

## Work Motivation as a Mediator between Competence and Work Discipline on Employee Performance

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### ABSTRACT

The competition among clinics in Sukabumi requires the Gema Medical Center Group to manage quality human resources (HR) capable of enhancing the company's welfare. This study aims to analyze the impact of competence and work discipline on employee performance through work motivation at the Gema Medical Center Group in Sukabumi. The research subjects consisted of 68 employees from the clinic who were selected as samples. This study is descriptive and verificative in nature. Data collection mechanisms involved both literature studies and field studies. Ordinal data were converted into interval-scaled metric data. The instrument testing methods included validity tests, reliability tests, and classical assumption tests. Data analysis utilized descriptive analysis, verificative analysis, path analysis, and Sobel Test for intervening variables, using IBM SPSS Version 25.00. The research results indicate that competence is rated as poor, work discipline is rated as fairly good, work motivation is fairly high, and employee performance is high. Both directly and indirectly, competence and work discipline have a positive impact on employee performance through work motivation.

## **INTRODUCTION**

Human Resource Management (HRM) plays a crucial role in the development of a company. A company must be managed by qualified human resources (HR) who are capable of contributing to the organization's overall well-being. To achieve this, all aspects of human resources must be managed optimally, starting from human resource planning and recruitment to employee retirement.

One of the key factors influencing the success of an organization is employee performance. Employee performance issues have become a major challenge for many companies. One such company facing this challenge is Klinik Gema Medical Center Group Sukabumi, a healthcare service provider based in Sukabumi. In practice, maintaining and sustaining employee performance is not easy. The presence of numerous competitors has led to fluctuating patient visit targets at Klinik Gema Medical Center Group Sukabumi. In February, August, September, and October, the company exceeded its patient visit targets, achieving more than 100%. However, in January, March, April, May, June, July, November, and December, the company failed to meet its targets, falling below 100%. This indicates that employee performance at Klinik Gema Medical Center Group Sukabumi has not been optimal. This situation is supported by employee performance evaluations over the past two years, which show a decline in several aspects, with a score decrease of 4.1%. This means that there has not been a significant improvement in employee performance. The decline is attributed to employees' low self-awareness regarding skill development and work-related understanding. The affected aspects include skills, quality of nursing services, and initiative.

One of the factors influencing employee performance is work motivation. Company leaders need to create conditions in which employees are able to motivate themselves. At Klinik Gema Medical Center Group Sukabumi, employees do not receive transportation allowances, as the management believes there are no specific laws or regulations requiring companies to provide such allowances. According to the Circular Letter of the Minister of Manpower and Transmigration No. SE-07/MEN/1990 concerning the Classification of Wage and Non-Wage Income Components, transportation allowances fall under the category of non-fixed allowances. In addition, the company does not provide employees with incentives or bonuses. This has had an impact on employee motivation, resulting in suboptimal performance.

In addition, work facilities at Klinik Gema Medical Center Group Sukabumi show performance levels below 100%, specifically in the availability of ambulance and laboratory facilities, each recorded at only 17%. An ambulance is a medical vehicle equipped with emergency equipment used to transport and treat critical patients, provide first aid, and offer intensive care during transport to a referral hospital. Furthermore, laboratory facilities are only available at the Cikembar branch of Klinik Gema Medical Center Group Sukabumi. Employee dissatisfaction with these conditions may lead to decreased work motivation, which in turn can negatively affect employee performance.

Another factor that can influence employee performance is competence. Competence relates to employees' knowledge and abilities. The level of education is one of the key determinants of employee competence within a company. At Klinik Gema Medical Center Group Sukabumi, the proportion of employees with a bachelor's degree (S1) remains relatively low, accounting for only 3%. Meanwhile, the majority of employees 58% are high school graduates or equivalent, making up the largest proportion of the workforce at the clinic.

According to Law Number 36 of 2014 concerning Health Workers, it is stated that health workers must have a minimum educational qualification of a Diploma III (D3). This means that the minimum requirement to work as a health worker is to possess at least a D3 level of education. Furthermore, based on the Regulation of the Minister of Health of the Republic of Indonesia No. 028/MENKES/PER/I/2011 concerning Clinics, Article 12 Paragraph 2 states that every health worker employed in a clinic must have a license in the form of a Registration Certificate (STR) and a Work Permit (SIK) or a Pharmacist Practice License (SIPA), in accordance with applicable laws and regulations. In practice, however, Klinik Gema Medical Center Group Sukabumi has not fully implemented these regulations, as there are still health workers with only a high school (SMA/equivalent) educational background. This situation may negatively impact employee performance. The condition is illustrated in Table 1.

**Table 1. Educational Background of Nursing and Pharmacy Staff with High School/Equivalent Qualifications at Klinik Gema Medical Center Group Sukabumi**

Position	Education (People)				Required Education
	Senior High School	Vocational HS - Pharmacy	Vocational HS - Nursing	Other Vocational HS	
Nurse	3	-	1	1	D3
Pharmacy	9	7	-	-	D3
<b>Total</b>	<b>12</b>	<b>7</b>	<b>1</b>	<b>1</b>	
<b>Percentage (%)</b>	<b>57</b>	<b>33</b>	<b>5</b>	<b>5</b>	

Source: Klinik Gema Medical Center Group, 2023

The educational background of nursing and pharmacy staff still requires improvement, as evidenced by the fact that the majority 57% or 12 individuals have only a senior high school (SMA) education. In the nursing category, only one individual holds a vocational high school (SMK) degree in nursing. Meanwhile, in the pharmacy category, 33% or seven individuals are graduates of a vocational high school majoring in pharmacy.

