

THE INFLUENCE OF COMPETENCE, MOTIVATION AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE AT AL-GHIFARI UNIVERSITY BANDUNG

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Abstract

The aim of this research is to investigate the impact of competence, motivation, and work discipline on employee performance at Universitas Al-Ghifari. The urgency and significance of this study lie in enhancing human resource management to improve organizational effectiveness. This research employs a quantitative approach using a case study method. Data were collected through surveys distributed to 72 employees, followed by statistical analysis using multiple regression techniques. The results reveal that competence, motivation, and work discipline significantly influence employee performance both individually and simultaneously. Recommendations include implementing regular knowledge transfer programs to maintain high performance levels, providing incentives and continuous education to enhance motivation, and fostering a conducive work environment to uphold discipline and integrity.

Keywords: Competence, Employee Performance, Motivation, Universitas Al-Ghifari, Work Discipline,

A. INTRODUCTION

In this dynamic era of globalization, human resource management (HRM) is the key for organizations to survive and compete. HRM not only involves managing people but also optimizing their potential to create synergy in achieving common goals. Similar to an orchestra, where every musician plays their part harmoniously, an organization requires good coordination among its individuals to reach optimal performance. Thus, understanding and managing HR behavior becomes increasingly crucial in facing modern challenges. Every organization or institution needs to improve employee performance to achieve its objectives. Performance or job achievement is the work outcome achieved by an employee according to the responsibilities assigned to them (Wirawan, 2009). Simamora (2006) defines HR as the most important asset of an organization that makes other resources work. Without HR, other resources would remain idle and underutilized. Therefore, HR management must be conducted properly to ensure organizational goals are achieved. Employee performance is essential to consider as it influences the achievement of organizational goals and progress, especially in an ever-changing global competition (Rivai, 2000; Seymour in Cahyono & Suharto, 2005). Factors such as competence, work discipline, and work motivation are key to increasing employee productivity. Competence includes knowledge, skills, and work attitudes that meet established standards (Watson Wyatt in Ruky, 2003). Work discipline is also crucial because without discipline, organizational goals are difficult to achieve (Sedarmayanti, 2007).

Work motivation drives enthusiasm and zeal in working, which in turn enhances employee performance (Anoraga, 1998).

In educational institutions, employee performance is vital for organizational effectiveness. Good performance can be achieved if the supporting factors are met. Professional competence, work motivation, and work discipline are the main factors affecting employee performance. Employee competence can be improved through training that aligns with job needs and organizational goals (Gatot, 2014; Harlie, 2010). This study aims to examine the influence of competence, motivation, and work discipline on employee performance at Al-Ghifari University Bandung. Based on the existing problem indications, employee performance at Al-Ghifari University has not been optimal. Some factors affecting performance include suboptimal competence, low motivation, and lack of work discipline. Based on this background, the research questions in this study are: (1) Is there an influence of competence on employee performance at Al-Ghifari University Bandung? (2) Is there an influence of motivation on employee performance at Al-Ghifari University Bandung? (3) Is there an influence of work discipline on employee performance at Al-Ghifari University Bandung? (4) Is there a simultaneous influence of competence, motivation, and work discipline on employee performance at Al-Ghifari University Bandung? The objectives of this study are: (1) To determine the influence of competence on employee performance at Al-Ghifari University Bandung. (2) To determine the influence of motivation on employee performance at Al-Ghifari University Bandung. (3) To determine the influence of work discipline on employee performance at Al-Ghifari University Bandung. (4) To determine the simultaneous influence of competence, motivation, and work discipline on employee performance at Al-Ghifari University Bandung.

B. LITERATURE REVIEW

In the ever-evolving era of globalization, the sustainability and competitiveness of an organization heavily depend on effective human resource management (HRM). HRM is not only about managing individuals but also optimizing their potential to create synergy that supports the achievement of organizational goals. In this context, aspects such as competence, motivation, and work discipline play a crucial role in determining employee performance, which ultimately affects the overall effectiveness of the organization. Competence, as a key element, encompasses the basic abilities of individuals related to job performance. According to Spencer in (Hamzah B. Uno 2007), competence consists of five core characteristics: motives, traits, self-concept, knowledge, and skills. Without adequate competence, an individual will struggle to complete tasks according to the expected standards. This competence includes not only technical skills but also psychological and social aspects, such as beliefs, values, and deep motivation.

