



The Effect of Motivation, Work Discipline, and Competence on Employee Performance at Bank BJB's Archive Division

Irham Perdana Putra*, Yudi Wahyudin Suwandi

Universitas Ekuitas Indonesia, Indonesia

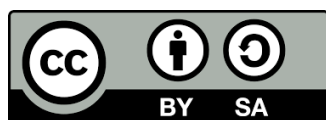
Email: irhamperdana99@gmail.com*

Keywords:

Motivation; Work Discipline; Competence; Employee Performance; Bank BJB.

Abstract

This study aims to examine the effects of motivation, work discipline, and competence on employee performance in the Archives Division of Bank BJB. These variables are important factors to consider because they may influence the quality and effectiveness of archival operations. The study employed a quantitative approach using a survey method involving 110 respondents. Data were collected through questionnaires and analyzed using IBM SPSS Statistics software. The analytical procedures included descriptive statistics, path analysis, validity and reliability testing, and classical assumption tests. The results indicate that motivation has a positive and statistically significant effect on employee performance, with a path coefficient of 0.368 and a p-value of less than 0.001. Work discipline also has a positive and statistically significant effect on employee performance, with a path coefficient of 0.232 and a p-value of 0.011. Similarly, competence has a positive and statistically significant effect on employee performance, with a path coefficient of 0.360 and a p-value of less than 0.001. Collectively, motivation, work discipline, and competence significantly explain employee performance, with a coefficient of determination (R^2) of 0.538, indicating that 53.8% of the variance in employee performance is explained by the independent variables included in the research model. These findings suggest that enhancing employee motivation, reinforcing work discipline, and developing employee competence through an integrated approach are essential strategies for improving employee performance in the Archives Division of Bank BJB.



This is an open access article under the [CC BY-SA](https://creativecommons.org/licenses/by-sa/4.0/) license.

Copyright © 2026 by Author. Published by Publikasiku Publisher

INTRODUCTION

Amid the digitalization of the banking sector, records management remains a cornerstone of operational efficiency and regulatory compliance. Bank BJB manages millions of customer, credit, and corporate records in accordance with Law No. 43 of 2009 concerning Archives, regulations issued by the Financial Services Authority (Otoritas Jasa Keuangan, OJK), Board of Directors Decree No. 0081/SK/DIR-HCA/2023, and archival standard operating procedures (SOPs). Consequently, employee performance in the Archives Division plays a critical role in ensuring audit compliance and mitigating legal risks (Fitri & Syamsir, 2022; Radha & Aithal, 2023; Saefullah, 2021). However, employee performance evaluation data from 2020 to 2025 indicate that the workforce decreased from 180 to 150 employees, while the proportion of employees

classified in the "good" performance category declined from 90% to 86%. Meanwhile, the proportions of employees in the "satisfactory" and "poor" performance categories showed an increasing trend. Preliminary observations also identified audit findings related to delays in document retrieval and submission, as well as incomplete filing procedures.

The preliminary survey findings further support these observations. The average employee performance score was only 3.43, with understanding of SOPs receiving the lowest score (3.17). The overall competence level was 66.13%, with the lowest scores recorded for personal characteristics (58.00%) and digital skills (60.67%). Work discipline was measured at 62.53%, with the lowest score observed in the appropriate use of workplace facilities (46.00%). Employee motivation was particularly weak in terms of the willingness to innovate and initiate improvements. These conditions were associated with the absence of formal employment contracts since 2020, the discontinuation of employee benefits, delays in overtime compensation, and high employee turnover (Alifa & Hekmatyar, 2022; Suhendar, 2021). These findings are consistent with Hasibuan's (2016) assertion that inadequate remuneration can negatively affect employee morale and work discipline.

This study aims to examine motivation, work discipline, competence, and employee performance in the Archives Division of Bank BJB, as well as to determine the individual and simultaneous effects of these three independent variables on employee performance (Afif et al., 2023; Andriyani et al., 2022; Kawiana et al., 2023; Mirdhatillah et al., 2025; Perkasa et al., 2023; Saptalia et al., 2022; Sumina et al., 2024). Specifically, the study has four objectives: to describe the existing conditions of motivation, work discipline, competence, and employee performance; to assess the individual effects of each independent variable on employee performance; to examine the simultaneous effects of motivation, work discipline, and competence on employee performance; and to investigate whether competence mediates the relationships between motivation, work discipline, and employee performance. The study is expected to provide both practical and theoretical contributions. From a practical perspective, the findings may offer evidence-based recommendations for Bank BJB in developing employee reward systems, strengthening disciplinary supervision, and implementing digital records management training programs (Akbar, 2024; Putri & Astuti, 2022). From a theoretical perspective, the study seeks to contribute to the human resource management literature, particularly regarding employee performance in records management units within the banking sector (Bhatta & Acharya, 2024; Elfrida & Saputro, 2023; Pangabea et al., 2022; Siregar, 2021). The anticipated implications emphasize the importance of adopting an integrated approach to improving employee performance rather than relying solely on isolated training programs or disciplinary interventions (Appah et al., 2023; Djohan & Surya, 2023; Edlin & Armiati, 2022; Sari et al., 2023).

METHOD

Research Design

This study employed a quantitative approach using a descriptive and explanatory survey design (Creswell & Creswell, 2023; Sugiyono, 2023). Descriptive analysis was conducted to assess motivation (X1), work discipline (X2), competence (X3), and employee performance (Y), while inferential analysis was used to examine the relationships among these variables through hypothesis testing. The study was conducted in the Archives Division of Bank BJB, Kopo Bizpark, Bandung, from December 2025 to June 2026.