In addition, the skills of each employee need to be continuously improved in order to enhance their performance. Skill enhancement can be achieved through training. Providing ongoing training for employees is essential, as it enables the company to develop a qualified workforce capable of performing their duties effectively in support of the company's objectives. The following is the employee training data from Klinik Gema Medical Center Group Sukabumi:

**Table 2. Employee Training Data of Klinik Gema Medical Center Group Sukabumi**

Time	Location	Topic	Organizer	Number of Participants (People)	Target Participants (People)
22 Agustus - 12 September 2023	STIKES Sukabumi	<i>Basic Trauma &amp; Cardiac Life Support</i>	Yayasan Ambulance Gawat Darurat 118 Jakarta	6	18
27-30 November 2023	Hotel Resort Prima Selabintana	Modern Wound Care	Instruktur PLC Team	3	18

Source: Klinik Gema Medical Center, 2023

Employee training at Klinik Gema Medical Center Group Sukabumi was attended by only a few individuals out of the target of 18 nurses. Training for healthcare workers in health service institutions is one of the key components in developing the quality of human resources. Such training greatly assists healthcare personnel in carrying out their duties and enhances their performance in delivering healthcare services.

Employee performance at Klinik Gema Medical Center Group Sukabumi is also suspected to be influenced by suboptimal enforcement of work discipline. The clinic has implemented a lateness tolerance policy of 10 minutes from the scheduled start times: 7:00 AM for shift 1 and 2:00 PM for shift 2. However, the average employee tardiness rate stands at 14%, indicating that there are still employees who arrive late each month throughout the 2023 period. This suggests that work discipline has not been fully enforced or adhered to by all employees.

Therefore, it is necessary to conduct a study aimed at analyzing both the direct and indirect effects of competence and work discipline on employee performance, with work motivation as an intervening variable at Klinik Gema Medical Center Group Sukabumi. However, previous research by Dilla et al. (2023) showed that competence had no significant effect on employee performance. Similarly, Hendy et al. (2022) found that work discipline did not affect employee performance. Moreover, a study by Meita et al. (2020) indicated that work motivation also had no significant effect on employee performance. For the company, this research is expected to serve as a basis for policy decision-making regarding the development and improvement of employee performance. In addition, the results of this study are expected to contribute to the body of knowledge for future research in related fields.

## THEORETICAL REVIEW

### Competence

According to Sedarmayanti (2017:217), competence is a fundamental characteristic of an individual that directly influences performance or can predict high-quality performance. The factors that determine work competence, according to Widyaningrum (2019:32), include beliefs and values, skills, experience, personality traits, work motivation, emotional issues, intellectual abilities, and organizational culture. Furthermore, Sedarmayanti (2017:219) identifies three indicators of competence: knowledge, skills, and attitude.

### **Work Discipline**

According to Dewi and Harjoyo (2019:94), work discipline is a condition in which an individual joins an organization and willingly complies with the established rules. Susilo (2017:165) identifies the factors that influence work discipline as follows: (1) Motivation; (2) Education and training; (3) Leadership; (4) Welfare; and (5) Disciplinary enforcement. Meanwhile, the indicators of work discipline, as stated by Dewi and Harjoyo (2019:97), include: (1) Time discipline; (2) Rule compliance; and (3) Responsibility discipline.

### **Work Motivation**

According to Afandi (2018:23), work motivation is an internal desire that inspires, energizes, and drives an individual to perform activities sincerely, joyfully, and earnestly in order to achieve the best and most qualified results. Enny (2019:25) states that the factors influencing work motivation are divided into two categories: internal and external. Internal factors include the desire for survival, the desire to possess something, the desire for recognition and appreciation, and the drive for power. External factors also play an important role in work motivation, such as working conditions that affect job performance, adequate compensation, effective supervision, job security, status and responsibility, as well as flexible regulations. Afandi (2018:29) outlines the indicators of work motivation as compensation, working conditions, work facilities, job performance, recognition from superiors, and the work itself.

### **Employee Performance**

According to Mangkunegara (2017:67), employee performance refers to the goals to be achieved, observable achievements, and job-related abilities. Kasmir (2016:189) lists the factors that influence employee performance, including ability and expertise, knowledge, job design, personality, work motivation, leadership style, organizational culture, job satisfaction, work environment, loyalty, commitment, and work discipline. Mangkunegara (2017:75) identifies four indicators to measure employee performance: work quality, work quantity, task execution, and responsibility.

### **Hypothesis Development**

Work motivation is essentially an activity aimed at generating, directing, and sustaining human behavior. This is because, by definition, managers cannot function effectively without the involvement of others. According to Handoko (2015:249), work motivation can be defined as a concept that describes the inner drive within employees that initiates and guides behavior. Competence and work discipline play a significant role in shaping work motivation. Employees who possess adequate skills and demonstrate high levels of discipline are generally more motivated to achieve goals and contribute optimally in the workplace. A study by Yuswardi (2019) showed a direct and positive influence of competence on work motivation. Similarly, research conducted by Munawaroh (2018) revealed a direct and positive influence of work discipline on work motivation.

According to Bintoro and Daryanto (2017:105), employee performance is defined as an individual's or a group's willingness to carry out tasks or complete them in accordance with their responsibilities, achieving results that meet the company's expectations.

Competence, work discipline, and work motivation interact with one another to enhance employee performance. Employees who possess strong skills, a disciplined attitude, and high motivation tend to demonstrate better performance and achieve more optimal outcomes for the organization. A study conducted by Abdullah (2023) revealed a direct and positive influence of competence on employee performance. Similarly, Rahim (2023) found a direct and positive influence of work discipline on employee performance. Meanwhile, research by Zahra (2023) indicated that work motivation also has a direct and positive influence on employee performance.

