

## THE INFLUENCE OF COMPETENCE, WORK CULTURE AND WORK DISCIPLINE ON THE PERFORMANCE OF PNS IN THE SERVICE OF MANPOWER AND TRANSMIGRATION IN SELATAN SULAWESI PROVINCE

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### Abstract

*This study aims to determine and analyze the effect of competence, work culture and work discipline on the performance of the Office of Manpower and Transmigration Office of South Sulawesi Province. This research approach is a quantitative approach. The study was conducted at the Manpower and Transmigration Office of South Sulawesi Province and carried out from October-November 2021. The research population was all civil servants in the work area of the Manpower and Transmigration Office of South Sulawesi Province, totaling 193 people with a sample of 116 employees. The results showed that there was no positive and significant effect of competence and work culture on employee performance partially, while work discipline partially positive and significant effect on employee performance. Based on the results of data analysis, the R-Square value in this study was 0.140.*

**Keywords:** *competence, work culture, work discipline and performance*

### INTRODUCTION

One of the functions of the government is to provide public services as a manifestation of the general duties of government to realize people's welfare. Bureaucracy is a government instrument to realize efficient, effective, fair, transparent and accountable public services. This means that to be able to carry out government functions properly, bureaucratic organizations must be professional, responsive, aspirational towards the various demands of the people they serve.

Along with this, the development of the state apparatus is carried out continuously, so that it can become an efficient, effective, clean and authoritative tool, so that it is able to carry out general government tasks and to drive development smoothly based on the spirit and attitude of community service. Therefore the government as a public servant must be more able to provide maximum service to the people. So that the contribution to development is the creation of a sense of trust in the government will increase. But if these services are never obtained, then various kinds of bad character towards the government cannot be stopped.

Employee performance in an organization is influenced by many factors, one of which is competence. In an organization, people with high competence are needed, so that the organization can develop and what the goals of the organization can be achieved. Competence that is in accordance with the employee's work field, will facilitate the implementation of tasks in accordance with the specified job description.

Competence is an ability to carry out or carry out a job or task that is based on skills and knowledge and is supported by the work attitude required by the job. Thus, competence shows the skills and knowledge characterized by professionalism in a particular field as something that is most important or superior in that field.

Higher employee competence can be measured by increasing knowledge and developing better temperament/characteristics and self-concept. The characteristics of competent employees are employees who are able to carry out tasks according to work

