

IMPROVING EMPLOYEE PERFORMANCE THROUGH COMPETENCE AND WORK DISCIPLINE : A CASE STUDY AT THE REGIONAL SECRETARIAT OFFICE OF PATI REGENCY

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ABSTRACT

This study aims to determine employee performance strategies through competence and work discipline. The population and sample used were employees of the Regional Secretariat Office of Pati Regency in the general section, totaling 50 respondents. The data collected were 50 respondents from the Regional Secretariat Office of Pati Regency, specifically the general section. The sampling technique used is a saturated sample. Data collection methods using primary data. The analysis technique used is multiple linear regression analysis, the results of the analysis reveal that partial competence can be used as a strategy to improve employee performance through knowledge, skills, experience, attitudes, and education levels that support the positive and significant results of the analysis, as well as work discipline that to improve employee performance can use work discipline through high attendance, obeying the rules, obeying work standards, working ethically according to the results of the analysis which show positive and significant.

Keywords : Competence; Work Discipline; Employee Performance

ABSTRAK

Penelitian ini bertujuan untuk mengetahui strategi kinerja pegawai melalui kompetensi dan disiplin kerja. Populasi dan sampel yang digunakan adalah pegawai Kantor Sekretariat Daerah Kabupaten Pati bagian umum yang berjumlah 50 responden. Data yang dikumpulkan adalah sebanyak 50 responden dari Kantor Sekretariat Daerah Kabupaten Pati khusus bagian umum. Sampling yang digunakan adalah sampel jenuh, dan data dikumpulkan menggunakan data primer. Hasil analisis regresi linier berganda menunjukkan bahwa kompetensi dapat digunakan secara parsial untuk meningkatkan kinerja pegawai melalui pengetahuan, ketrampilan, pengalaman, sikap serta tingkat pendidikan yang mendukung dengan ditunjukkan hasil analisis yang positif dan signifikan, sama halnya dengan disiplin kerja bahwa untuk meningkatkan kinerja pegawai dapat menggunakan disiplin kerja melalui kehadiran yang tinggi, taat terhadap aturan, taat standart kerja, bekerja secara etis sesuai dengan hasil analisis yang menunjukkan positif dan signifikan.

Kata Kunci : Kompetensi; Disiplin Kerja; Kinerja Pegawai

INTRODUCTION

The Indonesian state wants a just and prosperous society as part of the Unitary State of the Republic of Indonesia. The Government of Indonesia runs the government

to realize the goals of the State. The government is based on the system of government established in the 1945 Constitution, in which local governments have the authority to regulate and manage government affairs based on autonomy and assistance tasks. By considering the principles of democracy, justice, privileges, and regional specificities within the structure of the Unitary State of the Republic of Indonesia, the local government regulates and manages its government affairs intending to accelerate community progress through improved services, empowerment, and community roles as well as increase regional competitiveness. Employees are very important in determining how good or bad an organization is. Every company constantly seeks to enhance employee performance to achieve its organizational goals. Employees are expected to meet the organization's requirements and effectively carry out the tasks assigned to them.

Employee performance is something that must be considered by a leader, namely by conducting regular assessments so that the leader can find out that an employee contributes to the agency or organization where the employee works (Moeheriono, 2018). High-performing employees can help companies compete with other companies. Human resources-professional, proficient, and highly disciplined employees are critical to the success of an organization's operational processes. Good personnel management is the government's way of dealing with intense competition among other government agencies that demand employee performance (Hasyim & Pasaribu, 2021). Performance in an agency is often not maximized. Factors that affect employee performance. According to (Abdillah et al., 2018), stating that the independent variables, competence and discipline, and the dependent variable, employee performance, demonstrate that competence and discipline have an impact on employee performance. Various efforts can be made by organizational leaders in an effort to improve performance, one of which is to improve competence. Competence is the predictable nature of employees in various circumstances and job tasks as a motivation for achievement and the desire to try effectively to complete tasks (Burhanudin et al., 2021). The factor that every employee must have to carry out tasks and work is competence, which includes knowledge, skills, experience, attitudes, and education level. With this competency, employees can complete tasks according to predetermined targets (Rosmaini & Tanjung, 2019). Employees who have high

competence have the opportunity to achieve the high level of performance expected by the institution.

