

# The Effect of Work Competence, Work Motivation, and Work Discipline On Work Performance

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## ABSTRACT

*This study aims to analyze and investigate the relationship between Work Competence, Work Motivation, Work Discipline, and Work Performance in Cooperatives and SMEs Office employees of South Sulawesi Province. The population of this study was all civil servants (PNS) related to the SME sector of the Cooperatives and SMEs Office of South Sulawesi Province, with a total sample of 45 respondents. We collected data using a questionnaire and data processing using multiple linear regression analysis. The study's results stated that all independent variables had a positive and significant effect on the dependent variable.*

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## ABSTRAK

*Tujuan daripada studi ini ialah untuk menganalisis dan menginvestigasi keterkaitan antara Work Competence, Work Motivation, Work Disiplin, Work Performance pada karyawan Cooperatives and SMEs Office of South Sulawesi Province. The population of this study was all civil servants (PNS) related to the SME sector of the Cooperatives and SMEs Office of South Sulawesi Province dengan jumlah sampel sebanyak 45 respondent. Pengumpulan data menggunakan kuesioner, serta pengolahan data menggunakan analisis regresi linear berganda. Hasil studi menyatakan bahwa seluruh variabel independen berpengaruh positif dan signifikan terhadap variabel dependennya.*

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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 to benefit humans (Sitopu 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 (Basalamah & As'ad, 2021; Sitopu et al., 2021). The strategic role of human resources can also be elaborated in human resource theory, where the company's function is to direct and motivate its employees to do better in carrying out their duties. Of course, in its management, an organization requires human resources as system managers so that this system runs; of course, in its direction, it must pay attention to several important aspects such as training, development, motivation, and other elements. This will make human resource management one of the essential indicators of achieving organizational goals effectively and efficiently (Gemeda & Lee, 2020; Sitorus et al., 2021). The role of human resource management in every organization is significant in improving human resources' ability to realize the organization's goals and objectives. 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 (Mulang, 2021; Pagán-Castaño et al., 2020). Improved performance can be realized if the management is carried out appropriately and according to the vision and mission of the organization. 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 weaknesses and take advantage of current opportunities. The basic processes designed to build and empower human potential are mastery of science and technology and having the technical skills to become development actors. The success of the organization in regional autonomy lies in knowledge (Heslina & Syahrini, 2021). The ability and expertise of an organization's human resources to take the existing environmental conditions. This success can also be supported by the organization's strategy in human resources.

In the implementation and administration of government in each country, there are regional affairs that are the task of the central government (centralization) and experiences that are the task of local governments (decentralization), namely the right to manage funds and manage their households. The first method is called centralization. Namely, all affairs, duties, and authorities of government administration are in the central government, whose implementation is carried out in a deconcentrated manner. While the second method is called decentralization; namely, the affairs, duties, and authority of implementing government are handed over to the regions as broadly as possible. 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. 32/2004 concerning Regional Government. The Office of Cooperatives & Small and Medium Enterprises 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 significant role as the primary basis for moving the economic system. People, including in creating jobs. Its development in the national economy, especially on the micro-scale, reflects a tangible manifestation of the level of welfare of most Indonesian people. Cooperatives and SMEs operate in almost all economical sectors and are located in urban and rural areas. To create a conducive business climate for Cooperatives and SMEs, it is necessary to support Cooperatives and SMEs in the form of guidance and development following the authority granted by Law Number 32 of 2004 to the Provincial Government.

