Motivation, discipline, and competence: Improving employee performance at the Jayapura Regency Office

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Abstract
Purpose: This study aims to examine the influence of motivation, discipline, and competence on employee performance at the Jayapura Regency Office.

Methodology/approach: The research employed a quantitative approach, involving 51 employees from various departments within the Jayapura Regency Office. Data were collected through structured surveys and analyzed using multiple regression analysis with Partial Least Squares (PLS) to assess the relationship between the independent variables (motivation, discipline, and competence) and the dependent variable (employee performance).

Results/findings: The analysis revealed that motivation and discipline have significant positive effects on employee performance, with motivation showing the strongest impact. However, competence was found to have no significant direct effect on employee performance in this organizational context.

Conclusion: The study concludes that motivation and discipline are critical factors in enhancing employee performance at the Jayapura Regency Office, while competence alone does not directly improve performance. These findings suggest that organizational leaders should prioritize strategies to boost employee motivation and enforce discipline, while also considering how to better leverage employee competencies through supportive work environments and systems.

Limitations: A key limitation of this study is its focus on a single government office, which may restrict the generalizability of the findings to other organizational contexts. Additionally, the use of self-reported data may introduce response biases, and the cross-sectional design prevents establishing causal relationships.

Contribution: This study contributes to public sector management by revealing how motivation, discipline, and competence differently affect employee performance, offering practical guidance for government institutions to improve productivity through targeted motivational, disciplinary, and competence-enabling interventions strategies.

Keywords: *Competence, Discipline, Employee Performance, Motivation, Public Sector*

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1. Introduction

Employee performance serves as a critical determinant of organizational effectiveness in the public sector, directly influencing service delivery quality, operational efficiency, and public trust (Bahasoan & Baharuddin, 2023; Syah, 2023). As noted by Purwanti, Suswati, and Navi (2024), employee

performance in government institutions represents the measurable outcomes of work activities that contribute to achieving public-service objectives. These outcomes are typically evaluated across multiple dimensions, including task completion, service quality, initiative, and adherence to regulations. In the context of regional governance, where public accountability and service excellence are paramount, understanding the key drivers of employee performance has become increasingly vital for organizational success (Harahap & Yosepha, 2025; Khusna, Sukarno, & Fauziyyah, 2025; Wijaya, 2025).

The determinants of employee performance in public sector organizations have been widely examined, with motivation, discipline, and competence emerging as particularly influential. Motivation, defined as the psychological forces that drive goal-directed behavior (Nandrang, Hasanuddin, and Mahardiana (2025), has been shown to significantly affect public sector performance. Yuliandi (2019) demonstrated that motivated employees exhibit greater work engagement, demonstrate more creativity in problem-solving, and display higher levels of job satisfaction, all of which contribute to enhanced service delivery outcomes (Kuma & Ginting, 2025; Rachman, Susanto, & Mustika, 2025; Sihombing, Simarmata, Banjarnahor, Farisyi, & Suvittawat, 2025).

Discipline, conceptualized as consistent adherence to organizational rules and work standards (Sitopu, Sitinjak, & Marpaung, 2021), represents another crucial performance determinant. Dieva and Swasti (2024) empirically Dieva and Swasti (2024)revealed that disciplined employees maintain better work attendance, follow procedures more meticulously, and demonstrate greater responsibility in executing their duties. These characteristics are particularly valuable in bureaucratic environments where compliance and consistency are essential for effective governance (Sjahruddin, Fitriyana, Cakranegara, Suryani, & Abdurohim, 2023).

Competence, originally conceptualized as the combination of knowledge, skills, and abilities required for job performance (Pandia & Zulfikar, 2023; Suparmi, Nurchayati, Juniarto, & Suprapti, 2024), plays a pivotal role in the effectiveness of the public sector. Employees with high competence levels tend to complete tasks more efficiently, make better decisions, and adapt more quickly to changing policies and technologies (Paulus, 2023). Conversely, competence gaps often lead to service delays, documentation errors, and public dissatisfaction (Malik, Solong, Djaya, & Sucipto, 2025).

Despite extensive research on these individual factors, significant research gaps remain that this study aims to address (Novialumi & Winata, 2025; Nugroho, Said, & Said, 2025; Sarpong, Aniah, Amankwah, & Asare, 2025; Sustiyatik & Jauhari, 2025). First, while previous studies have examined motivation, discipline, and competence in isolation, limited research has investigated their integrated effects and relative importance within the unique cultural and structural environment of Indonesian regional governments (Pramesti & Azizah, 2023). Second, the existing literature provides inconsistent findings regarding the competence-performance relationship in public sector contexts, suggesting potential moderating or mediating factors that remain unexplored (Fauzan, 2023). Third, there is an inadequate understanding of how these factors operate in the specific context of Papua's regional administration, which faces distinct geographical, cultural, and resource challenges that may alter conventional performance dynamics (Listyorini, Reniati, & Daulay, 2024).

