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## THE INFLUENCE OF DIGITAL COMPETENCE, MOTIVATION AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE

Chaedir<sup>1\*</sup>, Suhardi M Anwar<sup>2</sup>, Hadi Pajariantio<sup>3</sup>, Ilham Tahier<sup>4</sup>

<sup>1</sup> Postgraduate Student Master of Management, Muhammadiyah University of Palopo, Indonesia

Email: chaedirnurhalim@gmail.com

<sup>2</sup> Department of Economy and Business, Muhammadiyah University of Palopo, Indonesia

Email: manwarsuhardi@umpalopo.ac.id

<sup>3</sup> Department of Economy and Business, Muhammadiyah University of Palopo, Indonesia

Email: pajariantohadi@gmail.com

<sup>4</sup> Department of Economy and Business, Muhammadiyah University of Palopo, Indonesia

Email: ilhamtahier@umpalopo.ac.id

\* Corresponding Author

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### Abstract:

This study aims to analyze the influence of digital competence, motivation, and work discipline on employee performance at the Luwu Timur Regency DPRD Secretariat. Specifically, this study will measure the extent to which each of these variables contributes to improving employee performance and how the combination of these three factors can have a more significant impact. The study is explanatory research using a quantitative approach. The population in this study were 85 employees at the Luwu Timur Regency DPRD Secretariat using a saturated sampling technique. Data were collected by distributing questionnaires to respondents and will be analyzed statistically using SmartPLS. The research findings show that digital competence, motivation, and work discipline partially have a positive and significant effect on employee performance. Simultaneously, the combination of these three variables has a positive and significant effect on employee performance. The implications of these results indicate that management must design programs that focus on improving digital competence, strengthening motivation, and enforcing work discipline. The integration of these three aspects in HR development policies can improve employee performance as a whole, which will ultimately have a positive impact on service quality and achievement of organizational goals.

### Keywords:

Digital Competence; Motivation; Work Discipline; Employee Performance; Secretariat of the Regional People's Representative Council of East Luwu Regency

## Introduction

The increasingly rapid development of information technology requires every organization, including government institutions, to adapt to increase work efficiency and effectiveness. The East Luwu Regency DPRD Secretariat as one of the government institutions that supports legislative activities is also required to be able to follow these developments. One important factor that can support employee performance within the DPRD Secretariat is digital competency. Digital competency includes the ability to use information and communication technology (ICT) which is a basic requirement in carrying out administrative tasks and supporting the decision-making process (Oberländer et al., 2020).

Apart from digital competence, work motivation also plays an important role in improving employee performance. High motivation can encourage employees to work more effectively, take initiative and innovate in carrying out their duties (Kumari, 2023). Work discipline as a form of individual responsibility in complying with applicable rules and procedures is also an important factor that influences employee performance. Without good discipline, an employee's competence and motivation may not be optimal in producing the expected performance (Lopes, 2023).

Although the importance of digital competence, motivation and work discipline in improving employee performance has been widely recognized, there are still several phenomena that indicate that employee performance at the East Luwu Regency DPRD Secretariat is not optimal. For example, some employees still experience difficulties in using new technology or software introduced to support their work. This shows that employee digital competence still needs to be improved. Apart from that, there are indications that the work motivation of some employees is still low, which can be seen from the low level of initiative and lack of participation in employee development programs. Work discipline also remains a challenge, especially in terms of punctuality and compliance with applicable procedures.

Efforts to increase digital competency have been made through training and the introduction of new technology, but there is still a significant gap between employees who have high abilities in utilizing technology and those who are still lagging behind. Some employees still experience difficulties in operating the software or applications used in their daily work processes. This causes dependence on other employees who are more competent and has the potential to hamper work flow.

The work motivation of employees at the Luwu Timur Regency DPRD Secretariat also shows quite striking variations. There are employees who are highly motivated and always try to give their best in their work, but there are also those who are less enthusiastic, tend to be passive, and only work according to instructions without further initiative. This difference is often related to the lack of appreciation or incentives that encourage employees to improve their performance. In addition, less conducive work environment factors, such as minimal space for self-development, can also reduce employee motivation.