Small and medium enterprises (SMEs) are the business groups that can survive the most when an economic crisis hits this country. The development of the number of small and medium business units that continues to increase will undoubtedly be able to open up immense job opportunities (Hasrat & Rosyadah, 2021; Saraswati, 2022). However, this small business is still seen as a business with weak performance. Small and Medium Enterprises (SMEs) currently have a considerable role in economic development in Indonesia; Small and Medium Enterprises (SMEs) have a reasonably significant role in national economic development; this can be seen from their contribution to Indonesia's Gross Domestic Product (GDP). continues to increase every year. Based on survey results and calculations by the Central Statistics Agency (BPS), the

contribution of SMEs to Indonesia's GDP continues to grow every year. Based on survey results and accounting by the Central Statistics Agency (BPS), the gift of SMEs to GDP (without oil and gas) in 1997 was recorded at 62.71 percent. In 2002, its contribution increased to 63.89 percent. A comparison of GDP composition by the business group in 1997 and 2003 (Arfah, 2021; Dahliah, 2021; Widi et al., 2021). This has received attention from economic observers in Indonesia, including the people's economy, government agencies, and all parties concerned for the continuity of the people's economy after experiencing the failure of the conglomerate economic system during the monetary crisis in Indonesia. So currently, the attention is more focused on small, medium, and cooperative entrepreneurs who can show their existence while surviving in the face of changes in the business world. SMEs became the foundation for 99.45% of the workforce in Indonesia during the period 2000–2003; SMEs were able to open new jobs for 9.6 million people, while large businesses could only open new positions for 55,760 people. In addition, the contribution of SMEs to national non-oil and gas exports is 19.9%. Thus, the growth of SMEs in Indonesia is essential (Islamiah et al., 2021). Thus, small and medium enterprises are business activities that can expand employment opportunities and provide general economic services to the community, which can play a role in the process of equity and increase people's income, as well as encourage economic growth (Azizah et al., 2022); (Adla et al., 2020; . The South Sulawesi Provincial Cooperatives and SMEs Service have implemented various programs and activities to carry out its vision of "making cooperatives, micro, small, and medium enterprises the main pillars of the South Sulawesi economy in 2018". Strategic program results are performance indicators used to measure program achievements to improve the quality and role of cooperatives and SMEs.

Performance is something that needs to be considered in organizational effectiveness. (Heslina & Syahruni, 2021; Wang & Zang, 2005) suggests that performance is a record of the results obtained from certain job functions or activities during a specific period. Performance results from the quality and quantity of work an employee achieves in carrying out his duties with the responsibilities given to him. Factors affecting employee performance include competence, motivation, and work discipline (Rosmaini & Tanjung, 2019). An employee, in doing his job well, 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 significant role in determining the success of service delivery. Therefore, the increase in employee performance cannot be separated from efforts to streamline competence, motivation, and work discipline at the UMKM service in the province of 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 (Hagelund, 2016; Selimović et al., 2021). According to Wibowo (2010: 45), there is an agreement on 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 employees. Therefore, the competence of employees needs to be studied to know its effect on the performance of cooperative and SME service employees in the province of South Sulawesi. The results of employee performance in an organization can is not separated from the existence of motivation,

namely the circumstances in a person's personality that encourage the individual's desire to carry out certain activities to achieve a goal. This follows the opinion expressed by (Padave et al., 2021) that motivation is fundamental in increasing employee enthusiasm or work satisfaction which ultimately leads to improving employee performance and, of course, is also biased toward improving organizational performance.

## LITERATURE REVIEW

According to Heslina & Syahrani (2021); Pagán-Castaño et al (2020), employee performance results from the quality and quantity of work achieved by an employee in carrying out his duties per the responsibilities given to him. Meanwhile, Suttikun et al. (2018) states that employee performance is the result or level of success of a person during a specific period in carrying out tasks compared to various possibilities, such as work standards, targets or targets or criteria that have been determined in advance and have been mutually agreed upon. According to Alain Mitrani, translated by Veingerl Čič et al. (2018), competence is essential to effectively or successfully implementing a job. According to Mérida-López et al. (2022), motivation is related to a person's psychological factors that reflect the relationship or interaction between attitudes, needs, and satisfaction that occurs in humans. A cause arises because of two factors, intrinsic and extrinsic factors. Intrinsic factors in humans can be in the form of attitudes, personality, experience, knowledge, and ideals. At the same time, the extrinsic factor is a factor from outside the human self. Song Prijodarminto, in his book "Discipline Tips Towards Success," in (Dechawatanapaisa, 2018) provides an understanding of the discipline as a condition created and formed through the process of a series of behaviors that show the values of obedience, obedience, loyalty, order, and or order. The importance of compliance, observation, and demand is created and formed through a process. The process here can be through guidance through family, formal education and experience, or the introduction of an exemplary environment. As a comparison of research conducted by (Blomquist et al., 2016; Pan et al., 2022; Sitopu et al., 2021) provide results indicating motivation, discipline, and competence variables have a significant effect on employee performance. The variables of motivation, discipline, and competence significantly influence employee performance. Based on the description above, the research hypothesis was formulated as follows:

H1: Work Competence factors have a positive and significance effect on Work performance

According to Gunawan et al. (2019), competence is an essential trait of a person related to effectively or significantly successfully implementing a job. The results of the research conducted by the author indicate that the competence factor has no significant effect on employee performance at the Cooperatives and SMEs Service Office of South Sulawesi Province. The results of this study contradict the research conducted by Selimović et al. (2021) that showed competence positively influences performance. Improving employee competence can lead to an increase in performance. To improve employee performance, strategic initiatives are carried out through competence, including motivational training, appropriate training, capacity building, and policies to develop employee capabilities to develop careers.

H2: Work Motivation factors factors have a positive and significance effect on work performance

According to Hunt et al. (2022); Padave et al. (2021), motivation is related to a person's psychological factors, which reflect the relationship or interaction between attitudes, needs, and satisfaction that occur in humans. The results obtained by the author show that motivational variables have a significant effect on employee performance. The results of this study also support the results of previous research conducted by Ma et al. (2020), which found that work motivation and organizational culture significantly influence employee performance. There are differences and similarities between current and previous research. The equation lies in the independent variable, inspiration, and the dependent variable, implementation, and data analysis techniques. The difference lies in the number of samples and research locations.

H3: Work discipline factors have a positive and significance effect on work performance

Discipline comes from the Latin "discipline," which means training or education of decency, spirituality, and character development. So, the nature of punishment is related to the development of a proper attitude toward work (Desselle et al., 2022). Workplace discipline has a significant effect on employee performance. The results of this study support previous research by Joko Sarwanto (2007) that found work discipline has a substantial impact on employee performance at the office of the Department of Religion, Karangnyar Regency.

## RESEARCH METHOD

A population is a group or collection of objects or objects that will be generalized from the study results. The population of this study was all civil servants (PNS) related to the SME sector of the Cooperatives and SMEs Office of South Sulawesi Province, amounting to 51 employees. Given that the population is quite large, the determination of the number of samples using the Slovin formula. Based on the results obtained from the Slovin formula, 45.23 was accepted, and the number of pieces in this study was rounded up to 45 respondents. The sampling technique used is simple random sampling. The research location was conducted at the Department of Cooperatives and SMEs of South Sulawesi Province, located at Jl. AP Pettarani, this research takes approximately three months, namely May - July 201; this study uses three variables, namely: Competence (X1): According to (Hopkins et al., 2007), competence is a person's basis which is itself concerned with the effective or highly successful performance of a job. This variable has no dimensions. This variable consists of 4 (four) indicators: intellectual ability or knowledge about work, skills in completing work, ability to control emotions when facing pressure at work, and a professional attitude, including responsibility towards creation. According to Padave et al. (2021), motivation relates to a person's psychological factors that reflect the relationship or interaction between attitudes, needs, and satisfaction in humans. This variable has no dimensions. 4 (four) indicators measure this variable. Namely, the condition of the work environment motivates people to work harder and cooperate with colleagues, so they feel comfortable at work; rewards for achievements will increase work motivation, and work



