Employee Performance and the Relationships Between Competence, Motivation, and Work Discipline

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A R T I C L E   I N F O

A B S T R A K

Tujuan penelitian ini adalah untuk mengetahui pengaruh kompetensi, motivasi kerja, dan disiplin kerja terhadap kinerja pegawai pada Dinas Koperasi dan Usaha Kecil Menengah Provinsi Sulawesi Selatan. Penelitian ini menggunakan pendekatan kuantitatif, dengan menggunakan prosedur seperti studi pustaka, observasi, wawancara, dan angket untuk mengumpulkan data. Penelitian ini mensurvei 45 orang menggunakan prosedur pemilihan acak dasar. Proses analisis data akan meliputi validasi instrumen (pengujian validitas dan reliabilitas), pengujian asumsi klasik (pengujian normalitas, multikolinearitas, heteroskedastisitas, dan autokorelasi), analisis statistik (analisis regresi berganda), dan pengujian hipotesis (uji koefisien determinasi dan uji parsial) . Hasil penelitian menunjukkan bahwa kompetensi tidak berpengaruh nyata terhadap kinerja pegawai pada Dinas Koperasi dan Usaha Kecil Menengah Provinsi Sulawesi Selatan. Sedangkan motivasi dan disiplin kerja berpengaruh besar terhadap kinerja pegawai pada Dinas Koperasi dan Usaha Kecil Menengah Provinsi Sulawesi Selatan.

A B S T R A C T

The purpose of this study is to explore the effect of competence, work motivation, and work discipline on employee performance at the South Sulawesi Provincial Department of Cooperatives and Small and Medium-Sized Enterprises. This study took a quantitative approach, utilizing procedures such as literature review, observation, interviews, and questionnaires to collect data. This study surveyed 45 individuals using a basic random selection procedure. The data analysis process will include instrument validation (validity and reliability testing), classical assumption testing (normality, multicollinearity, heteroscedasticity, and autocorrelation testing), statistical analysis (multiple regression analysis), and hypothesis testing (test coefficient of determination and partial test). The findings indicated that competence had no discernible effect on the performance of employees at the South Sulawesi Province's Cooperatives and Small and Medium-Sized Enterprises Office. Meanwhile, job motivation and discipline have a substantial impact on employee performance at South Sulawesi Province's Department of Cooperatives and Small and Medium-Sized Enterprises.

INTRODUCTION

Human resources are critical to the success of any firm. Organizations, regardless of their design or function, are founded on a variety of visions for the benefit of mankind. As a result, humans play a critical role in all organizational functions. Additionally, human resource management regulates human resources in accordance with the organization's vision in order to achieve the organization's objectives optimally. The strategic role of human resources can also be defined in terms of human resource theory, in which the company's duty is to direct and motivate its people to perform their duties more effectively.

To accomplish its objectives, an organization, of course, requires human resources as a system manager. In order for this system to function properly, the management must pay close attention to numerous critical areas such as training, development, and motivation. As a result,

human resource management will become a critical indicator of an organization's ability to achieve its objectives successfully and efficiently.

Human resource management becomes critical in any organization when it comes to enhancing human resources' ability to accomplish corporate goals and objectives. Along with its role in usage, development, management, and performance planning, human resource management also plays a part in performance improvement activities.

Performance is a snapshot of an organization's level of performance in carrying out actions / plans / policies that contribute to the attainment of the organization's goals, objectives, mission, and vision as outlined in its strategic plan. To achieve the highest level of performance in the organization, it is necessary to compare finished work to the company's / government agencies' criteria, as organizational success is influenced by personnel performance (Rosmaini & Tanjung, 2019). Performance can be enhanced by carrying out tasks effectively and in accordance with the organization's vision and objective.

In a government entity, superior performance demonstrates that the primary objective has been met. As a non-profit organization, the government is more concerned with providing the best possible service to the community. The community's contentment with the service given demonstrates the organization's effectiveness. Thus, it is the responsibility of government entities to continue to perform well in the public view.

