
PERFORMANCE OF LAND OFFICE EMPLOYEES IN SOUTH TANGERANG CITY: THE ROLE OF WORK MOTIVATION, WORK DISCIPLINE AND COMPETENCE IN WORK EFFECTIVENESS

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DOI: <https://doi.org/10.56457/jimk.v13i1.782>

Received: May 28, 2025

Accepted: June 26, 2025

Published: June 27, 2025

ABSTRACT

The purpose of this study is to determine the Performance of Employees of the South Tangerang City Land Office: The Role of Work Motivation, Work Discipline and Competence in Work Effectiveness. The method in this study is quantitative research, assessment based on numbers using statistical calculations, using the Simple Random Sampling technique. This study used a sample of 105 respondents. Data is processed using the SEM PLS 3.0 method. The results of the study indicate that 1) the motivation variable (X1) directly has a positive and significant effect on work effectiveness (Y) with a t-statistic value of 2.588 > t-table 1.982 and a P-value of 0.010 < 0.05. 2) The work discipline variable (X2) directly does not have a significant effect on work effectiveness (Y) with a t-statistic value of 0.508 < 1.982 and a P-value of 0.611 > 0.05. 3) The competency variable (X3) directly does not have a significant effect on work effectiveness (Y) with at statistical value of 0.274 < 1.982 and a P-value of 0.784 > 0.05, 4) the Motivation variable (X1) directly has a significant effect on employee performance (Z) with at statistical value of 0.465 < 1.982 and a P-value of 0.642 > 0.05, 5) the work discipline variable (X2) directly has a positive and significant effect on employee performance (Z) with at statistical value of 2.296 > t table 1.982 and a P-value of 0.022 < 0.05. 6) Competence (X3) directly does not have a significant effect on employee performance (Z) with a statistical value of 0.615 < 1.982 and a P-value of 0.539 > 0.05. 7) Work effectiveness (Y) has a direct and significant effect on employee performance (Z) with at statistical value of 3.092 > t table 1.982 and a P-value of 0.002 < 0.05. 8) Motivation variable (X1) indirectly has a significant effect on employee performance (Z) through work effectiveness (Y) with at statistical value of 2.245 > t table 1.982 and a P-value of 0.025 < 0.05, 9) work discipline variable (X2) indirectly does not have a significant effect on employee performance (Z) through work effectiveness with at statistical value of 0.445 < 1.982 and a P-value of 0.656 > 0.05. 10) Competence (X3) indirectly does not have a significant effect on employee performance (Z) through work effectiveness (Y) with a statistical value of 0.235 < 1.982 and a P-value of 0.815 > 0.05.

Keywords: Motivation, Work Discipline, Competence, Work Effectiveness and Employee Performance.

INTRODUCTION

Human resources (HR) are a key element in the success of an organization, especially in the public

sector that demands high professionalism. The quality of HR, including competence, motivation, and work discipline, greatly determines the



effectiveness of task implementation according to the standards and time set. Without reliable HR, the organization's vision and mission are difficult to achieve. Therefore, strengthening employee capacity needs to be accompanied by a deep understanding of the regulations governing the status and responsibilities of the State Civil Apparatus (ASN) as a foundation for professional and accountable governance.

State Civil Apparatus (ASN) as regulated in Law Number 20 of 2023 are civil servants and government employees with work agreements who are appointed to carry out government duties and carry out public service functions. ASN plays a strategic role in national development, not only as an administrative implementer, but also as a driver of the creation of a law-abiding, democratic, prosperous, and civilized society. In the context of land governance, the role of ASN is operationalized through the National Land Agency (BPN) as an institution that has a special mandate in agrarian management. Therefore, the professionalism and integrity of ASN are crucial factors in supporting the realization of transparent, fair, and sustainable land governance.

The National Land Agency (BPN) is a non-ministerial government agency that is directly responsible to the President and has the authority to organize government affairs in the land sector nationally, regionally, and sectorally. As a public service provider, BPN plays a role in formulating policies and providing services that touch various stakeholders, including the general public, legal entities, social institutions, and government agencies.

In an effort to improve the quality of services, BPN implements innovations based on information and communication technology. The implementation of BPN's duties at the regional level is realized through technical implementing units, such as the South Tangerang City Land Office, which is the spearhead in providing effective, transparent, and accountable land services.

The South Tangerang City Land Office as a technical implementing unit of the National Land Agency (BPN) has a strategic role in handling land issues and improving the quality of public services. One of the main focuses in supporting the success of this task is the development of human resources (HR) through increasing abilities, skills, creativity, exemplary behavior, and professionalism. Increasing HR capacity is an essential factor in ensuring the smooth implementation of organizational tasks and in meeting public expectations for fair, efficient, and transparent services.

However, HR development will not be optimal without fair and responsive treatment from management. Injustice in the work environment can reduce employee motivation, discipline, and productivity. Therefore, fulfilling basic employee needs, such as work satisfaction and motivation, must be a primary concern. Improving the quality of HR at the South Tangerang City Land Office not only encourages service effectiveness, but also contributes to the achievement of national development goals. One important indicator in measuring this success is the level of employee motivation which can be identified through a systematic initial survey.

Based on Tarigan's work motivation indicators (2023), a preliminary survey of 30 employees of the South

Tangerang City Land Office was conducted to measure their level of motivation as follows:

Table 1. Pre-Survey Regarding the Motivation of Employees of the South Tangerang City Land Office

No	Indicators and Statements	Answer			
		Yes	(%)	No	(%)
1	Physiological Needs				
	"I feel that the salary and work facilities provided by the office are sufficient for my basic needs to work well."	24	80%	6	20%
2	Need for safety				
	"I feel that the work environment I am in is safe and supportive so that I can work well without worry."	22	73%	8	27%
3	The need for belonging				
	"I feel accepted and valued as part of the team in my work environment."	12	40%	18	60%
4	Self-esteem needs				
	"I feel appreciated and recognized for my contributions and accomplishments at work."	14	47%	16	53%
5	The need for self-actualization				
	"I feel like I have the opportunity to develop my potential and skills in my job."	17	57%	13	43%

Source: Pre-survey through interviews, 2025

Based on table 1.1 above, it is known that for 30 employees of the South Tangerang City Land Office, the need for a sense of belonging is an indicator with the highest level of disagreement, which is 60%. This finding indicates that most employees have not felt strong emotional integration in the work environment, which can have a negative impact on work motivation and effectiveness. In addition, the need for self-esteem and self-actualization has not been fully met, reflecting a lack of appreciation and opportunities for potential development. This condition emphasizes the importance of managerial intervention in creating a fair, inclusive, and supportive work environment for career development in order to maintain discipline and

improve overall organizational performance.