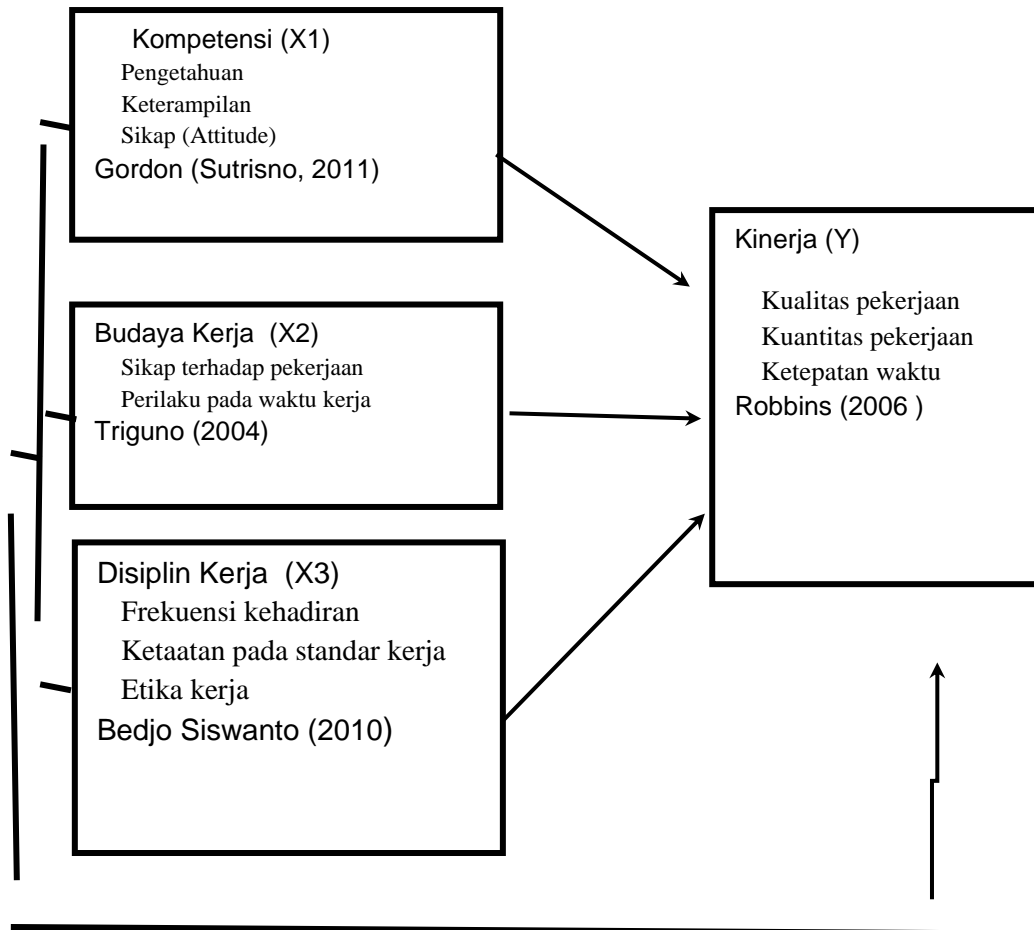
standards, knowledgeable, complete tasks well, able to compile reports accurately and systematically, have the ability to control emotions which are getting better with themselves and with others (Sriwidodo and Haryanto, 2010). In addition to competence, a positive work culture can also affect a person's performance in an organization. According to Sulaksono (2002), work culture is the attitude and behavior of employees in carrying out tasks. The scope of the meaning of each work culture value includes discipline, openness, mutual respect and cooperation (Moekijat, 2006). It is difficult for employees to achieve the expected work performance without a positive work culture and the attitude and responsibility shown by the employee concerned.

The next factor that affects employee performance is work discipline. Work discipline can have an impact on the personal lives of employees that affect the organization. Organizations need to monitor every action and behavior carried out by employees while working. If there is an act of fraud that is not in accordance with the rules or something that is disallowed from the existing facts, the organization should stipulate penalties for its employees. Bosses should also know and implement the existing rules in the company (Belizzi and Hasty, 2000).

As a general description of the conditions above, one can see from one of the indicators in the employee absence data for the South Sulawesi Province Manpower and Transmigration Office in 2020, which shows that there are still employees whose absences are not optimal. In January 2020, 13 people were found absent from the office for unclear reasons and 24 employees declared permission in December 2019. According to Mahsun (2006), one indicator of performance is employee attendance/lateness. Because the level of employee attendance at the Meral sub-district office is still not optimal, it can be concluded that employees in carrying out their duties have not been fully carried out, where attendance is one of the things that influences performance improvement in an institution. In this condition it is assumed that employee discipline and employee attitudes in carrying out government tasks and programs are not optimal, a bad work culture and poor job satisfaction will result in a lower level of discipline.

Meanwhile, based on field observations in the application of discipline, it was found that employees were not using their time properly. This can be seen from the fact that there are still employees present after the specified time, for example, office hours should be at 08.00 WIB in the morning but present at 09.00 WIB in the morning, while lunch and breaks are at 13.00-14.00 WIB but in reality there are still employees who return to the office at 15.00 WIB. Morning call that is not followed and some employees do not report when they do not come to work.

Figure 1. Research Concept Framework



Based on the framework above, the authors propose the following hypothesis:

1. Competence, work discipline and work culture have a partial effect on the performance of civil servants in the Department of Manpower and Transmigration of South Sulawesi Province.
2. Competence, Work Discipline and Work Culture Simultaneously influence the Performance of Civil Servants in the Office of Manpower and Transmigration of South Sulawesi Province.
3. The Work Discipline Variable has the most dominant effect on the performance of civil servants at the Department of Manpower and Transmigration of South Sulawesi Province.