The factors influencing human resource (HR) competence are diverse, including beliefs and values, skills, experience, personality aspects, motivation, emotional issues, as well as intellectual capabilities and organizational culture (Handoko, 2006). Competence becomes crucial because, without the support of these factors, individuals will find it difficult to meet the expected standards. Competence development needs to cover various dimensions to support success in an ever-changing work environment. Work motivation is the main driver that determines how hard someone works and how well the results are achieved. Rivai (2009) states that work motivation is a combination of attitudes and values that drive individuals to achieve certain goals. In this regard, intrinsic and extrinsic motivation play an important role. Intrinsic motivation comes from internal drives within the individual, while extrinsic motivation is influenced by external factors. Hasibuan (2012) adds that both positive and

negative motivation can affect employee performance, where strong motivation encourages individuals to work harder and achieve optimal results.

Work discipline reflects adherence to organizational rules and procedures, including awareness and compliance with duties and responsibilities (Sedarmayanti, 2007). Good discipline reflects a professional and responsible work culture. According to Mangkunegara (2009), work discipline can be divided into preventive discipline and corrective discipline. Good discipline creates a conducive work environment and enhances employee productivity, supporting optimal and consistent performance. Employee performance is not only measured in terms of quantity but also the quality of work achieved by an employee in carrying out their duties (Rivai, 2009). Mangkunegara (2000) mentions that employee performance includes work quality, work quantity, reliability, and attitude. Good performance is achieved when supporting factors such as competence, motivation, and work discipline are met. Therefore, effective management of these factors is essential to achieving organizational goals and improving employee performance. Based on a comprehensive literature review, this study develops a conceptual framework linking competence, motivation, and work discipline with employee performance. Competence, motivation, and work discipline are expected to have a direct influence on employee performance. This study aims to examine this influence within the environment of Al-Ghifari University Bandung, with the hope of providing practical guidance for improving employee performance. Based on the above conceptual framework, the research hypothesis is as follows:

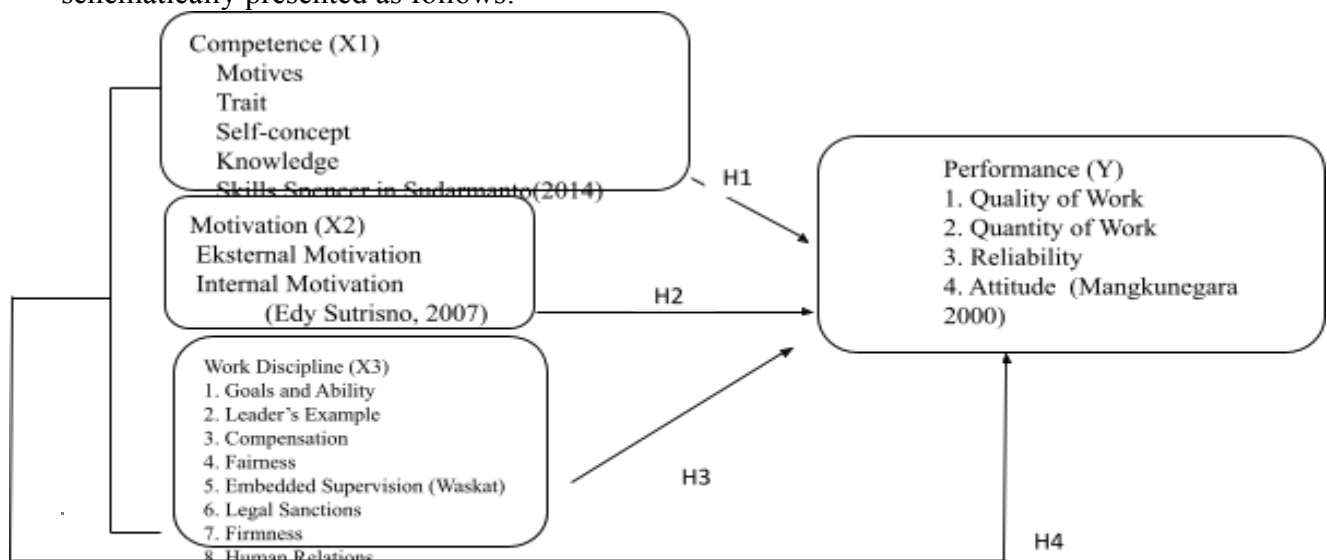
H1: Competence has a positive effect on employee performance at Al-Ghifari University Bandung.

H2: Motivation has a positive effect on employee performance at Al-Ghifari University Bandung.

H3: Work discipline has a positive effect on employee performance at Al-Ghifari University Bandung.

H4: Competence, motivation, and work discipline simultaneously have a positive effect on employee performance at Al-Ghifari University Bandung.

Based on the research problem formulation and objectives, the research analysis framework is schematically presented as follows:



Let me know if there's
anything else you need!
(Hasibuan, 2012)

Figure 1. Conceptual Framework

By understanding and managing these elements, this study aims to develop a logical foundation to test hypotheses and understand the factors influencing employee performance at Al-Ghifari University in Bandung. It is expected that this research will make a significant contribution to the literature on human resource management and performance management practices in organizations.

