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THE INFLUENCE OF COMPETENCE, ORGANIZATIONAL CULTURE AND DISCIPLINE ON PERFORMANCE THROUGH EMPLOYEE WORK MOTIVATION AT THE JAMBI PROVINCIAL MANPOWER AND TRANSMIGRATION OFFICE

Elza Nirmalina*(a), Arna Suryani(b), Sudirman(c)
Corresponding author*

(a) Faculty of Economics, Master of Management Study Program, Batanghari University, elzanirmalina2@gmail.com
(b) Faculty of Economics, Master of Management Study Program, Batanghari University, arna_halim@yahoo.co.id
(c) Faculty of Economics, Master of Management Study Program, Batanghari University, sudirmanidris8@gmail.com

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ABSTRACT

The purpose of this study is to analyze the influence of competence, organizational culture and discipline on performance through the work motivation of state civil servants at the Jambi Provincial Manpower and Transmigration Office. The research methods used are descriptive and verifiable research with primary data. The object of this study was employees of the Jambi Provincial Manpower and Transmigration Office, with a sample of 82 respondents. The analysis method uses a path analysis approach with SEM PLS analysis tools, using measurement model tests and structural model tests. Based on the results of the study, competence, organizational culture, and discipline directly and indirectly affect motivation. As well as competence, and organizational culture, directly and indirectly affect employee performance, but discipline directly and indirectly does not affect employee performance. Motivation affects employee performance. Then competence, organizational culture and discipline through motivation influence employee performance at the Jambi Province Directorate of Transmigration.

ARTICLE INFO

Keywords:

Competence, Organizational Culture, Discipline, Motivation, and Performance

1.0 INTRODUCTION

Human resource management is one of the important aspects in efforts to achieve the goals of an organization. An organization or agency in realizing its existence to achieve its goals requires human resources who have good performance. The performance of an organization is highly determined by the quality of the human resources of the apparatus in it, starting from the ability to grasp problems, as well as anticipating the impact that will occur in the organization (Hasibuan, 2017).

According to Sinambela (2016) Human resource management, namely the management of human resources as the main asset through the implementation of management functions and operational functions so that the organizational goals that have been set can be achieved properly. Then according to Bone and BoRajao (2020), Human resource management is a sustainable process in managing the workforce. Starting from recruitment, training, performance appraisal, career development, to termination of employment. Thus, it requires people who are quick to adapt to change, have the ability to work in new ways, and have qualities that are in line with what the organization wants. Therefore, to achieve this goal, it is also necessary to have appropriate job placement.

One of the important things that need to be considered in human resource management is work motivation. Once a person is motivated, he will be motivated to do everything to achieve a series of goals. That individual work motivation has a direct effect on the performance and alertness of individuals and groups and has an indirect effect on organizational performance (Ajabar et al., 2021). Suswati (2022) further explained that a person who has work motivation will be more agile at work and produce much better performance than individuals who do not have work motivation.

Judging from several variables that can affect work motivation, if work motivation is disturbed, this will have implications for employee performance. To improve this performance, it is necessary to make achievement standards through writing statements about various conditions that are expected when the work will be carried out (Sinambela, 2016). Good performance will be influenced by two things, namely the level of ability or competence and good work motivation. This is like the results of research conducted by Suswati (2021) that employee placement and work motivation affect the performance of employees of a bank company, so that the contribution of work motivation to performance cannot be ignored. Although the employee's ability is very good, but if the work motivation is low, then the performance will also be low. The factors that affect employee performance according to Adamy (2016) include: 1) the number of jobs; 2) quality of work; 3) punctuality; 4) attendance; 5) Workability.

The role of human resources is the same and even better than other capital factors. With the better and development of this role, the concept of human resources management is also shifted to human capital management. The concept of human capital management is different from human resource management, if human resource management argues that humans are considered significant as costs and must be managed to the detriment of the company, human capital considers humans as intangible assets rather than an overhead and capable of creating value. Human beings have an excess of abilities that if used and disseminated will be even better for the individual himself or for the organization (Kearns in Handoko, 2014).

Effective human resources and a good employee development program are important investments for organizations. By providing support and opportunities for personal growth and development,

companies can increase employee satisfaction, increase productivity, and retain top talent. HR functions are often responsible for identifying motivating factors, providing appropriate incentives and rewards, and creating a healthy and inclusive work environment (Hapsara, 2024).

The Jambi Provincial Manpower and Transmigration Office is currently following technological developments and how to supervise activities in organizations, both in companies and those engaged in government. One of the functions of the government is to provide public services as a form of the government's general duty to realize the welfare of the community. Bureaucracy is a government instrument to realize efficient, effective, fair, transparent and accountable public services (Hayat, 2017). Based on the explanation above, the Jambi Provincial Manpower and Transmigration Office is a research observation place to see the research problems that exist at the Jambi Provincial Manpower and Transmigration Office which is located at Jl. Pekan Baru No.5 Kota Baru Jambi District.

This means that to be able to carry out government functions properly, the bureaucratic organization must be professional, responsive, and aspirational to the various demands of the people served. The Jambi Provincial Manpower and Transmigration Office has the goal of "Carrying Out Local Government Affairs Based on the Principle of Autonomy and Assistance Duties in the Field of Manpower and Transmigration". To carry out the main tasks above, the Jambi Provincial Manpower and Transmigration Office organizes affairs in the fields of Development, Training, Labor Placement and Productivity, Labor Supervision and Protection and Transmigration,

Motivation is directly related to work performance, because higher motivation often leads to increased productivity and work quality (Hardian and Suryani Arna, 2024). Motivation is a psychological state that drives an individual to achieve his or her goals. In the context of work, motivated employees tend to be more productive, engaged, and committed to their work. So that various factors that are able to affect employee performance, namely those related to competence, namely there are still many employees who lack poor competence, resulting in a lack of expert staff in the service and implementation of their duties given by superiors to employees. Sometimes employees who have enough skills, feel unfair because there is an appointment based on the closeness between the employee/employee and the superior. Competence is basically an individual thing, each individual will have a different level of skill depending on their abilities and experience (Putra and Suryani Arna, 2024). Work competencies have great benefits for individuals and organizations. For individuals, work competence can improve their achievements so that they get remuneration in accordance with their achievements. (Bambang, 2012).