Work discipline at the East Luwu Regency DPRD Secretariat is also a problem that needs attention. Even though work rules and procedures have been clearly established, there are still employees who lack discipline in terms of punctuality, both in attending work and in completing assigned tasks. Inconsistencies in this discipline can have a negative impact on overall team productivity and reduce the quality of services provided by the DPRD Secretariat.

Gaps in digital competence, variations in work motivation, and inconsistent discipline have a direct impact on employee performance at the East Luwu Regency DPRD Secretariat. Performance that should reflect employee effectiveness, efficiency and productivity is actually disrupted by these problems. This can be seen from several performance indicators, such as slow administrative processes, low innovation in solving problems, as well as complaints from stakeholders regarding the services provided.

Overall, although the East Luwu Regency DPRD Secretariat has made efforts to improve performance through increasing digital competence, motivation and work discipline, there are still phenomena that indicate that these efforts have not been completely successful. Existing problems need to be analyzed more deeply to find the right solution, so that employee performance can be improved as a whole and in line with organizational expectations.

This research aims to analyze the influence of digital competence, motivation and work discipline on employee performance at the East Luwu Regency DPRD Secretariat. Specifically, this research will measure the extent to which each of these variables contributes to improving employee performance and how the combination of these three factors can have a more significant impact than the influence of each factor individually.

## Literature Review

### *Digital Competence*

Digital competency refers to a set of abilities, knowledge, and skills that enable individuals to use digital technology effectively, efficiently, and ethically in various contexts, be they professional, educational, social, or personal (Tondeur et al., 2023). These competencies include more than just the technical ability to use devices and applications, but also include a critical understanding of how digital technologies can be used to achieve specific goals and how these technologies can impact our lives (Ochoa Pacheco & Coello-Montecel, 2023).

Bachmann et al., (2024) suggests that competence is a basic individual characteristic that is related to performance effectiveness or performance excellence in a particular job. In the context of digital competence, this includes a person's ability to use digital technology effectively and efficiently in carrying out work tasks. Sary et al., (2023) suggests that digital competence includes the knowledge, skills, attitudes and values needed to use technology effectively and responsibly in professional, social and personal contexts.

The conclusion that can be drawn from the explanation above is that digital competence is an essential skill that includes the knowledge, abilities and attitudes needed to use information and communication technology (ICT) effectively, efficiently and ethically. This competency covers various aspects, including technological literacy, ability to use applications, problem solving, digital security, communication and collaboration, information literacy, and digital ethics.

Employees who have good digital competence are better able to adapt to technological changes, work effectively in distributed teams, and make a greater contribution to the organization. Conversely, a lack of digital competency can be a significant barrier, reducing an individual's ability to meet job demands and hindering their career advancement.

To measure the level of digital competence in this study, the indicator measurements proposed by Singh & Dwivedi, (2022) namely: Understanding Technology, Ability to Use Software, Digital Communication and Collaboration Skills, Adaptation and Learning of New Technology, Digital Creativity and Innovation.

### ***Motivation***

Motivation is a psychological process that directs, activates and maintains individual behavior towards achieving certain goals. Motivation is an internal or external drive that influences a person's behavior, both in personal and professional contexts. In an organizational context, work motivation is a key factor that determines the extent to which an employee will strive to achieve the goals set by the organization (M. Anwar et al., 2019).

According to Onasis et al., (2023), motivation is a drive that arises from human needs which are arranged in a hierarchy, starting from basic needs such as physiological and safety to higher needs such as self-actualization. Motivation arises when there are needs that have not been met, and individuals will try to fulfill these needs in stages, starting from the most basic to the most complex.

Fishbach & Woolley, (2022) defines motivation as a factor that encourages individuals to achieve job satisfaction. He differentiates between motivator factors, which encourage increased performance and satisfaction, and hygiene factors, which prevent dissatisfaction but do not directly increase motivation. Motivators such as achievement, recognition, and responsibility are at the core of what motivates individuals at work.

Based on the explanation above, it can be concluded that motivation is internal and external encouragement that directs, moves and maintains individual behavior in achieving certain goals. Motivation can be intrinsic, originating from personal satisfaction in carrying out an activity, or extrinsic, influenced by external factors such as rewards, recognition, or the threat of punishment.

