ABSTRAK

Penelitian ini bertujuan untuk menganalisis pengaruh kompetensi dan disiplin kerja terhadap kinerja karyawan dengan motivasi kerja sebagai variabel intervening pada Unit Kebun PT. Perkebunan Nusantara IV Regional VI Cot Girek Aceh Utara. Populasi penelitian berjumlah 539 karyawan, dengan sampel sebanyak 200 responden yang ditentukan melalui metode purposive sampling. Pengumpulan data menggunakan kuesioner *Skala Likert* lima poin. Analisis data menggunakan pendekatan *Partial Least Squares Structural Equation Modeling* (PLS-SEM) melalui SmartPLS 4. Hasil penelitian membuktikan bahwa kompetensi berpengaruh positif dan signifikan terhadap motivasi kerja. Disiplin kerja juga berpengaruh positif dan signifikan terhadap motivasi kerja. Kompetensi terbukti berpengaruh positif dan signifikan terhadap kinerja karyawan. Disiplin kerja berpengaruh positif dan signifikan terhadap kinerja karyawan. Motivasi kerja berpengaruh positif dan signifikan terhadap kinerja karyawan. Selain itu, motivasi kerja mampu memediasi pengaruh kompetensi terhadap kinerja karyawan. Motivasi kerja juga mampu memediasi pengaruh disiplin kerja terhadap kinerja karyawan. Temuan ini mengonfirmasi bahwa peningkatan kompetensi dan disiplin kerja, baik secara langsung maupun melalui peningkatan motivasi kerja, dapat meningkatkan kinerja karyawan secara optimal. Dengan demikian, perusahaan perlu memprioritaskan pengembangan kompetensi, penegakan disiplin, dan penguatan motivasi kerja untuk mencapai kinerja karyawan yang unggul.

Kata Kunci: Kompetensi, Disiplin Kerja, Motivasi Kerja, Kinerja Karyawan.

ABSRACT

This study aims to analyze the influence of competence and work discipline on employee performance with work motivation as an intervening variable in the Garden Unit of PT. Nusantara Plantation IV Regional VI Cot Girek North Aceh. The study population amounted to 539 employees, with a sample of 200 respondents determined through the purposive sampling method. Data collection was conducted using a five-point Likert scale questionnaire. Data analysis uses the Partial Least Squares Structural Equation Modeling (PLS-SEM) approach through SmartPLS 4. The results of the study prove that competence has a positive and significant effect on work motivation. Work discipline also has a positive and significant effect on work motivation. Competence has been proven to have a positive and significant effect on employee performance. Work discipline has a positive and significant effect on employee performance. Work motivation has a positive and significant effect on employee performance. In addition, work motivation is able to mediate the influence of competence on employee performance. Work motivation is also able to mediate the influence of work discipline on employee performance. These findings confirm that improving work competencies and discipline, both directly and through increased work motivation, can optimally improve employee performance. Thus, companies need to prioritize competency development, discipline enforcement, and strengthening work motivation to achieve superior employee performance.

Keywords: *Competence, Work Discipline, Work Motivation, Employee Performance.*