



The Influence of Work Competence and Discipline on the Performance of Planning Agency Employees

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Abstract

This research aims to determine the influence of competence and work discipline on the performance of North Penajam Paser Regency Planning, Research and Development Agency employees. This research suspects that there are two things that influence employee performance, namely lack of effective communication and competence. This is because ideally employees work in accordance with their competencies, but in the North Penajam Paser Regency Planning, Research and Development Agency office, employees are still found who work not in accordance with their competencies. Apart from that, employee discipline is also expected to be a factor in their performance. In this research, researchers found many problems related to official discipline. In this research, the data collection method used was a saturated sampling technique and multiple linear regression analysis with the help of the SPSS 26 program which was used to analyze the data. The research results show that the competency variable (X1) has a positive and significant effect on employee performance (Y). However, there is a positive and significant influence of the discipline variable (X2) on employee performance (Y). The results of the coefficient of determination (41.5%) show that the ability of the independent variables (competence and work discipline) in explaining the dependent variable (employee performance) is in a small percentage and there are still other variables that are not included in this research.

Introduction

Repositioning the role and function of human resources in an organization is a fundamental need and is a strategic step in running an organization that is directed at achieving optimal performance. An employee's performance can be known from the results of a job which can be shown by the degree of the employee's ability to complete a job. In this way, the organization is able to maintain its existence as a source of life and welfare for its employees in the long term so that it is hoped that it can improve the performance of employees of the North Penajam Paser Regency Planning, Research and Development Agency. Hutabarat (2022) explains performance as the work results achieved by a person in carrying out the tasks assigned to him which are based on skill, experience and sincerity as well as time.

Previous research results from Sutianingsih & Handayani (2021) show that performance is a function of motivation and ability. Performance is the real behavior displayed by each person as a work achievement produced by employees in accordance with their role in the organization. Increasing employee performance has a positive impact on achieving organizational goals, therefore management must study the attitudes and behavior of employees in the organization. Creating good performance is not easy because employee performance can be created if the variables that influence it are competence, organizational commitment and motivation (Andika & Darmanto, 2020).

Organizations have made many efforts to build competency models to identify the key competencies that organizations need to be more competitive and successful in the future (Marliana & Suyuthi, 2024). Understanding competence in public and private organizations is very necessary, especially to answer organizational demands, where there is very rapid change, the development of very complex and dynamic problems and the uncertainty of the future in the order of social life (Sari et al., 2023). Insufficient employee competency results in less performance achievements that should be achieved. Apart from that, their understanding of the main tasks and functions is not in-depth and does not produce the innovations that the leadership hopes for. Work is carried out based on previous performance.

On the other hand, work discipline is a factor in achieving high achievement and productivity. In this regard, through correct management it will at least make it easier to manage employee work discipline (Mujahid & Nugraha, 2020). Efforts to improve employee performance need to be carried out through further research into the factors that influence employee performance so that they are in line with the main duties and functions of the North Penajam Paser Regency Planning, Research and Development Agency. The measure of success in achieving goals is the assessment of office performance in the form of maximum Employee Performance Standards (SKP) in accordance with established standards such as government office standards in general.

The relationship between the organization and its employees (at the Planning, Research and Development Agency of North Penajam Paser Regency, there are also several obstacles, where the role of the organization has not been maximized in encouraging the quantity and quality of output from employee performance, as well as employees who have not fully understood their role in the organization and are still less enthusiastic in his work.

Based on facts and observations obtained in the field, the performance of North Penajam Paser Regency Bapelitbang employees is still less than optimal, including those related to competency, namely the issue of the ability of employees who are not competent in their field so that the performance given is not optimal. The things that underlie the problems that arise include, there are mutations that occur in the organization, a lack of employees who are involved in training and training related to their main tasks. Another thing is that coordination between the fields in Bapelitbang is not optimal so that the data obtained is still not continuous between the fields. from one field to another, employees are less careful in carrying out their tasks.