As a government agency, the Cooperative Office and MSMEs of South Sulawesi Province have performed admirably. However, according to data from the Lakip cooperative and MSME office in South Sulawesi province in 2015, there were 131,510 targeted business units and 118,832 realized company units. This demonstrates that there are still a significant number of SMEs that have not transitioned from small to medium-sized firms. The issue requires further attention and effort in the form of improved performance in accordance with the policies that have been developed. Additionally, efforts to increase performance that is more intense, concentrated, and directed are still required. Taking into account a variety of affecting analyses.

According to Rosmaini and Tanjung (2019), various aspects contribute to performance improvement, including competence, job motivation, and work discipline. Competence is defined as an employee's knowledge, abilities, and behavior (Wibowo, 2010); Motivation is defined as an encouragement that boosts an employee's morale (Ahmad, 2002); and work discipline is defined as timeliness, doing a decent job, and adhering to societal standards and conventions (Soegeng Prijodarminto, 1994).

Numerous researchers have examined this topic, including Talib et al., (2020), who examine the performance of employees at the Makassar City Education Office, Budiman et al., (2016), who examine the performance of employees at PT. Hasjrat Abadi Tendean Manado, and Siregar, (2020), who examine the performance of employees at the Office of Primary Tax Services Tapak Tuan. Both of these studies examine how employee performance is influenced by competency characteristics, work motivation, and work discipline. The distinction is in the research focus, with this study concentrating on the cooperative offices and MSMEs in South Sulawesi Province. In this regard, this study will examine and test the effect of competence, work motivation, and work discipline on employee performance at the South Sulawesi Cooperative and MSME Office.

The term "performance" is made up of two words: kinetics, which implies capability, and verbs, which denotes activity. Employee performance, according to Mangkunegara (2005), is the consequence of an employee's quality and quantity of work in carrying out his duties in accordance with the obligations assigned to him. Rivai (2008) supports the statement by stating

that employee performance is the result or overall success rate of an individual in carrying out a task over a specified period of time in comparison to various possibilities, such as work standards, targets or goals, or criteria that have been determined in advance and mutually agreed upon. Individual characteristics (including ability, knowledge, background, and demography), psychological factors (including perception, attitude, personality, learning, motivation, innovation, integrity, and cooperation), and organizational factors all influence performance (including resources, leadership, appreciation, organizational structure, and job design) (2003) (Henri).

There are six dimensions that contribute to a person's performance (Rivai, 2010; Prayogi et al., 2019), namely: a) Work ability, which refers to a person's ability to complete a given task or fulfill his responsibilities; b) Work speed, which refers to setting goals for each employee based on the specified time or amount of work. work, c) Accuracy/accuracy, which refers to the rigor, cleanliness, accuracy, and abilities required of the job in order for the work to be convincingly completed in accordance with the assigned task; d) Loyalty, and the willingness of employees to prioritize tasks for the benefit of the organization. Tasks that utilize time both internally and externally, both scheduled and unexpected, in order to advance the firm. e) Initiative, which refers to a person's ability and willingness to enhance and optimize work outcomes for the benefit of the organization, as demonstrated by the presence or absence of employee initiatives to improve work results, whether requested or not requested by the firm. f) Cooperation, which refers to the ability to form relationships within his or her work unit or with other work units or with parties outside the company in order to complete the task, including a willingness to give opinions and a willingness to accept the opinions of others, as well as a willingness to accept decisions that contradict his or her opinion.

Employee performance enhancement is inextricably linked to attempts to streamline competence, motivation, and work discipline (Talib et al., 2020). Competence is defined as "an individual's fundamental characteristics that are causally associated to criterion-referenced effective and or superior performance in a job or setting." That is, competence is a fundamental attribute of a person and is related to an individual's performance at work (Spencer; Dharma, 2005). The term "underlying characteristics" refers to competency as a fundamental and ingrained aspect of personality, as well as predictable behavior in a variety of professional situations and activities. Meanwhile, the term "causally connected" refers to something that contributes to or predicts behavior and performance. Meanwhile, the term "criterion-referenced" indicates that competency accurately predicts who does well and who performs poorly when tested against the criteria or standards utilized (Dharma, 2005).

