The Effect Of Competence, Job Satisfaction And Work Discipline On The Performance Of Employees Of The Palopo Class Iii Non-Immigration Checkpoint (TPI) Immigration Office

Rachmad Ardiyanto [1,*]; Muhammad Hidayat [2] and Hernawan[3]

Institut Teknologi Nobel dan Bisnis Indonesia Makassar

*Correspondence: rachmad.ardiyanto27@gmail.com[1]

Abstract: *This study aims to determine the influence of competence, job satisfaction, and* work discipline on employee performance at the Class III Immigration Office Non- Immigration Inspection Place (TPI) Palopo.

This research approach uses quantitative research. The study was conducted at the Class III Immigration Office Non-Immigration Inspection Place (TPI) Palopo with a population of 31 employees. The sample selection in this study was done using saturated population sampling, resulting in a sample size of 31 people. The data collection technique used a questionnaire, and the data analysis technique used multiple regression analysis.

The results of the study show that (1) Partially, the variables of competence, job satisfaction, and work discipline have a positive and significant influence on employee performance. (2) Simultaneously, the variables of competence, job satisfaction, and work discipline have a positive and significant influence on employee performance. (3) The most dominant variable that influences employee performance at the Class III Immigration Office Non-Immigration Inspection Place (TPI) Palopo is employee work discipline.

Keywords: Competence; Job Satisfaction; Work Discipline; Work Discpline; Employee Perfomance;

A. Introduction

The success of achieving organizational goals is greatly influenced by the role and performance of its employees. Improving employee performance is important considering the change in the direction of government policies as desired by the spirit of reform to provide more space for the community in government and development activities where the government and its apparatus play a more active role as facilitators. This change in policy direction has implications for the professionalism of employees in responding to the challenges of the globalization era in facing competition. Therefore, improving the performance of the apparatus is a very important thing to pay attention to (Wahyuningrum, 2018).

In the implementation of management in government agencies, it is not only determined by adequate infrastructure and facilities and financial support, but also determined by the success in managing human resources. Human resource

management is a series of actions starting from the selection system, career development, education and training, and the process of preparing personnel to occupy higher positions. Thus, human resource problems are complex problems for organizations. Personnel and human resource management is very important for organizations in managing, regulating, and utilizing employees so that they can function productively to achieve organizational goals (Mangkunegara, 2017:1). The problem that exists in human resource management, is a problem that deserves the attention of every organization is the problem of employee performance, because employee performance greatly affects the success of an organization.

The competence that an employee has is very important as the basis for his ability to carry out the duties and work that he is responsible for, with the competence of the more types of work that the employee does, the more and more work experience he has, and can improve performance. As expressed by Spencer (2012:41) it can be described into 3 (three) important parts, namely knowledge, skills and abilities that are indispensable to support a performance. These three types of competencies are superficial competencies (basic competencies) of a person to show effective performance at work.

Competence relates to what to the value system that applies to them. The implementation of organizational duties in facing challenges requires employee work discipline to support the implementation of employee duties.

accordance with expectations. This results in the goals of the organization or company not being achieved, and the organization's programs are hampered.

Discipline is the foundation for all success in achieving organizational goals.

people (employees) do in the workplace at various levels and standards of each level, identifying the characteristics, knowledge and skills required by employees to carry out their duties and responsibilities effectively so as to achieve professional quality standards in work. The standard covers all aspects of performance management records, specific skills and knowledge, attitudes,communication, applications as well as development.

There are several dimensions in the organizational climate that include the nature of interpersonal relationships, the nature of hierarchy, the nature of work and the organization's appreciation for its members. The organizational climate is often referred to as the human environment, where employees in doing their work cannot be observed physically, cannot be touched but their existence can be felt

Chia et al., (2013) said that job satisfaction is an important component in research on the nature of an organization. Chen et al., (2013) said that job satisfaction is the first aspect that an employee achieves before having an organizational commitment. Job satisfaction is a combination of psychological factors and the work environment that results in a person saying satisfied with their job. Individuals' attitudes regarding the level of job satisfaction vary according

Employee performance is influenced by various factors, including discipline. Because if there is no discipline, all actions will produce bad results that are not in

Discipline in the workplace strives to ensure that all employees are willing to voluntarily obey and comply with any applicable orders without being forced to do so.

