The Influence of Competence, Motivation and Work Discipline on Employee Performance

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Abstrak

Penelitian ini bertujuan untuk menguji dan menganalisis pengaruh kompetensi, motivasi dan Disiplin terhadap kinerja pegawai. Penelitian ini dilakukan pada kantor Dinas Koperasi dan UKM Provinsi Sulawesi Selatan. Data dalam penelitian ini dikumpulkan dengan menyebar kuesioner kepada 45 orang pegawai Dinas Koperasi dan UKM Provinsi Sulawesi Selatan yang berisi draft pertanyaan dan setiap jawaban yang telah diisi oleh responden akan diberi skor seperti jawaban (Sangat Setuju=5, Setuju=4, Cukup Setuju=3, Tidak Setuju=2, Sangat Tidak Setuju=1). Metode analisis data menggunakan model regresi linier berganda dengan bantual alat statistik SPSS. Data akan diuji melalui beberapa tahap pengujian seperti uji validitas, uji reliabilitas, uji normalitas, uji multikolinearitas, uji heterokedastisitas, uji autokorelasi, uji regresi, uji koefisien determinasi, dan uji parsial (uji-t). Hasil penelitian ini menemukan bahwa kompetensi tidak berpengaruh signifikan terhadap kinerja pegawai Dinas Koperasi dan UKM Provinsi Sulawesi Selatan. dan disiplin kerja berpengaruh signifikan terhadap kinerja pegawai pada Dinas Koperasi dan UKM Provinsi Sulawesi Selatan.

Kata Kunci: *Kompetensi; Motivasi; Disiplin; Kinerja Pegawai.*

Abstract

This study aims to examine and analyze the effect of competence, motivation, and discipline on employee performance. This research was conducted at the Office of Cooperatives and SMEs in South Sulawesi Province. The data in this study were collected by distributing questionnaires to 45 employees of the Cooperatives and SMEs Office of South Sulawesi Province, which contained a draft question and each answer that the respondent had filled in would be given a score such as an answer (Strongly Agree = 5, Agree = 4, Moderately Agree = 3, Disagree=2, Strongly Disagree=1). The data analysis method uses multiple linear regression models with the help of SPSS statistical tools. The data will be tested through several stages of testing such as validity test, reliability test, normality test, multicollinearity test, heteroscedasticity test, autocorrelation test, regression test, coefficient of determination test, and partial test (t-test). This study found that competence had no significant effect on the performance of the employees of the Cooperatives and SMEs Office of South Sulawesi Province. And work discipline has a significant impact on employee performance at the Department of Cooperatives and SMEs of South Sulawesi Province.

Keywords: *Competence; Motivation; Discipline; Employee Performance.*

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INTRODUCTION

Human resources are a central factor in an organization. Whatever the form and purpose, organizations are made based on various visions for the benefit of humans (Ramli et al., 2021. So, humans are a strategic factor in all organizational activities. Furthermore, it

means that human resource management regulates human resources based on the organization's vision to achieve organizational goals effectively). optimum (Erwansyah & Hereyanto, 2018). The strategic role of human resources can also be elaborated in terms of human resource theory, where the company's function is to direct and motivate its employees to do better in carrying out their duties (Siregar, 2020). organizations need human resources as system managers so that this system runs; of course, in its management, it must pay attention to several important aspects such as training, development, motivation, and other elements (Sari, 2019). This will make human resource management one of the indicators of significant goal achievement in an organization effectively and efficiently (Alam, 2016).

