THE AFFECT OF WORK DISCIPLINE AND COMPETENCE ON EMPLOYEE PERFORMANCE
(CASE STUDY AT BALAI KESEHATAN MATA MASYARAKAT SULAWESI UTARA)

PENGARUH DISIPLIN KERJA DAN KOMPETENSI TERHADAP KINERJA PEGAWAI (STUDI KASUS BALAI KESEHATAN MATA MASYARAKAT SULAWESI UTARA)

By
Flavia Reva Noel[1]
Joyce Lapian[2]
Merinda Pandowo[3]

[1] *International Business Administration (IBA) Management Program*
[2] *Faculty of Economic and Business*
[3] *University of Sam Ratulangi*

email: sompiereva@gmail.com
Joyce_lapian@yahoo.com
iinpan@yahoo.com

Abstract*: Human resource management as a strategic approach to the management of human resources that involves all management decisions and actions that affect the relationship between the organization and employees. Human are the most important resource in an organization's business success and to support organization's work. To improve the employee performance in an organization, they should enforce discipline of the employees and competence. This research aimed to analyzed The Affect of Employee Work Discipline and Competence on Employee Performance in Balai Kesehatan Mata Masyarakat Sulawesi Utara. This research was analyzed by using multiple regression analysis. Data collected through questionnaire distribute to 55 respondents and the data was taken by simple random sampling. This research showed that Employee Work Discipline and Competence simultaneously influence Employee Performance, Work Discipline has significant influence on Employee Performance partially and Competence has no significant influence on Employee Performance partially. It is expected the company to pay attention about work discipline in term by supporting the achievement of organization's work.*

Keywords*: work discipline,competence, employee performance.*

Abstrak: *Manajemen sumber daya manusia sebagai pendekatan strategis terhadap pengelolaan sumber daya manusia yang melibatkan seluruh keputusan dan tindakan manajemen yang mempengaruhi hubungan antara organisasi dan karyawan. Manusia adalah sumber yang paling penting dalam kesuksesan bisnis sebuah organisasi dan untuk mendukung kerja organisasi. Untuk meningkatkan kinerja karyawan dalam suatu organisasi, mereka harus menerapkan disiplin karyawan dan kompetensi. Penelitian ini bertujuan untuk menganalisis Pengaruh Disiplin dan Kompetensi Kerja Karyawan terhadap Kinerja Pegawai di Balai Kesehatan Mata Masyarakat Sulawesi Utara. Penelitian ini dianalisis dengan menggunakan analisis regresi berganda.. Data yang terkumpul melalui kuesioner didistribusikan kepada 55 responden dan data diambil secara simple random sampling. Penelitian ini menunjukkan bahwa Disiplin dan Kompetensi Kerja Karyawan secara simultan mempengaruhi Kinerja Pegawai, Disiplin Kerja berpengaruh signifikan terhadap Kinerja Pegawai secara partisi dan Kompetensi tidak berpengaruh signifikan terhadap Kinerja Pegawai secara parsial. Diharapkan perusahaan memperhatikan disiplin kerja secara mandiri dengan mendukung tercapainya hasil kerja organisasi.*

Kata kunci*: disiplin kerja, kompetensi, kinerja pegawai*

INTRODUCTION

Research Background

In every organization required to be able to optimize human resources and how human resources are managed. Human resource management cannot be separated from the factors that employees are expected to perform their best in order to achieve organizational goals.

To achieve good performance, employees need to have discipline. One of the things that affect the performance of employee is discipline. Discipline of work is a tool used by managers to communicate with employees so that they are willing to change behavior as an attempt increase awareness and willingness to comply with all organization regulations and norms.

Good performance was also affected by the competence of employees. Competence as a set of knowledge, skills, and attitudes that must be owned, ruled by the professionalism in executing tasks without leaving aspects of the personality and social skills capability in carrying out their duties. Competencies provide organizations with a way to define in behavioral terms what is that people need to do to produce the results that the organization desires.

Balai Kesehatan Mata Masyarakat Sulawesi Utara get the attention regarding the performance of the work. It is caused by not maximal the achivement of work and not maximal the result of work. Therefore, increasing the performance of work is important. An organization or institution will survive and will be able to improve the performance of his work. It is caused by not maximal the achivement of work and not maximal the result of work. Therefore, increasing the performance of work is important. An organization or institution will survive and will be able to improve the performance of his work. This also cannot be separated from the competence of employee. Improvement in competence and work discipline is necessary for optimizing human resource performance.