Competence and work discipline are essential factors that must be possessed by employees in order to carry out their tasks and meet the company's targets. Both competence and work discipline influence employee performance through work motivation. Employees with adequate skills and high levels of discipline tend to be more motivated, which in turn enhances overall performance. Research by Wahyuni and Budiono (2022) showed that competence has an indirect and positive effect on employee performance through work motivation. Likewise, a study by Wahyuni and Karneli (2021) indicated that work discipline has an indirect and positive effect on employee performance through work motivation.

Based on expert opinions and previous research, the following hypotheses are proposed:

- 1) It is presumed that there is a direct and positive effect of competence on work motivation (H1);
- 2) It is presumed that there is a direct and positive effect of work discipline on work motivation (H2);
- 3) It is presumed that there is a direct and positive effect of competence on employee performance (H3);
- 4) It is presumed that there is a direct and positive effect of work discipline on employee performance (H4);
- 5) It is presumed that there is a direct and positive effect of work motivation on employee performance (H5);
- 6) It is presumed that there is an indirect and positive effect of competence on employee performance through work motivation (H6); and
- 7) It is presumed that there is an indirect and positive effect of work discipline on employee performance through work motivation (H7). The conceptual framework is presented in Figure 1 below.

- Previous Research:**
1. Makmuroh dan Parmin (2023)
  2. Sjarifudin, dkk (2023)
  3. Hamdan, dkk (2023)
  4. Ayu, dkk (2023)
  5. Putri ,dkk (2023)
  6. Hendriyanto, dkk (2023)
  7. Suarniti dan Bagia (2022)
  8. Pranata, dkk (2022)
  9. Yusuf (2021)
  10. D. P. H. (2021)

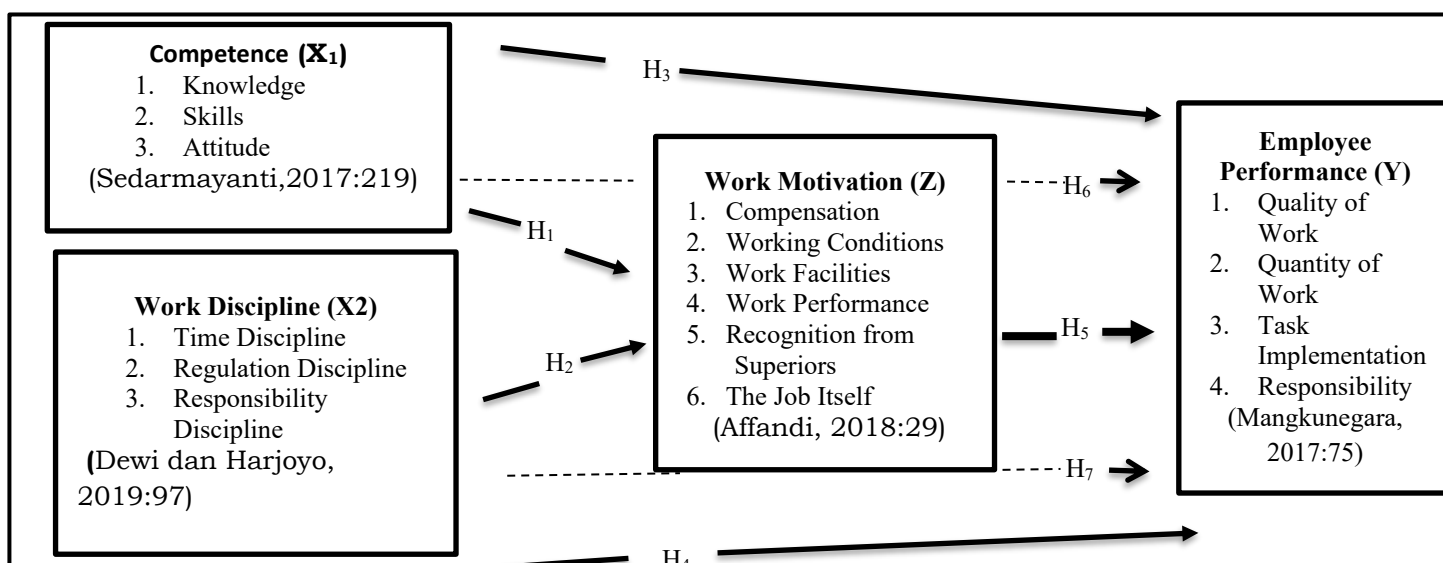


Figure 1. Conceptual Framework

## RESEARCH METHODOLOGY

### Research Design

This study requires careful design and planning to ensure that the research proceeds smoothly and systematically. The type of research used is descriptive and verification methods. According to Sugiyono (2018), the descriptive research method relates to statements regarding the existence of independent variables, whether involving one or more variables as stand-alone. In this study, the descriptive method is used to understand the perceptions of employees at *Klinik Gema Medical Center Group Sukabumi* regarding competence and work discipline toward employee performance, with work motivation as an intervening variable.

According to Sugiyono (2018:93), descriptive analysis aims to systematically explain the facts or characteristics of a specific population/field, in terms of conditions, problems, attitudes, opinions, procedures, or systems in a factual and accurate manner.

Meanwhile, the verification research method, according to Sugiyono (2018), is conducted on a specific population or sample to test predetermined hypotheses. The verification method is used to determine the extent of the influence of competence, work discipline, and work motivation on employee

performance. In addition, path analysis is applied in this study to examine the strength of direct and indirect relationships between various variables (Setyaningsih, 2020). It is used to determine the indirect effect of competence and work discipline on employee performance through work motivation as an intervening variable. Data collection was conducted through: 1) Distribution of questionnaires based on indicators of each variable; 2) In-depth interviews to supplement the analysis; 3) Literature review to obtain secondary data.