Then the phenomenon of work discipline, especially in the South Tangerang City Land Office, is a serious concern because there are still employees who are often absent or leave work early. This absence is generally caused by a lack of responsibility and work motivation, which has a negative impact on productivity and the quality of public services. Therefore, efforts are needed to improve through stricter supervision, the application of strict sanctions, and the development of work ethics in order to create a disciplined and professional work culture as seen in the Composition of the Number of Employees and Work Attendance, as shown in table 2 below:

Table 2. Composition of the Number of Employees and Work Attendance of Employees at the South Tangerang City Land Office

No	Absence	2020		2021		2022		2023		2024	
			%		%		%		%		%
1	Present	126	87%	128	88%	129	89%	131	90%	131	90%
2	Not present	12	8%	11	7%	9	6%	8	6%	8	6%
3	Permissio n	6	5%	5	5%	6	5%	5	4%	5	4%
	Amount	144	100%	144	100%	144	100%	144	100%	144	100%

Source: South Tangerang City Land Office

Based on Table 2 above regarding the Composition of the Number of Employees and Work Attendance (2020–2024), it shows that violations of work discipline still occur consistently, with an annual absenteeism rate of 6–8%. Although there was a slight increase in attendance from 87% to 90%, this does not reflect significant improvement. Repeated absenteeism indicates the need for a comprehensive evaluation of the supervision, discipline, and work motivation systems. To address this, training is needed that strengthens responsibility and improves technical competence in order to create a more professional and productive work environment.

The high level of employee absenteeism at the South Tangerang City Land Office reflects problems in work discipline and motivation, which are exacerbated by weak management supervision. This absenteeism not only hampers productivity, but also reduces the quality of public services. Therefore, an evaluation of attendance policies and improvement of employee competence through ongoing training and coaching are needed to create effective and professional performance.

To see the competency of employees at the South Tangerang City Land Office, a pre-survey was conducted on 30 employees according to the indicators according to Masriah (Masriah, 2021) as follows:

Table 3. Pre-Survey Regarding the Competence of Employees at the South Tangerang City Land Office

No	Indicators and Statements	Answer			
		Yes	(%)	No	(%)
1	Knowledge				
	I understand well the land regulations and policies applicable in South Tangerang City.	20	66%	10	34%
2	I am able to explain land administration procedures, such as processing land certificates and building use rights, to the public clearly.	23	76%	7	24%
3	Skill				
	I am able to use land systems and applications (such as: aplikasi.atrbpn.go.id) well in carrying out land administration tasks.	12	40%	18	60%
4	I am skilled in verifying and validating land	18	60%	12	40%

	documents to ensure their accuracy and validity.				
5	Attitude				
	I always act professionally and honestly in providing land services to the community.	24	80%	6	20%
6	I am willing to help and provide the right solutions to the community in managing land administration.	22	73%	8	27%

Source: Pre-survey through interviews, 2025

Based on table above, it is known that from 30 pre-surveys with distributed questionnaires, the largest percentage of no answers was in the Skill indicator, where not all employees were able to use land systems and applications (such as:

aplikasi.atrbpn.go.id) properly in carrying out land administration tasks.

And the following is the effectiveness of work based on the Service Files of the South Tangerang City Land Office employees, based on data recorded for the period 2020 to 2024, as follows:

Table 4. South Tangerang City Land Office Service Files for the Period 2020 to 2024

No	Year	Service Files	Finished On Time	Exceeding SOP	On Time Percentage	Percentage Exceeding SOP
1	2020	51,479	38,701	12,778	75.18%	24.82%
2	2021	79,555	67,459	12,096	84.79%	15.21%
3	2022	87,443	64,54	22,903	73.81%	26.19%
4	2023	93,598	79,041	14,557	84.45%	15.55%
5	2024	89.86	85,795	4.065	95.48%	4.52%
Amount		401,935	335,536	66,399	83.48%	16.52%

Source: Tangsel Land Office Service File Report 2020-2024

Based on Table 1.4 above, it shows that as many as 16.52% or 66,399 service files at the South Tangerang City Land Office during the 2020–2024 period were completed beyond the time limit set in the Standard Operating Procedure (SOP). This percentage reflects that there are still obstacles in service efficiency, which can have an impact on decreasing public satisfaction. The causes of this delay need to be investigated further, including managerial aspects, human

resource capacity, and suboptimal work systems. Therefore, improving service governance and strengthening employee competency are important steps in ensuring file completion according to the established time standards.

And the following are the performance achievements of employees at the South Tangerang City Land Office from 2022 to 2024 with the main performance indicators, as follows:

Table 5. Performance Achievements of South Tangerang City Land Office Employees 2022 to 2024

No	Indicator	Target	Achievements		
			2022	2023	2024
1	Employee Work Quality	100	79.98	80.67	78.69
2	Number of Activities completed / Quantity	100	76.81	77.38	75.49

3	Punctuality in completing work tasks.	100	72.15	71.15	72.59
Average			76.59	76.4	75.59

Source: Tangel Land Office Performance Report 2022-2024

Assessment criteria

- Very good : 91 - 100
- Good : 80 - 90
- Enough : 61 - 79
- Not enough : 51 - 60
- Bad : 50 - Below

Based on table 1.5 above, it can be seen that employee performance achievements based on indicators, 1) Employee Quality of 2) Number of Activities Completed / Quantity, 3) Punctuality in completing work tasks, there was a decline in employee performance from 2022 to 2024, namely the average value in 2022 was 76.59%, in 2023 it was 76.4% and in 2024 the average dropped to 75.59 in the fairly good category.

