

THE INFLUENCE OF MOTIVATION, WORK DISCIPLINE AND EMPLOYEE COMPETENCE ON EMPLOYEE PERFORMANCE AT PT EASTSUN

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Abstract: This study aims to determine the effect of motivation, work discipline and employee competency both partially and simultaneously on the performance of employees PT Eastsun. This research was conducted using quantitative research methods with a total population of 84 respondents. Sampling using saturated sampling technique in which all populations are used as samples. Data collection techniques used questionnaires and distributed via google forms. The results found that the motivation variable had $t_{count} 4,426 > t_{table} 1,663$ with a significance value of $0,000 < 0,05$, then H_0 was rejected and H_a was accepted. the work discipline variable has a $t_{count} -0,292 < t_{table}$ of 1,663 with a significance value of $0,771 > 0,05$, then H_0 was accepted and H_a was rejected, the employee competency has a $t_{count} 3,224 > t_{table}$ of 1.663 with a significance value of $0,002 < 0,05$, then H_0 was rejected and H_a was accepted. The three variables, namely motivation, work discipline and employee competency, have $F_{count} 111,180 > F_{table} 2,71$ and a significance value of $0,000 < 0,05$. This shows that simultaneously motivation, work discipline and employee competency have a positive and significant effect on the performance of employees of PT Eastsun.

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

1. Introduction

Employees are valuable assets that must be managed well by the company to ensure maximum contribution. Employee working conditions are a major consideration in business; lack of enthusiasm and inability to develop potential can cause employees to lose focus and be reluctant to work. Therefore, to achieve efficiency in business growth, maintaining close and sustainable relationships with employees is essential. Work ethics play an important role in encouraging employees to carry out their duties diligently, both before and after work, so that they feel happy and satisfied.

Human resources are the main element in any organization. The continuity and structure of an organization depends on knowledge, skills, abilities and synergy between human resources. Becoming an effective business organization requires leadership that can make staff value their work life more. Human resource management, according to Purwadi (2019), involves activities such as generating, energizing, inspiring, and retaining high-level employees in the organization.

Mangkunegara (Siswati & Nadiatulkhoiroh, 2019) defines performance as effective and quantitative work carried out by employees in carrying out production in accordance with the responsibilities given. Motivation is one of the factors that influences employee work habits in an organization. Arisanti (Sandika & Andani, 2020) states that motivation is closely related to job satisfaction; motivation encourages employees to improve performance. Without motivation, company goals will not be achieved. On the other hand, strong motivation in

employees can become an obstacle in achieving goals. Work discipline and good motivation are very necessary, as is the work discipline of all company members.

According to Sunyoto (Qarismail, 2020), work discipline refers to a set of rules that help employees understand and implement organizational policies so that work is carried out in a focused and orderly manner. Work discipline can be used by companies to help employees understand organizational policies. Apart from work discipline, competency also has a significant influence on employee performance. Kusumo (William et al., 2020) revealed that competence is one of the most important factors that individuals must have to achieve good work performance, and includes individual characteristics that indicate the type of work carried out in the organization. A person's work life is influenced by knowledge, skills, abilities, work ethic, neatness, trust, and leadership.

PT Eastsun is a metal goods industrial company that was founded in 2008 and continues to operate today. Competition in Batam, and Indonesia in general, is very tight and fast, so companies have to compete globally to continue to exist. This is a big challenge for PT Eastsun in increasing job satisfaction in order to create added value and achieve company goals. Based on the researcher's observations and experience, there are problems in employee performance, work discipline and competence because the company does not provide training, unequal compensation and unfair work assessments, which results in employees being less motivated. This can be seen from employees who miss work or are absent without explanation.

Table 1. Recap of PT Eastsun employee assessments

Year	Present	Sick	Permission	Paid leave	Without explanation
2021	58	5	4	7	10
2022	45	4	5	13	17
2023	30	9	4	12	29

Based on the background above, the formulation and limitations of the problem in the research, namely: (1) Does work motivation have a positive and significant effect on employee performance at PT Eastsun? (2) Does work discipline have a positive and significant effect on employee performance at PT Eastsun? (3) Does work competency have a positive and significant effect on employee performance at PT Eastsun? (4) Do motivation, work discipline and employee competence, together have a positive and significant effect on employee performance at PT Eastsun?