Apart from competence, another factor that affects performance is work discipline. Work discipline is the obedience of employees to carry out the rules set by the agency (Yamanie & Syaharuddin, 2016). Good discipline shows that employees feel responsible for the work given by their superiors or agencies. Malik et al. (2023) stated that the level of work discipline affects employee performance; the higher the level of discipline, the better employee performance. This can encourage work enthusiasm, work passion, and the realization of agency, employee, and group goals. In addition, the application of work discipline will help employees understand and comply with the rules, procedures, and policies that exist in the company. If employees follow the procedures, their performance will improve (Feby & Musadad, 2021). However, the current state of affairs has not been able to produce the expected results. This is due to the fact that there are still weaknesses in the organizational structure of local government. These weaknesses can be seen in the low level of service perceived by the community, the declining professional level of employees, and employee discipline. Ultimately, this has a negative impact on the role of the state apparatus as organizers of government administration in providing quality output or service results that can satisfy the community.

Employees in the Regional Secretariat Office of Pati Regency often experience a decline in the quality of performance, as shown by their attitudes and behaviors: they are often absent from work given by their superiors; they have a morning roll call before work and an afternoon roll call before going home. The resulting product can help in forming a strong public servant, so it is necessary to increase employee development through employee competence and employee discipline, to create competent, creative, responsible, and professional employees.

REVIEW LITERATURE AND HYPOTHESIS DEVELOPMENT

Employee Performance

Performance refers to the level and amount of work accomplished by an employee in fulfilling their duties in line with the responsibilities assigned to them (Mangkunegara, 2016). It can also be understood as the quantity and quality of work completed by an employee within a specified timeframe while carrying out their tasks

according to the responsibilities given to them (Ansory & Indrasari, 2018). Employee performance is very important in organizational life because the success of an organization or institution in achieving goals depends on how well its employees perform. Employees have an important role in controlling the success of any company chosen by the company to run its business, especially if it is a differentiation strategy or a service business (Suparyadi, 2015). Confidence and high motivation will help you perform tasks more efficiently. Confidence will encourage a person to take responsibility for their work so that they can direct their behavior to achieve goals. Work attitude, discipline, cooperation, and work quality are indicators of employee performance. A systematic process and continuous adaptation of related components are required to improve organizational performance. Many factors affect the performance of individual workers, including ability, motivation, support received, the existence of the work they do, rewards or incentives, their relationship with the organization and many other factors. (Zulkarnaen, W., & Suwarna, A., 2017:38)

Performance is closely related to employee productivity. The productivity of each employee will affect the success of the organization (Ansory & Indrasari, 2018). The performance of an organization or institution is the result of achieving or not achieving goals. Often, leaders do not pay attention to this unless things get really bad or things go awry. Deep organizational dissatisfaction leads to decreased performance (Fenia, 2018). People usually work, either independently or as members or employees of an organization or institution, to earn money. By receiving a salary or wage, employees expect to fulfill all their basic needs, which must be fully met. If they receive a salary or wage that is considered unfair or inappropriate, employees become less motivated and perform worse. However, if the salary or wage is considered decent and fair, employees will remain motivated and perform well, even though their secondary needs have not been met. A person's performance shows how big or strong his motivation is. How fair and how appropriate the salary or wage a person receives, among others, affects how strong the motivation a person has. To achieve overall organizational goals, the relationship between these three components should be the main focus in the human resource management process. This is because the organization's human resources are the only assets that have distinctive characteristics (Siagian, 2019).

Competence

Competence is the integration of knowledge, skills, attitudes, and personal traits necessary for success in a job. It can be assessed against set standards and enhanced through training and development (Marwansyah, 2016). Another definition describes competence as the ability that stems from knowledge and skills, reinforced by a positive work attitude. This ability can be applied in carrying out duties and responsibilities at work, in accordance with predetermined requirements (Sutrisno, 2019). “According to Government Regulation No. 101 of 2000, competence is the ability and characteristics possessed by a civil servant in the form of knowledge, behavioral attitudes required in his duties and positions.”

Capability improvement strategies aim to increase efficiency, effectiveness, and responsiveness in an effort to improve company performance. Among its dimensions may include efforts to improve human resources, organizational knowledge, and institutional reforms. Human resources must be prepared to deal with the influence of the organizational environment and demonstrate their performance by doing what they do at work (Azmi et al., 2017). Competencies that include motives, personal traits, and self-concept can predict certain behaviors that ultimately have an impact on performance achievement. Competence also always involves intention or intentionality, which triggers various motives or personal traits to take actions that lead to the achievement of an outcome (Hasyim & Pasaribu, 2021). Based on various opinions, the concept of employee competence is one of the important variables in the service process in improving service quality and human resource performance. This service process includes indicators such as knowledge, skills, experience, attitude, and level of education.

Human resources are able to survive thanks to managerial competence, namely the ability to formulate organizational vision and strategy and manage and direct other resources to achieve this vision and strategy (Chaeril et al., 2019). Service orientation, integrity, speed and accuracy of work results, initiative, ability to carry out work, and communication skills. It is expected that this ability will improve employee performance and provide additional value, so the following hypothesis is formulated:

H1: Competence has a positive influence on employee performance.

