

## **The Influence of Competence and Work Discipline on the Performance of Government Employees**

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### **Abstract**

This study examines the effect of competence and work discipline on employee performance at the Inspectorate Office of Maros Regency. The sample for this research was 80 employees who were randomly selected using a random sampling technique. Data were collected through questionnaires and analyzed using multiple linear regression. The study results show that competence and work discipline positively and significantly impact employee performance. This shows that increasing competence and work discipline can improve employee performance. In addition, further research can be carried out using a larger sample and examining other factors that can affect employee performance. This research implies that the management must pay more attention to competency development and improving employee work discipline. The recommendation from this research is that the administration must provide training, education, and skill development to employees to improve competence, as well as provide appropriate supervision, sanctions, and rewards for employees who are not/disciplined.

**Keywords:** competence, work discipline, performance, employees, Indonesia

### **1. Introduction**

Public service is one of the government's essential tasks in meeting the community's needs. Government employees are required to have optimal performance. However, several obstacles still impede government employees' performance, including at the Maros Regency Inspectorate Office. One factor that can affect government employees' performance is competence and work discipline (Zacharias et al., 2021). Competence can be interpreted as the ability of employees to carry out tasks according to job demands. In contrast, work discipline is the willingness and ability to carry out tasks properly, on time, and according to procedures (Ikbal et al., 2021).

Competence has a considerable influence on employee performance. Competence is the ability to carry out a job based on skills and knowledge and in terms of employee work attitudes required of the work performed. In theory, competence is an essential characteristic possessed by someone who has a direct effect or can predict excellent performance (Syahrir et al., 2021). Discipline is an operative function of resource management. Humans are the most important because the better the employee discipline, the higher the work performance (Nasriani et al., 2021). Good employee discipline makes it easier for a company to achieve optimal results.

Performance is a reflection of the quality of achieving the goals of an organization or company. From that, it can be interpreted that performance is a form of result or achievement that has been obtained either from an employee's knowledge or skills in carrying out and completing his work. A work environment is a place where employees carry out their work activities (Debby et al., 2021). The work environment can positively and negatively impact every employee to achieve his work results. A good work environment can support the implementation of work so that employees are enthusiastic about

working and participating in encouraging their work motivation—the more comfortable the work environment, the higher the employee's performance.

The smooth implementation of these tasks is highly dependent on the readiness of the Maros Regency Inspectorate Office staff. Therefore, for national development, namely realizing a civilized, law-abiding, modern civilized, democratic, prosperous, just, and noble society. The need for Civil Servants who are elements of state administrators who remain as servants of the state and servants of the community

In the Maros Regency Inspectorate Office context, problems related to employee performance still need to be improved, so a more in-depth study is needed regarding the influence of competence and work discipline on employee performance. The object of the research to be carried out at the Regional Inspectorate Office of Maros Regency includes elements of local government supervisors led by an Inspector who, in carrying out his duties, is responsible to the Regent through the Regional Secretary. But there are still some things that could be improved in the Regional Inspectorate of Maros Regency. This research is expected to provide benefits for the management of the Maros District Inspectorate Office in improving the performance of their employees, as well as providing input for the government in developing policies related to improving the performance of government employees in general.

## 2. Method

The research object was an employee of the Inspectorate Office of Maros Regency, South Sulawesi Province, with a research implementation span of 2 months, from January to March 2023. The research design used a quantitative with a correlational approach. This approach is used to measure the relationship between competency and work discipline variables on the performance of government employees at the Inspectorate Office of Maros Regency. The population of this study was all employees at the Inspectorate Office of Maros Regency. Samples were taken using a random sampling technique. The number of samples taken was 100 respondents. The research instrument used a questionnaire. The questionnaire consists of three parts: the first part to measure competency, the second to measure work discipline, and the third to measure employee performance. The measurement scale used is a Likert scale with a value range of 1-5.

