Escalate: Economics and Business Journal

https://journal.takaza.id/index.php/escalate

Vol. 4, No. 4, 2026, pp. 389-406
E-ISSN: 3025-4213

E-mail:escalate@takaza.id



The Effect of Competence and Work Discipline on Employee Performance at The Ciputat Subdistrict Office, South Tangerang

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Article History:
Received : 23-08-2026
Revised : 18-10-2026
Accepted : 19-10-2026

Keywords: Competence, work discipline, employee performance

Abstract*: This research is motivated by the existence of competency and work discipline problems that are suspected to be related to employee performance at the Ciputat District Office in South Tangerang. The study aims to analyze the influence of competency and work discipline on employee performance partially and simultaneously. The study uses a quantitative approach with a verification method. The population and sample amounted to 50 employees with a saturated sampling technique. The research instrument was a five-level Likert scale questionnaire, while data analysis used SPSS 26 through validity, reliability, classical assumptions, linear regression, correlation coefficient, determination coefficient, t-test, and F-test. The results of the study show that competency has a significant effect on employee performance (t = 4.134; p < 0.05), work discipline has a significant effect on employee performance (t = 3.419; p < 0.05), and both simultaneously have a significant effect (F = 10.434; p < 0.05), with a contribution of 30.7%. In conclusion, increasing competency and work discipline together can support improving employee performance.*

How to Cite: Muhammad Rafif Pranyata, Indri Indirasari. (2026). *The Effect of Competence and Work Discipline on Employee Performance at The Ciputat Subdistrict Office, South Tangerang*. 4(4). 389-406. pp. https://doi.org/10.61536/escalate.v4i4.760

https://doi.org/10.61536/escalate.v4i4.760

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Introduction

In recent decades, global economic conditions have undergone rapid and complex changes along with the development of globalization, advances in digital technology, and international geopolitical dynamics. These changes have driven broader economic integration between countries through international trade activities, investment flows, and increasingly open and competitive labor mobility. At the same time, global economic uncertainty, commodity price fluctuations, and inflationary pressures have become challenges that every country must face. In these conditions, human resource management has become a crucial part of organizations because human resources play a role in supporting the achievement of organizational goals. Abdullah et al. (2026) explain that human resource management is related to the management of human resources within an organization, while Damayanti et al. (2024) place human resources as a crucial part in implementing organizational activities. Therefore, improving the quality of human resources is one aspect that needs to be considered in facing increasingly complex organizational changes and demands.

In both government and private organizations, the quality of human resources is determined not only by educational attainment but also by employee competency, skills, work attitudes, and abilities

in carrying out tasks. Employee performance is a crucial aspect because it is related to the achievement of organizational goals and job execution. Fahmi (2021) discusses performance management as a component related to the management and achievement of performance within an organization, while Hasibuan (2020) places human resource management as a crucial component in achieving organizational goals. In local government environments, the quality of human resources plays a crucial role in supporting public services, including at the sub-district level, which functions to provide administrative services to the public and support regional development coordination. Suciati et al. (2022) show that employee performance in administrative services at the sub-district level is a crucial component in the implementation of public services. In this context, the Ciputat Sub-district Office in South Tangerang is responsible for providing quality public services, so employee performance is a factor that needs to be considered.

Employee performance issues at the Ciputat District Office in South Tangerang are evident from initial observations and performance appraisal data from 2023 to 2025. Initial observations indicate that service processes are not always completed on time, employees lack understanding of certain procedures, and delays in starting or completing work. Performance appraisal data also indicates that performance has not yet reached the 100% target and tends to decline. In terms of work behavior, the average performance of 85% in 2023 decreased to 83% in 2024 and 80.6% in 2025. Meanwhile, in terms of work results, the average performance of 87.3% in 2023 decreased to 85% in 2024 and 83.3% in 2025. Based on employee performance standards, this performance is still in the good category, but has not yet achieved optimal results. This condition aligns with research by Haqqi and Nariah (2024) that discussed employee competency and performance at the Ciputat District Office in South Tangerang, and Suciati et al. (2022) that analyzed employee performance in providing administrative services at the sub-district level. Therefore, employee performance at the Ciputat District Office in South Tangerang requires attention, particularly given the trend of declining performance during the study period.

One issue suspected to be related to these performance conditions is employee competency. A pre-survey of 20 respondents showed that there is still a gap between employee competencies and those required to carry out their duties. Regarding the ability to operate administrative applications and digital services, only 5 respondents answered "Yes," while 15 respondents answered "No." Regarding the ability to improve competency through training, independent learning, or sharing with colleagues, only 6 respondents answered "Yes," and 14 respondents answered "No." Problems were also seen in knowledge and skills appropriate to core duties, the ability to complete work according to standards, and the ability to make decisions based on management and experience. These conditions indicate that employee competency still needs to be strengthened so that work implementation can run more optimally. Findings regarding the relationship between competency and performance have also been discussed by Amellya et al. (2022) regarding competency and employee performance, Asmini et al. (2022) regarding competency on employee performance, and Masruroh et al. (2023) regarding the influence of competency on employee performance. Furthermore, Sudiantini et al. (2023) also discussed the influence of competency and job placement on civil servant performance. Therefore, competency issues are a relevant aspect to examine in relation to the performance of employees at the Ciputat District Office in South Tangerang.