2. Literature Review

Definition of Employee Performance

According to Hasibuan (Pomalingo et al., 2019) Performance is replacing work transferred by employees. On the basis of evaluating employees or organizations, good performance is the goal of the organization. Therefore, efforts need to be made to improve performance. However, this is difficult to do because there are many factors that influence the level of an employee in their field of work.

Employee performance (Efhendy et al., 2021) is an issue that needs to be paid attention to by every company agency, because employee performance affects the quality and quantity of the company. One of the causes of low employee performance is lack of motivation.

Performance (Worang & Runtuwene, 2019) is work performance, namely comparing actual work results with established work standards. Every government and private agency always improves the performance of its employees in order to achieve predetermined goals. Basically, performance evaluation is a technique for calculating individual contributions in an organization, according to Kasmir (Priyanto & Indriani, 2022) For an organization, several important considerations in assessing employee performance are as follows: 1) Placement decisions 2) Planning and developing a career 3) Compensation adjustments 4) Inventory of worker competencies 5) Fair work experience 6) The importance of work ethics.

There are five performance indicators (Bangun, 2019) covers:

- 1) Number of work dimensions, this shows the amount of work produced by individuals or groups as requirements that become work standards. The quality of work of each employee in the company must meet certain requirements to be able to produce work according to the quality required by a particular job.
- 2) Punctuality, each employee has different characteristics depending on the type of work that must be completed on time because it depends on other employees.
- 3) In general, certain types of work assignments emphasize the employee's responsibility in completing tasks within a predetermined time period.
- 4) Workplace skills: Not every employee can be handled by just one employee. For certain types of work, it may need to be determined by two or more people, depending on the worker's ability to collaborate with superiors.

Definition of Motivation

According to Nasution & Pasaribu (Sikumbang, 2020) Motivation is the process that enables a person to do his or her job with dignity, respect, and self-control. Motivation functions as a reminder for employees or superiors to follow up on work-related tasks in order to work together, effectively and in a friendly manner in carrying out daily tasks to achieve goals. Sulistiyani (Susilowati & Nuswantoro, 2019) states that motivation is the process of teaching young children how to work independently with the tools provided in order to best achieve organizational goals.

According to Nurun (Sari & Kawiana, 2021) Work motivation can have a positive and significant effect on employee job satisfaction, meaning that employees who are positively motivated and motivated can drastically increase their effectiveness and efficiency to achieve organizational goals.

Forms of Motivation:

- 1) Direction and control: Direction essentially determines what needs to be done or not needed to be done in the workplace.
- 2) Efficient work process flow will generally have a negative impact on work productivity.
- 3) Policy, is an action taken by management or leadership to influence the attitudes or feelings of employees who recruit workers. In other words, policy is an effort to create a happy workforce.

According to Marjaya & Pasaribu (2019), the following are indicators of motivation:

- 1) Performance, namely a person's desire to work and the need to encourage him to achieve targets
- 2) Awards, which are awarded or recognized for the work a person has achieved, will be a strong stimulant to the employee's inner satisfaction because they have successfully completed their work.

- 3) Challenges, namely the existence of challenges is a strong stimulus for humans to overcome and resolve the problems they face
- 4) Responsibility, namely a sense of ownership, will create motivation to feel responsible and a sense of responsibility can trigger employees to overcome the problems they face.
- 5) Development which consists of employee adaptation in the work environment, the level of employee participation in providing innovation to the company and attitudes towards each other

Definition of work discipline

According to Rivai (Nasution & Pasaribu, 2020) Work discipline is a tool used by managers to communicate with employees so that they are willing to change behavior and as an effort to increase awareness and willingness to comply with all company regulations and applicable social norms.

According to Keith Davis terjemahan Agus Dharma (Rahadi & Ocktaliani, 2019) Work discipline is a management action to provide encouragement to organizational executives. As such, it is one of the few programs that focuses on increasing and strengthening knowledge, skills and self-confidence resulting in a sense of self-esteem.

According to Hamali (Bagis et al., 2019) Work Discipline is a force that develops within an employee's body and causes employees to adapt voluntarily and to regulatory decisions, and to high values of work and behavior.