The role of human resource management in every organization is critical in improving human resources' ability to realize the organization's goals and objectives (Nurlindah & Rahim, 2018). In addition to playing a role in utilization, development, management, and performance planning, human resource management also plays a role in efforts to improve performance. Improved performance can be realized if the management is carried out appropriately and according to the vision and mission of the organization (Sudirman, 2017). In the role of human resources, the most fundamental problem is the increasing importance of human resources in developing and implementing strategies to overcome various kinds of weaknesses and take advantage of current opportunities (Manao, 2020). The basic strategy developed to build and empower human potential is mastery of science and technology and having technical skills to become actors of development. The success of the organization in regional autonomy lies in knowledge. The ability and expertise of an organization's human resources in taking the existing environmental conditions (Hafid, 2018). This success can also be supported by the organization's strategy in human resources. In the implementation and administration of government in each country, regional affairs are the task of the central government (centralization) and experiences that are the task of provincial governments (decentralization), namely the right to manage funds and manage their household. The first method is called centralization; namely, all affairs, duties, and government administration authorities are in the central government, whose implementation is deconcentrated (Sultan, 2015). While the second method is called decentralization, namely, the affairs, duties, and authority of implementing government are left as wide as possible to the regions (Sunarto et al., 2020).

In line with the preceding, the development of the decentralized system has also changed. One of the essential changes concerning the implementation of regional government is the issuance of Law No. 20 of 1999. Then it was replaced by Law No. 32 of 2004 concerning Regional Government. The Cooperatives & Small and Medium Enterprises Office of South Sulawesi Province in carrying out its duties based on the South Sulawesi provincial regulation number 1 of 2006 concerning the fostering and development of cooperatives, micro-enterprises, small and medium-sized enterprises, has a crucial role as the primary basis for moving the economic system. People, including in creating jobs. Its development in the national economy, especially the micro-scale, reflects a tangible manifestation of the level of welfare of the majority of the Indonesian people. Cooperatives and SMEs operate in almost all economical sectors and are located in urban and rural areas (Yusuf & Suci, 2018).

In addition, here are some phenomena why small and medium enterprises are essential to study. Almost all small and medium entrepreneurs complain of a lack of capital (Gani et al., 2021). And the tragic thing is that the facilitators give their assistance to entrepreneurs who should not need to be helped with additional funds. Lack of determination of direction because they think they can do everything. There is no doubt about the tenacity of working with small and medium-sized entrepreneurs. Still, they often change direction because they see other attractive prospects without considering the capabilities, potential, and risks of the businesses they are looking at (Ahmadi & Sulistyono,

2019). It isn't easy to accept other parties as business partners, so they tend not to get synergies. Maybe it's the culture of some entrepreneurs who are most reluctant to accept other parties as business partners. Without realizing it, taking a person, company, BUMN, government, or others only expects to use the facilities they have without thinking about how these facilities are optimized, so good synergy is obtained. It isn't easy to separate business leadership from personal interests. Mixing business interests with other interests will make it challenging to know business performance and its financial position due to unclear ownership of business assets and liabilities (Suci & Yulia, 2020).

Performance is something that needs to be considered in organizational effectiveness. According to (Revita, 2015), performance is a record of the results obtained from certain job functions or activities over a certain period. Performance is the result of work in quality and quantity achieved by an employee carrying out his duties with the responsibilities given to him. Several factors that affect employee performance include competence, motivation, and work discipline (Saputra et al., 2016). In doing his job well, an employee is often determined by an assessment of his performance. Employees in the KUMKM department of the South Sulawesi province, as one of the main elements of human resources for the state apparatus, have a crucial role in determining service delivery success. Therefore, the increase in employee performance is inseparable from efforts to streamline competence, motivation, and work discipline at the KUMKM service in South Sulawesi. Competence is the ability of employees to carry out tasks following the demands of the organization and the requirements of expertise, and the needs of the profession. According to (Budiman et al., 2016), there is an agreement regarding the elements of competence, which consist of knowledge, skills, and behavior. Concerning the competence of cooperative and SME service employees in the province of South Sulawesi, there are 23 employees with a high school education level of 109 existing employees. Therefore, employee competence needs to be studied to know its effect on the performance of the cooperative and SME employees in the province of South Sulawesi.

