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Research Article

THE EFFECT OF WORK MOTIVATION, WORK DISCIPLINE, AND COMPETENCE ON EMPLOYEE PERFORMANCE

Ignatius Jeffrey[1] and Marta Herdian Dinata[2]

[1]Lecturer of Management of Postgraduate, University of MercuBuana, Jakarta, Indonesia
[2]Master of Management, University of MercuBuana, Jakarta, Indonesia

A R T I C L E I N F O	A B S T R A C T
	Bitung Branch of PT. Midi Utama Indonesia, Tbk has experienced a decline in its performance. Overall, the results in the very good category of employee performance appraisal have decreased by 8.93% from 2015 to 2016. This declining trend affected the interbranch competitiveness which also affected the competitiveness of the company compared withits competitors. The objective ofthis study was to determine what factors can affect the decline in work performance. Of the several factors influencing the decline in work performance, the authors classified them into three (3) factors; Work Motivation, Work Discipline, and Competence. This descriptive study used quantitative method through surveys and data collection by questionnaires. The sample of this research was 96 employees. The sample of this research was determined using Slovin's Formula, generating the sample of 96 people. Independent variables were Work Motivation (X_1), Work Discipline (X_2), and Competence (X_3), and dependent variable was Employee Performance (Y). The data collected were processed using multiple linear regression method. The findings of this study showed that the Work Motivation, Work Discipline, and Competence variables simultaneously had a positive and significant influence on the Employee Performance. Partially, the Work Motivation variable had a positive and significant influence on the Employee Performance; Work Discipline had a positive and significant influence on Employee Performance, and the Competence had a positive and significant influence on the Employee Performance. This study concluded that an effective management in the sub-variables of Work Motivation, Work Discipline and Competence will be able to enhance the Employee Performance and ultimately alsoraise the competitiveness of the company and increases the branch revenues.

INTRODUCTION

The effort to maintain qualified human resources is a crucial step for an organization. Bitung Branch of PT. Midi Utama Indonesia, Tbk always strives to develop and make the human resources as an essential role in the success and progress of the company. Munck *et al*. (2012:30) stated that organizations that canstructure their competences into a specific management model is the starting point for developing a strategic plan geared towards the company sustainability. The employee performance appraisal in Bitung Branch of PT. Midi Utama Indonesia, Tbk is the final figure that reflects the employee's contribution to the overall results of the work unit's performance and it is called *Performance Appraisal*. Individuals performance based on a statement about the work target to be achieved that an employee has set in one period and agreed by his supervisor is called *Performance Appraisal*.

Corresponding author: **Ignatius Jeffrey**
Lecturer of Management of Postgraduate, University of MercuBuana, Jakarta, Indonesia

The individual employee performanceat the Bitung Branch of PT. Midi Utama Indonesia, Tbk in 2015 & 2016 is categorized into excellent, very good, good, and poor. In 2016, the individual employee performancein the excellent category dropped by 0.03%. The very goodcategory decreased by 8.93%, the good category increased by 8.79% and the poor category increased by 0.18% which means that the performance has decreased inthe good and poor categories. This is an issue that should be overcome by the management because if it did not improve, their performance will affect their work targets and influenced the competitiveness of both the interbranch and the company. Based on the results of the pre-study survey questionnaires about the factors that can improve the employee performance, more respondents answered that those are the Work Motivation, Work Discipline, and Competence factors, with the rest are affected by other factors. Therefore, the authors concluded that at the moment, Work Motivation, Work Discipline, and Competence are the dominant factors that affected the employee

performance of the Bitung Branch of PT. Midi Utama Indonesia, Tbk.

Theoretical Framework

Work Performance

Jasmine *et al.* (2015:58) explained that the work performance is a part of human resources management and it is an important criterion for the outcomes and success of an organization. According to Jeffrey J. Ellis *et al.* (2005:121), work performance can be characterized as physical, psychological and social functions of a person at work. Evelyn *et al.* (2013:527) suggested that work performance is defined as the degree of meeting the work demands (activities) at the current workplace (environment). Vera and Ricardo (2017:283) defined work performance as a periodic evaluation of individual behaviors displayed in their tasks and their works, where it is the resultof a combination of cognitive ability, personality and learning experiences that form a beliefin the organization.

