

Explaining Civil Servant Performance In The Digital Government Era: The Roles of Digital Competence, Preventive Discipline and Work Motivation

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Abstract.

This study examines the effects of digital competence, preventive discipline, and work motivation on employee performance at the Riau Provincial Manpower and Transmigration Office. A quantitative approach was employed, involving 135 State Civil Apparatus employees selected using a saturated sampling technique. Data were collected through questionnaires and analyzed using multiple linear regression with SmartPLS 4. The results indicate that digital competence has a positive and significant effect on employee performance ($\beta = 0.357$, $t = 7.051$, $p < 0.001$). Preventive discipline also has a positive and significant effect ($\beta = 0.293$, $t = 5.395$, $p < 0.001$), as does work motivation ($\beta = 0.215$, $t = 4.377$, $p < 0.001$). Collectively, these three variables significantly affect employee performance ($F = 50.242$, $p < 0.001$). The coefficient of determination ($R^2 = 0.535$) indicates that the three independent variables explain 53.5% of the variance in employee performance, while the remaining 46.5% is explained by factors outside the research model. These findings underscore the importance of strengthening digital competence, promoting preventive discipline, and enhancing work motivation to improve employee performance in government organizations undergoing digital transformation.

Keywords: Digital Competence; Preventive Discipline; Work Motivation and Employee Performance.

I. INTRODUCTION

Information and communication technology has changed how government organizations manage information and deliver public services [1], [2], [6], [7]. Studies have examined the role of digital competence and related workplace factors in employee performance, including research on public-sector employees and organizational work settings [1], [2], [6], [7]. In practice, digital competence involves the ability to access information, operate digital devices and applications, prepare digital reports, and communicate information effectively. Employee performance is a key organizational outcome reflected in employees' ability to carry out assigned duties and achieve expected work results [8], [11], [12]. Previous studies have also discussed employee performance in relation to preventive discipline, work discipline, and work motivation [3], [4], [5], [10], [14]. In public organizations, employee performance is also relevant to the effectiveness of public service delivery [13]. In line with this literature, the present study examines digital competence, preventive discipline, and work motivation as factors associated with employee performance at the Riau Provincial Manpower and Transmigration Office [15].

The Riau Provincial Manpower and Transmigration Office is a provincial government agency responsible for labor and transmigration affairs in Riau Province [15]. The office uses digital applications, including PIKIR for employment information, KARIRHUB for job-vacancy information, and SRIKANDI for electronic correspondence administration. The use of digital systems in public administration is part of broader efforts to improve information management and public services [2], [6], [15]. Preliminary information gathered for this study indicates that some work activities have not been implemented optimally in terms of work quality and achievement of established targets. These conditions provide a practical reason to examine employee performance at the office, alongside the digital competence needed to use work applications, preventive discipline that encourages compliance with rules before violations occur [3], [9], [10], and work motivation that supports employees in carrying out their responsibilities [1], [5], [14].

Table 1. Preliminary Evidence of Employee Performance Problems Based on Work Quality

No.	Work Activity	Identified Phenomenon	Actual Condition
1	Industrial relations dispute mediation	Mediation processes are often prolonged and fail to reach an agreement due to insufficient case examination by mediators.	Several mediation cases remain unresolved, and not all disputes have resulted in agreements between workers and companies.
2	Job Seeker Card (AK-1) services	Typographical errors and inconsistencies in job seekers' identification data occur	Data must be rechecked and corrected before AK-1 cards can be issued,

No.	Work Activity	Identified Phenomenon	Actual Condition
		during data entry.	prolonging the service process.
3	Occupational Safety and Health (OSH) inspections	Inspection reports are sometimes incomplete, particularly regarding the evaluation of specific personal protective equipment (PPE).	Inspection reports do not always provide a comprehensive assessment of occupational safety and health compliance.
4	Employment data compilation reports	Employment data are not always cross-validated with other relevant institutions.	Potential inconsistencies may remain between compiled employment data and the actual data maintained by related institutions.
5	Handling of worker complaints	Responses to complaints sometimes use standardized templates that do not address the substance of the reported problems.	Some responses do not fully address the specific issues raised by workers.

Source: Researcher-processed data based on information from the Riau Provincial Manpower and Transmigration Office, 2026.

Table 1 illustrates several operational issues related to work quality, including unresolved mediation cases, errors in data entry, incomplete inspection reports, insufficient cross-validation of employment data, and responses to complaints that do not fully address the issues raised. These conditions suggest that work accuracy, completeness, responsiveness, and the effective completion of assigned responsibilities require further attention. These aspects are relevant to employee performance, which concerns both the execution of work duties and the achievement of expected results [8], [11], [12]. In addition to work quality, employee performance can also be examined through the achievement of quantitative work targets. A comparison between planned targets and actual accomplishments provides an indication of the extent to which organizational activities have been implemented as expected, consistent with the focus on performance management in the public sector [9], [13].

