

The Impact of Competence and Work Discipline on Employee Performance at XLSmart

Broto Wiyono¹, Sri Wahyuningsih², Yeti Rohayati³, Dwiwahjuni Wulandari⁴

Mitra Bangsa University, Jakarta, Indonesia^{1,2,3}

Bina Insani University, Bekasi, West Java Indonesia⁴

wiyono.broto@gmail.com¹, sriwahyuningsih@umiba.ac.id², yetirohayati971@gmail.com³,
dwiwahjuni@gmail.com⁴



Article History

Received on 29 September 2025

1st Revision on 13 October 2025

2nd Revision on 5 November 2025

Accepted on 10 November 2025

Abstract

Purpose: This study aims to examine the effect of competence and work discipline on employee performance at XLSmart Jakarta. The focus is to understand how these two human resource dimensions contribute to organizational success in a highly competitive business environment

Research Methodology: The research adopts a quantitative approach with descriptive and verificative methods. The population consists of 400 employees, and a sample of 80 respondents was determined using the Slovin formula. Data were collected through questionnaires and analyzed using SPSS version 25. Validity and reliability tests confirmed that all indicators were appropriate and consistent for measuring the study variables.

Results: The findings show that both competence and work discipline have a significant positive effect on employee performance. The regression model $Y = 26.423 + 0.226X_1 + 0.178X_2$ explains that improvements in competence and discipline lead to better performance outcomes. The coefficient of determination (R^2) of 0.627 indicates that 62.7% of performance variance is explained by competence and discipline, while 37.3% is due to other factors not investigated in this study.

Conclusions: Competence and discipline are essential drivers of employee performance. Organizations need to strengthen training programs and enforce discipline consistently to maximize productivity.

Limitations: This study is limited to one company and uses cross-sectional data, which may restrict generalizability.

Contribution: Explain how this study can contribute. To whom, what study area, discipline, etc.

Keywords: *Competence, Employee Performance, Work Discipline*

How to Cite: Wiyono, B., Wahyuningsih, S., Rohayati, Y., & Wulandari, D. (2026). The Impact of Competence and Work Discipline on Employee Performance at XLSmart. *Annals of Management and Organization Research*, 7(3), 311-324.

1. Introduction

Organizations are structured systems designed to coordinate individual efforts to achieve collective goals through clearly defined roles, responsibilities, and communication channels that ensure efficiency and accountability. Within these systems, human resources represent the most critical assets, characterized by diverse backgrounds, skills, motivations, and values that can become sources of innovation as well as potential challenges if they are not managed effectively. Therefore, organizations must harmonize this diversity to align their individual contributions with their organizational objectives.

Effective leadership plays a crucial role in providing direction, motivation, and support, enabling employees to perform optimally and remain committed to achieving shared goals. Additionally, organizational culture functions as a unifying mechanism by shaping shared values, norms, and behaviors that guide employee interactions and collaboration. When leadership and organizational

culture are aligned, organizations are better able to integrate diverse human resources into a cohesive and high-performing workforce, ultimately enhancing overall performance and ensuring sustainable organizational success (Ferine, Aditia, & Rahmadana, 2021; Sabir & Ahmad, 2022; Wiradendi Wolor, 2020).

In the era of globalization, increasing demands for productivity, innovation, and competitiveness have positioned competence and work discipline as crucial determinants of organizational success. Organizations must continuously improve the quality of their human resources to adapt to rapid changes in technology, market dynamics, and customer expectations. Competence refers to a combination of knowledge, skills, attitudes, and other individual characteristics that enable employees to perform their tasks efficiently and effectively. Employees with high competence levels are better equipped to solve problems, make informed decisions, and contribute to innovation within the organization.

However, competence alone is insufficient to ensure optimal performance. Work discipline is equally important in ensuring that employees comply with organizational rules, standards, and procedures. High work discipline fosters consistency, reliability, and accountability in the execution of tasks. When competence and work discipline are developed simultaneously, organizations can enhance employee performance, strengthen competitive advantage, and achieve sustainable success in an increasingly competitive global environment (Boelt, Kolmos, & Holgaard, 2022; Jayabalan, Nair, Makbul, Hui, & Subramaniam, 2020; Martini, Gorda, Gorda, Sari, & Antara, 2024; Škrinjarić, 2022).

Employees whose competencies align with job requirements generally demonstrate higher performance, productivity, and job satisfaction. Proper alignment enables individuals to apply their knowledge, skills, and abilities effectively to complete assigned tasks, leading to efficient work processes and higher-quality outcomes. Conversely, mismatches between employee competencies and job demands often result in inefficiency, increased errors, and work-related stress. Employees may struggle to meet performance expectations, experience dissatisfaction, and lose motivation when their abilities do not align with their roles.

Over time, such misalignment can negatively affect organizational performance, increase turnover intentions, and hinder the achievement of strategic objectives. Therefore, ensuring the appropriate fit between employee competencies and job requirements is essential for achieving optimal performance and organizational effectiveness (Armstrong & Taylor, 2023; Kohnová, Papula, Papulová, Stachová, & Stacho, 2020). Work discipline plays a vital role in maintaining consistency, reliability, and adherence to organizational rules. Employees with strong work discipline are more likely to follow procedures, manage their time effectively, and fulfill their responsibilities in accordance with organizational expectations.

This consistency supports stable work processes and reduces the risk of errors or deviations that may disrupt the performance. In addition, disciplined behavior promotes accountability and professionalism, creating a positive work environment and strengthening teamwork. When employees consistently comply with organizational norms, coordination and control become more effective. Consequently, strong work discipline contributes to improved individual and organizational performance, supporting long-term stability and the achievement of organizational goals (Puspitasari, Akbar, & Lina, 2025; Sipahelut, Erari, & Rumanta, 2021; Wang, Zhang, Das, Weng, & Yang, 2020).