Work Motivation

According to Patnaik (2011:88), work motivation is a process to energize employees to reachthe work goals through a specific path. According to Jones & George (2008), work motivation is a psychological force that determines the direction, level of effort and level of persistence of a person. Each employee has different motivation or stimuli to be willing to work well to meet their needs. Rizwan *et al.* (2014:35) suggested that employee motivation is considered as a force that drives the employees to achieve specified organizational goals and objectives. Also, according to Mathis and Jackson (2009), motivation is the driving force that leads to goals, and it rarely comes up in vain. Kanfer *et al.* (2013:255) stated that work motivation could be defined as cognition, emotion, and behavior that lead to the job achievement.

Work Discipline

Mondy (2008) defined discipline as a condition of employees' self-control and orderly behaviors that show the actual level of teamwork in an organization. One of the important, but often difficult to implement, aspects of internal relationships of the employee is the application of disciplinary action. Disciplinary action imposes sanctions on workers or employees who fail to meet the established standards. In the opinion of Gitome *et al.* (2013:4), discipline is necessary because it makes people to be organized and systematic in their work. It enables one to achieve set goals in life, to respond to positive challenges and guard oneself against negative influences. According to Thomas (2008:283), conscious discipline has seven main components which are composure, encouragement, assertiveness, choices, positive intent, empathy, and consequences.

Competence

Spencer & Spencer (1993) defined competency as an underlying characteristic of an individual concerning the effectiveness of individual performance in their work or the basic characteristics of an individual causally related to criterion-referenced, effectiveor superior performance atworkplace or certain situation. Chuan Lin *et al.* (2012:153) noted that the staff knowledge, experiences, and skills could be considered as the foundation of company's core competence.

On the other hand, according to Palan (2007), competency is the underlying characteristics of people that indicate ways of behaving or thinking, which generalize across a wide range of situations and endure for long periods of time. Springer and Oleksa (2017:20) added that competence is treated as a collection of knowledge, skills, and attitudes, whereas personality traits or motivation are more of conditions for building and manifesting competences.

RESEARCH METHOD

The research method used in this study is the descriptive research method. According to Fraenkel & Wallen (2008), quantitative research can be classified as either a descriptive or experimental study. The purpose of descriptive research is to familiarize with the phenomena, to gain new insights, and to formulate more specific research problems or hypotheses. Total population was 2416 and based on Slovin's formula for calculating sample size, the resulting samplewas 96 employees with a margin error of 10%. Data were collected by distributing questionnaires.

Based on the test of research instrument that is the validity and reliability test, the results showed that the measurement of the questionnaire as a whole is valid and reliable. Hypothesis Test (F-Test and T-Test) wasdone after having successfully passed the classical assumption test which is the multicollinearity, heteroskedasticity, normality, and autocorrelation. The calculation of correlation coefficient and testing technique was done with computer assistance using SPSS 23.0 program.

Research Model

In this case, the authors want to know the relationship among Work Motivation, Work Discipline, Competence factors, and the Employee Performan ceat Bitung Branch of PT. Midi Utama Indonesia, Tbk. The conceptual model of the study can be illustrated schematically in the following figure:
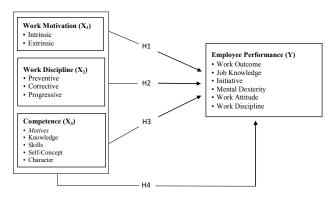

Figure 1 Research Model

Hypotheses

H1: Work motivation affects employee performance
H2: Work discipline affects employee performance
H3: Competence affects employee performance
H4: Work motivation, work discipline, and competence simultaneously affect employee performance

