has been stated above, it can be explained that the variables of work discipline, competence and motivation have a partial influence on the performance of employees at PT. SPV. To clarify the frame of mind, a research framework can be made as shown in Figure 1. Below :

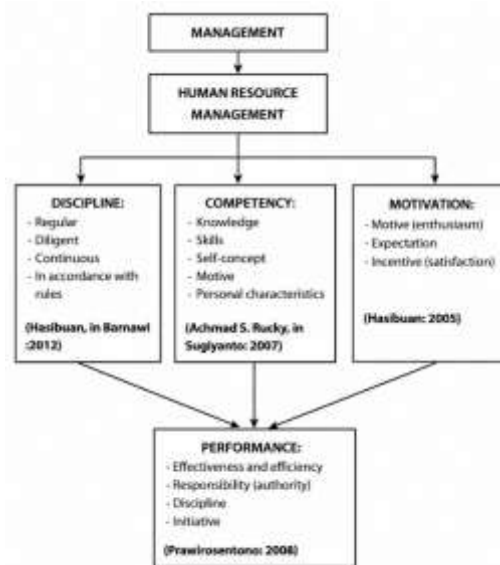


Figure 1. Research Framework

The hypotheses in this study are as follows:

1. There is a correlation between work discipline and employee competence at PT. SPV
2. There is a correlation between work discipline and employee motivation at PT. SPV
3. There is a correlation between competence and employee motivation at PT. SPV
4. There is a partial influence of work discipline, competence and motivation on employee performance at PT. SPV
5. There is a simultaneous influence of work discipline, competence and motivation on employee performance at PT. SPV

2. Research Methods

2.1 Research Design and Methods

The method used in this study is a verifiable descriptive method. Descriptive research aims to describe or analyze a research result, but is not used to make broader conclusions [16]. Meanwhile, the verification method is

used to test the correctness of a hypothesis through data processing and analysis using statistical calculations. The nature of verifiable research in this study is to test the truth of a hypothesis carried out through the process of collecting data in the field.

2.2 Data Sources and Information Collection Techniques

The data sources needed to support this research come from literature studies and field research. Literature studies are sources of data obtained from various references, such as literature books, notes, and the results of previous research that are related to this research. Meanwhile, field research is a source of data obtained directly from the research location through the collection of information related to research problems. The data obtained from these various sources is used as a basis for conducting research analysis.

2.3 Population, Samples, and Sampling Techniques

The population in this study is employees of PT. SPV production division totals 67 people. The sampling technique or sampling technique used in this study is census, where all members of the population are used as research samples.

2.4 Test of Validity and Reliability of Research Instruments

The testing of research instruments is carried out through validity tests and reliability tests. The validity test is used to determine the extent to which a measuring instrument is able to measure the variable to be measured. Meanwhile, a reliability test is carried out to find out the extent to which the results of a measurement can be trusted. An instrument is said to be reliable if in several measurements of the same group of subjects relatively the same results are obtained.

2.5 Data Analysis Techniques

The data analysis in this study uses multiple linear regression by conducting simultaneous testing (F test), partial testing (t test), and determination coefficient analysis (R^2). The analysis was used to determine the contribution of the influence of independent variables together in explaining the variation of changes that occurred in bound variables. In this study, the data analysis process used the help of the SPSS 16 program.

3. Results

3.1 Descriptive Analysis

a. Work Discipline

Based on the results of the respondents' answers, a recapitulation can be carried out on each indicator of the work discipline variable, it is known that every indicator in the dimension of orderly, diligent, continuous and in accordance with the rules, ethical and aware of responsibility gets high criteria. In general, the score of each of these indicators can describe the construct of both the highest and lowest work disciplines. So that if it will improve employee work discipline at PT. SPV can be done by improving its indicators that get a low score.