Research Objectives

This research aims to analyze the significant effect of:
1. Work Discipline and competence on employee performance at Balai Kesehatan Mata Masyarakat Sulawesi Utara simultaneously.
2. Work Discipline on employee performance at Balai Kesehatan Mata Masyarakat Sulawesi Utara partially.
3. Competence on employee performance at Balai Kesehatan Mata Masyarakat Sulawesi Utara partially.

THEORETICAL FRAMEWORK

Human Resource Management

Dessler (2005:4) "Human Resources Management is the policies and practices to carrying out the "people" of Human Resources aspect in management position including recruiting, screening, training, rewarding and apraising. "Human Resources Management is the process of acquiring, training, appraising and compensating employees, and attending to their labour relations, health and safety and fairness concerns.

Work Discipline

Pacitti (2011) suggests that discipline is an attitude behavior, and act in accordance with the company rules, either written or not. Discipline is also the awareness and willingness of a person to obey all laws and social norms in force. Employee discipline can be seen from the responsibility, attitude, behavior and action of an employee in compliance with all forms of regulation as long as they work.

Competence

Spencer and Spencer (1993) said that competency as an underlying characteristic of an individual that is causally related to criterion-referenced effective and/or superior performance in a job or situation. Competency characteristics include these five types: motives, traits, self-concept, knowledge, and skill are the more obvious competencies employees use to achieve the expected outputs or results.
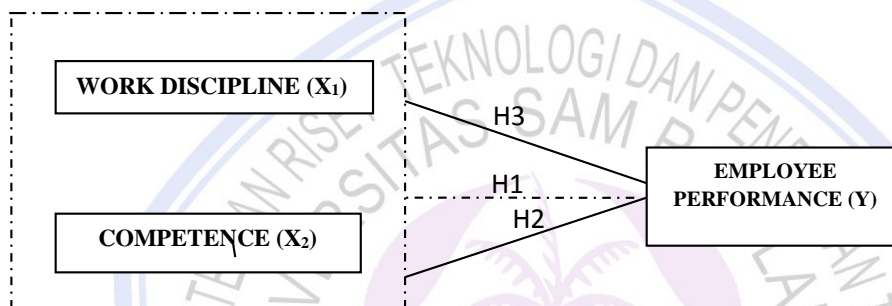
Employee Performance

Performance is the the ability of employees while at work to excute their duties. Accordingly, in order to perform well employees need first to have the knowledge and skills that are required for the job. Then, they must understand what the are required to do and have the motivation to expand effort to do Landy and Conte (2010).

Previous Research

Murgianto, Sulasmi and Suhermin (2016) conducted research of The Effects of Commitment, Competence, Work Satisfaction on Motivation, and Performance of Employees at Integrated Service Office of East Java. This study purposed to examine the effects of commitment, competence, motivation and work satisfaction on employee performance. The method used is survey with employee population in 7 regencies. Province of East Java, Indonesia amounted to 250 respondents. Samples were taken from 154 respondents at random. Data analysis method using Equation Structural Modeling (SEM). The result show that after implemented one door integrated service had been increased employee performance due to by work motivation partially mediate the effect of work satisfaction on employee performance.

Conceptual Framework

Figure 1 Conceptual Framework
Source: Data Processed, 2017

Research Hypothesis
H0: Work Discipline and Competence simultaneously influence Employee Performance.
H1: Work Discipline partially influences Employee Performance.
H2: Competence partially influences Employee Performance.

RESEARCH METHOD

Type of Research

This research uses causal type of research is causal with quantitative as the method of the reseach. Sekaran and Bougie (2009) said that causal study is a study which the researcher wants to define the cause of one or more problems. Causal is used when the researcher wants to know the relation of the variables. Causal study is a research study conducted to establish cause-and-effect relationship among variables (Sekaran and Bougie, 2009).

Place and Time

This research conducted in Balai Kesehatan Mata Masyarakat Sulawesi Utara Jl. W.Z. Johanes No.1 BumiNyiurWanea from January to March 2017.