In addition to competence, work discipline is also a problem related to employee performance. The results of a pre-survey of 20 respondents showed that regarding punctual attendance, 8 respondents answered "Yes" and 12 respondents answered "No." Regarding completing tasks on time according to deadlines, only 5 respondents answered "Yes" and 15 respondents answered "No," while regarding attendance at work during working hours, 7 respondents answered "Yes" and 13 respondents answered "No." This condition indicates that employee discipline is still inconsistent, both in terms of punctuality, task completion, and compliance with work regulations. Work discipline is an important part of carrying out work because it is related to employee compliance with rules and carrying out tasks. This is relevant to research by Arysta and Akbar (2023) regarding the influence of organizational culture and work discipline on employee performance, Situmorang et al. (2022) regarding work discipline and leadership supervision on employee performance, and Junaedi and Indirasari (2024) regarding motivation and work discipline on employee performance. Hondo's (2024) research also examined the impact of human resource competency and work discipline on employee performance. Therefore, competency and work

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discipline are two important aspects to examine, as field conditions still reveal potential problems related to employee performance.

This study aims to determine the effect of competence on employee performance partially, determine the effect of work discipline on employee performance partially, and determine the effect of competence and work discipline on employee performance simultaneously at the Ciputat District Office in South Tangerang. This study is urgent because of the tendency of declining employee performance achievements during the period 2023 to 2025 and the existence of competency and work discipline problems based on the results of the pre-survey. Studies on the relationship between competence, work discipline, and performance have also been conducted on various research objects, including Afandi and Veritia (2024), Safiih and Waliyudin (2024), Alrasyid and Purnomo (2026), and Khairani and Guruh (2026). The novelty of this study lies in testing competence and work discipline together on employee performance at the Ciputat District Office in South Tangerang using performance conditions and pre-survey results that indicate problems in both variables. The results of the study are expected to provide relevant information as study material in human resource management and efforts to improve employee performance.

Research methods

This study uses a quantitative approach with a verification method to examine the influence of competence and work discipline on employee performance at the Ciputat District Office in South Tangerang. According to Sugiyono (2020:35), quantitative research is a research method based on the philosophy of positivism, used to examine a specific population or sample, using research instruments in data collection, as well as quantitative or statistical data analysis to test established hypotheses. The verification method is used to determine the relationship between two or more variables as explained by Sugiyono (2020:55). The study was conducted at the Ciputat District Office located at Jl. Cendrawasih Raya No. 110 Sawah Lama, Ciputat District, South Tangerang City, Banten 15413, with the research period taking place in stages from November 2025 to July 2026, including observation, proposal preparation, seminars and proposal revisions, instrument preparation, questionnaire distribution, data tabulation and processing, data analysis, conclusion drawing, and preparation for the trial.

The research instrument used was a questionnaire with a five-level Likert scale, namely strongly agree with a value of 5, agree with a value of 4, quite agree with a value of 3, disagree with a value of 2, and strongly disagree with a value of 1, which was compiled based on indicators of competence, work discipline, and employee performance. Competence uses indicators of skills, knowledge, self-concept, nature, and motives based on Wibowo in Masruroh et al. (2023: 205), work discipline uses indicators of attendance level, work procedures, obedience to superiors, work awareness, and responsibility based on Agustini in Hondo (2024: 193), while employee performance uses indicators of quantity, quality, punctuality, attendance, and ability to work based on Duha in Hondo (2024: 194). Primary data was obtained through questionnaires, observations, and interviews, while secondary data was obtained through literature studies and documentation. According to Sugiyono (2020: 308), the data collection method is a scientific way to obtain valid data, while primary sources are sources that directly provide data to data collectors. Data analysis was conducted using SPSS version 26 through instrument validity and reliability tests, classical assumption tests including normality, multicollinearity, and heteroscedasticity tests, and quantitative analysis in the form of simple linear regression, multiple linear regression, correlation coefficient, and coefficient of determination. Hypothesis testing was conducted through a t-test to determine the effect of competence and work discipline on employee performance partially and an F-test to determine the effect of both independent variables simultaneously, with a significance level of 0.05. The validity test was used to determine the accuracy of the instrument in measuring the research variables based on Sugiyono (2020:361), while reliability was used to determine the consistency of the instrument with Cronbach Alpha as explained by Sugiyono (2020:168). The multicollinearity test refers to Ghozali (2021:105) by looking at the tolerance value and Variance Inflation Factor (VIF), while the heteroscedasticity test refers to Ghozali

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(2021:139) and is carried out through a scatter plot and the Glejser test.

The population in this study was all 50 employees at the Ciputat District Office in South Tangerang. According to Sugiyono (2020:126), a population is a generalization area consisting of objects or subjects that have certain characteristics that researchers determine to be studied and then conclusions drawn. The sample is part of the number and characteristics possessed by the population as explained by Sugiyono (2019:127). The sample determination in this study used a saturated sampling technique, namely a sampling technique by making all members of the population as samples. Sugiyono (2020:82) explains that saturated sampling is used when all members of the population are used as samples or also called a census. Thus, all 50 employees of the Ciputat District Office in South Tangerang were determined as the research sample.

The research procedure was carried out in stages starting from initial observation of the condition of employee performance, competence, and work discipline at the Ciputat District Office in South Tangerang, then continued with determining the title and compiling a research proposal. After the proposal was compiled and through seminars and revisions, the researcher compiled a research instrument based on the variables and indicators that had been determined, then collected primary data through questionnaires, observations, and interviews as well as secondary data through literature studies and documentation. All collected data were then tabulated and processed using SPSS version 26 through instrument validity and reliability testing, classical assumption tests, simple and multiple linear regression analysis, correlation coefficients, determination coefficients, and hypothesis testing through t-tests and F-tests. The results of data processing and analysis were used to answer the problem formulation regarding the influence of competence and work discipline on employee performance, both partially and simultaneously, then used as a basis for drawing conclusions and compiling research reports.