The results of the descriptive analysis on the work discipline variable and paying attention to the results of the recapitulation of the respondent's answers to each indicator of work discipline variables, it is necessary to calculate the average respondent's answers on each statement to find out the work discipline of employees of PT. South Pacific Viscose. Calculate the average

Table 1. Recapitulation of Respondents' Answers on Work Discipline Variables

Xi	Teratur (fi)	Tekun (fi)	Terus menerus (fi)	beretika (fi)	$\sum f_{ixi}$
5	61	24	13	48	730
4	94	76	29	75	1096
3	41	30	22	67	480
2	4	3	3	9	38
1	1	1	0	2	4
Total Skor					2348
Rata-rata skor					260.9

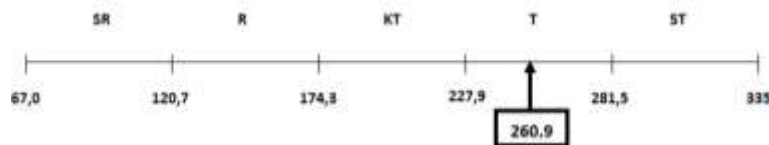


Figure 2. Scale Range of Work Discipline Variables

b. Competencies

Based on the results of respondents' answers to the work motivation variable, a recapitulation can be carried out on each of these variable indicators. The results of the recapitulation show that every indicator in the dimensions of Knowledge, Skills, Self-Concept, Motives, and personal characteristics is included in the high category. In general, the score of each of these indicators can describe the construct of both the highest and the lowest competencies. So that if you will improve the competence at PT. SPV can be done by improving its indicators that get a low score.

Based on the results of the descriptive analysis on the work discipline variable and paying attention to the results of the recapitulation of the respondent's answers to each competency variable indicator, it is necessary to calculate the average respondent's answer to each statement to determine the competence of PT. South Pacific Viscose. Calculating the average can be done by multiplying the total answers of respondents for each dimension by their weight. Furthermore, the result of multiplication is divided by the number of statements that measure the indicator. The results of the recapitulation of respondents' answers can be calculated on average to determine employee competence. The results of the average calculation are as follows:

Table 2. Recapitulation of Respondents' Answers on Competency Variable

Xi	Pengetahuan (fi)	Keterampilan (fi)	Konsep Diri (fi)	Motif (fi)	Karakteristik Pribadi (fi)	$\sum f_{ixi}$
5	34	22	13	9	4	410
4	125	116	38	54	52	1540
3	40	55	14	4	5	354
2	2	7	2	0	4	30
1	0	1	0	0	2	3
Total Skor						2337
Rata-rata skor						259.7

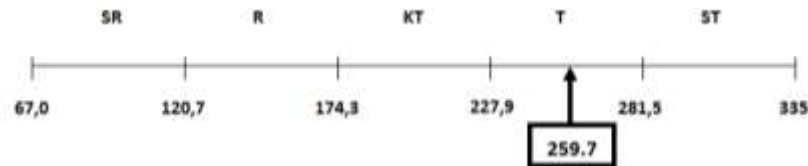


Figure 3. Competency Variable Scale Range

c. Motivation

Based on the results of respondents' answers to motivation variables, a recapitulation can be carried out on each of these variable indicators. The results of the recapitulation show that each indicator is on the dimensions of motives, expectations, and incentives. In general, the score of each of these indicators can describe the construct of motivation for both the highest and the lowest. So that if it will increase motivation at PT. South Pacific Viscose can be done by improving its indicators that get low scores.

Based on the results of the descriptive analysis on the work discipline variables and taking into account the results of the recapitulation of the respondents' answers to each motivation variable indicator, it is necessary to calculate the average respondent's answers on each statement to determine the competence of PT. South Pacific Viscose.

Calculating the average can be done by multiplying the total answers of respondents for each dimension by their weight. Furthermore, the result of multiplication is divided by the number of statements that measure the indicator. The results of the recapitulation of the respondents' answers can be calculated on average to find out the spiritual intelligence of employees. The results of the average calculation are as follows:

Table 3. Recapitulation of Respondents' Answers to Motivation Variables

Xi	Motif	Harapan	Insentif	$\sum f_i x_i$
	(fi)	(fi)	(fi)	
5	16	39	76	655
4	52	166	61	1116
3	58	115	62	705
2	8	15	0	46
1	0	0	0	0
Total Skor				2522
Rata-rata skor				252.2

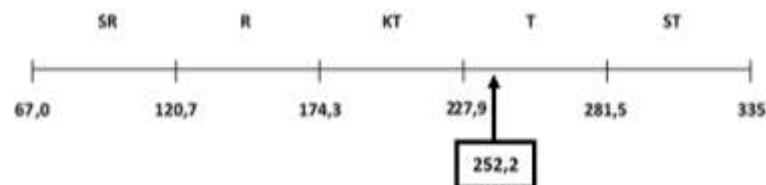


Figure 4. Motivational Variable Scale Range

d. Employee Performance

Based on the results of respondents' answers to employee performance variables A recapitulation can be carried out on each of these variable indicators. The results of the recapitulation show that every indicator in the dimensions of effectiveness, responsibility, discipline, and initiative received high criteria. In general, the score of each of these indicators can describe the construct of both the highest and lowest work disciplines. So that if it will improve employee performance at PT. South Pacific Viscose can be done by improving its indicators that get low scores.