The lack of accuracy can be seen from the frequent errors in managing data resulting in many corrections from superiors. Regarding work discipline, there are still employees who arrive late to the office, there are employees who come in and out during working hours, and there are employees who are not in their place or room but instead carry out unproductive activities in accordance with their respective work demands, thereby making work employees are delayed, in fact there are still employees who prioritize personal interests by abandoning responsibility for carrying out tasks by delegating them to other employees.

Empirically, as described above, employee performance can be influenced by several variables, including the competency, motivation and work discipline of employees from a government organization.

Methods

The object of this research is the North Penajam Paser Regency Research and Development Planning Agency. An organization or institution that operates in the field of Regional Research and Development Planning. This institution has been established since the formation of North

Penajam Paser Regency in 2002, which was originally called the Regional Development Planning Agency (BAPPEDA). BAPELITBANG North Penajam Paser Regency is located at Jl. Province Km. 09 Nipah – nipah, Penajam District. The research design used in this research is quantitative research. The research design was formulated with the aim of obtaining a clear direction and targets to be achieved in the research. If the research objectives are well formulated, then research and problem solving will produce quality output. Quantitative research methods are research where the results are presented in the form of descriptions using numbers and statistics. This research tests the influence of 3 (three) variables, namely Competence, Work Discipline and Performance.

Result and Discussion

Validity test

The validity test in this research is used to show the question instrument. The instrument can be said to be valid when r calculated $>$ r table and declared invalid when r calculated \leq r table using a confidence level of 0.05. In this study, the r table is 0.267, which is obtained from $df = (N-2)$ or $df = (39 - 2)$, so the value of $df = 37$ results in an r table of 0.267. The validity test used is by adding up the scores between each question and the scores for each construct. The validity test results for each variable will be explained in table form.

Test Validity of *Competency* Variables (X1)

Table 1. Competency Variable Validity Test (X1)

No	Question	r count	r table	Information
1.	X1.1	0.336	0,267	Valid
2.	X1.2	0.710	0,267	Valid
3.	X1.3	0.438	0,267	Valid
4.	X1.4	0,661	0,267	Valid
5.	X1.5	0,634	0,267	Valid
6.	X1.6	0,584	0,267	Valid
7.	X1.7	0,616	0,267	Valid
8.	X1.8	0,584	0,267	Valid
9.	X1.9	0,384	0,267	Valid
10.	X1.10	0.554	0,267	Valid

Source: Processed primary data (2023)

Based on the results of the validity test of the independent variable *Competence* (X1) as in table 4.1 states that with the total value of r calculated in the r table being greater, then *Competency* declared valid. By using a significance level of 0.05, the calculated r value is greater than the table r value, namely 0.267.

Disciplinary Variable Validity Test Work (X2)

Table 2. Disciplinary Variable Validity Test Work (X2)

No	Question	r count	r table	Information
1.	X2.1	0.587	0,267	Valid
2.	X2.2	0.674	0,267	Valid
3.	X2.3	0.800	0,267	Valid
4.	X2.4	0,755	0,267	Valid
5.	X2.5	0,741	0,267	Valid

6.	X2.6	0,752	0,267	Valid
7.	X2.7	0,640	0,267	Valid
8.	X1.8	0,623	0,267	Valid
9.	X2.9	0,279	0,267	Valid

Source: Primary data processed (2023)

Based on the results of the validity test of the independent variable *Discipline Work* (X2) as in table 4.2 states that with the total value of r calculated in the r table being greater, then *the Discipline variable Work* declared valid. By using a significance level of 0.05, the calculated r value is greater than the table r value, namely 0.267.

Performance Variable Validity Test (Y)

Table 3. Performance Variable Validity Test (Y)

No	Question	r count	r table	Information
1.	Y1	0.395	0,267	Valid
2.	Y2	0.780	0,267	Valid
3.	Y3	0.697	0,267	Valid
4.	Y4	0.695	0,267	Valid
5.	Y5	0,748	0,267	Valid
6.	Y6	0,796	0,267	Valid
7.	Y7	0,513	0,267	Valid
8.	Y8	0,633	0,267	Valid
9.	Y9	0,606	0,267	Valid
10.	Y10	0.719	0,267	Valid
11.	Y11	0.607	0,267	Valid

Source: Primary data processed (2023)

Based on the results of the validity test of the dependent variable *Performance* (Y) as in table 4.3, it states that with the total value of r calculated in the r table being greater, the *Performance variable* declared valid. By using a significance level of 0.05, the calculated r value is greater than the table r value, namely 0.267.