The research procedures included a preliminary investigation, problem formulation, literature review, development of the conceptual framework and hypotheses, instrument development and testing, data collection, statistical analysis, hypothesis testing, and interpretation of the findings.

Variable Operationalization

Motivation is an internal and external drive that affects work morale (Mangkunegara, 2022); work discipline is awareness and willingness to obey the company's rules and operational standards (Hasibuan, 2021); competence is an ability that includes knowledge, skills, experience, and work attitude (Wibowo, 2022); and performance is the result of work in quality and quantity according to responsibility (Robbins & Judge, 2022). All variables were measured on a Likert scale of 1–5 (strongly disagree to strongly agree) and five statement items per variable (Table 1).

Table 1. Variable Operationalization

Variable	Dimensions	Example of Indicators	Scale
Motivation (X1)	Physiological, security, social, reward, self-actualization needs	Salary according to workload, certainty of work status, recognition of achievements, opportunities to innovate	Ordinal
Work Discipline (X2)	Punctuality, rule compliance, attendance, responsibility, SOP compliance	Arrive on time, comply with rules, take care of company assets, follow SOPs	Ordinal
Competencies (X3)	Knowledge, technical ability, work attitude, skills, experience	Mastering SOPs, operating archive information systems, thoroughness, problem solving	Ordinal
Performance (Y)	Punctuality, quality, quantity, effectiveness, responsibility	Meet deadlines, work accuracy, work targets, work efficiency	Ordinal

Population, Sample, and Data Collection

The research population was all employees of the Archives Division of Bank BJB, consisting of 5 permanent employees and 105 contract employees. Because the population was affordable, the sample was determined by saturated sampling technique (census) so that all 110 employees became respondents; this number was also in accordance with Slovin's calculation at an error rate of 5% out of 150 employees. Primary data was collected through a closed questionnaire, supported by participatory observation,

interviews with related parties, documentation (number of employees and organizational structure), and literature study.

Table 2. Likert Scale and Answer Weights

Answer	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Weight	5	4	3	2	1

Test Instruments and Data Analysis Techniques

The validity of the items was tested by the correlation of the Pearson Product Moment ($r\text{-count} > r\text{-table}$) and the reliability with Cronbach's Alpha. Since the data was ordinal-scale, the data were transformed into intervals using the Method of Successive Interval (MSI). The descriptive analysis used mean, percentage, and frequency distribution, with the percentage of the actual score against the ideal score categorized in Table 3.

Valid instruments show that the statement items are able to accurately represent the measured concepts (Ghozali, 2021), while reliable instruments produce stable and consistent data when used under relatively similar conditions (Hair et al., 2021). In addition to statistical validity, the validity of the content is also considered through the suitability of the indicators with theoretical concepts.

The MSI transformation is performed by calculating the cumulative proportion of each answer category, its Z-value, and its density, then determining the interval scale value.

Table 3. Respondent Response Score Percentage Criteria

Percentage score	20,00–36,00	36,01–52,00	52,01–68,00	68,01–84,00	84,01–100
Criteria	Not good	Less good	Enough	Good	Excellent

The verifiable analysis uses path analysis with IBM SPSS to measure the direct and indirect influences between variables. The structural model is $Y = \rho_{YX1}X_1 + \rho_{YX2}X_2 + \rho_{YX3}X_3 + \varepsilon$, with ρ as the path coefficient and ε as the residual. Before testing, the data were tested for their classical assumptions, namely normality (One-Sample Kolmogorov-Smirnov and P-P Plot, Sig. > 0.05), multicollinearity (Tolerance > 0.10 and VIF < 10), and heteroscedasticity (scatterplot and Glejser test).

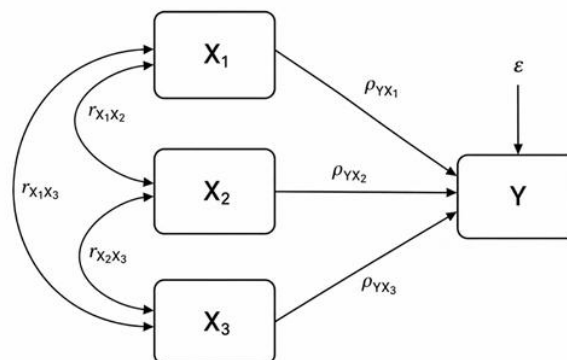


Figure 1. Diagram of the Influence of Motivation, Work Discipline, and Competence on Performance

The hypothesis is tested with a t-test for partial influence and an F-test for simultaneous influence, with H_0 rejected if $\text{Sig.} < 0.05$ or the calculated value is greater than the table value. The determination coefficient ($KD = R^2 \times 100\%$) indicates the magnitude of the contribution of independent variables, while the remainder ($\varepsilon = \sqrt{1 - R^2}$) is the influence of other variables outside the model. The research hypothesis is:

1. H_1 : Motivation has a positive and significant effect on employee performance ($H_0: \rho_{yx1} = 0$; $H_a: \rho_{yx1} \neq 0$).
2. H_2 : Work discipline has a positive and significant effect on employee performance ($H_0: \rho_{yx2} = 0$; $H_a: \rho_{yx2} \neq 0$).
3. H_3 : Competency has a positive and significant effect on employee performance ($H_0: \rho_{yx3} = 0$; $H_a: \rho_{yx3} \neq 0$).
4. H_4 : Motivation, work discipline, and competence simultaneously have a significant effect on employee performance ($H_0: \rho_{yx1} = \rho_{yx2} = \rho_{yx3} = 0$).