Table 2. Preliminary Evidence of Employee Performance Problems Based on Work Quantity

No.	Work Activity	Target	Actual Realization	Gap	Achievement
1	Socialization of employment regulations	50 companies	30 companies	20 companies	60%
2	Processing of employment complaint documents	100 documents	60 documents	40 documents	60%
3	Regional job fair implementation	1,000 people	450 people	550 people	45%
4	Inspection of labor standards in regencies/cities	40 visits	30 visits	10 visits	75%
5	Vocational training implementation	500 participants per year	350 participants per year	150 participants per year	70%

Source: Researcher-processed data based on information from the Riau Provincial Manpower and Transmigration Office, 2026.

Table 2 shows gaps between the established targets and actual realizations across all five activities. The regional job fair recorded the lowest achievement rate at 45%, followed by the socialization of employment regulations and the processing of employment complaint documents, both at 60%. Labor standards inspections achieved 75% of the target, while vocational training reached 70%. These figures indicate that several organizational activities have not achieved their planned output levels. However, the gaps should be interpreted as preliminary organizational evidence, since target achievement may also be influenced by resource availability, coordination, and external conditions. This preliminary evidence provides context for examining employee performance and its potential relationship with individual competence, discipline, and motivation [1], [4], [5], [8], [14].

Digital competence is increasingly relevant to employees in public organizations that utilize information technology to support administrative processes and public services. Prior research has examined digital competence in relation to the performance of civil servants and other employees [1], [2], [6], [7]. The Riau Provincial Manpower and Transmigration Office has implemented several digital applications to facilitate employment information services and electronic document management. Nevertheless, preliminary

information indicates that some employees continue to experience difficulties in utilizing these applications optimally, as presented in Table 3.

Table 3. Utilization of Digital Applications at the Riau Provincial Manpower and Transmigration Office

Application	Description of Utilization	Identified Condition
PIKIR	Provides digital employment information and job vacancy information to the public.	Some employees need to improve their skills in accessing, managing, and updating employment information through the platform.
KARIRHUB	Supports labor market information services and the publication of job vacancies.	Some employees experience difficulties in entering and updating job vacancy information.
SRIKANDI	Supports the electronic management of official correspondence, documents, and archives.	Some employees have not fully mastered uploading, sending, and archiving documents through the application.

Source: Personnel and General Affairs Subdivision data, processed in 2026.

Table 3 indicates that digital applications have been incorporated into employment services and administrative processes. However, the identified difficulties in accessing and updating information, entering job vacancy data, and managing electronic documents suggest that digital competence remains an important aspect to examine in relation to employee performance. Employees' ability to use digital applications effectively may be relevant to service accuracy, information management, and the timely completion of administrative tasks, consistent with research examining digital competence and employee performance [1], [2], [6].

In addition to digital competence, preventive discipline is another factor examined in this study. Preventive discipline refers to efforts to encourage employees to understand and comply with organizational rules before violations occur. These efforts may include communicating regulations, providing supervisory guidance, conducting employee development activities, and reinforcing employees' understanding of their work obligations. Previous research has specifically examined preventive discipline in relation to employee performance [3], [10], while public-sector performance management is also guided by applicable regulations on the management of State Civil Apparatus employee performance [9]. At the Riau Provincial Manpower and Transmigration Office, preliminary information indicates that preventive discipline has been implemented through several activities, although some aspects require further strengthening. The conditions are summarized in Table 4.

Table 4. Preliminary Conditions of Preventive Discipline Implementation

No.	Activity or Information	Identified Condition	Implication
1	Socialization of civil servant disciplinary regulations	Socialization has been conducted, but information has not been communicated evenly to all employees.	Communication regarding disciplinary regulations needs to be strengthened and made more comprehensive.
2	Socialization of working-hour regulations	Working-hour requirements have been communicated, but employees' understanding of working-time provisions needs further reinforcement.	Employee understanding and compliance with working-hour requirements need to be strengthened.
3	Socialization of official dress-code regulations	Reminders regarding official dress-code requirements need to be provided periodically.	Regular reminders may help prevent non-compliance with dress-code requirements.
4	Employee disciplinary development	Disciplinary development activities have been conducted but need to be implemented continuously.	Continuous development may help maintain employee awareness and compliance with applicable rules.
5	Disciplinary guidance from supervisors	Supervisory guidance concerning discipline requires further strengthening.	More consistent guidance may reinforce employees' understanding of their duties and workplace regulations.

Source: Personnel and General Affairs Subdivision data, processed in 2026.

Table 4 suggests that preventive discipline has been addressed through regulatory socialization, communication of working-hour requirements, dress-code reminders, employee development, and supervisory guidance. Nevertheless, the need for more comprehensive communication and continuous guidance indicates that preventive discipline practices may still be strengthened. This context is relevant to

prior findings on preventive discipline and employee performance [3], [10], as well as the requirement to manage and assess the performance of State Civil Apparatus employees in accordance with applicable regulations [9]. These observations provide an organizational context for examining the relationship between preventive discipline and employee performance.