Research Procedure
1. Fisrt the researcher learned about the issue.
2. After learned about the issue, researcher learned the theory that can be used this research.
3. The researcher choose the method that will be used, in this case used quantitative method.
4. After that, the researcher made list of question for questionnaire and made the questionnaire based on indiacators.

5. After this researcher made questionnaire, the researcher distributed the questionnaire to the population, which is employee of Balai Kesehatan Mata Masyarakat Sulawesi Utara.
6. If the population already fulfilled the questionnaire, the researcher collectedthe data or questionnaire.
7. And then the reseracher input the data from questionnaire, and this procedure called data tabulation.
8. Next procedure is the researcher input the data to SPSS program. This procedure called data processing.
9. The last procedure is data analysis, the researcher analyzed the data that already done and processed from SPP program. If there is significant effect from variables X_1 and X_2 (Work Discipline and Competence) on Variable Y (Emplotee Performance) for Balai Kesehatan Mata Masyarakat Sulawesi Utara.

Population and Sample

The population of this research is the employees of Balai Kesehatan Mata Masyarakat Sulawesi Utara and the sample size of this research is 90 employees, 55 permanent employees and 35 outsourcing employees in Balai Kesehatan Mata Masyarakat Sulawesi Utara. This research will use a simple random sample.

Data Collected Method

The data used in this research is primary data. The primary data is collected through questionnaires that are distributed to the employees in Balai Kesehatan Mata Masyarakat Sulawesi Utara.

Operational Definition and Measurement Research Variable

Work Discipline (X_1)

Work Discipline is the awareness and the willingness of individual to obey all company rules and norms (Hasibuan, 2003). In order to make a better performance, every employee have to work discipline in organization. Indicators: Effectiveness, Timeliness, and Attitude

Competence (X_2)

Glick (2004), the competence of person can be shown in the form of one's ability to apply knowledge in the form of action.
Indicators: Knowledge, Skill and Abilty

Employee Performance (Y)

Employee performance is the successful completion of tasks by a selected individual or individuals as set and measured by a supervisor or organization, to pre-defined acceptable standards while efficiently and effectively utilizing available resource within a changing environment (Mathins and Jackson, 2009).
Indicators: Quantity and Quality

Data Analysis Method
Validity and Reliability

Sekaran and Bougie (2010), reliability is a test of how consistently a measuring instrument measures whatever concept is measuring. Validity is the extent to which a test measures what it is supposed to measure (Hair, 2007).

Multiple Linear Regression Analysis

The analysis used in this study is the multiple linear regression analysis. Multiple linear regression analysis regresses where the dependent variable (Y) relates to more than the variable. Analysis regression is used to find a dependency of grades from one variable our use to draw a conclusion on the effect from the independent variables to the dependent variables. This analysis used to determine the effect of work discipline and competence on employee's performance. The shape of the regression equation is as follows:

$$Y = \alpha + \beta 1 X_1 + \beta 2 X_2 + e$$

Y	= Employees Performance	$\beta 1, \beta 2$	= The regression coefficient of each variable
X_1	= Work Discipline	e	= Standard Error
X_2	= Competence		
α	= Intercept		

RESULT AND DISCUSSION

RESULT
Validity Test
Table 1. Validity Test

	Correlations	
Work Discipline	Statement 1	.623**
	Statement 2	.770**
	Statement 3	.793*
	Statement 4	. 691**
Competence	Statement 1	.755**
	Statement 2	.826**
	Statement 3	.815**
	Statement 4	.753**
Employee Performance	Statement 1	.754**
	Statement 2	.790**
	Statement 3	.824**
	Statement 4	.790**

Source: Data Process, 2017

Reliability Test

Table 2. Reliability Test

	Reliability Statistic	
	Cronbach's Alpha	N of Items
Work Discipline (X_1)	.787	5
Competence (X_2)	.808	5
Employee Performance (Y)	.812	5

