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The Influence of Competence and Discipline on Employee Performance

Rahmat Rustandi¹

¹Winaya Mukti University, Bandung, Indonesia, rachmatrustandi187@gmail.com

Corresponding Author: rachmatrustandi187@gmail.com¹

Abstract: The purpose of this research is to determine and analyze: (1) Competence; (2) Work Discipline; (3) Performance; and (4) The Influence of Competence and Work Discipline on Employee Performance at the X Office in West Java Province, both simultaneously and partially. The research methods used in this study are descriptive surveys and explanatory surveys, with the unit of analysis being the employees at Department X in West Java Province, with a sample size of 30 people. The type of investigation is causality, and the time horizon in this study is cross-sectional. Based on the research results, it was found that the Employee Competence at Dinas X in West Java Province received mostly positive responses from the Employees; the work discipline of Employees at Dinas X in West Java Province can generally be considered good, and the Employee Performance at Dinas X in West Java Province is currently rated as good. Competence and work discipline simultaneously influence Employee Performance at Dinas X in West Java Province. However, partially, Competence has a dominant influence on Employee Performance compared to Work Discipline. Because competence has a more dominant influence on performance, it becomes the top priority in improving employee performance. therefore, the X Office in West Java Province is expected to improve the competence of employees at the X Office in West Java Province by involving them in training and education, so that they can work more professionally.

Keywords: Competence, Work Discipline, Performance

INTRODUCTION

In various fields, especially in organizational life, the human factor is the main issue in every activity within it. An organization is a social unit that is consciously coordinated with a reactive boundary that can be identified, working continuously to achieve its goals (Robbins, 2016). All actions taken in every activity are initiated and determined by the individuals who are members of the organization. the company needs the presence of potential human resource factors, both leaders and employees, in task patterns and supervision, which are determinants of achieving the company's goals.

Human resources are the central figures in both organizations and companies. so that management activities run smoothly, the company must have knowledgeable and highly skilled employees, as well as efforts to manage the company as optimally as possible so that employee

performance improves. According to Budi Setiyawan and Waridin (2016), employee performance is the result or achievement of employees' work assessed in terms of quality and quantity based on the work standards determined by the organization. Good performance is optimal performance, which means performance that meets the organization's standards and supports the achievement of the organization's goals. A good organization is one that strives to enhance the capabilities of its human resources, as this is a key factor in improving employee performance.

In addition, the continuous national development carried out by the Indonesian nation is the development of the whole Indonesian people. The goal of that development is to improve welfare, both material and spiritual. This is in line with the development program currently being implemented by the government, which aims to enhance the moral development of an independent Indonesian nation.

Indonesia is a country that aspires to achieve good governance. The conditions for the creation of good governance at the very least include transparency, accountability, and participatory governance. However, when we observe the behavior of the public bureaucracy in running the governance system, there are so many problems that will be encountered. The public bureaucracy in Indonesia faces highly complex multidimensional problems. The highly hierarchical, compartmentalized structure makes bureaucratic officials less capable of developing creativity and innovation in public service delivery.

The government is currently striving to renovate everything to make Indonesia more advanced. One of them is implementing Regional Autonomy, which is defined as the right, authority, and obligation of the region to manage and govern its own affairs in accordance with applicable laws and regulations. The implementation of regional autonomy in Indonesia is based on Law Number 22 of 1999, which has been amended to Law Number 32 of 2004 and Law Number 12 of 2008 concerning Regional Government, serving as the foundation for Regional Governments in running their own administrative affairs. Law Number 32 of 2004 on Regional Government aims to accelerate the realization of community welfare through improved services, empowerment, and community participation.

Local governments must be responsive to the interests of the community, build a political career pattern system, improve an effective governance management system, enhance services, and increase transparency in policy-making and public accountability. So it is expected that the government can meet basic needs and provide the best possible services to the community. Bureaucratic reform at the level of Local Government is directed towards correcting and improving all existing shortcomings, which has become very important in the current era of decentralization.

Dinas X in West Java Province is one of the UPT Forestry Services of West Java Province that specializes in forest tourism in the Bandung City area. By looking at the performance assessment benchmarks of the services provided, Dinas X in West Java Province pays close attention to the services given to the community.

The desire to improve performance is not an easy task, because the organizational culture has so far been inclined to be linked to the targeted improvement of services. In this case, employees are required to perform their duties well as one of the government officials providing services to the community. Competence and Discipline are the dominant factors in the research at the X Office in West Java Province.

Competence means basic characteristics that consist of skills, knowledge, and other personal attributes that can distinguish between a performer and a non-performer. In other words, the essence of competence is actually as a determining tool to predict a person's work success in a certain position. Based on that definition, competence is something inherent in a person that can be measured with specific measurement tools. This competence must always be inherent in a leader so that the leader can easily direct, inspire, or motivate all employees in

carrying out their work. A leader's competence greatly helps in improving employee work performance.