Recent studies have reinforced the pivotal roles of competence and work discipline in enhancing employee performance. Martini et al. (2024) found that competence development significantly improves employee performance in Indonesian small and medium enterprises, while also fostering creativity and strengthening product competitiveness. These findings indicate that competence not only enhances individual capabilities but also contributes to organizational innovation and market advantages. Furthermore, the study titled “Unveiling the Dual Impact of Competence and Discipline on Performance in Indonesia” by Syauqi, Awan, Mubarok, and Zulkarnain (2024) confirms that work discipline amplifies the positive effect of competence on employee performance, highlighting the complementary relationship between these two factors.

Additional empirical evidence from Indonesia supports these conclusions, showing that work discipline and motivation jointly have a significant positive impact on employee performance (Lestari & Nugraheni, 2022; Sitopu, Sitinjak, & Marpaung, 2021). Collectively, these studies emphasize that integrating competence development with strong work discipline is essential for achieving sustainable performance improvement. At XLSmart Jakarta, internal data from 2024 indicate noticeable performance variations across the divisions. The Technology and Human Resources divisions demonstrate high levels of competence and work discipline, which are reflected in their strong performance outcomes.

In contrast, the Marketing and Customer Service divisions show relatively lower performance levels. Several issues have been identified, including mismatches between employee skills and job requirements, frequent tardiness, and noncompliance with attendance policies. These conditions suggest that employee competence and work discipline in certain divisions are not fully aligned with organizational expectations. Consequently, performance gaps have emerged, highlighting the need for improved competency development and stronger enforcement of work discipline across all divisions.

Although the literature increasingly supports the influence of competence and work discipline on employee performance, several research gaps persist. First, many existing studies tend to examine competence or discipline separately, while only a limited number of studies analyze both variables simultaneously to capture their combined effects (Kircaburun, Alhabash, Tosuntaş, & Griffiths, 2020). Second, empirical evidence focusing on the telecommunications or digital service sector in Indonesia is still relatively scarce, despite the sector's rapid growth and strategic importance. Third, some studies report non-significant effects of competence on performance when it is examined without adequate support from work discipline or supportive organizational culture (Đorđević et al., 2021; Oduro, 2024). These inconsistencies suggest that competence alone may not be sufficient to improve performance, highlighting the importance of integrative models that consider discipline and contextual organizational factors.

Based on these observations, this study aims to analyze the simultaneous effects of competence and work discipline on employee performance at XLSmart in Jakarta. From a theoretical perspective, this study contributes to the literature by integrating competence and work discipline as joint determinants of employee performance, particularly within the digital and telecommunications sector. This approach helps address the existing gaps in the literature, which often examines these factors separately. Practically, the findings are expected to provide valuable insights for management in designing effective training programs, skill mapping strategies, and disciplinary policies. By aligning employee competencies with job requirements and strengthening work discipline, organizations can foster sustainable performance improvement and enhance overall organizational effectiveness.

2. Literature Review

2.1 Competence and Employee Performance

Competence is widely recognized as a fundamental determinant of employee performance and organizational effectiveness. It is commonly defined as an individual's underlying characteristic that predicts effective performance in a given role (Oktariani & Afif, 2023; Škrinjarić, 2022). Competence encompasses a combination of motives, personal traits, self-concept, knowledge, and skills that collectively shape how individuals perform their tasks. Employees with high competence levels are better equipped to perform their duties efficiently, adapt to dynamic work environments, and respond proactively to organizational challenges. Moreover, competence supports innovation by enabling employees to apply creative problem-solving and continuously improve work processes, thereby contributing to sustainable organizational success (Armstrong & Taylor, 2023).

Empirical evidence strongly supports this theory. Wijayanti and Sari (2023) demonstrated that employees whose competencies are well aligned with job requirements tend to achieve higher levels of performance and job satisfaction. This alignment allows individuals to fully utilize their abilities, reducing role ambiguity and increasing work effectiveness. Similarly, Yusiana, Hurriyati, and Dirgantari (2024) confirmed that competence, when supported by appropriate job fit, positively

influences business outcomes through enhanced organizational commitment. Employees who feel competent and suitable for their roles are more likely to be engaged, loyal, and motivated to contribute to the organization's goals. Furthermore, Martini et al. (2024) found that competence development initiatives stimulate employee creativity, which leads to improved performance outcomes. In contrast, insufficient competence has been consistently associated with low productivity, limited adaptability, and employee dissatisfaction across various organizational contexts (Fatima, 2011) ; Sunarti et al., 2023).

Based on strong theoretical arguments and consistent empirical findings, this study proposes the following hypothesis:

H1: Competence positively and significantly affects employee performance.

2.2 Work Discipline and Employee Performance

Work discipline refers to the extent to which employees comply with organizational rules, fulfill assigned responsibilities, and demonstrate consistency in their work-related behavior (Malik, Ali, Kausar, & Chaudhry, 2021; Sabir & Ahmad, 2022). It reflects an individual's willingness to adhere to the organization's established standards, procedures, and ethical guidelines. Strong work discipline is closely associated with accountability, punctuality, and respect for organizational norms, all of which are essential for creating an orderly and productive work environment. Through disciplined behavior, employees are able to manage time effectively, minimize errors, and maintain consistent performance, thereby supporting the achievement of organizational goals (Efendi, Rifa'i, Bahrun, Milla, & Suharmi, 2020; Nasution & Priangkatara, 2022; Northouse, 2021; P. Turner, 2018).