becomes a means to develop self-ability. Work discipline (X3): Discipline comes from the Latin "disciplina" which means training or education in decency and spirituality as well as character development. So the nature of discipline is related to developing a proper attitude toward work (Maenhout et al., 2021; Muñoz-Leiva et al., 2021). This variable has no dimensions. This variable has 4 (four) indicators: Trying to come/go home from work according to predetermined working hours, completing work on time, complying with applicable office regulations, and using time efficiently, effectively, and productively to produce optimal work output. Employee Performance (Y): According to Sitopu et al. (2021), employee performance results from the quality and quantity of work achieved by an employee in carrying out his duties per the responsibilities given to him. This variable has no dimensions. 4 (four) indicators measure this variable. The quality of the work carried out following the stipulated time standard, the amount of completed work according to the set target time, the sub-district level in working according to the work standard and having the ability to cooperate with colleagues following the fieldwork. Literature studies and questionnaires can be carried out to obtain the necessary data. Next, the words were analyzed in context and arranged in an expanded text. The types of data in this study are primary data obtained directly from respondents through interviews and questionnaires. Secondary data is sourced from various sources outside the object of research, such as documents or written reports that are deemed relevant to this research. This study uses more than one indicator variable (X), so the quantitative analysis used is multiple linear regression, which aims to determine the effect of competence (X<sub>1</sub>), motivation (X<sub>2</sub>), and employee performance discipline (Y). So the formula for multiple linear regression analysis in this study is:

$$Y = \alpha + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Description:

Y	= Work Performance
a	= Constant
b <sub>1</sub> , b <sub>2</sub>	= Regression coefficient
X <sub>1</sub>	= Work Competency
X <sub>2</sub>	= Work Motivation
X <sub>3</sub>	= Work Discipline
e	= error

Reliability is related to the problem of trust, and a test can be said to have a high level of confidence if the test can provide constant confidence in the results. So, the notion of test reliability is related to the problem of determining test results, or if the results change, the company that occurs can be said to be meaningless. According to Jogiyanto (2007:28), the reliability test determines whether the indicators or questionnaires used are reliable as variable measuring instruments. The reliability of an indicator or questionnaire can be seen from the Cronbach Alpha value > 0.6. Then the indicator or questionnaire is not reliable. The reliability of an indicator or questionnaire can be seen from the value of Cronbach's alpha (α), where a construct or indicator is said to be reliable, namely, if Cronbach's alpha (α) is more significant

(>) 0.60. A special needle or questionnaire, whereas if the Cronbach alpha ( $\alpha$ ) value is smaller (<) 0.60, then the indicator or questionnaire is not reliable (Suswanto, 2014). In these multiple linear models, the magnitude of the contribution of the independent variable to the dependent variable will be seen by looking at the magnitude of the coefficient of total determination (). The value has an interval from 0 to 1 ( $0 < > 1$ ). The larger (closer to 1), the better the results for the regression model, and the closer to zero, the independent variables cannot explain the independent variables (Sulaiman, 2004:28).

## RESULTS AND DISCUSSION

**Table 1. Frequency and Percentage of Respondents' Gender**

Gender	Frequency	Percentage (%)
Men	17	37,8
Women	28	62,2
Total	45	100.0

**Table 2. Frequency and Percentage of Respondents Age**

Age (Years)	Frequency	Percentage (%)
21-30	2	4.4
31-40	6	13.3
41-50	20	44.4
>50	17	37.8
Total	45	100.0

**Table 3. Frequency and Percentage of Respondents' Education Level**

Education Level	Frequency	Percentage (%)
Senior High School	7	15.6
Bachelor	34	75.6
Magister	4	8.9
Total	45	100.0

**Table 4. Frequency and Percentage of Respondents Working Period**

Working Period (Years)	Frequency	Percentage (%)
5-15	8	17.8
16-25	21	46.7
26-35	14	31.1
>35	2	4.4
Total	45	100

**Table 5. Validity Test Results**

Variables	Indicators	<i>corrected item total correlation</i>	<i>r-estimated (n = 45; <math>\alpha=0,05</math>)</i>	Info
Work Performance	Indicator 1	0,523	0,2940	Valid
	Indicator 2	0,760		Valid
	Indicator 3	0,684		Valid
	Indicator 4	0,695		valid
Work Competency	Indicator 1	0, 757	0,2940	Valid
	Indicator 2	0, 849		Valid
	Indicator 3	0, 580		Valid