### **Validity Test, Reliability Test, and Classical Assumption Test**

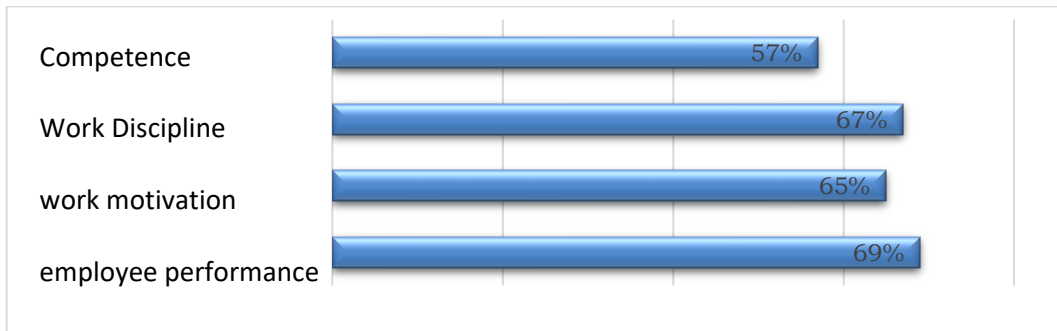
The validity test indicates that the questionnaire items are considered valid if the item-total correlation is at least 0.3. Referring to Sugiyono (2018), items with an item-total correlation above 0.3 are categorized as valid items, while those below 0.3 are considered invalid and will be excluded from further analysis. The reliability test shows the extent to which a measuring instrument can be trusted by measuring the same phenomenon two or more times using the same instrument. According to Sugiyono (2018), an instrument is considered reliable if the Cronbach's alpha value is 0.6 or higher.

The classical assumption test ensures that the research model satisfies the basic assumptions of regression analysis. First, the normality test verifies whether the data distribution is normal using the Kolmogorov-Smirnov test. Referring to Ghozali (2018), a model is considered normally distributed if the Kolmogorov-Smirnov significance value is greater than 0.05 or if the histogram forms a bell-shaped curve. Second, the multicollinearity test examines whether there is any correlation between independent variables. According to Ghozali (2016), multicollinearity is absent if the Variance Inflation Factor (VIF) is less than 10 or the tolerance value is greater than 0.10. Third, the heteroscedasticity test assesses whether the variance of the residuals is consistent across observations. A good model exhibits no heteroscedasticity. Based on Ghozali (2018), heteroscedasticity can be detected through a scatterplot of predicted values ( $z_{pred}$ ) against residual values ( $s_{resid}$ ); a random and evenly distributed pattern indicates the absence of heteroscedasticity.

## **RESEARCH RESULTS**

### ***Employee Recapitulation and Responses***

Gema Medical Center Group Clinic in Sukabumi is a growing healthcare service unit that provides services for both the general public and corporate clients. The clinic currently employs 68 permanent staff members. The demographic characteristics of the employees show that the majority are female (60%), and 66% are married. Most of the employees (63%) are between the ages of 20–30 years, and the majority of them (58%) hold a high school diploma or an equivalent qualification. A significant portion of the staff (43%) have worked at the clinic for 5–7 years. Regarding income, 71% of the employees earn between IDR 3,100,000 and IDR 4,000,000 per month. A summary of the employees' responses to the research variables is presented in Figure 2 below.



**Figure 2. Recapitulation of Employee Responses on Competence, Work Discipline, Work Motivation, and Employee Performance**

Source: Processed Primary Data, 2024

A total of 57% of employees stated that competence was poor, indicating that employees did not possess adequate competence in performing their tasks. Meanwhile, 67% stated that work discipline was fairly good, meaning employees showed a moderate level of discipline in their duties. Furthermore, 65% reported that their work motivation was quite high, as they worked in a safe and comfortable environment and were able to adapt to changes in responsibilities. Lastly, 69% indicated that employee performance was high, meaning employees were able to perform their duties beyond the company's standards.

**Recapitulation of Research Variables Using Path Analysis**

The recapitulation of the results of direct effect coefficients, indirect effects, and total effects can be seen in Table 3 below:

**Table 3. Recapitulation of Effect Coefficient Results**

Variable		R	R Square	Path Coefficient		
Exogenous	Endogenous			direct effect	indirect effects	total effects
Competence (X <sub>1</sub> )	Work Motivation (Z)	0,919	0,845	0,281		
Work Discipline (X <sub>2</sub> )	Work Motivation (Z)			0,671		
Competence (X <sub>1</sub> )	Employee Performance (Y)	0,948	0,898	0,205	0,073	0,278
Work Discipline (X <sub>2</sub> )	Employee Performance (Y)			0,520	0,176	0,847
Work Motivation (Z)	Employee Performance (Y)			0,263		

Source: Statistical Data Processed Using SPSS Version 25.00, 2024.

The results of data processing using SPSS version 25.00 can be interpreted as follows:

1. There is a direct effect of competence on work motivation, as indicated by the path coefficient of 0.281 or 28.1%.
2. There is a direct effect of work discipline on work motivation, as shown by the path coefficient of 0.671 or 67.1%.
3. There is both a direct and indirect effect of competence on employee performance through work motivation. This is reflected in the direct path coefficient of 0.205 or 20.5%, and the indirect effect of 0.073 or 7.3%. The total effect of competence on employee performance is therefore 0.278 or 27.8%.
4. There is both a direct and indirect effect of work discipline on employee performance through work motivation. This is evident from the direct path coefficient of 0.520 or 52%, and the indirect effect of 0.176 or 17.6%. The total effect of work discipline on employee performance is therefore 0.696 or 69.6%.
5. There is a direct effect of work motivation on employee performance, as indicated by the path coefficient of 0.263 or 26.3%.

The strength of the relationship between the variables of competence and work discipline on work motivation is indicated by an R value of 0.919, which shows a very strong correlation in the range of 0.80–1.00 between the exogenous variables (competence and work discipline) and the endogenous variable (work motivation). Meanwhile, the relationship between the variables of competence, work discipline, and work motivation with employee performance is shown by an R value of 0.948, also indicating a very strong correlation in the range of 0.80–1.00 between the exogenous variables and the endogenous variable of employee performance.