Taken together, these preliminary phenomena indicate that employee performance at the Riau Provincial Manpower and Transmigration Office warrants further examination. Work-quality issues and gaps in quantitative target achievement highlight the importance of understanding factors associated with employees' ability to complete their responsibilities effectively [8], [11]–[13]. Meanwhile, the challenges identified in the use of digital applications and the implementation of preventive discipline provide relevant contexts for examining digital competence and preventive discipline [2], [3], [6], [10]. Work motivation is also included in the research model because prior studies have examined its relationship with employee performance [1], [4], [5], [14]. To obtain an initial picture of employee conditions, a preliminary survey was conducted involving 20 employees at the Riau Provincial Manpower and Transmigration Office.

Table 5. Preliminary Survey of Employee Performance

No	Statement	Agree	%	Disagree	%	Total
1.	Employees are able to complete their work according to the established targets.	12	60%	8	40%	20
2.	Employees produce high-quality work in accordance with the established standards.	7	35%	13	65%	20
3.	Employees are able to complete their work on time in accordance with the established deadlines.	6	30%	14	70%	20
4.	Employees are able to complete their work quickly without compromising the quality of their work.	8	40%	12	60%	20
5.	The employees' work results are in accordance with the established standards.	8	40%	12	60%	20

Source: Preliminary Survey, 2026

The preliminary survey indicates that employee performance was not yet fully optimal. The proportion of respondents who agreed that employees were able to complete work according to established targets was 60%, while 40% disagreed. Regarding the quality of work, only 35% of respondents agreed that employees produced high-quality work in accordance with established standards, while 65% disagreed. Furthermore, only 30% agreed that employees completed their work on time according to established deadlines, while 70% disagreed, representing the lowest level of agreement among the five statements. In terms of work speed, 40% agreed that employees could complete their work quickly without compromising quality, while 60% disagreed. Similarly, 40% agreed that work results were consistent with established standards, whereas 60% disagreed. These findings indicate that employee performance still requires improvement, particularly in terms of work quality, timeliness, work speed, and the conformity of work results with established standards.

Table 6. Preliminary Survey of Digital Competence

No	Statement	Agree	%	Disagree	%	Total
1.	Employees still experience difficulties in finding and accessing information through digital media.	11	55%	9	45%	20
2.	Employees have not yet fully mastered the use of digital devices	12	60%	8	40%	20

No	Statement	Agree	%	Disagree	%	Total
	to support their work.					
3.	Employees still experience difficulties in using ICT-based applications required for their work.	14	70%	6	30%	20
4.	Employees experience difficulties in preparing work reports digitally.	15	75%	5	25%	20
5.	Employees are not yet fully confident in communicating information through digital media.	10	50%	10	50%	20

Source: Preliminary Survey, 2026

The preliminary survey indicates that employees' digital competence is not yet fully optimal. Regarding the ability to find and access information through digital media, 55% of respondents agreed that they still experienced difficulties, while 45% disagreed. Furthermore, 60% of respondents agreed that they had not yet fully mastered the use of digital devices to support their work, while 40% disagreed. In terms of using ICT-based applications required for their work, 70% of respondents agreed that they still experienced difficulties, while 30% disagreed. The highest proportion of agreement was found in the statement concerning difficulties in preparing work reports digitally, with 75% of respondents agreeing and 25% disagreeing. Meanwhile, 50% of respondents agreed that they were not yet fully confident in communicating information through digital media, while the other 50% disagreed. These findings indicate that employees' digital competence still needs improvement, particularly in using ICT-based applications and preparing digital work reports.

Table 7. Preliminary Survey of Preventive Discipline

No	Statement	Agree	%	Disagree	%	Total
1.	I have been late or have not arrived at work on time.	12	60%	8	40%	20
2.	I have not always complied with the applicable work rules or procedures.	10	50%	10	50%	20
3.	I sometimes do not perform my work in accordance with the established work standards.	13	65%	7	35%	20
4.	I have made work-related mistakes due to a lack of attention to detail.	15	75%	5	25%	20
5.	I have difficulty maintaining work discipline consistently.	11	55%	9	45%	20

Source: Preliminary Survey, 2026

The preliminary survey of Preventive Discipline shows that employees experienced several issues related to work discipline at the Riau Provincial Manpower and Transmigration Office. A total of 60% of respondents agreed that they had been late or had not arrived at work on time, while 40% agreed that they had not always complied with applicable work rules or procedures. Furthermore, 65% of respondents agreed that they sometimes did not perform their work in accordance with established work standards. The highest proportion of agreement was found in work-related mistakes due to a lack of attention to detail, reaching 75% of respondents. In addition, 55% of respondents agreed that they had difficulty maintaining work discipline consistently. These findings indicate that punctuality, compliance with work regulations, adherence to work standards, accuracy, and consistency in maintaining discipline require further attention. This condition

highlights the importance of strengthening preventive discipline to help employees avoid work-related errors and improve their performance.

