COMPETENCE, MOTIVATION AND DISCIPLINE ON PERFORMANCE OF COMMUNITY AND VILLAGE EMPOWERMENT OFFICES

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Abstract

Purpose: This study aims to determine the effect of competence, motivation and discipline on employee performance

Research Methodology: The research method used is quantitative, data collection is done by means of observation and questionnaires. The population in this study were employees of the Office of Community and Village Empowerment, as many as 30 people became the sample. Measurement using a Likert scale. Testing the data using SPSS with Validity, Reliability, Classical Assumption Test, Termination Test, and Hypothesis Testing.

Results: The R Square value of 0.993 or equal to 99.3% means that the independent variables Competence (X1), Motivation (X2), and Discipline (X3) affect the dependent variable Performance (Y) by 99.3%. While the remaining 0.7% is influenced by other variables outside this regression equation or variables that are not examined. From the results of calculations using SPSS, the value for calculated F is 1.250 while the F table value is 0.95, which means the calculated F value > F table. The significance value obtained is 0.000, which means sig <0.05. This shows that there is a significant effect of the independent variable simultaneously on the dependent variable, so that H0 is rejected, which means that there is a positive and significant influence between competence (X1), motivation (X2), and discipline (X3) on employee performance (Y). It can be concluded that competence, motivation and work discipline have a positive and significant effect on employee performance.

Limitations: Need to be reviewed regarding the factors that affect employee performance other than motivation, discipline and competence. Testing of subjects and research populations is expanded not only in one place.

Contribution: This research is expected to be useful for adding insight, knowledge about the influence of competence, work motivation, and discipline on employee performance and can be used as empirical support related to similar research for academics.

Keywords: Competence, Motivation, Work Discipline On Employee Performance

1. INTRODUCTION

An employee who has high work discipline can be seen from punctuality, using office equipment well, high responsibility, and obedience to office rules, this is stated by Masyjui (2005) and Sudarmanto (2011). From the results of interviews conducted with one of the heads of the Department of Community and Village Empowerment of Indramayu Regency, there are several things that indicate the low work discipline of employees. Employee absenteeism can interfere with

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work, which results in many activities being hampered and affecting the overall performance of employees. This is in accordance with the opinion of Hasibuan (2006: 193) "The better one's work discipline, the higher the performance results to be achieved. every employee to always be required to provide service and with good quality, with good motivation, actualized through optimization of performance in accordance with the duties and responsibilities of each employee.

Employee performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him Mangkunegara, (2006: 9). Performance is also meaningful as a measure of work results, therefore employee performance can be interpreted as a condition that shows an employee's ability to carry out his duties in the workplace. Improved employee performance will bring progress for government agencies to be able to survive in an unstable government environment competition. Therefore, efforts to improve employee performance are the most serious management challenges because success in achieving the goals and survival of a government agency depends on the quality of the performance of the human resources in it. Various strategies can be implemented by organizations to manage employee performance, including: providing motivation, applying work discipline and career development, work discipline, competence through education and training, providing incentives, increasing job satisfaction and employee work experience.

Low employee motivation can be caused by awards or promotion opportunities for employees who excel to occupy higher positions sometimes only obtained by employees who have good and close relationships with superiors, this often makes employees not complete work optimally or as good as possible.

After motivation, the factor that affects employee performance is work discipline. According to Heidjrachman and Husnan (2012:15), discipline is every individual and also a group that ensures compliance with orders and takes the initiative to take an action that is needed if there is no order. The higher the work discipline of each employee who is supported by expertise, wages, or a decent salary, it will be influenced by the activities of the agency itself. Discipline is a regulation that applies both written and unwritten and is able to carry it out and does not refuse to accept sanctions if he violates the duties and authorities given to him according to Hasibuan (2014).

2. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT
Employee Performance

Malthis and Jackson (2009: 78) state that performance is basically what employees do or don't do. Employee performance is what affects how much they contribute to the organization which includes quantity, output, output quality, output period, attendance at work and cooperative attitude. According to Robbins (2007: 6) In simple terms, employee performance is a function of the interaction between ability and motivation, but there are still parts that are still missing from this function other than the intelligence and expertise of an individual, both of which are part of the abilities and skills of an individual. motivation of each employee, namely opportunity.

