

The Influence of Competence, Motivation, and Work Discipline on Employee Productivity at PUD Pasar Kota Medan

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Abstrak

Penelitian ini bertujuan untuk mengetahui pengaruh kompetensi, motivasi, dan disiplin kerja terhadap produktivitas pegawai di Kantor Sekretariat PUD Pasar Kota Medan. Penelitian ini menggunakan pendekatan kuantitatif dengan metode survei melalui kuesioner kepada 81 responden. Data dianalisis menggunakan regresi linear berganda, uji t, uji F, dan koefisien determinasi. Hasil penelitian menunjukkan bahwa secara parsial kompetensi dan motivasi tidak berpengaruh signifikan terhadap produktivitas pegawai, sedangkan disiplin kerja berpengaruh positif dan signifikan. Secara simultan, ketiga variabel tersebut berpengaruh signifikan terhadap produktivitas pegawai dengan kontribusi sebesar 39,6%. Kesimpulannya, disiplin kerja merupakan faktor paling dominan dalam meningkatkan produktivitas pegawai di Kantor Sekretariat PUD Pasar Kota Medan.

Kata kunci: *Kompetensi, Motivasi, Disiplin Kerja, Produktivitas Pegawai*

Abstract

This study aims to determine the effect of competence, motivation, and work discipline on employee productivity at the Medan City Market PUD Secretariat Office. This study used a quantitative approach with a survey method using a questionnaire to 81 respondents. Data were analyzed using multiple linear regression, t-test, F-test, and coefficient of determination. The results showed that partially, competence and motivation had no significant effect on employee productivity, while work discipline had a positive and significant effect. Simultaneously, these three variables significantly influenced employee productivity, contributing 39.6%. In conclusion, work discipline is the most dominant factor in increasing employee productivity at the Medan City Market PUD Secretariat Office.

Keywords: *Competence, Motivation, Work Discipline, Employee Productivity*

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INTRODUCTION

Organizational productivity in public institutions, such as the Secretariat Office of PUD Pasar Kota Medan, is highly dependent on the quality of human resources as a strategic asset in achieving work targets and public service goals; however, in reality,

various obstacles still hinder operational effectiveness. The primary issue lies in the aspect of competence, where according to (Sany et al., 2025), an individual's basic characteristics significantly determine performance effectiveness, yet in the field, there are still employees who have not optimally mastered technical skills and work procedures. This condition is further exacerbated by low work motivation, which, as stated by (H. Lubis et al., 2024) is a psychological process that drives individuals, reflected in the lack of enthusiasm and drive among employees to improve their work results. Furthermore, the aspect of work discipline, which according to (Hutasoit et al., 2021) is a form of respect for organizational rules, still shows issues such as tardiness and low responsibility, which directly obstruct the smooth execution of tasks. This phenomenon indicates that without a deep evaluation of internal employee factors, the organization will struggle to adapt to increasingly complex market service demands (Gulo et al., 2026).

In addition, the increasingly dynamic development of the work environment requires every employee to work professionally, quickly, and responsively to the community's needs (Sinaga, 2022). Public organizations are not only required to achieve administrative targets but must also provide services that are effective, efficient, and of high quality (Purba et al., 2025). Therefore, employee productivity becomes a vital indicator in assessing the organization's success in carrying out its functions and responsibilities (Kirana et al., 2024). High productivity will have a positive impact on service quality, timely completion of work, and the creation of better organizational governance (Performance et al., 2021).

However, the reality in the field shows that there are still employees who are less able to adapt to changes in work systems and developments in administrative technology (Napitupulu et al., 2023). Some employees also exhibit ineffective work patterns, such as procrastinating, lacking initiative in completing tasks, and demonstrating low teamwork capabilities (Anandita, 2023). These conditions result in suboptimal work completion and impact the decline of overall organizational productivity (William et al., 2020). Competence is a critical factor because employees with adequate knowledge, skills, and abilities will find it easier to complete work effectively (Cindy et al., 2020). Competent employees are also able to face work challenges and provide a greater contribution to the organization (Damanik et al., 2026). Conversely, low competence can lead to work errors, slow task completion, and low service quality provided to the public (Tarigan et al., 2024).

Besides competence, work motivation also plays an important role in increasing employee productivity (Edward, 2021). High motivation will encourage employees to work harder, more disciplined, and more responsibly toward their assigned tasks. Motivated employees tend to have high morale and strive to achieve maximum results (Purba et al., 2023). However, if work motivation is low, employees will work merely to fulfill obligations without any drive to improve the quality or quantity of their work (Syaifuddin et al., 2022).