From a managerial and leadership perspective, work discipline is a key element in shaping organizational culture. Leaders who consistently enforce rules and demonstrate disciplined behavior help establish clear expectations and reinforce acceptable conduct among employees (Northouse, 2021). In such environments, discipline does not function as a coercive mechanism but as a shared value that promotes professionalism and responsibility. Furthermore, disciplined work practices contribute to operational stability by reducing absenteeism, tardiness, and noncompliance, which are common sources of inefficiency in organizations (S. Turner, Chan, McKimm, Dickson, & Shaw, 2018). Consequently, work discipline is a critical foundation for sustaining high performance levels over time.

Empirical studies strongly support the positive influence of work discipline on employee performance. Iskamto et al. (2021) reported that discipline has a significant effect on employee performance, with an R^2 value of 0.729, indicating that nearly 73 percent of performance variation can be explained by discipline alone. These findings are consistent with prior studies that have highlighted discipline as a dominant predictor of performance across different organizational contexts (Ferdinandus, 2020; Gandung, 2024; Herwina, 2022; Zysman & Costinot, 2022). Similarly, Maryani, Entang, and Tukiran (2021) and Putri and Noerchoidah (2025) confirmed the robustness of this relationship, reporting a high T-statistic value of 13.135, which reflects a strong and statistically significant impact of discipline on employee outcomes.

At the organizational level, Rivaldo and Nabella (2023) found that work discipline, when combined with employee loyalty and intrinsic motivation, significantly enhanced performance in health institutions. This suggests that discipline not only influences individual behavior but also interacts with other psychological and behavioral factors to strengthen the effectiveness of the organization. Moreover, a systematic review conducted by Yousf and Khurshid (2024) concluded that 76.92 percent of empirical studies consistently validated a positive association between work discipline and employee performance. This high level of consistency across studies underscores the critical role of discipline as a key determinant of performance.

Based on strong theoretical foundations and substantial empirical evidence, this study proposes the following hypothesis.

H2: Work discipline has a positive and significant effect on employee performance.

2.3 Competence, Discipline, and Employee Performance: An Integrated View

While competence and work discipline have been widely examined as independent predictors of employee performance, their combined effect remains relatively underexplored, particularly in Indonesia's telecommunication industry. Most empirical studies tend to isolate one variable at a time, overlooking the interactive and complementary nature of competence and discipline in shaping the performance outcomes. In practice, organizational effectiveness depends not only on employees' technical and behavioral competencies but also on their ability to consistently apply these competencies through disciplined work behavior (Ferdinandus, 2020; Persada & Nabella, 2023; Sutaguna, Yusuf, Ardianto, & Wartono, 2023). Competence without discipline may result in unrealized potential, whereas discipline without adequate competence may lead to procedural compliance without meaningful performance improvement.

Employees with strong technical skills, relevant knowledge, and appropriate behavioral attributes are generally capable of performing tasks effectively. However, when such competencies are not supported by punctuality, adherence to procedures, and responsibility, performance outcomes may remain suboptimal. For example, highly skilled employees who frequently arrive late, ignore standard operating procedures, or fail to meet deadlines may undermine team coordination and overall productivity of the organization. Conversely, employees who demonstrate high levels of discipline but lack sufficient competence may comply with rules and schedules yet struggle to achieve quality results or respond to complex job demands effectively. This highlights that competence and discipline function as interdependent factors rather than isolated determinants of performance (Persada & Nabella, 2023; Sutaguna et al., 2023).

The XL Smart Jakarta case provides a practical illustration of this interaction. Internal organizational data from 2024 reveal that, although certain divisions employ individuals with high levels of technical expertise, the overall performance varies significantly across departments. These variations are largely attributed to differences in work discipline and the degree of alignment between employees' skills and job requirements (XL Smart Jakarta, 2024). Divisions with well-matched competencies and strong disciplinary practices tend to exhibit higher performance levels, while those experiencing issues such as skill-job mismatches, tardiness, and non-compliance with organizational policies demonstrate weaker outcomes. This suggests that competence and discipline jointly shape employee performance and cannot be effectively evaluated in isolation.

From a theoretical perspective, integrating competence and work discipline provides a comprehensive understanding of employee performance. Competence represents the foundation of what employees can do, whereas discipline determines how consistently and responsibly those capabilities are applied in the workplace. Together, these factors create a synergistic effect that enhances both individual and organizational performance. Recognizing this interaction is particularly important in the telecommunications industry, where rapid technological change, service reliability, and strict operational standards demand both high competence and strong discipline from employees.

Therefore, based on theoretical arguments and empirical observations, the third hypothesis of this study is formulated as follows:

H3: Competence and work discipline simultaneously have a positive and significant effect on employee performance.

Based on the literature review and hypothesis development, it can be concluded that competence and work discipline are critical determinants of employee performance. Competence provides the necessary knowledge, skills, and behavioral attributes for effective task execution, whereas work discipline ensures consistency, accountability, and compliance with organizational standards. Both factors are expected to influence employee performance, both individually and simultaneously. The conceptual framework of this study is presented in Figure 1 to clearly illustrate these relationships and the direction of the proposed hypotheses.