Reliability Test

The reliability test is carried out to find out whether the measuring instrument used in the form of a questionnaire can be trusted. To see whether a measuring instrument can be trusted or not, a statistical approach is used, namely the correlation results are compared with the critical value at a significance level of 0.05. Reliability less than 0.5 is not good, while 0.6 is acceptable and above 0.7 is good.

Table 4. Reliability Test

Var	Alpha count	Cronbach's Alpha	N of items	Information
X1	0.7 04	0.600	10	Reliable
X2	0.825	0.600	9	Reliable
Y	0.8 70	0.600	11	Reliable

Source: Processed primary data (2023)

Based on Table 4.4, it can be seen that the reliability test for variable X1 has a reliability level of 0.704. So it can be concluded that the 10 questions in variable X1 are very reliable because the coefficient value is > the critical value, namely 0.600 (0.704 > 0.600).

Based on Table 4.4 it can be seen that the reliability test for variable X2 has a reliability level of 0.825. So it can be concluded that the 9 questions in variable X2 are very reliable because the coefficient value is > the critical value, namely 0.600 (0.825 > 0.600).

Based on Table 4.4, it can be seen that the reliability test for variable Y has a reliability level of 0.870. So it can be concluded that the 11 questions in variable Y are very reliable because the coefficient value is > the critical value, namely 0.600 (0.870 > 0.600).

Assumption Test Results Classic

The classical assumption test needs to be carried out to find out the researcher's data before using regression techniques. The regression model is said to be good when there are no problems in the data with a normal distribution. The classical assumption tests carried out are the normality test, multicollinearity test and heteroscedasticity test which will be explained as follows:

Normality test

The normality test is used to determine whether the data is normally distributed. To carry out the normality test, this research used the *one sample Kolmogorov-Smirnov test method*. The significance level used was $\alpha = 0.05$. The basis for making decisions is by looking at the probability number ρ , provided that if the probability value $\rho \geq 0.05$ then the normality assumption is met and if the probability value $\rho < 0.05$ then the normality assumption is not met.

Table 4. Normality test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residuals
N		39
Normal Parameters ^{a, b}	Mean	,0000000
	Std. Deviation	3,44534335
Most Extreme Differences	Absolute	,085
	Positive	,085
	Negative	-,084
Test Statistic		,085
Asymp. Sig. (2-tailed)		,200 ^{c, d}
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

Source: SPSS 26 Output Results

Based on table 4.5, it is known that the value of *Asymp.Sig. (2-tailed)* of 0.200 and a significant level of 0.05. So the normality assumption is met. Analyzing the results of *the Kolmogorov Smirnov values* above, it can be concluded that the data is normally distributed *Kolmogorov*

Smirnov 0.200 > 0.05. So, the data results used in this research can be stated to have a normal distribution and can be used for further research.

Multi coloniality test

The multicollinearity test is used to test and see the results of this research whether the regression model found a correlation or relationship between independent variables. A good regression model does not have correlation between independent variables. Multicollinearity test to detect whether or not there are symptoms of multicollinearity by looking at the *tolerance value* and *Variance Inflation Factor* (VIF). A VIF value of more than 10 is said to be multicollinearity.

Table 5. Multicollinearity Test

Variable	Collinearity Statistics		Information
	Tolerance	VIF	
<i>Competence</i>	0,702	1, 424	Multicollinearity does not occur
<i>Discipline Work</i>	0.702	1, 424	Multicollinearity does not occur

Source: Processed primary data (2023)

Based on table 4.6, the test results show the VIF value for each independent variable and the *tolerance value*. *The Competency Variable* has a *tolerance value* of 0.702 > 0.1 and a VIF value of 1.424 < 10, *the Discipline Variable Work* has a *tolerance value* 0,702 > 0.1 and VIF value 1,424 < 10. This shows that the independent variables in this study do not have multicollinearity.