Motivation has a central role in determining individual productivity and performance in an organization. Motivated employees tend to work harder, be more innovative, and be more committed to the organization. High motivation is also associated with better levels of job satisfaction, which in turn can reduce employee turnover and absenteeism. Therefore, understanding and managing employee motivation is a critical aspect of human resource management.

To measure the level of motivation in this research, the indicator measure proposed by Miao et al., (2020) namely: Job Satisfaction, Commitment to the Organization, Initiative and Proactivity, Compliance with Regulations and Procedures, Personal and Career Development, Awards and Recognition.

### ***Work Discipline***

Work discipline is a series of behaviors and attitudes that demonstrate compliance and responsibility for regulations, policies and procedures established by an organization or company. Work discipline includes how an employee complies with the work schedule, follows applicable rules, and carries out duties responsibly. Work discipline plays an important role in maintaining operational efficiency and achieving organizational goals (Reijers, 2021).

Calen et al., (2022) defines work discipline as a set of rules and policies designed to promote compliance with standards of behavior and performance expected in a work environment. Moningkey & Dotulong, (2022) defines work discipline as enforcing expected standards of behavior and performance in the organization. The findings of this research emphasize that work discipline is directly related to how employees follow organizational rules and procedures and how they are responsible for their actions.

From the explanations above, it can be concluded that work discipline is an important element in the work environment that includes compliance with organizational rules, policies, and procedures. This involves various aspects such as attendance, tardiness, productivity, responsibility, and compliance with superiors' orders. To measure the level of work discipline in this study, the indicators proposed by Pereira, (2023) namely: Attendance, Punctuality, Compliance, Understanding Rules and Response to Criticism. These indicators help in evaluating employee work discipline as a whole, including compliance with rules, quality of performance, responsibility and attitude towards work.

### ***Employee Performance***

Employee performance is a measure of the extent to which individuals in an organization can complete their tasks and responsibilities effectively, efficiently and in accordance with established standards. Employee performance covers various aspects of the work carried out, such as quality of work results, quantity of output, timeliness, and contribution to the goals and success of the organization (Nwanzu & Babalola, 2022).

Zhenjing et al., (2022) defines employee performance as measurable behavior and results produced by employees in carrying out their job duties and responsibilities. Employee performance in this view includes not only the final results but also how the employee's behavior contributes to those results. Factors such as effectiveness, efficiency, and contribution to organizational goals are part of this definition.

Based on the definition above, it can be concluded that employee performance is the result of activities carried out by individuals in their work which can be assessed based on certain criteria such as quantity, quality, timeliness, and contribution to organizational goals. In this view, employee performance is measured based on several key indicators, including productivity and efficiency.

The indicators used in measuring employee performance in this research are: quality, quantity, timeliness, initiative, creativity and communication (Kazmi & Javaid, 2022). Comprehensive performance evaluation helps organizations identify strengths and areas of improvement and design strategies to increase work effectiveness and efficiency.

### ***Framework Development***

The development of a research framework was carried out to see the relationship between research variables based on previous research to develop research hypotheses. The development of a framework and hypothesis is also the basis for formulating a research conceptual framework. The following is the relationship between research variables:

### ***The Relationship between Digital Competence and Employee Performance***

Research by Zabolotska et al., (2021) shows that high digital competence is positively related to employee performance. This research emphasizes that employees who are skilled in using



technology can increase their efficiency and quantity of output. Ochoa Pacheco & Coello-Montecel, (2023) found that high digital competence has a positive effect on employee performance. Employees who have good digital skills can access and analyze information more effectively, which contributes to improving the quality of their work. Study Khoo et al., (2024) identified that digital competence influences timeliness in completing tasks and influences employee performance. From the results of previous research and the relationship between research variables, the first hypothesis in this research can be formulated as follows:

***H1: Digital competence has a positive and significant effect on employee performance***

#### ***The Relationship between Motivation and Employee Performance***

Van der Kolk et al., (2019) in their research they found that intrinsic and extrinsic motivation were positively related to employee performance. Intrinsic motivation, such as satisfaction with the work itself, and extrinsic motivation, such as financial rewards or recognition, can increase employee productivity and thus influence performance. Girdwichai & Sriviboon, (2020) in his research found that motivation has a significant impact on employee performance. Employees who are motivated to do their jobs well are more likely to pay attention to quality aspects and do their jobs to a higher standard. From the results of previous research and the relationship between research variables, the second hypothesis in this study can be formulated as follows:

***H2: Motivation has a positive and significant effect on employee performance***

#### ***The Relationship between Work Discipline and Employee Performance***

Alhempri et al., (2024) found that good work discipline contributes positively to job satisfaction, which in turn influences employee performance. These findings indicate that work discipline is positively related to employee performance because good discipline creates an orderly and productive work environment. Study Rifa'i, (2023) shows that there is a significant relationship between work discipline and employee performance. Good work discipline, such as adherence to work schedules and standards, is directly related to increased performance. They found that employees who have high discipline tend to show better performance because they are more focused and productive in their work. From the results of previous research and the relationship between research variables, the third hypothesis in this research can be formulated as follows:

***H3: Work discipline has a positive and significant effect on employee performance***

#### ***Simultaneous Relationship of Digital Competence, Motivation and Work Discipline to Employee Performance***

Study Bachmann et al., (2024) shows that digital competence and motivation have a positive influence on employee performance. They also found that when these two factors were combined with work discipline, the impact on employee performance became more significant. Kim, (2023) found that the combination of motivation and digital competence simultaneously contributed to increasing employee performance. High motivation and adequate digital skills increase employees' ability to complete tasks more effectively. When combined with work discipline, the result is optimal performance because employees are not only motivated and skilled but also follow existing rules and procedures. From the results of previous research and the relationship between research variables, the fourth hypothesis in this research can be formulated as follows:

***H4: Digital competence, motivation and work discipline simultaneously have a positive and significant effect on employee performance***

### Conceptual Framework

The results of previous research and the relationship between research variables mean that the conceptual framework of this research can be described as follows:

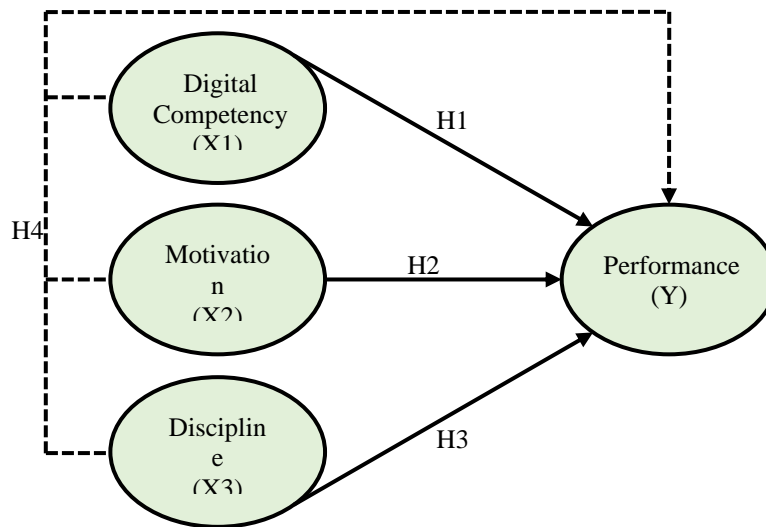


Figure 1: Conceptual Framework

### Methodology

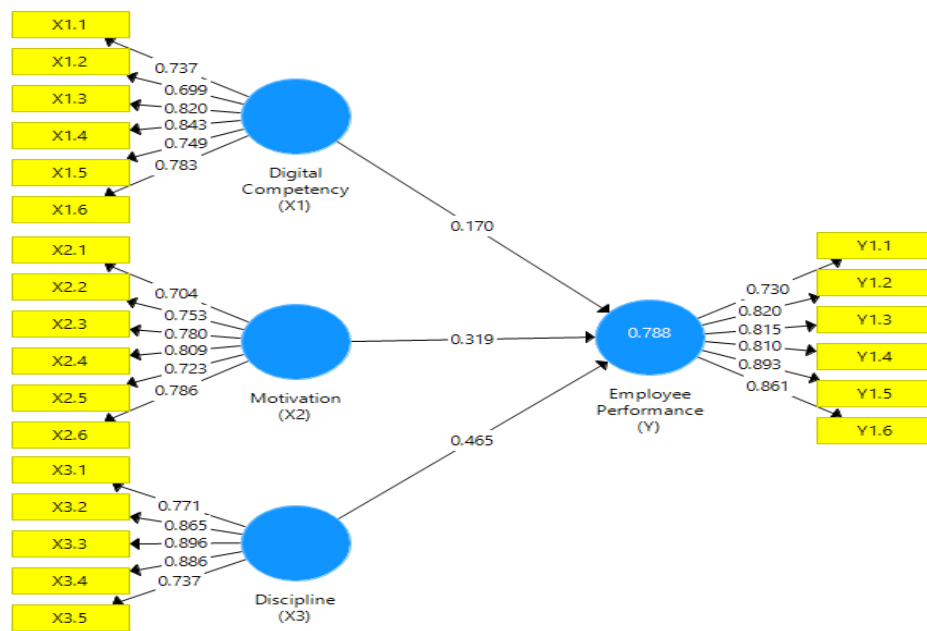
The type of research carried out is explanatory research using a quantitative approach, which uses data in the form of numbers as a tool to analyze information about what you want to know. The population in this study were 85 employees at the East Luwu Regency DPRD Secretariat. The sampling technique in this research used saturated sampling where the entire population was sampled, so the total sample was 85 respondents taken at the DPRD Secretariat of East Luwu Regency.