Based on the statistical calculation in the first equation, an R Square value of 0.845 was obtained, meaning that the contribution of the influence of competence and work discipline on work motivation is 84.5%. The remaining 15.5% of work motivation is influenced by other factors not examined in this study, such as basic life needs, length of service, self-esteem needs, and the need for recognition from superiors (Affandi, 2021:24). Furthermore, the value of  $P_{z\epsilon}$  is 0.393 based on the calculation using the following formula:

$$P_{z\epsilon} = \sqrt{1 - R \text{ square}}$$
$$P_{z\epsilon} = \sqrt{1 - 0,845}$$
$$P_{z\epsilon} = 0,393$$

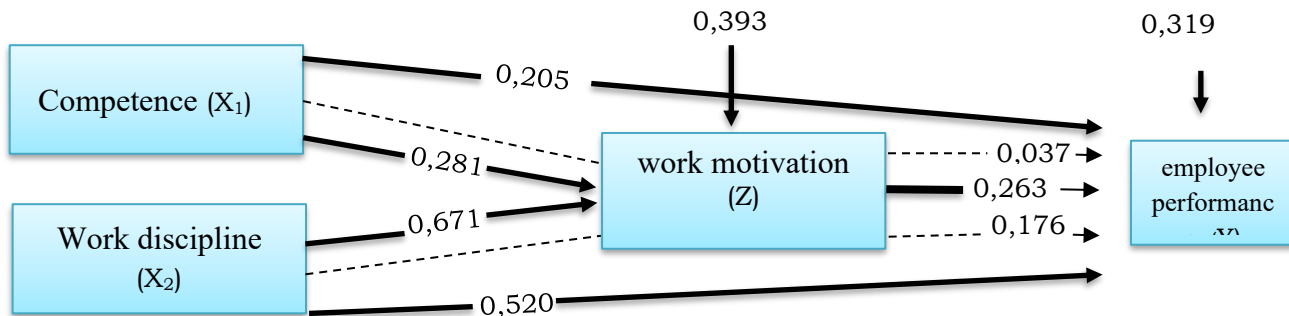
Furthermore, based on the statistical calculation of the second equation, an R Square value of 0.898 was obtained, meaning that the contribution of the influence of competence, work discipline, and motivation on employee performance is 89.8%. Meanwhile, the remaining 10.2% of employee performance is influenced by other factors not examined in this study, such as job design, leadership style, organizational culture, job satisfaction, work environment, loyalty, and commitment (Kasmir, 2016:189). Moreover, the value of  $P_{Y\epsilon}$  is 0.319 based on the calculation using the following formula:

$$P_{Y\varepsilon} = \sqrt{1 - R \text{ square}}$$

$$P_{Y\varepsilon} = \sqrt{1 - 0,898}$$

$$P_{Y\varepsilon} = 0,319$$

The equation model is illustrated in the path diagram shown in Figure 3:



**Figure 3. Path Analysis Diagram Model**

Source: Statistical Data Processed Using SPSS Version 25.00, 2024

This research model is deemed to have testing feasibility because the simultaneous hypothesis test achieves more than 50% (Ghozali, 2016). The total effect in this study is greater than the direct effect of the two variables, namely competence (X<sub>1</sub>) and work discipline (X<sub>2</sub>).

### Partial Hypothesis Testing

Partial hypothesis testing is conducted to assess the significance of each variable using the t-test. Typically, two types of hypotheses are formulated: the null hypothesis (H<sub>0</sub>) and the alternative hypothesis (H<sub>a</sub>). The t-test is used to determine whether the hypothesis is accepted or rejected. The results of the hypothesis testing are shown in Table 4 below:

**Table 4. Partial Hypothesis Testing (t-Test)**

Hypothesis	Path Coefficient	T <sub>count</sub>	t <sub>table</sub>	Sig.	Decision	Conclusion
P <sub>zx1</sub> > 0	0,281	3,170	1,668	0,002	Ha <sub>1</sub> accepted	Positive and significant
P <sub>zx2</sub> > 0	0,671	7,566	1,668	0,000	Ha <sub>2</sub> accepted	Positive and significant
P <sub>yx1</sub> > 0	0,205	2,630	1,669	0,011	Ha <sub>3</sub> accepted	Positive and significant
P <sub>yx2</sub> > 0	0,520	5,238	1,669	0,000	Ha <sub>4</sub> accepted	Positive and significant
P <sub>yz</sub> > 0	0,263	2,595	1,669	0,012	Ha <sub>5</sub> accepted	Positive and significant

Source: Statistical Data Processed Using SPSS Version 25.00, 2024

1. The competency variable obtained a t-count of 3.170, while the t-table value for α = 0.05 with degrees of freedom (df) 68-2-1 = 65 is 1.668. Since t-count > t-table (3.170 > 1.668) and the significance value is 0.002 < 0.050, it can be concluded that Ha<sub>1</sub> is accepted and H<sub>0</sub> is rejected. This indicates that competency has a direct and positive influence on work motivation among employees at Klinik Gema Medical Center Group Sukabumi.