The goals and benefits of work discipline according to (Hasibuan & Silvya, 2019)) are as follows:

- 1) So that workers comply with all employment regulations and policies as well as applicable company regulations and policies, both written and unwritten and carry out management orders
- 2) Can use and maintain the company's suggestions and infrastructure, goods and services as well as possible
- 3) Can act and behave in accordance with the norms applicable to the company
- 4) Maintaining a relationship of mutual respect between subordinates and their superiors or vice versa

There are 5 indicators of work discipline in a company According to (Sunnyoto, 2020) as follows: 1) punctuality of arriving at work, 2) punctuality of leaving time, 3) compliance with applicable regulations, 4) use of prescribed work uniforms, 5) responsibility in carrying out tasks.

Definition of competency

Competency is the ability of an individual which is demonstrated by good performance in a position or job, competency is a collection of knowledge, skills and behavior that is used to improve performance or conditions or quality that is adequate or very high quality and has the ability to perform a certain role., (BagudekTumanggor & Rosita Manawari Girsang, 2021).

According to Thierauf (Dandu, 2019) Understanding individual competence is related to work theory. This theory explains that every job requires people who are competent in their field, meaning that work activities and competencies become one unit in producing an assessment about the job.

According to Herzberg (Baharuddin et al., 2022) suggests that competence is a basic characteristic of a person (individual) that influences the way of thinking and acting, makes generalizations about all situations faced and lasts for a long time in humans.

Dimensions and indicators of competence according to Spencer (Moehrion, 2019:5) as follows:

- 1) Character, this indicator functions as a guide to help employees develop their mental health characteristics and to better comply with organizational or institutional policies.
- 2) Motivation, an indicator of the fulfillment of employee desires and needs, is to provide encouragement at work so that they can be greater at work.
- 3) Basic concept, this indicator is similar to the drive to maintain focus, speak correctly, and perform well in an instant.
- 4) Knowledge, indicators, such as encouraging staff so that they can absorb knowledge about the tasks or jobs offered by the company.
- 5) Skills, this indicator has the same function as encouragement, namely that it requires every employee to have skills in their work in order to obtain good work results.

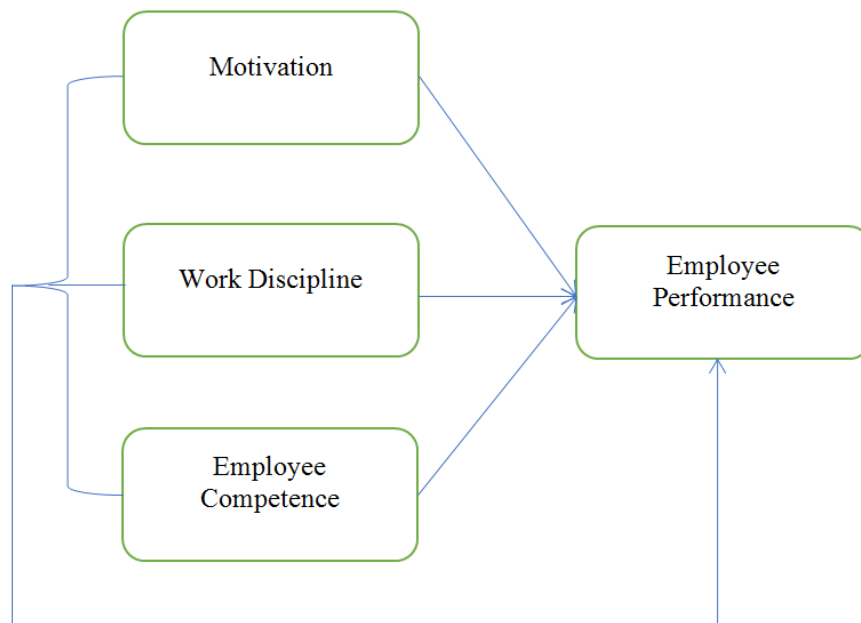


Figure 1: Research Framework

Based on the problem formulation, the hypothesis in the research is as follows:

- 1) H_0 : Motivation does not have a positive and significant effect on employee performance at PT Eastsun.
 H_a : Motivation has a positive and significant effect on employee performance at PT Eastsun.
- 2) H_0 : Work discipline does not have a positive and significant effect on employee performance at PT Eastsun.
 H_a : Work discipline has a positive and significant effect on employee performance at PT Eastsun.
- 3) H_0 : Competence does not have a positive and significant effect on employee performance at PT Eastsun.
 H_a : Competence has a positive and significant effect on job satisfaction at PT Eastsun.