C. RESEARCH METHODOLOGY

This study uses a descriptive method with a quantitative approach. This method was chosen because it can describe the research object based on existing and ongoing facts, as well as collect, organize, and explain the data obtained to then be analyzed according to the existing theory. According to Sugiyono (2012), the quantitative method is based on the positivism paradigm, which is logico-hypothetico-verificative and grounded on empirical assumptions. The population in this study includes all employees at Al-Ghifari University Bandung, totaling 72 people. The population is defined as the generalization area consisting of objects/subjects with certain qualities and characteristics determined by the researcher to be studied and from which conclusions are drawn (Sugiyono, 2010).

The sampling technique used in this research is the census method, as the population is less than 100 people. According to Arikunto (2010), if the population is less than 100, then the entire population is taken as the sample. Therefore, the sample in this study consists of all 72 employees at Al-Ghifari University Bandung. The variables in this study consist of independent variables and the dependent variable. The independent variables include competence (X1), work motivation (X2), and work discipline (X3), while the dependent variable is employee performance (Y). The operational definitions of these variables are as follows:

1. Competence (X1): Competence is measured based on five main characteristics: motives, traits, self-concept, knowledge, and skills (Spencer in Sudarmanto, 2014).
2. Work Motivation (X2): Motivation is measured based on intrinsic and extrinsic motivation, which includes work environment conditions, compensation, supervision, job security, status and responsibility, as well as the desire to live, possess, gain recognition, and have power (Sutrisno, 2007).
3. Work Discipline (X3): Work discipline is measured through adherence to organizational rules and procedures, as well as awareness and compliance with duties and responsibilities (Hasibuan, 2012).
4. Employee Performance (Y): Performance is measured by the quality of work, quantity of work, reliability, and employee attitude in carrying out their tasks (Mangkunegara, 2000).

Data was collected using a questionnaire method designed to measure the research variables. The questionnaire utilized a Likert scale with five answer gradations ranging from strongly disagree to strongly agree. To ensure that the instruments used were valid and reliable, validity and reliability tests were conducted. The validity test was performed using the product moment correlation technique, while the reliability test used the Cronbach Alpha coefficient. An instrument is considered valid if the calculated r-value is greater than the table r-value and reliable if the Cronbach Alpha value is greater than 0.6 (Arikunto, 2002).

The collected data was analyzed using SPSS version 23. The data analysis techniques included data quality tests, which involved validity and reliability tests to ensure that the instruments used could accurately and consistently measure the variables. Multiple regression

analysis was used to test the influence of independent variables on the dependent variable. The regression equation model used is:

$$[Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e]$$

Where:

Y= Employee Performance

a = Constant

b1, b2, b3 = Regression coefficients

X1 = Competence

X2 = Work Performance

X3 = Work Discipline

e = Error

Classical Assumption Tests include tests for multicollinearity, heteroscedasticity, and normality to ensure that the regression model meets the necessary assumptions. Hypothesis Testing is conducted using t-tests to examine the partial effects of each independent variable on the dependent variable, and F-tests to assess the simultaneous effects of all independent variables on the dependent variable. The Coefficient of Determination is used to measure the extent to which the variability of the dependent variable can be explained by the independent variables in the regression model. The Research Model explains the influence and the influenced relationships among the variables studied, specifically the effects of competence, work motivation, and work discipline on employee performance. A quantitative approach is used because the data to be analyzed is expressed in numerical form. This research falls into the category of causal associative research using a quantitative approach. Causal associative research aims to determine the effects between two or more independent variables.

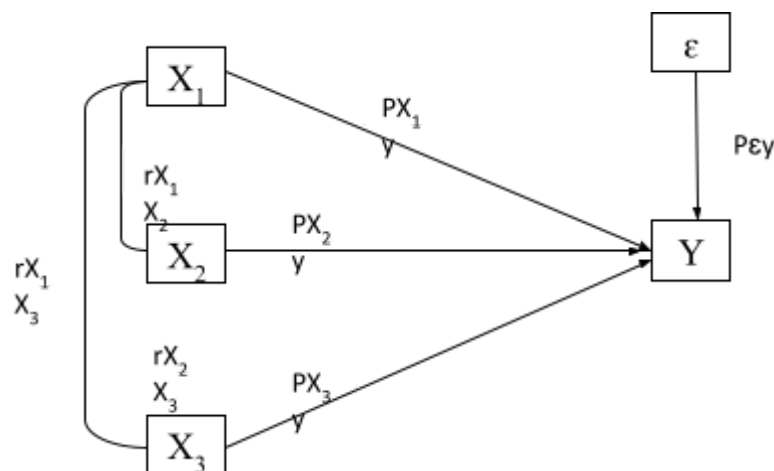


Figure 2. Research Model

Description:

- X1: Competence
- X2: Work Motivation
- X3: Work Discipline
- Y: Performance
- ε: Epsilon (Other unexamined effects)
- PX1Y: Effect of Competence on Employee Performance
- PX2Y: Effect of Work Motivation on Employee Performance
- PX3Y: Effect of Work Discipline on Employee Performance
- PeY: Other Effects on Employee Performance not examined

- rX1X2: Correlation between Competence and Motivation
- rX2X3: Correlation between Motivation and Discipline
- rX1X3: Correlation between Competence and Discipline

With this clear and structured research methodology, the study aims to provide valid and reliable results for understanding the factors influencing employee performance at Universitas Al-Ghifari Bandung.

D. RESULT AND DISCUSSION

This study aims to examine the effects of competence, work motivation, and work discipline on employee performance at Universitas Al-Ghifari Bandung. The results of this research are expected to provide a clear understanding of the factors influencing employee performance and offer practical recommendations for improving human resource management within the university.

Classical Assumption Testing

Normality Test

The normality test aims to determine whether a regression model, disturbance variable, or residual variable follows a normal distribution. A good data model is one that is normally distributed or approximately normal (Ghozali, 2011). To assess whether the data is normally distributed, one can examine the normal probability plot on a scatter plot that displays normal distribution.

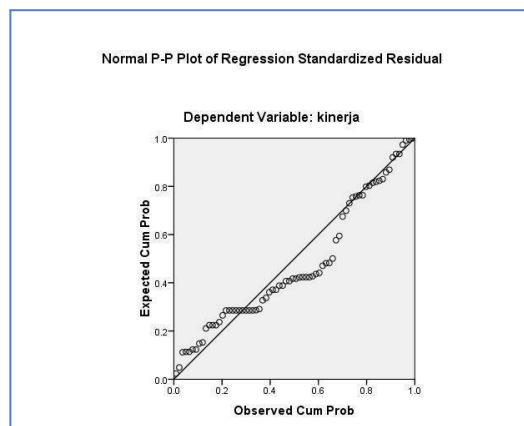


Figure 3. Normality Test Results

Source: Primary Data, (processed by the researcher, 2020)

Normality Testing can be seen from the data distribution in the figure. It appears that the data distribution in the charts is around the straight line, indicating that the normality requirement is met. This means the data is normally distributed. Normality testing can also be assessed using the Kolmogorov-Smirnov test with SPSS, yielding the following results:

Table 1. Data Normality Testing

<i>Test of Normality</i>	<i>Kolmogorov-Smirnov</i>			<i>Shapiro-Wilk</i>		
	<i>Statistic</i>	<i>Df</i>	<i>Sig</i>	<i>Statistic</i>	<i>Df</i>	<i>Sig</i>
Competence	.097	72	.087	.969	72	.076
Motivation	.086	72	.200 ^a	.973	72	.127
Discipline	.075	72	.200 ^a	.982	72	.370
Kinerja	.082	.72	.200	.977	72	.214

Source: Primary Data (Processed by the researcher, 2020)

The significance (p) value for the Kolmogorov-Smirnov test for each variable is > 0.05 (Sig. competence = $0.087 > 0.05$; Sig. motivation = $0.200 > 0.05$; Sig. discipline = $0.200 > 0.05$; Sig. performance = $0.200 > 0.05$), indicating that, based on the Kolmogorov-Smirnov normality test, the data is normally distributed.

The significance (p) value for the Shapiro-Wilk test for each variable is > 0.05 (Sig. competence = $0.076 > 0.05$; Sig. motivation = $0.127 > 0.05$; Sig. discipline = $0.370 > 0.05$; Sig. performance = $0.214 > 0.05$), indicating that, based on the Shapiro-Wilk normality test, the data is normally distributed.

Inferential Statistical Test

Calculating Correlation Coefficients Between Research Variables

To determine the magnitude of the correlation coefficients between the research variables in this case, between the independent variables (competence, work motivation, and employee discipline) and the dependent variable (employee performance) data processing was performed using SPSS, and the results are as follows:

Table 2. Correlation Coefficients Between Research Variables

<i>Descriptive Statistics</i>					
		<i>Mean</i>	<i>Std. Deviation</i>	<i>N</i>	
Kinerja		66.8889	4.76358	72	
Kompetensi		41.8611	3.51778	72	
Motivasi		49.9306	4.62488	72	
Disiplin		62.8472	5.35937	72	
<i>Correlations</i>					
		<i>Performance</i>	<i>Competency</i>	<i>Motivation</i>	<i>Discipline</i>
Pearson Correlation	Performance	1.000	.682	.851	.680
	Competence	.682	1.000	.870	.954
	Motivation	.851	.870	1.000	.867
	Discipline	.680	.954	.867	1.000
Sig. (1-tailed)	Performance	.000	.000	.000	.000
	Competence	.000	.000	.000	.000
	Motivation	.000	.000	.000	.000
	Discipline in				
N	Performance	72	72	72	72
	Competence	72	72	72	72
	Motivation	72	72	72	72
	Discipline	72	72	72	72

Sumner: Primary Data, (Processed by the researcher, 2020)

Analysis:

- The average of the competency variable with a sample size of 72 is 41.8611 with a standard deviation of 3.51778.
- The average of the motivation variable with a sample size of 72 is 49.9306 with a standard deviation of 4.62488.
- The average of the work discipline variable with a sample size of 72 is 62.6872 with a standard deviation of 5.35937.
- The average of the performance variable with a sample size of 72 is 66.8889 with a standard deviation of 4.76358.

- The strength of the relationship between the competency variable and performance, as indicated by the correlation coefficient, is 0.682. The relationship between motivation and performance is 0.851. The correlation between the discipline variable and performance is 0.680.
- The significance level of the one-sided correlation coefficient from the output (measured by probability) yields a value of 0.000, which is practically 0. Since the probability is well below 0.05, the correlation between the variables of competency, motivation, and discipline with performance is highly significant.

Variables Entered/Removed

<i>Mode</i>	<i>Variables Entered</i>	<i>Variables Removed</i>	<i>Method</i>
1	Discipline Motivation Competence		Enter

- a. All requested variables entered.
- b. Dependent Variable: Performance

Variables Entered/Removed

<i>Mode</i>	<i>R</i>	<i>R Square</i>	<i>Adjusted Square</i>	<i>R</i>	<i>Std. Error of the Estimate</i>
1	.860	.740	.728		2.48210

- a. Predictors: (Constant), discipline, motivation, competence
- b. Dependent Variable: Performance

Source: Primary data, (processed by researcher, 2020)

Analysis:

- The "Variables Entered" table shows that no variables were removed, meaning all three independent variables were included in the regression calculation.
- The R Square value is 0.740. This means that 74.0% of employee performance can be explained by the variables of competence, motivation, and work discipline. The remaining 26% (100% - 74%) is explained by other factors.

Multiple Linear Regression Test

F-statistic Test (Simultaneous)

The F-statistic test essentially determines whether all the independent variables included in the model have a joint or simultaneous effect on the dependent variable. By comparing the calculated F value with the F table value, if the calculated F value is greater than the F table value, then the null hypothesis (Ho) is rejected and the alternative hypothesis (Ha) is accepted. In other words, it indicates that the independent variables simultaneously and significantly affect the dependent variable. (Ghozali, 2011).

Table 3. Results of the f-Test

ANOVA

<i>Model</i>		<i>Sum of Squares</i>	<i>Df</i>	<i>Mean Square</i>	<i>F</i>	<i>Sig.</i>
1	Regression	1192.176	3	397.392	64.503	.000

Residual	418.935	68	6.161
Total	1611.111	71	

- a. Predictors: (Constant). Discipline, motivation, competence
- b. Dependent Variable: Performance

Source: Primary data, (processed by researcher, 2020)

Analysis:

From the ANOVA or F test, the calculated F value is 64.503 with a significance level of 0.000. Since the probability (0.000) is much smaller than 0.05, the regression model can be used to predict performance. In other words, competence, motivation, and discipline have a simultaneous (joint) effect on employee performance.

Based on Table 4.11, it can be concluded that the variables of Competence, Motivation, and Work Discipline have a simultaneous and significant effect on employee performance. This is evidenced by the calculated F value of 64.503, while the F table value with df: a(k-1), (n-k) or df: 0.05 (4-1), (25-4) is 3.07, indicating that the F calculated > F table. This is also supported by the significance value of 0.000. Since the significance value is much smaller than 0.05, the null hypothesis is rejected. This means that the three independent variables, Competence (X1), Motivation (X2), and Work Discipline (X3), have a simultaneous effect on the dependent variable, employee performance (Y) at Universitas Al-Ghifari.

Statistical Test (Partial)

The t-statistic test fundamentally shows how much each independent variable individually explains the variation in the dependent variable (Ghozali, 2011).