Results and Discussion

Descriptive Analysis

1. **Descriptive Analysis of Respondent Characteristics**

A. Respondents by gender

Table 1. Respondent Characteristics Based on Gender

Jenis Kelamin

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Laki-laki	28	56.0	56.0	56.0
	Perempuan	22	44.0	44.0	100.0
	Total	50	100.0	100.0	

Source: SPSS 26 output data (2026)

Based on the table1. As shown above, the majority of respondents at the Ciputat District Office were male. There were 28 male respondents, representing 56.0% of the total respondents. Meanwhile, there were 22 female respondents, representing 44.0%. These results indicate that the proportion of male employees is higher than female employees, with a difference of 6 employees, representing 12.0% of the total respondents.

B. Respondents by age

Table 2. Respondent Characteristics Based on Age

Usia

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20 - 30 Tahun	15	30.0	30.0	30.0
	31 - 40 Tahun	7	14.0	14.0	44.0
	41 - 50 Tahun	19	38.0	38.0	82.0
	> 50 Tahun	9	18.0	18.0	100.0
	Total	50	100.0	100.0	

Source: SPSS 26 output data (2026)

Based on Table 2 above, it can be seen that the majority of respondents at the Ciputat

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District Office are in the 41-50 years age range with a total of 19 employees or 38.0% of the total 50 respondents. Furthermore, respondents aged 20-30 years numbered 15 employees or 30.0%, followed by respondents aged over 50 years as many as 9 people or 18.0%. Meanwhile, respondents in the 31-40 years age range were the smallest number, namely 7 employees or 14.0%.

C. Respondents based on employment status

Table 3. Respondent Characteristics Based on Employment Status

Status Kepegawaian

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	ASN	39	78.0	78.0	78.0
	NON-ASN	8	16.0	16.0	94.0
	PPPK/Kontrak	3	6.0	6.0	100.0
	Total	50	100.0	100.0	

Source: SPSS 26 output data (2026)

Based on the data in table 3 above, it can be seen that the majority of respondents at the Ciputat District Office have employee status as State Civil Apparatus (ASN), namely 39 employees or 78.0% of the total 50 respondents. Furthermore, respondents with Non-ASN status numbered 8 employees or 16.0%, while respondents with PPPK (Government employee with work agreement)/Contract status were the smallest number, namely 3 employees or 6.0%.

D. Respondents based on length of service

Table 4. Respondent Characteristics Based on Length of Service

Lama Bekerja

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	< 1 Tahun	3	6.0	6.0	6.0
	1 - 2 Tahun	10	20.0	20.0	26.0
	3 - 4 Tahun	4	8.0	8.0	34.0
	> 5 Tahun	33	66.0	66.0	100.0
	Total	50	100.0	100.0	

Source: SPSS 26 output data (2026)

Based on the data in Table 4, it can be seen that the majority of respondents at the Ciputat District Office have a work period of more than 5 years, namely 33 employees or 66.0% of the total 50 respondents. Furthermore, respondents with a work period of 1-2 years numbered 10 people or 20.0%, while respondents with a work period of 3-4 years numbered 4 employees or 8.0%. Meanwhile, respondents with a work period of less than 1 year were the group with the smallest number, namely 3 employees or 6.0%.

2. **Descriptive Analysis of Respondents' Answers/Assessments**

Table 5. Scale Range Criteria

Scale range	Criteria
1.00 – 1.79	Strongly Disagree
1.80 – 2.50	Don't agree
2.51 – 3.39	Quite Agree
3.40 – 4.19	Agree
4.20 – 5.00	Strongly agree

Source: Sugiyono (2019:93)

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A. Descriptive Competence (X1)

Table 6. Respondents' Answers to the Competency Variable (X1)

No	Statement	Answer					Total	Sample	Weighted Average	Note:
		STS	TS	CS	S	SS				
		1	2	3	4	5				
Characteristics										
1	Have skills that support effective work completion	-	-	7	30	13	206	50	4.12	S
2	Able to carry out work in accordance with established procedures	-	2	3	28	17	210	50	4.20	SS
Average Indicator									4.16	S
Knowledge										
3	Have sufficient knowledge to complete the assigned work.	-	-	3	26	21	218	50	4.36	SS
4	Continue to try to increase knowledge that supports the work assigned.	-	-	4	33	13	209	50	4.18	S
Average Indicator									4.27	SS
Self-concept										
5	Have self-confidence when doing work	-	4	4	18	24	212	50	4.24	SS
6	Always try to maintain a professional attitude when working and making decisions.	-	-	5	22	23	218	50	4.36	SS
Average Indicator									4.30	SS
Characteristic										
7	Able to adapt to changes in work	1	1	7	21	20	208	50	4.16	S
8	Consistent in showing a disciplined attitude while working	-	-	6	26	18	210	50	4.20	SS
Average Indicator									4.18	S
Motive										
9	Take the initiative to find solutions when facing obstacles at work	-	-	7	26	17	210	50	4.20	SS
10	Leaders always try to find creative solutions when facing problems.	-	1	8	21	20	210	50	4.20	SS
Average Indicator									4.20	SS
Average Competency									4.22	SS

Source: Data processed by the author in 2026

Based on the data in table 6 above, respondents' answers to the Competence variable (X1) indicate that employee competency at the Ciputat District Office is in the very good category, as indicated by an overall average value of 4.22. This value is in the scale range of 4.21–5.00 with very good criteria. It can be concluded that employee competency which includes characteristics, knowledge, self-concept, nature, and motives at the Ciputat District Office in South Tangerang is assessed as very good against the competencies provided.