Motivation, discipline, competence, and work effectiveness have been proven to play an important role in improving employee performance at the South Tangerang City Land Office. These four factors are interrelated in creating a productive and professional work environment. Motivation drives work enthusiasm, discipline ensures order, competence supports technical capabilities, and work effectiveness reflects optimal results. The application of theory-based managerial principles also helps strengthen the organization's success in providing quality public services.

However, to ensure the sustainability of optimal performance, strategic steps are needed that are adaptive to the challenges of the times. Dynamic changes in the work environment require agencies to continue to make updates through organizational transformation, improving the quality of human

resources, and utilizing information technology. With the right strategy, the South Tangerang City Land Office can maintain superior performance while increasing public satisfaction with land services.

Based on the description and problems above, the author is interested in conducting research that is useful for compiling a thesis entitled "Performance of Employees at the South Tangerang City Land Office: The Role of Motivation, Discipline, and Competence in Work Effectiveness".

a number of important concepts in management, especially regarding human resource management (HRM), work motivation, work discipline, competence, work effectiveness, and employee performance which are the main focus of this study. Each concept has deep relevance to the objectives of this study, which aims to analyze the influence of these factors on employee performance. In this context, management as a discipline is recognized as a process that involves planning, organizing, directing, and controlling resources to achieve predetermined goals (Nurhikmah, 2024). Human resource management (HRM) plays an important role in the management and utilization of the workforce to support organizational goals. HRM covers various aspects, from workforce planning, selection, training, to performance appraisals which ultimately contribute to the achievement of organizational goals (Liu et al., 2007). Furthermore, work motivation is the main factor that influences employee performance. Motivation can be divided into two

types, namely intrinsic motivation that comes from within the individual and extrinsic motivation that comes from external factors such as awards or rewards (Hamali, 2018). High motivation will encourage employees to work more enthusiastically and efficiently, which in turn increases their work effectiveness.

In addition, work discipline has an equally important role in ensuring that employees work in accordance with the rules set by the organization. Good work discipline will create a conducive work atmosphere, minimize violations, and increase work productivity (Rahmi et al., 2019). In this case, preventive discipline focuses on efforts to prevent violations by raising awareness among employees to comply with existing rules, while corrective discipline aims to provide sanctions for violations that have occurred, in the hope of preventing further violations (Bronsther, 2021). Another important factor in improving employee performance is competence, which refers to an individual's ability to carry out their duties effectively. This competence includes the knowledge, skills, and attitudes needed to achieve the expected performance standards (Kumala et al., 2023). High employee competence will have a direct impact on improving performance, because competent employees will be able to complete tasks with better quality and in a shorter time.

In terms of work effectiveness, it refers to the extent to which employees or organizations can achieve their stated goals by optimally using available resources (Sedarmayanti et al., 2021). Work effectiveness can be measured from several indicators, including understanding the programs

implemented, accuracy of targets, timeliness of implementation, and achievement of stated goals (Russ-Eft et al., 2024). Therefore, work effectiveness is not only seen from the final results achieved, but also from the process and how all elements of the organization function well to achieve these goals.

Employee performance, which is one of the most dominant aspects in this study, is closely related to the work results achieved by employees in carrying out their duties and responsibilities. Performance can be measured by looking at the quality and quantity of work, as well as the timeliness of its completion (Khairizah, 2015). Performance assessments do not only focus on the results achieved, but also include how the process is carried out, whether in accordance with the procedures and standards set by the organization (Sahoo et al., 2024). The factors that influence employee performance are very diverse, ranging from individual abilities, work motivation, to support from superiors and a conducive work environment. For example, employees who have adequate skills and knowledge (abilities) will find it easier to achieve the expected work results, while employees who are well motivated will be more enthusiastic in achieving organizational goals (Mangkunegara, 2019).

Previous research related to this topic shows that there is a significant influence between factors such as work motivation, work discipline, and competence on employee performance. Usman (2023), found that work motivation and competence have a positive effect on employee performance, although work discipline and workload do not have a significant

effect on performance. In contrast, another study by Kahpi (2021) showed that organizational climate and work ethic have a significant effect on performance effectiveness, although work discipline does not have a direct effect. More recent research by Suwanto (2022) also found that work discipline has a significant effect on employee performance, with work motivation playing an important role in increasing performance effectiveness.

Based on this literature review, it can be concluded that the influence of work motivation, work discipline, competence, and work effectiveness on employee performance is very large and interrelated. This study aims to further examine the relationship between these factors, as well as identify the role of each factor in improving employee performance in an organization. The results of the study are expected to provide a significant contribution to human resource management and improve the effectiveness of the organization as a whole.

METHOD

The research method used in this study was designed to collect and analyze data to answer research questions related to the influence of work motivation, work discipline, competence, and work effectiveness on employee performance at the South Tangerang City Land Office. This study uses a quantitative approach with a survey research design. This survey research was chosen because it allows researchers to collect representative data through questionnaires distributed to employees, so that it can provide a clear picture of the phenomenon being studied. This

quantitative method emphasizes more on collecting data in the form of numbers to be analyzed statistically, with the aim of testing the relationship between the variables studied objectively and measurably (Arikunto, 2017).

This research was conducted at the South Tangerang City Land Office, an agency that focuses on land certificate services, which has a vision to realize trusted and world-standard land and space management (Priadana et al., 2021). This research was conducted for three months, starting from March 20 to May 30, 2025, with structured stages. In the first stage, preparations were made including the distribution of pre-survey questionnaires, interviews with a number of employees, literature reviews, and the preparation of research proposals. The second stage is the implementation of the research, which involves the distribution of questionnaires, data collection, tabulation, and data processing. The final stage is the discussion of the research results, the preparation of conclusions, suggestions, and revision of the research report (Sugiyono, 2018).

The analytical method used in this study is path analysis, which allows testing the influence between variables partially or simultaneously (Hair et al., 2014). Path analysis is used to identify the extent to which work motivation (X1), work discipline (X2), and competence (X3) influence work effectiveness (Y), and how work effectiveness affects employee performance (Z). In this case, path analysis provides a more in-depth and detailed picture of the causal relationship between variables, so that it can provide a better understanding

of the mechanism of influence that occurs (Creswell et al., 2017).