Work Discipline

Work discipline is correcting or punishing employees who violate rules or procedures (Sulistiyani & Rosidah, 2018). The management process to encourage organizational members to meet these various requirements is also known as discipline (Siagian, 2019). Work discipline can also be described as the attitude of employees who respect company rules and policies so that they voluntarily adjust to the conditions set by the company (Sutrisno, 2019). Everyone's self-adjustment to everything given to them will result in a society that is safe and free from chaos. In the same way, business life will require employees to comply with applicable rules and regulations. Since company goals cannot be achieved without employee discipline, work discipline is very important (Marsoit et al., 2017).

In addition, effective work discipline can benefit both the company and employees. Therefore, employees must be aware of complying with applicable regulations. In addition, companies should strive to make the rules clear, easy to understand, and fair, applicable to all employees, from superiors to subordinates. Good work discipline will help companies achieve their goals (Abdillah et al., 2018). Employees have poor work discipline if they ignore or frequently violate company regulations or rules. Employees who follow company rules show good discipline (Sutrisno, 2019). To benefit the institution and employees themselves, employees must have good work discipline. Therefore, employees must be aware of complying with applicable regulations. Attendance, adherence to rules, adherence to work procedures, self-awareness, and working ethically Employees who are satisfied with institutional regulations can improve their performance, so the following hypothesis is formulated:
H2: Work discipline has a positive influence on employee performance.

RESEARCH METHOD

The population in this study were employees of the Regional Secretariat of Pati Regency, especially the General Section, totaling 55 employees. The population is relatively small, namely 55 employees, the sampling method uses saturated samples, also known as total samples or census samples. All samples included in the population have characteristics relevant to the research subject (Echdar, 2017). The researcher distributed a total of 55 copies in the distribution of the survey, but those received back

amounted to 50, so the sample of this study was 50 respondents, namely general employees at the Pati Regency Regional Secretariat Office.

HASIL PENELITIAN DAN DISKUSI

Based on the regression results, the linear equation and interpretation can be written as follows:

$$Y = 0.843 + 0.632 X_1 + 0.519 X_2$$

Constant (α) = 0.843. The positive results obtained indicate that if competence and work discipline are constant, employee performance is still positive.

- a. Competence (β_1) = 0.632. The positive results obtained indicate that every increase in competence will improve employee performance.
- b. Work discipline (β_2) = 0.519. The positive results obtained indicate that every increase in work discipline will improve employee performance.

Coefficient of Determination

The results of the determination coefficient for competence and work discipline on employee performance are shown in Table 2. The Adjusted R Square value is 0.837, indicating that competence and work discipline account for 83.7% ($0.837 \times 100\%$) of employee performance. Meanwhile, the remaining 16.3% ($100\% - 83.7\%$) is influenced by factors outside of competence and work discipline.

Hypothesis Test

Hypothesis testing is carried out based on the results of the t-test, which is to see the effect of the independent variable on the dependent variable partially. The hypothesis is accepted at $\text{sig.} \leq 0,05$. The t-test results can be seen in table 3.

1. The t-test result for competence on employee performance is 4.469, with a significance value of $0.000 < 0.05$. Therefore, the hypothesis that competence has a positive and significant effect on employee performance is accepted.
2. The t-test result for work discipline on employee performance is 3.360, with a significance value of $0.002 < 0.05$. This supports the acceptance of the hypothesis that work discipline has a positive and significant effect on employee performance.

Based on the research results regarding the influence of competence and work discipline on employee performance at the Regional Secretariat Office of Demak Regency, the following discussion will provide a more in-depth analysis.

Effect of Competence on Employee Performance

Competence is a combination of knowledge, skills, attitudes, and other personal traits needed to achieve success in work. These competencies can be evaluated using agreed standards and can be improved through training and development (Marwansyah, 2016). Employees who have competence will prefer the ability to carry out tasks according to their field so that they can be more precise in carrying out their duties and the quality and quantity of work produced will also be better, so employees who have competence will be able to show good performance. The employees of the Pati Regency Regional Secretariat Office as a whole have competence in carrying out their duties due to the support of several factors such as having knowledge and skills, where before carrying out their duties the employees will undergo various trainings and when they have carried out their duties they are given various trainings so that their skills continue to develop according to job demands such as mastery of information technology. Experience is also a factor that can affect competence because the longer employees carry out their duties, the more skilled they will be in carrying out and understanding how to work and the problems they often face so that they can determine how to work quickly and precisely without many mistakes being made. Competence can also arise because of a sense of pleasure, namely employees who are happy with the work undertaken will make efforts to try to run well. This will encourage employees to continue learning so that their knowledge increases and they will master the work they do. Education also plays a role in competence because for employees who have the appropriate educational concentration to carry out their duties, it will be more appropriate to apply it at work so that they can produce better work. In addition, employees with higher education such as scholars tend to have broader knowledge and insight and are wise in making decisions so that they are more supportive in a more developed mindset and the ability to analyze better.