Performance measurement is used to assess the success or failure of activities or policies in accordance with the goals and objectives that have been set in order to realize the organization's vision and mission (Sedarmayanti, 2019). Dessler (2016) stated that there are four categories that are used to measure the level of individual employee performance, namely job knowledge, which is the level of knowledge possessed by an employee or the information he has to complete his work, reability, which is the level at which an employee can be trusted while completing work and in terms of job follow-up, availability, which is the level of timeliness of an activity completed by employees, and Accuracy in employee attendance list records, independence is the level at which an employee can do his or her job without assistance or guidance from his supervisor.

2.0 LITERATURE REVIEW

Employee Performance

Employee performance is something that people do and can be observed (Sedarmayanti, 2019). Meanwhile, Sedarmayanti (2019) states that the performance dimension includes several aspects, namely: 1) Work Quality, which is achieved based on the conditions of suitability and readiness. 2) Initiative, motivation and initiative from within the organization members to do work and overcome problems at work without waiting for orders. 3). Punctuality, related to the implementation of activities on time. Punctuality shows the effectiveness of the use of available time allocation. 4) Ability, showing the capacity of the members of the organization in performing their duties and functions well. 5). Communication, emphasizing coordination and communication between members of the organization.

Motivation

Motivation is a group of factors that cause individuals to behave in certain ways (Sedarmayanti, 2019). The dimensions of work motivation according to Sedarmayanti (2019) are: 1). Motivation to achieve goals, a person who has high work motivation has a strong drive to achieve maximum performance, which will later affect the goals of a company or agency. 2). Work spirit, work spirit as a psychological state that if the work spirit causes pleasure that encourages a person to work harder and better as a consequence in achieving the goals set by the company or agency. 3). Sense of responsibility, the attitude of individual employees who have good work motivation must have a sense of responsibility for the work they do so that the work can be completed on time.

Competence

Competence is the ability to carry out work or tasks based on skills and knowledge and supported by the work attitude determined by the work (Wibowo, 2017). According to Wibowo (2017), competence is the basic foundation of people's characteristics and indicates how to behave or think, equalize situations, and support for a long period of time. There are five types of competency characteristics, which are as follows: 1). A motive is something that the person who consistently thinks or wants to cause the action. Motives encourage, direct, and choose behaviors towards specific actions or goals. 2). Traits are physical characteristics and consistent responses to situations or information. Reaction speed and eye sharpness are the physical competencies of a fighter pilot. 3). Self-concept is a person's attitude, values, or self-image. Self-confidence is people's belief that they can be effective in almost any situation is part of people's self-concept. 4). Knowledge is information that people have in a specific field. Knowledge is a complex competency. Scores on knowledge tests often fail to predict job performance because they fail to measure knowledge and skills in a way that is actually used on the job. 5). Skills are the ability to do certain physical or mental tasks. Mental competence or cognitive skills including analytical and conceptual thinRaja.

Organizational Culture

Organizational Culture is the result of a process of diluting and fusing the cultural style and/or behavior of everyone that was previously brought into a new norm and philosophy, which has the energy and pride of the group in facing certain things and goals (Edison, 2016). Dimensions have the meaning of a boundary that isolates the existence of an existence. Meanwhile, indicators are variables that can be used to evaluate the state or the possibility of measuring changes that occur from time to time. An indicator does not always explain the overall situation but often only provides a hint or indication of the overall situation as an estimate. The dimensions of organizational culture are described as follows according to Edison (2016): 1). Self-awareness, members of the organization consciously work to get satisfaction from their work, develop themselves, obey the rules, and offer quality products and high services. 2). Aggressiveness, members of the organization set challenging but realistic goals. They set work plans and strategies to achieve these goals and pursue them with enthusiasm. 3). Personality, members are respectful, friendly, open, and sensitive to group satisfaction and pay great attention to aspects of customer satisfaction, both internal and external customers. 4). Performance, members of the organization have the value of creativity, meet quantity, quality, and efficiency. 5). Team orientation, members of the organization cooperate well and carry out effective communication and coordination with the active involvement of members, which in turn gets high satisfaction results and mutual commitment.

Discipline

Work discipline is one of the most important functions of human resource management, because good discipline reflects a person's sense of responsibility for the tasks given (Sutrisno, 2018). Staves in Sutrisno (2018), said that there are several indicators that can be used to measure work discipline, including the following: 1). Attendance, every employee is required to come and leave the place and task on time, notify if they leave the task for an acceptable reason, be consistent with the time of attendance, be consistent with the timeliness in completing the task. 2). The use of worRaja hours, employees must work seriously in accordance with the rules of worRaja hours that have been determined, so that the worRaja time is not used to do other work that is not important so that the work accumulates and is not completed on time. 3). Responsibility, employees must have a sense of responsibility for their work. If all employees have responsibility for their work, then they have carried out work discipline.

3.0 METHODOLOGY

Data analysis was carried out using the Partial Least Square (PLS) method. PLS is a multivariate statistical technique that makes comparisons between multiple dependent variables and multiple independent variables. PLS is one of the variation-based SEM statistical methods designed to solve multiple regressions when specific problems occur in the data, such as small research sample size, missing data and multicoloniality (Ghozali, 2016). The selection of the PLS method is based on the consideration that in this study there are three latent variables that are formed with formative indicators and form a moderating effect. The formative model assumes that the construct or latent variable affects the indicator, where the direction of the causal relationship from the construct to the indicator or

manifest (Ghozali, 2016). Furthermore, Ghozali stated that the formative model assumes that indicators affect the construct, where the causal relationship direction from indicator to construct (Ghozali, 2016). The PLS approaches the shift of model parameter estimation measurement analysis to relevant prediction measurement. So, the focus of analysis shifts from only estimating and interpreting significant parameters to the validity and accuracy of predictions.