Another factor contributing to the relatively low performance of employees at Dinas X in West Java Province, based on direct observation of employees at Dinas X in West Java Province, is suspected to be low work discipline. This is indicated by many employees at Dinas X in West Java Province who often arrive late for the morning ceremony, are late in filling out attendance, and are late in uploading their daily workload. Moreover, most employees at Dinas X in West Java Province do not have the ability to manage their time effectively, resulting in many tasks being left unfinished and piling up for the next day. And the lack of awareness among employees as part of Dinas X in West Java Province who must fulfill their duties according to the responsibilities attached to them.

Robbins (2018; 194) states that fundamentally, the dominant factor influencing the level of employee discipline in an organization is the level of employee competence in that organization. Based on the facts and statements above, it is clear that the low work discipline of employees is allegedly caused by competency factors. Therefore, the elements of employee competence and discipline are other factors that can improve performance.

Based on the background of the research above, the problem can be formulated as follows:

How do Competence and Work Discipline affect the Performance of Employees at Dinas X Bandung City, both simultaneously and partially?.

METHOD

The method used in this research is the descriptive survey and explanatory survey methods, which were conducted through field data collection. The population in this study consists of 30 people from Dinas X in Bandung City, and the sample uses the saturated sampling technique where the number of the population is equal to the number of the sample. Thus, in this study, the sample consists of 30 people.

RESULTS AND DISCUSSION

To reveal the influence of a variable or a set of variables on another variable, Path Analysis can be used. In this path analysis, the magnitude of the influence of one variable on another, whether direct or indirect, can be determined. Before making a decision regarding the magnitude of the influence of one variable on another, hypothesis testing is first conducted, either as a whole or individually.

To determine whether the independent variables, namely the Influence of Competence and Work Discipline on Employee Performance at Dinas X in West Java Province, are conducted using path analysis and the software used is SPSS release 12. The steps taken include calculating the correlation between variables, resulting in Table 1 below.

Table 1. Correlation Matrix Between Variables
Correlations

		EMPLOYEE PERFORMANCE	COMPETENCE	DISCIPLINE
Pearson Correlation	EMPLOYEE PERFORMANCE	1.000	.962	.933
	COMPETENCE	.962	1.000	.934
	DISCIPLINE	.933	.934	1.000
Sig. (1-tailed)	EMPLOYEE PERFORMANCE	.	.000	.000
	COMPETENCE	.000	.	.000
	DISCIPLINE	.000	.000	.

N	EMPLOYEE PERFORMANCE	30	30	30
	COMPETENCE	30	30	30
	DISCIPLINE	30	30	30

Source;SPSS Output

Next, based on the results of the correlation matrix calculations, the path coefficients, the overall influence from X1 to X2, and the path coefficients of other variables outside the X1 to X2 variable can be calculated as shown in Table 2 below.

Table 2. Magnitude of Path Coefficients

Path Coefficient X ₁ to X ₂	$p_{x_1x_2}$	0.934
Path Coefficient X ₁ to Y	p_{yx_1}	0.711
Path Coefficient X ₂ to Y	p_{yx_2}	0.269

Source;SPSS Output

The calculation results for the multiple determination coefficient (R² Y.X1, X2), Correlation coefficient (R Y.X1, X2), determination coefficient of other variables against Y (P² Y €), and path coefficient of other variables against Y (P Y €), are detailed in Table 3 below.:

Table 3. Multiple Determination Coefficient, and Path Coefficient of Other Variables

Multiple Determination (R ²)	$R^2_{Y.X_1, X_2}$	0.935
Multiple Correlation Coefficient	$R_{Y.X_1, X_2}$	0.967
Other influence to Y	$P^2_{Y€}$	0.065

Source;SPSS Output

This means that the influence of variables X1 and X2 together on variable Y is 0.935 or 93.5%, indicating that variables X1 and X2 together affect Y, and the remaining 0.065 or 6.5% is influenced by other variables not included in the study.

Based on the theoretical framework that there is an influence between Competence and Work Discipline on Employee Performance at the X Office in West Java Province, the overall hypothesis will be tested in the form of Table 4 as follows.:

Table 4. Results of Simultaneous Testing of X1 and X2 on Y
ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	207.603	2	103.801	194.231	.000 ^b
	Residual	14.429	27	.534		
	Total	222.032	29			

a. Dependent Variable: PERFORMANCE

b. Predictors: (Constant), DISCIPLINE, COMPETENCE

Source;SPSS Output

From Table 4 above, it can be seen that the F-count value is 194.231 with a significance level of 0.00, which is smaller than 0.05. Therefore, it can be concluded that the simultaneous test results are proven or significant, and further analysis can be continued with partial testing.