The results of employee performance in an organization can not be separated from motivation, namely the situation in a person's self that encourages the individual's desire to carry out certain activities to achieve a goal. This is by the opinion (Rosmaini & Tanjung, 2019) that motivation is fundamental in increasing employee enthusiasm or work satisfaction which ultimately leads to improving employee performance and is biased towards increasing organizational performance. An employee is said to be disciplined if he fulfills three factors: obeying working hours, doing a good job, and complying with all rules and social norms (Hasini et al., 2020). Good employee work discipline is reflected in employees' sense of responsibility in completing tasks on time. The field of the Cooperatives and UKM Office employees is still not optimal (Siregar, 2020). This is illustrated by employees' workload who should work for seven and a half (7.5) hours a day, but there are still many employees who work under the given workload. There are still many employees who do not work according to the specified time. Departing from the phenomena above, the authors are interested in conducting research in compiling a thesis with the title: The Effect of Competence, Motivation and Work Discipline on Employee Performance in the SME Sector of the Cooperatives and SMEs Office of South Sulawesi Province.

H1: Competency factors affect employee performance in the SME sector, the Cooperatives and SMEs Office of South Sulawesi Province.

H2: Motivational factors affect employee performance in the SME sector, the Cooperatives and SMEs Office of South Sulawesi Province

H3: Work discipline factors affect employee performance in the SME sector, the Cooperatives and SMEs Office of South Sulawesi Province.

Berdasarkan kajian teoritis sebagaimana yang telah diuraikan pada bab sebelumnya, maka pada bab ini akan dikemukakan kerangka konseptual. Kerangka konseptual ini dimaksudkan menjadi penentu, alur pikir dan landasan hipotesis. Hubungan antara variabel independent dan variabel dependent disajikan pada gambar 1
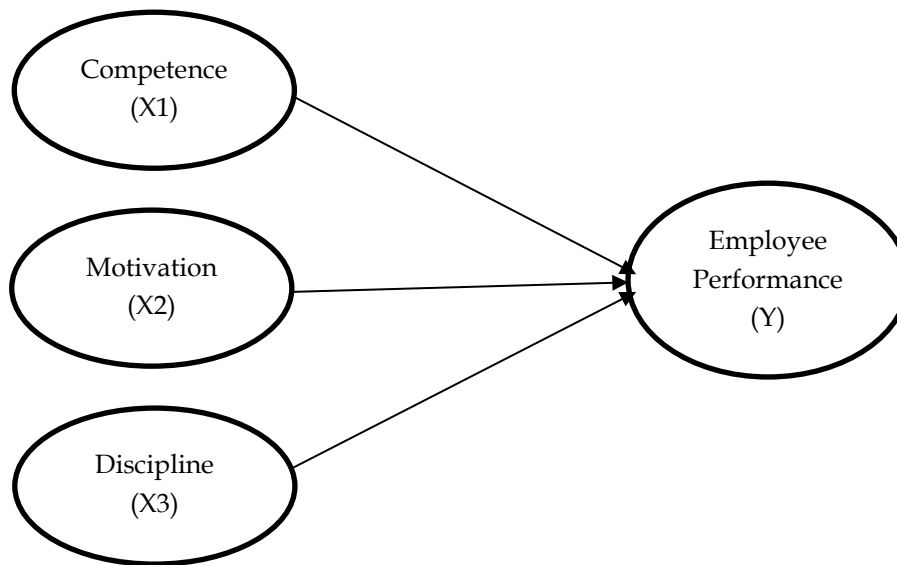

Figure 1. Research Model

METHODOLOGY

This research approach uses quantitative, namely research that works with numbers, whose data is in the form of numbers (scores or values, ratings, frequencies), which are analyzed using statistics to answer specific research questions or hypotheses and to predict that a particular variable affects other variables, this research was conducted at the Office of Cooperatives and SMEs South Sulawesi Province. The data in this study were collected by distributing questionnaires to 45 employees of the Cooperatives and SMEs Office of South Sulawesi Province, which contained a draft question and each answer that the respondent had filled in would be given a score such as an answer (Strongly Agree = 5, Agree = 4, Moderately Agree = 3, Disagree=2, Strongly Disagree=1). The data analysis method uses multiple linear regression models with the help of SPSS statistical tools. The data will be tested through several stages of testing such as validity test, reliability test, normality test, multicollinearity test, heteroscedasticity test, autocorrelation test, regression test, coefficient of determination test, and partial test (t-test).