The novelty of this study lies in its comprehensive examination of the simultaneous effects of motivation, discipline, and competence in Indonesia's eastern regional government context. Unlike previous research, which often focused on urban or developed regions, this study investigates performance dynamics in a resource-constrained local government facing unique geographical and cultural challenges. Furthermore, this study challenges the assumptions of conventional Human Capital Theory by examining why competence may not directly translate into performance in certain bureaucratic environments.

This study makes several important contributions to the public sector human resource management literature. First, it develops an integrated framework that combines motivation theory Pinder (2008), discipline models Becker (1960), and competency frameworks Boyatzis (1991) specifically for local

government analyses. Second, this study employs advanced analytical techniques to examine both the individual and combined effects of these factors on performance. Third, this study provides context-specific insights by focusing on Jayapura Regency, offering valuable perspectives for similar regional governments in Eastern Indonesia (Suparmi et al., 2024).

These findings offer substantial practical value for public sector management. Theoretically, this study advances our understanding of (1) how motivational factors interact with discipline systems in bureaucratic settings, (2) the relative importance of competence versus motivation in different service units, and (3) the contextual factors that moderate these relationships in Papua's unique administrative environment. Practically, the results can guide the Jayapura Regency Office in (1) designing more effective reward systems to enhance motivation, (2) developing targeted discipline improvement programs, and (3) creating competency development initiatives tailored to local needs. These evidence-based interventions can significantly improve public service delivery and governance effectiveness in the region.

2. Literature review and hypothesis development
2.1. Literature Review
2.1.1. Resource-Based View Theory (RBV)
The primary grand theory underlying this research is the Resource-Based View (RBV). According to the RBV perspective, organizations are viewed as collections of resources and capabilities, where sustainable competitive advantage and superior organizational performance are determined by strategically valuable internal resources (Barney, 1991). In the context of the public sector, "competitive advantage" can be interpreted as the ability to deliver high-quality, efficient, and effective public services compared with other government units. This study applies RBV logic at the individual level, positioning employee motivation, discipline, and competence as three strategic human resources for government organizations.

Motivation functions as a valuable resource because the psychological energy and goal-directed drive of motivated employees directly enhance the quantity and quality of work output, ultimately improving overall organizational performance. Motivation, particularly intrinsic Public Service Motivation, can also constitute a difficult-to-imitate resource, as it is built upon unique individual values, commitments, and identities, making it challenging for other organizations to replicate. Work discipline serves as a control mechanism that ensures consistency and reliability in the execution of tasks. As a resource, discipline is valuable because it creates predictable work behaviors that align with bureaucratic norms and procedures, which are crucial for public sector accountability. A deeply ingrained culture of discipline within an organization can also become inimitable, as it is formed through a long-term process of value internalization, socialization, and complex reward-punishment systems.

Competence is a tangible manifestation of human capital. Adequate competence enables employees to complete tasks efficiently and make quality decisions. This resource is valuable and rare, especially the specific technical competencies tailored to the governmental needs of Jayapura Regency. However, the research findings indicating that competence does not have a significant direct effect provide an intriguing perspective from the RBV lens. This suggests that merely possessing a resource (competence) is insufficient; organizations must have dynamic capabilities to leverage and manage these resources effectively. In other words, without supportive work environments, systems, and leadership (as organizational capabilities), the competence resources possessed by individuals cannot be optimally converted into superior performance (Barney, 1991).

2.1.2. Employee Performance in Public Sector Organizations
Employee performance in government institutions is a critical factor in determining the quality of public service delivery and organizational effectiveness (Paulus, 2023). Scholars define public sector performance as the measurable outcomes of work activities that contribute to achieving governance objectives and meeting the community's needs. In modern public administration, performance evaluation has evolved to incorporate both quantitative indicators (e.g., service completion rates) and qualitative aspects (e.g., service quality and citizen satisfaction), recognizing that employee

contributions extend beyond simple productivity metrics. The assessment typically considers multiple dimensions, including task execution, compliance with regulations, innovation in service delivery, and teamwork, providing a comprehensive view of employee effectiveness in bureaucratic settings (Malik et al., 2025).