Partial Least Square (PLS) Method Measurement

The estimation of parameters in PLS includes 3 things, namely (Ghozali, 2016): 1). Weight estimate used to create a latent variable score. 2). Path estimation that connects latent variables and loading estimates between latent variables and indicators. 3). Means and location parameters (regression constant values, intercepts) for indicators and latent variables. Obtaining these three estimates, PLS uses a three-stage literacy process and each stage of iteration produces an estimate. The first stage produces a weight estimate, the second stage produces estimates for the inner model and the outer model, and the third stage produces an estimate of means and location (constant). In the first two stages, the iteration process is carried out with a deviation approach from the means value (average). In the third stage, the estimation can be based on the original data matrix and or the results of estimating the weight and path coefficient in the second stage, the goal is to calculate and locate the parameters (Ghozali, 2016).

Steps of Partial Least Square (PLS)

Here are the steps in the analysis with PLS (Ghozali, 2016): 1). Step One: design an inner model At this stage, the researcher formulates a model of the relationship between constructors. 2). Step Two: Designing the Measurement Model (outer model) At this stage, the researcher defines and specifies the relationship between the latent construct and its indicators whether it is reflective or formulaic. 3). Third Step: constructing a path diagram The main function of building a path diagram is to visualize the relationships between indicators and their constituents as well as between constituents which will make it easier for the researcher to see the model as a whole. The relationships between variables in the flow chart can help in describing the series of causal relationships between constructs of the theoretical model that has been built in the first stage. A flowchart depicts the relationship between constructs with arrows depicted in a straight line showing a direct causal relationship from one construct to another. Exogenous constructs are known as independent variables that are not predicted by other variables. An exogenous construct is a construct that is headed by a line with one end of an arrow (Ghozali, 2016):

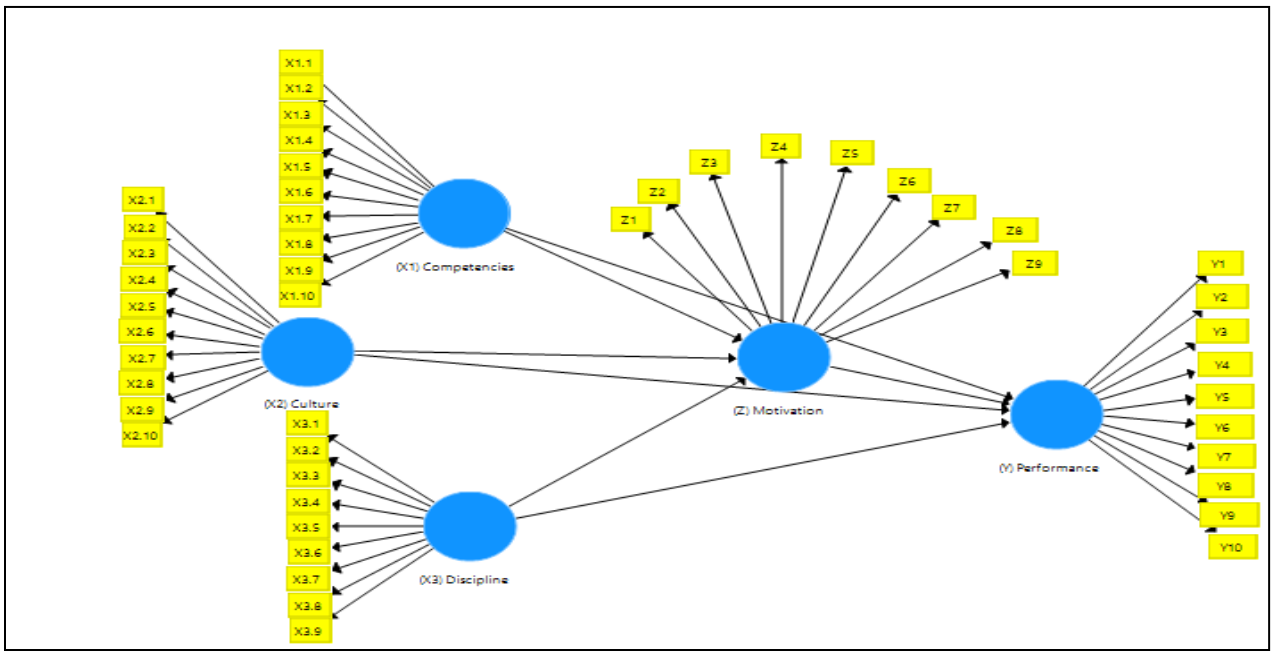

Figure 1
Analysis Model

Measurement model equations:

Exogenous Constructs	Exogenous Constructs
$X = \Lambda X\, \epsilon + \vartheta$	$X = \Lambda\, yn + \varepsilon$

The mathematical equation in this study that has been explained in the path diagram is the structural model equation (inner model) (Ghozali, 2016):

$$\eta 1 = \gamma\xi + \beta 1\ \xi 1 + \beta 2\ \xi 2 + \beta 3\ \xi 3 + \varepsilon$$

Information:

ξ1 = Competence (X1)
ξ2 = Organizational Culture (X2)
ξ3 = Discipline (X3)
η1 = Performance (Z)
η2 = Motivation Moderation Variable (Y)
λ = Weight of Variable Latent Factor with its Indicator
δ = Measurement Error of Exogenous Latent Variable Indicator
ε = Measurement Error of Endogenous Latent Variable Indicator
γ = Coefficient of Direct Influence between Exogenous Latent Variables and Endogenous Latent Variable
β = Coefficient of Direct Influence between Endogenous Variable and Endogenous Latent Variable

Analysis Techniques

In this study, the analysis technique used is Partial Least Square (PLS). This PLS is a Structural Equation Modeling (SEM) equation model with an approach based on variance. According to (Ghozali, 2016) PLS is an alternative approach that changes from a covariance-based SEM approach to a variance-based approach. PLS is a powerful method of analysis that does not rely on many assumptions. This approach to Partial Least Square does not assume any specific data. It can be nominal, category, ordinal number, interval, and ratio. This data analysis uses Smart PLS software which uses a bootstrapping or random duplication method. The PLS technique is divided into two stages, namely: 1). Measurement model test, to test the validity and reliability of the design of each indicator. 2). Test the structural model, to find out if there is an influence between variables between constructs.