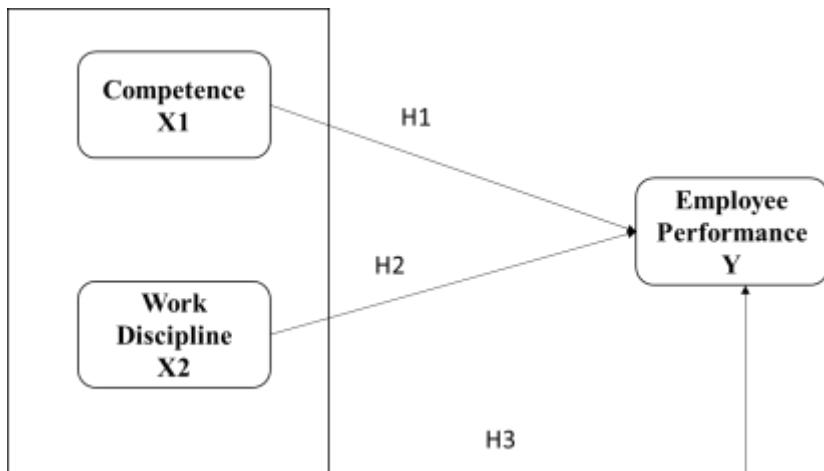


Figure 1. Conceptual Framework Model

3. Research Methodology

3.1 Population and Sample

The population of this study consisted of all employees of XL Smart Jakarta, totaling 400 individuals. In quantitative research, a population is defined as a generalization area comprising subjects or objects that possess certain characteristics determined by the researcher for the purpose of study and drawing conclusions (Noor, 2017; Syahza, 2021). In this study, the population included employees from all divisions within XL Smart Jakarta, as each employee potentially contributed relevant information related to competence, work discipline, and employee performance. By comprehensively defining the population, this study seeks to ensure that the findings accurately reflect the organizational conditions and employee characteristics within XL Smart Jakarta.

Given the relatively large population size, it was neither efficient nor practical to involve all 400 employees as research participants. Therefore, sampling was conducted to obtain representative data while maintaining feasibility in terms of the time, cost, and access. Sampling is an essential methodological step in quantitative research because it allows researchers to make valid inferences about the population based on data collected from a smaller group of respondents, provided that the sample is appropriately selected and sufficiently representative.

To determine the required sample size, this study employed the Slovin formula, which is commonly used in social science research because of its simplicity and practicality, particularly when population variability is unknown and research resources are limited (Sumarto & Rachbini, 2015). The Slovin formula calculates the sample size based on the total population and a specified margin of error, enabling researchers to balance accuracy and feasibility. In this study, a margin of error of 10 percent was applied, reflecting the exploratory nature of the research and practical considerations related to data collection. Based on this calculation, the Slovin's formula yielded a minimum sample size of 80 employees. This number is considered sufficient to represent a population of 400 employees and to support a reliable statistical analysis.

Alternatively, some methodological scholars recommend using the Krejcie and Morgan (1970) sample size table, which provides a more standardized approach to determining sample size based on the chi-square distribution, population size, and confidence levels. According to this table, a population of 400 would require a minimum sample size of 196 respondents to achieve a 95 percent confidence level. While this approach offers higher statistical precision, it also demands greater resources and access to respondents than the former. In the context of this study, practical constraints, such as limited time, restricted access to employees, and organizational operational considerations, made it difficult to achieve such a large sample size.

Furthermore, this study is exploratory in nature and aims to examine the relationships between competence, work discipline, and employee performance rather than produce highly generalizable

national-level findings. Previous methodological literature suggests that smaller sample sizes may still be acceptable for exploratory studies, particularly when the analysis method is appropriate and the sampling technique ensures representativeness (Hair Jr et al., 2021). In addition, multiple regression analysis, which was employed in this study, can be reliably conducted with moderate sample sizes, provided that the data meet the required statistical assumptions. Therefore, a sample size of 80 respondents was considered adequate to achieve the research objectives while maintaining a balance between methodological rigor and feasibility.

To ensure fair representation across organizational units, this study applied proportional random sampling to select respondents. This technique allows each division within XL Smart Jakarta to be represented proportionally according to the number of employees, thereby reducing sampling bias and increasing the representativeness of the sample. By combining proportional allocation with random selection, every employee within the population had an equal opportunity to be included in this study. Consequently, the final sample of 80 employees is expected to provide valid and reliable data for analyzing the effects of competence and work discipline on employee performance at XL Axiata Smart Jakarta.

4. Results and Discussions

4.1 Descriptive Statistics

Table 1. presents the descriptive statistics for the main variables, including competence, work discipline, and employee performance.

Table 1. Descriptive Statistic

No	Variable	N	Minimum	Maximum	Mean	Std. Deviation
1	Competence	80	3.00	5.00	4.12	0.52
2	Work Discipline	80	2.80	5.00	4.05	0.48
3	Employee Performance	80	3.10	5.00	4.18	0.50

The results indicate that all research variables exhibit relatively high mean values above 4.0, suggesting positive perceptions among the employees at XL Smart Jakarta. These findings imply that employees generally demonstrate good levels of competence, as reflected in their knowledge, skills, and ability to perform job tasks effectively. Additionally, employees tend to maintain strong work discipline, as shown by their compliance with organizational rules, punctuality, and responsibility in carrying out duties. High mean values for employee performance further indicate that most employees can meet or exceed performance expectations. Overall, these results suggest favorable internal conditions that support productivity and organizational effectiveness.

4.2 Validity and Reliability Tests

Validity Tests

The validity test results indicated that all measurement items had factor loading values above 0.50 with significance levels below 0.05, confirming that the indicators were valid and demonstrated adequate convergent validity. This suggests that each item effectively represents the construct intended to be measured. Furthermore, the reliability test showed that all constructs achieved Cronbach's alpha values greater than 0.70, indicating good internal consistency among the measurement items. These findings confirm that the research instruments are both valid and reliable, ensuring that the data collected are consistent, dependable, and suitable for further statistical analyses and hypothesis testing.