Based on the influence of competence on employee performance, it can be concluded that employees at the Pati Regency Regional Secretariat Office must continue to improve their competence of employees such as by providing continuous job training according to the development of the employees' work fields and encouraging employees to further improve their knowledge and abilities such as taking college education for employees who still have a high school education and motivating

them to like their work because it will foster more efforts to work harder in order to achieve better work results.

Effect of Work Discipline on Employee Performance

Employee work discipline is very important because, without discipline, company goals will be difficult to achieve (Sutrisno, 2019). Discipline reflects strength because generally, someone who is successful in their work is an employee with a high level of discipline. Therefore, the success of employee performance is strongly influenced by discipline.

The Pati Regency Regional Secretariat Office is required to have high discipline because as government employees are required to work professionally according to the regulations applied in the agency so that they can achieve the set work objectives. Moreover, the application of discipline is also accompanied by sanctions for those who violate it, so in order not to get sanctions, employees try to be disciplined at work by trying to be present on time, namely arriving before work hours so that at the start of work hours they are already in place and carrying out their duties so that working time will be maximally used to carry out their duties.

Discipline is also shown by always obeying the work rules set by the agency, such as regulations in wearing clothes, meeting activities, or apples, all of which must be followed by employees according to the established regulations. In addition, in working, they also obey the work standards set by the agency, such as following the standard working hours determined by the agency so that they can work optimally according to the specified working time. In maintaining discipline, employees are also shown by always maintaining self-awareness in receiving and carrying out orders or tasks, namely, employees are always ready to be at the workplace so that they are always there when needed to carry out tasks from the agency. In addition, they also work with prudence, namely always making corrections after completing tasks to ensure there are no mistakes in work.

The discipline of employees is also shown by always working ethically by being polite and careful in carrying out orders. This shows that employees show attitudes and behavior according to the rules set in the agency such as speaking nicely respecting fellow employees and leaders and trying to carry out tasks according to the leader's orders.

Discipline makes employees show positive values at work such as discipline on time and in carrying out tasks according to regulations, so the impact can produce performance as expected. Based on the results obtained, the discipline of employees must be further improved by providing punishment for those who violate and rewards for those who are disciplined so that with increasing work discipline, the performance of employees will be higher.

CONCLUSION

The findings of a study on the impact of work discipline and competence on employee performance at the Regional Secretariat Office of Pati Regency indicate that competence positively and significantly affects employee performance. This means that as employees' levels of knowledge, skills, experience, attitudes, and education increase, so will their ability to perform at the Regional Secretariat Office of Pati Regency. Work discipline has a positive and significant effect on employee performance, so it can be concluded that the more work discipline increases, namely employees with high attendance, obey work rules, obey work standards, have self-awareness, and work ethically, the more employee performance of the Regional Secretariat Office of Pati Regency will improve.

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PICTURE AND TABLE

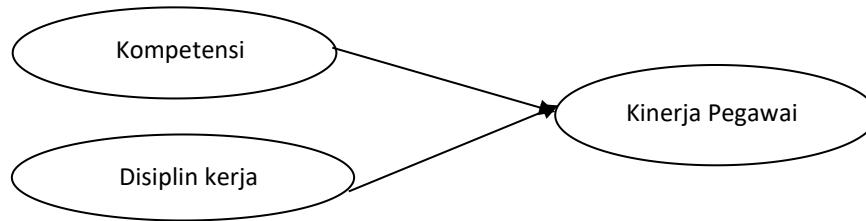


Figure 1. Model of Competence, Work Discipline, and Employee Performance

Table 1: Multiple Regression Results

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	
	B	Std. Error	Beta			
1	(Constant)	,843	1,350		,624	,535
	Competence	,632	,141	,541	4,469	,000
	Work Discipline	,519	,154	,406	3,360	,002

a. Dependent Variable: Kinerja Pegawai

Table 2. Results of the Coefficient of Determination

Model Summary ^b				
Mo del	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,918 ^a	,843	,837	1,855

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

b. Dependent Variable: Employee Performance

Source: Processed Primary Data

Table 3. Results of the t-test

Model	t	Sig.	
1	(Constant)	,624	,535
	Competence	4,469	,000
	Work Discipline	3,360	,002

a. Dependent Variable: Employee Performance

Source: Processed Primary Data