

The Influence of Competence, Environment and Work Discipline on the Performance of Employees of the Human Resources Development and Personnel Agency

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Abstract

This study aims to determine and analyze the Influence of Competence, Environment and Work Discipline on the Performance of Employees of the Human Resources Development and Personnel Agency of Enrekang Regency. This type of research is quantitative research with a sample of 40 respondents using a questionnaire as data collection. Sampling and determination using data analysis techniques used to test the influence between variables in this study using multiple regression analysis using SPSS. The results of the study indicate that the Influence of Competence, Environment and Work Discipline has a positive and significant effect on the Performance of the Human Resources Development and Personnel Agency.

Introduction

The success of an organization, whether large or small, is not only determined by the availability of human resources, the quality of human resources plays an important role in planning, implementing, and controlling the organization (Haeruddin et al., 2023). To achieve sustainable development, the government and private sector must pay serious attention to the development of human resource quality. Human resources play a central role as a driving factor in carrying out various agency activities, so that good handling in human resource management is needed.

According to Romadona & Setiawan (2020), the approach to human resource management must be holistic, referring to the strategic objectives of the organization as a whole, not just on a unit or micro scale. This aims to implement a comprehensive and consistent strategy. Personnel management policies need to fully involve all stakeholders in order to achieve organizational goals effectively (Fatoni, 2017). Thus, investment and attention to quality human resources will be the key to the success and sustainability of the organization in the future (Khaeruman et al., 2024; Roziq et al., 2021; Chams & García-Blandón, 2019).

The Human Resources and Personnel Agency is an implementing element of the Regional Government in the Field of Regional Personnel and Human Resource Development in accordance with the division of government affairs and based on the provisions of applicable laws and regulations (Aini & Safitri, 2024; Fang et al., 2023). The Enrekang Regency BKPSDM is one of the Regional Apparatus organizations of Enrekang Regency, has various work units consisting of the State Civil Apparatus (ASN) that support the implementation of government goals.

Align with research from Artha (2021), Each of these work units has its own main tasks and functions which are useful for realizing the vision and mission of the government. According to Hertati et al. (2023), BKPSDM has the task of assisting the Regent in implementing policy

formulation in the field of personnel and human resource development and carrying out assistance tasks given by the government and/or provincial government. These work units or what are called Regional Apparatus Organizations in the government will run continuously with each other in accordance with the direction of the authority holder of the government (Intan et al., 2022).

Professional and high-achieving ASN must be based on the vision, mission and goals of the organization in order to develop services to the community (Sartika & Kusumaningrum, 2017). Therefore, competence and discipline are needed to ensure the implementation of tasks both internally and externally by creating conducive and dynamic conditions when completing tasks. This is in accordance with the Regulation of the State Civil Service Agency of the Republic of Indonesia Article 1 Paragraph 13 No. 8 of 2019 concerning Guidelines for Procedures and Implementation of Professional Measurement and ASN states that ASN professional standards are criteria used in measuring the level of ASN professionalism which includes dimensions of qualifications, competence, performance, discipline and employee work environment so that in carrying out their duties they are able to play a role in providing answers to the changing dynamic era (Sasmito, 2022).

ASN employees, hereinafter referred to as ASN employees, are civil servants and government employees with work agreements appointed by civil servant development officials and assigned duties in a government position or assigned other state duties and paid based on statutory regulations (Law No. 5 of 2014 concerning ASN). The smooth implementation of government duties and national development is highly dependent on the perfection of the state apparatus, especially civil servants (Septrideni, 2019).

According to Daulay et al. (2019), performance is the result of employee work in carrying out work by workers in terms of quality or quantity carried out by workers at a certain time based on their responsibilities. The organization certainly continues to strive to optimize its performance in accordance with the desire to achieve goals (Ramadhani et al., 2023). Employee performance in an organization will support the achievement of these goals (Pramesthi & Sari, 2023).