A value of R^2 close to 1 indicates a strong ability of independent variables to explain performance variations; the rest is explained by other factors outside the model.

RESULTS AND DISCUSSION

Overview of Objects and Characteristics of Respondents

Bank BJB was established on May 20, 1961 based on West Java Provincial Regulation No. 6 of 1961 and has been listed on the Indonesia Stock Exchange since 2010. The Head Office Archives Division is responsible for the dynamic and static management of archives of all work units, including receipt, classification, storage, maintenance, borrowing, rediscovery, depreciation, destruction, preservation, and digitization of archives. The characteristics of the 110 respondents are presented in Table 4.

The main functions of the Archives Division include:

- 1) Dynamic archive management, namely receiving, grouping, storing, and maintaining active and inactive archives according to the retention schedule.
- 2) Serving information needs for the company's internal and stakeholders by paying attention to security and confidentiality.
- 3) Preservation of static and vital archives of historical, legal, and informational value.
- 4) Digitizing archives through the transfer of physical to digital document media for effectiveness, efficiency, and data security.

These tasks require high work motivation, strong discipline, and adequate competence. Policy changes in recent years, such as adjustments to the personnel system, operational efficiency, changes in the provision of benefits, and the demands of digitizing archives, make this division a relevant object to study.

Table 4. Characteristics of Respondents (n = 110)

Characteristics	Categories	Frequency	Percentage (%)
Gender	Male	110	100,0
Final education	High School	105	95,5
	Strata 1 (S1)	5	4,5
Working period	> 10 years	110	100,0
Employment status	Contract employees	105	95,5
	Permanent employees	5	4,5

All respondents were male and had worked for more than 10 years, so they had experience and a mature understanding of organizational procedures and culture. Most were high school educated (95.5%), which signifies the need for competency development through continuous training, and contract status (95.5%), which has the potential to affect motivation and job stability due to career uncertainty.

Descriptive Analysis of Variables

Table 5. Recapitulation of Respondent Responses by Variable

Variable	Statement (concise)	1	2	3	4	5	Red	%	Categories
Motivation (X1)	Morale has declined since administrative rights are unclear	9	40	15	25	21	3,08	62	Enough
	Work is not commensurate with rewards/recognition	11	43	18	16	22	2,95	59	Enough
	The desire to innovate in the archival system	15	29	26	22	18	2,99	60	Enough
	Overtime uncertainty lowers perseverance	15	25	20	14	36	3,28	66	Enough
	Comfortable working physical facilities	9	18	25	25	33	3,50	70	Good
Discipline (X2)	Arrive on time and don't leave early	3	65	16	7	19	2,76	55	Enough
	Adhere to the rules of dress and professional conduct	1	28	2	23	56	3,96	79	Good
	Not leaving work without permission	0	5	66	27	12	3,42	68	Good
	Using and maintaining archival equipment	27	41	16	19	7	2,44	49	Less good
	Procedure for borrowing archives according to SOPs and ethical commitments	16	22	13	15	44	3,45	69	Good
Competencies (X3)	Understanding archival procedures and regulations	1	36	15	21	37	3,52	70	Good
	Operating a digital archive system	9	29	18	20	34	3,37	67	Enough
	Believe in the important role and keep documents confidential	16	28	22	22	22	3,05	61	Enough
	Thorough, meticulous, and adaptive to system changes	11	22	18	29	30	3,41	68	Good
	Desire to improve competence	15	25	20	14	36	3,28	66	Enough
Performance (Y)	Completing work on target time	1	28	2	23	56	3,95	79	Good

Variable	Statement (concise)	1	2	3	4	5	Red	%	Categories
	High accuracy in document management	5	22	23	20	40	3,62	72	Good
	Complete the number of daily tasks on target	27	41	16	19	7	2,44	49	Less good
	Make the most of your working time	9	40	15	25	21	3,08	62	Enough
	Be responsible for the results of the work	11	23	32	11	33	3,29	66	Enough

Average: Motivation 3.16 (63%); Discipline 3.21 (64%); Competency 3.33 (67%); Performance 3.28 (66%); all categories are adequate. Score 1 = strongly disagree, 5 = strongly agree.

a) Motivation

The average motivation of 3.16 (63%) indicates conditions that are not optimal. The comfort of physical facilities obtained the highest score (3.50), while the suitability of work results with rewards or recognition (2.95) and the desire to innovate (2.99) was the lowest. There is a gap between the comfort of the physical environment and aspects of appreciation, innovation, and work morale.

b) Work Discipline

An average of 3.21 disciplines (64%) indicates that discipline has been applied at a sufficient but not yet consistent level. Compliance with dress and professional behavior is highest (3.96), followed by compliance with SOPs for archival lending (3.45). In contrast, punctuality (2.76) and use of archival equipment (2.44) are low; 68 respondents (61.8%) gave a score of 1–2 on the aspect of equipment.

c) Competence

The average competence is 3.33 (67%). Strengths lie in the understanding of archival procedures and regulations (3.52) as well as accuracy and adaptation (3.41), while awareness of the strategic role of archive managers (3.05), mastery of digital systems (3.37), and the desire to develop competencies (3.28) need to be improved.

d) Performance

Average performance is 3.28 (66%). Employees are relatively good in punctuality (3.95) and accuracy (3.62), but weak in completing the number of daily tasks according to the target (2.44), work time utilization (3.08), and consistency of responsibility (3.29). The main performance problem lies in the quantity of work.