RESULT AND DISCUSSION

The profiles of respondents in this study were grouped according to age, gender, years of service, and level of education that were sampled in this study so that for more details, a description of the respondent's profile can be presented in table 1:

Table 2. Characteristics of Research Respondents

Variable	Measurement	Total	Percentage
Jenis kelamin	Laki-laki	17	37,8
	Perempuan	28	62,2
Umur	21-30	2	4.4
	31-40	6	13.3
	41-50	20	44.4

	>50	17	37.8
Tingkat	SMA	7	15.6
Pendidikan	S1	34	75.6
	S2	4	8.9
Masa kerja	5-15	8	17.8
	16-25	21	46.7
	26-35	14	31.1
	>35	2	4.4

Based on table 2, the number of female respondents is greater than the male gender, then the characteristics of the respondents are based on age. The data obtained showed that the age level of 21-30 years was two people (4.4%). Age 31-40 years as many as six people (13.3%), age 41-50 years as many as 20 people (44.4%), and age over 50 years as many as 17 people (37.8%). These data indicate that the productive age in the vulnerable 20-40 years is still less compared to the age of 40 years and over with a percentage of more than 50%, then based on the level of education which shows the existence of varied data. The data shows that the highest proportion is at the level of undergraduate or graduate education, as many as 34 people (75.6 %). The lowest level of education is in master's teaching as many as four people (8.9%). The data also shows the number of respondents with a high school education strata as many as seven people (15.6%). The data shows the power to improve performance well, namely the percentage of workers with undergraduate education strata, which is quite large. Lastly, based on the working period of the respondents, the largest is in the range of 16-25 years (46.7%). Then the next most are in the vulnerable working period of 26-35 years. Eight people (17.8%) worked for 5-15 years, and two people worked for more than 35 years (4.4%). The data shows that the employees owned are experienced. It takes a strategy to maximize all the potential that exists. Furthermore, Data Analysis which includes Validity Testing, is a measure that shows the extent to which the measurement instrument can measure what it wants to measure because a good questionnaire can measure the framework of the research conducted and test reliability to find out whether the indicators or questionnaires used can be reliable or reliable as a variable measuring instrument. The reliability of a hand or questionnaire can be seen from the value of Cronbach's alpha (α), i.e., if the value of Cronbach's alpha (α) > 0.60, then the indicator or questionnaire is reliable.

Table 3. Validity and Reliability Test Results

Variable	Instrument	r-calculated	Cronbach Alpha	Result
Competence (X1)	K1	0, 757	0,800	Valid dan Reliable
	K2	0, 849		
	K3	0, 580		
	K4	0, 677		
Motivation (X2)	M1	0, 620	0,812	Valid dan Reliable
	M2	0, 770		
	M3	0, 735		
	M4	0, 739		
Discipline (X3)	D.1	0,690	0,811	Valid dan Reliable
	D.2	0,745		
	D.3	0,764		
	D.4	0,433		
Employee Performance (Y)	K_1	0, 764	0,806	Valid dan Reliable
	K_2	0, 543		
	K_3	0, 688		
	K_4	0,764		

The validity test results for the variables of performance, employee competence, motivation, and work discipline. It has a corrected item-total correlation value more significant than the r table. Thus, the indicator or questionnaire used for each variable is declared valid to be used as a variable measuring instrument. And the reliability test shows that the value of Cronbach's alpha (α) for all variables is more significant than 0.60. So it can be concluded that the indicators or questionnaires used on all research variables can be declared reliable or trustworthy as a measuring tool for assessment.