Employees can work well if their performance is good and of course performance is a determining factor in the success of an organization (Ilmih, 2019). The performance of Civil Servants or ASN can be said to be employees who have good performance as seen from their additional employee income (TPP) if the employee receives full it means their performance is good and if the employee receives half TPP it means their performance is not good. The criteria given to ASN employees in the TPP acceptance process are seen from the workload given to ASN who carry out tasks exceeding the normal workload or normal time limit, as for special tasks, namely ASN carry out their duties with high responsibility, such as managing employee data or preparing performance reports.

In addition, it is not only the Additional Employee Income (TPP) that is seen but there is also a factor of work quality, one of which is low motivation where work motivation often leads to bad habits and employee disobedience to their superiors. This can affect the quality of work because employees are not fully dedicated and focused on their duties. The quantity factor of work can be seen from the absence showing employee lateness as a problem. This delay can result in delayed work tasks and have an impact on the achievement of organizational goals less than optimally (Rahayu et al., 2023).

The competence of human resources, especially government employees in this case Civil Servants (PNS) as the task bearers in running the wheels of government in various sectors according to their duties and functions, their performance capabilities must always be improved

so that work productivity is met according to needs (Sakir et al., 2021). The increase in competency required can be met by carrying out various efforts to improve competency itself, including non-formal education such as training, so that employees feel motivated to improve their performance.

Methods

The approach used in this study is a survey. Survey research is a study that takes samples from a population using a questionnaire as the main data collection tool and generally uses statistical methods. This type of research is qualitative, namely to explain the causal relationship (influence) with hypothesis testing. This method is used because it is relevant to the topic of the thesis writing, so that later it can be known how the influence of Competence, Work Environment, and Work Discipline on Employee Performance at the Human Resources Development and Personnel Agency in Enrekang Regency or consists of four variables, namely Competence (X1), Work Environment (X2), Work Discipline (X3), and Performance (Y). This research was conducted at the Office of the Human Resources Development and Personnel Agency, precisely on Jalan Jendral Sudirman No.1, Galonta, Enrekang District, Enrekang Regency, South Sulawesi 91711. The location of this research was chosen after conducting observations or temporary observations showing problems faced by employees, namely regarding Competence, Work Environment and Work Discipline so that researchers are interested in conducting research. The research population is a generalization area consisting of a group of objects or subjects that are used as research data. Kurniawati et al. (2023), defines that: "Population is a generalization area consisting of objects or subjects that have certain quantities and characteristics determined by researchers to be studied and then conclusions drawn. The population in this study were all Civil Service Employees (PNS) at the Human Resources Development and Personnel Agency in Enrekang Regency, totaling 40 employees. The sample in the study was a total sample or all members of the population. This is because the research conducted was a census study where this method was carried out if the population members were small. The sample taken in this study was 40 respondents (based on the total of all Civil Service Employees (ASN) at the Human Resources Development and Personnel Agency in Enrekang Regency.

Data Analysis Methods

Data quality testing is carried out to ensure that the research instruments used are valid and reliable. Validity testing aims to measure the accuracy of the instrument using product moment correlation in SPSS, where an item is said to be valid if the significance value is < 0.05 or the calculated r value is $> r$ table. Reliability testing is carried out using Cronbach Alpha, and an instrument is declared reliable if the alpha value is > 0.600 . Classical assumption tests include normality tests with Kolmogorov-Smirnov, which show that the data is normally distributed if the significance value is > 0.05 . Multicollinearity testing is carried out by looking at the VIF value, which must be < 10 . Heteroscedasticity testing is carried out by looking at the residual distribution pattern, if it does not form a certain pattern then heteroscedasticity does not occur. Autocorrelation testing uses Durbin-Watson, and the non-autocorrelation assumption is met if the du value is $< DW < 4 - du$.