Another equally important factor is work discipline (Tambun et al., 2026). Work discipline reflects the attitude of employee compliance with organizational rules and policies (Hasrul Azwar Hasibuan et al., 2022). A good level of discipline can be seen from punctuality, adherence to working hours, and the ability to complete tasks according to established procedures (Bhastary et al., 2024). Low work discipline can

cause disruptions in the work process, decrease organizational effectiveness, and reduce employee productivity in achieving determined targets (Herfianti et al., 2025).

Based on the aforementioned description, it can be understood that competence, motivation, and work discipline are interrelated factors that significantly influence employee productivity. These three factors need to be seriously addressed by the organization so that organizational goals can be achieved optimally. Therefore, considering the importance of synergy between individual abilities, work drive, and adherence to rules in determining organizational output, the researcher feels it is necessary to further examine these issues through a study titled: "The Influence of Competence, Motivation, and Work Discipline on Employee Productivity at the Secretariat Office of PUD Pasar Kota Medan."

METHODOLOGY

This study utilizes a survey method, with data collection conducted through questionnaires. According to Ali Sodik (2020), survey and experimental methods are the most frequently used types of research within quantitative studies. The nature of this study is descriptive. As stated by Sugiyono (2020), descriptive research is a method used to obtain a comprehensive picture of the conditions, processes, procedures, and other aspects of a phenomenon being studied.

According to Handayani (2020), a population is the totality of every element to be studied that possesses similar characteristics, which can be individuals within a group, events, or specific subjects of interest. The population in this study consists of all employees working at the Secretariat Office of PUD Pasar Kota Medan, totaling 418 individuals for the period of May 2025 to September 2025. To determine the sample size, the Slovin Formula is applied:

$$n = \frac{N}{1 + N(e)^2}$$

Description:

n = Sample size

N= Population size

e = Margin of error

Using a margin of error of 10% (0.1), the calculation is as follows:

$$\begin{aligned} n &= \frac{418}{1 + 418(0,1)^2} \\ n &= \frac{418}{1 + 418(0,01)} \\ n &= \frac{418}{1 + 4,18} \\ n &= \frac{418}{5,18} \\ n &= 80,6 \end{aligned}$$

The result is rounded to 81 respondents. The data collection technique used in this research is the Questionnaire. According to Wiratna Sujarweni et al. (2021:75), a questionnaire is a data collection technique performed by providing a set of questions or statements to respondents to obtain empirical data. According to Sugiyono

(2020:213), Multiple Linear Regression Analysis is an analytical tool used to predict changes in the value of the dependent variable when the values of the independent variables are increased or decreased. This analysis is employed to determine the direction of the relationship between the independent variables and the dependent variable whether the relationship is positive or negative.

RESULTS AND DISCUSSION

Descriptive Statistics

Table 1. Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Competence	81	21	25	23,27	1,143
Motivation	81	20	29	25,30	2,103
Work Discipline	81	21	28	25,57	1,794
Employee Productivity	81	34	45	41,60	2,990
Valid N (listwise)	81				

Based on the table, all research variables from the 81 respondents show relatively good results. Competence has an average score of 23.27, Motivation 25.30, Work Discipline 25.57, and Work Productivity 41.60. Generally, these high average values indicate that the respondents' competence, motivation, and work discipline are already at a good level, supporting a high level of work productivity with fairly stable data distribution.

Classical Assumption Test Normality Test

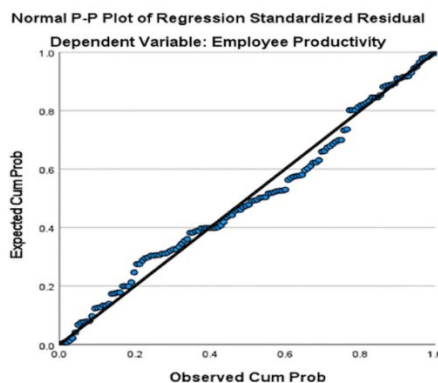


Figure 1. Results of Data Normality Test

Figure 1 shows that the residual data distribution pattern forms a bell-shaped curve and spreads symmetrically around the mean. This indicates that the residual data tends to be normally distributed and does not exhibit significant deviations. Figure 1 shows that the residual points are scattered around the diagonal line and follow its direction. This condition demonstrates that the residual distribution closely approximates a normal distribution, thereby confirming that the normality assumption in the regression model has been satisfied.

Multicollinearity Test

Table 2. Multicollinearity Test Results

Coefficients^a

Model		Collinearity Statistics	
		Tolerance	VIF
1	x1	,515	1.940
	x2	,489	2.047
	x3	,652	1.535

a. Dependent Variable: y

The Multicollinearity Test in this table aims to determine whether there is a strong correlation between the independent variables within the regression model. Based on the results, the Competence variable has a Tolerance value of 0.515 and a VIF value of 1.940. In this test, if the Tolerance value is > 0.10 and the VIF value is < 10 , it can be concluded that multicollinearity does not occur.