- 4) H_0 : Motivation, work discipline and competency simultaneously do not have a positive and significant effect on employee performance at PT Eastsun.
 H_a : Motivation, work discipline and competency simultaneously have a positive and significant effect on employee performance at PT Eastsun.

3. Method

This research uses quantitative research methods. Quantitative research is the activity of collecting, managing, analyzing and presenting data based on quantity or quantity which is carried out objectively to solve a problem or test a hypothesis to develop general principles, (Duli, 2019: 3).

Population & Sample

The population in the study were all employees of PT Eastsun, totaling 84 employees. The sample in this research was taken from the employee population at PT Eastsun with a sample of 84 respondents.

Data analysis technique

Activities in data analysis group data based on variables or types of respondents, present data for each variable studied, carry out calculations to test the hypotheses that have been proposed.

Validity Test and Reliability Test

Validity or validity shows the extent to which a measuring instrument is able to measure what is being measured. According to Siregar, in descriptive or explanatory research that involves variables or concepts that cannot be measured directly, the measuring instrument must be valid so that the research results can be trusted (Duli, 2019: 103).

Criteria for whether or not data is valid or not, if:

- 1) If the calculated r correlation value $> r$ table value is positive, the significant value is < 0.05 then the items in the statement for each research variable are declared valid.
- 2) If the calculated r correlation value $< r$ table value is positive, the significant value is > 0.05 then the items in the statement for each research variable are declared invalid.

Reliability is a test tool to determine the extent to which measurement results remain consistent if measurements are made twice or more on the same phenomenon using the same measuring instrument.

The criteria for whether data is accepted or not is said to be reliable, if: a) If the calculated r value $> r$ table, then the items in the statement are stated to be reliable. b) If the calculated r value $< r$ table, then the items in the statement are declared to be unreliable.

Classic assumption test

To carry out the classical assumption test, researchers used the normality test, multicollinearity test and heteroscedasticity test.

Multiple Linear Regression Analysis

Multiple linear regression analysis aims to find the relationship between two or more variables where one variable depends on another variable. The multiple linear analysis model used in this research is formulated as follows (Duli, 2019, p. 171):

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3$$

Where :

Y = dependent variable
 β_0 = constant parameter
 $\beta_1, \beta_2, \beta_3$ = estimator parameters
 X_1, X_2, X_3 = independent variables

4. Result and Discussion

Validity and Reliability Test Results

1) Validity Test

Based on validity tests, with a level of confidence 95% ($\alpha=0,05$), with degrees of freedom $n=84$ which is obtained $r_{tabel}= 0,213$ It is known that each statement on each variable has a value $r_{hitung} < r_{tabel}$ so it can be stated that each statement in the variable studied is declared valid.

2) Reliability Test

The level of reliability of a construct/research variable can be seen from the statistical results of Cronbach's Alpha (α). Based on the results of the SPSS test, it shows that the processing results of a total of 28 statement items that will be tested, namely consisting of the variables motivation, work discipline, employee competency and employee performance, have a Cronbach Alpha > 0.60 and have very high reliability because they are in the interval between 0.8 - 1.00. As is known, the motivation variable has a Cronbach Alpha value of $0.906 > 0.60$, the work discipline variable has a Cronbach Alpha value of $0.915 > 0.60$, the employee competency variable has a Cronbach Alpha value of $0.898 > 0.60$ and the employee performance variable has a Cronbach value. Alpha $0.859 > 0.60$.

Classic Assumption Test Results

1) Normality Test

The normality test is a test carried out with the aim of seeing whether the data in the research is normally distributed or not. To carry out normality testing, the Kolmogorov-Smirnow test is used. In the normality test table you can see the significance value of Kolmogorov-Smirnow with a confidence level of 5% or 0.05, so the data is normally distributed. Based on the results of the SPSS test, the data normality test results were obtained, namely $0.707 > 0.05$, so it can be stated that the data distribution of the variables is declared normal.