Results and Discussion

Data collection began by distributing questionnaires. The sample or respondents in this study were 40 employees at the Enrekang Regency Human Resources Development and Personnel Agency. The competency variable was measured by five indicators, namely personal character, self-concept, knowledge, skills and work motivation. All five indicators were developed into one statement item. Respondents' perceptions of competency can be seen in the following table:

Table 1. Frequency/Percentage of Competency Indicators

Indicator	Respondent Answer Score										Mean
	1		2		3		4		5		
	F	%	F	%	F	%	F	%	F	%	
X1.1	0	0	7	17,5	6	15,0	18	45,0	9	22,5	3,73
X1.2	0	0	6	15,0	10	25,0	16	40,0	8	20,0	3,65
X1.3	1	2,5	7	17,5	9	22,5	14	35,0	9	22,5	3,58
X1.4	1	2,5	6	15,0	7	17,5	18	45,0	8	20,0	3,65
X1.5	1	2,5	4	10,0	7	17,5	21	52,5	7	17,5	3,73
Mean of Competency Variable											3,67

Source: Processed Data Results, 2025

Based on the table above, it can be seen that the perception of the Competence variable, respondents gave a very good or important value, this can be seen from the Competence variable, namely Personal Character (X1.1) and Work Motivation (X1.5), with an average value of 3.73. This illustrates that ASN employees have a high personality foundation and tend to have a high work ethic, while work motivation is to have high initiative and enthusiasm in working and focus on achieving and completing tasks.

Validity Test

Validity testing in this study uses the Pearson correlation test. The requirements for decision making in this test are, if the r-count value is $>$ then the data is valid (Purnomo, 2016). The following are the results of the validity test that have been conducted by the researcher.

Table 2. Validity Test

Variable	Indicator	R Count	R Table	Sig.	Info
X1 (Competence)	X1.1	0.897	0.304	0.000	Valid
	X1.2	0.849	0.304	0.000	Valid
	X1.3	0.687	0.304	0.000	Valid
	X1.4	0.928	0.304	0.000	Valid
	X1.5	0.721	0.304	0.000	Valid
X2 (Work Environment)	X2.1	0.831	0.304	0.000	Valid
	X2.2	0.698	0.304	0.000	Valid
	X2.3	0.726	0.304	0.000	Valid
	X2.4	0.554	0.304	0.000	Valid
	X2.5	0.893	0.304	0.000	Valid
X3 (Work Discipline)	X3.1	0.674	0.304	0.000	Valid
	X3.2	0.739	0.304	0.000	Valid
	X3.3	0.801	0.304	0.000	Valid
	X3.4	0.771	0.304	0.000	Valid
	X3.5	0.877	0.304	0.000	Valid
Y (Performance)	Y1	0.905	0.304	0.000	Valid
	Y2	0.888	0.304	0.000	Valid
	Y3	0.721	0.304	0.000	Valid
	Y4	0.800	0.304	0.000	Valid
	Y5	0.564	0.304	0.001	Valid

Based on the results of the validity test above, the correlation number (r count) was obtained which was greater than the required r table, which was 0.304. The Correction Item Total

Correlation (r count) value for all Competence variables (X1), Work environment (X2), Work discipline (X3) and Performance (Y) was between 0.554 - 0.905. These results indicate that the r count value > 0.304 (r table), thus indicating that all statement items in the Competence, Work environment, Work discipline and Performance questionnaires are valid or able to express something that will be measured by the questionnaire, so that it can be used for further analysis.

Reliability Test

Reliability testing is carried out by calculating the Cronbach Alpha of each instrument in each variable, a construct or variable is said to be reliable if it is given a Cronbach Alpha value > 0.600.