Next, a normality test is performed to detect whether the data regression model is normal or not; it can be seen on the normal probability plot graph, which compares the cumulative distribution of normal data.
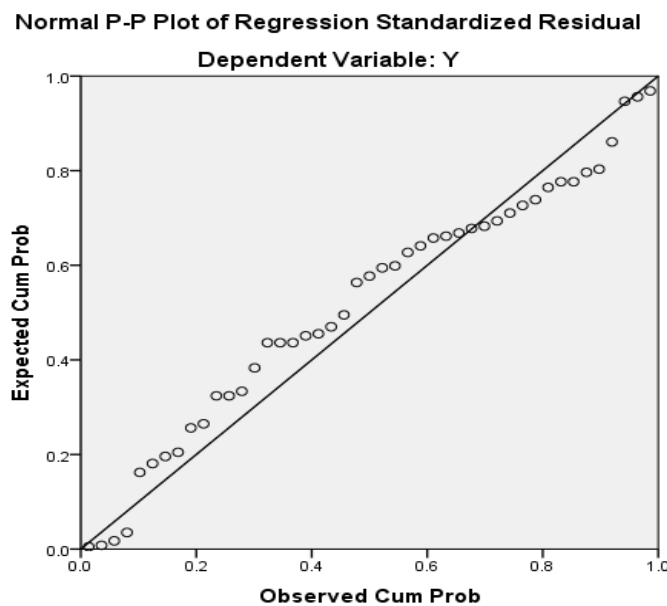

Figure 2. Normality Test

Figure 2 shows the points spread around the regular line on a normal graph plot. This indicates that the regression model of this study has met the normality assumptions of the research data. Furthermore, the multicollinearity test aims to test whether there is a correlation between the independent variables in the regression model. It is called a multicollinearity (multi-con) problem if this occurs. A good regression model should not correlate with the independent variables.

Table 4. Multicollinearity Test Result

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	X1	0.627	1.596
	X2	0.897	1.115
	X3	0.628	1.592

a. Dependent Variable: Y

Based on table 2, the tolerance value of the three independent variables is above 0.10. The VIF value for all variables is also not more than 10. Thus, it can be

concluded that in the regression model in this study, there is no multicollinearity problem, then the existing regression model is feasible to use.

Then the heteroscedasticity test is intended to test whether there is an inequality of variance and residuals from one observation to another in the regression model. If the conflict from the residual of one word to another observation remains, it is called homoscedasticity, and if it is different, it is called heteroscedasticity.
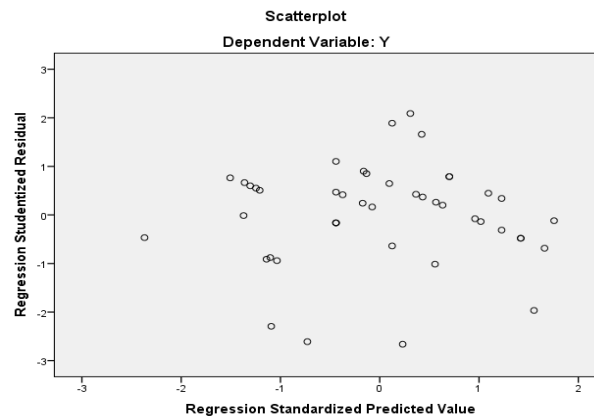

Figure 3. Heteroscedasticity test result

Based on Figure 3, the heteroscedasticity test graph using SPSS, it can be seen that the data (dots) spread evenly above and below the number 0 on the Y-axis and do not form a specific or random pattern so that it can be concluded that this regression test does not occur. Heteroscedasticity problem.

Furthermore, the autocorrelation test tests assumptions in regression where the dependent variable is not correlated with itself. The point is that the value of the dependent variable is not related to the value of the variable itself, either the last variable or the value of the period after. It is explained in table 5:

Table 5. Autocorrelation Test Result

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.651[a]	.424	.381	1.60799	1.528

a. Predictors: (Constant), X3, X2, X1
b. Dependent Variable: Y

Sumber : hasil olah data primer, 2017

Table 5 shows that the DW value is 0.949, which means that there is no autocorrelation in the regression model in this study. Multiple linear regression analysis was used to calculate the magnitude of the quantitative effect of a change in events (variable X) on other events (variable Y). Multiple linear regression analysis was used to test the impact of two or more independent variables on a dependent variable. The results of multiple linear regression analysis can be seen in table 6.