Table 8. Preliminary Survey of Work Motivation

No	Statement	Agree	%	Disagree	%	Total
1.	The available work facilities do not fully support the performance of my duties.	16	80%	4	20%	20
2.	I have sometimes felt unsafe or uncomfortable while carrying out my work.	12	60%	8	40%	20
3.	I have experienced difficulties in interacting with my coworkers.	10	50%	10	50%	20
4.	I feel that my work results have not received adequate recognition.	14	70%	6	30%	20
5.	I have sometimes felt less motivated to achieve the established work targets.	13	65%	7	35%	20

Source: Preliminary Survey, 2026

The preliminary survey of Work Motivation shows that employees at the Riau Provincial Manpower and Transmigration Office experienced several issues related to work facilities, workplace comfort, social interaction, recognition, and motivation to achieve established work targets. Based on the survey results, 80% of respondents agreed that the available work facilities did not fully support the performance of their duties, while 20% disagreed with this statement. This indicates that the availability and adequacy of work facilities remain important aspects that require attention to ensure employees can carry out their responsibilities effectively. Furthermore, 60% of respondents agreed that they had sometimes felt unsafe or uncomfortable while carrying out their work, while 50% reported difficulties in interacting with their coworkers. These findings suggest that workplace comfort and positive relationships among employees are also important in supporting work motivation.

In addition, 70% of respondents agreed that their work results had not received adequate recognition, making this the second-highest proportion of agreement among the five statements. Meanwhile, 65% of respondents agreed that they had sometimes felt less motivated to achieve the established work targets. These results indicate that recognition of employee contributions and encouragement to achieve work targets still require attention. The preliminary survey findings suggest that work motivation at the agency may be influenced by the availability of supporting facilities, a comfortable working environment, harmonious relationships among coworkers, appreciation for work results, and encouragement to achieve organizational goals. Therefore, efforts to improve these aspects are important to maintain employee motivation and support the achievement of better performance at the Riau Provincial Manpower and Transmigration Office.

II. METHODS

The study was conducted at the Riau Provincial Manpower and Transmigration Office, located in Pekanbaru, Riau, Indonesia. The research used a quantitative approach. The population consisted of 135 State Civil Apparatus employees at the agency. Because the population consisted of 135 employees, the study used saturated sampling (*census*), in which the entire population was included as the sample. Primary data were collected through questionnaires, while secondary data were obtained from relevant organizational documents and literature. The questionnaire measured employee performance, digital competence, preventive discipline, and work motivation using interval-scale responses. Employee performance (*Y*) was

measured through work output, work quality, timeliness, speed, and conformity with standards. Digital competence (X_1) was measured through digital information access, digital device utilization, ICT application usage, digital report compilation, and digital communication. Preventive discipline (X_2) was measured through punctual attendance, compliance with rules, adherence to work standards, accuracy, and work ethics. Work motivation (X_3) was measured through availability of facilities, feeling of security, social interaction, performance recognition, and target achievement drive.

Data analysis consisted of descriptive and inferential analysis. Instrument validity was assessed using Corrected Item-Total Correlation with a threshold of 0.50, while reliability was assessed using Cronbach's Alpha. Classical assumption testing included normality, multicollinearity, and heteroscedasticity testing. Multiple linear regression was used to estimate the effects of the independent variables. Partial effects were tested using the t-test, simultaneous effects using the F-test, and explanatory power using the coefficient of determination (R^2). Data processing used SPSS and SmartPLS 4.

III. RESULT AND DISCUSSION

A. Responden Characteristics

Respondent characteristics in this study were classified based on gender, age, education, and work tenure. This classification was conducted to provide an overview of the demographic profile of employees at the Riau Provincial Manpower and Transmigration Office who participated in the research.

Table 9. Respondents Based on Gender

Gender	Frequency
Male	80
Female	55
Total	135

Source: Processed Research Data, 2026

Based on Table 9, the majority of respondents were male employees, accounting for 59.3% of the total respondents, while female employees accounted for 40.7%. This indicates that the respondents in this study were predominantly male employees at the Riau Provincial Manpower and Transmigration Office

Table 10. Respondents Based on Age

Age	Frequency
20 - 30 years	4
31 - 40 years	26
41 - 50 years	68
51 - 60 years	37
Total	135

Source: Processed Research Data, 2026

Based on Table 10, the largest group of respondents was aged 41- 50 years, accounting for 50.4% of the total respondents. Meanwhile, 27.4% of respondents were aged 51- 60 years and 19.3% were aged 31- 40 years. This indicates that the respondents were distributed across different age groups, with the 41-50 age group having the largest proportion.

Table 11. Respondents Based on Education

Education	Frequency
Junior High School	1
Senior High School	35
Diploma	9
Bachelor's Degree	63
Master's Degree	26
Total	135

Source: Processed Research Data, 2026

Based on the table 11, the majority of respondents held a Bachelor's Degree, accounting for 63 employees (46.7%) of the total 135 respondents. This indicates that the Riau Provincial Manpower and Transmigration Office has a relatively high proportion of employees with an undergraduate educational background. Meanwhile, 35 respondents (25.9%) had a Senior High School education, 26 respondents (19.3%) held a Master's Degree, 9 respondents (6.7%) had a Diploma, and 1 respondent (0.7%) had a Junior High School education. These findings provide an overview of the formal educational backgrounds of the employees who participated in this study.