Variables	Indicators	<i>corrected item total correlation</i>	r-estimated (n = 45; α=0,05)	Info
	Indicator 4	0, 677		Valid
Work Motivation	Indicator 1	0, 620	0,2940	Valid
	Indicator 2	0, 770		Valid
	Indicator 3	0, 735		Valid
	Indicator 4	0, 739		valid
Work Discipline	Indikator 1	0, 764	0,2940	Valid
	Indikator 2	0, 543		Valid
	Indikator 3	0, 688		Valid
	Indikator 4	0, 764		valid

**Table 6. Multiple Linear Regression Analysis Test**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.777	2.773		1.001	.323
	X1	.490	.169	.680	3.132	.008
	X2	.357	.135	.332	2.655	.011
	X3	.396	.142	.416	2.779	.008

a. Dependent Variable: Y

Based on the table 6, it can be arranged multiple linear regression equation models as follows:

$$Y = 2.777 + 0.490X1 + 0.357X2 + 0.396X3 + e$$

The interpretation of the multiple regression equation above can be described as follows:

1. The value of the constant is 2.777; this shows the effect of variables other than employee competence, motivation, and work discipline variables.
2. b1 of 0.490 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%.
3. b2 of 0.357 indicates that motivation positively influences 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%.
4. 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%.
5. The magnitude of the influence of the competence, motivation, and work discipline variables on employee performance can be known through the beta number or standardized coefficient from table 6. Table 6 shows 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 a standardized coefficient of 0.416.

*T-Test*



The t-test was used to see the significance of the influence of the individual independent variables on the dependent by assuming the other variables constant. This test is done by comparing the t-calculated and t-estimated. To test the partial effect, it can be done by comparing the t-count value in the coefficient with the t-estimated. If  $t\text{-calculated} > t\text{-estimated}$ , then  $H_0$  is rejected, meaning there is a partial influence between the independent variables on the dependent variable. If  $t\text{-calculated} < t\text{-estimated}$ , then  $H_0$  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 7 below:

**Table 7. T-Test (Partial Test)**

Coefficients <sup>a</sup>						
Model	Unstandardized Coefficients			Standardized Coefficients	t	Sig.
	B	Std. Error		Beta		
1	(Constant)	2.777	2.773		1.001	.323
	X1	.490	.169	.680	3.132	.008
	X2	.357	.135	.332	2.655	.011
	X3	.396	.142	.416	2.779	.008

a. Dependent Variable: Y

Based on table 7, the results of the t-test analyzed can be explained as follows:

1. The t-calculated 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-estimated for one side  $= 1.6829$  is obtained. The value of  $t\text{-calculated} < t\text{-estimated} = 0.532 < 1.6829$  with a significance value of  $0.598 > 0.05$ . This shows that employee competence has no significant effect on improving employee performance.
2. The t-calculated value of motivation on employee performance is 2,655. Meanwhile, for t-estimated with a significance of  $= 0.05$  and  $df = nk = 45-4 = 41$ , then the t-estimated for one side  $= 1.6829$  is obtained. The value of  $t\text{-calculated} > t\text{-estimated} = 2.655 > 1.26829$  with a significance value of  $0.011 < 0.05$ . This shows that motivation has a significant effect on improving employee performance.
3. The t-calculated value of work discipline on employee performance is 2,779. Meanwhile, for t-estimated with a significance of  $= 0.05$  and  $df = nk = 45-4 = 41$ , then the t-estimated for one side  $= 1.6829$  is obtained. The value of  $t\text{-calculated} > t\text{-estimated} = 2.779 < 1.26829$  with a significance value of  $0.008 < 0.05$ . This shows that work discipline has a significant effect on employee performance.
4. Of 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.