Table 6. Multiple Linear Analysis Test Results

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.777	2.773		1.001	.323

X1	.090	.169	.080	.532	.598
X2	.357	.135	.332	2.655	.011
X3	.396	.142	.416	2.779	.008

a. Dependent Variable: Y

Based on table 6, it can be explained that the value of the constant is 2.777; this shows the effect of variables other than employee competence, motivation, and work discipline variables. b1 of 0.090 indicates that employee competence positively influences employee performance. In other words, if the employee's ability increases by 1%, the employee's performance increases by 9.0%. b2 of 0.357 indicates that motivation has a positive influence on employee performance. In other words, if the other variables have a fixed value and the motivation variable increases by 1%, the employee's performance will increase by 35.7%. b3 of 0.396 indicates that work discipline positively influences employee performance. In other words, if the other variables have a fixed value and the work discipline variable increases by 1%, the employee's performance will increase by 36.6%. The magnitude of the influence of the competence, motivation, and work discipline variables on employee performance can be known through the table's beta number or standardized coefficient. 6 Based on table 12, it is known that of the three variables, the one that has the most dominant influence is the work discipline variable in improving employee performance with a beta value. Or standardized coefficient of 0.416.

The R2 test (coefficient of determination) is used to see the independent variable's ability to explain the dependent variable. The value of the coefficient of determination is between zero and one. Suppose the value of R2 is close to one. In that case, the independent variable provides almost all the information needed to predict the variation of the dependent variable, the results of which can be seen in table 7.

Table 7. Test Results of the coefficient of determination
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.651a	.424	.381	1.60799

a. Predictors: (Constant), X3, X2, X1

Sumber: hasil olah data primer, 2017

Table 7 shows that the magnitude of R2 = 0.424; this figure states that the influence of employee competence, motivation, and work discipline is 42.4%. At the same time, the rest are variables that were not included in this study. By looking at the value of R2 from the assessment variable, it is necessary to include other variables that will have a significant influence on improving employee performance.

Furthermore, the t-test is used to see the significance of the influence of the independent variables individually on the dependent by assuming the other variables constant. This test is done by comparing t count and t table. To test the partial effect, it can be done by comparing the t value in the coefficient with the t table. If t count > table, then H0 is rejected, meaning a partial influence between the independent variables and the dependent variable. If t count < t table, then H0 is accepted, meaning that it has no partial effect between the independent variables on the dependent variable. The results of the t-test can be seen in table 8:

Table 8. Partial Test (t) Result
Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.777	2.773		1.001	.323
	X1	.090	.169	.080	.532	.598
	X2	.357	.135	.332	2.655	.011
	X3	.396	.142	.416	2.779	.008

a. Dependent Variable: Y

Based on table 8, the t-count value of competence on employee performance is 0.532. Meanwhile, for the t-table with a significance of = 0.05 and df = nk = 45-4 = 41, then the t-table is obtained for one side = 1.6829. The value of t-count < t-table = 0.532 < 1.6829 with a significance value of 0.598 > 0.05. This shows that employee competence has no significant effect on improving employee performance. The t-count value of motivation on employee performance is 2,655. Meanwhile, for t-table with a significance of = 0.05 and df = nk = 45-4 = 41, then the t-table for one side = 1.6829 is obtained. The value of t-count > t-table = 2.655 > 1.26829 with a significance value of 0.011 <0.05. This shows that motivation has a significant effect on improving employee performance. The t-count value of work discipline on employee performance is 2,779. Meanwhile, for t-table with a significance of = 0.05 and df = nk = 45-4 = 41, then the t-table for one side = 1.6829 is obtained. The value of t-count > t-table = 2.779 < 1.26829 with a significance value of 0.008 < 0.05. This shows that work discipline has a significant effect on employee performance. From the three independent variables, it can be seen that the work discipline variable has the most dominant influence when compared to the competence and motivation variables in improving employee performance with a beta value or standardized coefficient that is greater than the other variables, which is 0.414.