The indicator with the highest average score was self-concept, with a score of 4.30. This indicates that the employee self-concept aspect received a very good assessment from respondents. This condition reflects that employees have high self-confidence in carrying out their work and are able to maintain a professional attitude when carrying out tasks and in making decisions. This ability is one of the factors that supports the creation of effective work implementation and the achievement of goals. Meanwhile, the indicator with the lowest average score was characteristics, with a score of 4.14. Although still in the standard category, these results indicate that the ability of employees to apply skills to complete work effectively and carry out work in accordance with established procedures still needs to be improved. Therefore, the Ciputat District Office is expected to continue to improve employee competency through training, coaching, and continuous skills development so that employee characteristics are increasingly optimal in supporting improved service quality to the public.

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B. Descriptive Work Discipline (X2)

Table 7. Respondents' Answers to the Work Discipline Variable (X2)

No	Statement	Answer					Total	Sample	Weighted Average	Note:
		STS	TS	CS	S	SS				
		1	2	3	4	5				
Attendance Rate										
1	Always be present at work according to the established schedule	-	1	7	24	18	209	50	4.18	S
2	Make optimal use of working hours	-	1	4	24	21	215	50	4.30	SS
Average Indicator									4.24	SS
Working Procedures										
3	Always carry out work in accordance with applicable procedures in the agency.	-	-	7	24	19	212	50	4.24	SS
4	Comply with work rules and regulations in carrying out duties	-	1	4	23	22	216	50	4.32	SS
Average Indicator									4.28	SS
Obedience to Superiors										
5	Receive direction and input from superiors well	-	1	6	27	16	208	50	4.16	S
6	Always carry out instructions given by superiors in accordance with the provisions	1	2	4	27	16	205	50	4.10	S
Average Indicator									4.13	S
Work Awareness										
7	Complete work without having to be constantly supervised	-	-	6	32	12	206	50	4.12	S
8	Take the initiative to complete tasks according to your responsibilitiesdisciplined attitude at work	-	1	3	29	17	212	50	4.24	SS
Average Indicator									4.18	S
Responsibility										
9	I take full responsibility for the results of my performance.	-	1	4	28	17	211	50	4.22	SS
10	Always complete delegated work	-	2	2	27	19	213	50	4.26	SS
Average Indicator									4.24	SS
Average Work Discipline									4.21	SS

Source: Data processed by the author in 2026

Based on the data in table 7 above, the respondents' answers to the work discipline variable (X2) show that the work discipline of employees at the Ciputat District Office, adjusted to the average number obtained, is 4.21 and is included in the scale range (4.20–5.00) in the very good category. It can be concluded that the level of attendance, work procedures, obedience to superiors, work awareness, and responsibility at the Ciputat District Office in South Tangerang are considered very good regarding the work discipline provided.

The highest average score for the work procedures indicator was 4.28. This indicates that most employees are accustomed to carrying out their work in accordance with procedures and complying with applicable work regulations at the Ciputat District Office. Meanwhile, the indicator with the lowest average score, obedience to superiors, obtained the lowest average score, at 4.13. Although still in the good category, these results indicate that there are still some employees who are not fully consistent in receiving direction or carrying out instructions from their superiors. This condition does not indicate a serious problem, but it remains an aspect that requires attention. Therefore, communication between superiors and employees needs to be continuously improved so that the directions given can be better understood and task execution can run more optimally.

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C. Employee Performance Descriptive (Y)

Table 8. Respondents' Answers to the Employee Performance Variable (Y)

No	Statement	Answer					Total	Sample	Weighted Average	Note:
		STS	TS	CS	S	SS				
		1	2	3	4	5				
Quantity										
1	Work productively in completing work	-	-	7	26	17	210	50	4.20	SS
2	Able to accept the workload given by superiors	-	-	7	25	18	211	50	4.22	SS
Average Indicator									4.21	SS
Quality										
3	Able to achieve performance according to established standards	-	1	4	26	19	213	50	4.26	SS
4	Always try to improve the quality of work resultswork is determined	2	1	8	27	12	196	50	3.92	S
Average Indicator									4.09	S
Punctuality										
5	Able to complete work according to deadlines	-	-	11	29	10	199	50	3.98	S
6	Always arrive at work right before operating hours start.	-	-	5	31	14	209	50	4.18	S
Average Indicator									4.08	S
Presence										
7	The level of attendance supports the smooth implementation of tasks in the agency.	-	-	8	22	20	212	50	4.24	SS
8	Rarely absent from work without a valid reason	-	-	6	29	15	209	50	4.18	S
Average Indicator									4.21	SS
Ability to Work										
9	Able to work together with colleagues in completing tasks	-	-	6	28	16	210	50	4.20	SS
10	Able to communicate well when working in a team	-	-	8	25	17	209	50	4.18	S
Average Indicator									4.19	S
Average Employee Performance									4.16	S

Source: Data processed by the author in 2026

Based on the data in table 8 above, it can be seen that the respondents' responses to the Employee Performance variable (Y) at the Ciputat District Office obtained an average value of 4.16, and is included in the scale range (3.40-4.19) with good criteria. It can be concluded that the quantity of work, quality of work, punctuality, attendance, and ability to work at the Ciputat District Office in South Tangerang are assessed well against the performance of the employees given.