Table 12. Respondents Based on Work Tenure

Work Tenure	Frequency
0 - 5 years	3
6 - 10 years	5
11 - 15 years	21
15 - 25 years	106
Total	135

Source: Processed Research Data, 2026

Based on the table 12, the majority of respondents had a work tenure of more than 15 years, accounting for 106 employees (78.5%) of the total 135 respondents. This indicates that most employees at the Riau Provincial Manpower and Transmigration Office have extensive work experience. Meanwhile, 21 respondents (15.6%) had a work tenure of 11- 15 years, 5 respondents (3.7%) had a work tenure of 6- 10 years, and 3 respondents (2.2%) had a work tenure of 0- 5 years. These findings provide an overview of the respondents' work experience and length of service at the agency.

B. Descriptive Analysis of Variables

Descriptive analysis was conducted to describe respondents' perceptions of each research variable, namely Employee Performance, Digital Competence, Preventive Discipline, and Work Motivation. The analysis was based on respondents' answers to questionnaire items measured using an interval scale. The results of the descriptive analysis for the Employee Performance variable are presented in Table 13.

Table 13. Employee Performance Result

No.	Indicator	Statistic	1	2	3	4	5	Total	Mean	Category
1	Employee Work Results	Frequency	0	0	43	53	39	135	3.97	Good
		Percentage (%)	0.00	0.00	31.85	39.26	28.89	100.00		
2	Employee Work Quality	Frequency	0	0	44	58	33	135	3.92	Good
		Percentage (%)	0.00	0.00	32.59	42.96	24.44	100.00		
3	Timeliness in Completing Work	Frequency	0	0	48	52	35	135	3.90	Good
		Percentage (%)	0.00	0.00	35.56	38.53	25.93	100.00		
4	Speed of Work Completion	Frequency	0	0	46	57	32	135	3.90	Good
		Percentage (%)	0.00	0.00	34.07	42.22	23.70	100.00		
5	Compliance of Work Results with Established Standards	Frequency	0	0	47	50	38	135	3.93	Good
		Percentage (%)	0.00	0.00	34.81	37.04	28.15	100.00		
	Overall Mean								3.92	Good

Source: Processed Research Data, 2026

Based on Table 13, Employee Performance was generally categorized as good, with an average mean score of 3.92. The highest mean score was found in employee work results, at 3.97, indicating that employees at the Riau Provincial Manpower and Transmigration Office were able to produce work results in accordance with their assigned responsibilities. Meanwhile, the lowest mean scores were found in timeliness in completing work and speed of work completion, both at 3.90. Although these indicators were still categorized as good, the results suggest that the timeliness and speed of completing tasks could be further

improved. Overall, the findings indicate that employee performance was good across all indicators, while maintaining work quality, improving efficiency, and completing tasks on time remain important aspects to support more optimal performance.

Table 14. Digital Competence Result

No.	Indicator	Statistic	1	2	3	4	5	Total	Mean	Category
1	Access to Digital Information	Frequency	0	11	36	46	42	135	3.88	Good
		Percentage (%)	0.00	8.15	26.67	34.07	31.11	100.00		
2	Utilization of Digital Devices	Frequency	0	17	28	50	40	135	3.84	Good
		Percentage (%)	0.00	12.59	20.74	37.04	29.63	100.00		
3	Use of ICT-Based Applications	Frequency	0	15	31	56	33	135	3.79	Good
		Percentage (%)	0.00	11.11	22.96	41.48	24.44	100.00		
4	Preparation of Digital Reports	Frequency	0	11	38	53	33	135	3.80	Good
		Percentage (%)	0.00	8.15	28.15	39.26	24.44	100.00		
5	Delivery of Digital Information	Frequency	0	17	32	54	32	135	3.75	Good
		Percentage (%)	0.00	12.59	23.70	40.00	23.70	100.00		
	Overall Mean								3.81	Good

Source: Processed Research Data, 2026

Based on Table 14, Digital Competence was generally categorized as good, with an average mean score of 3.81. The highest mean score was found in access to digital information, at 3.88, indicating that employees at the Riau Provincial Manpower and Transmigration Office were able to access digital information to support the implementation of their duties. Meanwhile, the lowest mean score was found in the delivery of digital information, at 3.75. Although this indicator was still categorized as good, it suggests that employees' ability to communicate and deliver information through digital media could be further improved. The use of ICT-based applications also obtained a relatively lower mean score of 3.79, indicating that the utilization of digital applications in carrying out work tasks still requires attention. Overall, these findings indicate that employees have good digital competence across all indicators, but improving the use of digital applications, preparation of digital reports, and delivery of digital information could further support work effectiveness and employee performance.