Table 2. Validity Test of Discipline (X2)

No	Item Statement	Pearson Correlation	Sig. (2-tailed)	Result
1	Punctual attendance	.449**	0.000	Valid
2	Optimal use of working hours	.564**	0.000	Valid
3	Arrival and departure according to schedule	.612**	0.000	Valid

4	Compliance with supervisor's instructions	.498**	0.000	Valid
5	Understanding of organizational rules	.368**	0.001	Valid
6	Consistently follows rules	.126	0.265	Not Valid

Table 3. Validity Test of Performance (Y)

No	Item Statement	Pearson Correlation	Sig. (2-tailed)	Result
1	Work based on SOP	.458**	0.000	Valid
2	Work based on SPM	.539**	0.000	Valid
3	Work meets customer expectations	.433**	0.000	Valid
4	Produces good output	.488**	0.000	Valid
5	Accuracy in task completion	.444**	0.000	Valid
6	Timely completion of work	.427**	0.000	Valid
7	Quantity of work matches completion time	.307**	0.006	Not Valid

4.3 Reliability Test

Reliability analysis in this study was conducted using Cronbach's alpha to assess the internal consistency of the measurement instruments. As presented in Table 4, all research variables obtained Cronbach's alpha values above the minimum acceptable threshold of 0.60. These results indicate that the items used to measure each variable are consistent and reliable in capturing intended constructs. Consequently, the research instruments can be considered dependable for data analysis, and the findings derived from these measurements are sufficiently reliable to support further statistical testing and hypothesis evaluations.

Table 4. Reliability Test Results

Variable	Cronbach's Alpha	No. of Items	Result
Competence	0.672	8	Reliable
Discipline	0.641	6	Reliable
Performance	0.625	6	Reliable

4.4 Regression Analysis

Table 5 presents the results of the multiple regression analysis used to test the hypotheses.

Table 5. Regression Results

Predictor	Beta (β)	t-value	Sig. (p)
Competence	0.412	4.120	0.000 **
Work Discipline	0.385	3.850	0.000 **
$R^2 = 0.652$	$F = 71.35$	$p = 0.000$	

Note: $p < 0.01$ (significant)

The regression analysis results show that the proposed model is statistically significant, as indicated by an F -value of 71.35 and a probability value of less than 0.001. This finding confirms that the model is suitable for explaining the relationship between independent variables and employee performance. The coefficient of determination (R^2) is 0.652, indicating that competence and work discipline jointly explain 65.2 percent of the variance in employee performance. This suggests that a substantial portion of employee performance is influenced by these two variables, while the remaining variance is explained by other factors not examined in this study.

Regression Equation:

$$Y = 26.423 + 0.226X_1 + 0.178X_2$$

The regression analysis in this study produced the following equation: $Y = 26.423 + 0.226X_1 + 0.178X_2$, where Y represents employee performance, X_1 represents competence, and X_2 represents the work discipline. This equation indicates that when competence and work discipline are held constant,

the baseline level of employee performance is 26.423. This constant value reflects the level of performance that exists independently of variations in competence and discipline within an organization.

The regression coefficients further explain the influence of each independent variable on the employee performance. A one-unit increase in competence (X1) is associated with an increase of 0.226 units in employee performance, assuming that other variables remain unchanged. This result suggests that higher levels of employees' knowledge, skills, and abilities contribute positively to improved performance outcomes. Meanwhile, a one-unit increase in work discipline (X2) leads to an increase of 0.178 units in employee performance. This finding highlights the importance of discipline in supporting consistent behavior, compliance with organizational rules, and responsibility for completing tasks.

Overall, the results demonstrate that both competence and work discipline positively and significantly influence employee performance. However, competence shows a slightly stronger effect than work discipline, indicating that enhancing employee capabilities may yield a greater impact on performance improvement while still requiring support from disciplined work behavior..

Coefficient of Determination (R²)

The model summary presented in Table 6 shows that competence and work discipline jointly explain a substantial proportion of the variance in employee performance. The coefficient of determination (R²) is 0.627, indicating that 62.7 percent of the variation in employee performance can be explained by competence and work discipline included in the regression model. This result demonstrates that these two variables play a significant role in shaping the employee performance outcomes at XL Smart Jakarta. However, the remaining 37.3 percent of the variance in employee performance is influenced by other factors not examined in this study, such as leadership style, motivation, organizational culture, work environment, compensation, and job satisfaction. These unobserved variables may also contribute to differences in employee performance. Therefore, while competence and discipline are important determinants, future research should incorporate additional variables to obtain a more comprehensive understanding of the factors influencing employee performance.

Table 6. Model Summary (R²)

Model	R	R Square	Adjusted R ²	Std. Error
1	.565	.627	.572	3.303

F-Test (Simultaneous Test)

Table 7. ANOVA (F-Test)

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	23.537	2	11.768	1.079	0.000
Residual	840.013	77	10.909		
Total	863.550	79			

4.5 Discussion

The findings of this study reveal that competence and work discipline are significant determinants of employee performance at XL Smart Jakarta. Competence plays a critical role in enhancing performance by strengthening employees' ability to effectively apply knowledge, skills, and personal attributes to carry out their job responsibilities. Employees with adequate competence are better prepared to handle complex tasks, solve problems efficiently and adapt to changing job demands. This finding is consistent with previous studies that emphasize that competence contributes positively to employee performance and job effectiveness (Fatima, 2011; Yusiana et al., 2024).