Overall, all four variables were in the category of adequate. This descriptive pattern is consistent with the phenomenon in the background: aspects related to employee rights and rewards (rewards, clarity of status, and work facilities) tend to score low, while normative compliance aspects such as dress codes, archive borrowing SOPs, and timeliness of work completion are relatively good. This suggests that employees are still working to maintain minimum work standards, but the drive to exceed those standards, such as innovating and achieving quantity targets, is not yet strong.

Validity and Reliability Tests

With $n = 110$ and $\alpha = 5\%$, the r -table is 0.187. All items have r -count above the r -table with a significance of < 0.05 , so they are declared valid. All variables also have Cronbach's Alpha above 0.60 so they are declared reliable, with competence as the most consistent variable (Table 6).

In the motivation variable, the highest correlation was found in the second and fifth items (0.507 and 0.506), while the third item was the lowest (0.240). In work discipline, the fourth item was strongest (0.506) and the second item was lowest (0.325). In competence, the fifth item was strongest (0.442) and the second item was lowest (0.213), while in performance, the fifth item regarding responsibility had the highest correlation (0.600). Competency had the highest reliability (0.815), which indicates a more homogeneous respondent perception, while performance had the lowest reliability (0.664), likely due to differences in workload and responsibilities between employees.

Table 6. Validity and Reliability Test Results

Variable	Item 1	Item 2	Item 3	Item 4	Item 5	Cronbach's Alpha	Remarks
Motivation (X1)	0,359	0,507	0,240	0,294	0,506	0,749	Valid, reliable
Discipline (X2)	0,480	0,325	0,370	0,506	0,389	0,697	Valid, reliable
Competencies (X3)	0,358	0,213	0,252	0,389	0,442	0,815	Valid, reliable
Performance (Y)	0,507	0,442	0,495	0,358	0,600	0,664	Valid, reliable

The value of the item is r -calculus; r -table = 0.187; the reliability limit used = 0.60.

Classic Assumption Test

In its implementation, the path analysis is arranged in two sub-structures, namely sub-structure 1 (motivation and discipline towards competence as an intervening variable Z) and sub-structure 2 (motivation, discipline, and competence towards performance). Both models meet classical assumptions (Table 7), and the SRESID scatterplot against ZPRED shows random scatter points without patterns, so that heteroscedasticity does not occur. The histogram and P-P Plot also show normal distributed residuals.

Table 7. Classical Assumption Test Results

Test	Sub-structure 1 (X1, X2 → Z)	Sub-structure 2 (X1, X2, Z → Y)	Remarks
Normality (K-S)	Stat. 0.059; Asymp. Sig. 0.200	Stat. 0.051; Asymp. Sig. 0.200	Normal Residual
Multicollinearity	X1 and X2: Tolerance 0.620; VIF 1.613	X1: 0.618/1.619; X2: 0.549/1.823; Z: 0.854/1.171	Not happening
Heteroscedasticity	Random scatterplots	Random scatterplots	Not happening

The correlation between motivation and work discipline of 0.617 (Sig. 0.000) is strong and unidirectional, but still below the limit that indicates multicollinearity, so the two can be included together in the model.

This positive relationship means that increased motivation tends to be followed by increased work discipline, and vice versa. Companies that increase motivation through

awards, career development opportunities, and recognition of achievements are also expected to have a positive impact on employee discipline.

Pathway Analysis and Hypothesis Testing

The path coefficients of the two sub-structures are presented in Table 8, so that a structural equation is obtained:

$$Z = -0.073X_1 + 0.423X_2 + \varepsilon_1 \quad (R^2 = 0.146; \varepsilon_1 = 0.924)$$

$$Y = 0.368X_1 + 0.232X_2 + 0.360Z + \varepsilon_2 \quad (R^2 = 0.538; \varepsilon_2 = 0.679)$$

Table 8. Path Coefficients and T Tests

Sub-structure	Pathway	Beta	t count	Sig.	Verdict
1 (against Z)	Motivation → Competence	-0.073	-0.640	0,523	Insignificant
	Discipline → Competence	0,423	3,728	0,000	Significant
2 (against Y)	Performance →	0,368	4,380	0,000	Significant
	Motivation				
	Discipline → Performance	0,232	2,604	0,011	Significant
	Competencies → Performance	0,360	5,035	0,000	Significant

t-table = 1.976 ($\alpha = 5\%$).

In sub-structure 1, motivation has no significant effect on competence, while work discipline has a positive and significant effect. Both variables explain 14.6% of competency variations. In sub-structure 2, motivation, work discipline, and competency have a direct, positive, and significant effect on performance, so H1, H2, and H3 are accepted. Motivation is the largest direct influence (0.368), followed by competence (0.360) and discipline (0.232). All three explain 53.8% of performance variations, while 46.2% are influenced by other factors. Indirect influences through competencies are presented in Table 9.