Table 4. Results of the t-Test

<i>Coefficients</i>						
Model						
		B	Std Error	Beta	T	Sig.
1	(Constant)	25.981	3.706		7.010	.000
	Competence	.171	.050	.282	3.450	.001
	Motivation	.369	.116	.366	3.192	.002
	Discipline	.301	.116	.306	2.599	.011

- a. Dependent Variable: Performance

Source: Primary data, (processed by researcher, 2020)

Based on Table 4.12, the multiple linear regression equation model obtained is as follows:

$$[Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e]$$

Where:

- Y = Employee Performance
- X1 = Competence
- X2 = Motivation
- X3 = Work Discipline

The regression equation is:

$$[Y = 25.981 + 0.171 X1 + 0.369 X2 + 0.301 X3 \]$$

To test significance using probabilities:

- H0 = The regression coefficients are not significant
- H1 = The regression coefficients are significant

Testing Criteria:

- If Probability > 0.05, then accept H0 and reject H1
- If Probability < 0.05, then reject H0 and accept H1

Decision:

It can be seen from the Coefficient Table that the significance (Sig.) for each variable is < 0.05 (Competence = 0.001; Motivation = 0.002; Discipline = 0.011). Since the probability (Sig) < 0.05, H0 is rejected and H1 is accepted.

Thus, the regression coefficients are significant. This means that the variables of Competence, Motivation, and Discipline have a significant effect on employee performance.

Research Hypothesis Testing

Research Hypotheses in this Study:

- a. There is an effect of Competency on Employee Performance at the University of Al-Ghifari Bandung.
- b. There is an effect of Motivation on Employee Performance at the University of Al-Ghifari Bandung.
- c. There is an effect of Work Discipline on Employee Performance at the University of Al-Ghifari Bandung.
- d. There is a simultaneous effect of Competency, Motivation, and Work Discipline on Employee Performance at the University of Al-Ghifari Bandung.

Based on data processing and hypothesis testing using SPSS, the conclusion is as follows:

Testing the first hypothesis: There is an effect of Competency on Employee Performance at the University of Al-Ghifari Bandung.

Table 5. Results of the t-test

<i>Coefficient</i>						
Model		B	Std. Error	Beta	T	Sig.
1	(Constant)	25.981	3.706		7.010	.000
	Competence	.171	.050	.282	3.450	.001
	Motivation	.369	.116	.366	3.192	.002
	Discipline	.301	.116	.306	2.599	.011

- a. Dependent Variable: Performance

Source: Primary data, (processed by researcher, 2020)

The test using probability shows that the significance of competence is 0.001. Since the significance (probability) of 0.001 is less than 0.05, it can be interpreted that there is a significant effect of competence on employee performance at Universitas Al-Ghifari Bandung.

The second hypothesis test is: There is an effect of Motivation on Employee Performance in the environment of Al-Ghifari University Bandung.

Table 6. Results of the t-test

<i>Coefficients</i>						
Unstandardized Coefficients		Standardized Coefficients				
Model	B	Std. Error	Beta	T	Sig.	
1	(Constant)	25.981	3.706		7.010	.000
	Competence	.171	.050	.282	3.450	.001
	Motivation	.369	.116	.366	3.192	.002
	Discipline	.301	.116	.306	2.599	.011

a. Dependent Variable: Performance

Source: Primary data, (processed by researcher, 2020)

Testing using probabilities shows that the Sig. for discipline is 0.002. Since Sig. (probability) $0.002 < 0.05$, it can be interpreted that there is a significant effect of discipline on employee performance in the Al-Ghifari University environment in Bandung.

a. Testing the third hypothesis: There is an effect of Work Discipline on Employee Performance at the Al-Ghifari University environment in Bandung.

Tabel 7. Results of the t-Test

<i>Coefficients</i>						
Unstandardized Coefficients		Standardized Coefficients				
Model	B	Std. Error	Beta	T	Sig.	
1	(Constant)	25.981	3.706		7.010	.000
	Competence	.171	.050	.282	3.450	.001
	Motivation	.369	.116	.366	3.192	.002
	Discipline	.301	.116	.306	2.599	.011

b. Dependent Variable: Performance

Source: Primary data, (processed by researcher, 2020)

Testing using probabilities shows that the significance level for discipline is 0.011. Since the significance level (probability) of $0.011 < 0.05$, it can be interpreted that there is a significant effect of discipline on employee performance at Universitas Al-Ghifari Bandung.

b. Testing the fourth hypothesis: There is a simultaneous effect of Competence, Motivation, and Work Discipline on Employee Performance at Universitas Al-Ghifari Bandung.