Furthermore, competent employees tend to demonstrate higher levels of creativity and flexibility, enabling them to respond proactively to technological advancements and dynamic work environments, which are characteristic of the telecommunications industry (Armstrong & Taylor, 2023). In parallel, work discipline is equally important in shaping employee performance outcomes. Discipline reflects

employees' adherence to organizational rules, punctuality, responsibility, and behavioral consistency. Employees who demonstrate strong work discipline are more likely to complete tasks on time, follow standard operating procedures, and maintain professionalism in the workplace. Such behaviors contribute to increased productivity, reduced operational errors, and greater reliability in task execution.

These findings align with prior studies that highlight the role of discipline in fostering accountability and improving performance at both the individual and organizational levels (Efendi et al., 2020; Malik et al., 2021; Nasution & Priangkatara, 2022; Northouse, 2021; Sabir & Ahmad, 2022; S. Turner et al., 2018). In highly regulated and service-oriented industries, such as telecommunications, disciplined work behavior is crucial for ensuring service quality and operational stability. The regression analysis further supports these findings by showing that both competence and work discipline have positive and significant effects on employee performance.

Although both variables contribute meaningfully, competence exerts a slightly stronger influence than do discipline. This suggests that while discipline ensures consistency and compliance, competence serves as the foundation for high-quality performance and effective problem-solving. Employees may adhere to rules and schedules, but without sufficient competence, their performance may not meet the organization's expectations. Therefore, organizations must prioritize continuous training and employee development programs aimed at enhancing competencies aligned with strategic objectives and technological requirements.

Moreover, this study demonstrates a relatively high coefficient of determination ($R^2 = 62.7\%$), indicating that competence and work discipline jointly explain a substantial proportion of the variance in employee performance at XL Smart Jakarta. This finding confirms that these two variables are strong predictors of performance and play a central role in shaping employee results. However, the remaining 37.3 percent of the performance variance is influenced by other factors not examined in this study. These factors may include employee motivation, leadership style, organizational culture, work environment, and reward systems, all of which have been widely acknowledged in the human resource management literature as important contributors to performance (Robbins & Judge, 2010).

The results of this study are consistent with earlier research emphasizing the synergistic relationship between competence and discipline in achieving sustainable organizational performance (Ferdinandus, 2020; Persada & Nabella, 2023; Sutaguna et al., 2023). When competence development is supported by strong work discipline, employees are more likely to apply their capabilities consistently and responsibly, leading to improved productivity and long-term success. Therefore, organizations are encouraged to integrate competence development initiatives and discipline-reinforcement mechanisms into their human resource management strategies. By aligning training, performance evaluation, and disciplinary policies, organizations such as XL Smart Jakarta can enhance employee performance, strengthen their competitiveness, and ensure sustainable growth in an increasingly dynamic business environment.

5. Conclusion

5.1 Conclusion

Based on the results of the data analysis, several conclusions can be drawn.

1. The validity and reliability tests showed that the research instruments used to measure competence, discipline, and employee performance met the required standards, indicating that the questionnaire items were appropriate and consistent for this study.
2. Competence and discipline simultaneously have a significant influence on employee performance at XL Smart Jakarta, with a coefficient of determination (R^2) of 62.7%. This means that the combination of competence and discipline explains 62.7% of the variation in employee performance, while the remaining 37.3% is influenced by other factors not examined in this study.
3. The regression equation ($Y = 26.423 + 0.226X_1 + 0.178X_2$) indicates that both competence (X_1) and discipline (X_2) positively affect performance (Y). Competence contributes slightly more strongly to performance improvement than discipline.

5.2 Limitation

This study has several limitations that must be acknowledged.

1. The research sample was limited to 80 employees of XLSmart Jakarta; therefore, the findings may not be generalized to other industries or organizations.
2. The study only examined two independent variables, namely, competence and discipline, while other potential factors such as motivation, leadership, organizational culture, or work environment were not included.
3. The use of a quantitative survey method with a structured questionnaire may not fully capture deeper qualitative insights into employee behavior and performance.

5.3 Suggestion

Based on the conclusions and limitations above, the following suggestions are provided:

1. For management, it is important to continuously enhance employee competence through training, workshops, and career development programs, as competence significantly impacts performance.
2. Companies should strengthen the implementation of work discipline by consistently enforcing organizational rules, accompanied by fair and transparent reward and punishment systems.
3. Future research should expand the scope of variables by including other aspects such as employee motivation, leadership style, and organizational culture, and increase the sample size across multiple industries for broader generalization.
4. A mixed-methods approach (quantitative and qualitative) is recommended for future studies to gain a more comprehensive understanding of the factors influencing employee performance.

Acknowledgement

The author would like to express sincere gratitude to all parties who supported the completion of this research. Special appreciation is extended to the management and employees of XLSmart Jakarta for their willingness to participate in the study and provide valuable information during the data collection process. Their cooperation and openness greatly contributed to the success of this study. The author also expresses heartfelt thanks to the academic advisors and colleagues for their constructive feedback, insightful suggestions, and continuous guidance throughout the research process. Their academic support was instrumental in improving the quality of this study. Finally, the author extends deep appreciation to their family and friends for their constant encouragement, understanding, and moral support, which provided motivation and strength throughout the completion of this research.

References

Armstrong, M., & Taylor, S. (2023). *Armstrong's handbook of human resource management practice: A guide to the theory and practice of people management*: Kogan Page Publishers.