Based on the above understanding, it can be concluded that performance is the quality and quantity of an individual or group work (output) in a particular activity caused by natural abilities or abilities obtained from the learning process and the desire to excel. Performance is more emphasized on the process, where during the execution of the work, improvements are made so that the achievement of work results or performance can be optimized. Employee performance is very necessary, because with this performance it will be known how far the

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employee's ability to carry out the tasks assigned to him is. To be able to carry out and achieve good organizational activities, employees understand procedures according to predetermined employee performance standards.

Performance indicators according to Anwar Prabu Mangkunegara (2011: 75), are as follows: Quality of Work, Quantity of Work, Cooperation, Responsibility, Initiative.

Competence

According to Markx Pattiasina (2011: 45) explains that competence is a description of what a person must know or do in order to carry out his work well. According to Edison et al. (2016:142) competence is an individual's ability to carry out a job with and have advantages based on matters relating to knowledge (knowledge), skills (skills), attitudes (attitude). Spencer and Spencer (1993) in Sutrisno (2011:202) provide a definition that competence is a characteristic that underlies a person and is related to the effectiveness of an individual's performance in his work. Based on some of the definitions above, it can be concluded that competence is something that is closely related to the ability, knowledge or insight and attitude that is used as a guide in carrying out a responsibility.

According to Edison, Anwar, and Komariyah (2016: 145) to fulfill the element of competence, an employee must meet the elements that are indicators of the competence itself, namely: Knowledge (knowledge), Expertise (skills), Attitude (attitude).

Discipline

Mangkuprawira (2007: 122) suggests that employee discipline is the nature of an employee who consciously obeys certain organizational rules and regulations. Discipline greatly affects the performance of employees and the company. Work discipline is an activity from the management of a company or organization that functions as a form of controlling employees or employees in carrying out regular organizational standards of the company or organization in order to achieve the goals of the company or organization. discipline indicators: Attendance, Level of Alertness, Compliance with Work Standards, Compliance with Work Regulations, Work Ethics.

Motivation

Robbins (2003: 125) states that motivation is the desire to do as a willingness to expend a high level of effort for organizational goals, which is conditioned by the ability of that effort to meet an individual need. Santrock (2007) defines motivation as a process that gives enthusiasm, direction, and persistence of behavior. That is, behavior that has motivation is behavior that is full of energy, directed, and lasts a long time. According to McClelland indicators of motivation are as follows: Need for achievement, need for affiliation, need for power.

3. RESEARCH METHODOLOGY

The method used in this study is a quantitative research method, the sampling technique used by the author is non-probability sampling with a total of 30 employees at the Office of Community and Village Empowerment. Independent variable (independent): Competence (X1), Motivation (X2), Discipline (X3), Dependent variable (dependent): Performance (Y). And the questionnaire method that the author uses in this research is the Likert scale method (1-5) which is distributed directly to the respondents. Data Analysis Techniques: Multiple Linear Regression Analysis Test. The research hypotheses are as follows:

H1: There is a positive and significant effect of competence on employee performance at the Community and Village Empowerment Service in Indramayu Regency.

H2: There is a positive and significant effect of motivation on employee performance at the Community and Village Empowerment Service in Indramayu Regency.

H3 : There is a positive and significant effect of work discipline on employee performance at the Community and Village Empowerment Service in Indramayu Regency.

H4 : There is an influence between competence, motivation and work discipline on the performance of employees at the Department of Community and Village Empowerment of Indramayu Regency.

4. RESULTS AND DISCUSSIONS
Validity Test

Table 1 Validity Test Result

No. Statement	r count	r table	Note
Competence			
X1.1	0,907		Valid
X1.2	0,926		Valid
X1.3	0,908	0,361	Valid
X1.4	0,844		Valid
X1.5	0,866		Valid
Motivation			
X2.1	0,872		Valid
X2.2	0,855		Valid
X2.3	0,928		Valid
X2.4	0,815	0,361	Valid
X2.5	0,887		Valid
X2.6	0,818		Valid
X2.7	0,832		Valid
Discipline			
X3.1	0,931		Valid
X3.2	0,934		Valid
X3.3	0,941		Valid
X3.4	0,913	0,361	Valid
X3.5	0,925		Valid
X3.6	0,925		Valid
X3.7	0,904		Valid
X3.8	0,926		Valid
Employee Performance			
Y1	0,941	0,361	Valid

Y2	0,938	Valid
Y3	0,968	Valid
Y4	0,939	Valid
Y5	0,917	Valid
Y6	0,917	Valid
Y7	0,895	Valid
Y8	0,930	Valid
Y9	0,916	Valid
Y10	0,948	Valid

Based on the results of the test data for the validity of the variables x1, x2, x3 and Y above using SPSS, it can be seen that the statement is declared valid because all Corrected Item Total Correlation values have a value of more than > 0.30.