This quantitative approach relies heavily on data collected through research instruments in the form of questionnaires distributed to employees at the South Tangerang City Land Office. Data obtained through questionnaires will be analyzed using SmartPLS 3.0 software. SmartPLS is software for variance-based structural equation modeling (SEM) analysis used to test the relationship between variables in research (Ghozali, 2015). The use of SmartPLS is very appropriate for this study, considering the characteristics of the data that are not always normal and the relatively small number of samples, where PLS can overcome the problem of multicollinearity between independent variables and can produce efficient results even though the sample is small (Weaving et al., 2019).

This study also uses a Likert scale in the questionnaire to measure respondents' attitudes, opinions, and perceptions related to the variables studied. This Likert scale is used to measure the extent to which respondents agree or disagree with the statements submitted, with five answer choices, ranging from "strongly disagree" to "strongly agree" (Pugu et al., 2024). In data analysis, validity and reliability tests will be carried out to ensure that the measurement instruments used can measure the intended constructs appropriately. Convergent validity will be examined using loading factors, while reliability will be tested using Composite Reliability and Cronbach's Alpha to ensure the internal consistency of each construct measured (Ghozali, 2014).

Model testing is done using bootstrapping techniques to test the significance of the influence between variables in the structural model. Significance testing is done to find out whether the influence between the independent variables and the dependent variables is significant, and this will be done with a bootstrapping procedure that can produce a t-statistic value to test the research hypothesis. In this case, a t-statistic value greater than 1.96 indicates that the influence between the variables is significant at a significance level of 5%.

This study used a sample of 105 respondents selected using the Simple Random Sampling technique, which ensures that every employee at the South Tangerang City Land Office has an equal opportunity to be selected as a respondent. This sampling technique is used to avoid bias in sample selection and to ensure that the samples taken can represent the entire population of existing employees (Sugiyono, 2016). Thus, this study is expected to provide a better understanding of the influence of motivation, work discipline, competence, and work effectiveness on employee performance at the South Tangerang City Land Office and provide relevant recommendations for improving employee performance at the agency.

RESULTS and DISCUSSION

Outer Model Analysis

Measurement model testing (outer model) is used to determine the specifications of the relationship between latent variables and their manifest variables. This testing includes convergent validity, discriminant validity and reliability.

a. Convergent Validity

According to Ghozali (2018:25) a correlation can be said to meet convergent validity if it has a loading value of > 0.7 . The output shows that the loading factor provides a value above the recommended value of 0.7. However, in the scale development

stage of research, a loading of 0.60 is still acceptable. So that the indicators used in this study have met convergent validity (Convergen Validity). The structural model in this study is shown in the following figure:

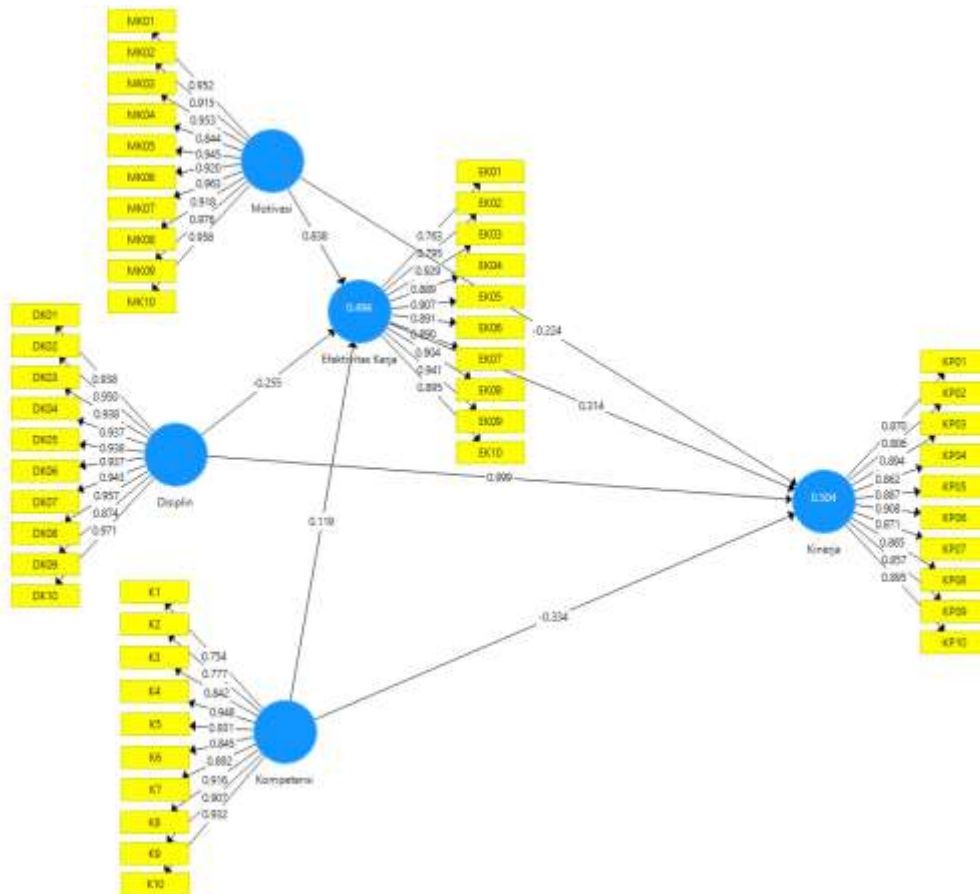


Figure 1. Outer Model, Algorithm Testing
 Table 4.9 Outer Loading

	Motivation	Discipline	Competence	Work Effectiveness	Performance
MK01	0.952				
MK02	0.915				
MK03	0.953				
MK04	0.844				
MK05	0.945				
MK06	0.920				
MK07	0.963				
MK08	0.918				
MK09	0.976				
MK10	0.958				
DK01		0.938			
DK02		0.950			

DK03		0.938		
DK04		0.937		
DK05		0.938		
DK06		0.937		
DK07		0.943		
DK08		0.957		
DK09		0.874		
DK10		0.971		
K1			0.754	
K2			0.777	
K3			0.842	
K4			0.948	
K5			0.931	
K6			0.845	
K7			0.892	
K8			0.916	
K9			0.907	
K10			0.932	
EK01				0.763
EK02				0.795
EK03				0.929
EK04				0.889
EK05				0.907
EK06				0.891
EK07				0.890
EK08				0.904
EK09				0.941
EK10				0.895
KP01				0.870
KP02				0.806
KP03				0.894
KP04				0.862
KP05				0.887
KP06				0.908
KP07				0.871
KP08				0.865
KP09				0.857
KP10				0.895

Source: Output of Smart PLS Program. 3.0, data processed by the author 2025

Based on the data in table 4.9, it can be seen that the lowest outer loading value in the results of the outer model test of this study is 0.754 which is in the K1 indicator (Competence in the first indicator). Referring to the previously

determined outer loading limit of 0.7. Then the results show that the model is stated to meet the assumption of convergent validity because the lowest outer loading value obtained is $0.754 > 0.7$.