Validity and reliability of the instrument to determine the validity and reliability of the instrument, the validity test was carried out using the content validity test and the reliability test using alpha Cronbach. The results of the validity and reliability tests of the instruments show that the instruments used in this study are valid and reliable. Data Analysis Techniques Data obtained from the questionnaire will be analyzed using simple linear regression to measure the influence of competency and work discipline variables on employee performance. In addition, a hypothesis test will be carried out using the t-test to test the significance of the influence of competence and work discipline on employee performance.

The ethics of this research was carried out by considering the privacy and confidentiality aspects of the respondent's data. The researcher will maintain the confidentiality of the respondent's identity and only use data for research purposes. In addition, researchers will also obtain consent from respondents before collecting data and clearly explain the purpose of the research.

**Table 1.** Research Variables

No	Variable	Dimension	Indicator
1	Competency	The ability of employees in carrying out tasks	<ol style="list-style-type: none"> <li>1. Work experience</li> <li>2. Educational background</li> <li>3. Knowledge</li> <li>4. Skill</li> </ol>

2	Discipline	Compliance with work rules and regulations	1. Understand all organizational rules 2. Effective use of time 3. Responsibility in work and duties 4. Absence Level
3	Performance	The ability of employees to complete tasks	1. Quality 2. Quantity 3. Punctuality 4. Effectiveness 5. Independence

### 3. Result

**Table 2.** Characteristics by Gender

No	Gender	Total	Presentation
1	Man	32	50%
2	Woman	32	50%
<b>Total</b>		<b>64</b>	<b>100%</b>

Source: Maros Inspectorate Office, 2023

Of the 64 respondents, there were 32 men, with a percentage of 50%. There is the same number of women, namely 32, with a ratio of 50%.

**Table 3.** Characteristics by Age

No	Age	Total	Presentation
1	25-29 Years	1	2%
2	30-40 Years	18	28%
3	> 40 Years	45	70%
<b>Total</b>		<b>64</b>	<b>100%</b>

Source: Maros Inspectorate Office, 2023

Aged 25-29 years, they consisted of 1 respondent with a percentage of 2%. They are aged 30-40 years, with as many as 18 respondents, with a rate of 28%, and aged 40 years and over, with as many as 45 respondents, with a ratio of 70%, aged 40 and over, as many as 45 respondents who are the most in the data based on age characteristics.

**Table 4.** Characteristics Based on Last Education

No	Last education	Total	Presentation
1	Elementary school	0	0%
2	Junior high school	0	0%
3	High school	9	14%
4	Diplomas I, II, and III	0	0%
5	Bachelor	46	72%
6	Master	9	14%
7	Others	0	0%
<b>Total</b>		<b>64</b>	<b>100%</b>

Source: Maros Inspectorate Office, 2023

Based on the characteristics of the last elementary school education, there were 0 respondents with a percentage of 0%. The previous education is junior high school as many as 0 respondents with a ratio of 0%. The last education was high school as many as nine respondents with a percentage of 14%. The previous education S1 had as many as 46 respondents, with a ratio of 72%. The last education is S2 as

many as nine respondents with a rate of 14%. So the majority of respondents based on their previous education were undergraduates, with 46 respondents with a percentage of 72%.

#### Validity test

Validation testing is used to measure the validity or validity of a questionnaire statement. The questionnaire is considered valid if the question can reveal something that is measured from the questionnaire. The results of the validity test of the Competency (X1), Work Discipline (X2), and Employee Performance (Y) variables can be seen in the results of the validity test with the assumption that if the value  $n = 64$ , then the  $df = 64 - 2 = 62$  and  $\alpha = 5\%$  then the  $r$ -table value is 0.2461. If  $r$ -count  $>$   $r$ -table, then the statements in the questionnaire can be said to be valid.

**Table 5.** Competency Variable Validity Test (X1)

Variable ( X1 )	R Count	R Table	Decision
X1.1	0.624	0.2461	Valid
X1.2	0.615	0.2461	Valid
X1.3	0.563	0.2461	Valid
X1.4	0.507	0.2461	Valid
X1.5	0.573	0.2461	Valid
X1.6	0.592	0.2461	Valid
X1.7	0.467	0.2461	Valid
X1.8	0.571	0.2461	Valid
X1.9	0.590	0.2461	Valid
X1.10	0.626	0.2461	Valid

Source: Data processed by SPSS Version 26

Based on the results of the validity test of the employee competency variables in the table above, each variable has a value of  $r$ -count  $>$   $r$ -table, so it can be decided that each question item is valid.