Table 15. Preventive Discipline Result

No.	Indicator	Statistic	1	2	3	4	5	Total	Mean	Category
1	Timely Attendance	Frequency (n)	0	10	34	54	37	135	3.87	Good
		Percentage (%)	0.00	7.41	25.19	40.00	27.41	100.00		
2	Compliance with Work Regulations	Frequency (n)	0	9	35	59	32	135	3.84	Good
		Percentage (%)	0.00	6.67	25.93	43.70	23.70	100.00		
3	Compliance with Work Standards	Frequency (n)	0	7	38	56	34	135	3.87	Good
		Percentage (%)	0.00	5.19	28.15	41.48	25.19	100.00		
4	Accuracy in Work	Frequency (n)	0	13	34	52	36	135	3.82	Good
		Percentage (%)	0.00	9.63	25.19	38.52	26.67	100.00		
5	Work Ethics	Frequency	0	7	47	46	35	135	3.81	Good

No.	Indicator	Statistic	1	2	3	4	5	Total	Mean	Category
		(n)								
		Percentage (%)	0.00	5.19	34.81	34.07	25.93	100.00		
	Overall Mean								3.84	Good

Source: Processed Research Data, 2026

Based on Table 15, Preventive Discipline was generally categorized as good, with an average mean score of 3.84. The highest mean score was found in timely attendance and compliance with work standards, both at 3.87, indicating that employees at the Riau Provincial Manpower and Transmigration Office generally demonstrate punctuality and adherence to established work standards. Meanwhile, the lowest mean score was found in work ethics, at 3.81, followed by accuracy in work, at 3.82. Although these indicators were still categorized as good, the results suggest that employees' work ethics and accuracy could be further improved. Overall, the findings indicate that employees have a good level of preventive discipline; however, strengthening work ethics, improving accuracy, and maintaining consistent compliance with work regulations remain important to support better employee performance.

Table 16. Work motivation Result

No.	Indicator	Statistic	1	2	3	4	5	Total	Mean	Category
1	Availability of Facilities	Frequency (n)	0	15	32	50	38	135	3.82	Good
		Percentage (%)	0.00	11.11	23.70	37.04	28.15	100.00		
2	Feelings at Work	Frequency (n)	0	16	27	50	42	135	3.87	Good
		Percentage (%)	0.00	11.85	20.00	37.04	31.11	100.00		
3	Social Interaction in the Workplace	Frequency (n)	0	16	29	56	34	135	3.80	Good
		Percentage (%)	0.00	11.85	21.48	41.48	25.19	100.00		
4	Recognition of Performance	Frequency (n)	0	11	39	46	39	135	3.84	Good
		Percentage (%)	0.00	8.15	28.89	34.07	28.89	100.00		
5	Motivation to Achieve Work Targets	Frequency (n)	0	12	34	56	33	135	3.81	Good
		Percentage (%)	0.00	8.89	25.19	41.48	24.44	100.00		
	Overall Mean								3.83	Good

Source: Processed Research Data, 2026

Based on Table 16, Work Motivation was generally categorized as good, with an average mean score of 3.83. The highest mean score was found in feelings at work, at 3.87, indicating that employees at the Riau Provincial Manpower and Transmigration Office generally had positive perceptions of their working conditions. This was followed by recognition of performance, with a mean score of 3.84, suggesting that employees generally felt that their work contributions received a reasonable level of appreciation. Meanwhile, the lowest mean score was found in social interaction in the workplace, at 3.80, followed by motivation to achieve work targets, at 3.81. Although these indicators were still categorized as good, the findings suggest that workplace relationships and encouragement to achieve established targets could be further improved. Overall, these results indicate that employees have a good level of work motivation; however, improving workplace facilities, strengthening social relationships, and providing appropriate recognition and encouragement remain important to sustain employee motivation and support better performance.

C. Classical Assumption Test Results

Normality Test

The normality test was conducted using the Q-Q Plot method. As shown in Figure 1, the data points spread around and generally follow the diagonal line, indicating that the data were approximately normally distributed and met the normality assumption.

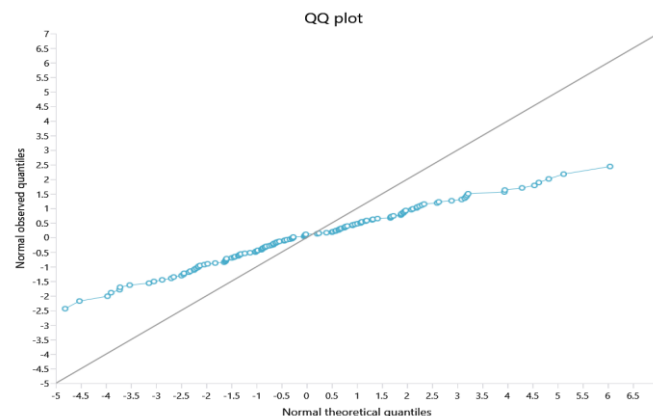


Fig. 1. Normality Test (Q-Q Plot)

Source: Data Processed Using SmartPLS 4, 2026

The normality test based on the Q-Q Plot demonstrates that the observed data points generally align with and are distributed around the diagonal reference line. Although minor deviations can be observed at the lower and upper tails of the plot, the overall distribution indicates that the residuals remain relatively close to a normal distribution. Thus, the results suggest that the residual data satisfy the normality assumption and are considered appropriate for subsequent regression analysis. Furthermore, normality was assessed using the skewness value of the dependent variable. The results of the skewness analysis are presented in Table 17.