There are five characteristics of competence (Prihadi, 2004): 1) motives, the things that a person consistently thinks or desires that cause action; 2) traits, physical characteristics and consistent responses to situations or information; 3) self-concept, attitudes, and values that a person has; 4) knowledge, information that a person has for a specific field; and 5) complex competencies. Employees who demonstrate excellent competence in all of its qualities will achieve superior performance (Siregar, 2020). Talib et al(2020) .'s research established that competence has a substantial effect on employee performance. Thus, the following hypothesis is formulated:

H1: Competence has an effect on the performance of employees in the SME Field of the South Sulawesi Cooperative and SME Office.

Motivation is the second component that impacts employee performance. Motivation is a sense of purpose and excitement that causes an individual to feel enthused about his work as a result of his requirements (Rosmaini & Tanjung, 2019). Motivation is associated with a person's psychological elements that define the link or interaction between attitudes, needs, and fulfillment in humans (Wursanto, 2003). The term "encouragement" refers to a motivating force that motivates humans to act in various ways in order to accomplish specific goals (As'ad, 2003 in Budiman et al., 2016).

Motivation is critical for increasing employee morale and job satisfaction, which eventually affects employee performance and, of course, adds to organizational performance (Talib et al., 2020). The objective of providing inspiration to employees is to instill in them the spirit and enthusiasm necessary to continue functioning at a high level (Rosmaini & Tanjung, 2019). Several researchers (Talib et al., 2020; Budiman et al., 2016; and Siregar, 2020) have demonstrated that when employees are motivated at work, their performance improves. Thus, the following hypothesis is formulated:

H2: Motivation has an effect on the performance of employees in the field of SMEs in South Sulawesi Province's sector of cooperatives and SMEs.

Employee performance cannot be divorced from the work discipline component in an organization. Discipline is derived from the Latin word "disciplina," which refers to the practice or education of decency and spirituality, as well as the growth of character (Wursanto, 2003). Work discipline, as defined by Siagian (2007) in (Budiman et al., 2016), is the attitude, mindset, knowledge, and behavior of employees who willingly attempt to cooperate with other employees, who adhere to applicable work norms and standards, and who aim to enhance work performance.

Discipline consists of three components (Prijodarminto, 1994), namely mental attitude, which is an obedient and orderly attitude developed through exercise, mind control, and character control; and a thorough understanding of the system of rules governing behavior based on norms, criteria, and standards in such a way that the understanding fosters a profound understanding or awareness that obedience or rules, norms, and standards are required. Additionally, Norman (2000) identifies various components of the discipline, including craft, obedience, dedication, and presence.

Work discipline is a component of performance (Setiayawan & Waridin, 2006). Employee performance will improve as a result of job discipline. Numerous researches have established this (Talib et al., 2020; Budiman et al., 2016; and Siregar, 2020). The hypothesis is as follows in this regard:

H3: Work discipline has an effect on the performance of employees at the South Sulawesi Cooperative and SME Office.

In this regard, the relationship between competence, work motivation, work discipline, and employee performance is described in the following scheme:
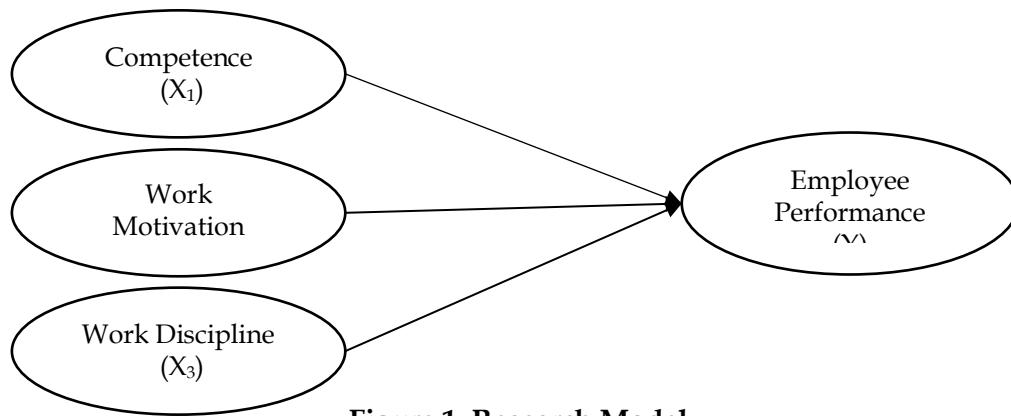
Figure 1. Research Model