The great awareness of its

employees shows good work discipline. that discipline is an attitude of willingness and willingness of a person to comply and obey the norms and regulations that apply around it, good employee discipline will accelerate the company's goals while deteriorating discipline will become an obstacle and slow down the achievement of the company's goals, the organization strives to achieve optimal results with good discipline. Hasibuan (2019) stated that work discipline is a person's awareness and willingness to obey all company regulations and social norms that pretend. Willingness is a person's attitude, behavior, and actions in accordance with written or unwritten organizational norms. Discipline is demonstrated when employees arrive and leave on time, perform all duties satisfactorily, and comply with all workplace standards and social conventions.

Sinambela (2019) stated that employee performance is defined as the employee's ability to do a certain skill. Employee performance is very necessary, because with this performance it will be known how far their ability is in carrying out the tasks assigned to them. The performance of individuals or groups in an organization is defined as the work they perform in accordance with their various authorities and responsibilities to achieve the organization's objectives such as at the Immigration office.

The Immigration Office under the Ministry of Law and Human Rights acts as the gatekeeper of the country. Immigration as stipulated by the House of Representatives of the Republic of Indonesia and the President of the Republic of Indonesia in Law of the Republic of Indonesia Number 6 of 2011 Chapter 1 Article 1 (1) concerning Immigration. Immigration is a matter of the traffic of people who go out of Indonesia and its supervision in order to maintain the upholding of state sovereignty. This traffic allows for the official permission of foreigners to enter Indonesia The existing immigration supervision system includes two ways, namely: 1). Administrative supervision, regulated in Articles 67 and 68 of Law Number 6 of 2011 concerning Immigration, namely conducting inspections and research on travel documents, letters or other documents, banned lists, photography, fingerprinting and management of immigration data from Indonesia citizens and Foreigners, the examination is carried out when granting or refusing to grant an immigration permit at the immigration checkpoint, immigration office, immigration field at the regional office of the Ministry of Law and Human Rights as well as representatives of the Republic of Indonesia abroad and the Directorate General of Immigration. 2). Field or operational supervision, regulated in Articles 69 to 74 of Law Number 6 of 2011 concerning Immigration.

Operational supervision is carried out by carrying out routine activities and operations in the field by conducting a series of monitoring or investigations through interviews, observation and depiction, reconnaissance, wiretapping,shooting, spying, tracking, infiltration, use of information and other activities. All of these activities are to obtain information or information needed in decision-making in order to formulate and establish immigration policies, especially in terms of supervising every person, both Indonesia citizens and foreigners who enter and exit Indonesia territory, supervise the existence and activities of foreigners who violate or do not violate the applicable laws and regulations, dangerous to security and public order, hostility towards the people and the Unitary State of the Republic of Indonesia, for the smooth and successful

investigation, security and mobilization measures are carried out.

The Palopo Class III Non-Immigration Checkpoint (TPI) Immigration Office has routinely supervised foreigners both administratively and in the field. However, even though it has been done routinely and on a scheduled basis, there are still obstacles that are often faced, namely: 1) The area of the Palopo Class III Non-Immigration Checkpoint (TPI) Immigration Office is 18,755.43 km2 which covers 4 (four) districts and 1 (one) city, namely Luwu Regency, North Toraja Regency, North Luwu Regency, East Luwu Regency, and Palopo City Limited. 2) Human Resources who can focus on supervisory tasks.3) The lack of activity of the company in reporting the existence and activities of foreign workers so that the reports obtained by the Class III Non-Immigration Checkpoint (TPI) Immigration Office of Palopo are not sustainable. 4) There are several companies in the work area of the Palopo Class III Non-Immigration Checkpoint (TPI) Immigration Office and there is still difficulty in accessing several companies due to the difficult terrain.

Travel of the Republic of Indonesia (passport) to Indonesia Citizens, residence permit services for Foreign Citizens. In addition to providing public services, the Palopo Class III Non-Immigration Checkpoint (TPI) Immigration Office also carries out immigration law enforcement by carrying out routine supervision of Indonesia and Foreign Citizens, as well as sanctioning all forms of immigration law violations. Furthermore, in order to support the duties and functions of immigration, the Palopo Class III Non-Immigration Checkpoint (TPI) Immigration Office disseminates information about immigration services to the public. , the Class III Immigration Office Non-Immigration Checkpoint (TPI) Palopo

carries out the administration of personnel, finance, letters, state property, and household as well as monitoring, evaluation, and reporting of immigration duties.