Based on the results of the descriptive analysis on the employee performance variables and paying attention to the results of the recapitulation of the respondents' answers to each indicator of employee performance variables, it is necessary to calculate the average respondent's answers to each statement to determine the performance of employees of PT. South Pacific Viscose. Calculating the average can be done by multiplying the total answers of respondents for each dimension by their weight. Furthermore, the result of the multiplication is divided by the number of statements that measure the indicator

Based on the results of the recapitulation of the respondent's answers, the average calculation of the respondent's answers on each statement can be carried out to determine the employee's performance. The average calculation is as shown in the following table:

Table 4. Recapitulation of Respondents' Answers to Employee Performance Variables

Xi	Effektifitas (fi)	Tanggungjawab (fi)	Disiplin (fi)	Inisiatif (fi)	Σfixi
5	41	6	11	15	365
4	139	39	92	81	1404
3	78	22	31	32	489
2	10	0	0	6	32
1	0	0	0	0	
Total Skor					2290
Rata-rata skor					254.4

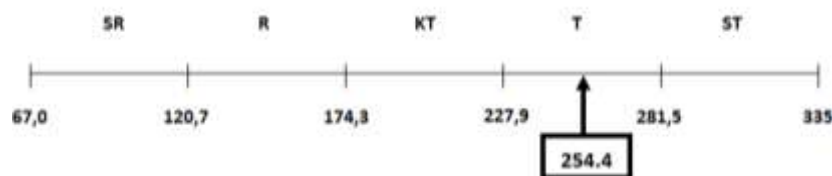


Figure 5. Range of Employee Performance Variable Scales

3.2 Verification Analysis

a. Correlation Coefficients

The calculation of correlation coefficients in this study uses the SPSS program, with the results as shown in the following table:

Table 5. Correlation Coefficients Between Variables

Correlations				
		Disiplin	Kompetensi	Motivasi
Disiplin Kerja	Pearson	1	.626**	.304*
	Sig. (2-tailed)		.000	.012
	N	67	67	67
Kompetensi Karyawan	Pearson	.626**	1	.471**
	Sig. (2-tailed)	.000		.000
	N	67	67	67
Motivasi Karyawan	Pearson	.304*	.471**	1
	Sig. (2-tailed)	.012	.000	
	N	67	67	67
**. Correlation is significant at the 0.01 level (2-				
*). Correlation is significant at the 0.05 level (2-				

According to table 5 above, it can be seen that the correlation coefficient between work discipline and competence is 0.626, the correlation coefficient between work discipline and motivation is 0.304 and the correlation coefficient between competence and motivation is 0.471.

b. Path Coefficients

Based on the results of the calculation using the SPSS program, the amount of the path coefficient is obtained as explained in the table below:

Table 6. Path Coefficient Values

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	18.482	4.083		4.527
	Disiplin Kerja	.204	.098	.278	2.075
	Kompetensi Karyawan	-.095	.157	-.088	.545
	Motivasi Karyawan	.318	.081	.464	3.911
a. Dependent Variable: Kinerja Karyawan					

Table 6 above illustrates the results of path calculation, which means that variable X1 has a path coefficient of 0.278, Variable X2 has a path coefficient of (-0.088) and Variable X3 has a path coefficient of 0.464. Meanwhile, the amount of influence of each independent variable on the bound variable, both direct effect and indirect effect can be seen in the following table:

Table 7. Calculation Direct influence and indirect influence Independent variables on bound variables

