The Influence of Discipline and Competency toward Employee’s Performance

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Abstract

The purpose of this study was to analyze and determine the Influence of Discipline and Competency toward Employee’s Performance.

The population of this study was 145 Employees of Department of Public Works Office especially those in the Division of Highways. The sampling techniques in this study used cluster random sampling as much as 30% of each unit of the population. The number of samples were 43. Data were gathered through questionnaire and interviews.

The study results showed that: (1) Work Discipline has positive influence on employee’s performance, (2) Competency has positive influence on employee performance, (3) Discipline and Competency had positive influence on employee’s performance.

Keyword: Discipline, Competency, Performance
Introduction
Success in achieving organizational goals is strongly influenced by the role and performance of the employees. Performance in the organization is the answer of the success or failure of organizational goals that have been set. To achieve high performance human factor is a very important variable for the success or failure of a business, is largely determined by human behavior which carry out the work. Given the magnitude of the role and position of human resources as an employee in the activities of the organization will require a high work discipline and good workability.

Labor discipline is one of the factors that can affect the performance of an organization. Labor discipline is a matter that should be instilled in every employee. Awareness of employees required to comply with the applicable regulations. Regulations are needed to provide guidance and counseling for employees in creating good order in the organization. In addition the organization itself should see to it that the rules are clear, easy to understand and apply to all employees. Hasibuan (2008: 194)

According Setiyawan and Waridin (2006: 181-198), factors that can affect performance is the discipline of work. Discipline greatly affect the performance of employees and the organization, because the discipline as a form of training for employees in implementing the rules of the organization. While employees Work Discipline here is the perception of the employee's personal attitude of employees in terms of law and order themselves possessed by employees at work in the organization without any violations that harm themselves, others, or the environment. Thus, work discipline applied in the organization is essentially the ability to control themselves servants in the form of not doing something that is not appropriate action and opposed to something that has been set and do something that supports and protects something that has been established in the organization. Keke T. A (2005: 4).

Besides Work Discipline, Work Capability can also affect employee performance. Where the ability is an important factor in increasing the productivity of work, ability to relate to knowledge (knowledge) and skills (skills) of a person. Knowledge and skills are influenced by education and training. Thoha (2003: 51). Education is defined as the process of preparing individuals to take responsibility for different or higher within the organization, usually associated with increased intellectual or emotional capabilities needed to carry out a better job. Training is a series of programmed activities to improve the skills, experience, knowledge, or the discussion of individual attitudes.

Aminullah (2010: 52), suggests that exercise is an activity to improve employee capabilities by improving the knowledge and operational skills to perform a job. While education is an activity to improve employee capabilities by improving knowledge and understanding of general knowledge. Training is not a stand-alone activity. Training serves to fill the lack of knowledge and skills necessary to be able to work in order to achieve organizational goals. Therefore, one of the challenges for any government organization is a business how to develop a good working ability for employees.

Francoise and Winterton (2005) explain that ability is competence that is an unclear concept that touches on knowledge and skills and various elements that are important. They view that the competence framework based on a dimension is not sufficient and suggest a multidimensional one.

Civil Servants as the main element of the human resources of the state apparatus have a role in determining the success of governance and development. Civil Servants figure who is able to play such a role is the competence of civil servants who have indicated on the workability and high discipline, good performance as well as attitudes and behavior are full of loyalty and obedience to the state, moral and good minded, professional, aware of its responsibilities as public servants and able to be the glue of national unity.

Their success in providing services to the public is determined by an assessment of its performance. Assessment is not only done to help oversee the organization's resources, but also performed to measure the level of efficiency of the use of existing resources and identify the things that need to be repaired. Assessment of performance is an important factor for improving the performance of employees. The parts that show the ability of employees less than the maximum that can be identified, it is known to determine which strategies to improve performance.
To create a high performance, required an increase in optimal working and able to utilize the potential of its human resources employees to create organizational goals. In addition, organizations need to pay attention to the positive contribution to the development of the organization. In addition, organizations need to consider various factors that may affect the performance of employees, in this case required the organization's role in improving the performance of effective and efficient, in order to encourage the creation of professional attitudes and actions in completing the work in accordance with the field and responsibilities of each.

Department of Public Works Southeast Sulawesi province is one of the government agencies as an important component in the development of Southeast Sulawesi, especially in the field of maintenance of roads and bridges as well as housing and other public facilities. Carrying out these tasks in the Department of Public Works Southeast Sulawesi Province functions: (1) Formulation of technical policy in the field of public works. (2) Implementation of government affairs and public services in the field of public works. (3) Development and implementation of tasks in the field of public works. (4) Implementation of other duties assigned by the Governor in accordance with its duties and functions.