Since the Tolerance value of 0.515 is greater than 0.10 and the VIF value of 1.940 is less than 10, it is concluded that there are no symptoms of multicollinearity in the regression model. Therefore, the independent variables are considered feasible for use and do not interfere with one another.

Heteroscedasticity Test

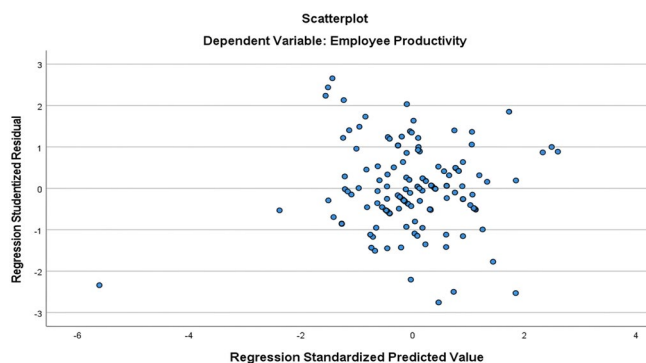


Figure 2. Results of Heteroscedasticity Test

The heteroscedasticity test is conducted to ensure the regression model maintains a constant variance of residuals (homoscedasticity). Based on the Scatterplot in Figure 2, the data points are spread randomly above and below the 0 value on the Y-axis without forming any specific or systematic patterns, such as narrowing, widening, or waving. This random distribution indicates that there is no heteroscedasticity in the model. Consequently, the regression assumption is satisfied, confirming that the model is valid and reliable for analyzing the influence of competence, motivation, and work discipline on employee productivity.

Multiple Linear Regression Analysis

Table 3. Results of Multiple Linear Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	8,814	4,591		1,920	,059
Competence	,234	,204	,138	1,144	,256
Motivation	,202	,203	,124	,997	,322
Work Discipline	,872	,197	,476	4,420	,000

Table 3 above presents the results of the multiple linear regression analysis, showing that the variables of competence, motivation, and work discipline all have a positive direction of influence on employee productivity. This indicates that an increase in each of these variables tends to be followed by an increase in productivity. However, based on the significance values, only work discipline has a significant effect on employee productivity, with a significance value (Sig.) of 0.000 (< 0.05).

Meanwhile, competence (0.256) and motivation (0.322) do not have a significant effect as their significance values are greater than 0.05. Therefore, it can be concluded that in this study, work discipline is the most influential factor affecting employee productivity.

Coefficient of Determination (R²)

Table 4. Test Results (R²) Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,647 ^a	,418	,396	3,759

Table 4 presents the results of the coefficient of determination test, showing an R Square value of 0.418. This indicates that 41.8% of the variation in employee productivity can be explained by the variables of competence, motivation, and work discipline within the regression model. Meanwhile, the remaining 58.2% is influenced by other factors outside the scope of this study.

Furthermore, the Adjusted R Square value of 0.396 reflects the model's ability to explain the dependent variable after adjustments, suggesting that the model has a reasonably good explanatory power.

F Test

Table 5 F Test Results

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	782,374	3	260,791	18,459	,000 ^b
Residual	1087,873	77	14,128		

Total	1870,247	80
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Based on the results of the F-test in the table, which aims to determine whether the independent variables (competence, motivation, and work discipline) collectively influence employee productivity, the analysis is as follows. The results show an F-value of 18.459 with a significance value (Sig.) of 0.000.

Since the significance value is less than 0.05 ($0.000 < 0.05$), it can be concluded that the three independent variables simultaneously have a significant effect on employee productivity. This indicates that the regression model used in this study is feasible and can effectively explain the relationship between competence, motivation, and work discipline toward employee productivity.

t-Test

Table 6. t-Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	8,814	4,591		1,920	,059
Competence	,234	,204	,138	1,144	,256
Motivation	,202	,203	,124	,997	,322
Work Discipline	,872	,197	,476	4,420	,000

The T-test is used to determine the partial effect of each independent variable on employee productivity. Based on the table, the Competence variable has a significance value (Sig.) of 0.256 (> 0.05), indicating that it does not have a significant effect on employee productivity. Similarly, the Motivation variable has a significance value of 0.322 (> 0.05), also showing no significant effect.

In contrast, the Work Discipline variable has a significance value of 0.000 (< 0.05), which means it has a significant effect on employee productivity. Therefore, it can be concluded that, partially, only work discipline significantly influences employee productivity, while competence and motivation do not.

The Influence of Competence on Employee Productivity

Based on the partial test (t-test) results, the Competence variable has a significance value of 0.256 (> 0.05) with a positive regression coefficient of 0.234. This indicates that while competence has a positive direction, its impact on employee productivity at the Secretariat Office of PUD Pasar Kota Medan is not statistically significant. This means that although increasing employee skills and knowledge tends to improve productivity, the effect is too weak to create a substantial change in overall organizational output (Ginting et al., 2026)(Honkley et al., 2025)(Andini et al., 2025).