Variabel	Pengaruh Langsung		
Disiplin kerja	$(0,278 \times 0,278) \times 100\% = 7,7 \%$		
Kompetensi	$((-0,088) \times (-0,088)) \times 100\% = 0,8 \%$		
Motivasi	$(0,464 \times 0,464) \times 100\% = 21,5 \%$		
Variabel	Pengaruh Tidak Langsung		
	Disiplin kerja	Kompetensi	Motivasi
Disiplin kerja	-	$(0,278 \times (-0,088) \times 0,626) \times 100\% = -1,5 \%$	$(0,278 \times 0,464 \times 0,304) \times 100\% = 3,9 \%$
Kompetensi	$((-0,088) \times 0,278 \times 0,626) \times 100\% = -1,5 \%$	-	$((-0,088) \times 0,464 \times 0,471) \times 100\% = -1,9 \%$
Motivasi	$(0,464 \times 0,278 \times 0,304) \times 100\% = 3,9 \%$	$(0,464 \times (-0,088) \times 0,471) \times 100\% = -1,9 \%$	-

Based on table 7 above, it can be known the magnitude of the partial and simultaneous influence of the independent variable (X) on the bound variable (Y). The magnitude of the partial and simultaneous influence is as shown in the table below:

Table 8. The Magnitude of Partial and Simultaneous Influence of Independent Variables on Bound Variables

No	Variabel X	Pengaruh Langsung (%)	Pengaruh Tidak Langsung (%)	Jumlah (%)
1	Disiplin kerja	7,7	2,4	10,1
2	Kompetensi	0,8	-3,4	-2,6
3	Motivasi	21,5	2,0	23,5
Total Pengaruh				31,0

According to the table above, it can be seen that the magnitude of the influence of work discipline is 10.1%, the magnitude of the influence of competence is (-2.6%), and the amount of motivation is 23.5%. In the table, it is also known that the amount of simultaneous influence of the variables of work discipline, competence and motivation on employee performance is 31.0%.

3.3 Hypothesis Testing

a. Correlation Hypothesis Test of Work Discipline (X1), Competency (X2), and Motivation (X3)

According to the results of t calculation which was then consulted with t table, a correlation test between independent variables was obtained as explained in the table below:

Table 9. Correlation between work discipline and competence, work discipline with motivation and competence with motivation

Correlations				
		Disiplin Kerja	Kompetensi	Motivasi
Disiplin Kerja	Pearson	1	.626**	.304*
	Sig. (2-tailed)		.000	.012
	N	67	67	67
Kompetensi Karyawan	Pearson	.626**	1	.471**
	Sig. (2-tailed)	.000		.000
	N	67	67	67
Motivasi Karyawan	Pearson	.304*	.471**	1
	Sig. (2-tailed)	.012	.000	
	N	67	67	67
**. Correlation is significant at the 0.01 level (2-				
*. Correlation is significant at the 0.05 level (2-				

Based on the significance value, it can be seen that between work discipline and competence has a significance value of $0.000 < 0.05$, between work discipline and employee motivation has a significance value of $0.012 < 0.05$ which means there is a significant correlation, between employee competence and employee motivation has a significance value of $0.000 < 0.05$ which means there is a significant correlation. While based on the SPSS asterisk, it can be seen from the output that the Pearson correlation value that is connected between each variable has an asterisk, this means that there is a significant correlation between the connected variables.

b. Hypothesis Test of the Partial Influence of Work Discipline (X1), Competency (X2), and Motivation (X3) on Employee Performance (Y)

The influence of work discipline (X1), competence (X2), and motivation (X3) partially on employee performance (Y) can be determined through statistical testing using the following hypothesis:

Table 10. The Influence of Work Discipline, Competence and Motivation on Employee Performance

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	18.482	4.083		4.527	.000
	Disiplin Kerja	.204	.098	.278	2.075	.042
	Kompetensi Karyawan	-.095	.157	-.088	-.609	.545
	Motivasi Karyawan	.318	.081	.464	3.911	.000
a. Dependent Variable: Kinerja Karyawan						

The value of the work discipline coefficient for the X1 variable is 0.204 and is positive, this shows that work discipline has a direct relationship with employee performance. This means that for every increase in work discipline by one unit, employee performance (Y) will increase by 0.204 assuming that the other independent variables of the regression model are fixed.

So, in the coefficient of the t-test or partial test, it can be seen that the variable of work discipline has a positive and significant influence on employee performance as shown by a Sig. value of 0.042, or less than 0.05. This means that, the higher the work discipline of an employee, the higher his performance. The magnitude of the influence of work discipline on employee performance is $(0.278)^2$ or 7.73%.