Operational Research Variables

Table 1 Operational Variable Definition

Variable	Dimension	Indicator	Scale/Type of Data	Question Number
Work Motivation (X_1) Jones & George (2008) work motivation is a psychological force that determines the direction, level of effort and level of persistence of a person.	1. Intrinsic	1. Development 2. Responsibility 3. Recognition	Likert/Ordinal	1,2 3,4 5,6
	2. Extrinsic	1. Company Policy 2. Interpersonal Relationship 3. Work Environment		7,8 9,10 11,12
Work Discipline (X_2) Mondy (2008) discipline is a condition of employees' self-control and orderly behaviors that show the true level of teamwork in an organization.	1. Preventive	1. Compliance with applicable rules 2. Exemplary Leader 3. Adherence to company policies	Likert/Ordinal	13,14 15,16 17,18
	2. Corrective	1. Application of Order 2. Reward & Punishment		19,20 21
	3. Progressive	1. Imposing strict sanctions 2. Sense of justice in the application of punishment		22,23 24
Competence (X_3) Spencer & Spencer (1993) competency is an underlying characteristic of an individual with regard to the effectiveness of individual performance in their work or the basic characteristics of an individual causally related to criterion-referenced, effective or superior performance in a workplace or certain situations.	1. Motives	1. Work achievement orientation 2. Impact and influence of the work		25 26
	2. Knowledge	1. Attention to work procedures 2. Job's technical		27 28
	3. Skills	1. Analytical thinking 2. Customer service	Likert/Ordinal	29 30,31
	4. Self-Concept	1. Confidence 2. Flexibility		32 33
	5. Character	1. Initiative 2. Establishing work relationships 3. Teamwork		34 35 36
Employee Performance (Y) Vera & Ricardo (2017) work performance is a periodic evaluation of individual behaviors displayed in their tasks and their works, where it is the result of a combination of cognitive ability, personality and learning experiences that form a beliefin the organization.	1. Work Outcome	1. Work quality 2. Work quantity		37 38
	2. Job Knowledge	1. Understanding the job 2. Understanding the procedures		39 40
	3. Initiative	1. Working without any commands 2. Taking the appropriate measures to deal with problems	Likert/Ordinal	41 42
	4. Mental Dexterity	1. Accept work instructions 2. Job demands flexibility		43 44
	5. Work Attitude	1. Working with passion 2. Willingness to cooperate		45 46
	6. Discipline	1. Work punctuality 2. Attendance		47 48

Source: various of references

RESEARCH FINDINGS AND DISCUSSION

Respondent Characteristics

Most of the respondents were men, totaling 60 people (62.5%), while the women totaling 36 respondents (37.5%). The data of respondent characteristics by their positions were; Manager of 1 respondent (1%), Coordinator of 9 respondents (9%), Officer of 17 respondents (18%), Staff of 50 respondents (52%), and Clerk/Crew of 19 respondents (20%). The studied respondent's level of education varied from high school to bachelor degree.

They composed of 12 respondents with bachelor's degree (13%), 2 respondents with diploma degree (D-3) (2%), and 82 respondents with high school degree (85%). Regarding their working period, the majority of the respondents were in the working period of ≥0-6 years with 67 respondents (70%), followed by those working period of ≥6-12 years with 21 respondents (22%), and the rest was in the working period of ≥12 years with 8 respondents (8%).

Descriptive Analysis

The descriptive analysis aims at describing describe the frequency distribution of respondents' answers based on the

questionnaires distributed to the 96 respondents. This analysis showed that the employees responded appropriately to the three variables of work motivation, work discipline, and competence. The employee work motivation was well-received by the respondents, in which they felt that they were given anopportunity to grow and gotsupport from their supervisors. The employee discipline was also good, the average employee has implemented the current company regulations, and the given sanctions were already appropriate and applied fairly. The employee competence was already good where the employees werecapableof mastering their field of work and respondedquicklyto meet the needs of consumers or colleagues. The employee performance also received good responses from several aspects, especially regarding the ability to quickly adapt to new tasks and new responsibilities and always prepared for instructions given by supervisors.

Hypothesis Test Results

Partial Test (T-Test)

The statistical test (T-Test) aimedat determining whetherpartially Work Motivation, Work Discipline, and Competence significantly or not affected the employee performance of Bitung Branch of PT Midi Utama Indonesia, Tbk.

Table 2 Statistical Analysis Results of Work Motivation, Work Discipline, and Competence Variables on Employee Performance

Variables	Determination Coefficient		t-Test	
	R	R^2	T	Sig
Work Motivation	.532[a]	.283	6.096	.000
Work Discipline	.431[a]	.186	4.636	.000
Competence	.778[a]	.606	12.022	.000

Source: primary data processing with SPSS Version 23, 2017

Hypothesis 1: The Effect of Work Motivation (X_1) on Employee Performance (Y)

Table 2 shows that the t-count value for the Work Motivation variable was 6.096 and the significance value was 0.000. The t-count value of the Work Motivation variable must be compared with the t-table value. The t-table value was measured by calculating the degrees of freedom (df) which is equal to the number of samples minus the number of variables, hence 96 - 4 = 92 and, the next stepwasto see from r-table what wasits value with the df = 92 and level of significance of 5%. The r-table values obtained from the t-table = 1.986. After finding out the value of t-count and t-table, then compare them to determine which one wasof greater value. Thus,it was known that t-count value > t-table value. The significance value was 0.000 and0.000 <0,05 so for the motivation variable was obtainedt-count value> t-table value (6.096> 1.986). These results indicated that the improvement of the employee performancecould be directly influenced by the work motivation variable. Table 2 also showed that the number of the correlation coefficient was 0.532. It means that there was a strong connection between variable X_1 (Work Motivation) and variable Y (Employee Performance). Whereas the determinant coefficient was 0.283, which indicated that there was a contribution from Work Motivation to Employee Performance in the value of 28.3%, and the remaining 71.7% wasexplained by other factors.