1) Discriminant Validity- fornell-larcker criterion

Table 6. Fornell-Larcker criterion

	Discipline	Work Effectiveness	Performance	Competence	Motivation
Discipline	0.939				
Work Effectiveness	0.686	0.882			
Performance	0.670	0.613	0.872		
Competence	0.966	0.684	0.629	0.877	
Motivation	0.986	0.702	0.657	0.969	0.935

Source: Output of Smart PLS Program. 3.0, data processed by the author 2025

Based on Table, it is said that a latent variable shares more variance with its underlying indicators than with other latent variables. The AVE value of each latent variable must be greater than the highest r2 value with the value of other latent variables.

b. Construct Validity and Reliability

Table 12 Construct Validity and Reliability

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Motivation	0.984	0.984	0.986	0.874
Discipline	0.985	0.985	0.987	0.881
Competence	0.966	0.972	0.971	0.769
Work Effectiveness	0.968	0.972	0.972	0.778
Performance	0.965	0.967	0.969	0.76

Source: Output of Smart PLS Program. 3.0, data processed by the author 2025

The data in Table 4.12 above shows that the lowest AVE value of the 5 variables is 0.760 which is owned by the Performance variable. This result shows that the five research variables have met the assumption of discriminant validity because the lowest AVE value obtained is more than 0.5. Meanwhile, the results of the cronbach alpha and composite reliability show that the lowest values are 0.965 and 0.969 owned by the Performance variable. Thus, these

results have also proven that all variables meet the assumption of reliability construct because the lowest cronbach alpha and composite reliability values are > 0.7.

2. Inner Model Testing

After conducting the outer model test, the next step is to evaluate the final structural equation model (inner model). The inner model test of this study was conducted by looking at the path coefficient and R square values as follows:

Table 13 R Square

	R Square	R Square Adjusted
Work Effectiveness	0.494	0.479

Performance	0.504	0.485
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Source: Output of Smart PLS Program. 3.0, data processed by the author 2025

Based on table 4.13 above, it shows that the R Square value for the Work Effectiveness variable is 0.494, this finding explains that the percentage of Work Effectiveness is 49.4%. This means that the Motivation variable, Discipline variable and Competence variable influence Work Effectiveness by 49.4% and the remaining 50.6% is

influenced by other variables, while the R Square value for the Employee Performance variable is 0.504, this finding explains that the percentage of employee performance is 50.4%. This means that the employee performance variable influences Work Effectiveness by 50.4% and the remaining 49.6% is influenced by other variables.

Table 14 Inner Model test results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Motivation -> Work Effectiveness	0.838	0.818	0.324	2,588	0.01
Discipline -> Work Effectiveness	-0.255	-0.214	0.502	0.508	0.611
Competence -> Work Effectiveness	0.119	0.095	0.433	0.274	0.784
Motivation -> Performance	-0.224	-0.228	0.483	0.465	0.642
Discipline -> Performance	0.999	1,033	0.435	2,296	0.022
Competence -> Performance	-0.334	-0.373	0.544	0.615	0.539
Work Effectiveness -> Performance	0.314	0.336	0.102	3,092	0.002

Source: Output of Smart PLS Program. 3.0, data processed by the author 2025

Based on table 4.14 above, the results of the evaluation of the structural equation model of the relationship between variables partially explained by the path coefficient value can be described as follows:

a. The path coefficient of hypothesis 1, namely on the motivation variable towards work effectiveness, is obtained at 0.838. This result also means that if motivation increases, work effectiveness increases.

b. The path coefficient value in hypothesis 2, work discipline on work effectiveness is obtained at -0.255. This value shows that with work discipline, work effectiveness actually decreases.

c. The path coefficient value in hypothesis 3, namely competence towards work effectiveness, obtained a value of 0.119. This result also means that if employee competence increases, work effectiveness increases.

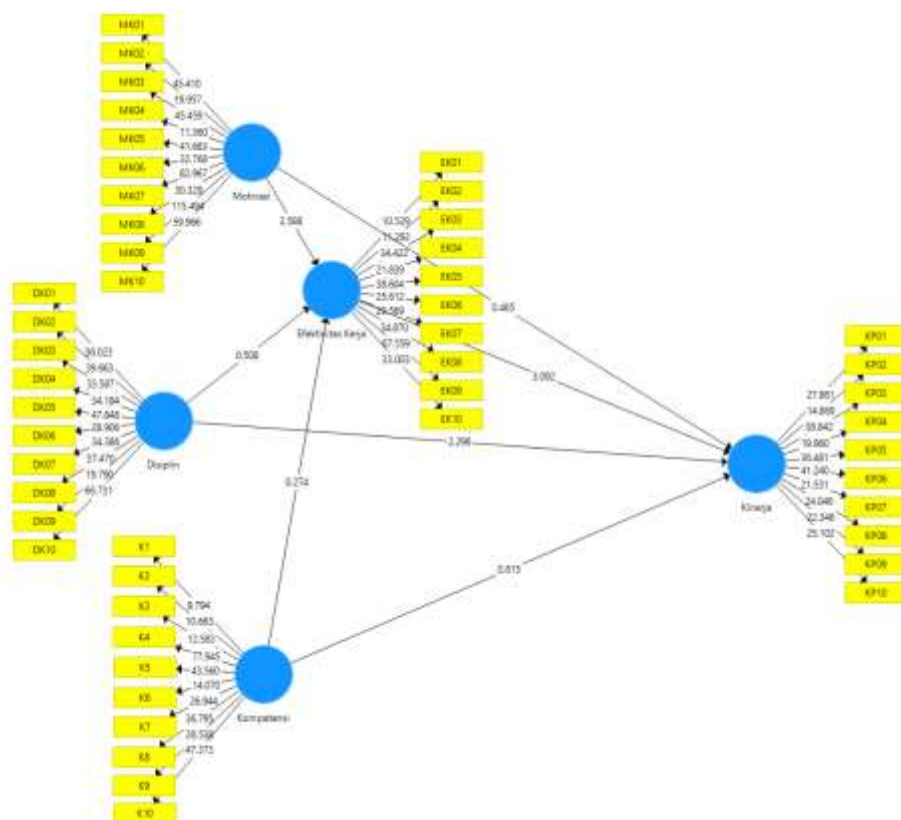
- d. The path coefficient value in hypothesis 4, namely motivation towards performance, obtained a value of -0.224. This result shows that with the current work motivation, performance actually decreases.
- e. The path coefficient value in hypothesis 5, namely work discipline on performance, obtained a value of 0.999. This result shows that the higher the employee's work discipline, the higher the employee's performance will be.
- f. The path coefficient value for hypothesis 6, namely competence towards employee performance, obtained a value of -0.334. This result shows that if employee