**Table 6.** Test the Validity of Work Discipline Variables (X2)

Variable ( X2 )	R Count	R Table	Decision
X2.1	0.699	0.2461	Valid
X2.2	0.797	0.2461	Valid
X2.3	0.709	0.2461	Valid
X2.4	0.811	0.2461	Valid
X2.5	0.751	0.2461	Valid
X2.6	0.754	0.2461	Valid
X2.7	0.734	0.2461	Valid
X2.8	0.719	0.2461	Valid
X2.9	0.730	0.2461	Valid
X2.10	0.709	0.2461	Valid

Source: Data processed by SPSS Version 26

Based on the results of the validity test of the employee work discipline variable in the table above, each variable has an  $r$ -count  $>$   $r$ -table value, so it can be decided that each question item is valid.

**Table 7.** Test the Validity of Performance Variables (Y)

Variable (Y)	R Count	R Table	Decision
Y.1	0.620	0.2461	Valid
Y.2	0.727	0.2461	Valid
Y.3	0.794	0.2461	Valid
Y.4	0.723	0.2461	Valid
Y.5	0.812	0.2461	Valid
Y.6	0.798	0.2461	Valid

Y.7	0.712	0.2461	Valid
Y.8	0.851	0.2461	Valid
Y.9	0.687	0.2461	Valid
Y.10	0.648	0.2461	Valid

Source: Data processed by SPSS Version 26

Based on the employee performance validity test results in the table above, each statement in the variable has a value of  $r\text{-count} > r\text{-table}$ , so it can be decided that each question item is valid.

### Reliability Test

The reliability of the questionnaire is indicated by the Alpha Cronbach formula in the statistical table. This formula is adjusted to the scoring technique performed on each item in the instrument. The value of the correlated item-total correlation in an indicator to be declared reliable is at least 0.70. The following are the results of the reliability test of each variable.

**Table 8.** Reliability Test Results X1, X2 and Y

No	Variabel	Cronbach's Alpha	Decision
1	Competency	0.768	Reliabel
2	Work Discipline	0.907	Reliabel
3	Performance	0.903	Reliabel

Based on the SPSS Statistical Reliability output, it is known that the results of the reliability test in the table above, information is obtained that all variables have a Cronbach's Alpha value of  $> 0.70$ . So all statements in these variables are reliable.

### Multiple linear regression test

The following are the results of multiple linear regression analysis presented in the table below:

**Table 9.** Multiple Linear Regression Test

		Coefficients <sup>a</sup>			T	Sig.
Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	2.004	3.345		.599	.551
	Competency	.181	.090	.141	2.012	.049
	Work Discipline	.774	.067	.804	11.498	.000

a. Dependent Variable: Performance

Source: Data processed by SPSS Version 26

Based on the multiple linear regression model above, the constant value (a value) is 2.004, and for Competence ( $\beta$  value) is 0.181 while Work Discipline ( $\beta$  value) is 0.774, so the following results can be obtained. 1) The constant value is 2,004 2) The regression coefficient on the Competency variable (X1) is 0.181 and is positive, meaning that the Competency variable has increased by 1 point significantly, and the other independent variables have a fixed value. Then the Competency variable will increase the value of the Performance variable by 0.181 (18.1%) and 3. The regression coefficient on the Work Discipline variable (X2) is 0.774. It is positive, meaning that the Work Discipline variable has increased by 1 point significantly, and other independent variables have a fixed value. Then the Work Discipline variable will increase the value of the Performance variable by 0.774 (77.4%).

### Significance test

#### 1. Partial Test (t test)

A partial test was conducted to partially determine each independent variable's effect on the dependent variable. The partial test can be done through t-test statistics by comparing the value of Sig. t with an alpha value of 0.05 and also t-count with t-table.