Meanwhile, the results of the causal relationship or the direct influence of X1 and X2 on Y can be seen in Table 4 below..

Table 5. The Influence of Variables X1 and X2 on Y and the Influence Outside of Variables X1 and X2

Path Coefficients Interpretation		
Explanation	Influence	%
Influence X1, X2 to Y	0.935	93.5
Outside X1, X2	0.065	6.5
total		100

Source;SPSS Output

From the test results, it can be determined that Competence and Work Discipline towards Employee Performance at Dinas X in West Java Province is 93.5%, while the remaining 6.5% is influenced by other factors not examined by the author, namely work climate, commitment, work culture, and work environment. However, when viewed partially, Competence dominantly influences Employee Performance more than discipline. From the results of the hypothesis testing, a causal relationship diagram of variables X1, X2 to Y can be illustrated as follows.:

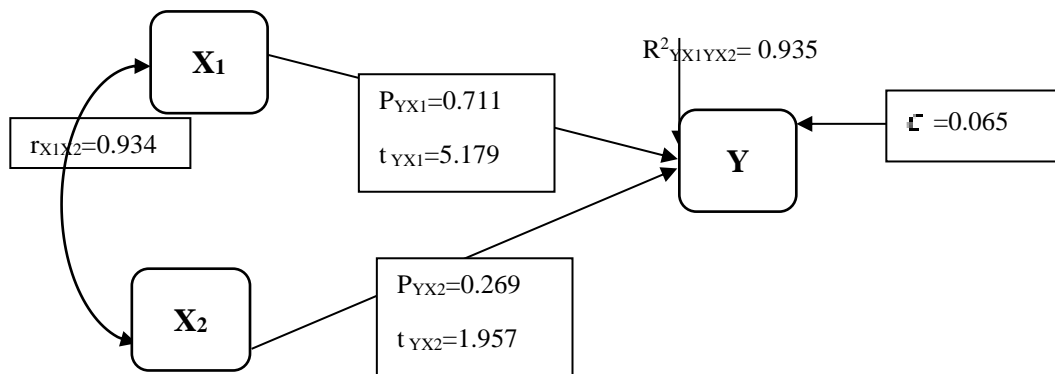


Figure 1. Causal Diagram between Competence (X1) and Work Discipline (X2) on Employee Performance (Y)

As shown in Figure 1 above, it is evident that the dominant Competence affects Employee Performance with a path coefficient of 0.711 and a t-value of 5.179, with a t-table value at the significance level $\alpha(0.05) = 1.67$, compared to Commitment with a coefficient of 0.269 and a t-value of 1.957, with a t-table value at the significance level $\alpha(0.05) = 1.67$. Both variables have been proven to affect Employee Performance, as shown in Table 6 below.

Table 6. Partial Path Coefficient Testing

Path Coefficient		T _{test}	t _{table}	Summary
PYX ₁	0.711	5.179	1.67	Ho Rejected There is an influence of competence on Employee Performance.
PYX ₂	0.269	1.957	1.67	Ho rejected There is an influence of discipline on Employee Performance.

Source;SPSS Output

Based on the calculations above, it can be revealed that competence regarding Employee Performance at the X Office in West Java Province, both directly and indirectly, affects employee performance..

CONCLUSION

Berdasarkan hasil penelitian yang telah dilakukan untuk mengetahui Pengaruh Competence and Motivation Towards Employee Performance at Dinas X in West Java Province, therefore the following conclusions can be drawn:

1. The competencies of employees at Dinas X in West Java Province do not yet meet the needs of the organization, meaning that competencies are one of the factors that have a significant impact on the organization's sustainability. However, there are several elements/indicators that are considered less appropriate, causing employees to mostly choose uncertain answers.

2. The work discipline of employees at Dinas X in West Java Province is generally assessed as being in accordance with the state of the organization. Some indicators have quite high values. However, there are several indicators with low values that need to be improved.

3. Employees at Dinas X in West Java Province have high employee performance, and some employees even have very high employee performance. From several existing indicators, overall, they show good and high values.

4. Competence and Work Discipline simultaneously affect Employee Performance at Dinas X in West Java Province. However, partially, competence has a more dominant influence on Employee Performance than discipline. And partially, the influence of competence and discipline on Employee Performance is as follows:

a. Competence affects Employee Performance, so if the Competence is appropriate, Employee Performance will also improve.

b. Work discipline affects employee performance, so if the work discipline possessed by employees aligns with the organization's expectations, employee performance will also improve.

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