competence increases, employee performance will increase.

- g. The path coefficient value in hypothesis 7, namely work effectiveness on employee performance, obtained a value of 0.314. This result shows that the higher the work effectiveness, the higher the employee performance.

3. Hypothesis Testing

This study has 10 hypotheses as the research questions that have been formulated and need to be tested for their truth. Hypothesis testing in this study uses the t-test, namely by comparing the t-statistic value obtained from the bootstrapping test with the critical limit of the t-table value of 1.982 at a significance level of 5% (0.05). The results of the hypothesis test of this study are presented as follows:



Source: Data processed by the author, 2025

Figure 4.3 Bootstrapping Testing

a. Live Testing

The following is direct testing in this study which is presented in the form of a table and interpretation as follows:

Table 15 Results of Direct Influence Test

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Information
Motivation -> Work Effectiveness	0.838	0.818	0.324	2,588	0.01	Accepted
Discipline -> Work Effectiveness	-0.255	-0.214	0.502	0.508	0.611	Rejected
Competence -> Work Effectiveness	0.119	0.095	0.433	0.274	0.784	Rejected
Motivation -> Performance	-0.224	-0.228	0.483	0.465	0.642	Rejected
Discipline -> Performance	0.999	1,033	0.435	2,296	0.022	Accepted
Competence -> Performance	-0.334	-0.373	0.544	0.615	0.539	Rejected
Work Effectiveness -> Performance	0.314	0.336	0.102	3,092	0.002	Accepted

Source: Output of Smart PLS Program. 3.0, data processed by the author 2025

Based on the PLS output (bootstrapping test) presented in Table 4.16, it can be explained that:

- 1) Hypothesis 1: From the original sample value of 0.838, the t-statistic value of 2.588 and the P-value of 0.010 were obtained. These results prove that motivation has a positive and significant effect on work effectiveness with a large effect of 83.8% (0.838 x 100%). The t-statistic value of 2.588 > t table 1.982 and the P-value of 0.010 < 0.05 prove that hypothesis 1 in this study is accepted.
- 2) Hypothesis 2: From the original sample value of -0.255, the t statistic value is 0.508 < 1.982 and the P-value is 0.611. These results prove that work discipline does not have a significant effect on work effectiveness. This proves that

hypothesis 2 in this study is rejected.

- 3) Hypothesis 3: From the original sample value of 0.119, the t statistic value is 0.274 < 1.982 and the P-value is 0.784. These results prove that competence does not have a significant effect on work effectiveness, this proves that hypothesis 3 in this study is rejected.
- 4) Hypothesis 4: From the original sample value of -0.224, the t statistic value is 0.465 > 1.982 and the P-value is 0.642 > 0.05. These results prove that motivation does not have a significant effect on employee performance, this proves that hypothesis 4 in this study is rejected.
- 5) Hypothesis 5: From the original sample value of 0.999, the t statistic

value of $2.296 > 1.982$ and the P-value of 0.022 were obtained. These results prove that Work Discipline has a positive and significant effect on employee performance with a large influence of 99.9%. The t statistic value of $2.296 > t$ table 1.982 and the P-value of $0.022 < 0.05$ prove that hypothesis 5 in this study is accepted.

6) Hypothesis 6: From the original sample value of -0.334, the t statistic value is $0.615 < 1.982$ and the P-value is $0.539 > 0.05$. These results prove that Competence does not have a significant effect on employee performance, this proves

that hypothesis 6 in this study is rejected.

7) Hypothesis 7: From the original sample value of 0.314, the t statistic value is $10.021 > 1.982$ and the P-value is 0.000. These results prove that work effectiveness affects employee performance with a large influence of 31.4%. The t statistic value is $3.092 > t$ table 1.982 and the P-value is $0.002 < 0.05$, this proves that hypothesis 7 in this study is accepted.

b. Indirect Testing

The following is an indirect test in this study which is presented in the form of a table and interpretation as follows:

Table 4.16 Results of Indirect Effect Test

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Information
Motivation -> Work Effectiveness -> Performance	0.263	0.264	0.117	2,245	0.025	Accepted
Discipline -> Work Effectiveness -> Performance	-0.08	-0.05	0.18	0.445	0.656	Rejected
Competence -> Work Effectiveness -> Performance	0.037	0.02	0.159	0.235	0.815	Rejected

Source: Output of Smart PLS Program. 3.0, data processed by the author 2025

Based on the PLS output (bootstrapping test) presented in Table 4.16, it can be explained that:

1) Hypothesis 8: From the original sample value of 0.263, the t statistic value is 2.245 and the P-value is 0.025. These results prove that motivation has a positive and significant effect on work effectiveness through employee performance, with a large influence of 26.3%. The t statistic value of $2.245 > t$ table 1.982 and the P-value of $0.025 < 0.05$, this proves that

hypothesis 8 in this study is accepted.