The highest average score was for the quantity indicator, with a score of 4.21, indicating that employees were deemed capable of working productively and completing the workload assigned by their superiors effectively. Meanwhile, the indicator with the lowest average score was the punctuality indicator, with a score of 4.08. Although still showing a good assessment, these results indicate that some employees are still not fully consistent in completing work according to

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deadlines or arriving on time before operational hours begin. Therefore, efforts are needed to increase employee awareness in managing work time through regular coaching and evaluation so that work can be completed on time and employee performance is increasingly optimal

3. **Data Instrument Test**

A. Validity Test

Table 9. Validity Test of Competency Variable (X1)

No	Statement	r Count	Condition	r Table	Information
1	X1.1	0.679	>	0.2787	**Valid**
2	X1.2	0.666	>	0.2787	**Valid**
3	X1.3	0.597	>	0.2787	**Valid**
4	X1.4	0.625	>	0.2787	**Valid**
5	X1.5	0.556	>	0.2787	**Valid**
6	X1.6	0.447	>	0.2787	**Valid**
7	X1.7	0.628	>	0.2787	**Valid**
8	X1.8	0.641	>	0.2787	**Valid**
9	X1.9	0.408	>	0.2787	**Valid**
10	X1.10	0.479	>	0.2787	**Valid**

Source: SPPS output data version 26 (2026)

Based on the results of table 9 above, the competency variable (X1) obtained a calculated r value > r table (0.2787), so it can be said that all questionnaire items are valid and can be used for research.

Table 10. Validity Test of Work Discipline Variable (X2)

No	Statement	r Count	Condition	r Table	Information
1	X2.1	0.569	>	0.2787	**Valid**
2	X2.2	0.635	>	0.2787	**Valid**
3	X2.3	0.590	>	0.2787	**Valid**
4	X2.4	0.680	>	0.2787	**Valid**
5	X2.5	0.696	>	0.2787	**Valid**
6	X2.6	0.722	>	0.2787	**Valid**
7	X2.7	0.391	>	0.2787	**Valid**
8	X2.8	0.500	>	0.2787	**Valid**
9	X2.9	0.745	>	0.2787	**Valid**
10	X2.10	0.755	>	0.2787	**Valid**

Source: SPPS output data version 26 (2026)

Based on the results of table 10 above, the work discipline variable (X2) obtained a calculated r value > r table (0.2787), so it can be said that all questionnaire items are valid and can be used for research.

Table 11. Validity of Employee Performance Variable (Y)

No	Statement	r Count	Condition	r Table	Information
1	Y.1	0.588	>	0.278	**Valid**
2	Y.2	0.721	>	0.278	**Valid**
3	Y.3	0.682	>	0.278	**Valid**
4	Y.4	0.665	>	0.278	**Valid**
5	Y.5	0.483	>	0.278	**Valid**
6	Y.6	0.707	>	0.278	**Valid**
7	Y.7	0.556	>	0.278	**Valid**
8	Y.8	0.514	>	0.278	**Valid**
9	Y.9	0.655	>	0.278	**Valid**
10	Y.10	0.461	>	0.278	**Valid**

Source: SPPS output data version 26 (2026)

Based on the results of table 11 above, the employee performance variable (Y) obtained a calculated r value > r table (0.2787), so it can be said that all questionnaire items are valid and can be used for research.

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2. Reliability Test

Table 12. Reliability Test Results on Competency Variable (X1)

Reliability Statistics

Cronbach's Alpha	N of Items
.762	10

Source: SPPS version 26

Based on the results in table 12 above, it can be concluded that the results of Cronbach's alpha (α)on the competency variable (X1) of 0.762, which means the variable can be said to be reliable because it is greater than 0.60.

Table 13. Results of Reliability Test on Work Discipline Variable (X2)

Reliability Statistics

Cronbach's Alpha	N of Items
.833	10

Source: SPPS version 26

Based on the results in table 13 above, it can be concluded that the results of Cronbach's alpha (α)on the work discipline variable (X2) of 0.833, which means the variable can be said to be reliable because it is greater than 0.60.

Table 14. Results of Reliability Test on Employee Performance Variable (Y)

Reliability Statistics

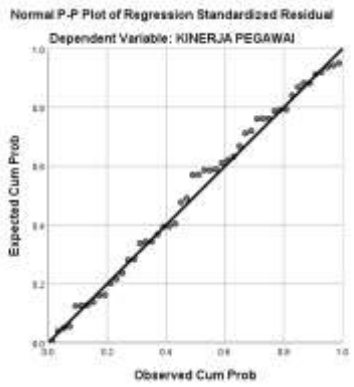
Cronbach's Alpha	N of Items
.803	10

Source: SPPS version 26

Based on the results in table 14 above, it can be concluded that the results of Cronbach's alpha (α)on the employee performance variable (Y) of 0.803, which means the variable can be said to be reliable because it is greater than 0.60.

Classical Assumption Test

1. Normality Test



Source: SPPS version 26

Figure 1. Visual Normality Test Results (PP Plot)

It can be concluded based on Figure 1. above Normal PP Plot of Regression Standardized Residual above, it can be seen that the residual points are spread around the diagonal line and follow the direction of the diagonal line. This distribution pattern indicates that the residuals in the regression model have been distributed normally. It can be concluded that the regression model has met the assumption of normality. In addition to the visual approach (PP Plot), in this normality test to be more certain whether the data is truly normally distributed or not, one can conduct a One Sample Kolmogorov-Smirnov Test. Decision making in the Kolmogorov-Smirnov test by comparing the significance value of 0.05 is as follows:

a. If the significance value > 0.05 then the data is normally distributed
b. If the significance value is < 0.05 then the data is not normally distributed.