Data Reliability Test

Testing the reliability of all statement items used in this study will use the Crobach Alpha statistical test > 0.70 (Nunnally in Ghozali, 2011).

Table 2 Reability test result

Variabel	Cronbach's Alpha	N of Term
Competence	0,933	5
Motivation	0,939	7
Discipline	0,974	8
Employee Performance	0,982	10

Based on the results of data processing variables x1, x2, x3 and Y using SPSS, it shows that the research variable has a Crobach Alpha value above 0.70, it can be said that all answers and statements of each respondent on the statement items are consistent or reliable.

Normality test

To determine the normality of the data, it can also be seen using statistical tests, namely the non-parametric Kolmgorov-Smirnov statistic at an alpha of 5%. If the value of Asymp.Sig. (2-tailed) > 0.05, it can be concluded that the data is normally distributed.

Table 3 Kolmogorov Smirnov test

One-Sample Kolmogorov-Smirnov Test		Unstandardized Residual
N		30
Normal Parameters[a]	Mean	.0000000
	Std. Deviation	1.36316236
Most Extreme Differences	Absolute	.096
	Positive	.077

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Year: 2022

	Negative	-.096
Kolmogorov-Smirnov Z		.526
Asymp. Sig. (2-tailed)		.945
a. Test distribution is Normal.		

Based on the results of the table above, the value of Asymp.Sig. (2-tailed) obtained is 0.945 > 0.05, so the conclusion is that the data is normally distributed, because the significance value obtained is greater than 0.05.

The multicollinearity test can be seen from the tolerance and variance indlation factor (VIF) values. A low tolerance value equals a high VIF value (because VIF=1/Tolerance). The cutoff value commonly used to indicate the presence of multicollinearity is the tolerance value < 0.10 or equal to the VIF value > 10. The tolerable collinearity level is the tolerance value 0.10 or equal to the multicollinearity level 0.95.

Table 4 Test of Multicollinearity test

Coefficients[a]

Model	Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.	Collinearity Statistics Tolerance	Collinearity Statistics VIF
1 (Constant)	.339	.412		.821	.419		
Competence	.323	.243	.310	1.329	.195	.315	3.179
Motivation	.289	.238	.233	1.213	.236	.463	2.158
Discipline	.284	.257	.277	1.107	.278	.273	3.661

a. Dependent Variable: Employee Performance

Based on the test results above, the independent variable has a Tolerance Value > 0.100 and a VIF < 10, so it can be concluded that there are no symptoms of multicollinearity.

Furthermore, a Glesjer test will be carried out which aims to strengthen that there are no symptoms of heteroscedasticity, Ghozali (2011) suggests that the presence or absence of heteroscedasticity can be seen from the significance value of the independent variable on the dependent variable. If the results of the glejser test are less than or equal to 0.05, it can be concluded that the data has heteroscedasticity and vice versa.

Table 5 Heteroscedasticity Test

Based on the results of heteroscedasticity testing using the glejser test, the value of sig> 0.05, this indicates that there is no heteroscedasticity in the model.

Hypothesis Testing - Statistical T Test (Partial)

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Volume: 1
Issue : 2
Year: 2022