With the large area, duties and responsibilities of the Class III Non-Immigration Checkpoint (TPI) Immigration Office Palopo, and also the need for adequate human resources, the problem is also the company's awareness to report its foreign workers which makes the Class III Non-Immigration Checkpoint (TPI) Palopo Immigration Office have to work extra and work more professionally.

With great duties and responsibilities, the Palopo Class III Non-Immigration Checkpoint (TPI) Immigration Office needs adequate employee competence, competency measurement, one of which is by measuring/looking at the level of education. The level of education in 2022 is 2 people for high school, 27 people for Bachelor (S1), 2 people for Masters (S2) and in 2023.

People for high school, 27 people for Bachelor (S1) and 2 people for Master (S2), this data does not indicate an increase in the level of education competence even though the challenges of the work of the Class III Non-Immigration Checkpoint (TPI) Office of Palopo in the future are getting tougher, which requires increasing Employee Competence.

Job satisfaction aimed at optimizing services is less than optimal due to the lack of service facilities and infrastructure on the criteria that urge the service (*Urgency*), only at a value of 3, namely the medium category and in the *Growth category*. It is still necessary to increase the target of the Palopo Class III Non-Immigration Checkpoint (TPI) Immigration Office category at a value of 5 or a very large category.

Regarding work discipline, if you look at the Draft Report on Changes in the

Leadership Training of Supervisors of the CCIV Batch in 2023, there are two main factors that affect the occurrence of these problems, namely external factors and internal factors. External factors are very closely related to the environment around the organization which is very likely to affect the effectiveness of the organization. Internal factors related to the work system, work discipline, organizational structure, human resources, and so on.

Figure 1. Conceptual Framework of the Research
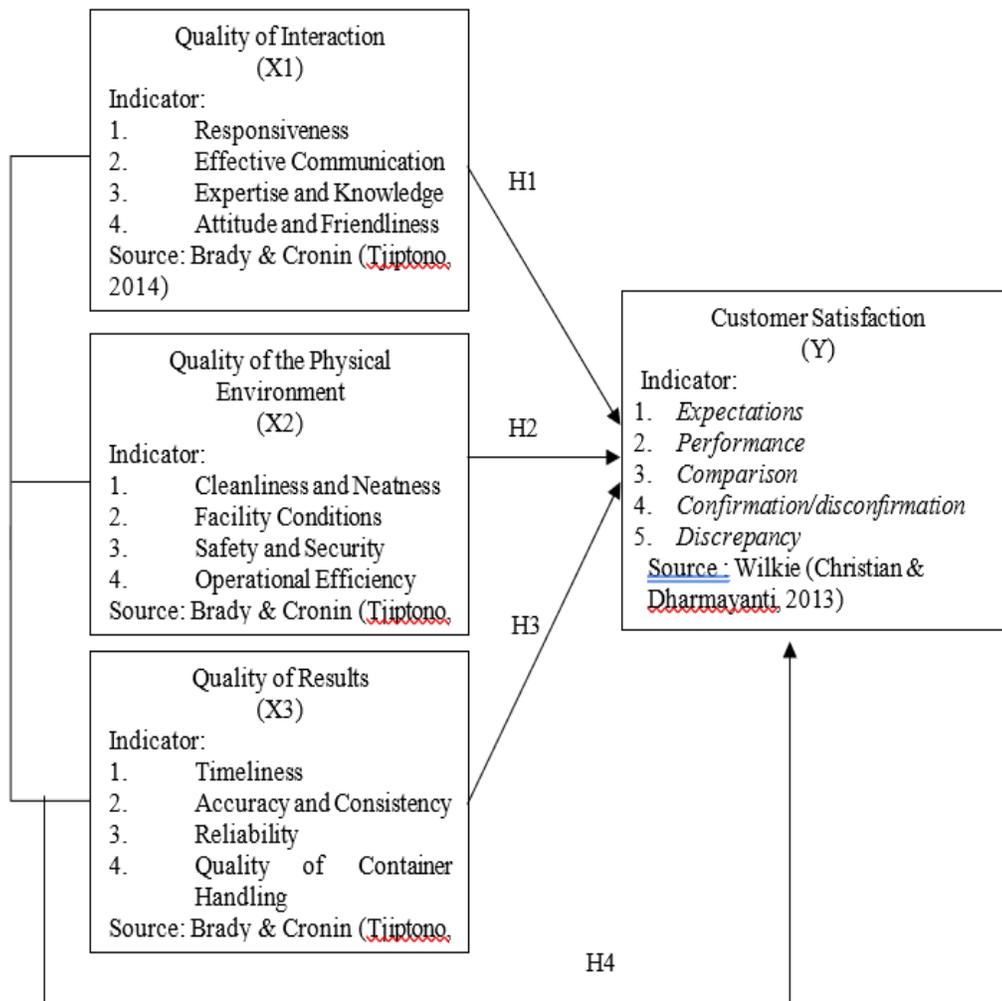
By looking at the conceptual framework of the research in Figure 1, several research hypotheses can be proposed, namely:

1. It is suspected that there is a positive and significant influence of Employee Competence on Employee Performance at the Class III Immigration Office Non-Immigration Checkpoint (TPI) Palopo.

2. It is suspected that there is a positive and significant influence of Job Satisfaction on Employee Performance at the Class III Non-Immigration Checkpoint (TPI) Immigration Office in Palopo.

3. It is suspected that there is a positive and significant influence of Employee Work Discipline on Employee Performance at the Class III Immigration Office Non-Immigration Checkpoint (TPI) Palopo.

4. It is suspected that there is an influence on Simultaneous, Competence, Job Satisfaction and Employee Work Discipline on Employee Performance at the Class III Immigration Office Non-Immigration Checkpoint (TPI) Palopo.

5. It is suspected that the Work Discipline Variable has a dominant effect on Employee Performance at the Class III Non-Immigration Checkpoint (TPI) Immigration Office in Palopo

B. Materials and Methods

This type of research uses survey research that takes samples from one population and uses questionnaires as the main data collection tool (Singarimbun, 2013). A survey is a quantitative study used to research the symptoms of a group or individual behavior. Survey research can be used for the purpose of exploratory (exploratory), descriptive and explanatory, namely to explain causal relationships and hypothesis testing, evaluation, prediction or forecasting of certain events in the future, operational research and the development of social indicators. The survey in this study is a design used for the investigation of the influence of the variables of Competence, Job Satisfaction and Employee Work Discipline on Employee Performance at the Class III Non-Immigration Checkpoint (TPI) Immigration Office Palopo so that with this research it will be possible to build a theory that can function to explain, forecast and control a symptom. The

research was carried out at the Class III Immigration Office Non-Immigration Checkpoint (TPI) Palopo. The research time is in December 2023.

C. Result and Discussion
Result

The results of this study will describe two tests, namely Data Quality Test and

Hypothesis Testing, for more details as follows:

1. Data Quality Test
Validity Test

The validity test of the instrument was carried out using *the product moment* correlation method from *Pearson* Where the test was carried out by looking at the correlation coefficient (RXY) number which states the relationship between the score of the statement instrument and the total score (*item-total correlation*). To find out the validity of the question, the r calculation compared to the table at α 0.05 in this study was 31 respondents (n-1), with r table = 0.349. If r counts > r table then the statement is valid. The results of the instrument validity test can be seen in table 1 :Variables

Employee Competency (X1), Job Satisfaction Variable (X2), Work Discipline Variable (X3), and Employee Performance Variable (Y).

Table 1. Validity Test Results

Instrumen Variabel	Statement Items	r Calculate	r Table	Information
Employee Competencies (X1)	X1.1	0.854	0,349	Valid
	X1.2	0.686	0,349	Valid
	X1.3	0.837	0,349	Valid
	X1.4	0,833	0,349	Valid
	X1.5	0,753	0,349	Valid
	X1.6	0,848	0,349	Valid
	X2.1	0.731	0,3	Valid