RESEARCH METHOD

This study employs a quantitative approach and focuses on South Sulawesi's cooperative offices and MSMEs. The data were gathered through a combination of literature reviews, observations, interviews, and questionnaires. This study surveyed 45 individuals using a basic random selection procedure. The data analysis process will include instrument validation (validity and rehabilitation tests), classical assumption tests (normality, multicollinearity, heteroskedasticity, and autocorrelation tests), statistical analysis (multiple regression analysis), and hypothesis testing (consisting of determination coefficient tests and partial tests).

Table 1. Operational Definition of Variables

Variabel	Definition	Indicators
Competence (X_1)	The ability of employees to carry out tasks in accordance with the demands of the organization and the requirements of their expertise and professional demands.	1) Have intellectual ability or knowledge about work. 2) Have skills in getting the job done. 3) Have the ability to control emotions when facing pressure at work. 4) Have a professional attitude including responsibility for the job.
Motivation (X_2)	Encouragement in a person in handling work and related to his needs and his work	1) The working environment motivates you to work harder. 2) Work with colleagues so that they feel comfortable at work. 3) Awarding awards for achievements achieved will increase work motivation. 4) Work becomes a means to develop self-ability.
Work Discipline (X_3)	The attitude of the employee to obey and comply with the applicable regulations and be able to carry them out and willing to accept the sanctions if violated	1) Trying to come / return to work according to the appointed working hours. 2) Get the job done on time. 3) Comply with the rules that apply in the office. 4) Use time efficiently, effectively and productively to produce optimal work output.

Employee Performance (Y)	The attitude of the employee to obey and comply with the applicable regulations and be able to carry them out and willing to accept the sanctions if violated	1) The quality of the work done is in accordance with the set time standards. 2) The amount of work successfully completed according to the specified time target. 3) The level of accuracy in working according to work standards. 4) Have the ability to work with colleagues in accordance with the field of work.

RESULTS AND DISCUSSION

Research Analysis

The validity test results demonstrate that for the variables performance, employee competence, motivation, and work discipline, the corrected item value total correlation is greater than the r-table. Thus, each variable's indicator or questionnaire is declared valid for usage as a variable measuring instrument.

Tabel 2. Hasil Uji Validitas

Variable	Indicators	Corrected Item Total Correlation	r table (n = 45; α=0,05)	Information
Performance	Indikator 1	0,523		Valid
	Indikator 2	0,760	0,2940	Valid
	Indikator 3	0,684		Valid
	Indikator 4	0,695		valid
Competence employee	Indikator 1	0, 757		Valid
	Indikator 2	0, 849	0,2940	Valid
	Indikator 3	0, 580		Valid
	Indikator 4	0, 677		Valid
Motivation	Indikator 1	0, 620		Valid
	Indikator 2	0, 770	0,2940	Valid
	Indikator 3	0, 735		Valid
	Indikator 4	0, 739		valid
Work Discipline	Indikator 1	0, 764		Valid
	Indikator 2	0, 543	0,2940	Valid
	Indikator 3	0, 688		Valid
	Indikator 4	0, 764		valid

The validity test results indicate that the corrected item total correlation value for performance variables, employee competence, motivation, and work discipline is greater than the value in the table. Thus, each variable's indicator or questionnaire is declared valid for usage as a variable measuring instrument.

Tabel 2. Hasil Uji Reliabilitas

Variables	cronbach's alpha (α)	Reliability Standards	Information
Performance	0,800	0,60	Reliabel
Competence	0,812	0,60	Reliabel
Motivation	0,811	0,60	Reliabel
Work Discipline	0,806	0,60	Reliabel