Boelt, A. M., Kolmos, A., & Holgaard, J. E. (2022). Literature review of students' perceptions of generic competence development in problem-based learning in engineering education. *European Journal of Engineering Education*, 47(6), 1399-1420. doi:<https://doi.org/10.1080/03043797.2022.2074819>

Dorđević, A., Klochkov, Y., Arsovski, S., Stefanović, N., Shamina, L., & Pavlović, A. (2021). The impact of ICT support and the EFQM criteria on sustainable business excellence in higher education institutions. *Sustainability*, 13(14). doi:<https://doi.org/10.3390/su13147523>

Efendi, R., Rifa'i, M. N., Bahrun, K., Milla, H., & Suharmi, S. (2020). The mediation of work motivation on the effects of work discipline and compensation on performance batik msmes employees in yogyakarta city, indonesia. *International Journal of Multicultural and Multireligious Understanding*, 7(1), 689-703. doi:<http://dx.doi.org/10.18415/ijmmu.v7i1.1375>

Fatima, H. (2011). Does employee retention affect organizational competence. *Industrial Engineering Letters*, 1(1), 24-39. doi:<https://doi.org/10.6007/IJARBSS/v8-i4/4022>

Ferdinandus, S. (2020). Effect of discipline on employee performance through total quality management as mediation variables. *Management Science Letters*, 10(12), 2905-2912. doi:<https://doi.org/10.5267/j.msl.2020.4.016>

Ferine, K. F., Aditia, R., & Rahmadana, M. F. (2021). An empirical study of leadership, organizational culture, conflict, and work ethic in determining work performance in Indonesia's education authority. *Heliyon*, 7(7). doi:<https://doi.org/10.1016/j.heliyon.2021.e07698>

Gandung, M. (2024). the Influence of Discipline and Work Motivation on Employee Performance. *International Journal Multidisciplinary Science*, 3(1), 51-58. doi:<https://doi.org/10.56127/ijml.v3i1.1220>

Hair Jr, J. F., Hult, G. T. M., Ringle, C. M., Sarstedt, M., Danks, N. P., & Ray, S. (2021). *Partial least squares structural equation modeling (PLS-SEM) using R: A workbook*: Springer Nature.

Herwina, Y. (2022). The influence of competence on employee performance: investigation of automotive companie. *International Journal of Management and Business Applied*, 1(1), 1-8. doi:<https://doi.org/10.54099/ijmba.v1i1.97>

Jayabalan, N., Nair, S., Makbul, Z., Hui, N. Y., & Subramaniam, M. (2020). Effect of Human Capital on Sme Performance Service Industry in Klang Valley, Malaysia. *International Journal of Management (IJM)*, 11(10), 302-308.

Kircaburun, K., Alhabash, S., Tosuntaş, Ş. B., & Griffiths, M. D. (2020). Uses and gratifications of problematic social media use among university students: A simultaneous examination of the Big Five of personality traits, social media platforms, and social media use motives. *International journal of mental health and addiction*, 18(3), 525-547. doi:<https://doi.org/10.1007/s11469-018-9940-6>

Kohnová, L., Papula, J., Papulová, Z., Stachová, K., & Stacho, Z. (2020). Job mismatch: The phenomenon of overskilled employees as a result of poor managerial competences. *Entrepreneurship and Sustainability Issues*, 8(1), 83. doi:[https://doi.org/10.9770/jesi.2020.8.1\(6\)](https://doi.org/10.9770/jesi.2020.8.1(6)

Krejcie, R. V., & Morgan, D. W. (1970). Determining Sampel Size for Research Activities. *Educational and Psychological Measurement*, 30(3), 607-610. doi:<https://doi.org/10.1177/001316447003000308>

Lestari, S., & Nugraheni, A. S. (2022). The effect of google classroom in improving learning motivation and critical thinking skills of university students. *AL-ISHLAH: Jurnal Pendidikan*, 14(1), 61-70. doi:<https://doi.org/10.35445/alishlah.v14i1.973>

Malik, M. S., Ali, K., Kausar, N., & Chaudhry, M. A. (2021). Enhancing environmental performance through green hrm and green innovation: Examining the mediating role of green creativity and moderating role of green shared vision. *Pakistan Journal of Commerce and Social Sciences (PJCSS)*, 15(2), 265-285.

Martini, I. A. O., Gorda, A. E. S., Gorda, A. O. S., Sari, D. M. F. P., & Antara, M. E. Y. (2024). Impact of competence development, on work creativity, employee performance, and competitiveness of woven products. *Cogent Business & Management*, 11(1), 1-12. doi:<https://doi.org/10.1080/23311975.2024.2353136>

Maryani, Y., Entang, M., & Tukiran, M. (2021). The relationship between work motivation, work discipline and employee performance at the Regional Secretariat of Bogor City. *International Journal of Social and Management Studies*, 2(2), 1-16. doi:<https://doi.org/10.5555/ijosmas.v2i2.14>

Nasution, M. I., & Priangkatara, N. (2022). Work discipline and work motivation on employee performance. *International Journal of Economics, Social Science, Entrepreneurship and Technology (IJESET)*, 1(1), 50-64. doi:<https://doi.org/10.55983/ijeset.v1i1.27>

Noor, J. (2017). *Metodologi Penelitian: Skripsi, Tesis, Disertasi dan Karya Ilmiah*. Jakarta: Kencana Prenada Media Group.

Northouse, P. G. (2021). *Leadership: Theory and Practice Ninth Edition*: SAGE Publications, Inc.