## RESEARCH METHODS

This research is a quantitative study that was conducted at the Office of Manpower and Transmigration of South Sulawesi Province and was carried out in September – October 2021. The target population in this study were 193 PNS and non-PNS employees, a sample of 116 PNS employees. This research is a research with a quantitative approach with data analysis techniques in this study using Multiple Linear Regression Analysis.

## RESULTS AND DISCUSSION

### Results

Statistical calculations in the multiple linear regression analysis used in this study were made with the help of the IBM SPSS for Windows version 23 computer program. The full results of data processing using the SPSS program are in the appendix and are further explained in the following table:

Table 1. Test results of multiple linear regression analysis

Coefficients <sup>a</sup>								
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
	(Constant)	27.871	4.573		6.095	.000		
	X1	-.124	.158	-.121	-.780	.437	.317	3.158
	x2	.099	.184	.071	.540	.591	.447	2.238
	X3	.574	.175	.415	3.275	.001	.479	2.086
a. Dependent Variable: PERFORMANCE								

Source: Results of Questionnaire Data Analysis

The regression equation model that can be written from these results in the form of the regression equation is as follows:

$$Y = 27.871 + -0,124X1 + 0,099X2 + 0,574X3$$

The regression equation can be described as follows:

1. Constant of 27.871 has a meaning if the variables X1, X2, and X3 do not change, then the Performance value 27.871
2. The regression coefficient of the competence variable has a negative direction in its effect on employee performance. Coefficient value of -0,124 indicates that if there is an increase in competence in the variable X1 then Y or employee performance increases by -0,124
3. The regression coefficient of the work culture variable has a positive direction in its effect on employee performance. The coefficient value of 0.099 indicates that if there is an increase in work culture in variable X2 then Y or employee performance increases by 0.099
4. The regression coefficient of the work discipline variable has a positive direction in its effect on employee performance. The coefficient value of 0.574 indicates that if there is an increase in work discipline in variable X3 then Y or employee performance increases by 0.574

### Partial hypothesis testing

#### 1. The effect of competence on employee performance

The test results obtained the t value for the competency variable showing the t value = -0.780 while the t table value for n 116 was 1.981 thus the calculated t value was smaller than the t table value so that the results stated that there was no influence between competence on employee performance, and a significance value of 0.437 > 0.05. With a significance value above 0.05, it indicates that competence has no significant effect on employee performance.

#### 2. The influence of work culture on employee performance

The test results obtained for the t value for the work culture variable showed a value of  $t = 0.540$  while the t table value for n 116 was 1.981 thus the calculated t value was smaller than the t table value so that the results stated that there was no influence between work culture on employee performance, with a significance value of  $0.591 > 0.05$ . With a significance value above 0.05, it indicates that work culture has no significant effect on employee performance.

### 3. Effect of work discipline on employee performance

The test results obtained for the t value for the work discipline variable showed a value of  $t = 3.275$  while the t table value for n 116 was 1.981 thus the calculated t value was greater than the t table value so that the results stated that there was an influence between work discipline on employee performance, with a significance value of  $0.001 < 0.05$ . With a significance value below 0.05, it indicates that work discipline has a significant influence on employee performance.

### F Test (Simultaneous Hypothesis Testing)

The F test is intended to determine whether the independent variable in this case is the competency variable, the work culture variable, the work discipline variable have a joint effect on employee performance. The results of the calculation of the F test to test the relationship of the independent variables together are obtained in the following table:

Table 2. ANOVA test results

ANOVA <sup>a</sup>						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	394.211	3	131.404	6.055	.001 <sup>b</sup>
	Residual	2430.711	112	21.703		
	Total	2824.922	115			
a. Dependent Variable: PERFORMANCE						
b. Predictors: (Constant), Competence, Work Culture, Work Discipline						

Source: Data Processed in 2021

Based on the results of the SPSS output, the calculated F value is 6,055 and the significance value (Sig.) is 0.001. The calculated F value is  $6.055 > F$  table 2.69 and the significance value is  $0.001 < 0.05$ , it can be concluded that the variables of Competence, Work Culture and Work Discipline simultaneously influence employee performance at the Office of Manpower and Transmigration of South Sulawesi Province.