Figure 2 shows that on a normal chart of plots, the dots spread around the normal line. This suggests that this research regression model has qualified the normality assumptions of the research data.
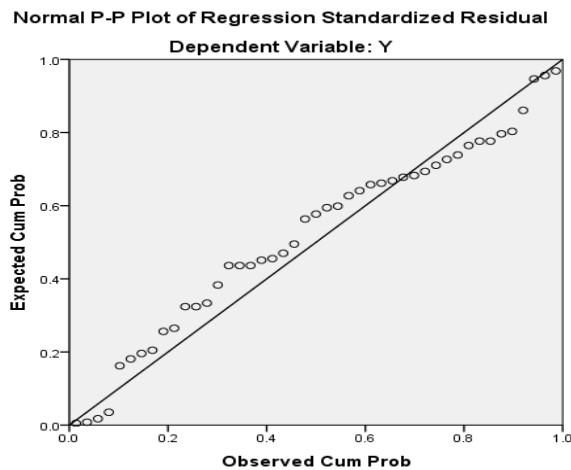


Figure 2. Normality Test Results

According to the data in Table 3, the tolerance values for the three independent variables are greater than 0.10. VIF values for the entire variable are also limited to ten. Thus, if there is no evidence of multicollinearity in the regression model used in this investigation, the existing regression model is suitable for usage.

Table 3. Multicollinearity Test Results

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

Heteroskedastistas test graphs, such as the one in Table 3, demonstrate that data (dots) spread uniformly above and below the number 0 on the Y axis and do not form any particular or random pattern, indicating that there is no heteroskedastistas problem with this regression test.
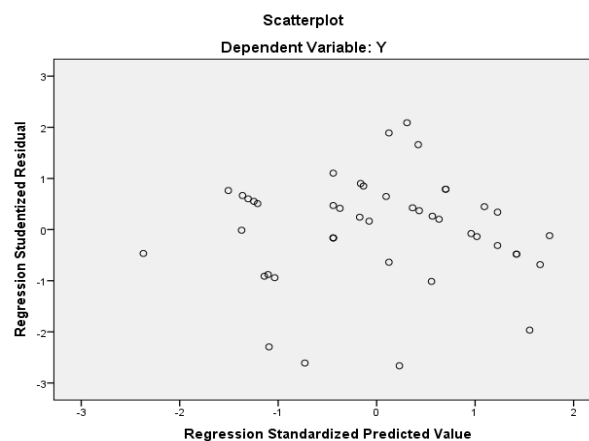
Gambar 3. Hasil Uji Heteroskedastistas

Table 4. Autocorrelation Test Results
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

Table 4 shows that the D-W value is 0.949, which means that there is no autocorrelation in the regression model in the study.

Table 5. Multiple Linear Regression Analysis Results
Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(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

(Model 1 applies to rows X1, X2, X3)

a. Dependent Variable: Y

On the basis of Table 5, the following model with multiple linear regression equations is constructed:

$$Y = 2{,}777 + 0{,}090\ X_1 + 0{,}357\ X_2 + 0{,}396\ X_3$$

The multiple regression equation is interpretable as follows: nilai kostanta = 2,777 indicates the influence of variables other than employee competency, motivation, and disciplinary variables; b1 = 0.090 indicates that Employee Competence has a positive effect on Employee Performance. In other words, if employee capacity increases by 1%, employee performance increases by 9.0%; a b2 value of 0.357 suggests that motivation has a beneficial effect on employee performance. In other words, if all other variables remain constant in value but motivation variables increase by 1%, employee performance increases by 35.7 percent. The value of b3 of 0.396 shows that Discipline Kerja has a beneficial effect on employee performance. In other words, if other variables remain constant and discipline variables increase by 1%, employee performance increases by 36.6 percent; Based on beta numbers or standardized coefficients, the magnitude of the influence of competency variables, motivation, and work discipline on employee performance is known.

Table 6. R2 Test Results (Coefficient of Determination)
Model Summary

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

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

The value of R2 = 0.424 in Table 6 indicates that the influence of employee competence, motivation, and work discipline is 42.4 percent. The remaining variables were not considered in

the study. By examining the R2 value of the evaluation variable, it is required to incorporate additional variables that will have a significant impact on employee performance improvement.

Table 7. Test Results t (Partial Test)
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

According to Table 7, the value of competence to employee performance was 0.532. While for ttables with a significance of 0.05 and df = n-k = 45-4 = 41, ttable for one side = 1.6829 was produced. tcalculated = 0.532 1.6829 with a significant level of 0.598 > 0.05. This demonstrates that H1 is refuted by the statement that employee competency has no discernible effect on employee performance improvement.