2) Multicollinearity Test

The multicollinearity test aims to see whether or not there is a high correlation between independent variables in a multiple linear regression model. The multicollinearity test can be carried out by looking at the tolerance value and VIF value, if the tolerance value is > 0.10 and the VIF value is < 10.00 then multicollinearity does not occur. Based on the output of SPSS, it shows the value of the Motivation variable with a tolerance value of 0,146 > 0.10 and a VIF value of 6,845 < 10.00 , the value of the Work Discipline variable with a tolerance value of 0.126 > 0.10 and a VIF value of 7,933 < 10.00 and The value of the employee competency variable is with a tolerance value of 0.164 > 0.10 and a VIF value of 6,086 < 10.00 . So it can be concluded that multicollinearity does not occur.

3) Heteroscedasticity Test

The heteroscedasticity test is basically to test whether in the regression model there is an inequality of variance from the residuals of one observation to another constant, so it is

called homoscedasticity and if it is different it is called heteroscedasticity. A good regression model should not have heteroscedasticity (Duli, 2019). Based on the SPSS test results, namely the significance value of the motivation variable is $0.041 > 0.05$, the significance value of the work discipline variable is $0.957 > 0.05$ and the significance value of the employee competency variable is $0.125 > 0.05$. These results show that in the motivation variable there is heteroscedasticity, while in the work discipline and employee competency variables there is no heteroscedasticity.

4) Autocorrelation Test

The autocorrelation test is part of the classical assumption test which aims to find out whether in the linear regression model there is a correlation between confounding errors in period t and confounding errors in period $t-1$ (previously). If correlation occurs, it is called an autocorrelation problem. The basis for decision making is if $d < d_L$ or $d > d_U$ then the null hypothesis is rejected meaning there is autocorrelation, if $d_U < d < d_L$ then the null hypothesis is accepted meaning there is no autocorrelation. Based on the results of autocorrelation testing using the Durbin Watson method, it can be seen that:

$$d = 1.729$$

$$d_L = 1.6212$$

$$d_U = 1.6693$$

$$4 - d_U = 2.3307$$

So it can be concluded that $d_U < d < 4 - d_U$ is $1.6693 < 1.729 < 2.3307$, which means there is no autocorrelation.

Multiple Linear Regression Analysis

Multiple linear regression analysis aims to determine the relationship of two or more variables where one variable depends on another variable.

Based on the SPSS version 26 test results, the following equation can be written:

$$Y = 5,565 - 0,476X_1 + (-0,033)X_2 + 0,354X_3$$

The regression function above is explained as follows:

- 1) A constant value of 5.565 means that, if the motivation, work discipline and employee competency variables are zero (0), employee performance will tend to increase or decrease by 5.565.
- 2) The correlation coefficient value of the independent variable motivation (X_1) is 0.476 with a significance value of $0,000 < 0.05$. This means that this value shows a positive influence between motivation variables on employee performance. This means that if the motivation variable increases by 1%, then on the other hand the employee performance variable increases by 0.476.
- 3) The correlation coefficient value of the independent variable work discipline (X_2) is -0.033 with a significant value of $0.771 > 0.05$. This means that this value shows a negative influence between work discipline variables on employee performance. This means that if the work discipline variable increases by 1%, then on the other hand the employee performance variable decreases by -0.033.
- 4) The correlation coefficient value of the independent variable employee competency (X_3) has a value of 0.354, a significance value of $0.002 < 0.05$, meaning that the value of the employee competency variable has an effect on employee performance. This means that if the employee competency variable increases by 1%, then increasing employee competency by 0.354 will have an effect on increasing employee performance.