Data was collected through observations, interviews and distributing questionnaires to respondents. Some of the data processing techniques carried out include, validity and reliability tests, namely to test whether the indicators used are good or not in measuring a variable, descriptive statistical analysis is an analysis that shows the development and growth of a situation and only provides an overview of a particular situation by a way of describing the properties of the research object and correlation analysis is a study discussing the degree of closeness of the relationship between variables which is expressed by the correlation coefficient value. The relationship between these variables can be positive and negative. Data analysis in this research uses correlation analysis through the SmartPLS program.

### Data Analysis

#### *Validity and Reliability Test*

Validity testing uses two methods, namely outer loading and AVE value, we can see the results of data analysis in full in the image and table below:



**Figure 2: Outer Loading**

This test is conducted to measure the level of eligibility of each indicator to describe the variables used in the instrument by looking at the loading factor analysis data. The value of 0.7 is the expected value while the one often used as a minimum limit is  $\geq 0.6$ . After calculating the loading factor, it can be seen in Figure 1 above, the values of all indicators are as expected  $> 0.7$  so that it can be said that all indicators are able to describe their variables and meet the requirements for further analysis.

**Table 1: Validity Test**

	Average Variance Extracted (AVE)	Decision
<b>Digital Competency_(X1)</b>	0.598	Valid
<b>Discipline_(X3)</b>	0.695	Valid
<b>Employee Performance_(Y)</b>	0.677	Valid
<b>Motivation_(X2)</b>	0.577	Valid

Source: Primary Data Processed 2024

A variable can be said to be valid if it is able to explain the type of indicator with an Average Variance Extracted (AVE) value of 0.5 or more. Based on the analysis results displayed in table 1 above, it can be seen that the AVE values for all constructs are  $> 0.5$  so they are declared to meet the requirements for further analysis.

To find out how consistent each indicator is in explaining the variable construct, you can see the analysis results in the composite reliability or Cronbach's alpha column which is set at a value of  $\geq 0.7$ . Based on the analysis results displayed in table 2 below, it can be seen that the Croanbach's alpha and composite reliability values are  $\geq 0.7$  so that all variables are suitable for use in further analysis.



**Table 2: Reliability Test**

Variable	<i>Cronbach's Alpha</i>	<i>Composite Reliability</i>	Decision
Digital Competency_(X1)	0.864	0.899	Reliable
Discipline_(X3)	0.888	0.919	Reliable
Employee Performance_(Y)	0.904	0.926	Reliable
Motivation_(X2)	0.854	0.891	Reliable

Source: Primary Data Processed 2024

**Table 4: Coefficient of Determination**

	R Square	R Square Adjusted
Employee Performance_(Y)	0.788	0.781

Source: Primary Data Processed 2024

The coefficient of determination (R Square) is a way to assess how much an endogenous construct can be explained by an exogenous construct. The coefficient of determination (R Square) value is expected to be between 0 and 1. Sarstedt (2017) provides criteria for R Square values of 0.67, 0.33 and 0.19 as strong, moderate and weak. Based on the results of the analysis of the coefficient of determination above, the R Square value of the joint or simultaneous influence is 0.788 with an adjusted R square value of 0.781, so it can be explained that all exogenous constructs simultaneously influence Y by 0.781 or 78%. Because the Adjusted R Square value is equal to 0.781, the influence of all exogenous constructs can be said to be positive and strong/significant.