Second, the value of tcalculates the motivational effect of 2,655 on employee performance. While for ttables with a significance of 0.05 and df = n-k = 45-4 = 41, ttable for one side = 1.6829 was produced. tcalculated > ttable = 2.655 > 1.26829 with p-values of 0.011 0.05. This demonstrates that when H2 is accepted in conjunction with a motivational phrase, it has a considerable effect on employee performance.

Third, the value of tcalculates the relationship between work discipline and employee performance, which is 2,779. While for ttables with a significance of 0.05 and df = n-k = 45-4 = 41, ttable for one side = 1.6829 was produced. The value of tcalculated > ttable is 2.779 1.26829 with a 0.008 0.05 significance level. This demonstrates that the H3 received work discipline has a large impact on employee performance.

The work discipline variable has the greatest influence on enhancing employee performance when compared to the competency and motivation factors, with a beta value or standardized coefficient of 0.414 more than the other variables.

Discussion

The statistical tests indicate that H1 was rejected. Competence has no discernible effect on employee performance at South Sulawesi's Cooperative and SME Office. This demonstrates that competency has had no effect on the enhancement of staff performance at the Cooperative and SME Office of South Sulawesi Province. The findings of this study contradict Hartandi's (2013) findings that competence has a beneficial effect on performance. Enhancing staff competency can result in increased performance. Therefore, to improve employee performance in the field of SMEs, strategic initiatives to improve performance through competence must be implemented in south Sulawesi Province, including motivational training by incorporating self-concept materials, education and training in accordance with employee duties and functions, capacity building, and policies to develop.

The H2 test findings were accepted. Employee performance in the Cooperative and SME Office of South Sulawesi Province is significantly influenced by motivational elements. This demonstrates that motivation plays a role in the development of staff performance at the Cooperative and SME Office of South Sulawesi Province. Motivation is the process by which a person is encouraged to handle his or her task in a manner that is consistent with his or her wants and work. The existence of this significant influence is influenced by the indicators that comprise it, including the conditions of the work environment that motivate employees to work more vigorously, establishing cooperation with coworkers to make work more comfortable, and rewarding accomplishments. These factors all contribute to increased work motivation, and work becomes a means of self-development. Therefore, the four indicators that comprise motivation require specific attention to ensure that they are fully empowered in order to continue increasing employee motivation and, as a result, employee performance in the future. The findings corroborate Pilate's (2014) prior research, which discovered that job motivation and corporate culture had a significant impact on employee performance.

The results of the H3 test were accepted. Work discipline has a significant effect on employee performance in the Cooperative and SME Office of South Sulawesi Province. This indicates that the improvement in employee performance in the Cooperative and SME Office of South Sulawesi Province is influenced by work discipline. Work discipline is a process of fostering understanding and knowledge of groups of facts, rules and methods that are organized by prioritizing coaching, honesty and skills. As for the supporting indicators, including employees trying to come / return to work according to the specified working hours; complete the work on time; comply with the applicable rules in the office; as well as using time efficiently, effectively and productively to produce optimal work output. The results of this research are supported by previous research Sarwanto, (2007) that work discipline has a significant effect on the performance of employees in the office of the Religious Department of Karangnyar Regency

CONCLUSIONS

On the basis of the research and debate, it can be concluded that, first, competence has no discernible effect on the performance of employees of the South Sulawesi Cooperative and SME Office. That is, the more the enhancement of competency, the higher the performance of permanent personnel (kosntan). Second, motivation has a substantial effect on employee performance at the Cooperative and SME Office of South Sulawesi Province, indicating that increasing employee motivation will result in increased employee performance. Third, work discipline has a substantial effect on employee performance in the South Sulawesi Cooperative and SME Office, indicating that an increase in work discipline variables results in an increase in employee performance.

The Cooperative and SME Office of South Sulawesi Province is expected to continue to strive for motivation and work discipline in order to increase staff performance. Additionally, researchers are expected to conduct a review of the study (on the same subject) employing approach methods and diverse review concepts in order to provide a basis for comparison and support for new findings.

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