Heteroscedasticity Test

The Heteroscedasticity Test aims to determine if there are differences between variables in the regression model from one observation to another. To determine this test, the decision requirement is used: if the p value is > 0.05, it can be said that heteroscedasticity does not occur and if the p value < 0.05, it can be said that heteroscedasticity occurs in the regression model. The results of the heteroscedasticity test can be explained as follows:

Table 6. Heteroscedasticity Test

Variable	Significance	Information
<i>Competence</i>	0.704	Heteroscedasticity does not occur
<i>Discipline Work</i>	0,803	Heteroscedasticity does not occur

Source: Processed primary data (2023)

Based on table 4.7 shows that if the significance level of a variable is more than 0.05, it can be ensured that heteroscedasticity does not occur in the regression model.

Hypothesis testing

Analysis Results Multiple Linear Regression

Multiple linear regression analysis aims to connect the dependent variable with the independent variables and can explain the characteristics of each independent variable.

Table 7. Multiple Linear Regression Analysis

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	18,587	5,594		3,323	,002
	X1	,167	,072	,314	2,328	,026
	X2	,539	,156	,468	3,467	,001
a. Dependent Variable: Y						

Source: Processed primary data (2023)

From table 4.8 you can see the regression equation as follows: $Y = 18,587 + 0,167 X_1 + 0,539 X_2 + e$

Competency (X1)

It means enhancement competence will be followed with enhancement performance employee. Enhancement performance road units will be followed with enhancement performance employee of 0.167 (16.7%), with assumption other variables have constant values.

Discipline Work

It means enhancement Discipline Work will be followed with enhancement performance employee. Enhancement performance road units will be followed with enhancement performance employee of 0.539 (53.9%), with assumption other variables have constant values.

Coefficient of Determination Test

The coefficient of determination test is a test to explain the proportion of variation in the dependent variable that is explained by the independent variable. Apart from that, the coefficient of determination test can also be used to measure how good the regression line we have is.

Table 8. Coefficient of Determination Test

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,644 ^a	,415	,382	3,375
a. Predictors: (Constant), X2, X1				

Source: Processed primary data (2023)

Based on table above, obtained The R Square value is 0.415. That matter showing that ability or contribution variation change influence independent variables competence, and discipline Work in influence the dependent variable is performance employee have mark amounting to 41.5%. And the remaining 100% - 41.5%, namely 58.5% is influenced variables that don't researched.

Test (Partial Test)

Based on Table 4. 8 that is:

$t_{table} = 0.05/2; 39 - 3 - 1$

0.025; 35

Then look for the distribution of ttable values and find the value ttable is 2.030. Results testing hypothesis through test t obtained t count based on mark coefficient Which can seen on table on show that:

H1 Variable Competency (X1)

It is known that the Sig value. for the influence of Competence (X1) on performance (Y) is $0.026 < 0.05$ and the tcount value $2,328 > ttable 2.030$, so it can be concluded that H1 is accepted means there is influence positive X1 to Y.

H 2 variable Discipline Work (X2)

It is known that the Sig value. for the influence of Discipline Work (X2) on performance (Y) is $0.001 < 0.05$ and the t value $3.467 > ttable 2.030$, so it can be concluded that H2 is accepted means there is positive influence X2 to Y.

test (Simultaneous Test)

Table 9. f test (Simultaneous Test)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	290,306	2	145,153	12,744	,000 ^b
	Residual	410,053	36	11,390		
	Total	700,359	38			
a. Dependent Variable: Y						
b. Predictors: (Constant), X2, X1						

Source: Processed primary data (2023)

From table 4.10 above, it can be seen that the calculated F value is 12.744 with a test significance value showing 0.000. The significance value is smaller than 0.05, so it can be concluded that together performance influenced by Competency and Discipline Work. The results of the hypothesis carried out show that in a way together (simultaneously) Competence and discipline Work Influential positive and significant to performance employee Test result This supported results study previous by (Dharmanegara et al., 2016) which found The results show that competency has a significant effect on employee performance. This means that the higher the competency possessed by employees and in accordance with job demands, the more employee performance will increase. Work discipline has a significant effect on employee performance. This means that an increase or decrease in performance is influenced by work discipline. Research and Development BAs should have good competence and professionalism, and further improve their skills and abilities in their respective fields, as well as comply with all regulations that have been set in order to achieve the expected performance.