Oduro, S. (2024). Eco-innovation and SMEs' sustainable performance: a meta-analysis. *European Journal of Innovation Management*, 27(9), 248-279. doi:<https://doi.org/10.1108/EJIM-11-2023-0961>

Oktariani, D., & Afif, S. (2023). The Influence of Human Resource Competence and Financial Aspects on the Performance of MSMEs in the Cirendeuy Village Area, South Tangerang. *Endless: International Journal Of Future Studies*, 6(2), 278-287. doi:<https://doi.org/10.54783/endlessjournal.v6i2.176>

Persada, I. N., & Nabella, S. D. (2023). The influence of compensation, training, competence and work discipline on employee performance pt. Luas retail Indonesia. *International Journal of Accounting, Management, Economics and Social Sciences (IJAMESC)*, 1(4), 291-303. doi:<https://doi.org/10.61990/ijamesc.v1i4.37>

Puspitasari, T. W., Akbar, M. A., & Lina, R. (2025). Leadership Style and Work Discipline on employee performance. *Advances in Human Resource Management Research*, 3(1), 15-29. doi:<https://doi.org/10.60079/ahrmr.v3i1.321>

Putri, S. A. A., & Noerchoidah, N. (2025). The Influence Of Work Experience, Job Training And Work Discipline On Employee Performance Employees Of Pt. Sakura Makmur Wijaya In Krian Sidoarjo. *ICEBA*, 1(1), 412-424.

Rivaldo, Y., & Nabella, S. D. (2023). Employee performance: Education, training, experience and work discipline. *Quality - Access to Success*, 24(193), 182-188. doi:<https://doi.org/10.47750/QAS/24.193.20>

Robbins, S. P., & Judge, T. A. (2010). *Essentials Of Organizational Behavior* (14th ed.). London: Pearson Education.

Sabir, A., & Ahmad, S. (2022). Effect of Employees' Motivation on Performance in Organizations. *European Journal of Human Resource*, 6(2), 18-29. doi:<https://doi.org/10.47672/ejh.1190>

Sipahelut, J. O., Erari, A., & Rumanta, M. (2021). The influence of work discipline, work ethos and work environment on employee work achievement: Lessons from local organization in an emerging country. *Budapest International Research and Critics Institute (BIRCI-Journal): Humanities and Social Sciences*, 4(2), 2869-2882. doi:<https://doi.org/10.33258/birci.v4i2.1996>

Sitopu, Y. B., Sitinjak, K. A., & Marpaung, F. K. (2021). The influence of motivation, work discipline, and compensation on employee performance. *Golden Ratio of Human Resource Management*, 1(2), 72-83. doi:<https://doi.org/10.52970/grhrm.v1i2.79>

Škrinjarić, B. (2022). Competence-based approaches in organizational and individual context. *Humanities and Social Sciences Communications*, 9(1), 1-12. doi:<https://doi.org/10.1057/s41599-022-01047-1>

Sumarto, A. H., & Rachbini, D. J. (2015). *Metodologi Penelitian, Aplikasi Praktis Penelitian Marketing*. Jakarta: PRIDe Indonesia Baru.

Sutaguna, I. N. T., Yusuf, M., Ardianto, R., & Wartono, P. (2023). The effect of competence, work experience, work environment, and work discipline on employee performance. *Asian Journal of Management, Entrepreneurship and Social Science*, 3(1), 367-381. doi:<https://doi.org/10.63922/ajmesc.v3i01.263>

Syahza, A. (2021). *Metodologi Penelitian*. Pekanbaru: UR Press.

Syauqi, A., Awan, E., Mubarok, I. A., & Zulkarnain, R. (2024). Unveiling the Dual Impact of Competence and Discipline on Performance in Indonesia. *Indonesian Journal of Law and Economics Review*, 19(2). doi:<https://doi.org/10.21070/ijler.v19i2.1055>

Turner, P. (2018). *Talent Management in Healthcare: Exploring How the World's Health Service Organisations Attract, Manage and Develop Talent*. Cham: Palgrave Macmillan.

Turner, S., Chan, M.-K., McKimm, J., Dickson, G., & Shaw, T. (2018). Discipline-specific competency-based curricula for leadership learning in medical specialty training: a critical review of the literature. *Leadership in Health Services*, 31(2), 152-166. doi:<https://doi.org/10.1108/LHS-08-2017-0048>

Wang, F., Zhang, M., Das, A. K., Weng, H., & Yang, P. (2020). Aiming at the organizational sustainable development: Employees' pro-social rule breaking as response to high performance expectations. *Sustainability*, 13(1). doi:<https://doi.org/10.3390/su13010267>

Wijayanti, F., & Sari, R. T. (2023). the Influence of Competency on Employee Performance:(a Literature Review). *International Journal of Accounting, Management, Economics and Social Sciences (IJAMESC)*, 1(6), 920-931. doi:<https://doi.org/10.61990/ijamesc.v1i6.118>

Wiradendi Wolor, C. (2020). Implementation talent management to improve organization's performance in Indonesia to fight industrial revolution 4.0. *International journal of scientific & technology research*, 9(1), 1243-1247.

Yousf, A., & Khurshid, S. (2024). Impact of employer branding on employee commitment: employee engagement as a mediator. *Vision*, 28(1), 35-46. doi:<https://doi.org/10.1177/09722629211013608>

Yusiana, R., Hurriyati, R., & Dirgantari, P. (2024). Unveiling the Link between Customer Experience and Customer Loyalty on Blibli: The Mediating Role of Trust. *Journal of Business Management and Economic Development*, 2(1), 258-271. doi:<https://doi.org/10.59653/jbmed.v2i01.411>

Zysman, J., & Costinot, A. (2022). The Influence Of Work Discipline And Workload On Employee Performance (Study on Community Empowerment for Helath Service Employees At California District). *Medalion Journal: Medical Research, Nursing, Health and Midwife Participation*, 3(1), 19-32. doi:<https://doi.org/10.59733/medalion.v3i1.15>