**Table 10.** Partial t-test Competency variables (X1), work discipline (X2) on performance (Y)

Coefficients <sup>a</sup>					
Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.004	3.345		.599	.551
Competency	.181	.090	.141	2.012	.049
Work Discipline	.774	.067	.804	11.498	.000

a. Dependent Variable: Performance

Source: Data processed by SPSS Version 26

## 2. Simultaneous Test (Test f)

Simultaneous tests were conducted to determine the effect of several independent variables simultaneously on one dependent variable.

**Table 11.** Simultaneous f-test

ANOVA <sup>a</sup>					
Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	1422.824	2	711.412	114.770	.000 <sup>b</sup>
Residual	378.114	61	6.199		
Total	1800.938	63			

a. Dependent Variable: Performance

b. Predictors: (Constant), Work Discipline, Competency

Source: Data processed by SPSS Version 26

## Test results for the coefficient of determination

The value of R Square or adjusted R Square indicates the determinant coefficient in the research results. The following is the result of testing the coefficient of determination.

**Table 12.** Coefficient of Determination

Model Summary <sup>b</sup>					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.889 <sup>a</sup>	.790	.783	2.490	1.946

a. Predictors: (Constant), Work Discipline, Competency

b. Dependent Variable: Performance

Source: Data processed by SPSS Version 26

## 4. Discussion

Based on the following table, it can be seen that the variable that influences this research is competence, namely the ability to carry out or do a job based on skills and experience, and is supported by the work attitude demanded by the job (Setyorini et al., 2021). Work discipline, namely the behavior of a person following regulations and existing work procedures (Tamsah et al., 2020). Performance is how work takes place to achieve results (Nellyanti, Gunawan, Azis, et al., 2021).

The Effect of Competence on Employee Performance The regression analysis results show that competence significantly affects employee performance at the Office of the Inspectorate of Maros Regency. The higher the competence of employees, the better their performance of employees. This follows the theory, which states that the competence or ability of employees to carry out their duties will affect employee performance (Arifuddin et al., 2021). Therefore, it is necessary to improve employee competence through training, education, and skills development. The Effect of Work Discipline on Employee Performance The regression analysis results also show that work discipline

significantly affects employee performance at the Inspectorate Office of the Maros Regency. The higher the level of work discipline, the better the employee's performance. This follows the theory that work discipline affects employee motivation and performance (Nellyanti, Gunawan, Aziz, et al., 2021). Therefore, improving employee work discipline through supervision, sanctions, and rewards is necessary (Maksum et al., 2021).

**The Simultaneous Effect of Competence and Work Discipline on Employee Performance** The regression analysis results show that competence and work discipline significantly affect employee performance in the Inspectorate Office of the Maros Regency. This indicates that competence and work discipline influence each other in improving employee performance (Tennisanna et al., 2021). Therefore, it is necessary to improve these two factors together.

**Implications and Recommendations** Based on the results of this study, developing competence and increasing employee work discipline is significant to improve employee performance at the Inspectorate Office of the Maros Regency. Therefore, it is recommended that the management conduct training, education, and skills development for employees to improve competence and provide appropriate supervision, sanctions, and rewards for employees who are not/disciplined. In addition, further research can be carried out using a larger sample and examining other factors that can affect employee performance.

#### 4. Conclusion

Based on the research results, there is a positive and significant influence between competence and work discipline on employee performance at the Inspectorate Office of Maros Regency. Therefore, increasing competence and work discipline can improve employee performance. This research implies that the management must pay more attention to competency development and improving employee work discipline. The recommendation from this research is that the administration must provide training, education, and skill development to employees to improve competence, as well as provide appropriate supervision, sanctions, and rewards for employees who are not/disciplined (Herlinah et al., 2021; Rasyid et al., 2021). In addition, further research can be carried out using a larger sample and examining other factors that can affect employee performance (Masrullah et al., 2021; Rusli et al., 2021). Overall, the results of this study can contribute to developing the theory and practice of human resource management, especially in terms of competency development and improvement of work discipline as essential factors in improving employee performance.

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