2. The work discipline variable obtained a t-count of 7.566, while the t-table value for  $\alpha = 0.05$  with degrees of freedom  $68-2-1 = 65$  is 1.668. Since  $t\text{-count} > t\text{-table}$  ( $7.566 > 1.668$ ) and the significance value is  $0.000 < 0.050$ , it can be concluded that  $H_{a2}$  is accepted and  $H_0$  is rejected. This indicates that work discipline has a direct and positive influence on work motivation among employees at Klinik Gema Medical Center Group Sukabumi.
3. The competency variable obtained a t-count of 2.630, while the t-table value for  $\alpha = 0.05$  with degrees of freedom  $68-3-1 = 64$  is 1.669. Since  $t\text{-count} > t\text{-table}$  ( $2.630 > 1.669$ ) and the significance value is  $0.011 < 0.050$ , it can be concluded that  $H_{a3}$  is accepted and  $H_0$  is rejected. This indicates that competency has a direct and positive influence on employee performance at Klinik Gema Medical Center Group Sukabumi.
4. The work discipline variable obtained a t-count of 5.238, while the t-table value for  $\alpha = 0.05$  with degrees of freedom  $68-3-1 = 64$  is 1.669. Since  $t\text{-count} > t\text{-table}$  ( $5.238 > 1.669$ ) and the significance value is  $0.000 < 0.050$ , it can be concluded that  $H_{a4}$  is accepted and  $H_0$  is rejected. This indicates that work discipline has a direct and positive influence on employee performance at Klinik Gema Medical Center Group Sukabumi.
5. The work motivation variable obtained a t-count of 2.595, while the t-table value for  $\alpha = 0.05$  with degrees of freedom  $68-3-1 = 64$  is 1.669. Since  $t\text{-count} > t\text{-table}$  ( $2.595 > 1.669$ ) and the significance value is  $0.012 < 0.050$ , it can be concluded that  $H_{a5}$  is accepted and  $H_0$  is rejected. This indicates that work motivation has a direct and positive influence on employee performance at Klinik Gema Medical Center Group Sukabumi.

### Sobel Test Analysis

The Sobel test analysis is used to determine the strength and significance of the influence of the intervening variable. Two tests were conducted to examine the effect of the competency and work discipline variables on employee performance through work motivation.

The Sobel test output can be seen in Table 5.

a	b1	b2	b1b2	SEa	SEb1	SEb2	SEb1SEb2
0,190	0,549	1,265	0,694	0,073	0,173	0,167	0,028

Source: Statistical Data Processed Using SPSS Version 25.00, 2024

### The Influence of Competence on Employee Performance through Work Motivation

The results of the Sobel test analysis are used to calculate the value of Z-count (Zhitung). The following is the calculation:

$$Z = \frac{ab}{\sqrt{(b^2SEa^2)+(a^2SEb^2)}}$$

$$Z = \frac{0,190 \times 0,549}{\sqrt{(0,549^2 \times 0,073^2)+(0,190^2 \times 0,173^2)}}$$

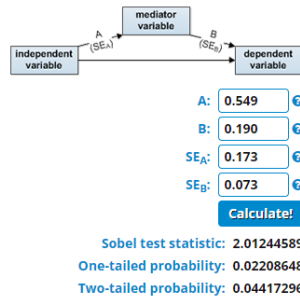
$$Z = \frac{0,10431}{\sqrt{0,301401 \times 0,005329)+(0,0361 \times 0,029929)}}$$

$$Z = \frac{0,10431}{\sqrt{(0,001606165929)+(0,0010804369)}}$$

$$Z = \frac{0,10431}{0,0518324}$$

$$Z = 2,0124$$

The following is the result from the Sobel Test Calculator for the Significance of Mediation to validate the accuracy of the calculation.



**Figure 4. Sobel Test Calculation Result for the Competency Variable**  
 Source: Output from the Sobel Test Calculator for the Significance of Mediation, 2024

Based on the results of the Sobel test calculation, the Z-count value was 2.01. Since Z-count (2.01) > Z-table (1.96) at a 5% significance level,  $H_{06}$  is rejected and  $H_{a6}$  is accepted. Thus, it can be concluded that competence has an indirect effect on employee performance through work motivation at Gema Medical Center Group Clinic Sukabumi.

### 1. The Influence of Work Discipline on Employee Performance through Work Motivation

The Sobel test analysis was conducted to calculate the Z-count value, which is used to assess the significance of the indirect effect. The following is the result of the calculation:

$$Z = \frac{ab}{\sqrt{(b^2 SE_a^2) + (a^2 SE_b^2)}}$$

$$Z = \frac{0,190 \times 1,265}{\sqrt{(1,265^2 \times 0,073^2) + (0,190^2 \times 0,167^2)}}$$

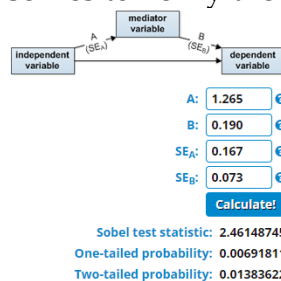
$$Z = \frac{0,24035}{\sqrt{1,600225 \times 0,005329 + (0,0361 \times 0,027889)}}$$

$$Z = \frac{0,24035}{\sqrt{(0,008527599025) + (0,0010067929)}}$$

$$Z = \frac{0,24035}{0,009534391925}$$

$$Z = 2,46149$$

The following is the result from the Sobel Test Calculator for the Significance of Mediation program, which serves to verify the accuracy of the calculation.



**Figure 5. Result of Sobel Test Calculation for the Work Discipline Variable**  
 Source: Output from Sobel Test Calculator for the Significance of Mediation, 2024

The results of the Sobel test statistical calculation yielded a Z-count value of 2.41. Since the Z-count ( $2.41 > 1.96$ ),  $H_0$  is rejected and  $H_a$  is accepted, which means that work discipline has an indirect effect on employee performance through work motivation.

Based on the results of partial hypothesis testing and the Sobel test analysis, it can be concluded that all seven (7) hypotheses in this study are accepted. This indicates that employee performance is influenced by work motivation, which in turn is built and improved through competence and work discipline.