Table 9. Direct, Indirect, and Total Influence on Performance

Variable	Direct influence	Indirect influence through Z	Total Impact	Remarks
Motivation (X1)	0,368	$-0.073 \times 0.360 = -0.026$	0,342	Competence does not mediate
Discipline (X2)	0,232	$0.423 \times 0.360 = 0.152$	0,384	Mediation competence

Simultaneously, the F test results in an F count of 41.063 with a Sig. of 0.000 (Table 10). Because the F count is greater than the F of the table (± 2.69 ; $df_1 = 3$, $df_2 = 106$), H0 is rejected and H4 is accepted: motivation, work discipline, and competence together have a significant effect on employee performance. This is in line with Robbins and Judge (2022), who view performance as the result of the interaction of ability, motivation, and work behavior, as well as the findings of Andriyani et al. (2022) and Sumina et al. (2024).

Table 10. Test Results F (Simultaneous)

Models	Sum of Squares	df	Mean Square	F count	Sig.
Regression	1.887,486	3	629,162	41,063	0,000
Residual	1.623,296	106	15,314		
Total	3.510,782	109			

Discussion

The Effect of Motivation and Discipline on Competence

Motivation has no significant effect on competence ($\beta = -0.073$), because competence requires technical training and real experience, not just motivational motivation. On the other hand, work discipline has a positive and significant effect ($\beta = 0.423$): employees who obey time and rules tend to learn more consistently so that their abilities increase (Hasibuan, 2020).

The Effect of Motivation on Performance

Motivation has the greatest direct effect on performance ($\beta = 0.368$). Strong work ethic has a direct impact on work results, so that motivated employees will work more optimally regardless of their current level of competence. Because competence does not mediate this influence, motivation works as a direct stimulus. This finding is important considering that the aspect of reward and the desire to innovate obtain the lowest descriptive score, so that improvements in the reward system have the potential to directly improve performance.

These findings are in line with the research of Gurning et al. (2024) that motivation has a positive effect on productivity, as well as Rahayu and Dahlia (2023) and Salsabilla et al. (2022) who show that low motivation is related to decreased job satisfaction and increased disciplinary actions. In the context of the Archives Division, fair and transparent compensation policies, including clarity of work status and the accuracy of overtime payments, have the potential to increase motivation which in turn has a direct impact on performance (Sitepu et al., 2024).

The Effect of Work Discipline on Performance

Discipline had a positive and significant direct effect ($\beta = 0.232$), showing that consistency and responsibility are important drivers of performance achievement. Through competence, discipline exerted an indirect influence of 0.152 so that the total influence was 0.384, the largest among other variables. Employees who are highly disciplined are better able to absorb the learning process, improve their competence, and ultimately their performance.

These results indicate that work discipline is a prerequisite for consistency in the implementation of operational standards, especially in archive management that requires rigor and that discipline is an important factor for increasing productivity (Edlin & Armianti, 2022; Gurning et al., 2024). The low punctuality score of attendance and the use of archival equipment suggest that strengthening consistent supervision and performance evaluation needs to be a priority.

The Effect of Competence on Performance

Competence has a direct positive and significant effect ($\beta = 0.360$). Superior knowledge, skills, and work attitude are important assets that encourage performance improvement. Considering that 95.5% of employees have a high school education and mastery of the digital archive system is still quite sufficient, technical training and archival certification are relevant strategies.

These findings are consistent with Putra and Mujiati (2022) that individuals with relevant abilities show more optimal work outcomes, as well as Hermawati et al. (2021) that continuous training significantly improves the quality of performance. Saptalia et al. (2022) also emphasized that a lack of discipline can hinder performance, especially when competence is inadequate, in line with the role of competence as a bridge between discipline and performance in this study.

Simultaneous Influence

The three variables complement each other: motivation to encourage enthusiasm, discipline creates compliance, and competence in providing technical capabilities. Therefore, improving the performance of Bank BJB's Archives Division requires an integrated human resource strategy through fair awards and clarity of work status, strengthening discipline, and sustainable competency development.

These results also show that competence acts as a bridge between discipline and performance. Work discipline not only has a direct impact, but also forms competencies that then improve performance, while motivation works through direct channels. Thus, policies that focus only on training without improving discipline and motivation risk being less effective. On the other hand, 46.2% of performance variations are still explained by factors outside the model, such as leadership, work environment, organizational culture, and compensation, which are relevant to the conditions of absence of employment contracts and the elimination of benefits in the Archives Division.

Table 11. Summary of Hypothesis Testing Results

Hypothesis	Statement	Results	Conclusion
H1	Motivation has a positive and significant effect on performance	$\beta = 0,368$; $t = 4.380$; sig. 0.000	Accepted
H2	Work discipline has a positive and significant effect on performance	$\beta = 0,232$; $t = 2.604$; sig. 0.011	Accepted
H3	Competencies have a positive and significant effect on performance	$\beta = 0,360$; $t = 5.035$; sig. 0.000	Accepted
H4	Motivation, work discipline, and competence have a simultaneous effect on performance	$F = 41.063$; Sig. 0.000; $R^2 = 0.538$	Accepted

CONCLUSION

Based on the findings of this quantitative survey examining the effects of motivation, work discipline, and competence on employee performance in the Archives Division of Bank BJB, it was concluded that these variables generally demonstrated satisfactory levels, although several areas required improvement. These included motivation to innovate, adherence to workplace facility usage policies, and proficiency in

digital records management systems. The findings indicated that employees' existing skills and work practices had not been fully supported by the optimal development and utilization of human resources. Effective records management requires accuracy, consistency, compliance with established procedures, and adaptability to technological advancements.