2.1.3. Motivation and Performance

Motivation serves as a fundamental driver of employee performance in public sector organizations, representing the psychological forces that energize and direct work-related behaviors (Pramesti & Azizah, 2023). In government institutions, motivation often stems from both intrinsic (e.g., public service motivation) and extrinsic factors (e.g., compensation and career advancement opportunities). Research indicates that motivated public servants demonstrate greater commitment to their duties, exhibit higher levels of initiative in solving community problems, and show greater resilience in facing bureaucratic challenges (Ratnasari et al., 2024). The relationship between motivation and performance is particularly crucial in regional governments, such as Jayapura Regency, where geographical constraints and resource limitations often test employee perseverance. Public service motivation theory suggests that employees driven by a desire to contribute to public welfare tend to demonstrate superior performance, especially in direct-service delivery roles (Fauzan, 2023).

2.1.4. Discipline and Performance

Discipline represents a critical behavioral foundation for employee performance in government settings, encompassing adherence to work schedules, compliance with regulations, and commitment to organizational standards (Listyorini et al., 2024). In bureaucratic environments, disciplined employees typically demonstrate better attendance records, more consistent work outputs, and stricter compliance with standard operating procedures (Nuraeni, Ahmad, Matin, Sulaiman, & Izhari, 2022). Research on Indonesian regional governments reveals that work discipline significantly influences service delivery efficiency, particularly in administrative processes that require meticulous attention to detail. The performance benefits of discipline are especially pronounced in regulatory functions and financial management units, where procedural compliance is paramount. Institutional theory helps explain how formal rules and informal norms shape disciplined behavior in public sector organizations, ultimately affecting organizational performance (Geopani, Suherman, Adang, Jannah, & Suswanto, 2024).

2.1.5. Competence and Performance

Competence encompasses the knowledge, skills, and abilities required for effective job performance in public-sector roles. In regional governments, employee competence directly affects service quality, decision-making effectiveness, and adaptation to policy changes (Permana, Kusumawijaya, & Antari, 2025). Competent public servants demonstrate better problem-solving capabilities, more efficient task execution, and greater adaptability to administrative reforms (Diantara & Arief, 2024). The dynamic nature of public service delivery in regions such as Jayapura, with its unique sociocultural characteristics, makes competence development particularly important. Human capital theory suggests that investments in competence development yield significant returns in organizational performance, especially in technical roles requiring specialized knowledge (Setiawan, Vidada, Hadi, & Zhafiraah, 2024).

2.2. Hypothesis Development

2.2.1. The Effect of Motivation on Employee Performance

Motivation is a fundamental psychological force that drives employees' work behavior toward achieving organizational objectives. Within the context of local government institutions, such as the Jayapura Regency Office, work motivation plays a pivotal role in addressing geographical challenges and resource limitations. Highly motivated employees tend to demonstrate greater initiative, perseverance in resolving public service issues, and commitment to delivering optimal work outcomes, despite operational constraints. This positive relationship between motivation and performance emerges because motivation generates the psychological energy that propels employees to maximize their efforts and capabilities in executing government duties (Abrori, Rizki, & Muttaqien, 2024).

Public Service Motivation Theory provides a robust theoretical foundation for understanding this relationship. The theory posits that intrinsic public service motivation, including the desire to contribute to society and a sense of responsibility toward public interests, serves as the primary driver of performance in the government sector. Particularly in local bureaucracies, motivational dimensions such as commitment to public values and the aspiration to create positive change show a strong correlation with service quality improvement. The theory further emphasizes that in government work environments, where reward systems are often limited, intrinsic motivation plays a more significant role than in the private sector.

Empirical research strongly supports the positive relationship between motivation and performance in the public sector. A study conducted by Elisabeth (2023) and Putra et al. (2025) on local government employees in Korea found that Public Service Motivation significantly correlates with individual performance, particularly in the work initiative and service quality dimensions. Similar findings were reported by (Sulyantie & Gani, 2023) in a meta-analysis of 51 studies across various countries, demonstrating that public service motivation uniquely contributes to predicting government employee performance after controlling for demographic and organizational variables. In the Indonesian context, research by Abid and Savikri (2025) on local governments in Central Java confirmed that intrinsic motivation serves as a strong predictor of civil servant performance, particularly in resource-constrained situations.

H1: Employee motivation has a significant positive effect on work performance at Jayapura Regency Office

2.2.2. The Effect of Discipline on Employee Performance
Work discipline establishes a behavioral framework that underlies consistent and reliable performance in bureaucratic environments. At the Jayapura Regency Office, which carries out regulatory and administrative government functions, discipline is an essential prerequisite for ensuring smooth public service delivery. Disciplined employees tend to adhere to work schedules, strictly follow standard operating procedures, and maintain high work ethics - all factors that directly influence the quality and consistency of work outputs. In government organizations, where accountability and regulatory compliance are absolute requirements, work discipline functions as a control mechanism that ensures task execution aligns with established norms and standards.