Hypothesis 2: The Effect of Work Discipline (X_2) on Employee Performance (Y)

Table 2 above showed that the t-count value for the Work Discipline variable was 4.636 and its significance value was 0.000. The t-count value of the Work discipline variable should be compared with the t-table value. From the r-table, t-table value was obtained with significance 5% = 1.986. After finding out the value of t-count and t-table, then compare them to determine which one was of greater value. Thus, it was known that t-count value > t-table value. The significance value was 0.000 and 0.000 < 0,05 so the motivation variable was obtained as t-count value > t-table value (4.636 > 1.986). These results indicated that the improvement of the employee performance could be directly influenced by the work motivation variable. Table 2 above also showed that the number of the correlation coefficient was 0.431. It means that there was a strong enough connection between variable X_2 (Work Discipline) and variable Y (Employee Performance). Whereas the determinant coefficient was 0.186, which indicated that there was a contribution from Work Discipline to Employee Performance in the value of 18.6%, and the remaining 81.4% was explained by other factors.

Hypothesis 3: The Effect of Competence (X_3) on Employee Performance (Y)

From the table shown above, it shows that the t-count value for the Competence variable was 12.022 and its significance value was 0.000. The t-table value with df = 92 and the degrees significance of 5%. From the r-table, it was obtained that t-table value = 1.986. After finding out the value of t-count and t-table, then compare them to determine which one was of greater value. Thus, it was known that t-count value > t-table value. The significance value was 0.000 and 0.000 < 0,05 so the motivation variable was obtained as t-count value > t-table value (12.022 > 1.986). These results explained that the improvement of the employee performance could be directly influenced by the competence variable. According to Table 2 above, it also showed that the number of the correlation coefficient was 0.778. It means that there was a very strong connection between variable X_3 (Competence) and variable Y (Employee Performance). Whereas the determinant coefficient was 0.606, which indicates that there was a contribution from Competence to Employee Performance in the value of 60.6%, and the remaining 39.4% was explained by other factors.

Simultaneous Test (F-Test)

Table 3 The F-Test Results of Work Motivation, Work Discipline, and Competence on Employee Performance

ANOVA[a]					
Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	1090.470	3	363.490	48.788	.000[b]
1 Residual	685.437	92	7.450		
Total	1775.906	95			

a. Dependent Variable: Employee_work_performance
b. Predictors: (Constant), Competence, Work_discipline, Work_Motivation

Source: primary data processing with SPSS Version 23, 2017

Data in Table 3 ofAnova testshowed F-count value was 48.788 while for the F-table with a significance level of 5% and the df numerator = the number of variables minus 1, thus 4 - 1 = 3, and df denominator = population number - the number of variables, thus 96 - 4 = 92, hence, the measured F-table valuewas 2.70. If the F-count value wascompared with the F-

table value, it will show that the value of F-count > F-table (48.788 > 2.70). The decision taken based on the above data was that Ho was rejected and Ha was accepted. Based on the F-test above, it means that Work Motivation (X_1), Work Discipline (X_2), and Competence (X_3) had a significant effect on Employee Performance (Y) simultaneously.

Table 4 Multiple Linear Regression Test Result of Work Motivation, Work Discipline, and Competence on Employee Performance

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	11.890	3.448		3.448	.001
	Work_Motivation	.107	.089	.112	1.212	.229
	Work_discipline	-.093	.082	-.101	-1.134	.260
	Competence	.745	.086	.769	8.691	.000

a. Dependent Variable: Employee_work_performance
Source: primary data processing with SPSS Version 23, 2017

In this study, the authors used Multiple Linear Regression where it was used to connect the dependent variable (Y) with the three independent variables (X) in the following equation, $Y = a + b_1X_1 + b_2X_2 + b_3X_3$. The resulting value from that equation is:

$$Y = 11.890 + 0.107\ X_1 - 0.093\ X_2 + 0.745\ X_3$$

Table 5 Coefficient of Determination Valuesfor Work Motivation, Work Discipline, and Competence on Employee Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.784[a]	.614	.601	2.730

a. Predictors: (Constant), Competence, Work_discipline, Work_Motivation
b. Dependent Variable: Employee_work_performance

Source: primary data processing with SPSS Version 23, 2017

Table 5 showed the coefficient of determination (R^2) of 0.614, which means that the ability of the regression equation in predicting the dependent variable value was 61.4%. Furthermore, the number of 61.4% indicated that the contribution of work motivation (X_1), work discipline (X_2), and competence (X3) to employeeperformance (Y) was about 61.4%, while the remaining 38.6% was explained by other variables that are not included in the regression equation model.