The following are the results of the normality test using the Kolmogorov-Smirnov test as follows:

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Table 15. Results of the Kolmogorov-Smirnov Normality Test

		Unstandardized Residual
N		50
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	3.46664121
Most Extreme Differences	Absolute	.092
	Positive	.046
	Negative	-.092
Test Statistic		.092
Asymp. Sig. (2-tailed)		.200[c,d]

a. Test distribution is Normal.
b. Calculated from data.
c. Lilliefors Significance Correction.
d. This is a lower bound of the true significance.

Source: SPSS version 26 output data

Based on the results of table 15 above, the significance value obtained is 0.200. In accordance with the provisions of decision making, because the significance value obtained is 0.200 > 0.05, it can be concluded that the data for the Competence (X1), Work Discipline (X2), and Employee Performance (Y) variables are normally distributed.

2. Multicollinearity Test

Table 16. Multicollinearity Test Results

Coefficientsa

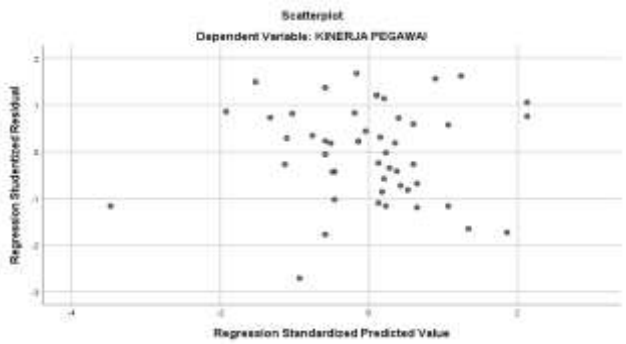
Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	T	Sig.	Collinearity Statistics Tolerance	Collinearity Statistics VIF
1	(Constant)	15,111	5,815		2,599	.012		
	COMPETENCE	.399	.145	.388	2,752	.008	.743	1,346
	WORK DISCIPLINE	.228	.131	.246	1,747	.087	.743	1,346

a. Dependent Variable: EMPLOYEE PERFORMANCE

Source: SPSS version 26 output data

Based on table 16 above, it shows that the variablescompetencehas a tolerance value of 0.743 and the work discipline value also has a tolerance value of 0.743which is greater than 0.10. Meanwhile, the value of the variance inflation factor (VIF) for competency is 1.346, and the value of the variance inflation factor (VIF) for work discipline is 1.346.which is smaller than 10. So it can be concluded that there is no multicollinearity between the independent variables. .

3. Heteroscedasticity Test



Source: Data output from SPSS version 26

Figure 2. Scatterplot Heteroscedasticity Test Results

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The scatterplot shows no specific pattern, indicating no apparent heteroscedasticity. This is further assessed using the Glejser test by regressing the absolute residuals against the independent variables. A significance value above 0.05 indicates no heteroscedasticity. The test results are presented below.

Table 17. Results of Heteroscedasticity Test (Glejser Test)

Coefficientsa

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	.799	3,222		.248	.805
	Competence	-.025	.080	-.051	-.308	.760
	Work Discipline	.073	.072	.169	1,013	.316

a. Dependent Variable: ABS_RES

Source: Data output from SPSS version 26

Based on the results in table 17 above, the competency variable shows a significance value of 0.760and the work discipline variable is 0,316where the Sig. values for both independent variables are greater than 0.05. Therefore, it can be concluded that there is no heteroscedasticity between the independent variables.

Quantitative Analysis

1. Simple Linear Regression Test

Table 18. Results of Partial Simple Linear Regression Test
Relationship between Competence (X1) and Employee Performance (Y)

Coefficientsa

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	T	Sig.
1	(Constant)	19,298	5,410		3,567	.001
	Competence	.528	.128	.512	4.134	.000

a. Dependent Variable: Employee Performance

Source: Data output from SPSS version 26

Based on the results in table 4.18 above, the results of the simple linear regression test show that the regression equation is as follows:

Y = 19.298 + 0.528 X1

a. The constant value α is 19.298, which means that if the competency variable (X1) is considered constant or has a value of zero, then the employee performance variable (Y) is only 19.298.

b. The regression coefficient value of 0.528 is positive, which means that if the constant remains and there is no change in the Competency variable data (X1), then every 1 unit change in the Competency variable (X1) will result in a decrease in Employee Performance (Y) of 0.528.

Table 19. Results of Partial Simple Linear Regression Test Between Work Discipline (X2) and Employee Performance (Y)

Coefficientsa

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	T	Sig.
1	(Constant)	24,275	5,083		4,776	.000
	Work Discipline	.410	.120	.443	3,419	.001

a. Dependent Variable: Employee Performance

Source: Data output from SPSS version 26

Based on the results in table 19 above, the results of the simple linear regression test obtained are as follows:

Y = 24.275 + 0.410 X2

a. The constant value α is 24.275, which means that if the Work Discipline variable (X2) is considered constant or has a value of zero, then the Employee Performance variable (Y) is only 24.275.

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b. The regression coefficient value of 0.410 is positive, which means that if the constant remains and there is no change in the data for the Work Discipline variable (X2), then every change of 1 unit in the Work Discipline variable (X2) will result in a decrease in Employee Performance (Y) of 0.410.