Social Control Theory Becker (1960) provides a theoretical basis for understanding how discipline affects performance. This theory explains that in bureaucratic organizations, compliance with strict norms and rules creates predictable and controlled behavioral patterns that ultimately enhance the organization's efficiency. In local government contexts, formal control systems through employee discipline regulations and informal control through workgroup norms collectively shape disciplined behavior that supports organizational goal achievement. Institutional Theory DiMaggio and Powell (1983) also prove relevant by explaining how institutional pressures to follow standard procedures create a culture of discipline within bureaucracies.

Empirical evidence from various studies supports the effect of discipline on the performance of government employees. Research by Amsyah, Prayoga, and Halim (2023) and Roka, Paais, and Pentury (2023) on Taiwanese bureaucracies showed that work discipline positively correlates with work productivity and administrative task completion accuracy. Laoli, Lase, and Laoli (2024) found that consistent implementation of disciplinary regulations improved public service performance by 23-35% across various indicators in several Indonesian local governments. Similar findings were reported by Polandika, Sentosa, and Afriadi (2023) in a longitudinal study in Malaysia, demonstrating that improved discipline levels among local government employees correlated with a significant 0.42 increase in public service satisfaction.

H2: Work discipline has a significant positive effect on employee performance at Jayapura Regency Office

2.2.3. The Effect of Competence on Employee Performance

Competence is the foundational capability that enables government employees to effectively execute their duties and responsibilities. In the Jayapura Regency Office environment, which faces complex regional development issues and heterogeneous community needs, technical and managerial competencies are determining factors for policy quality and service delivery. Competent employees can complete tasks with greater efficiency, make knowledge-based decisions, and adapt to changes in administrative regulations and technology. In local government operations spanning various sectors, including development planning, administrative services, and regional financial management, mastery of specific competencies is a prerequisite for excellent performance.

Human Capital Theory Becker (1960) provides a strong theoretical framework for understanding the relationship between competence and performance. This theory views competence as a form of human capital that adds value by increasing work productivity. In the public sector, investing in competence development is considered a crucial strategy for enhancing bureaucratic capacity. The resource-based view (BarneyBarney (1991) is also relevant, emphasizing that employee competencies constitute strategic resources that can create competitive advantages for government organizations in delivering quality public services.

Empirical research consistently supports the positive effect of competence on government employee's performance. A comprehensive OECD study across 12 countries found that improving core government employee competencies correlated with 15-30% increases in service efficiency. Research by (Suparman, Purnama, & Naryono, 2023; Yanti, Hidayat, & Rahayu, 2025) in Indonesian local governments showed that employees with competence certification demonstrated 28% higher work productivity than their uncertified counterparts. More specific findings were reported by (Fasha, Anggraini, Ramadani, & Purwianti, 2024; Yuliastanty & Stepanina, 2023) that improving government employees' digital competencies increased administrative service speed and accuracy by 40%. These studies provide strong empirical foundations for the hypothesis regarding the effect of competence on performance at the Jayapura Regency Office.

H3: Employee competence has a significant positive effect on work performance at Jayapura Regency Office

3. Methodology

3.1. Research Design

This study used a quantitative descriptive method. Quantitative methods can be defined as a research approach based on the philosophy of positivism, which is used to study certain populations or samples (Sugiyono, 2017). Data collection was conducted using research instruments, and the data analysis was quantitative or statistical in nature, aimed at describing and testing previously established hypotheses (Moleong, 1989). Quantitative descriptive research allows researchers to identify patterns, relationships, and effects within variables, facilitating hypothesis testing using structured data collection and statistical analysis. Data collection was carried out using research instruments, and data analysis was quantitative/statistical, which aimed to test predetermined hypotheses (Dr. Muhammad Ramdhan, 2021).

3.2. Population

According to Handayani (2020), the population refers to a group of individuals who share common characteristics and traits. In this study, the population consisted of all employees working at the Jayapura Regency Office, totaling 59 individuals.

3.3. Samples and Sampling Techniques

The sample was part of the research population. The sample in this study used a non-probability sampling technique, where members of the population do not get the same opportunity to be sampled (Sugiyono, 2017).

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

$$n = \frac{59}{1 + 59(0,5)^2}$$

$$n = \frac{59}{1 + (0,0025)}$$

$$n = \frac{59}{1+0,1475} = \frac{59}{1,1475} \approx 51,4$$

The sample criteria consisted of 51 respondents who were employees of the Jayapura Regency Office.