## **DISCUSSION**

### **Direct Influence of Competence on Work Motivation**

Based on data analysis, the t-value is greater than the t-table ( $3.170 > 1.668$ ) at a significance level of  $\alpha = 0.05$ , indicating that the competence variable has a direct, positive, and significant effect on work motivation at Klinik Gema Medical Center Group Sukabumi. High levels of employee attitudes toward patients, coworkers, and supervisors at the clinic contribute to increased work motivation among employees. According to Marwansyah (2016:36), competence is a combination of knowledge, skills, attitudes, and other personal characteristics.

Improving employee competence directly contributes to enhancing employee motivation. Employees' ability to clearly explain information to patients fosters inner motivation. This finding aligns with Maslow's hierarchy of needs, specifically the Self-Actualization level, as explained by Ajabar (2020:40), which refers to the need that arises from the process of developing one's potential and abilities to express their true self. Competent employees tend to be more motivated to achieve better performance. In other words, the more competent an employee is, the higher their level of work motivation. This is supported by the study of Yuswardi (2019), which also found a direct and positive effect of competence on work motivation.

### **Direct Influence of Work Discipline on Work Motivation**

Based on data analysis, the calculated t-value is greater than the t-table value ( $7.566 > 1.668$ ) at a significance level of  $\alpha = 0.05$ , indicating that the work discipline variable has a direct, positive, and significant effect on work motivation at Klinik Gema Medical Center Group Sukabumi. Employees at the clinic often wear identification badges during work, showing that they comply with regulations and demonstrate a high level of discipline. This behavior not only reflects professionalism but also fosters a sense of pride and belonging to the company. Wearing an ID badge makes employees feel like essential members of the team, motivating them to deliver good performance.

According to Abdurrahman (2016:120), discipline means a willingness to understand and comply with established rules or prohibitions. Employees who are disciplined in carrying out their duties and adhering to regulations tend to have higher work motivation compared to those who are less disciplined. Work discipline is defined as an individual's or group's awareness and willingness, both mentally and behaviorally, to comply with company rules—whether written or unwritten. At Klinik Gema Medical Center Group Sukabumi,

employees' awareness of the importance of leaving work on time also indicates high work motivation. Employees who value punctuality show that they recognize the importance of work-life balance. When employees maintain this balance, they are more likely to feel satisfied and motivated to perform well at work.

To further enhance compliance, it is essential to evaluate the tasks assigned to each employee, offer clear incentives, and strengthen communication about the importance of time discipline for team success. These findings are supported by the study of Munawaroh (2018), which demonstrated a direct and positive influence of work discipline on work motivation.

### **Direct Influence of Competence on Work Motivation**

Based on the data analysis, the value of  $t_{count} > t_{table}$  ( $3.170 > 1.668$ ) at  $\alpha = 0.05$  indicates that the competence variable has a direct, positive, and significant effect on work motivation at Klinik Gema Medical Center Group Sukabumi. The high level of employee attitudes at Klinik Gema Medical Center Group Sukabumi towards patients, colleagues, and superiors results in high work motivation. According to Marwansyah (2016:36), competence is a combination of knowledge, skills, attitudes, and other personal characteristics.

An increase in employee competence directly contributes to higher work motivation. The ability of employees to explain information to patients triggers internal motivation. This finding aligns with Maslow's hierarchy of needs theory as cited by Ajabar (2020:40), specifically the need for self-actualization, which refers to the need for individuals to develop their potential and demonstrate their true self. Competent employees are more motivated to achieve better performance. In other words, the more competent an employee is, the higher their work motivation. This is supported by research by Yuswardi (2019), which shows a direct and positive influence of competence on work motivation.

### **Direct Influence of Work Discipline on Work Motivation**

Based on the data analysis, the value of  $t_{count} > t_{table}$  ( $7.566 > 1.668$ ) at  $\alpha = 0.05$  indicates that the work discipline variable has a direct, positive, and significant effect on work motivation at Klinik Gema Medical Center Group Sukabumi. Employees at Klinik Gema Medical Center Group Sukabumi frequently wear identification badges while working, indicating their compliance with rules and a high level of discipline. This not only reflects professionalism but also instills a sense of pride and belonging to the organization. Wearing an ID badge makes employees feel like essential team members and motivates them to perform well. According to Abdurrahman (2016:120), discipline implies a willingness to comply with established rules or prohibitions. Employees who are disciplined in carrying out tasks and complying with rules tend to have higher work motivation than those who are less disciplined.

Work discipline is a form of awareness and willingness in both mental attitude and behavior, either individually or in groups, to comply with written or unwritten company rules. The awareness of Klinik Gema Medical Center Group Sukabumi employees to leave work on time also indicates their work

motivation. Employees who understand the importance of leaving on time demonstrate that they value a work-life balance. When this balance is achieved, employees tend to be more satisfied and motivated to perform better. To improve compliance, it is important to evaluate task assignments, offer clear incentives, and enhance communication about the importance of time discipline for team success. This is supported by research from Munawaroh (2018), which shows a direct and positive influence of work discipline on work motivation.

### **Direct Influence of Competence on Employee Performance**

Based on the data analysis, the value of  $t_{count} > t_{table}$  ( $2.630 > 1.669$ ) at  $\alpha = 0.05$  indicates that the competence variable has a direct, positive, and significant effect on employee performance at Klinik Gema Medical Center Group Sukabumi. Competence is closely related to employee performance because, according to Edison et al. (2016:142), competence is the individual's ability to perform a task correctly and with excellence, based on knowledge, skills, and attitude. The better the employee's competence, the higher their performance. The polite attitude consistently shown by Klinik Gema Medical Center Group Sukabumi employees towards patients builds patient trust. Patients who feel respected and well-served are more likely to recommend the clinic to others, thereby indirectly enhancing employee performance and contributing to organizational goals. Employees who are knowledgeable in explaining information to patients can improve performance by accelerating care processes. Employees with strong job knowledge are better at meeting targets on time and even contributing new ideas. Good knowledge of company regulations helps employees carry out work processes in accordance with the Standard Operating Procedure (SOP). Skilled employees can complete tasks quickly and accurately. This is supported by research by Abdullah (2023), which shows a direct and positive influence of competence on employee performance.