The value of the employee competency coefficient for the X2 variable is -0.095 and is marked negatively, this shows that employee competence has an inverse relationship with employee performance. This means that for every increase in employee competency by one unit, employee performance (Y) will decrease by 0.095 assuming that the other independent variables of the regression model are fixed.

So, in the coefficient of the t-test or partial test, it can be seen that the employee competency variable has a negative and insignificant influence on employee performance as indicated by a Sig. value of 0.545, or greater than 0.05. This means that, the higher the competence of an employee, it does not have a significant effect on improving his performance. The magnitude of the influence of employee competence on employee performance is $(-0.088)^2$ or 0.77%.

The value of the employee motivation coefficient for the X3 variable is 0.318 and is positive, this shows that employee motivation has a direct relationship with employee performance. This means that for every increase in employee motivation by one unit, employee performance (Y) will increase by 0.318 assuming that the other independent variables of the regression model are fixed. So, in the coefficient of the t-test or partial test, it can be seen that the variable of employee motivation has a positive and very significant influence on employee performance as shown by a Sig. value of 0.000, or less than 0.05. This means that, the higher the motivation of an employee, the higher his performance. The magnitude of the influence of employee motivation on employee performance is $(0.464)^2$ or 21.53%.

c. Hypothesis Test of the Simultaneous Influence of Work Discipline (X1), Competency (X2), and Motivation on Employee Performance (Y)

The calculation of the simultaneous influence of work discipline, competence, and motivation on employee performance can be found through statistical testing as shown in the table below:

After testing the hypothesis through Anova, the influence of work discipline, employee competence, and employee motivation on employee performance, the following results were obtained:

Tabel 11. Model Summary

Models	R	R Square	Adjusted R Square	Std. Error of thr Estimate
1	.557a	.310	.277	3.146

4. Discussion

4.1 Discussion of Descriptive Research Results

Descriptive discussion according to the results of the above research can be explained that the Work Discipline variable (X1) in this study obtained an average score of 260.9 which is in the range of 227.9–281.5. If described based on a scale range, the work discipline variable is in a high-scale range. This shows that employees of PT. SPVs have a high level of work discipline.

The Competency Variable (X2) in this study obtained an average score of 259.7 which was in the scale range of 227.9–281.5. Based on these results, the competency variables are in a high-scale range. This means that employees of PT. SPV has high competence in carrying out work.

The Motivation Variable (X3) in this study obtained an average score of 252.2 which was in the range of 227.9–281.5. If described based on a scale range, the motivation variable is in a very high scale range. This shows that employees of PT. SPV has high work motivation.

Furthermore, the Employee Performance (Y) variable in this study obtained an average score of 254.4 which was in the range of 227.9–281.5. When described on a scale range, employee performance variables are on a high-scale range. This means that employees of PT. SPV has high performance.

4.2 Discussion of Verifiable Research Results

The discussion of the results of the research verifiably can be described that this study shows a relationship between the variables of work discipline and competence of 0.626 which has a positive and two-way relationship. This shows that if work discipline increases, competence also increases, and vice versa if work discipline decreases, competence also decreases. These results are in line with the framework of thought in the research that work discipline and competence have a significant relationship.

The relationship between the competency and motivation variables had a value of 0.471, which indicates a moderate, positive, and two-way relationship. These results are also in accordance with the research framework that there is a significant relationship between competency and motivation variables. Thus, if competence increases, motivation will also increase, and vice versa if competence decreases, motivation also decreases. Based on these results, it can be concluded that one of the ways that can be done to improve employee competence is to increase employee motivation.

Meanwhile, the relationship between work discipline and motivation variables had a low relationship level with a value of 0.304. The relationship between the two variables shows a positive and two-way relationship. This means that if work discipline increases, employee motivation also increases. On the other hand, if work discipline decreases, employee motivation also decreases.

Based on the results of the study, the partial influence of work discipline (X1) on employee performance (Y) was obtained by 7.7%, the partial influence of competence (X2) on employee performance (Y) by 0.8%, and the partial influence of motivation on employee performance (Y) by 21.5%. From these three variables, it can be seen that the motivation variable has a greater partial influence compared to the other variables. Thus, it can be ascertained that in this study motivation contributes more to employee performance.