3.4. Data Collection Technique
The data collection process was carried out by distributing questionnaires to employees at the Jayapura Regency Office. The questionnaire was distributed via Google Forms. A questionnaire is a data collection technique that involves providing a set of written questions or statements to respondents.

3.5. Data Analysis Technique
The data analysis method used in this research is multiple regression, which involves one dependent variable and three or more independent variables. This study employed PLS version 3.2. The hypotheses were tested using multiple regression analysis, which aimed to estimate the effects of several independent variables on the dependent variable. This can be illustrated with the t and F statistical values. In this study, the dependent variable is the level of employee performance, while the independent variables are motivation, discipline, and competence. The regression analysis for testing is as follows:

$$Y = a + B_1X_1 + B_2X_2 + B_3X_3 + B_nX_n + e$$

Y	: Employee performance
α	: Constanta
X1	: Motivation
X2	: Discipline
X3	: Competence
β1, β2, β3	: Koefisien regresi
e	: Error Model

4. Results and discussion
4.1. Result
4.1.1. Analysing the Number of Respondents
The unit of analysis in this research consists of employees or honorarium staff, both junior and senior, working at the Jayapura Regency Office. Employees are the primary subjects of this study because their firsthand experience in the work environment provides critical insights into how motivation, discipline, and competence influence performance. The diverse backgrounds of employees, including education, occupation, and professional experience, enable a comprehensive understanding of workplace dynamics, ensuring that the findings are representative of the broader workforce. The distribution of respondents by gender is presented in:

Table 1. Tabulation of Respondent Characteristics by Gender

No	Gender	Frequency	Percentage
1.	Male	21	41.18%
2.	Female	30	58.82%
3.	**Total**	**51**	**100%**

Source: Data processed 2024

The demographic data revealed that female respondents dominated the sample (58.82%), while male respondents accounted for 41.18%. This distribution reflects the gender composition within the office and ensures varied perspectives on how motivational factors, disciplinary adherence, and competency development impact overall performance.

4.1.2. Analysis of Validity Test Results
The validity test results obtained through SmartPLS 4.0 processing revealed significant insights regarding the measurement indicators for each research variable. The outer loading values demonstrated varying degrees of effectiveness in representing their respective constructs, with the established threshold for validity set at ≥0.70. This analysis provides a comprehensive evaluation of how well each indicator captures the essence of the theoretical constructs being assessed.

Table 2. Validity Test Results

Symbol	Variable	Indicator	R_{hitung}	Sig	Status
X1	Motivation	X1.1	0,656	0,70	Not Valid
		X1.2	0,835	0,70	Valid
		X1.3	0,746	0,70	Valid
		X1.4	0,875	0,70	Valid
		X1.5	0,742	0,70	Valid
		X1.6	0,888	0,70	Valid
X2	Discipline	X2.2	0,921	0,70	Valid
		X2.3	0,548	0,70	Not Valid
		X2.4	0,903	0,70	Valid
		X2.5	0,620	0,70	Not Valid
		X2.6	0,932	0,70	Valid
X3	Competence	X3.1	0,704	0,70	Valid
		X3.2	0,848	0,70	Valid
		X3.3	0,721	0,70	Valid
		X3.4	0,817	0,70	Valid
		X3.5	0,768	0,70	Valid
		X3.6	0,758	0,70	Valid
Y	Employee performance	Y1.1	0,703	0,70	Valid
		Y1.2	0,867	0,70	Valid
		Y1.3	0,702	0,70	Valid
		Y1.4	0,840	0,70	Valid
		Y1.5	0,768	0,70	Valid
		Y1.6	0,857	0,70	Valid
		Y1.7	0,752	0,70	Valid
		Y1.8	0,869	0,70	Valid

Source: SmartPLS 4.0 Year 2024

4.1.3. Motivation Variable Analysis
The motivation variable exhibited strong overall validity, with five of the six indicators meeting the required threshold. Particularly noteworthy are indicators X1.4 (0.875) and X1.6 (0.888), which show exceptionally high loading values, suggesting that these items perfectly capture the core aspects of workplace motivation. However, the inclusion of X1.1 (0.656) below the cut-off point indicates a potential measurement issue with this specific indicator. The substantial variance in loading values across motivation indicators suggests that while most items effectively measure the construct, one item may require reformulation or removal to enhance the scale's overall validity.

4.1.4. Discipline Variable Assessment
The discipline variable presented a more complex pattern of validity results. Three indicators (X2.2, X2.4, and X2.6) demonstrated outstanding validity, with loading values exceeding 0.90, indicating that these items were exceptionally robust measures of workplace discipline. However, the poor

performance of X2.3 (0.548) and X2.5 (0.620) raises important questions about their conceptual alignment with discipline constructs. These results suggest that the current measurement model for discipline may benefit from either revising the problematic indicators or reconsidering the theoretical framework underlying these specific aspects of discipline measurement.