Discussion

The results of testing the first hypothesis in this study statistically show that the competency variable has a t-count smaller than the t-table (0.532 < 1.6829) with a significance value of 0.598, which means that the first hypothesis in this study is rejected, namely the competency factor has no significant effect, on the performance of employees at the Department of Cooperatives and SMEs of South Sulawesi Province. This indicates that the increase in employee performance at the Cooperatives and SMEs Service Office of South Sulawesi Province is not influenced by competence. The first hypothesis test shows that competence is an essential trait that is owned or part of a personality that is deep and attached to a person and predictable behavior in various situations and work tasks as an encouragement to have achievement and the desire to try to carry out tasks effectively. The results of this study contradict the research conducted by Hartandi (2013) that competence positively influences performance. Improving employee competence can lead to an increase in performance. Therefore, to improve employee performance in the SME sector, the cooperative and SME offices of South Sulawesi Province need to take strategic initiatives to improve performance through competence, including through motivational training by accommodating self-concept material, education, and training following the duties and functions of employees, capacity building, and policies to develop employees' abilities independently to develop careers.

The results of testing the second hypothesis in this study statistically show that the motivation variable has an at-count greater than t-table 2.655 > 1.6829 with a significance value of 0.011, which means that the second hypothesis in this study is accepted, which means that the motivation variable has a significant effect on employee performance, at the Department of Cooperatives and SMEs of South Sulawesi Province. This indicates that the increase in employee performance at the Department of Cooperatives and SMEs of South Sulawesi Province is influenced by motivation. The significant influence of the motivation variable in this study is primarily determined by the indicators that make it up, namely 1). Working environment conditions motivate me to work harder. 2). Collaborate with co-workers so that they feel comfortable at work. 3). Giving awards for achievements will increase work motivation. 4). Work is a means for self-development. Therefore, the four indicators that form basis need special attention to be maximally empowered to continue to increase employee motivation so that it is expected to improve employee performance in the

future. This study also supports the results of previous research conducted by Pilatus Deikme (2014), which found that work motivation and organizational culture have a significant influence on employee performance. There are differences and similarities between current and previous research. The equation lies in the independent variable used, namely motivation, the dependent variable, performance, and data analysis techniques. The difference lies in the number of samples and the location of the study.

The results of testing the third hypothesis in this study statistically show that the work discipline variable has a t-count greater than t-table (2.777 > 1.6829) with a significance value of 0.008, which means that the third hypothesis is accepted, meaning that work discipline has a significant effect on employee performance at Department of Cooperatives and SMEs of South Sulawesi Province. This indicates that the increase in employee performance at the Department of Cooperatives and SMEs in South Sulawesi Province is influenced by work discipline. The results of this study support previous research by Joko Sarwanto (2007) that work discipline has a significant effect on employee performance.

CONCLUSSION

This study found that competence had no significant effect on the performance of the employees of the Cooperatives and SMEs Office of South Sulawesi Province. This indicates that the increase in performance is not influenced by competence in the South Sulawesi Province Cooperatives and SMEs Office. Motivation has a significant effect on the performance of the South Sulawesi Province Cooperatives and SMEs Office employees. This indicates that motivation is instrumental in helping improve the performance of the employees of the Cooperatives and SMEs Office of South Sulawesi Province. Furthermore, work discipline significantly affects employee performance at the Department of Cooperatives and SMEs in South Sulawesi Province. This indicates that the increase in employee performance is influenced by work discipline.

Based on the conclusions above, the authors are advised to try to improve employee competence and maintain work motivation and discipline so that the performance at the Cooperatives and SMEs Office of South Sulawesi Province can be enhanced and for further researchers to review this research (on the same problem) using the approach method, and different review concepts to be able to compare and support new findings.

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