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.951	.259		3.670	.001
	Competence	-.131	.153	-.287	-.854	.401
	Motivation	-.093	.150	-.171	-.619	.541
	Discipline	.086	.161	.192	.533	.598

a. Dependent Variable: RES2

Table 6 Test T Test

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	13.173	2.796		4.711	.000
	Competence	.138	.042	.054	3.291	.003
	Motivation	.328	.097	.055	3.374	.002
	Discipline	1.262	.022	1.001	6.562	.000

a. Dependent Variable: Employee Performance

Based on the results obtained from table 6. for X1 it is known that Tcount 3,291 > Ttable 2,056 which means the value of Tcount is greater than the value of Ttable with a significance value of 0.003 which means Sig <0.05 and the value of B1 = 0.138 with no negative sign (-) means that for every one unit increase in X1, the Y variable will increase by 0.318. Thus, it can be concluded that the competency variable (X1) has a positive and significant effect on performance (Y). So based on the above, the results of hypothesis testing the effect of X1 on Y is Rejecting H0 and accepting Ha. For X2, it is known that Tcount 3.374 > Ttable 2.056 which means the Tcount value is greater than the Ttable value with a significance value of 0.002 which means Sig < 0.05 and the B2 value = 0.328 with no negative sign (-) meaning that every increase in X2 is one unit then the Y variable will increase by 0.328, thus it can be concluded that the motivation variable (X2) has a positive and significant effect on performance (Y). So based on the above, the results of hypothesis testing the effect of X2 on Y is Rejecting H0 and accepting Ha.

For X3 it is known that Tcount 6.562 > Ttable 2.056 which means the Tcount value is greater than the Ttable value with a significance value of 0.000 which means Sig <0.05 and the B3 = 1.262 value with no negative sign (-) meaning that every increase in X3 is one unit then the Y

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Volume: 1
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Year: 2022

variable will increase by 1.262 thus it can be concluded that the discipline variable (X3) has a positive and significant effect on performance (Y). So based on the above, the results of hypothesis testing the effect of X3 on Y is Rejecting H0 and accepting Ha.

Based on table 6 T-test, the multiple linear regression equation model is obtained as follows:

$$Y = a+b1X1+b2X2+b3X3+e$$

$$Y = 13,173 + 0,138\ X1 + 0,328\ X2 + 1,362\ X3 + e$$

Table 7 F Test

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4406.652	3	1468.884	1.250	.000[a]
	Residual	30.548	26	1.175		
	Total	4437.200	29			

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

b. Dependent Variable: Employee Performance

Based on the results obtained from table 7. for the effect of X1, X2 and X3 it is known that Fcount 1.250 > Ftable 0.95 which means the Fcount value is greater than the Ftable value with a significance value of 0.000 which means Sig <0.05, thus it can be concluded that the variables Competence (X1), Motivation (X2) and Discipline (X3) have a significant effect on the independent variables simultaneously on the dependent variable.

Table 8. Coefficient of Determination Test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.997[a]	.993	.992	1.08394

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

From the table above, it can be seen that the R value or coefficient of determination is 0.997. R Square value of 0.997 comes from squaring the value of the correlation coefficient or 'R' which

is 0.997x0.997=0.993. The value of R Square is useful to provide information about the contribution or contribution of the influence of the independent variable on the dependent variable. R Square value of 0.993 or equal to 99.3% means that the independent variables Competence (X1), Motivation (X2), and Discipline (X3) affect the dependent variable Performance (Y) simultaneously by 99.3%. While the remaining 0.7% is influenced by other variables outside this regression equation or variables that are not examined.

5. CONCLUSION

The hypothesis test of the effect of X1 on Y is to reject H0 and accept Ha. The results of this study are supported by the results of research by Hardjono, Sakinatul Fitriya (2020) and Najmyah, Nurhayati, Azis (2018) which suggest that the competency variable has a positive effect on employee performance. The hypothesis test of the effect of X2 on Y is to reject H0 and accept Ha. The results of this study are supported by the results of research by Mukhlis Catio and Denok Sunarsi (2020) and Dally Sukmawati (2017) who suggest that motivational variables have a positive and significant effect on employee performance. The hypothesis test of the effect of X3 on Y is to reject H0 and accept Ha. The results of this study are supported by the results of research by Thamrin (2021) and Gandatua Hutagalung (2021) who stated in their research results that the discipline variable had a positive and significant effect on employee performance.

The coefficient of determination analysis carried out obtained an R Square value of 0.993 or equal to 99.3% which means that the independent variables Competence (X1), Motivation (X2), and Discipline (X3) affect the dependent variable Performance (Y) of 99.3% . While the remaining 0.7% is influenced by other variables outside this regression equation or variables that are not examined

LIMITATION AND STUDY FORWARD

The study population was only 30 people, the test variable was only limited to 3 variables.

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