2) Hypothesis 9: From the original sample value of -0.080, the t statistic value is 0.445 < 1.982 and the P-value is $0.656 > 0.05$. These results prove that work discipline does not have a significant effect on work effectiveness through employee performance. This proves that hypothesis 9 in this study is rejected.

Hypothesis 10: From the original sample value of 0.037, the t-statistic value is $0.235 < 1.982$ and the P-value is

0.815 > 0.05. These results prove that competence does not have a significant effect on work effectiveness through employee performance. This proves that hypothesis 10 in this study is rejected.

DISCUSSION

1. The Influence of Motivation (X1) on Work Effectiveness (Y)

The Influence of Motivation (X1) on Work Effectiveness (Y) based on hypothesis testing obtained a t-statistic value of 2.588 > t table 1.982 and a P-value of 0.010 < 0.05, so the research is accepted, meaning that Motivation (X1) has a positive and significant influence on Work Effectiveness (Y).

In addition to statistical significance, this study also shows the magnitude of the influence of Motivation on work motivation reaching 83.8%, which means that more than half of the work effectiveness can be explained by the Motivation factor. With the largest convergent validity value of 0.976 in the MK09 statement, Meanwhile, the remaining 16.2% is influenced by other factors not included in this study.

The results of this study are in accordance with the research conducted by Anggraini, D., Ip, S., & Dian, MSD (2020). with the title of the study, namely Motivation in Increasing Employee Work Effectiveness at the Ilir Barat I Sub-district Office, Palembang City, based on the results of the study, the researcher can conclude that employee work motivation plays a very important role in increasing employee work effectiveness, and employee work motivation is supported by a work environment that meets standards. .

2. The Influence of Work Discipline (X2) on Work Effectiveness (Y)

The influence of work discipline (X2) on work effectiveness (Y) based on hypothesis testing obtained a t-statistic value of 0.508 < 1.982 and a P-value of 0.611 > 0.05, so the study was rejected, meaning that work discipline (X2) does not have a significant influence on work effectiveness (Y).

In addition, this study found that the largest convergent validity value for the work discipline variable in this study was 0.971 for statement no. 10 or DK10.

The results of this study are in accordance with previous research conducted by Wijayanti, R. (2017). with the title The Influence of Organizational Climate, Work Ethic and Work Discipline on the Effectiveness of Organizational Performance at the Faculty of Economics, Unsiq Wonosobo. The results of his research showed that there was no influence of work discipline on performance effectiveness.

3. The Influence of Competence (X3) on Work Effectiveness (Y)

The influence of Competence (X3) on Work Effectiveness (Y) based on hypothesis testing obtained a t-statistic value of 0.274 < t table 1.982 and a P-value of 0.784 > 0.05, so the research was rejected, meaning that Competence (X3) did not have a significant influence on work effectiveness (Y).

In addition, this study shows that the largest convergent validity value or the largest outer lodinag is 0.948 in statement no. 4 or K4.

The results of this study are in accordance with the results of previous research conducted by Danie, et.al (2024). with the title of the study, namely The Influence of Competence, Communication and Team Work on

the Effectiveness of Employee Work at the Regional Education Office of North Sulawesi Province. and the results of the study showed that Competence partially did not affect work effectiveness.

4. The Influence of Motivation (X1) on Employee Performance (Z)

The influence of motivation (X1) on employee performance (Z) based on hypothesis testing obtained a t-statistic value of $0.465 < t$ table 1.982 and a P-value of $0.642 < 0.05$, so the research is accepted, meaning that motivation (X1) does not have a significant influence on employee performance (Z).

This finding is inconsistent with various motivational theories, such as Adams' Equity Theory, which states that employees tend to be more motivated and improve their performance when they feel they are receiving fair and appropriate motivation for their contribution.

The results of this study are in accordance with previous research conducted by Hidayat (2021). with the title of his research The Influence of Motivation, Competence and Work Discipline on Performance, and Based on the results of the calculation of the first hypothesis, Motivation has no effect on Employee Performance at PT. Surya Yoda Indonesia. This means that Motivation cannot improve employee performance.

5. Influence of Work Discipline (X2) on Employee Performance (Z)

The direct influence of Work Discipline (X2) on Employee Performance (Z) based on hypothesis testing obtained a t statistic value of $2.296 > t$ table 1.982 and a P-value of $0.022 < 0.05$, so the research is accepted, meaning that Work Discipline (X2) has a positive and significant influence on

Employee Performance (Z), with a large influence of 99.9% on Employee Performance (Z) and the remaining 1% is influenced by other factors.

These results show that good work discipline will support employee productivity and can improve employee performance.

The results of this study are in accordance with previous research conducted by Ni Made Astrian (2023). With the title of her research The Influence of Work Discipline, Work Stress and Work Motivation on Employee Performance at the National Land Agency Office, Denpasar City, and the results of her research show that Work Discipline, Work Motivation have a positive and significant effect on employee performance.

6. The Influence of Competence (X3) on Employee Performance (Z)

The influence of Competence (X3) on employee performance (Z) based on hypothesis testing obtained a t statistic value of $-0.334 < t$ table 1.982 and a P-value of $0.539 > 0.05$, so the research is accepted, meaning that Competence (X3) does not have a significant influence on Employee Performance (Z).

This finding also explains that employees show that the current employee competencies at the South Tangerang City Land Office cannot improve employee performance.

The results of this study are in accordance with previous research conducted by Danie, et.al (2024). with the title of the study, namely The Influence of Competence, Communication and Team Work on the Effectiveness of Employee Work at the Regional Education Office of North Sulawesi Province. and the results of the study show that Competence

partially does not affect work effectiveness, communication partially affects work effectiveness, team work partially affects the effectiveness of employee work at the Regional Education Office of North Sulawesi Province.

7. The Influence of Work Effectiveness (Y) on Employee Performance (Z)

The Influence of Work Effectiveness (Y) on Employee Performance (Z) based on hypothesis testing obtained for the value of t statistic $3.092 > t$ table 1.982 and P-value $0.002 < 0.05$ then the research is accepted, meaning that work effectiveness (Y) has a positive and significant effect on employee performance (Z). with a large influence of 31.4% on employee performance (Z) and the remaining 68.6% is influenced by other factors.