### **Bootstrapping**

After testing the PLS Algorithm until it meets all the specified requirements, Bootstrapping testing is then carried out to determine the Path Coefficients or the significance of the independent variable (X) on the dependent variable (Y) in order to test the research hypothesis. An independent variable can be said to have a significant effect on the dependent variable if the statistical significance value of  $T > t$  table and  $P \text{ value} < 0.05$ , the influence value is shown in table 3 and the SEM model in figure 3 below:

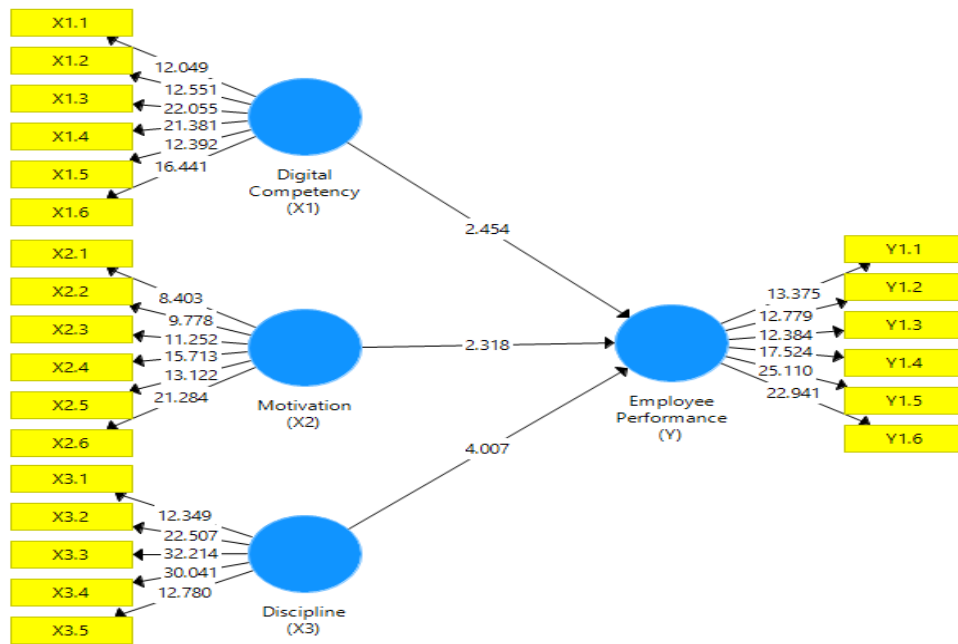


Figure 3: SmartPLS SEM model

Table 3: Direct Effects

	T-Stat	P-Value	Decision
Digital Competency_(X1) -> Employee Performance_(Y)	2,454	0.014	Significant
Discipline_(X3) -> Employee Performance_(Y)	4,007	0,000	Significant
Motivation_(X2) -> Employee Performance_(Y)	2,318	0.021	Significant

Source: Primary Data Processed 2024

### Hypothesis Testing

**First hypothesis:** The results of the T statistical analysis show that the calculated t value = 2.454 > t table = 1.661 with a P value of 0.01 < than the cut off value of 0.05. This means that digital competence has a positive and significant influence on employee performance. So the **first hypothesis is declared accepted**.

**Second hypothesis:** The results of the T statistical analysis show that the calculated t value = 2.318 > t table = 1.661 with a P value of 0.02 < than the cut off value of 0.05. This means that motivation has a positive and significant influence on employee performance. So the **second hypothesis is stated accepted**.

**Third hypothesis:** The results of the T statistical analysis obtained a calculated t value = 4.007 > t table = 1.661 with a P value of 0.00 < than the cut off value of 0.05. This means that work discipline has a positive and significant influence on employee performance. So the **third hypothesis is stated accepted**.