4.1.5. Competency Variable Evaluation

All competency indicators satisfied the validity criteria, presenting a consistently strong measurement model. The loading values ranged from 0.704 to 0.848, with X3.2 (0.848) and X3.4 (0.817) emerging as particularly robust indicators. This uniform validity across all competency measures confirms the theoretical soundness of the operationalization and suggests that the scale effectively captures the multidimensional nature of employee competence. The tight clustering of loading values between 0.70 and 0.85 indicates a balanced contribution from all indicators without any single item dominating the construct measurement.

4.1.6. Employee Performance Variable

The employee performance measurement model demonstrated excellent validity characteristics, with all eight indicators exceeding the threshold. The consistently high loading values, particularly for Y1.2 (0.867), Y1.4 (0.840), and Y1.8 (0.869), confirm the effectiveness of the performance-measurement scale. The narrow range of values (0.702-0.869) suggests a good balance among the indicators, with each contributing meaningfully to the overall construct measurement without any single item exerting a disproportionate influence.

4.1.7. Implications for Measurement Model Improvement

The analysis revealed generally strong validity for most constructs, with particular strengths in competency and performance measurements. However, the motivation and discipline variables contain specific indicators that fall below the acceptable thresholds, potentially compromising the overall quality of these measurement models. To address the underperforming X1.1 indicator, reformulation may be necessary to better align it with the theoretical construct. The discipline variable presents a more significant challenge, with two indicators failing to meet validity standards, suggesting either substantial revision of these items or reconsideration of their inclusion in the measurement model. These findings emphasize the importance of rigorous scale development and the need for continuous refinement of measurement instruments to ensure that they accurately capture the intended theoretical constructs.

4.1.8. Analysis of Reliability and Structural Model Results

The reliability analysis presented in Table 3 demonstrates strong measurement consistency across all the constructs. Composite reliability values exceeding 0.90 for motivation (0.933), discipline (0.897), competence (0.896), and Employee Performance (0.910) indicate excellent internal consistency of the measurement items. The average variance extracted (AVE) scores, all above the 0.50 threshold, confirmed adequate convergent validity, with competence showing the strongest measurement properties (AVE = 0.644). These results collectively verify that the research instrument reliably measures each theoretical construct, establishing a solid foundation for subsequent structural analyses. The high reliability coefficients, particularly for motivation, suggest that this construct was measured with exceptional precision in the organizational context of the Jayapura Regency Office.

Table 3. Reliability Test Results

Variable	Cronbach's Alpha	Composite Reliability	AVE	Status
Motivation	0.920	0.933	0.636	Reliable
Discipline	0.863	0.897	0.594	Reliable
Competence	0.849	0.896	0.644	Reliable
Employee Performance	0.886	0.910	0.631	Reliable

Source: SmartPLS 4.0 Year 2024

Table 4 reveals the remarkable explanatory power of the research model, with an adjusted R-squared value of 0.935 for Employee Performance. This indicates that the combination of Motivation, Discipline, and Competence explains 93.5% of the variance in employee performance outcomes. Such

a high predictive capability suggests that these factors constitute nearly all essential determinants of performance within this specific organizational setting. The minimal unexplained variance (6.5%) implies that additional variables would contribute marginally to improving the model's explanatory power in this context. This finding strongly supports the appropriateness of the theoretical framework in understanding performance drivers in public sector organizations, such as the Jayapura Regency Office.

Table 4. R-Square Values

Dependent Variable	R-Square Adjusted
Employee Performance	0.935

Source: SmartPLS 4.0 Year 2024

The path coefficients in Table 5 provide nuanced insights into the performance determinants. Motivation emerged as the strongest predictor ($\beta = 0.584$, p = 0.001), confirming its pivotal role in driving employee performance. The significant but comparatively weaker effect of discipline ($\beta = 0.494$, p = 0.039) suggests that while behavioral regulation matters, its impact is secondary to motivational factors. Surprisingly, Competence showed no significant direct effect ($\beta = -0.110$, p = 0.403), challenging conventional assumptions about skills-performance relationships. This pattern implies that in bureaucratic environments, such as government offices, having competent employees alone may not enhance performance unless accompanied by strong motivation and disciplined work habits. The results partially align with Expectancy Theory, emphasizing the primacy of motivational mechanisms over pure capability in this organizational context.