The results demonstrated that work motivation had a positive and statistically significant effect on employee performance in the Archives Division of Bank BJB. The calculated t-value of 3.452 exceeded the critical t-value of 1.976, with a p-value of 0.001, which was below the significance threshold of 0.05. Therefore, H1 was supported. These findings indicated that higher levels of employee motivation were associated with improved performance. Accordingly, work incentives, recognition, employee morale, and achievement orientation were identified as important factors in maintaining and enhancing records management performance.

Work discipline also had a positive and statistically significant effect on employee performance in the Archives Division of Bank BJB. The partial hypothesis test yielded a calculated t-value of 3.101, exceeding the critical t-value of 1.976, with a p-value of 0.002, which was below the 0.05 significance threshold. Therefore, H2 was supported. These results suggested that stronger adherence to workplace discipline was associated with improved employee performance. In records management operations, work discipline encompasses punctuality, regulatory compliance, attendance, accountability, and adherence to standard operating procedures (SOPs). Consistent enforcement of workplace discipline was therefore considered essential for maintaining operational efficiency and the quality of records management.

Competence was also found to have a positive and statistically significant effect on employee performance in the Archives Division of Bank BJB. The hypothesis test produced a calculated t-value of 4.235 and a p-value of less than 0.001, supporting H3. This t-value was higher than those obtained for motivation and work discipline, indicating stronger statistical evidence against the null hypothesis for competence. The findings suggested that employees' knowledge, skills, work attitudes, experience, and technical capabilities played important roles in supporting effective task completion and compliance with established performance standards. Consequently, employee competence development was identified as a key priority for improving performance.

The simultaneous hypothesis test demonstrated that work motivation, work discipline, and competence collectively had a statistically significant relationship with employee performance in the Archives Division of Bank BJB. The analysis yielded an F-statistic of 45.123 and a p-value of less than 0.001, supporting H4 at the 0.05 significance level. These findings indicated that employee performance was associated with multiple human resource factors rather than a single determinant. Therefore, performance improvement initiatives should adopt an integrated approach that combines enhanced employee motivation, consistent enforcement of workplace discipline, and continuous competence development.

Based on these findings, the Archives Division of Bank BJB should implement continuous initiatives to strengthen employee motivation. Given the positive and statistically significant relationship between motivation and performance, management should consider establishing equitable reward systems, recognizing employee achievements, promoting transparent communication, and providing opportunities for employees to propose innovative ideas. These initiatives could encourage employees to exceed minimum performance expectations and actively contribute to improving records management quality.

In addition to strengthening motivation, Bank BJB should reinforce workplace discipline through systematic monitoring and regular performance evaluations. Disciplinary measures should emphasize punctuality, regulatory compliance, appropriate use of workplace facilities, accountability, and adherence to records management SOPs. Monitoring and evaluation procedures should be implemented objectively, consistently, and fairly across all employees. These measures could help reduce administrative errors, document loss, processing delays, and procedural inconsistencies in records management operations.

Bank BJB should also prioritize employee competence development, particularly in digital records management. This recommendation was supported by the finding that competence produced the highest calculated t-value (4.235) among the three independent variables, although this result alone did not establish that competence had the largest effect. Competence development initiatives could include regular records management training, professional certification in records management, training in electronic records management systems (ERMS), digital indexing, document retrieval procedures, and relevant archival regulations and standards. These initiatives could strengthen employees' technical capabilities and improve the effectiveness and efficiency of records management processes.

Employees in the Archives Division should also actively maintain and improve their performance by integrating motivation, discipline, and competence into their daily responsibilities. Beyond completing assigned tasks, employees should prioritize accuracy, document security and confidentiality, accountability, teamwork, and adaptability to changes in records management systems. Furthermore, continuous professional development and independent learning should be encouraged to ensure that employees' competencies remain aligned with organizational requirements and technological advancements. These recommendations were consistent with the findings that motivation, work discipline, and competence were collectively associated with employee performance.

Future research should extend the proposed research model by incorporating additional variables and employing more comprehensive analytical approaches. Potential variables include leadership, organizational culture, compensation, work environment, job satisfaction, work engagement, and organizational commitment, all of which may contribute to employee performance. Subsequent studies could also examine records management divisions in other organizations or industries to enhance the generalizability

of the findings. Furthermore, mixed-methods research or structural equation modeling (SEM) could provide a more comprehensive understanding of the relationships among human resource factors and employee performance, including potential mediating and moderating mechanisms.

FUNDING

The author states that no financial support has been received for the implementation of this research and/or the publication of this article.

CONFLICT OF INTEREST

The author states that this research was conducted without any commercial or financial relationship that can be interpreted as a potential conflict of interest.

AUTHOR CONTRIBUTION

All authors contribute to the preparation of research concepts, methodology development, data collection and analysis, manuscript preparation, and manuscript revision. All authors have read and approved the final version of the manuscript.

GENERATIVE ARTIFICIAL INTELLIGENCE USAGE STATEMENT

The authors state that generative artificial intelligence (AI) was used in the preparation of this manuscript. The authors acknowledge the use of generative AI to help improve language clarity and improve the grammatical structure of manuscripts. The use is carried out in compliance with applicable ethical guidelines regarding the use and disclosure of generative AI in scientific research. Each author has made substantial intellectual contributions to this work. The entire content of the manuscript has been carefully reviewed to ensure its accuracy, and the author is solely responsible for the integrity and final content of the manuscript.