**Fourth hypothesis:** The results of the analysis obtained an R Square value of 0.788 > 0.67, so it can be stated that digital competence, motivation and work discipline simultaneously have a

positive and significant effect on employee performance. So the **fourth hypothesis is declared accepted.**

## Discussion

### *The Influence of Digital Competence on Employee Performance*

The results of this research show that digital competence has a positive and significant influence on employee performance at the East Luwu Regency DPRD Secretariat. Digital competency allows employees to use technology to complete tasks more quickly and efficiently. Employees who are proficient in using data processing software or project management applications can complete work that previously took a long time in less time. This efficiency is directly reflected in better performance.

Employees with high digital competence are also better able to reduce errors in their work. Proper use of technology can help in data verification, work tracking, and document management, all of which contribute to increased accuracy in daily work. Better accuracy contributes to higher quality of work, which is a key indicator of employee performance.

In the digital era, technology continues to evolve, and organizations need to adapt to these changes. Employees who have good digital competence are better prepared to adopt new technology and apply it to their work. This adaptability is important in maintaining and improving performance, especially in a dynamic environment such as the East Luwu Regency DPRD Secretariat.

This finding is consistent with several previous studies which show the importance of digital competence in improving employee performance, especially in organizations that rely on information technology in daily operations. Research by Tondeur et al., (2023) stated that digital competence plays an important role in improving employee performance, especially in the current digital era. Research by Oberlander et al., (2020) also supports these findings, showing that employees who have high digital competence tend to have better productivity. Digital competency not only improves operational efficiency but also increases employees' ability to adapt and be more responsive to technological innovation, which is important in improving overall performance.

### *The Effect of Motivation on Employee Performance*

The results of this research show that motivation has a positive and significant influence on employee performance at the East Luwu Regency DPRD Secretariat. High motivation makes employees more focused and enthusiastic in carrying out their duties. When employees have a strong drive to achieve goals or obtain certain rewards, they will work harder and more efficiently. This efficiency is directly reflected in better performance.

Motivation also encourages employees to continue learning and improving their skills. Motivated employees tend to be more open to training and self-development, which ultimately increases their competence and contributes to better performance. Motivated employees typically demonstrate higher levels of engagement and commitment to the job and the organization. This engagement means they are more likely to give their best in their work, show initiative, and complete tasks to a higher standard, all of which contribute to improved performance.

High motivation also increases employee morale and job satisfaction. Employees who are satisfied with their jobs tend to perform better because they feel appreciated and satisfied with their contributions to the organization. This creates a positive and productive work environment (Fishbach & Woolley, 2022). This finding is in line with many previous studies which underline the importance of motivation in improving employee performance. Motivation is an internal and external drive that encourages individuals to achieve certain goals and carry out tasks with enthusiasm (Aqsa et al., 2020).

Research by Kumari & Kumar, (2023) Through the two-factor theory, it was also found that motivational factors, such as achievement, recognition, and the work itself, play an important role in improving employee performance. When employees feel motivated, they tend to work harder, show greater commitment, and produce higher output. Research by Shin & Bolkan, (2021) revealed that strong motivation to achieve clear and challenging goals is directly related to increased performance. Motivated employees tend to be more focused, have clear goals, and work more efficiently to achieve their targets.

### ***The Effect of Work Discipline on Employee Performance***

The results of this research show that work discipline has a positive and significant influence on employee performance at the East Luwu Regency DPRD Secretariat. Work discipline is one of the key factors that ensures that employees carry out their duties on time, according to procedures, and with the expected quality. Work discipline ensures that employees carry out their duties on time and in accordance with established procedures. When employees are disciplined, they tend to be more efficient at completing work, which directly increases their productivity and performance.

Work discipline helps employees to maintain consistency in the quality of their work. Disciplined employees tend to be more thorough and pay attention to detail, which is important for producing high quality work. This consistency contributes to long-term performance improvements. Work discipline is also related to reducing the level of errors in work. When employees follow procedures and rules strictly, they tend to make fewer mistakes, which contributes to the accuracy and reliability of their work output. This is very important in the context of public organizations such as the DPRD Secretariat, where accuracy and precision are the keys to success.

Disciplined employees usually have a higher level of commitment and involvement in their work. They understand the importance of adhering to work rules and schedules, which ultimately increases their sense of responsibility towards the assigned tasks. This higher level of engagement drives increased overall performance. It is important for organizations to continue to promote a culture of discipline in the workplace through training, supervision and providing appropriate sanctions where necessary. This will help ensure that all employees are able to achieve optimal performance and contribute positively to organizational goals.