Phenomenon that occurs in the Office of Public Works Southeast Sulawesi province that is still the poor employee behavior which can be seen from the majority of employees who can not complete the tasks that have been given by the leadership accordance predetermined time, plus the lack of employee expertise in work due to the lack of discipline of employees working this case is shown there are many employees who are not on time to work and leave work unfinished suit led and out of the office during working hours without permission. In addition, due to the ability of employee is still lacking which can be seen from some employees who are less aware, for example using computer technology resulting hampered services and jobs are not resolved in accordance desired time leaders, there are many employees who use a manual so that the need for special education and training,

The need for attention from the leadership to always keep an eye on their employees by implementing strict discipline sanctions for employees to make special arrangements for working hours so that employees can not go out without restraint office during working hours. In addition there should be job training, especially regarding the expertise of employees in the technology. For that through the discipline of work and good workability will also be able to improve employee performance and productivity work work. Realizing the importance of discipline and the ability of employees working for a government agency in order to generate and increase employee performance, then in this case the authors are interested in conducting research entitled "Influence of Discipline Work And Work Capability Against Employee Performance At the Office of Public Works Southeast Sulawesi Province".

This research aims In accordance with research problems that have been formulated, the objectives of this research are: (a) To determine the effect on the Performance Work Discipline employees at the office of Public Works Southeast Sulawesi Province. (B) To determine the influence of Work Ability on employee performance at the office of Public Works Southeast Sulawesi Province. (C) To determine jointly the influence of Discipline Work and Work Ability to employee performance at the office of the Department of Public Works Southeast Sulawesi Province.

**Literature Review**

**Discipline**

According Hasibuan (2009: 193) states that: "Discipline is the awareness and the willingness of a person to obey all the rules companies and social norms in force". Fathoni (2006: 126) argues that the discipline is the awareness and the willingness of a person to obey all the rules companies and aware of their duties and responsibilities. Siagian (2008: 305) states that: "Discipline is the management actions to encourage the members of the organization to meet the demands of the various provisions".

Work discipline is a key issue in the operation of an organization as it assists the organization to accomplish specific targeted goals. Further, employees’ disciplinary level through obedience of norms in organizations can affects organizational effectiveness and productiveness (Siwantara, 2009)

Work discipline is a policy to shift individuals in being self-responsible to comply the regulatory environment (organizations). In a previous research, Cole (2008) determined the effect of differences in explanation, employee attributions, violation type and severity of discipline fairness perceptions on employee discipline. Further, she (Cole, 2008) found that employee attributions play a significant role in determining employees’ perceptions of
fairness in the discipline context. In a practical sense, the study contributes to a strategy, whereas training might be useful to increase the awareness of employees to work discipline and helps managers in creating a positive work atmosphere (Cole, 2008)

**Competency**

A competency can be defined as ability or capability (Boyatzis, 2009). It is a set of related but different sets of behavior organized under an underlying construct called “intent” (Boyatzis, 2009). Also, it can be regarded as a combination of tacit and explicit knowledge, behavior and skills that drives an individual for potential effectiveness in task performance (Draganidis & Mentzas, 2006). Further, these authors (Draganidis & Mentzas, 2009) implied that a competency can be defined in terms of categories; competency and definition; and a demonstrated behavior.

Ability according to Robbins (2001: 46), including intellectual ability and physical ability. Intellectual ability is the ability required to perform the mental activities are revealed in skills specific skills related to the duties which are owned and used by people at the right time. Further explained Sztopomka (2003: 48), that the ability of individual work in an organization with complex working dynamics and competitive for their ability showed superior and profitable which is reflected from the ability of individuals who have the education, skills, work experience and mastery of technology in achieve the goal of human resource management. Meanwhile, according Naryono (2000: 19) the ability of capital is defined as the availability of skills, dexterity, skill or other capital that allows members that can do a lot for the organization.

**Performance**

Rival (2009: 309) argues that: “Performance is the real behavior shown by everyone as the resulting performance by employees in accordance with its role within the company or in other words the performance of employees is a very important point in the company's efforts to achieve its objectives”.

Supriyono (2010: 281) argues that: "The performance is a result achieved in executing the tasks assigned to him based on the skills, experience, and ability and time".

Based on the opinion of experts, the definition of performance is achieved as a result of work by individuals that are tailored to the individual roles or tasks within an organization in a given period, which is associated with a standard size or a particular value of the organization where the individual works. Refers to some understanding of the performance of the above, according to Byars and Rue (2006: 102) performance is the degree of preparation of the task that govern a person’s job. So, performance is the willingness of a person or group of people to carry out activities or refine them in accordance with his responsibilities with the expected results.

**Method**

In this study, a sample taken from the population who are employees of the Department of Public Works Southeast Sulawesi province, especially in the field of Highways consisting of 3 units of samples. The technique used in this study is the cluster random sampling sampling from every part of the population or population unit. This is in accordance with the opinion Arikunto (2006: 55), which says that when the population is less than 100 (N <100) then for all the samples can be taken, but if the population of more than 100 (N> 100) then to the sample may be taken of 15-20% or more. Therefore, with reference to the opinion of Arikunto, then the number of samples in this study were drawn by cluster random sampling as much as 30% of the population of each unit as many as 43 people.