This study also found that the total influence of work discipline, competence, and motivation on employee performance was 31.0%. These results show that there are still other factors that are not studied in this study

besides work discipline, competence, and motivation that have an influence on employee performance. The other factor is referred to as epsilon (ϵ) by 69.0%.

Based on the results of hypothesis testing, the fifth hypothesis in this study is as follows:

$H_0 = \rho_{yx2} = 0$ there is no partial effect of competence on employee performance at PT. South Pacific Viscose.

$H_1 = \rho_{yx2} \neq 0$ there is a partial effect of competence on employee performance at PT. South Pacific Viscose.

After hypothesis testing using multiple regression analysis, the results were obtained that there was no partial effect of competency on employee performance at PT. South Pacific Viscose. This shows that the hypothesis is rejected. This result can be seen from the Sig. value of 0.545, or greater than 0.05. In addition, the value of the employee competency coefficient for the X2 variable is -0.095 and is marked negatively. This shows that employee competence has an inverse relationship with employee performance. This means that for every increase in employee competency by one unit, employee performance (Y) will decrease by 0.095 assuming that the other independent variables of the regression model are fixed.

Some of the factors that cause competence to have no significant effect are the lack of samples, the measuring tool for each variable using a questionnaire with few statement items, the influence of inserioussness and inconsistency of respondents in filling out the questionnaire, and other factors outside the research model that have a greater influence on employee performance at the research location at PT. South Pacific Viscose.

Employee competence does not have a positive and significant effect on employee performance because factors outside of employee competence have a greater influence on employee performance. Based on the results of this study, employees who have high competence but have low performance can occur at PT. South Pacific Viscose due to factors that are less conducive to the work environment, inadequate office facilities, and other factors. Thus, even though employee competence is high, if there are other factors that have a greater influence, these conditions can cause employee performance to be low.

In a scientific study and the results of discussions with the company, in this case the author discussed with the training department, it was found that the phenomenon of MSEs that is quite high causes new employees and old employees who have much higher competence to earn income that is not significantly different. This condition causes demotivation for old or senior employees so that it has an impact on their performance. This is a challenge for companies in managing human resources to remain able to maintain and improve employee performance in a sustainable manner.

4. Conclusion

Based on the results of the research and discussion, several conclusions can be drawn that work discipline is currently in a high-scale range, meaning that it is adequate and in accordance with the company's expectations which is useful for maintaining the continuity of the production process with an impact on improving employee performance. Employee competencies are currently in a high-scale range so they still need to be improved, especially in the aspect of adding skills, both hard and soft skills. The motivation that employees have today is in a high-scale range, meaning that it is adequate and in accordance with the company's expectations which is useful for realizing the company's goals so that employee performance is better. Employee performance is currently still in a high-scale range, meaning that it still needs to be improved, especially in the aspects of knowledge about work, creativity, cooperation, decision-making, responsibility, risks to work, initiatives, and abilities in various fields. In addition, there is a significant relationship between work discipline and competence, so that if work discipline increases, competence also increases. There is a significant relationship between competence and motivation, so if competence increases, motivation will also increase. There is a significant relationship between work discipline and motivation, so when work discipline increases, motivation also increases. Work discipline, competence and motivation partially and simultaneously have a significant effect on employee performance, where motivation has a greater influence when compared to work discipline and competence. Based on the conclusions and results of the research, the researcher can provide some suggestions as follows. The work discipline that employees have today should be improved by providing understanding to employees to better understand the

giving of strict sanctions and notifying their superiors or colleagues if they leave the workplace. Employee competence should be improved by providing direction and guidance to employees to continue to improve their skills in order to achieve the standards set by the company in the form of training, both hard and soft skills. Employee motivation should be improved by providing direction and guidance to employees to continue to innovate, raise understanding among fellow colleagues, and provide awards, appreciation, recognition, compensation or praise for outstanding employees. Employee performance to be improved by carrying out technical guidance, training, and courses in accordance with the individual duties and responsibilities of employees as well as the risks faced by employees. For the next researcher, it should be possible to research other factors that have an influence on the performance of PT. South Pacific Viscose, because based on the results of the research there are still many other factors that still have a lot of influence on employee performance.

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