REFERENCES

- Afif, M. B. N., Kurniawan, M., & Veronica, M. (2023). Pengaruh kompetensi dan disiplin kerja terhadap kinerja pegawai pada Dinas Kebudayaan Kota Palembang. *Jurnal EMT KITA*, 7(4), 1340. <https://doi.org/10.35870/emt.v7i4.1687>
- Akbar, M. A. A. (2024). Pengaruh pelatihan, kompetensi, dan motivasi kerja terhadap kinerja karyawan. *Jurnal Kewirausahaan dan Inovasi*, 2(1), 191. <https://doi.org/10.21776/jki.2023.02.1.17>
- Alifa, N. R., & Hekmatyar, V. (2022). Pengaruh upah terhadap turnover intention karyawan textile industry: Studi kasus pada PT. Hegarmanah Lestari. *Komitmen: Jurnal Ilmiah Manajemen*, 3(2), 57. <https://doi.org/10.15575/jim.v3i2.22303>
- Andriyani, P., Siddiq, D. M., Hardjowikarto, D., & Elyani, N. D. (2022). Pengaruh kompetensi, motivasi kerja dan disiplin kerja terhadap kinerja karyawan. *Jurnal Inspirasi Bisnis dan Manajemen*, 5(2), 189. <https://doi.org/10.33603/jibm.v5i2.5780>
- Appah, Y. S., Manafe, H. A., Fernandez, C., & Djuang, G. (2023). Pengaruh motivasi kerja dan kompetensi pegawai melalui disiplin kerja sebagai variabel mediasi

- terhadap prestasi kerja pegawai (Suatu kajian studi literatur manajemen sumber daya manusia). *Jurnal Manajemen Pendidikan dan Ilmu Sosial*, 4(1), 89. <https://doi.org/10.38035/jmpis.v4i1.1380>
- Bhatta, N., & Acharya, C. N. (2024). Impact of motivational factors on employee performance on banking industry in Nepal. *The Journal of Economic Concerns*, 15(1), 86. <https://doi.org/10.3126/tjec.v15i1.70243>
- Creswell, J. W., & Creswell, J. D. (2023). *Research design: Qualitative, quantitative, and mixed methods approaches* (6th ed.). SAGE Publications.
- Djohan, D. P., & Surya, I. B. K. (2023). Pengaruh kompetensi, komitmen organisasional dan pengembangan karir terhadap kinerja karyawan. *E-Jurnal Manajemen Universitas Udayana*, 12(2), 159. <https://doi.org/10.24843/ejmunud.2023.v12.i02.p03>
- Edlin, N., & Armianti, A. (2022). Pengaruh pengawasan dan disiplin kerja terhadap kinerja pegawai pada Kantor Badan Perencanaan Pembangunan Daerah (BAPPEDA) Provinsi Sumatera Barat. *Jurnal Ecogen*, 5(3), 412. <https://doi.org/10.24036/jmpe.v5i3.13721>
- Elfrida, J. E. J., & Saputro, A. H. (2023). Pengaruh manajemen talenta dan motivasi terhadap kinerja karyawan Bank BJB Syariah Cabang Bandung. *JEMSI (Jurnal Ekonomi, Manajemen, dan Akuntansi)*, 9(4), 1536. <https://doi.org/10.35870/jemsi.v9i4.1376>
- Fitri, T. N., & Syamsir, S. (2022). The influence of employee competence, work environment, information technology and work motivation on archive management. *Jurnal Ilmiah Ilmu Administrasi Publik*, 12(2), 197. <https://doi.org/10.26858/jiap.v12i2.35770>
- Ghozali, I. (2021). *Aplikasi analisis multivariate dengan program IBM SPSS 26* (Edisi 10). Badan Penerbit Universitas Diponegoro.
- Gurning, M. R., Yanti, V. A., & Rafik, A. (2024). Pengaruh disiplin kerja dan motivasi kerja terhadap produktivitas pegawai Dinas Koperasi dan Usaha Mikro Kota Depok. *AGILITY: Lentera Manajemen Sumber Daya Manusia*, 2(3), 104. <https://doi.org/10.59422/lmsdm.v2i03.445>
- Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2021). *A primer on partial least squares structural equation modeling (PLS-SEM)* (3rd ed.). SAGE Publications.
- Hasibuan, M. S. P. (2016). *Manajemen sumber daya manusia* (Edisi revisi). Bumi Aksara.
- Hasibuan, M. S. P. (2020). *Manajemen sumber daya manusia* (Edisi revisi). Bumi Aksara.
- Hasibuan, M. S. P. (2021). *Manajemen sumber daya manusia* (Edisi revisi). Bumi Aksara.
- Hermawati, R., Firdaus, A., Suryani, N. L., Rozi, A., & Erlangga, H. (2021). Pengaruh pelatihan dan motivasi terhadap kinerja karyawan pada Bank BJB di Cabang Balaraja Banten. *JENIUS (Jurnal Ilmiah Manajemen Sumber Daya Manusia)*, 4(3), 319. <https://doi.org/10.32493/jjsdm.v4i3.10459>
- Kawiana, I. G. P., Cempaka, N. M. S., Supartha, W. G., & Dewi, L. K. C. (2023). Peran komitmen organisasi pada pengaruh knowledge management dan motivasi kerja terhadap kinerja karyawan di PT Limajari Interbhuna Bali. *Jesya (Jurnal Ekonomi & Ekonomi Syariah)*, 6(2), 2024. <https://doi.org/10.36778/jesya.v6i2.1258>
- Mangkunegara, A. A. A. P. (2022). *Manajemen sumber daya manusia perusahaan*. Remaja Rosdakarya.