Influence Competence on Employee Performance

Based on t statistical test results in table 4.8, t statistical test of the independent variable Competence, with calculated t amounting to $2,328 > t table (2.030)$ and is significant count $0.026 > 0.050$ (5%). So, you can said that H1 is accepted, exists influence positive and significant variable competence to performance employee. For That can concluded that variable competence influential positive and significant to performance employee. Research result This consistent and consistent with Study (Beti, 2016) entitled " The Influence of Competency, Discipline and Motivation on the Performance of Employees of the Regional

Planning, Research and Development Agency (BAPPEDA) of Morowali Regency . " The result is the competency variable has a positive and significant effect on the performance of Morowali Regency Bappeda employees. Furthermore, study this also proves that if variable competence improved so competence influential to performance at the North Penajam Paser BAPELITBANG Office. With exists study This prove that variable competence has influence to performance employee at the North Penajam Paser BAPELITBANG office.

Influence Discipline Employee on Employee Performance

Based on the results of the t statistical test in table 4.8, the t statistical test for the independent variable Discipline Work, show that role Discipline Work has t count amounting to $3.467 > t$ table (2,030) value significant of 0.001 more small from mark significant < 0.05 . So you can said that H2 is accepted, there is an influence positive and significant variable competence on Employee Performance. For That can concluded that variable Discipline Work influential positive and significant to performance employee. Furthermore, study this also proves that If variable Discipline Work improved so Discipline Work influential to enhancement performance at the North Penajam Paser BAPELITBANG Office. Good discipline according to (Syafrina, 2017) reflect great sense of responsibility answer somebody to assigned tasks to her. This matter push excitement working spirit work, and its realization objective organizations / agencies and employees. Therefore that, all over employees to implement personal discipline. Without support discipline all employee so difficult achieved objective organization, so discipline is key achieved achievement performance optimal. Research result This in line with study Study (Yusuf, 2014) with title " Influence Leadership, Communication, Motivation Work, and Discipline On Employee Performance". The result showing that variable discipline have influence positive and significant to performance employee. With exists study This prove that variable discipline Work have influence to performance employee at the North Penajam Paser BAPERLITBANG office.

Influence Competence and Discipline Work Employee on Employee Performance

Based on the f test results there is a table 4.1 0 it can be seen that the calculated F value obtained is $12.744 > f$ table 3.26 with a significance level of 0.001. Because the significance level is > 0.050 , it is said that competence and discipline work has a joint and significant effect on employee performance at the North Penajam Paser BAPELITBANG Office. The results of this research are consistent and in line with research research (Prayogi et al., 2019) entitled " The Influence of Competency and Work Discipline on Employee Performance ." The result is "The Effect of Competence and Discipline Work have a simultaneous and significant effect on performance employee. This research proves that competence, and discipline Work have a joint and significant effect on employee performance at the North Penajam Paser BAPELITBANG office.

Conclusion

From the results study is known that there is influence positive and significant from variable Competency (X1) on Employee Performance (Y). From the results study is known that there is influence positive and significant from variable Discipline work (X2) on employee performance (Y). Based on the results second study obtained results that on the calculations The calculated F value is 12.744 with a test significance value showing 0.001. The significance value is smaller than 0.05, so it can be concluded that Variable Competency and discipline variables work has a positive effect and significant to the performance of North Penajam Paser BAPELITBANG employees. Variable Competency and discipline variables Work in a way

simultaneous influential positive and significant at the North Penajam Paser BAPELITBANG Office. It is hoped that leaders will further optimize supervision so that work discipline is better so that work can be completed on time and achieve better results. satisfying. With he knows that second variable that is Competence and discipline Work have influence on Employee Performance, then recommended For do repair or set policy about rule rule directed work to enhancement performance employee with method notice influence from Competence and discipline Work as giving element impact on Employee Performance at the North Penajam Paser BAPELITBANG Office. For other researchers who will do similar research, so examine other external factors research this has influence good in increase performance officers at BAPELITBANG.

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