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			49	
Job Satisfaction (x2)	X2.2	0,775	0,349	Valid
	X2.3	0,646	0,349	Valid
	X2.4	0,793	0,349	Valid
	X2.5	0,597	0,349	Valid
Work Discipline (X3)	X3.1	0,805	0,349	Valid
	X3.2	0,675	0,349	Valid
	X3.3	0,602	0,349	Valid
	X3.4	0,745	0,349	Valid
Employee Performance (Y)	Y1	0,853	0,349	Valid
	Y2	0,814	0,349	Valid
	Y3	0,743	0,349	Valid
	Y4	0,828	0,349	Valid
	Y5	0,892	0,349	Valid

Source: SPSS 26 Data Processing Results (primary data processed, 2024)

Reliability Test

A variable is said to be *reliable if the* Cronbach Alpha *value* > 0.6, so the data can be said *to be reliable* for further measurement and research. Table 2 above shows that the four variables are proven *to be reliable* in explaining the observed variables because they have a **Cronbach alpha coefficient greater than 0.60.**

Table 2. Reliability Test Results

No	Variable	Nilai Alfha Croambach's	Information
1	Competencies (x1)	0,809	Reliable
2	Job Satisfaction (x2)	0,754	Reliable
3	Work Discipline (X3)	0,649	Reliable
4	Employee Performan	0,881	Reliable

ce (Y)		

Source: SPSS 26 Data Processing Results (primary data processed, 2024)

Multiple Linear Regression Analysis Test

Based on the *output* of Table 5 above in the *Coefficients* column, the multiple linear regression equation model is obtained as follows:

From the model Equation 1 can be explained as follows:

1. The constant coefficient is 3.733, indicating that if there is no addition of variables X1, X2, and X3, then the Performance will occur at 3.733.
2. The coefficient of X1 is 0.214, meaning that every change in Competency (X_1) of 1 unit and other variables are considered fixed, it will increase the Performance of Employees of the Class III Immigration Office Non-Immigration Checkpoint (TPI) Palopo by 0.214.
3. The X2 coefficient is 0.346, meaning that every change in Job Satisfaction (X_2) by 1 unit and other variables are considered fixed, it will increase the Performance of Employees of the Class III Immigration Office Non-Immigration Checkpoint (TPI) Palopo by 0.346.
4. The X3 coefficient is 0.717, meaning that every change in Work Discipline (X_3) by 1 unit and other variables are considered fixed, it will increase the Performance of Employees of the Class III Immigration Office Non-Immigration Checkpoint

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(TPI) Palopo by 0.717.

Table 5. Multiple Linear Regression Analysis Test

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-3,733	1,941		-1,923	,065
	Competencies(X1)	,214	,094	,287	2,266	,032
	Job Satisfaction (x2)	,346	,116	,334	2,975	,006
	Work Discipline (X3)	,717	,197	,406	3,634	,001

a. Dependent Variable: Kinerja Pegawai(Y)

1. Hyphotesis Testing Simultaneous Test (Test F)

In Table 6 Simultaneous tests show that there is a significant influence between independent variable (X) simultaneously to the dependent variable (Y) which can be seen in Table 6, namely with a value of sig. test F of 0.000 at a significant level of 0.05. This value is less than 0.05 which indicates that all independent variables are composed of; Competence (X1), Job Satisfaction (X2), and Work Discipline (X3) together affect employee performance (Y) at the Class III Immigration Office Non-Immigration Checkpoint (TPI) Palopo.

Table 6. Test F

ANOVAa					
Model	Sum of	Df	Mean Squar	F	Sig.

		Squares	e			
1	Regression	236,630	3	78,877	57,991	.000 b
	Residual	36,725	27	1,360		
	Total	273,355	30			

a. Dependent Variable: Employee Performance (Y)

b. Predictors: (Constant), Work Discipline (X3), Job Satisfaction (X2), Competency (X1)

Partial Test (t-Test)

In Table 7. The partial test is a test to determine the influence of each independent variable, on the non-independent variable. The decision-making criteria can be done by comparing the value of probability or sig. with a significance level of 0.05. If the probability value ≥ 0.05, then the influence between the independent variable (X) on the dependent variable (Y) is not significant. On the other hand, if the probability value < 0.05, then the influence between the independent variable (X) on the dependent variable (Y) is significant. The following conclusions can be drawn from the table above:

1. The probability value of X1 is 0.032. This value is less than 0.05 and the t-value is calculated at 2.266 > t table 1.697 (n-1 = 30 alpha 5 %) so it can be concluded that the Competency variable (X1) has a positive and significant effect on the variable of the Performance of Employees of the Class III Immigration Office Non-Immigration Checkpoint (TPI) Palopo.