### **Direct Influence of Work Discipline on Employee Performance**

Based on the data analysis, the value of  $t_{count} > t_{table}$  ( $5.238 > 1.669$ ) at  $\alpha = 0.05$  indicates that the work discipline variable has a direct, positive, and significant effect on employee performance at Klinik Gema Medical Center Group Sukabumi. Employees often wear identification badges, which not only serve as identity markers but also foster a sense of responsibility and positively impact performance. If employees lack discipline, the results will not be optimal. Disciplined employees follow rules, perform tasks properly, and adhere to social norms, which in turn boosts the company's work effectiveness. Poor discipline harms not only the company but also reflects the quality of its human resources.

Leaving work on time reflects employee discipline and responsibility. Those who consistently leave on time typically complete their tasks efficiently, which indicates strong performance and good time management. This is supported by research by Rahim (2023), which shows a direct and positive influence of work discipline on employee performance.

### **Direct Influence of Work Motivation on Employee Performance**

Based on the data analysis, the value of  $t_{count} > t_{table}$  ( $2.595 > 1.669$ ) at  $\alpha = 0.05$  indicates that the work motivation variable has a direct, positive, and significant effect on employee performance at Klinik Gema Medical Center Group Sukabumi. The employees work in a safe and comfortable environment, with strict safety standards that ensure security. A positive and harmonious work atmosphere contributes to employee comfort and positively impacts performance.

Work motivation drives employees to engage in activities that achieve company goals. According to Hasibuan (2016:219), motivation provides the driving force that enables individuals to work effectively. Furthermore, active support from supervisors fosters a sense of appreciation among employees, thereby increasing their motivation to work better. Thus, the higher the work motivation, the better the employee performance. This is supported by research by Zahra (2023), which shows a direct and positive influence of work motivation on employee performance.

### **Indirect Influence of Competence on Employee Performance through Work Motivation**

Based on the data analysis, the value of  $Z_{count} > Z_{table}$  ( $2.01 > 1.96$ ) at  $\alpha = 0.05$  indicates that the competence variable indirectly affects employee performance through work motivation at Klinik Gema Medical Center Group Sukabumi. Competence not only directly affects performance but also works through the mediating variable of motivation. Positive employee attitudes toward patients, colleagues, and supervisors contribute to a comfortable work environment, which in turn boosts performance.

According to Gomes (2017:177), performance is the result of the multiplication of ability and motivation. High performance requires not only competence but also motivation, supported by proper performance management and meaningful feedback. Employees who are knowledgeable in communicating with patients and supervisors who offer support both play a role in performance outcomes. Even high competence will not yield optimal performance without motivation, and vice versa. This is supported by research by Wahyuni and Budiono (2022), which shows that competence has an indirect and positive influence on performance through work motivation.

### **Indirect Influence of Work Discipline on Employee Performance through Work Motivation**

Based on the data analysis, the value of  $Z_{count} > Z_{table}$  ( $2.41 > 1.96$ ) at  $\alpha = 0.05$  indicates that the work discipline variable indirectly affects employee performance through work motivation at Klinik Gema Medical Center Group Sukabumi. Employees who wear identification badges while working experience a sense of safety and comfort, which affects performance. According to Bukhori & Dewi (2018), a high level of work discipline motivates employees to carry out tasks well, thereby improving performance. Therefore, work motivation as an intervening variable links discipline to performance.

By fostering a safe and comfortable workplace, the clinic can boost employee motivation. Additionally, support and motivation from supervisors further enhance employee morale. The stronger the motivation, the higher the level of work discipline and the better the performance. This is supported by research by Wahyuni and Karneli (2021), which shows that work discipline has an indirect and positive influence on performance through work motivation.

## CONCLUSION AND IMPLICATIONS

The results of the study based on employee responses regarding competence and work discipline on employee performance with motivation as an intervening variable conclude that the competence of employees at Klinik Gema Medical Center Group Sukabumi falls into the *poor* category. Work discipline among employees falls into the *fair* category. Work motivation is in the *relatively high* category. Employee performance at Klinik Gema Medical Center Group Sukabumi is categorized as *high*.

Meanwhile, the results of the study based on analysis and hypothesis testing conclude that competence has a direct and positive effect on work motivation at Klinik Gema Medical Center Group Sukabumi. Work discipline also has a direct and positive effect on work motivation. Competence has a direct and positive effect on employee performance. Work discipline has a direct and positive effect on employee performance. Work motivation has a direct and positive effect on employee performance. Competence also has an indirect and positive effect on employee performance through work motivation. Likewise, work discipline has an indirect and positive effect on employee performance through work motivation.

The theoretical implication of this study is that employees must be willing to improve their knowledge related to healthcare services. This is necessary to ensure patient services can run effectively and efficiently, as well as to enhance the quality and competitiveness of the clinic's services compared to others. The company should also provide opportunities for continued education for employees of Klinik Gema Medical Center Group Sukabumi. This can positively impact employee career development through the education they pursue.

The company must also conduct a comprehensive survey across all departments in Klinik Gema Medical Center Group Sukabumi to specifically identify outdated equipment or missing features, and then select appropriate technologies to meet the clinic's needs—such as a comprehensive electronic medical record (EMR) system, advanced medical devices, or efficient laboratory management software. Supervisors at Klinik Gema Medical Center Group should also regularly evaluate to ensure that the tasks assigned to each employee are balanced and realistic according to their capabilities.

For future researchers, it is recommended to include additional variables that may influence employee performance such as job design, leadership style, organizational culture, job satisfaction, work environment, loyalty, and commitment in order to obtain more optimal results.

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