Table 8. Results of the t-Test

<i>Coefficients</i>						
		<i>Unstandardized Coefficients</i>		<i>Standardized Coefficients</i>		
<i>Model</i>		<i>B</i>	<i>Std. Error</i>	<i>Beta</i>	<i>T</i>	<i>Sig.</i>
1	(Constant)	25.981	3.706		7.010	.000
	Competence	.171	.050	.282	3.450	.001
	Motivation	.369	.116	.366	3.192	.002
	Discipline	.301	.116	.306	2.599	.011

a. Dependent Variable: Performance

Source: Primary data, (processed by researcher, 2020)

Testing using probabilities shows that the significance level for the constant is 0.000. Since the significance level (probability) of $0.000 < 0.05$, it can be interpreted that there is a significant simultaneous effect of Competence, Motivation, and Work Discipline on Employee Performance at the Al-Ghifari University environment in Bandung.

Coefficient of Determination Test (R^2)

The Coefficient of Determination (R^2) essentially measures how well the independent variables explain the dependent variable. (Ghozali, 2011)

Table 9. Results of the Coefficient of Determination Test

<i>Model Summary^b</i>				
<i>Model</i>		<i>R Square</i>	<i>Adjusted R Square</i>	<i>Std. Error of the Estimate</i>
1	860 ^a	.740	.740	2.48210

a. Predictors: (Constant), discipline, motivation, competence

b. Dependent Variable: Performance

Source: Primary data, (processed by researcher, 2020)

From the table, it can be seen that the R Square value is 0.740. This means that 74.0% of employee performance can be explained by the variables of competence, motivation, and work discipline. The remaining $100\% - 74\% = 26\%$ is explained by other factors. Based on Table 4.4, it can be concluded that the adjusted R Square coefficient is 0.740 or 74.0%. The higher the Adjusted R Square value, the stronger the relationship among the three variables in the regression model. It can be concluded that the performance variable (Y) can be explained by the variables of competence, motivation, and work discipline. The remaining 26% is influenced by or explained by other variables not included in this study.

Discussion of Research Findings

This study aims to examine the impact of competence, work motivation, and work discipline on employee performance at Al-Ghifari University Bandung. Based on the analysis results, the discussion of the research findings is as follows:

The Effect of Competence on Employee Performance at Al-Ghifari University Bandung

The results of this study support the first hypothesis, which states that the variable Competence (X1) has a positive partial effect on Employee Performance. This is indicated by a regression coefficient value of X1 of 0.682, showing a strong positive relationship between Competence and Employee Performance. A probability value less than 5%, specifically $0.000 < 0.05$, indicates that Competence has a positive effect on Employee Performance. The main factor affecting employee performance is competence. According to Simanjuntak (2005), competence deepens and broadens work abilities. The more frequently someone performs the same task, the more skilled and faster they become at completing it. With the increasing variety of job types, a person's work experience becomes richer and broader, allowing for performance improvement. Sudarmanto (2009) emphasizes that competence as an attribute of human resource quality significantly affects individual performance. Romberg (2007) adds that an employee has high competence if they have relevant work experience, educational background, expertise/knowledge, and skills. Work experience can enhance performance because an experienced employee can adapt to various situations, take risks, face challenges responsibly, and communicate well to maintain productivity and performance, thus becoming a competent individual in their field (Sutrisno, 2009). Competence in terms of education also contributes to improving employee performance because education provides the theoretical foundation and skills needed to solve job-related problems. Knowledge can enhance performance in specific fields (Sudarmanto, 2009). Competence in skills also improves performance because skills include the ability to perform both physical and mental tasks (Sudarmanto, 2009).

Competence explains the actions taken by employees in the workplace at various levels and sets standards for each level, identifying the characteristics of knowledge and skills needed for employees to perform tasks and responsibilities effectively, thus achieving professional quality standards and producing optimal performance (Wibowo, 2009). Employee competence can be improved through training that matches job needs and organizational goals. The results of this study are consistent with Gatot's (2014) research, which concluded that competence has a significant impact on employee performance at the Land Office of Gunung Kidul Regency.

The Impact of Motivation on Employee Performance at Al-Ghifari University Bandung

The results of the study support the second hypothesis that the Motivation (X2) variable has a positive partial effect on Employee Performance. This is indicated by the regression coefficient value of X2 being 0.851, which shows a strong relationship between Motivation and Employee Performance. A probability value smaller than 5%, namely $0.000 < 0.05$, indicates that Motivation positively affects Employee Performance.

The Influence of Work Discipline on Employee Performance at Al-Ghifari University Bandung

The research supports the third hypothesis that the variable of work discipline (X3) has a positive partial effect on employee performance. This is indicated by the regression coefficient value of X3 at 0.680, which shows a strong positive relationship between work discipline and employee performance. The probability value, which is less than 5% ($0.000 < 0.05$), indicates that work discipline positively affects employee performance.