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2. The probability value of X2 is 0.006. This value is less than 0.05 and the t-value is calculated at 2.975 > t table 1.697 (n-1 = 30 alpha 5 %) so it can be concluded that the Job Satisfaction variable (X2) has a positive and significant effect on the Performance variable of Employees of the Class III Immigration Office Non-Immigration Checkpoint (TPI) Palopo.

3. The probability value of X3 is 0.001. This value is less than 0.05 and the t-value is calculated 3,634 > t table 1.697 (n-1 = 30 alpha 5%) so it can be concluded that the Work Discipline variable (X3) has a positive and significant effect on the Performance variable of the Class III Non-Immigration Checkpoint (TPI) Immigration Office Employee in Palopo.

Table 7. Test-t

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-3,733	1,941		-1,923	,065
	Competencies(X1)	,214	,094	,287	2,266	,032
	Job Satisfaction (x2)	,346	,116	,334	2,975	,006
	Work Discipline (X3)	,717	,197	,406	3,634	,001
a. Dependent Variable: Employee Performance(Y)						

Determinant Coefficient Test

In Table 8, the determination coefficient (*R-square*) is a value (proportion) that measures how much the independent variables (X) are capable of being used in the regression equation, in explaining the variation of dependent variables. The value of the determination coefficient ranges from 0 to 1.

From Table 8, it is known that the value of the determination coefficient (*R-square*) is 0.866. This value can explain that X1, X2, and X3 are able to affect Employee Performance simultaneously or together by 86.6%, at the Class III Non-Immigration Checkpoint (TPI) Immigration Office in Palopo and the remaining 13.4% is influenced by other factors outside the regression model used.

Table 8. Termination coefficient test

Model Summaryb					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.930a	,866	,851	1,16626	2,175
a. Predictors: (Constant), Work Discipline (X3), Job Satisfaction (X2), Competency (X1)					

Dominant Variable Test (Beta Test)

Based on Table 9, it can be seen that the value **of Unstandardized Coefficients Beta** Competency is 0.287, Job Satisfaction is 0.334 and Work Discipline is 0.406. Of the three Variables X, the highest Beta coefficient variable is the Unstandardized **Coefficients Beta variable** with a value of 0.406, thus the

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most dominant variable affecting Employee Performance at the Palopo Class III Non-Immigration Checkpoint (TPI) Immigration Office is Employee Work Discipline.

Table 9. Dominant Variable Test (Beta Test)

Model		Unstandardized Coefficients		Standardized Coefficients
		B	Std. Error	Beta
	(Constant)	-3,733	1,941	
	Competencies(X1)	,214	,094	,287
	Job Satisfaction (x2)	,346	,116	,334
	Work Discipline (X3)	,717	,197	,406

D. Result and Discussion

The Effect of Employee Competence on Perfomance

The probability value of X1 is 0.032. This value is less than 0.05 or a t-value of 2.266> t table 1.697 (n-1 = 30 alpha 5%) so that it can be concluded that the Competency variable (X1) has a positive and significant effect on the Performance variable of the Class III Non-Immigration Checkpoint (TPI) Immigration Office Employees in Palopo.

Organizational goals will be achieved through positive performance from employees, on the other hand, organizations will face obstacles in achieving goals if the performance of employees is ineffective in the sense that they cannot meet the demands of the work desired by the organization. The results of this study are in line with research conducted by Nita Indrawati (2017) on the Influence of Competence on Employee

Performance at the Kendari City Land Office. The results of the study show that competence has a significant effect on employee performance, meaning that the better the competence that employees have, the better they will be able to improve employee performance. This finding is also supported by research by Chintia Josefani Pakila (2019) on the Influence of Emotional Intelligence, Competence and Discipline on employee performance at the Makassar City Investment and One-Stop Integrated Services Office. The results of this study show that the three variables have a simultaneous effect on employee performance.