- Mirdhatillah, M., Sebayang, S., & Wahyono, T. (2025). Analisis kemampuan kerja, disiplin kerja, dan motivasi kerja terhadap kinerja pegawai pada Biro Organisasi dan Sumber Daya Manusia Badan Riset dan Inovasi Nasional. *Jurnal Penelitian Inovatif*, 5(2), 2153. <https://doi.org/10.54082/jupin.1425>
- Pangabean, S. N. B., Dirbawanto, N. D., & Siregar, O. M. (2022). The effect of work motivation, work environment, and compensation on employee performance at Bank BTN Medan Branch Office. *Journal of Humanities, Social Sciences and Business (JHSSB)*, 2(1), 144. <https://doi.org/10.55047/jhssb.v2i1.394>
- Perkasa, D. H., Susiang, M. I. N., Herawaty, Y., Febrian, W. D., Fathihani, F., & Parashakti, R. D. (2023). Motivation, work discipline, and satisfaction on employee performance of PT. Vindo post-pandemic Covid-19: A proposed study. *KnE Social Sciences*. <https://doi.org/10.18502/kss.v8i12.13674>
- Putra, I. P. G. A. M., & Mujiati, N. W. (2022). Pengaruh motivasi, pelatihan dan kompetensi terhadap pengembangan karir karyawan bank. *Buletin Studi Ekonomi*, 223. <https://doi.org/10.24843/bse.2022.v27.i02.p06>
- Putri, R. W., & Astuti, P. (2022). Pengaruh pelatihan dan motivasi kerja terhadap kinerja karyawan. *Jurnal Fokus Manajemen Bisnis*, 12(1), 1. <https://doi.org/10.12928/fokus.v12i1.5713>
- Radha, P., & Aithal, P. S. (2023). A study on the performance of employees in the banking sector and its impact on the organizational health. *International Journal of Management, Technology, and Social Sciences*, 119. <https://doi.org/10.47992/ijmts.2581.6012.0315>
- Rahayu, S., & Dahlia, D. (2023). Pengaruh disiplin kerja, motivasi kerja dan komitmen organisasi terhadap kepuasan kerja dan kinerja pegawai. *Jesya (Jurnal Ekonomi & Ekonomi Syariah)*, 6(1), 370. <https://doi.org/10.36778/jesya.v6i1.925>
- Robbins, S. P., & Judge, T. A. (2022). *Organizational behavior*. Pearson.
- Saefullah, U. A. (2021). Dampak penilaian kinerja dan pengembangan karir terhadap kepuasan kerja karyawan perbankan. *Technomedia Journal*, 6(2), 223. <https://doi.org/10.33050/tmj.v6i2.1761>
- Salsabilla, N., Puspitasari, P., Haqi, D. N., Rofiq, A., & Wulandari, R. D. (2022). Analysis of work motivation and work discipline of employee at Wiyung Sejahtera Hospital Surabaya. *The Indonesian Journal of Public Health*, 17(1), 95–105. <https://doi.org/10.20473/ijph.v17i1.2022.95-105>
- Saptalia, H., Idris, M., & Asiati, D. I. (2022). Pengaruh kompetensi, disiplin kerja dan motivasi terhadap kinerja pegawai Sekretariat Daerah Pemerintah Kota Palembang. *Jurnal Bisnis, Manajemen, dan Ekonomi*, 3(4), 248. <https://doi.org/10.47747/jbme.v3i4.874>
- Sari, H. D., Setiadi, P. B., & Rahayu, S. (2023). Pengaruh kompetensi dan disiplin kerja terhadap kinerja pegawai pada Badan Layanan Umum (BLU) Pusat Veteriner Farma. *Journal on Education*, 5(4), 11158. <https://doi.org/10.31004/joe.v5i4.2046>
- Siregar, D. (2021). Pengaruh efikasi diri dan motivasi intrinsik terhadap kinerja karyawan pada PT. Bank X. *JUPIIS: Jurnal Pendidikan Ilmu-Ilmu Sosial*, 13(1), 230. <https://doi.org/10.24114/jupiis.v13i1.24158>
- Sitepu, L. E. B., Akbar, A., & Gultom, P. (2024). Pengaruh kompensasi dan disiplin kerja terhadap kinerja karyawan dengan motivasi sebagai variabel moderasi. *ASSET: Jurnal Manajemen dan Bisnis*, 7(1). <https://doi.org/10.24269/asset.v7i1.9176>
- Sugiyono. (2023). *Metode penelitian kuantitatif, kualitatif, dan R&D*. Alfabeta.

- Suhendar, A. D. (2021). Pengaruh kompensasi, kepuasan kerja dan retensi karyawan terhadap kinerja karyawan. *ATRABIS: Jurnal Administrasi Bisnis*, 7(2), 182. <https://doi.org/10.38204/atrabis.v7i2.717>
- Sumina, M., Priatna, D. K., & Febrian, F. (2024). Pengaruh kompetensi, motivasi dan disiplin kerja terhadap kinerja karyawan (Studi pada karyawan Room Division V Hotel Bandung). *Jurnal Siber Multi Disiplin*, 2(3), 224. <https://doi.org/10.38035/jsmd.v2i3.293>
- Wibowo. (2022). *Manajemen kinerja*. Rajawali Pers.