This finding is consistent with previous research which emphasizes the importance of work discipline in improving employee performance. Research by McCarter et al., (2022) shows that good work discipline is directly related to increasing employee performance. Research by Lopez, (2023) found that in both public and private organizations, disciplined employees tend to produce better output because they are more organized and focused in their work. Study Alhempri et al., (2024) added that work discipline not only affects individual performance but also impacts the performance of the team and the organization as a whole. Work discipline

creates an orderly and structured work environment, which is important for achieving organizational goals.

### ***Simultaneous Influence of Digital Competence, Motivation and Work Discipline on Employee Performance***

The results of this research show that digital competence, motivation and work discipline simultaneously have a positive and significant influence on employee performance at the East Luwu Regency DPRD Secretariat. These findings indicate that these three factors together play an important role in determining the level of employee performance. The synergy between digital competence, motivation and work discipline creates a work environment that is conducive to high productivity and optimal work results.

Digital competency enables employees to utilize technology effectively in their work, leading to higher efficiency and improved output quality. Proper use of technology also helps in better decision making and faster completion of tasks. High motivation creates internal and external encouragement for employees to achieve the best performance. Strong motivation encourages employees to work harder, innovate, and achieve targets set by the organization. Work discipline ensures that employees work consistently, obey the rules, and complete tasks on time. High discipline creates a structured and organized work environment, which is important for maintaining quality performance.

The combination of digital competence, motivation and work discipline creates a strong synergy in improving employee performance. These three factors support each other; for example, high motivation encourages employees to improve their digital competencies, while work discipline ensures that these competencies are applied consistently and effectively. Organizations need to continue to develop employee digital competence, increase motivation through incentives and recognition, and promote work discipline to achieve optimal performance in the long term.

The results of this research are in line with previous research such as research by Bachmann et al., (2024) showing that digital competence and motivation have a positive influence on employee performance. They also found that when these two factors were combined with work discipline, the impact on employee performance became more significant. Kim, (2023) found that the combination of motivation and digital competence simultaneously contributed to increasing employee performance. High motivation and adequate digital skills increase employees' ability to complete tasks more effectively, comply with rules, and work effectively in achieving organizational targets.

### **Implications**

The East Luwu Regency DPRD Secretariat needs to implement a sustainable digital skills training and development program. This training should include the use of the latest technology, mastery of relevant software, as well as an understanding of digital security. By increasing digital competence, employees will be more efficient and productive in carrying out their tasks, which ultimately contributes to improving organizational performance.

The East Luwu Regency DPRD Secretariat can strengthen employee motivation through awards, incentives, recognition of work performance, and increasing employee involvement in decision making. In addition, creating a conducive work environment, providing career



development opportunities, and providing constructive feedback will also help in increasing employee motivation, which ultimately improves their performance.

The East Luwu Regency DPRD Secretariat needs to set clear work standards, carry out routine supervision, and provide appropriate sanctions for employees who violate the rules. On the other hand, giving awards to employees who show high discipline can also encourage other employees to improve their discipline. This will create a more structured and efficient work culture, which is important for improving overall organizational performance.

Management must design programs that focus on increasing digital competence, strengthening motivation, and enforcing work discipline. By integrating these three aspects into HR development policies, the DPRD Secretariat can improve employee performance as a whole, which will ultimately have a positive impact on service quality and achievement of organizational goals.

### Conclusion

Digital competency has a positive and significant influence on employee performance at the East Luwu Regency DPRD Secretariat. Digital competency increases efficiency, reduces errors, increases adaptability, and facilitates better collaboration, all of which contribute to improved performance.

Motivation has a positive and significant influence on employee performance at the Luwu Timur Regency DPRD Secretariat. Motivation increases efficiency, productivity, engagement, commitment, and morale and job satisfaction, all of which contribute to improved performance.

Work discipline is proven to have a positive and significant influence on employee performance at the East Luwu Regency DPRD Secretariat. Work discipline increases efficiency, productivity, consistency in work quality, and reduces errors, all of which contribute to increased performance.

Digital competence, motivation and work discipline simultaneously have a significant influence on employee performance at the East Luwu Regency DPRD Secretariat. The synergy between these three factors creates a work environment that supports high productivity, efficiency and quality performance.

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