Table 3. Reliability Test

No	Variabel	Crombach's Alpha	Standard Value	Inf
1	Competence (X1)	0.873	0.60	Reliabel
2	Work environment (X2)	0.786	0.60	Reliabel
4	Work discipline (X3)	0.832	0.60	Reliabel
3	Performance (Y)	0.837	0.60	Reliabel

Source: Processed Data Results, 2025

Based on the reliability test results of the Competence, Work Environment, Work Discipline and Performance variables above, the alpha coefficient (Cronbach's Alpha) > 0.60 can be concluded that the instrument used is reliable.

Normality Test

Data normality testing uses the Kolmogorov-Smirnov test in the SPSS application with a probability level (sig) of 0.05.

Table 4. Normality Test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		40
Normal Parameters ^{a,b}	Mean	,0000000
	Std. Deviation	1,29768223
Most Extreme Differences	Absolute	,086
	Positive	,086
	Negative	,081
Test Statistic		,086
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: Processed Data Results, 2025

Based on the statistical normality test above, it shows that the normality test with Kolmogorov Smirnov with an Asymp.Sig value (2-tailed) of 0.200 > 0.05, then the data is concluded to be normally distributed.

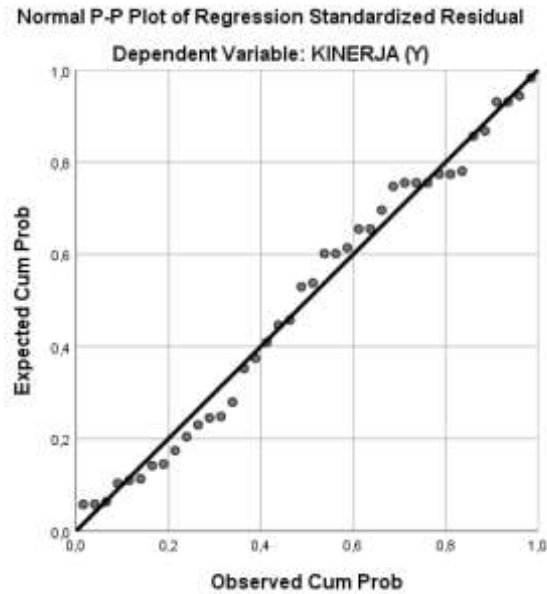


Figure 1. Results of Classical Assumption Testing

Source: Processed Data Results, 2025

The regression model is said to be normally distributed if the plotting data (dots) that describe the actual data follow the diagonal line. Based on the image above, the plotting data (dots) follow the diagonal line, so the data can be said to be normally distributed.

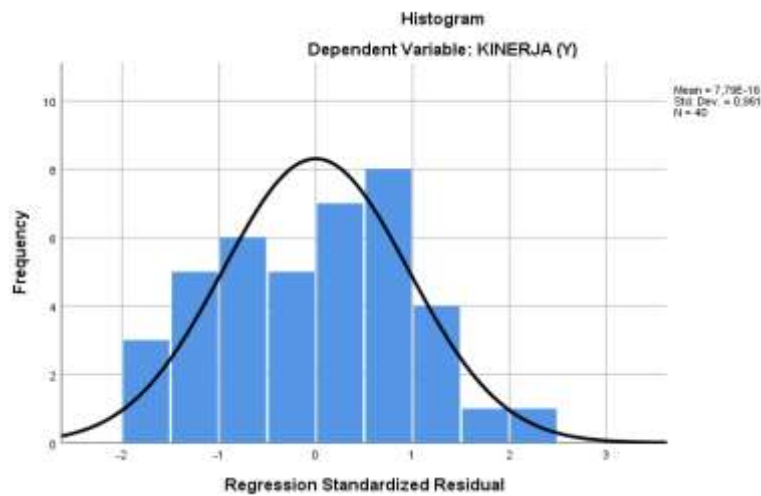


Figure 2. Results of Heterogeneous Normality Test

Source: Processed Data Results, 2025

Based on the histogram graph image, a normal curve is obtained that forms a perfect bell, so it can be said that the residual data has been normally distributed

Multicollinearity Test

The multicollinearity test is needed to obtain the actual correlation, which is purely not influenced by other variables that are actually, which are purely not influenced by other variables that may have an effect.