Therefore, the success of an organization is greatly influenced by the performance of its employees. Performance is the result of quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. So the definition of performance refers to the work results achieved by individuals or groups of people in an organization based on a certain unit of time or measure The scope of performance review can be seen from the role of individual employees and focuses more on work results related to the achievement of organizational goals, both based on structural groups and functional groups as well as work results achieved by existing work units. According to Achmad (2009), employee performance is influenced by several factors, one of which is work competence. Wibowo (2007:324) stated that competence is an ability to carry out or perform a job that is based on skills and knowledge and supported by the work attitude demanded by the job. The theory of needs put forward by Abraham Maslow explains about needs.

The Effect of Employee Job Satisfaction on Performance

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The probability value of X2 is 0.006. This value is less than 0.05 or the t-value is calculated 2.975 > t table 1,697 (n-1 = 30 alpha 5 %) so that it can be concluded that the Job Satisfaction variable (X2) has a positive and significant effect on the Performance variable of Class III Immigration Office Employees Non-Immigration Checkpoint (TPI) Palopo.

The results of the hypothesis test show that Job Satisfaction has a significant influence on employee performance, this shows that Job Satisfaction has a real effect on employee performance. The results of this study are in line with research conducted by Christian Katian Daho, Silvya L. Mandey, and Libeth Mananeke (2014) found that Job Satisfaction has a positive effect on employee performance.

Job satisfaction is defined as a pleasant state or positive emotion resulting from a person's job assessment or work experience. Job satisfaction results from employees' perception of how well their work provides what is considered important. Five aspects of job satisfaction are measured by the *Job Descriptive Index* (JDI): the job itself (related to responsibility, interest and growth); the quality of supervision (related to technical assistance and social support); relationships with colleagues (related to social harmony and respect); promotional opportunities (related to opportunities for further development); and payment (related to adequate pay and perception of fairness) (Luthans, 2006).

This relationship means that the more satisfied the employee is with the Organization, the better the work performance and work results shown will be or vice versa. If a person feels satisfaction in his work, his work morale will increase. This encouragement can make it easier to achieve the goals that

have been set by the company. Wibowo (2015:141) argues that job satisfaction is a predictor of performance, because job satisfaction has a moderate correlation with performance. Thus, it can be concluded that the high or low job satisfaction of employees will affect performance. If job satisfaction is achieved, employee performance will be high, and vice versa.

The Effect of Employee Work Discipline on Performance

The probability value of X3 is 0.001. This value is less than 0.05 or a t-value of 3.634 > t table 1.697 (n-1 = 30 alpha 5%) so that it can be concluded that the Work Discipline variable (X3) has a positive and significant effect on the Performance variable of Employees of the Class III Immigration Office Non-Immigration Checkpoint (TPI) Palopo.

The results of this study are in line with the research of Hemela M. Naraha, Jack H. Syauta and Musa Yan Jouwe 2020 The *Influence of Organizational Culture and Work Discipline on the Performance of State Civil Apparatus with Organizational Commitment as a Mediation Variable (Study on the One-Stop Integrated Investment and Licensing Office of Keerom Regency)* This study aims to analyze the influence of organizational culture and work discipline partially on organizational commitment. Organizational culture and work discipline are simultaneously towards organizational commitment. Organizational culture, work discipline and partial organizational commitment to performance. Organizational culture, work discipline and organizational commitment simultaneously to performance. Organizational culture on performance through the mediation variable of organizational commitment

and work discipline on performance through the mediation variable of organizational commitment. The sample in this study is 38 employees, the data analysis technique uses *Path Analysis* with the SPSS 21 program. The results of the research indicated that: Organizational culture has a significant positive influence on organizational commitment. Work discipline has a positive effect on organizational commitment is not significant.

Organizational culture and work discipline simultaneously have a significant positive effect on organizational commitment. Organizational culture has a significant positive influence on performance. Work discipline has a positive effect on performance and organizational commitment has a significant positive effect on performance. Organizational culture, work discipline and organizational commitment simultaneously have a significant positive effect on performance. Organizational culture has a significant positive effect on performance.

Also, the results of this research are in line with Busro's (2018) theory that work discipline is an effort to explore the potential and competence of work quality. The tendency of human beings towards undiscipline is greater than towards discipline, for this reason that human beings become disciplines that must be pursued. Discipline must be maintained in the work environment. One form of rule maintenance is discipline in implementing it in an orderly and consistent manner. Through high discipline, the implementation of a rule can achieve its purpose and its benefits can be felt by all parties, provided that the rule is made after considering the principle of justice and its benefits for the public interest.