4.0 FINDINGS AND DISCUSSION

The design of the PLS measurement model is important because it is related to reflective or formative indicators. The reflective model mathematically places indicators as sub-variables that are influenced by latent variables, so that these indicators are said to be influenced by the same factors, namely the latent variables. The model used in this study is a reflective model. This study uses SmartPLS software version 3 used to perform input and reconciliation for each indicator. In the study, all latent variables have reflective indicators.

Convergent Validity Testing

Convergent validity aims to determine the validity of each relationship between an indicator and its construct or latent variable. There are two types of validity in PLS SEM, namely convergent validity and discriminatory validity. Convergent validity means that a set of indicators represents one latent variable and the underlying latent variable.

Loading Factor

The outer loading test is carried out to prove that an indicator in a construct has the largest loading factor in the construct it forms than the loading factor with other constructs. The results of the calculation of the initial model of the study can be seen in the following figure:

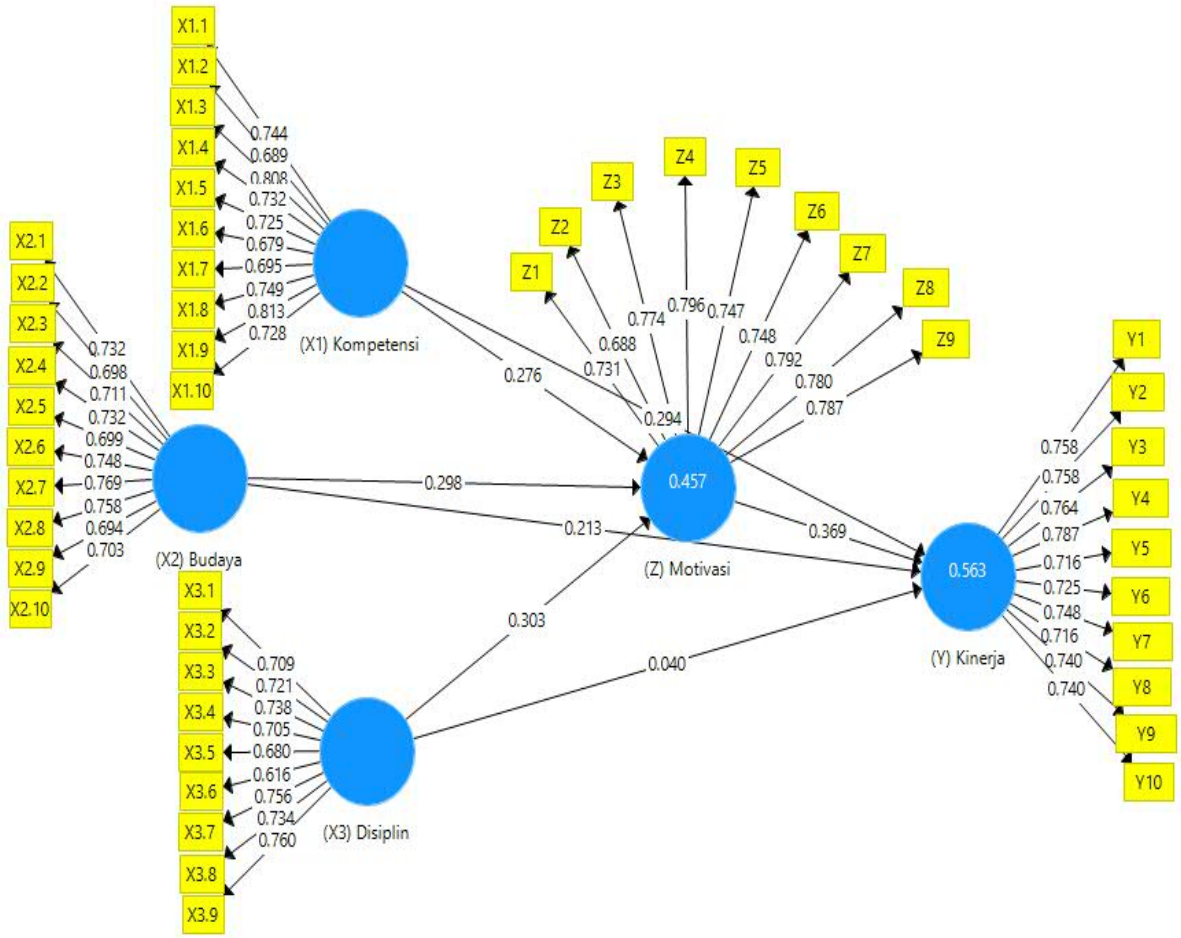

Figure 2.
Results of Calculation of the Initial Research Model

Information = X1 : Kompetensi (Competencies)
X2 : Budaya (Culture)
X3 : Disiplin (Discipline)
Z : Motivasi (Motivation)
Y : Kinerja (Performance)

Source: Data Processed Smart PLS 3 (2024)

The figure above is the first step to answer research objectives number 2 to 11. The figure above shows that there are several indicators of the variable of the outer loading value below 0.70 called the loading factor value, namely in the Competency variable indicator number 2.6 and 7, then for the Culture variable there are numbers 2.5, and 9, then in the Discipline variable there are numbers 5 and 6 and for the motivation variable there is number 2. For more details, please see the following table:

Table 1
Outer Loading

	(X1) Competence	(X2) Organizational Culture	(X3) Discipline	Motivation (Z)	Performance (Y)
X1.1	0,744				
X1.2	0,689				
X1.3	0,808				
X1.4	0,732				
X1.5	0,725				
X1.6	0,679				
X1.7	0,695				
X1.8	0,749				
X1.9	0,813				
X1.10	0,728				
X2.1		0,732			
X2.2		0,698			
X2.3		0,711			
X2.4		0,732			
X2.5		0,699			
X2.6		0.748			
X2.7		0.769			
X2.8		0.758			
X2.9		0.694			
X2.10		0.703			
X3.1			0.709		
X3.2			0.721		
X3.3			0.738		
X3.4			0.705		
X3.5			0.680		
X3.6			0.616		
X3.7			0.756		
X3.8			0.734		
X3.9			0.760		
Z.1				0.731	
Z.2				0.688	
Z.3				0.774	
Z.4				0.796	
Z.5				0.747	
Z.6				0.748	
Z.7				0.792	
Z.8				0.780	
Z.9				0.787	
Y.1					0.758
Y.2					0.758
Y.3					0.764
Y.4					0.787
Y.5					0.716
Y.6					0.725
Y.7					0.748
Y.8					0.716
Y.9					0.740
Y.10					0.740

Source: Data Processed Smart PLS 3 (2024)

Based on Figure 2 and table 1, it shows all loading factors that are above 0.70. The results of the calculation of the third model are considered unreliable because there are several loading factors that are below 0.70 according to the set criteria (Ghozali, 2016). From the loading factor test, there are some that do not pass or the loading factor value is below 0.70, then the indicators that do not meet these requirements are eliminated, the results of the model calculation after the elimination of some of these indicators are seen in the following figure:

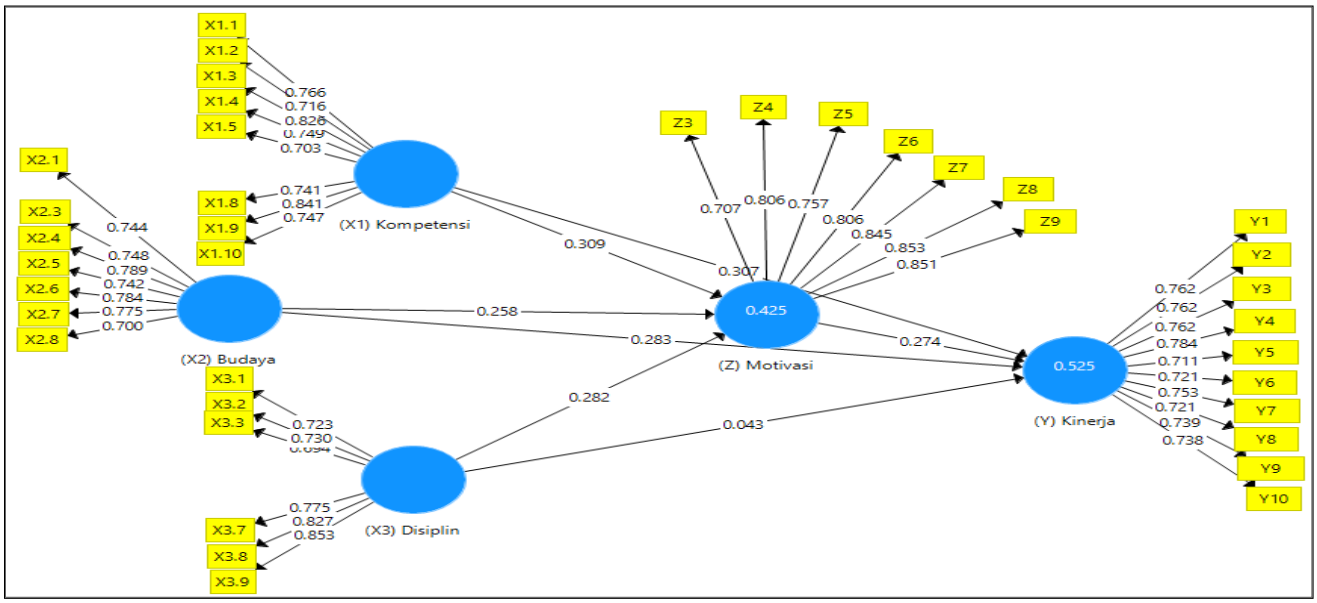

Figure 2.
Results of Initial Model Calculations with Deleted Indicators

Information = X1 : Kompetensi (Competencies)
X2 : Budaya (Culture)
X3 : Disiplin (Discipline)
Z : Motivasi (Motivation)
Y : Kinerja (Performance)
Source: Data Processed Smart PLS 3 (2024)

The figure above is the result after the deletion of indicators that do not meet the requirements of the loading factor, so that it shows that all indicators of each variable have an outer loading value value above 0.70, then it can be said that the variable is already in a realistic condition.

Average Variance Extracted **(AVE)**

Next, we proceed to another measure to determine the convergence validity at the construct level, which is the average variance extracted (AVE). The provision in the outer model measurement model that AVE is considered to have met convergent validity if the AVE value is greater than the average of the extract variant with a value of 0.50. The results of the AVE score are as follows:

Table 2
Average Variance Extracted Value

Variable	AVE Value	Information
(X1) Competence	0.544	Valid
(X2) Organizational Culture	0.526	Valid
(X3) Discipline	0.511	Valid
(Z) Motivation	0.579	Valid
(Y) Performance	0.556	Valid

Source: Data Processed Smart PLS 3 (2024)

Table 2 shows that all the AVE values above show a value of >0.50 where the AVE value of each construct or indicator in the research variable can be declared valid. Based on this, it can be concluded that the construct has met the validity test at the convergence stage. The next stage is to conduct a validity discrimination test. In the PLS test that the validity discrimination test uses Cross-loadings. Cross-loadings is an approach that is carried out at the beginning in assessing the validity of indicator discrimination and continues with Cronbah'c Alpha. The discriminant validity test uses cross loading values and is carried out to ensure that each concept of each latent variable is different from the other variables. The indicator is declared to meet the discriminant validity if the cross loading value is greater than 0.70. The results of the discriminant validity test are as follows:

Table 3
Cross Loading

	(X1) Competence	(X2) Organizational Culture	(X3) Discipline	Motivation (Z)	Performance (Y)
X1.1	**0,766**	0,204	0.128	0.370	0.437
X1.2	**0,716**	0,198	0,240	0,296	0,388
X1.3	**0,826**	0,409	0,185	0,381	0,469
X1.4	**0,749**	0,398	0,177	0,267	0,396
X1.5	**0,703**	0,240	0,215	0,234	0,328
X1.8	**0,741**	0,429	0,389	0,618	0,533
X1.9	**0,841**	0,432	0,315	0,426	0,492
X1.10	**0,747**	0.391	0.391	0.412	0.489
X2.1	0,379	**0,744**	0,268	0,398	0,433
X2.3	0,273	**0,748**	0,123	0,305	0,309
X2.4	0,253	**0,789**	0,137	0,349	0,458
X2.5	0,244	**0,742**	0,215	0,319	0,323
X2.6	0,379	**0,784**	0,269	0,354	0,478
X2.7	0,449	**0,775**	0,503	0,477	0,557
X2.8	0,376	**0,700**	0,313	0,400	0,405
X3.1	0,332	0,269	**0,723**	0,171	0,245
X3.2	0,300	0,251	**0,730**	0,169	0,281
X3.3	0,359	0,260	**0,894**	0,265	0,337
X3.7	0,285	0,371	**0,775**	0,464	0,473
X3.8	0,146	0,240	**0,827**	0,288	0,373
X3.9	0,162	0,256	**0,853**	0,254	0,396
Z.3	0,436	0,448	0,376	**0,707**	0,584
Z.4	0,494	0,402	0,419	**0,806**	0,497
Z.5	0,370	0,320	0,372	**0,757**	0,448

	(X1) Competence	(X2) Organizational Culture	(X3) Discipline	Motivation (Z)	Performance (Y)
Z.6	0,415	0,414	0,412	**0,806**	0,524
Z.7	0,487	0,382	0,386	**0,845**	0,406
Z.8	0,338	0,411	0,352	**0,853**	0,414
Z.9	0,356	0,424	0,358	**0,851**	0,440
Y.1	0,430	0,420	0,326	0.393	**0.762**
Y.2	0,501	0,421	0,336	0,461	**0,762**
Y.3	0,426	0,401	0,363	0,518	**0,762**
Y.4	0,506	0,316	0,199	0,443	**0,784**
Y.5	0,418	0,262	0,293	0,406	**0,711**
Y.6	0,484	0,361	0,331	0,446	**0,721**
Y.7	0,441	0,541	0,266	0,389	**0,753**
Y.8	0,464	0,567	0,277	0,468	**0,721**
Y.9	0,368	0,485	0,294	0,454	**0,739**
Y.10	0,374	0,472	0,144	0.457	**0.738**

Source: Data Processed Smart PLS 3 (2024)

Based on table 3, it can be seen that all indicators in the research variable have a cross loading value greater than 0.70. Based on the results obtained, it can be stated that the indicators used in this study have good discriminant validity in compiling the variables because all indicators have a cross loading value greater than 0.70. Based on the results obtained, it can be stated that the indicators used in this study have good discriminant validity in compiling their respective variables.

Reliability Test

The composite reliability test is carried out to find out the value that shows the extent to which a measuring tool can be trusted to use. (Ghozali, 2016) All variables are declared reliable if the loading factor value is above 0.70. The composite reliability and Cronbach Alpa values for each variable can be seen in the following table:

Table 4
Composite Reliability

Variable	Composite Reliability	Information	Cronbach Alpa	Information
(X1) Competence	0,917	Reliable	0,898	Reliable
(X2) Organizational Culture	0,903	Reliable	0,875	Reliable
(X3) Discipline	0,896	Reliable	0,867	Reliable
(Z) Motivation	0,928	Reliable	0,909	Reliable
(Y) Performance	0,926	Reliable	0,911	Reliable

Source: Data Processed Smart PLS 3 (2024)

Based on Table 4, the results of the composite reliability test and Cronbach Alpa show that the values of all variables can be said to be reliable because they have a composite reliability value greater than 0.70. This means that all variables can be said to be realistic (reliable), trusted and research data can be used to produce the best research.

Inner Model Evaluation

Testing and evaluation of the inner model was carried out for the hypothesis of the influence of exogenous variables on endogenous variables by comparing the results of the p value of the path

coefficient with a significance level of $\alpha = 0.05$. The test can be said to be very significant if the p value is less than or equal to 0.05 (p value ≤ 0.05) or using the table t-value of 1.96 with the criteria of rejection and hypothesis calculation, i.e. if t-statistic > t calculate then the hypothesis is rejected, and if t-statistic < t calculate then the hypothesis is accepted. Testing the structural model in SEM-PLS analysis uses SmartPLS.3, which is the determination coefficient (R^2) to measure how far the model is able to explain the variance of bound variables. Ghozali (2016) revealed that the coefficient of determination is a measure of the combined ability of an exogenous latent variable to predict the construct of an endogenous variable, that is, the coefficient represents the amount of variance in the endogenous construction described by all the exogenous constructions associated with it. The R^2 value ranges from 0 to 1, with higher levels indicating a higher level of prediction accuracy as well as multiple regression, an adjusted determination coefficient (Adjusted R^2) is used as a criterion to avoid bias against complex models. This criterion is modified according to the number of exogenous variable constructions (Ghozali, 2016).