Table 5. Multicollinearity Test

Variable	Collinearity Tolerance	VIF	Description
Competence (X1)	0.020	4.540	No Multicollinearity
Work Environment (X2)	0.061	3.827	No Multicollinearity
Work Discipline (X3)	0.092	5.210	No Multicollinearity

Source: Processed Data Results, 2025

Based on the table above, the results of the Tolerance value calculation show that no independent variables have a Tolerance value of less than 0.10, which means there is no correlation between independent variables with a value of more than 95%. The results of the Variance Inflation Factor (VIF) value calculation also show the same thing, no independent variable has a VIF value of more than 10. So, it can be concluded that there is no multicollinearity between independent variables in the regression model.

Scatterplot Heteroscedasticity Test

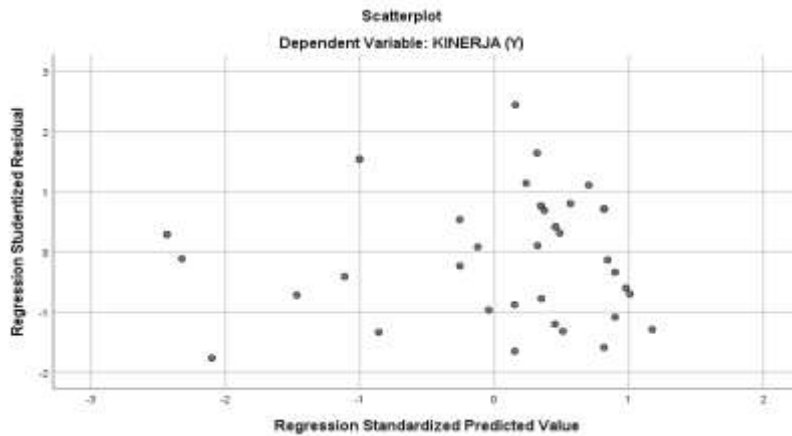


Figure 3. Results of Heteroscedasticity Assumption Test

Source: Processed Data Results, 2025

Based on the image above, it shows that the points are spread above and below the number 0 on the Y axis, so the regression model can be said to have no heteroscedasticity.

Test of Determination Coefficient

Table 6. Test of Determination Coefficient

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.960	0.921	0.915	1.351

Source: Processed Data Results, 2025

Based on the display of the model summary output in the table above, it can be concluded that the adjusted determination coefficient is 0.921 This value indicates that 92.1% The greater the R Square number, the stronger the relationship between the three variables in the regression model. It can be concluded that 92.1% of the Performance variable can be explained by the independent variables, namely Competence (X1) Work environment (X2) and Work discipline (X3) while the remaining 7.9% is explained by other variables outside the model.

t-test (Partial Test)

Table 7. t-Test (Partial Test)

Model		Coefficients ^a						
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1,498	1,005		1,490	,145		
	COMPETENCY (X1)	,245	,111	,221	2,214	,033	,020	4,540
	WORK ENVIRONMENT (X2)	,492	,100	,452	4,939	,000	,061	3,827
	WORK DISCIPLINE (X3)	,362	,114	,340	3,189	,003	,092	5,210
a. Dependent Variable: PERFORMANCE (Y)								
Source: Processed Data Results, 2025								

Based on the table above, the multiple linear regression equation model is obtained as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

$$Y = 1.498 + 0.245X_1 + 0.492X_2 + 0.362X_3 + e$$

where:

Y = Performance

X1 = Competence

X2 = Work environment

X3 = Work discipline

e = Standard error

The regression equation above shows the relationship between the independent variables and the dependent variables partially, from the equation it can be concluded that, The constant value is (1.498) meaning that if there is no change in the Competence, Work Environment and Work Discipline variables (X1, X2, X3 values are 0) then Performance is (1.498). The Competence regression coefficient value is 0.245 meaning that if the Competence variable (X1) increases by 1% assuming the Work Environment variable (X2), Work Discipline (X3) and constant is 0, then performance increases by 0.245%. This shows that the Competence variable contributes positively to performance. The Work Environment regression coefficient value is 0.492 meaning that if the Work Environment variable (X2) increases by 1% assuming the Competence variable (X1), Work Discipline (X3) and constant is 0, then performance increases by 0.492%. This shows that the Work Environment variable contributes positively to performance. The value of the Work Discipline regression coefficient is 0.362, meaning that if the Work Discipline variable (X3) increases by 1% assuming the Competence variable (X1), Work Environment (X2) and constant is 0, then performance increases by 0.362%. This shows that the Work Discipline variable contributes positively to performance.

F Test (Simultaneous Test)

Table 8. F Test (Simultaneous Test)

ANOVAa					
Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	768,225	3	256,075	140,368	,000b
Residual	65,675	36	1,824		
Total	833,900	39			
a. Dependent Variable: PERFORMANCE (Y)					
b. Predictors: (Constant), WORK DISCIPLINE (X3), WORK ENVIRONMENT (X2), COMPETENCE (X1)					

Source: Processed Data Results, 2025

Based on the Table. above, it can be concluded that Competence, Work Environment and Work Discipline have a simultaneous and significant effect on Performance. This can be seen from the calculated F value above of $140.075 > 2.44$ and a probability of $0.000 < 0.05$, and the Fcount value $> F_{table}$ is obtained. Thus, $F_{count} > F_{table}$ ($132.786 > 2.44$) Competence, Work Environment and Work Discipline together (Simultaneously) have an effect on Performance, so hypothesis IV is accepted.

Based on the formulation of the problem and the first hypothesis, it can be observed from the results of multiple linear regression. Based on the table, it shows that Competence has a positive and significant effect on the performance of BKPSDM Enrekang Regency employees. The findings show that the better the Competence possessed by employees, the better their performance results will be. Facts at the research site show that the existence of competence in the workplace greatly influences the performance of BKPSDM employees. Because the better the competence, the better the performance that will be produced (Gaol, 2017). This means that competence must be maintained and continuously improved so that employees are more responsible for the work given, so as to produce quality work which will later have an impact on employee performance as planned by the agency.

Efforts made by the agency related to the problems that occur in the BKPSDM Enrekang Regency environment must be more initiative and creative in conducting education and training in developing the competence possessed by employees with the intention that from the results of the training it is hoped that employees can improve their abilities and skills in aspects that are their duties and responsibilities. This study is in line with the results of the study by Maklassa & Nurbaya (2021) with the research title The Influence of Competence, Motivation, Facilities and Infrastructure on Teacher Performance and Quality of Education. The results of the study show that Competence has a positive and significant effect on teacher performance.

Showing that competence in the form of pedagogical, personality, social and professional competence supports improving teacher performance and the competence possessed by teachers supports improving the quality of education. The results of this study are not in line with the research results of Wardoyo et al. (2024) with the title The Influence of Competence, Motivation and Work Discipline on the Performance of Employees of the South Sulawesi Provincial Industry Service revealed that there is Competence that has no significant effect on employee performance indicating that it is possible that employees do have basic formal competence (for example, through training and development), but these competences are not applied optimally in daily work.

Conclusion

The regression coefficient value of Competence is 0.245, meaning that if the Competence variable (X1) increases by 1% with the assumption that the Work Environment variable (X2), Work Discipline (X3) and constant are 0, then performance increases by 0.245%. This shows that the Competence variable contributes positively to performance.

Suggestion

To the Human Resources Development and Personnel Agency of Enrekang Regency, always strive to provide an understanding to its employees about the importance of competence, by conducting training and education, both formally to support employee performance capabilities in carrying out their work.

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