RESEARCH FINDINGS AND DISCUSSION

The Effect of Work Motivation on Employee Performance

Based on the research conducted, the results indicated that the Work Motivation (X_1) variable has a significant influence on the Employee Performance(Y) variable. The results of this study are consistent with Ali & Ahmed's theory (2009:271), motivation is operationally defined as the inner force that drives individuals to achieve personal and organizational goals. Therefore, each employee will be able to achieve high performance by having good motivations from both within themselves and others. The results of this study support the Jakfar's empirical study (2014) in which it states that the work motivation has a positive and significant influence on performance.

The Effect of Work Discipline on Employee Performance

Based on the research conducted, the results indicate that the Work Discipline (X_2) variable has a significant influence on the Employee Performance (Y) variable. The results of this study are consistent with Gitome *et al.*'s theory (2013:4) that discipline is necessary because it makes a person to be organized and systematic in their work. It enables one to achieve set goals in life, to respond to positive challenges and guard oneself against negative influences. Therefore, employee discipline should be applied to direct the employees to work in a structured manner so they can improve their performance. The results of this study support the empirical study of Thaief *et al.* (2015) which states that the work discipline has a positive and significant effect on performance.

The Effect of Competence on Employee Performance

Based on the research conducted, the results indicate that the Competence (X_3) generates a significant effect on the Employee Performance (Y). The results of this study are consistent with Spencer and Spencer's theory (1993) which stated that competence refers to the underlying characteristics of behaviors that describe the motives, personal characteristics (traits), self-concept, values, knowledge, and skills brought by a superior performer at work. Every employee fundamentally has different competencies because of their nature and gained knowledge. Competence is capableof improving an employee performance through the person's basic capabilities in performing tasks or jobs. The results of this study support Ainhoa and Imanol's empirical study (2012) proclaiming that such competence produces a positive and significant influence on employee performance.

CONCLUSION AND SUGGESTION

Conclusion

According to the research findings and discussion on the influence of Work Motivation, Work Discipline, and Competence on Employee Performance, it can be concluded that:

1. The results of the conducted hypothesis test found that Work Motivation generates a positive and significant influence on Employee Performance at the Bitung Branch of PT. Midi Utama Indonesia, Tbk and the Work Motivation and Employee Performance have a strong correlation.
2. The results of the second hypothesis test found that Work Discipline has a positive and significant influence on Employee Performance at the Bitung Branch of PT. Midi Utama Indonesia, Tbk and the Work Discipline and Employee Performancehave a strong enough correlation.
3. The results of the third hypothesis test found that Competence has a positive and significant influence on Employee Performanceat Bitung Branch of PT. Midi Utama Indonesia, Tbk and the Competence and Employee Performance have a very strong correlation.
4. The results of the fourth hypothesis test found that Work Motivation, Work Discipline, and Competence have a positive and significant influence on Employee Performance at the Bitung Branch of PT. Midi Utama Indonesia, Tbk and the Work Motivation, Work

Discipline, Competence, and Employee Performance have a very strong correlation.

Suggestion

In this study, the authors have several recommendations to improve the Employee Performance at Bitung Branch of PT. Midi Utama Indonesia, Tbk. The recommendations are as follows:

1. The company has to make continuous changes in the employee motivations by involving them in activities carried out by the company such as gatherings, company anniversaries or engaging the employees in trainings or seminars done both inside and outside of the company.

2. The company should increase the enforcement of employee discipline by applying *Reward and Punishment* system that still need to be applied fairly by looking at the actual conditions, such as categorized attendance apart from the back office employees and the often off-site employees. Not only that, sustainable and transparent socialization should also be done so the employees can understand and enforce the applicable rules of the company.

3. The company must be committed to continuously building up the competence of the employees per the expected competencies of each division or the individual competence demands of their position, especially about the competence of customer services which is the core competency in retail companies such as PT. Midi Utama Indonesia, Tbk. The way is to conduct regular evaluation and training along with conducting assessment center periodically to get a good plan of employee competency development.

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