T Test (Partial)

By carrying out the T test individually to find out that the variables of motivation, work discipline and employee competency have an influence on the dependent variable of employee performance, the results of the hypothesis testing can be seen in the table below:

Table 2. Partial Test (T Test)

Model	Coefficients ^a				Sig.	
	Unstandardized Coefficients		Standardized Coefficients	t		
	B	Std. Error	Beta			
(Constant)	5.565		1.161	4.795	.000	
Motivation	.476		.108	.569	4.426	.000
Work Discipline	-.033		.113	-.040	-.292	.771
Employee Competencies	.354		.109	.394	3.244	.002

The t test results can be explained as follows:

- 1) Based on the table above, it can be seen that the *thitung* value of motivation (X1) is 4.426 and the significance value is 0.000. This value is greater than ($4.426 > 1.663$) while the significant value is < 0.05 ($0.000 < 0.05$). So H_0 is rejected and H_a is accepted, meaning it can be concluded that the motivation variable has a significant and influential effect on employee performance.
- 2) Based on the table above, it can be seen that the *thitung* value of work discipline (X2) is -0.292 and the significance value is 0.771. This value is $> t_{tabel}$ ($-0.292 > 1.663$) while the significance value is > 0.05 ($0.771 > 0.05$). So H_0 is accepted and H_a is rejected because the work discipline variable has no effect and is not significant on employee performance.
- 3) Based on the table above, it can be seen that the *thitung* value of employee competency (X3) is 3.244 and the significance value is 0.002. This value is greater than *ttabel* ($3.244 > 1.663$) while the significance value is smaller than 0.05 ($0.002 < 0.05$). So H_0 is rejected and H_a is accepted, meaning it can be concluded that employee competence has a positive and significant effect on employee performance.

F Test (Simultaneous)

The results of the F test using SPSS can be seen in the table below:

Table 3. Uji Simultan (Uji F)
ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	928.788	3	309.596	111.180	.000 ^b
Residual	222.772	80	2.785		
Total	1151.560	83			

From the results of the table above, it shows that the *Fhitung* value of the independent variable motivation, work discipline and employee competency is 111.180 with a significance level of 0.000. This significant value is smaller than (0.05), and *Fhitung* $111.180 > F_{tabel}$ 2.71, then H_0 is rejected and H_a is accepted. This means that motivation,

work discipline and employee competence simultaneously (together) have a positive and significant influence on employee performance.

Coefficient of Multiple Determination (R²)

Based on the SPSS test results as follows:

Table 4. Koefisien Determinasi Berganda

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.898 ^a	.807	.799	1.669

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

Judging from the table above, it shows that the coefficient of multiple determination (R²) or R Square is 0.807. This shows that collectively 80.7% of changes in employee performance variables are explained by motivation, work discipline and employee competency variables. In other words, the influence of the independent variable on the dependent variable is 80.7%, while the remaining 19.3% is influenced by other factors not examined in this research.

Hypothesis test

1) The Influence of Motivation on Employee Performance at PT Eastsun

Based on the results examined, motivation partially has a positive and significant effect on employee performance at PT Eastsun. Based on the calculations obtained *thitung* from motivation (X1) is 4.426 and a significance value of 0.000. This value is greater than ($4.426 > 1.663$) while the significant value is < 0.05 ($0.000 < 0.05$). So H_0 is rejected and H_a is accepted, meaning it can be concluded that the motivation variable has a significant and influential effect on employee performance. The results of this research are in accordance with research conducted by Suparno and Sudarwati entitled The Influence of Motivation, Work Discipline and Competence on the Performance of Sragen Regency Education Service Employees which states that motivation has a positive and significant effect on the Performance of Sragen Regency Education Employees.

2) The influence of work discipline on employee performance at PT Eastsun

Based on the results studied, work discipline partially has a positive and significant effect on employee performance at PT Eastsun. Based on the calculations obtained, it can be seen that the *thitung* value of work discipline (X2) is -0.292 and the significance value is 0.771. This value is $> t_{tabel}$ ($-0.292 > 1.663$) while the significance value is > 0.05 ($0.771 > 0.05$). So H_0 is accepted and H_a is rejected because the work discipline variable has no effect and is not significant on employee performance. The results of this research contradict the research conducted by Ike Susasnti, 2017 entitled The Influence of Work Discipline, Supervision and Motivation on Employee Performance at PT MMW in Sidoarjo which states that work discipline partially has a positive and significant effect on employee performance.