The scale of measurement in this study is using a Likert scale, where Likert scale used to measure attitudes, opinions and perceptions of a person or a group of social phenomenon (Sugiyono, 2011: 73). Each instrument that uses a Likert scale has a gradient from very positive to very negative, in the form of words among others: Strongly Agree (5), Agree (4), Neutral (3), Disagree (2) and Strongly Disagree (1)

**Result And Discussion**

Based on testing by using SPSS 16 are summarized in the Table 1, it can be interpreted as follows:
Table 1. Recapitulation of the Results Regression Analysis of Work Discipline (X1), Work Competency (X2) on the Performance of the Office of Public Works employees Southeast Sulawesi Province

<table>
<thead>
<tr>
<th>Independent Variable</th>
<th>Regression coefficients (β)</th>
<th>t count</th>
<th>t significant</th>
<th>F Sig</th>
<th>F count</th>
<th>Standard Error</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Work Discipline</td>
<td>0,518</td>
<td>4,186</td>
<td>0,000</td>
<td>Significant</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Competency</td>
<td>0,434</td>
<td>3,502</td>
<td>0,001</td>
<td>Significant</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Constant (β0)</td>
<td>= 0,029</td>
<td>F Sig</td>
<td>0,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>R Square</td>
<td>= 0,845</td>
<td>F count</td>
<td>108.959</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>R</td>
<td>= 0,919</td>
<td>Standard Error</td>
<td>0,243</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Figures constants (β0) of 0.029 with a significant value of 0.000 which means greater than the value of α = 0.05, it can be interpreted that the statistical value of a constant (β0) is significantly different from zero (β0 ≠ 0). Therefore, constant value (β0 = 0.029) may be included in the regression model.

The value of R2 (R-Square) of 0.845 indicated that the magnitude of the direct influence of variables Work Discipline, Competency on employee performance is equal to 84.5% and the rest is influenced by other variables not examined in this study 15.5%. This indicates that these variables have a significant role. But there are still 15.5% of other variables that are not included in this study.

The value of R (figure correlation coefficient) of 0.919 indicated that the directly relationship between the variable Work Discipline, Competency on employee performance is equal to 91.9%. This relationship is statistically relatively strong. Therefore, multiple linear regression model produced can be regarded as a model that "fit" or it can be a good predictor models in explaining the effect of Work Discipline, Competency on employee performance.

Hypothesis Testing

Work Discipline partially has significant influence on employee performance in the Office of Public Works Southeast Sulawesi Province. This is shown by the results of t-test on the confidence level of 0.95 or real level = 0.05 degrees of freedom 45, where t = 4,186> t table is 3.075 or with a probability value = 0.000 <0.05. This means that with the increase of Work Discipline may affect employee performance Office of Public Works Southeast Sulawesi Province, the research hypothesis proposed previously unacceptable as unsubstantiated.

Competency partially has significant influence on employee performance. This is shown by the results of t-test on the confidence level of 0.95 or real level = 0.05 degrees of freedom 45, where t = 3.502> t table is 3.075 or with a probability value = 0.001 <0.05. This means that with an increase in the Working Ability may affect employee performance Office of Public Works Southeast Sulawesi Province, the research hypothesis proposed previously unacceptable as unsubstantiated. Therefore, Work Discipline and competency has significant influence on employee performance.

From the results of this research is that, employees of the Office of Public Works Southeast Sulawesi province were able to apply the discipline of work is assessed by indicators punctuality, adherence to existing regulations, as well as using and maintaining office equipment. From 6 items that statement there, there are some respondents were neutral, but in general showed that the average of all the items on these variables are in the positive area which means that the discipline of an employee working at the Office of Public Works Southeast Sulawesi Province can give effect to the performance of employees in carrying out their duties in office. that, employees of the Office of Public Works Southeast Sulawesi province were able to apply the work ability is considered an indicator of knowledge and skills. From the statement that there are 4 items, there are some respondents were neutral, but in general showed that the average of all the items on these variables are in the positive area, which means that the ability of an employee working at the Office of Public Works Southeast Sulawesi Province can give effect to the performance of employees in carrying out their duties in office.

Conclusion

Based on the analysis of research and discussion of Work Discipline and competency has significant influence on Employee Performance, it can be interpreted that if the good work discipline will improve employee performance.

Competency to work affect Employee’s performance of the Department of Public Works Southeast Sulawesi Province. It can be interpreted that if employment increase their ability will improve employee performance.
discipline and competency simultaneously has significant effect on the performance of the Department of Public Works Employees Southeast Sulawesi Province. This may imply that the work discipline and the ability to work well together have contributed in improving employee performance.

**Research Limitation And Future Study**

The major limitations of this study revolve around sampling issues as this study does not focus on specific target group and the questionnaires were only able to be distributed randomize to the employees of government sector in Kendari, South Sulawesi Province. As a result, it may have affected the current results. Furthermore, most of the respondents are confused over the discipline and competency and this might have affected some of the relations studied.

For the future study, the researchers should focus on other organizations either on private sectors in other states. In addition, the future research also should include both questionnaires and depth interview session together in this study as it will provide more comprehensive outcome.

**References**


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