According to Masyjui (2005) in Sudarmanto (2011), an employee with high work discipline can be seen through: punctuality, proper use of office equipment, high responsibility, and adherence to office rules. Punctuality is demonstrated by employees arriving at the office on time, orderly, and systematically, indicating good work discipline. Proper use of office equipment is shown by careful handling of office tools, preventing damage and reflecting good work discipline. High responsibility is shown by the employee's awareness of completing tasks as per procedures and being accountable for work results, also reflecting good work discipline. Adherence to office rules is reflected by employees wearing office uniforms, using identification cards, and requesting permission for absences, all of which are indicators of high discipline.

If these indicators of work discipline are present in employees, it can enhance their performance. According to Simamora (2004), discipline is a procedure for correcting or punishing subordinates for violating rules or procedures. Work discipline can impact employees' personal lives and, consequently, affect the company. The results of this study align with previous research conducted by Harlie (2010) on "The Influence of Work Discipline, Motivation, and Career Development on the Performance of Civil Servants at the Tabalong District Government in Tanjung, South Kalimantan." The research showed a positive and significant impact of work discipline on the performance of civil servants at the Tabalong District Government in Tanjung, South Kalimantan.

The Influence of Competence, Motivation, and Work Discipline on Employee Performance at Al-Ghifari University Bandung

Employee performance refers to the results achieved by an employee in terms of both quality and quantity when carrying out tasks according to the responsibilities assigned (Mangkunegara, 2006). Improving performance is a crucial aspect sought by both employees and organizations. Organizations desire optimal employee performance to enhance productivity and profitability, while employees focus on personal development and promotion opportunities. To achieve these goals, an effective performance management system is needed (Bangun, 2012). The level of employee performance is influenced by factors such as competence and work discipline. The findings of this study align with previous research by Gatot (2014), which analyzed "The Influence of Competence, Work Discipline, Education and Training, and Career Patterns on Employee Performance at the Gunungkidul Land Office." This study found that competence, work discipline, education and training, and career patterns collectively have a significant impact on employee performance at the Gunungkidul Land Office. Based on this statistical analysis, the present study also illustrates the influence of competence, motivation, and work discipline on employee performance, both partially and simultaneously, as shown in the following research design.

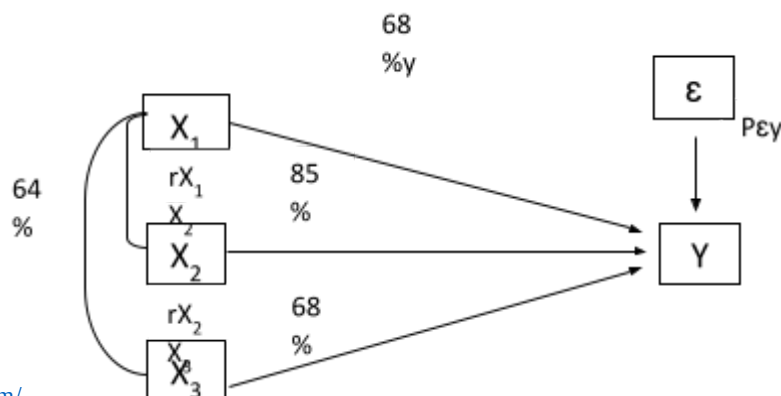


Figure 4. Research Design Results

Based on the above figure, the research findings support the fourth hypothesis that the variables of Competence, Motivation, and Work Discipline have a positive joint effect on Employee Performance. This is indicated by an F value of 64.530 and a p-value of 0.000. Each variable Competence, Motivation, and Work Discipline has a different level of impact on Employee Performance. The correlation coefficient analysis shows that the Motivation variable has a larger impact of 0.851 on employee performance compared to the Competence variable with 0.682, and the Work Discipline variable with 0.680.

E. CONCLUSION

This study aims to evaluate the impact of competence, motivation, and work discipline on employee performance at Universitas Al-Ghifari. A total of 72 employees were surveyed for this research. The results of the multiple regression analysis show that all three variables—competence, motivation, and work discipline—have a positive and significant impact on employee performance. When tested simultaneously, these variables also demonstrated a significant effect on performance. Based on these findings, several recommendations are provided to enhance employee performance. First, to maintain the positive influence of competence, motivation, and work discipline, it is necessary for leadership to regularly conduct knowledge transfers to ensure consistent performance. Second, given that high motivation has a significant impact on performance, it is advisable for management to continue offering incentives such as bonuses and regular training and educational opportunities. Third, to uphold employees' self-concept and values, it is crucial to create a comfortable and integrity-driven work environment. Fourth, considering that motivation plays a vital role in performance, employees are expected to maintain high motivation, build harmonious working relationships, and perform tasks according to leadership directions. This study provides important contributions to the literature on human resource management and performance management practices within organizations, particularly in the context of higher education. The practical implications of this research can assist the management of Universitas Al-Ghifari in developing effective HR strategies to achieve optimal performance.

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