In addition, this study found that the magnitude of the influence of employee effectiveness on employee performance is 31.4%, which means that one-third of the variation in work effectiveness can be explained by employee performance factors. Meanwhile, the remaining 68.6% is influenced by other factors.

The results of this study are in accordance with previous research conducted by Nelson (2020). with the title of his research, namely the Influence of Work Effectiveness on Employee Performance at the Bandar Lampung Social Security Administration Office, and the results of his research show that there is an influence of effectiveness (X) on performance (Y) of 95.9%.

8. The Influence of Motivation (X1) on Employee Performance (Z) through Work Effectiveness (Y)

The Influence of Motivation (X1) on Employee Performance (Z) through Work Effectiveness (Y) based on hypothesis testing obtained for the value of t statistic $2.245 > t$ table 1.982 and P-value $0.025 < 0.05$ then the research is accepted, meaning that motivation (X1) has a positive and significant effect on employee performance (Z) through work effectiveness (Y). with a large influence of 26.3% on employee performance (Z) and the remaining 73.7% is influenced by other factors.

In addition, this study found that the magnitude of the influence of employee effectiveness on employee performance was 26.3%, which means that more than one-third of the variation in motivation can be explained by employee performance factors through work effectiveness.

The results of this study are in accordance with previous research conducted by Dipahwati (2022). with the title of the study, namely The Influence of Discipline and Motivation on Employee Performance Through Job Satisfaction at the Education and Culture Office of Polewali Mandar Regency, and the results of the study show that there is an indirect influence of work discipline and motivation on performance through employee job satisfaction of 0.832 or 83.2%.

9. The Influence of Work Discipline (X2) on Employee Performance (Z) through Work Effectiveness (Y)

The Influence of Work Discipline (X2) on Employee Performance (Z) through Work Effectiveness (Y) based on hypothesis testing obtained for the value of t statistic $0.445 < t$ table 1.982 and P-value $0.645 > 0.05$ then the study is rejected, meaning that work discipline (X2) does not have a

significant effect on employee performance (Z) through work effectiveness (Y). This finding shows that work effectiveness has not been able to mediate the influence of work discipline on employee performance.

The results of this study are in accordance with previous research conducted by Fasridon and Anggraini (2023). with the title of the study, namely Employee Performance Model Through Work Effectiveness at PT. Batanghari Barisan, and the results of the study showed that effectiveness was unable to mediate work from home (WFH), work discipline on employee performance at PT. Batanghari Barisan Padang.

10. The Influence of Competence (X3) on Employee Performance (Z) through Work Effectiveness (Y)

The Influence of Competence (X3) on Employee Performance (Z) through Work Effectiveness (Y) based on hypothesis testing obtained for the value of t statistic $0.235 < t_{table} 1.982$ and P-value $0.815 > 0.05$ then the study is rejected, meaning that competence (X3) does not have a significant effect on employee performance (Z) through work effectiveness (Y). This finding shows that work effectiveness has not been able to mediate the influence of competence on employee performance.

The results of this study are in accordance with previous research conducted by Jafar et.al (2023). with the title of the study, namely the Influence of Work Environment and Competence on Employee Performance with Work Effectiveness as a Moderating Variable at the Sinjai Regency Ministry of Religion Office, and the results of the study show that the work effectiveness variable is a moderating variable that is unable to strengthen the relationship

between competence and employee performance.

CONCLUSION

Based on the results of the research analysis on Employee Performance at the South Tangerang City Land Office, focusing on the role of motivation, discipline, and competence in work effectiveness, the author draws several important conclusions. First, motivation has been proven to have a positive and significant effect on work effectiveness in the office. Its influence reaches 60.3%, while the remaining 39.7% is influenced by other factors not explained in this study. This shows that motivation has a fairly large role in increasing employee work effectiveness, which of course has an impact on better performance.

However, although motivation has a significant impact on work effectiveness, work discipline and competence do not show a significant influence on work effectiveness at the South Tangerang City Land Office. This shows that although both are important in the context of work, they do not directly contribute to improving employee work effectiveness in this study. In addition, although work discipline has a significant effect on employee performance, its contribution is quite large, reaching 99.9%. Thus, this factor is an important element in encouraging better employee performance.

Related to competence, the results of the study indicate that competence does not have a significant effect on employee performance, either directly or through work effectiveness. This shows that although competence should be a determining factor in performance, in the context of this study, other factors are more dominant

in influencing employee work results. Work effectiveness also has a positive effect on employee performance with a contribution of 31.4%, which shows that work effectiveness has an important role in achieving performance, although other factors still have a significant effect.

Work motivation also has a positive effect on employee performance through work effectiveness, with a contribution of 26.3%. This means that increasing work motivation not only has a direct impact on employee performance but also through increasing work effectiveness as a mediation channel. Work discipline, on the other hand, does not have a significant effect on employee performance through work effectiveness, indicating that although discipline can improve performance directly, it does not have a significant effect when viewed from the aspect of work effectiveness. Competence, as expected, also does not show a significant effect on employee performance through work effectiveness, further emphasizing the importance of other factors in influencing employee work results in the office.

Based on the results of this study, the author provides several suggestions

that are expected to be useful for the South Tangerang City Land Office in improving employee performance. First, it is important for institutions to provide certainty regarding clear work rules and procedures, so that employees feel calmer and more motivated in carrying out their duties. This will increase work effectiveness, which in turn has a positive effect on employee performance. Second, institutions need to ensure that employees always comply with existing rules and regulations, in order to increase motivation which ultimately has an impact on better performance.

In addition, institutions must maximize training and knowledge development for employees so that they have sufficient skills in carrying out tasks according to their field of work. This will contribute to increasing work effectiveness, which is very important for improving employee performance. It is also expected that leaders at the South Tangerang City Land Office can help employees adapt well in facing new challenges and problems in the workplace. Finally, leaders in this office should ensure that employees have the ability to complete tasks well, in quantities that are in accordance with expectations, and can achieve organizational goals optimally.

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