### Coefficient of Determination

The coefficient of determination is used to determine how much influence the independent variables have on the dependent variable. The value of the coefficient of determination is determined by value *R square*

Table 3. Determination Coefficient Test Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.374 <sup>a</sup>	.140	.116	4.659	2.188
a	Predictors: (Constant), Competence (X1), Work Culture (X2), Work Discipline (X3).				
b	Dependent Variable : Performance (Y)				

Source: Data Processed in 2021

The results of the regression calculation can be seen that the coefficient of determination R.Square obtained is 0.140. This means that 14% of employee performance is influenced by competence, work culture and work discipline while the remaining 86% of employee performance is influenced by other variables not examined in this study .

## Discussion

The results of this study indicate that two X variables, namely competence and work culture, have no positive and significant effect on employee performance, while one x variable, namely work discipline, has a positive and significant effect on employee performance.

Conceptually according to the researcher, competence is an ability possessed by employees which is used as a guideline in carrying out their duties in accordance with SOP (*Standard Operating Procedure*). According to Wibowo (2016) Competence is an ability to carry out or do a job that is based on skills and experience and is supported by work attitudes demanded by workers.

Work culture is a process of teaching certain knowledge and skills as well as attitudes so that employees are more skilled and able to carry out their responsibilities better, according to Mangkunegara standards (2015).

Ideally, the work culture should be designed to realize organizational goals, while at the same time realizing the goals of individual workers. Work culture is often considered as the most common activity and leaders support the existence of work culture because through work culture, workers will become more skilled and therefore more productive even though these benefits must be taken into account with the time consumed when workers are being trained.

According to Dessler (2015), that "work culture is a process of teaching skills needed by employees to do their jobs". Furthermore, the notion of work culture is simply defined by Mondy (2015), as "a learning process designed to change the ability of employees to do their jobs".

According to Hasibuan (2016), discipline is awareness and willingness a person obeys all the rules and social norms that apply. Discipline is a mental attitude that is reflected in the actions or behavior of individuals, groups or society, in the form of obedience to regulations set by the government or ethics, norms and rules that apply in society for a particular purpose.

Discipline can also be interpreted as self-control so as not to do something that is contrary to the philosophy of a nation/country (Sulistiyanti, 2011).

In this study, work discipline has a significant effect on the performance of employees at the South Sulawesi Province Manpower and Transmigration Office, which shows that the third hypothesis (H3) is accepted, this is in line with research conducted

by Irawan (2018) which states that work discipline has a positive and significant effect. on the performance of employees of the Semarang City Trade Office.

## CONCLUSION

Based on the results of research and data analysis conducted by researchers on Employees of the Office of Manpower and Transmigration of South Sulawesi Province, the following conclusions are obtained:

1. Competency and Work Culture Variables partially have no significant effect on Employee Performance while Work Discipline Variables partially have a positive and significant effect on the performance of employees of the Office of Manpower and Transmigration of South Sulawesi Province.
2. Competency, Work Culture and Work Discipline variables simultaneously have a positive and significant effect on the performance of employees of the Office of Manpower and Transmigration Office of South Sulawesi Province.
3. The Variable of Work Discipline is the variable that has the most influence on the Performance of Office Employees of the Office of Manpower and Transmigration of South Sulawesi Province.

## SUGGESTION

1. For local government

The research conducted shows that work discipline is the thing that most influences the performance of employees at the Manpower and Transmigration Office of South Sulawesi Province, so it is hoped that the related offices will maintain the consistency of employee discipline so that good performance can be achieved.

2. For further researchers

This study shows that work discipline has an influence on employee performance, so it is hoped that future researchers can look at other variables to see employee performance improvements.

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