Table 17. Normality Test Result (Skewness)

Variable	Skewness
Employee Performance (Y)	0.021

Source: Data Processed Using SmartPLS 4, 2026

The normality assumption was further supported by the skewness value of the dependent variable, Employee Performance (Y), which was 0.021. This value is close to zero and falls within the generally accepted range of -1 to $+1$, indicating that the data distribution was relatively symmetrical and consistent with the normality assumption.

Multicollinearity Test

The multicollinearity assumption was assessed using the Variance Inflation Factor (VIF). As presented in Table 18, all independent variables recorded VIF values below the threshold of 10. These findings indicate that there was no evidence of multicollinearity among the independent variables, suggesting that the regression model was free from substantial correlations among the predictors.

Table 18. Multicollinearity Test

Variables	VIF
Digital Competence (X₁)	1.101
Preventive Discipline (X₂)	1.074
Work motivation (X₃)	1.101

Source: Data Processed Using SmartPLS 4, 2026

The presence of multicollinearity was examined using the Variance Inflation Factor (VIF) to determine whether substantial correlations existed among the independent variables in the regression model. As reported in Table 10, the VIF values for Digital Competence, Preventive Discipline, and Work Motivation were 1.101, 1.074, and 1.101, respectively. Since all VIF values were below the commonly accepted threshold of 10, the results indicate that multicollinearity was not present among the independent variables. Accordingly, the regression model was considered suitable for subsequent statistical analysis.

Heteroskedasticity Test

The heteroscedasticity assumption was examined to assess whether the variance of the residuals remained constant across all observations in the regression model. The results of this assessment are

illustrated in Figure 2 using a residual autocorrelation plot, which was used to evaluate the pattern and distribution of the residuals.

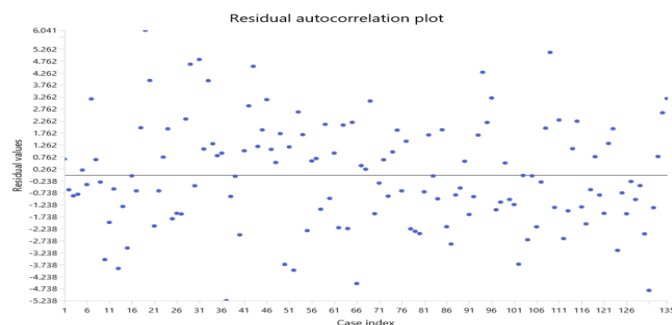


Fig. 2. Residual Autocorrelation Plot

Source: Data Processed Using SmartPLS 4, 2026

As illustrated in Figure 2, the residual points are distributed randomly on both sides of the zero line without exhibiting any distinct or systematic pattern. The relatively uniform distribution of the residuals across observations suggests that their variance remains stable. These findings indicate that the regression model does not exhibit heteroscedasticity and therefore satisfies the homoscedasticity assumption required for regression analysis. To further assess the consistency of the residual variance, a Breusch–Pagan test was conducted. The results of the Breusch–Pagan heteroscedasticity test are presented in Table 19.

Table 19. Breusch-Pagan Test Results

	Test-Statistic	df	P value
Breusch-Pagan Test	0.698	3	0.874

Source: Data Processed Using SmartPLS 4, 2026

The results of the Breusch–Pagan test presented in Table 19 show a test-statistic value of 0.698 and a p-value of 0.874. Since the p-value exceeds the 0.05 significance threshold ($0.874 > 0.05$), the null hypothesis of homoscedasticity is not rejected. This indicates that there is no statistically significant evidence of heteroscedasticity in the regression model. Accordingly, the residual variances can be considered relatively constant across observations, confirming that the model satisfies the homoscedasticity assumption and is suitable for subsequent analysis.

D. Multiple Linier Regression Analysis

Multiple regression analysis was used to examine the effects of Digital Competence, Preventive Discipline, and Work Motivation on Employee Performance at the Riau Provincial Manpower and Transmigration Office. The results showed that all three independent variables had positive and significant effects on employee performance. Digital Competence had the strongest influence, followed by Preventive Discipline and Work Motivation. The coefficient of determination (R^2) was 0.535, indicating that 53.5% of the variation in employee performance could be explained by the three independent variables, while the remaining 46.5% was attributable to other factors outside the research model.

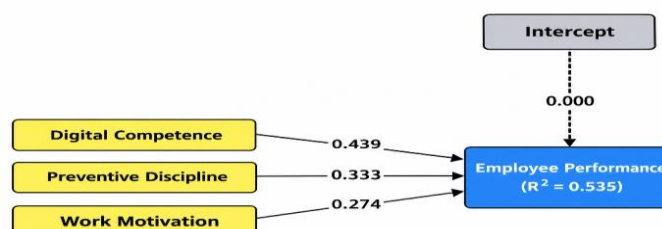


Fig. 3. Multiple Linier Regression Analysis

Source: Data Processed Using SmartPLS 4, 2026

The results of the regression coefficient analysis are presented in Figure 3. The figure illustrates the regression coefficients of Digital Competence, Preventive Discipline, and Work Motivation on Employee Performance obtained from the regression analysis using SmartPLS 4.