2. Multiple Linear Regression Test

Table 20. Results of Simultaneous Multiple Linear Regression Tests Between Competence and Work Discipline on Employee Performance

Coefficientsa

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	T	Sig.
1	(Constant)	15,111	5,815		2,599	.012
	Competence	.399	.145	.388	2,752	.008
	Work Discipline	.228	.131	.246	1,747	.087

a. Dependent Variable: Employee Performance

Source: SPSS version 26 output data

Based on the results in table 20 above, the results of the multiple linear regression test obtained are as follows:

Y = 15.111 + 0.399X1 + 0.228X2

From the equations that have been obtained, the following conclusions can be drawn:

a. The constant value α is 15.111, which means that if the competency (X1) and work discipline (X2) variables are not taken into account, then the employee performance (Y) variable will only be 15.111.

b. The competency value (X1) obtained was 0.399, which means that if the constant remains constant and there is no change in the work discipline variable (X2), then every 1 unit increase in the competency variable (X1) will increase employee performance (Y) by 0.399.

c. The work discipline value (X2) obtained is 0.228, which means that if the constant remains constant and there is no change in the competency variable (X1), then if there is a change of 1 unit in the work discipline variable (X2), there will be a change in the employee performance variable (Y) of 0.228.

3. Multiple Correlation Coefficient Test

Table 21. Results of Multiple Correlation Coefficient Test of Competence and Work Discipline Variables on Employee Performance

Model Summary

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.555a	.307	.278	3.53963

a. Predictors: (Constant), Work Discipline, Competence

Source: SPSS version 26 output data

Based on the results in table 21 above, the results of the correlation coefficient R on the competency and work discipline variables are 0.555, which means that the relationship between the independent variable and the dependent variable shows a positive relationship and the level of the relationship is classified as moderate because it is in the value interval of 0.400 - 0.599.

Table 22. Correlation Coefficient Interpretation Guidelines

Correlation Coefficient Value Interval	Relationship Level
0.000 to 0.199	Very Low
0.200 to 0.399	Low
0.400 to 0.599	Currently
0.600 to 0.799	Strong
0,800 to 1,000	Very strong

Source: Sugiyono (2020: 184).

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4. Coefficient of Determination Test

Table 23. Results of the Test of the Determination Coefficient of Competency Variables on Employee Performance

Model Summary

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.512a	.263	.247	3.61446

a. Predictors: (Constant), Competence

Source: SPSS version 26 output data

Based on Table 23 above, the r-square coefficient value is 0.263 or 26.3%. This value indicates that the competency variable contributes 26.3% to employee performance. Meanwhile, the remaining 73.7% is influenced by other factors.

Table 24. Results of the Test of the Determination Coefficient of Work Discipline Variables on Employee Performance

Model Summary

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.443a	.196	.179	3.77425

a. Predictors: (Constant), Work Discipline

Source: SPSS version 26 output data

Based on Table 24 above, the r-square coefficient is 0.196, or 19.6%. This value indicates that the work discipline variable contributes 19.6% to employee performance. Meanwhile, the remaining 80.4% is influenced by other factors.

Table 25. Results of the Test of the Determination Coefficient of Competence and Work Discipline Variables on Employee Performance

Model Summary

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.555a	.307	.278	3.53963

a. Predictors: (Constant), Work Discipline, Competence

Source: SPSS version 26 output data

Based on Table 25 above, the r-square coefficient value is 0.307, or 30.7%. This value indicates that the competency and work discipline variables simultaneously contribute 30.7% to employee performance. Meanwhile, the remaining 69.3% is influenced by other factors.

Hypothesis Testing

1. Partial t-test

Table 26. Results of the t-test / Partial Test Between Competence (X1) and Employee Performance (Y)

Coefficientsa

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	T	Sig.
1	(Constant)	19,298	5,410		3,567	.001
	Competence	.528	.128	.512	4.134	.000

a. Dependent Variable: Employee Performance

Source: SPSS version 26 output data

A. The Influence of Competence on Employee Performance

Below is the formulation of the hypothesis that has been made regarding the influence of leadership style on employee performance:

Ho1: There is no significant influence between competence (X1) and employee performance (Y) at the Ciputat District Office in South Tangerang.

Ha1: There is a significant influence between competence (X1) and employee performance (Y) at the Ciputat District Office in South Tangerang.

In the competency variable, the t value is obtained$_{count}$> ttable which is 4.134 > 2.012 with a Sig. level of 0.00 < 0.05. So it can be concluded that Ho1 is rejected and Ha1 is accepted. The results

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obtained show that competence (X1) has a significant effect on employee performance (Y) at the Ciputat District Office in South Tangerang.

Table 27. Results of the t-test / Partial Test Between Work Discipline (X2) and Employee Performance (Y)

Coefficientsa

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	T	Sig.
1	(Constant)	24,275	5,083		4,776	.000
	Work Discipline	.410	.120	.443	3,419	.001

a. Dependent Variable: Employee Performance

Source: SPSS version 26 output data

B. The Influence of Work Discipline on Employee Performance

Below is the formulation of the hypothesis that has been made regarding the influence of work discipline on employee performance:

Ho2: There is no significant influence between work discipline (X2) and employee performance (Y) at the Ciputat District Office in South Tangerang.

Ha2: There is a significant influence between work discipline (X2) on employee performance (Y) at the Ciputat District Office in South Tangerang.

In the work discipline variable, the t value was obtained$_{count}$> ttable which is 3.419 > 2.012 with a Sig. level of 0.01 < 0.05. So it can be concluded that Ho2 is rejected and Ha2 is accepted. The results obtained show that work discipline (X2) has a significant effect on employee performance (Y) at the Ciputat District Office in South Tangerang.