The lack of significance suggests that employee competence in this office may currently only meet basic requirements rather than acting as a primary driver of performance. Productivity at PUD Pasar Kota Medan is more heavily dictated by work discipline rather than technical expertise. This result may also stem from a

mismatch between employee skills and their daily job descriptions, preventing their full potential from translating into measurable productivity (Fadli, 2024)(Kosasih & Salqaura, 2024)(Hou et al., 2022). Consequently, the hypothesis that Competence significantly influences Employee Productivity is rejected.

The Influence of Motivation on Employee Productivity

The partial test (t-test) results reveal that Motivation has a significance value of 0.322, which is higher than the alpha level of 0.05 ($0.322 > 0.05$), with a positive regression coefficient of 0.202. These findings indicate that although motivation has a positive relationship with employee productivity at the Secretariat Office of PUD Pasar Kota Medan, its effect is not statistically significant. This suggests that while higher motivation among employees tends to lean toward better productivity, it is not currently a primary factor driving significant changes in work output (Tambunan et al., 2024)(Y. Lubis et al., 2023)(Tambunan et al., 2024).

The lack of significance suggests that the motivational programs or incentives currently implemented at PUD Pasar Kota Medan may not be effectively aligned with the specific needs or expectations of the employees. While employees might feel motivated, this psychological state does not automatically translate into higher productivity if it is not supported by other factors like adequate facilities or clear rewards for performance. Furthermore, since work discipline was found to be the only significant factor, it implies that employees at this office are driven more by institutional rules and regulations rather than internal or external motivational triggers (Syaifuddin et al., 2022)(Chaniago, 2024)(Nazah et al., 2021). Therefore, the hypothesis stating that Motivation significantly influences Employee Productivity is rejected.

The Influence of Work Discipline on Employee Productivity

Based on the partial test (t-test) results, the Work Discipline variable has a significance value of 0.000, which is much lower than the required threshold of 0.05 ($0.000 < 0.05$). It also shows a strong positive regression coefficient of 0.872, the highest among all independent variables. These results indicate that Work Discipline has a positive and highly significant effect on employee productivity at the Secretariat Office of PUD Pasar Kota Medan.

The significance of this result suggests that work discipline is the primary driver of productivity within this organization (Tambunan, 2019)(Nabella, 2023)(Adenanthera; Dewa, 2022). Employees who consistently adhere to office regulations, manage their time effectively, and maintain high responsibility in their tasks contribute directly and substantially to the overall work output (Marina et al., 2025)(Chaniago, 2023)(Hendry et al., 2025). Unlike competence and motivation, which were found to be non-significant, work discipline serves as the "engine" of performance at PUD Pasar Kota Medan. This implies that the organizational culture is highly regulated, where strict compliance with work standards is the most effective way to ensure high productivity. Therefore, the hypothesis stating that Work Discipline significantly influences Employee Productivity is accepted.

The Influence of Competence, Motivation, and Work Discipline

The F-test results show a calculated F-value of 18.459 with a significance value of 0.000. Since the significance value is much lower than the alpha level of 0.05 ($0.000 < 0.05$), it can be concluded that Competence, Motivation, and Work Discipline simultaneously have a significant effect on employee productivity at the Secretariat Office of PUD Pasar Kota Medan. This simultaneous significance indicates that while competence and motivation did not show significant results individually (partially), they still play a crucial role when combined with work discipline. (Tambunan et al., 2022). The synergy of these three factors collectively drives the organizational output. The R Square value of 0.418 further supports this, showing that these three variables together contribute 41.8% to the variation in employee productivity. This means that to achieve maximum productivity, the management of PUD Pasar Kota Medan cannot rely on just one aspect; they must maintain a balance where employees are not only disciplined but also possess the right skills and the drive to work. Therefore, the hypothesis stating that Competence, Motivation, and Work Discipline simultaneously influence Employee Productivity is accepted (Yusuf Kibar et al., 2023)(D. A. Lubis et al., 2024)(Buulolo, 2023).

CONCLUSION

The results of this study conclude that Work Discipline is the most critical factor driving employee productivity at the Secretariat Office of PUD Pasar Kota Medan, as it is the only variable that shows a positive and highly significant effect partially. In contrast, while Competence and Motivation show a positive direction, they do not significantly impact productivity individually, suggesting that skill sets and motivational levels currently serve as basic requirements rather than primary performance drivers. (Tambunan, 2023). However, when tested simultaneously, Competence, Motivation, and Work Discipline have a significant collective influence, accounting for 41.8% of the variance in employee productivity. This indicates that while discipline is the dominant force, the synergy of all three variables remains essential for the organizational regression model to be considered valid and effective in explaining overall employee performance.

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