#### *R-Square*

The coefficient of determination is used to see the ability of the independent variable in explaining the dependent variable. The value of the coefficient of determination is between zero and one. If the value of  $R^2$  is close to one, 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 the following table.

**Table 8. R<sup>2</sup> Test Results (Coefficient of Determination)**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.651 <sup>a</sup>	.424	.381	1.60799
a. Predictors: (Constant), X3, X2, X1				

Table 8 shows that the magnitude of  $R^2 = 0.424$ , this figure states that the magnitude of the influence of employee competence, motivation and work discipline is 42.4%. While the rest are variables that were not included in this study. By looking at the value of  $R^2$  from the assessment variable, it is necessary to include other variables that will have a major influence on improving employee performance.

## DISCUSSION

### *The Influence of Competence on Employee Performance*

Competence is an essential trait that is owned or part of a personality that is deep and attached to a person, as well as predictable behavior in various situations and work tasks as an impetus to have achievement and the desire to try to carry out tasks effectively. The results of hypothesis testing in this study statistically show that the competency variable has a t-calculated smaller than the t-estimated ( $0.532 < 1.6829$ ) with a significance value of 0.598, which means that the first hypothesis in this study is rejected, namely the competence factor has no significant effect on employee performance at the Department of Cooperatives and SMEs of South Sulawesi Province. This indicates that the increase in employee performance in the Cooperatives and SMEs Office of South Sulawesi Province is not influenced by competence. The results of this study contradict the research conducted by Hartandi (2013) that competence has a positive influence on 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 employee abilities independently to develop careers.

### *The Effect of Motivation on Performance.*

Motivation is an impulse in a person to handle Work and is related to the needs of himself and his Work. The results of hypothesis testing in this study statistically show the motivation variable has a t-calculated greater than t-estimated  $2.655 > 1.6829$  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 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. A 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 motivation need special attention to be maximally empowered to continue increasing employee motivation so that it is expected to improve employee performance in the future. The results of this study also

support the results of previous research conducted by Pilatus Deikme (2014), which found that work motivation and organizational culture significantly influence employee performance. There are differences and similarities between current and previous research. The equation lies in the independent variable, motivation, and the dependent variable, performance, and data analysis techniques. The difference lies in the number of samples and research locations.

#### *The Effect of Work Discipline on Employee Performance Work*

Discipline fosters understanding and knowledge of groups of facts, rules, and methods organized by prioritizing coaching, honesty, and skills. The results of hypothesis testing in this study statistically show that the work discipline variable has a larger  $t$  calculated. From the  $t$ -table ( $2.777 > 1.6829$ ) with a significance value of 0.008, the third hypothesis is accepted, meaning that work discipline significantly affects employee performance at the Cooperatives and SMEs Service Office of South Sulawesi Province. This indicates that the increase in employee performance at the Cooperatives and SMEs Office of South Sulawesi Province is influenced by work discipline. The results of this study support Joko Sarwanto's (2007) research that work discipline has a significant effect on employee performance at the Karangnyar Regency Religious Affairs Office.

## CONCLUSION

Based on the discussion of the previous chapter and after conducting empirical tests regarding the relationship between the variables of ability, motivation, and education and training at the Cooperatives and SMEs Service Office of South Sulawesi Province, the authors can conclude from the results of the study as follows:

1. Competence is not significant to 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 Cooperatives and SMEs Office of South Sulawesi Province.
2. Motivation has a significant effect on the performance of the employees of the Cooperatives and SMEs Office of South Sulawesi Province. This indicates that motivation is advantageous in helping improve the performance of the employees of the Cooperatives and SMEs Office of South Sulawesi Province.
3. 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 provide some suggestions as follows:

1. It is recommended to try to improve the competence of employees and maintain motivation and work discipline so that the performance of the Cooperatives and SMEs Office of South Sulawesi Province can be improved.
2. For the next researcher to review this research (on the same problem) by using a different approach method and a different review concept so that comparisons can be made and support new findings.

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