3) The Influence of Employee Competency on Employee Performance at PT Eastsun

Based on the results studied, partially employee competence has a positive and significant effect on employee performance at PT Eastsun. Based on the calculations obtained, it can be seen that the *thitung* value of employee competency (X3) is 3.244

and the significance value is 0.002. This value is greater than *ttabel* ($3.244 > 1.663$) while the significance value is smaller than 0.05 ($0.002 < 0.05$). So H_0 is rejected and H_a is accepted, meaning it can be concluded that employee competence has a positive and significant effect on employee performance. The results of this research are in accordance with research conducted by Rastina Kalla entitled The Influence of Competency, Motivation and Work Discipline on the Performance of Makassar City Education Service Employees which states that Competency has a positive and significant effect on the Performance of Makassar City Education Service Employees.

- 4) The influence of work motivation, work discipline and employee competence on employee performance at PT Eastsun

The results of this research show that simultaneously motivation, work discipline and employee competence influence employee performance at PT Eastsun. Based on the value of *Fhitung* the independent variable motivation, work discipline and employee competency is 111.180 with a significance level of 0.000. This significant value is smaller than (0.05), and *Fhitung* $111.180 > F_{tabel}$ 2.71, then H_0 is rejected and H_a is accepted. This means that motivation, work discipline and employee competence simultaneously (together) have a positive and significant influence on employee performance. The coefficient of multiple determination (R^2) or R Square is 0.807. This shows that collectively 80.7% of changes in employee performance variables are explained by motivation, work discipline and employee competency variables. In other words, the influence of the independent variable on the dependent variable is 80.7%, while the remaining 19.3% is influenced by other factors not examined in this research.

5. Conclusions

Based on the results of research conducted on 84 respondents with the title The Influence of Motivation, Work Discipline and Employee Competence on PT Eastsun Employee Performance. So it can be concluded as follows:

- 1) Multiple linear regression model obtained from data analysis, namely:

$$Y = 5.565 - 0.476X_1 + (-0.033)X_2 + 0.354X_3$$

- 2) Partially, motivation has a positive and significant effect on employee performance at PT Eastsun. Based on the calculations, the *thitung* value of motivation (X_1) is 4.426 and the significance value is 0.000. This value is greater than $> t_{table}$ ($4.426 > 1.663$) while the significance value is < 0.05 ($0.000 < 0.05$). So H_0 is rejected and H_a is accepted, meaning it can be concluded that the motivation variable has a significant and influential effect on employee performance.
- 3) Partially, work discipline has no positive and insignificant effect on employee performance at PT Eastsun. Based on the *thitung* value of work discipline (X_2) of -0.292 and a significance value of 0.771. This value is $> t_{table}$ ($-0.292 > 1.663$) while the significance value is > 0.05 ($0.771 > 0.05$). So H_0 is accepted and H_a is rejected because the work discipline variable has no effect and is not significant on employee performance.
- 4) Partially, employee competency has a positive and significant effect on employee performance at PT Eastsun. Based on the *thitung* value of employee competency (X_3) of 3.244 and a significance value of 0.002. This value is greater than *ttabel* ($3.244 > 1.663$) while the significance value is smaller than 0.05 ($0.002 < 0.05$). So H_0 is rejected and H_a is accepted, meaning it can be concluded that employee competence has a positive and significant effect on employee performance. It can be concluded that the better the

company's employee competency, the more employee performance will increase.

- 5) Simultaneously motivation, work discipline and employee competence have a positive effect on the performance of PT Eastsun employees. Based on the value of *Fhitung* the independent variable motivation, work discipline and employee competency is 111.180 with a significance level of 0.000. This significant value is smaller than $< (0.05)$, and *Fhitung* $111.180 > Ftabel 2.71$, so H_0 is rejected and H_a is accepted. This means that motivation, work discipline and employee competence simultaneously (together) have a positive and significant influence on employee performance.
- 6) The coefficient of determination (R^2) can be interpreted as a percentage of values that explain the diversity of Y values, namely 80.7% of employee motivation, work discipline and competency variables influence employee performance, while the remaining 19.3% of employee performance variables are influenced by factors or other independent variables not explained in this study.
- 7) The conclusion above shows that partially the motivation variable has a positive and significant effect on the performance of PT Eastsun employees, the work discipline variable does not have a positive or significant effect on the performance of PT Eastsun employees; and the employee competency variable has a positive and significant effect on the performance of PT Eastsun employees. Simultaneously, the variables of motivation, work discipline and employee competency have a positive and significant effect on the performance of PT Eastsun employees.

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