The Simultaneous Effect of Competence, Job Satisfaction and Work Discipline on Performance

The simultaneous test showed that there was a significant influence between the independent variable (X) simultaneously on the dependent variable (Y) which can be seen in Table 6, namely with a value of sig. test F of 0.000 at a significant level of 0.05. This value is less than 0.05 which indicates that all independent variables are composed of; Competency (X1), Job Satisfaction (X2) and Work Discipline (X3). together affect the performance of employees (Y). at the Class III Immigration Office Non-Immigration Checkpoint (TPI) Palopo.

The results of the study are in line with McClenland's theory quoted in Veithzal Rivai (2011:299) which defines competence as: "competency as a fundamental characteristic that a person has that directly affects or can predict excellent performance". Spencer and Spencer (in Palan, 2012:6), stated that competence refers to the characteristics that underlie behavior that describe motives, personal characteristics (characteristics), self-concept, values, knowledge or expertise that a person who performs superior (*superior performer*) brings in the workplace The results of this study are in line with Fahmi's theory (2017). Discipline is an effort made by an organization or its members to achieve a sustainable organizational discipline system. Discipline can be done by providing job training that requires the completion of the task on time. Based on the definition that has been explained above, the author draws the conclusion that discipline coaching is an effort made by members of the organization so that the entire system in the organization runs as it should, not out of the applicable rules.

This relationship means that the

more satisfied the employee is with the Organization, the better the work performance and work results shown will be or vice versa. If a person feels satisfaction in his work, his work morale will increase. This encouragement can make it easier to achieve the goals that have been set by the company. Wibowo (2015:141) argues that job satisfaction is a predictor of performance, because job satisfaction has a moderate correlation with performance.

Also, the results of this research are in line with Busro's (2018) theory that work discipline is an effort to explore the potential and competence of work quality. The tendency of human beings towards undiscipline is greater than towards discipline, for this reason that human beings become disciplines that must be pursued. Discipline must be maintained in the work environment to improve employee performance.

Work Discipline as the Dominant Variable on Performance

Unstandardized Coefficients Beta Competency 0.287, Job Satisfaction 0.334 and Work Discipline 0.406. Of the three Variables X, the highest Beta coefficient variable is the Work Discipline variable**.** Thus, the most dominant variable affecting Employee Performance at the Class III Non-Immigration Checkpoint (TPI) Immigration Office in Palopo is Employee Work Discipline.

The results of the research are in line with the perception or performance of the Class III Non-Immigration Checkpoint (TPI).

Immigration Office in Palopo which highly upholds the discipline of daily work according to the duties of the Class III Non-Immigration Checkpoint (TPI) Immigration Office (TPI) Palopo is an element of the acting element of the

Directorate General of Immigration of the Ministry of Law and Human Rights of the Republic of Indonesia which is under the Regional Office of the Ministry of Law and Human Rights of South Sulawesi, tasked with implementing policies and technical standards that have been set by the Directorate General of Immigration. The Palopo Class III Non-Immigration Checkpoint TPI) Immigration Office as a technical implementation unit in accordance with the Regulation of the Minister of Law and Human Rights of the Republic of Indonesia Number 19 of 2018.

E. Conclusion

After obtaining the results and discussion of the data that has been collected in this study, the following conclusions are obtained:
1. Competence has a positive and significant effect on the performance of Employees of the Class III Immigration Office Non-Immigration Checkpoint (TPI) Palopo.
2. Job satisfaction has a positive and significant effect on the performance of Employees of the Class III Immigration Office Non-Immigration Checkpoint (TPI) Palopo.
3. Work discipline has a positive and significant effect on the performance of Employees of the Class III Immigration Office Non-Immigration Checkpoint (TPI) Palopo.
4. Competence, Job Satisfaction and Work Discipline simultaneously have a positive and significant effect on Employee Performance at the Class III Non-Immigration Checkpoint (TPI) Immigration Office in Palopo.
5. Work Discipline is the most dominant variable affecting Employee Performance at the Class III Non-Immigration Checkpoint (TPI) Immigration Office in Palopo.PT. Rajagrafindo Persada.

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