2. F Test (Simultaneous)

Table 28. F-Test Results Table (Simultaneous)

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	261,458	2	130,729	10,434	.000b
	Residual	588,862	47	12,529		
	Total	850,320	49			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Work Discipline, Competence

Source: SPSS version 26 output data

Based on the results of the f test in table 28 above, the F count value > F table is 10.434 > 3.20 with a Sig. value level of 0.000 < 0.05. So it can be said that Ho3 is rejected and Ha3 is accepted. The results obtained indicate that competence (X1) and work discipline (X2) have a significant simultaneous effect on employee performance (Y) at the Ciputat District Office in South Tangerang.

Discussion

The Influence of Competence on Employee Performance at the Ciputat District Office in South Tangerang

Basically, the influence of Competence (X1) on Employee Performance (Y) at the Ciputat District Office in South Tangerang shows positive and significant results. Because if the competency possessed by employees is better, the resulting performance will also increase. Competence that is in accordance with job demands is not only able to improve employee performance, but can also support increased work productivity, ability to complete tasks, and employee professionalism in carrying out their responsibilities.

The results of this study are in line with the research conducted by Muhammad Hibatul Haqqi and Nariah (2024) entitled "The Effect of Competence and Physical Work Environment on Employee Performance at the Ciputat District Office, South Tangerang". The study shows that competence has a positive and significant effect on employee performance, evidenced by the calculated t value > t table

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(4.900 > 1.669) and a significance value of 0.000 < 0.05. These results strengthen the findings of this study that good competence will improve employees' ability to complete work according to standards, thereby impacting performance improvement.

Therefore, improving employee competency requires attention to ensure optimal performance. This can be achieved through education and training, developing knowledge and skills relevant to their field of work, providing employees with opportunities to participate in competency development activities, and enhancing their ability to utilize technology to support their work.

The Influence of Work Discipline on Employee Performance at the Ciputat District Office in South Tangerang

Basically, work discipline (X2) has a positive and significant effect on employee performance (Y) at the Ciputat District Office in South Tangerang. The results of this study are also in line with research conducted by Ni Nyoman Devi Arysta and Irfan Rizka Akbar (2023) entitled "The Influence of Organizational Culture and Work Discipline on Employee Performance at the Water Resources Sub-Department of West Jakarta Administrative City". The study concluded that work discipline has a positive and significant effect on employee performance, as evidenced by the calculated t value > t table (9.700 > 1.990). These findings support the results of this study that the higher the employee's work discipline, the higher the resulting performance because employees are able to carry out tasks according to established regulations, procedures, and responsibilities. One of the factors that can encourage the formation of work discipline is employee compliance with working hours, carrying out tasks in accordance with applicable procedures, obedience to superiors' directions, awareness in carrying out work, and responsibility for assigned tasks. Furthermore, implementing clear work regulations, consistent supervision, and providing fair rewards and sanctions can also improve employee discipline. These conditions will create an orderly work environment and encourage employees to perform their jobs more optimally.

The Influence of Competence and Work Discipline on Employee Performance at the Ciputat District Office in South Tangerang

Basically, competence (X1) and work discipline (X2) have a simultaneous and significant effect on employee performance (Y) at the Ciputat District Office in South Tangerang. The results of this study are in line with the research conducted by Dinda Khairani and Muhamad Guruh (2026) entitled "The Effect of Competence and Work Discipline on Employee Performance at the Bojongsari District Office, Depok City". The study shows that competence and work discipline simultaneously have a positive and significant effect on employee performance. This is evidenced by the calculated F value of 108.336> F table 3.17 and a significance value of 0.000 <0.05, and a coefficient of determination of 85.9%. The results of this study strengthen the findings in this study that competence and work discipline are two complementary factors in improving employee performance. Employees who have high competence and good work discipline will be better able to complete work effectively, efficiently, and in accordance with organizational targets. This condition will have a positive impact on improving the quality of work results, the quantity of work that can be completed, the timeliness of completing tasks, and the ability to work together with colleagues in achieving organizational goals.

The relationship between competence and work discipline creates a working environment that can increase employee productivity. Employees not only possess adequate skills to complete their work but also demonstrate the awareness to carry out each task in accordance with applicable regulations and rules. This environment will impact employee performance, both in terms of quantity of work, quality of work results, timeliness of task completion, attendance rates, and the ability to collaborate in carrying out work.

Conclusion

This study found that competence was positively and significantly associated with employee performance at the Ciputat Subdistrict Office, South Tangerang, in both the simple regression model ((t = 4.134), (p < 0.001)) and the multiple regression model, which controlled for work discipline ((B = 0.399), (t = 2.752), (p = 0.008)). Work discipline was positively and significantly associated with

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employee performance in the simple regression model ((t = 3.419), (p = 0.001)). However, in the multiple regression model, its independent association with employee performance was not statistically significant after controlling for competence ((B = 0.228), (t = 1.747), (p = 0.087)). The overall multiple regression model was statistically significant ((F = 10.434), (p < 0.001)), with an (R^2) value of 0.307, indicating that competence and work discipline together explained 30.7% of the variation in employee performance among the respondents. The remaining 69.3% was not explained by the variables included in this model.

This study has limitations because it involved only 50 employees from one subdistrict office, which restricts the generalizability of the findings to other government institutions. In addition, the analysis focused on competence and work discipline, leaving other potential factors associated with employee performance outside the research model. Future research could involve larger samples across multiple government offices and examine additional relevant variables to provide a broader understanding of employee performance.

As practical recommendations, the Ciputat Subdistrict Office may consider strengthening employee competence through relevant training, continuous skills development, and improved use of digital technology. The office may also reinforce work discipline through clearer work procedures, consistent supervision, and the fair application of rewards and sanctions. These measures are recommended for organizational consideration and were not directly tested as interventions in this study.

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