Table 20. Regression Coefficients

	Employee Performance
Digital Competence	0.357
Preventive Discipline	0.293
Work motivation	0.215
Intercept	3.050

Source: Data Processed Using SmartPLS 4, 2026

The regression results show that Digital Competence has a regression coefficient of 0.357, Preventive Discipline has a coefficient of 0.293, and Work Motivation has a coefficient of 0.215. These positive coefficients indicate that an increase in Digital Competence, Preventive Discipline, and Work Motivation is associated with an increase in Employee Performance at the Riau Provincial Manpower and Transmigration Office.

E. Hypothesis Testing Results

Partial Test (t-Test)

The partial test was conducted to examine the effect of each independent variable on employee performance. The t-table value in this study was 1.980. The results show that Digital Competence had a positive and significant effect on Employee Performance, with a t-value of 7.051 and a p-value of 0.000. Preventive Discipline also had a positive and significant effect on Employee Performance, with a t-value of 5.395 and a p-value of 0.000. Meanwhile, Work Motivation had a positive and significant effect on Employee Performance, with a t-value of 4.377 and a p-value of 0.000. Since all t-values were greater than 1.980 and all p-values were below 0.05, H_1 , H_2 , and H_3 were accepted.

Table 21. Partial Test Results

	Unstandardized coefficients	Standardized coefficients	SE	T value	P value
Digital Competence	0.357	0.439	0.051	7.051	0.000
Preventive Discipline	0.293	0.333	0.054	5.395	0.000
Work motivation	0.215	0.274	0.049	4.377	0.000
Intercept	3.050	0.000	1.380	2.211	0.029

Source: Data Processed Using SmartPLS 4, 2026

Simultaneous Test (F-Test)

The simultaneous test was used to examine the combined effect of Digital Competence, Preventive Discipline, and Work Motivation on Employee Performance at the Riau Provincial Manpower and Transmigration Office. Based on the results, the F-value was 50.242, which was greater than the F-table value of 2.68, with a significance value of $0.000 < 0.05$. Thus, Digital Competence, Preventive Discipline, and Work Motivation simultaneously had a significant effect on Employee Performance, and H_4 was accepted.

Table 22. Simultaneous Test Results

	Sum square	df	Mean square	F	P value
Total	1377.733	134	0.000	0.000	0.000
Error	640.636	131	4.890	0.000	0.000
Regression	737.097	3	245.699	50.242	0.000

Source: Data Processed Using SmartPLS 4, 2026

Coefficient Of Determination

The F-test results are presented in Table 22. The results show that the regression model has an F-value of 50.242 and a p-value of 0.000, which is less than the significance level of 0.05. This indicates that Digital Competence, Preventive Discipline, and Work Motivation simultaneously have a positive and significant effect on Employee Performance at the Riau Provincial Manpower and Transmigration Office. These findings suggest that improvements in digital competence, compliance with work regulations, and employee motivation collectively contribute to better employee performance. Therefore, the fourth hypothesis (H_4), which states that Digital Competence, Preventive Discipline, and Work Motivation simultaneously have a significant effect on Employee Performance, is accepted.

Table 23. Coefficient Of Determination Results

	Kinerja Pegawai
R-square	0.535
R-square adjusted	0.524
Durbin-Watson test	1.671

Source: Data Processed Using SmartPLS 4, 2026

Based on the coefficient of determination results, the (R^2) -square value is 0.535, indicating that Digital Competence, Preventive Discipline, and Work Motivation simultaneously explain 53.5% of the variation in Employee Performance at the Riau Provincial Manpower and Transmigration Office. Meanwhile, the remaining 46.5% is explained by other factors not examined in this study. The adjusted (R^2) -square value of 0.524 indicates that the model explains 52.4% of the variation in employee performance after adjusting for the number of independent variables included in the model. Furthermore, the Durbin–Watson test value of 1.671 indicates that the regression model does not show a strong indication of autocorrelation based on the commonly used guideline that values near 2 suggest no autocorrelation. However, a definitive conclusion should consider the applicable critical values and the structure of the data. Thus, Digital Competence, Preventive Discipline, and Work Motivation collectively contribute to explaining Employee Performance at the Riau Provincial Manpower and Transmigration Office. These results indicate that the three variables are relevant to understanding employee performance, although other factors outside this research model may also influence performance.

IV. CONCLUSION

The study concludes that digital competence, preventive discipline, and work motivation each have a positive and significant effect on employee performance at the Riau Provincial Manpower and Transmigration Agency. Digital competence has a regression coefficient of 0.357, preventive discipline 0.293, and work motivation 0.215. Simultaneously, the three independent variables significantly affect employee performance, with an F-value of 50.242 and a p-value of 0.000. The coefficient of determination ($R^2 = 0.535$) indicates that the model explains 53.5% of the variation in employee performance, while the remaining 46.5% is explained by other factors not examined in this study. The findings indicate that improving employee performance is associated with strengthening digital competence, maintaining preventive discipline, and fostering work motivation. Particular attention can be directed toward improving employees' ability to communicate information digitally, strengthening compliance with work regulations and standards, and encouraging motivation through adequate facilities, a comfortable work environment, positive social interactions, and recognition of employee performance.

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