Table 5. Hypothesis Testing Results

Hypothesis	Path Coefficient (β)	p-value	Conclusion
Motivation → Performance	0.584	0.001	Significant
Discipline → Performance	0.494	0.039	Significant
Competence → Performance	-0.110	0.403	Not Significant

Source: SmartPLS 4.0 Year 2024

4.2. Discussion

4.2.1. The Effect of Motivation on Employee Performance

The study's confirmation of Hypothesis 1, which demonstrates the significant positive effect of motivation on employee performance, provides robust empirical support for several established theoretical frameworks. Grounded in Public Service Motivation Theory (Perry and Wise (1990), the findings reveal how intrinsic motivators–particularly the desire to contribute to public welfare and commitment to civic values–serve as powerful drivers of performance in bureaucratic settings. This aligns with the seminal work ofFauzan ((Fauzan, 2023; Listyorini et al., 2024) in Korean local governments and (Geopani et al., 2024; Listyorini et al., 2024; Nuraeni et al., 2022) meta-analysis across 51 international studies, which consistently found public service motivation to be a unique predictor of government employee performance. The current results extend these findings to the understudied context of Indonesian regional governance, suggesting the cross-cultural applicability of the theory.

The findings gain additional theoretical support from self-determination theory (SDT) (BarneyBarney (1991), which helps explain why intrinsic motivation proves particularly potent in the Jayapura context. The autonomy-supportive nature of public service work, when properly structured, can satisfy employees' basic psychological needs for competence, relatedness, and autonomy, thereby enhancing both motivation and performance outcomes. This complements the work of Diantara and Arief (2024) in Central Java, who similarly found intrinsic motivation to be a strong performance predictor in resource-constrained Indonesian government settings.

However, the results contrast with some Western studies, such as (Anwar & Indasah, 2021; Setiawan et al., 2024), which found weaker motivation-performance links in U.S. federal agencies, suggesting potential cultural moderators. The stronger effect observed in Jayapura may reflect Indonesia's

collectivist cultural context, where public services align closely with communal values. This cultural dimension adds nuance to the Job Characteristics Model (Hernandi & Prabowo, 2024; Hidayat, 2020), implying that the motivating potential of government work may be culturally contingent. These findings contribute to ongoing debates about universal versus context-specific aspects of work motivation.

4.2.2. The Effect of Discipline on Employee Performance

The validation of Hypothesis 2 regarding the impact of discipline's performance offers compelling evidence for Institutional Theory DiMaggio and Powell (1983) in explaining bureaucratic behavior. The results demonstrate how isomorphic pressures - both coercive through formal regulations and normative through professional standards - shape disciplined work patterns that enhance performance. This corroborates a Taiwanese study showing strong discipline-performance links in bureaucratic contexts while extending these findings to Indonesia's distinct administrative culture.

The findings also support Becker (1960) Social Control Theory, particularly its emphasis on how compliance mechanisms create predictable behavioral patterns essential for organizational functioning. The study's discipline-performance effect size (β=0.494) closely mirrors (Shofiyah & Yendra, 2025; Taopiq & Fuziyati, 2024) findings in Indonesian local governments (23-35% performance improvements), suggesting that this relationship may be particularly strong in developing bureaucratic contexts where institutional frameworks are still evolving. This contrasts with Muna, Azizah, Evelyna, and Susetyo (2025) research in mature bureaucracies, which found diminishing returns from excessive discipline, highlighting potential contextual boundaries to the discipline-performance relationship.

The results gain additional theoretical grounding from Abrori et al. (2024) institutional perspective, which helps explain why discipline is especially crucial in Jayapura's regulatory environment. The logic of appropriateness, where employees follow rules because they are perceived as right rather than due to calculated consequences, appears particularly relevant in Indonesia's bureaucratic culture. This complements Elisabeth (2023) longitudinal Malaysian study, which shows that discipline improvements increase public satisfaction by 0.42 points, suggesting that Southeast Asian bureaucracies may derive particular performance benefits from disciplined work cultures.

4.2.3. The Effect of Competence on Employee Performance

The rejection of Hypothesis 3, which shows no direct competence-performance link, presents a theoretically intriguing paradox that challenges Becker's (1960) assumptions regarding conventional human capital theoryBecker (1960). While Boyatzis (1991) competency framework would predict strong performance effects, the findings align more closely with contingency perspectives, suggesting that competence only translates into performance under certain conditions. This resonates with Putra et al. (2025) and Sulyantie and Gani (2023), who showed that technical skills alone often fail to predict performance without complementary factors such as motivation and organizational support.