R Square

In assessing the model with PLS, it starts by looRaja at the R-Square for each dependent latent variable (Ghozali, 2016). is the result of the R-square estimation using SmartPLS 3 in the following table:

Table 5
R-Square Value

Variable	R-Square
(Z) Motivation	0,425
(Y) Performance	0,525

Source: Data Processed Smart PLS 3 (2024)

Table 5 shows the results for the R-square value of motivation of 42.50 percent and employee performance of 52.50 percent. This shows that the determinants of competence, organizational culture and discipline towards motivation are included in the strong category. Then the determinants of competence, organizational culture and discipline in employee performance are included in the strong category. The evaluation of the inner model was carried out by bootstrapping tests that resulted in the values of R square, Q square, and hypothesis testing. The results of the evaluation of the inner model are explained as follows.

Q Square

The Q2 structural model test value was carried out by testing the Q2 (predictive recovery) value. The value in Q2 can be used to measure how well the observations produced by the model and the estimation of its parameters. A Q2 value greater than zero indicates that the model is good and a Q2 value greater than 0 indicates that the model has no predictive revelance.

Table 6
Construct Crossvalidated Redundancy

Variable	SSO	SSE	Q^2 (=1-SSE/SSO))
(X1) Competence	656.000	656.000	
(X2) Organizational Culture	574.000	574.000	
(X3) Discipline	492.000	492.000	

(Z) Motivation	574.000	425.685	0.275
(Y) Performance	820.000	594.592	0.258

Source: Data Processed Smart PLS 3 (2024)

Based on table 6 of the Q2 value, the endogenous variable of motivation is greater than 0.275 > 0 and the performance is greater 0.258 > 0 so that the prediction made is considered correct.

Model Structural Testing

In the PLS SEM analysis, the value of the structural model in this study can be seen from the value of direct effects or the term is also called path coefficient. Furthermore, the measurement of path coefficients between constructs is carried out to see the significance and strength of the relationship and also to test the hypothesis. The value of path coefficients ranges from -1 to +1. The closer the path coefficients value is to the +1 value, the stronger the relationship between the two constructs. A relationship that is closer to -1 indicates that the relationship is negative. To find out the structural model in this study, please see the following table:

Table 7
Path Coefficient

	Path Coefficient	P Values
Competency (X1) -> Motivation (Z)	0,307	0.006
Competency (X1) -> Performance (Y)	0,309	0.002
Culture (X2) -> Motivation (Z)	0,258	0.016
Culture (X2) -> Performance (Y)	0,283	0.002
Discipline (X3) -> Motivation (Z)	0,282	0.002
Discipline (X3) -> Performance (Y)	0,043	0.695
Work Motivation (Z) -> Performance (Y)	0,274	0.019
Competency (X1) -> Motivation (Z) -> Performance (Y)	0,102	0.037
Culture (X2) -> Motivation (Z) -> Performance (Y)	0,110	0.042
Discipline (X3) -> Motivation (Z) -> Performance (Y)	0,112	0.012

Source: Data Processed Smart PLS 3 (2024)

Based on the results of the coefficient patch analysis in table 7 above, it can be concluded as follows: 1) The direct influence of competence has a significant effect on work motivation because the p value is 0.006 < 0.05 and has a coefficient value of 0.307 which means that if competence increases by one unit of percent, motivation can increase by 30.7%. This influence is positive. 2) The direct influence of competence has a significant effect on performance because the p value is 0.002 < 0.05 and has a coefficient value of 0.309 which means that if the competency increases by one unit of percent, the performance can increase by 30.9%. This influence is positive. 3) The direct influence of organizational culture has a significant effect on motivation because the p value is 0.016 < 0.05 and has a coefficient value of 0.258 which means that if the organizational culture increases by one unit of percent, then motivation can increase by 25.8%. This influence is positive. 4) The direct influence of organizational culture has a significant effect on performance because the p value is 0.002 < 0.05 and has a coefficient value of 0.283 which means that if the organizational culture increases by one unit of percent, then performance can increase by 28.3%. This influence is positive. 5) The direct influence of

discipline has a significant effect on motivation because the p value is 0.002 < 0.05 and has a coefficient value of 0.282 which means that if discipline increases by one unit of percent, motivation can increase by 28.2%. This influence is positive. 6) The direct influence of discipline does not have a significant effect on performance because the p value is 0.695 > 0.05 and has a coefficient value of 0.043 which means that if discipline increases by one unit of percent, performance can increase by 4.30%. This influence is positive. 7) The direct influence of motivation has a significant effect on performance because the p value is 0.019 < 0.05 and has a coefficient value of 0.274 which means that if motivation increases by one unit of percent, performance can increase by 27.4%. This influence is positive. 8) The indirect influence of competence has a significant effect on performance through motivation because the p value is 0.037 < 0.05 and has a coefficient value of 0.102 which means that if the competence increases by one unit of percent, the performance can increase indirectly through motivation by 10.20%. This influence is positive. 9) The indirect influence of organizational culture has a significant effect on performance through motivation because the p value is 0.042 < 0.05 and has a coefficient value of 0.110 which means that if the organizational culture increases by one unit percent, then performance can increase indirectly through motivation by 11.00%. This influence is positive. 10) The indirect influence of discipline has a significant effect on performance through motivation because the p value is 0.012 < 0.05 and has a coefficient value of 0.112 which means that if discipline increases by one unit of percent, performance can increase indirectly through motivation by 11.20%. This influence is positive.

Hypothesis Testing

The significance of the estimated parameters provides very useful information about the relationship between the research variables. The basis used in testing the hypothesis is the value contained in the output result for inner weight. Table 8 provides the estimated output for the structural model test.