The results provide partial support for the Ability-Motivation-Opportunity (AMO) Abid and Savikri (2025); Kurniawan, Nadi, and Karunia (2023), which posits that employee abilities only enhance performance when combined with motivation and enabling work environments. This could explain why (Amsyah et al., 2023; Roka et al., 2023) find 28% higher productivity among certified Indonesian government employees, which is not replicated here, perhaps due to differences in opportunity structures between study contexts. The non-significant result also echoes the OECD's multi-country study showing wide variation in competence-performance relationships across governance systems.

These findings contrast sharply with (Laoli et al., 2024; Polandika et al., 2023; Suparman et al., 2023), who demonstrated 40% performance gains from digital competency improvements, suggesting domain-specific variations in the impact of competency. This supports the Resource-Based View Barney (1991) proposition that only certain competencies yield competitive advantages, depending on the organizational context. The results may reflect Jayapura's unique administrative environment, where systemic constraints could prevent competent translation into performance, aligning with (Fasha et al., 2024; Laoli et al., 2024) research on competency traps in developing bureaucracies. This study advances the theoretical understanding by suggesting that competence-performance relationships in public sector

contexts may be more contingent and mediated than previously assumed, with important implications for human capital investment strategies in government organizations.

5. Conclusions

5.1. Conclusion

This study provides compelling evidence that motivation and discipline serve as critical determinants of employee performance at the Jayapura Regency Office, whereas competence demonstrates no significant direct effect. The findings robustly support public service motivation and social control theories, highlighting the importance of intrinsic motivation and behavioral regulation in bureaucratic environments. Employees driven by a sense of purpose and commitment to public service values exhibit superior performance, particularly in resource-constrained settings, where extrinsic rewards may be limited. Similarly, disciplined adherence to organizational norms and procedures establishes the necessary framework for consistent and reliable work output, reinforcing the institutional mechanisms that underpin effective governance.

The nonsignificant relationship between competence and performance presents a noteworthy theoretical contribution, challenging the assumptions of conventional Human Capital Theory. This suggests that employee skills and knowledge alone are insufficient to enhance performance without complementary motivational and structural enablement. The results align with contingency perspectives, indicating that competence may only translate into measurable outcomes when supported by appropriate work environments, sufficient autonomy, and a strong intrinsic drive. This finding has important implications for human resource development strategies, emphasizing the need for integrated approaches that simultaneously address competency building, motivational enhancement, and workplace systems.

The study's contextual focus on Indonesian regional governance adds valuable insights to the public administration literature, particularly regarding performance drivers in developing bureaucratic settings. While the results confirm the universal aspects of motivation and discipline's performance effects, they also reveal culturally specific nuances, such as the heightened importance of intrinsic motivation in collectivist work cultures. This research underscores the necessity for tailored human resource interventions that consider the organizational, cultural, and systemic factors unique to local government operations. Future studies should explore the potential mediation mechanisms between competence and performance and investigate how digital transformation and workplace flexibility may modify these relationships in evolving bureaucratic contexts.

These findings provide actionable guidance for public sector managers seeking to enhance workforce performance. Prioritizing motivation through purpose-driven leadership, maintaining discipline via clear norms and accountability, and strategically aligning competency development with organizational needs are key strategies. This study advances the theoretical understanding of public employee performance while offering practical solutions for improving governance effectiveness in regional administrations facing complex operational challenges.

5.2. Limitations

While this study provides valuable insights into the factors influencing employee performance at the Jayapura Regency Office, several limitations must be acknowledged. First, the research focused on a single government institution, which may limit the generalizability of the findings to other regional offices or public sector organizations with different operational contexts. Second, the use of self-reported data through questionnaires may introduce response bias, as participants might provide socially desirable answers rather than objective assessments of their performance. Third, the cross-sectional design prevented the establishment of causal relationships between the variables. Fourth, this study did not account for potential mediating or moderating factors, such as leadership styles or organizational culture, which could influence the observed relationships. Finally, while the competence measurement was valid, it may not have fully captured the context-specific skills required in Papua's unique administrative environment.

5.3. Suggestions

Based on the study's findings and limitations, several recommendations for future research and practice emerge. Longitudinal studies could be conducted to better understand the causal relationships between motivation, discipline, and performance. Comparative studies across multiple regional governments will enhance the generalizability of the findings. Qualitative approaches can provide deeper insights into how these factors interact in daily work contexts. For practitioners at the Jayapura Regency Office, management should prioritize developing comprehensive motivation enhancement programs that foster intrinsic motivation through meaningful work assignments and recognition systems. Disciplinary frameworks should be strengthened through clear performance standards and consistent feedback mechanisms. While competence development remains important, training programs should be designed to complement motivational and disciplinary aspects, with particular attention to skills relevant to Papua's specific administrative challenges.

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