Table 8
Dirrect Effects

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Competency (X1) -> Motivation (Z)	0,309	0,321	0,112	2,757	0,006
Competency (X1) -> Performance (Y)	0,307	0,313	0,097	3,162	0,002
Culture (X2) -> Motivation (Z)	0,258	0,243	0,106	2,421	0,016
Culture (X2) -> Performance (Y)	0,283	0,286	0,091	3,097	0,002
Discipline (X3) -> Motivation (Z)	0,282	0,302	0,091	3,081	0,002
Discipline (X3) -> Performance (Y)	0,043	0,081	0,111	0,392	0,695
Motivation (Z) -> Performance (Y)	0,274	0,253	0,117	2,349	0,019

Source: Data Processed Smart PLS 3 (2024)

Based on table 8 in PLS, statistical testing of each hypothetical relationship is carried out using simulations. In this case, the Bootstraping method is carried out on the sample. Testing with bootstrapping is also intended to minimize the problem of abnormalities of the research data. The results of the bootstrapping test from the PLS analysis are as follows:

Hypothesis Test of the Influence of Competence on Motivation

The results of hypothesis testing show that the relationship between competency variables and motivation shows a path coefficient of 0.309. The t-statistics value of 2.757 > 1.96 and the P value is 0.006 less than 0.05 so that the H1 hypothesis is accepted. With these results, it can be stated that competency variables have a positive and significant effect on motivation. This means that if competence increases, it will significantly affect motivation.

Hypothesis Test of the Influence of Competence on Performance

The results of hypothesis testing show that the relationship between competency variables and performance shows a path coefficient of 0.307. The t-statistics value of 3,162 > 1.96 and the P value is 0.002 less than 0.05 so the H1 hypothesis is accepted. With these results, it can be stated that the competency variable has a positive and significant effect on performance. This means that if the competence is getting better, the performance will increase.

Hypothesis Test of the Influence of Organizational Culture on Motivation

The results of hypothesis testing show that the relationship between organizational culture variables and motivation shows a pathway coefficient of 0.258. The t-value of statistics is 2.421 > 1.96 and the P value is 0.016 smaller than 0.05 so the H1 hypothesis is accepted. With these results, it can be stated that organizational culture variables have a positive and significant effect on motivation. This means that if the organizational culture is getting better, motivation will increase.

Test the Hypothesis of the Influence of Organizational Culture on Performance

The results of hypothesis testing show that the relationship between organizational culture variables and performance shows a path coefficient of 0.283. The t-statistics value of 3.097 > 1.96 and the P value is 0.002 smaller than 0.05 so the H1 hypothesis is accepted. With these results, it can be stated that the organizational culture variable has a positive and significant effect on performance. This means that if the organizational culture is getting better, the performance will increase.

Test the Hypothesis of the Influence of Discipline on Motivation

The results of hypothesis testing show that the relationship between discipline variables and motivation shows a path coefficient of 0.282. The t-statistics value of 3.081 > 1.96 and the P value is 0.002 less than 0.05 so that the H1 hypothesis is accepted. With these results, it can be stated that the discipline variable has a positive and significant effect on motivation. This means that if discipline is getting better, motivation will increase

Test the Hypothesis of the Influence of Discipline on Performance

The results of hypothesis testing showed that the relationship between discipline variables and performance showed a path coefficient of 0.043. The t-statistical value of 0.392 < 1.96 and the P value of 0.695 is greater than 0.05 so that the H1 hypothesis is rejected. With these results, it can be stated that the discipline variable has a positive and insignificant effect on performance. This means that if discipline increases, it will not affect performance significantly.

Test the Hypothesis of the Influence of Motivation on Performance

The results of hypothesis testing showed that the relationship between motivation variables and performance showed a path coefficient of 0.274. The t-statistics value of 2.349 > 1.96 and the P value is 0.019 smaller than 0.05 so that the H1 hypothesis is accepted. With these results, it can be stated that the motivation variable has a positive and significant effect on performance. This means that if motivation increases, performance will increase.

In looRaja at the indirect influence, it can be explained in the results of the indirrect effects described in the following table:

Table 9
Indirrect Effects

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Competency (X1) -> Motivation (Z) -> Performance (Y)	0,102	0,099	0,049	2,093	0,037
Culture (X2) -> Motivation (Z) -> Performance (Y)	0,110	0,102	0,054	2,043	0,042
Discipline (X3) -> Motivation (Z) -> Performance (Y)	0,112	0,110	0,044	2,523	0,012

Source: Data Processed Smart PLS 3 (2024)

Test the Hypothesis of the Influence of Competence on Performance through Motivation

The results of hypothesis testing showed that the relationship of competency variables to performance through motivation as an intervening variable showed a path coefficient of 0.102 with a t-statistical value of 2.093 > 1.96 and the P value was 0.037 less than 0.05 so that the H1 hypothesis was accepted. With these results, it can be stated that competence has a positive and significant effect on performance through motivation. This means that through motivation it is able to indirectly affect competence on performance.

Test the Hypothesis of the Influence of Organizational Culture on Performance through Motivation

The results of hypothesis testing show that the relationship of organizational culture variables to performance through motivation as an intervening variable shows a path coefficient of 0.110 with a t-statistics value of 2.043 > 1.96 and the P value is 0.037 less than 0.05 so that the H1 hypothesis is accepted. With these results, it can be stated that organizational culture has a positive and significant effect on performance through motivation. This means that through motivation it is able to indirectly influence organizational culture on performance.

Test the Hypothesis of the Influence of Discipline on Performance through Motivation

The results of hypothesis testing show that the relationship of discipline variables to performance through motivation as an intervening variable shows a path coefficient of 0.112 with a t-statistical value of 2.523 > 1.96 and the P value is 0.012 less than 0.05 so that the H1 hypothesis is accepted. With these results, it can be stated that discipline has a positive and significant effect on performance through motivation. This means that through motivation it is able to indirectly influence discipline on performance.

5.0 CONCLUSION

Competence, organizational culture and discipline directly and indirectly affect employee motivation at the Jambi Provincial Manpower and Transmigration Office. Competence, and organizational culture directly and indirectly affect performance. However, discipline directly and indirectly has no effect on the performance of employees at the Jambi Provincial Manpower and Transmigration Office. Motivation affects employee performance at the Jambi Provincial Manpower and Transmigration Office. Competence, organizational culture and discipline through motivation have an influence on employee performance at the Jambi Provincial Manpower and Transmigration Office.

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