Source: Data processed, 2017

Result of Multiple Linear Regression Analysis

Table 3. Multiple Linear Regression Output

		Coefficients[a]				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	T	Sig.
1	(Constant)	6.409	2.406		2.664	.010
	X1	.586	.141	.534	4.162	.000
	X2	.062	.151	.053	.413	.681

a. Dependent Variable: Y

Source: Data processed, 2017

The equation is follow:

$$Y = 6.409 + 0.586X_1 + 0.062X_2$$

The interpretation of the equation is:
- Constant 6.409 shows the influence of Work Discipline (X_1), Competence (X_2), to Employee Performance (Y)
- 0.586 is the slope of Work Discipline (X_1) meaning if there is one unit increasing in X_1, while other variables are constant then Y is predicted to increase by 0.586.
- 0.06 is the slope of Competence (X_2) means that if there is one unit increasing in X_2, while other variable is constant then Y is predicted to increase by 0.062.

Testing the Goodness of Fit: Coefficient of Multiple Correlations (R), Coefficient of Determination (R^2)

Table 4 Result of R and R^2

| Model Summary[b]			
Model	R	R Square	Adjusted R Square
1	.559[a]	.313	.287

a. Predictors: (Constant), X_2, X_1
b. Dependent Variable: Y
Source: Data processed, 2017

The value of R is 0.559 indicating a strong positive relationship between independent and dependent variable. The value of R^2 is 0.313 or 31.3% it means that Work Discipline and Competences dependent variables are able to influence Employee Performance as much as 31.3% while the rest 68.7% is other factors not included in this research.

Heteroscedasticity
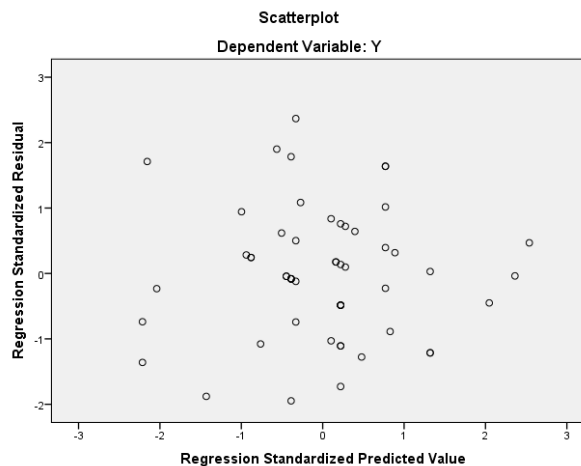
Figure 2. Heteroscedasticity Test Output

Source: Data processed, 2017

Figure 2 shows that the dots are spreading above and below zero point. This proves that there is no heteroscedasticity in this regression.

**Multicollinearity**

Table 5. Multicollinearity Test

Coefficients^a

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	X_1	.803	1.245
	X_2	.803	1.245

a. Dependent Variable: Y

Source: Data processed, 2017

Table 5 shows that the value of tolerance and VIF. The tolerance value of Work Discipline is 0.803, Competence is 0.803, means the tolerance value of variable is more than 0.2. The VIF value of Work Discipline is 1.245, Competence 1.245, means the VIF value is less than 10. Since all the tolerance value is more than 0.2 and VIF value is less than 10, so this research is concluded to be free from multicollinearity.

Normality
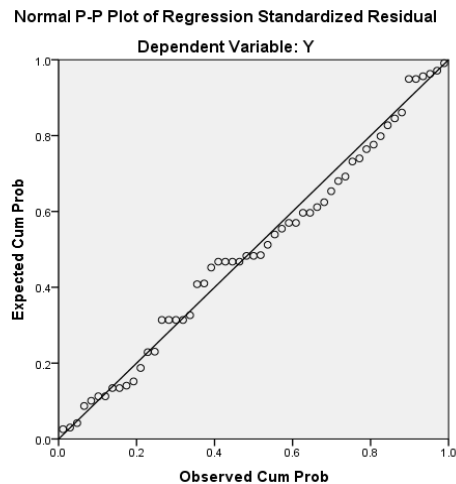
Figure 3 Normality Test Output

Source: Data processed, 2017

Figure 3 shows that the dots are spreading near to the diagonal line and follow the direction of the diagonal line. Therefore, the normality test is complete.

Hypothesis Testing

The result is intended to determine the influence of Work Discipline (X_1), Competence (X_2), to the Employee Performance (Y) as a dependent variable simultaneously and partially. The F-test used to determine the partial effect of each independent variable to dependent variable.

F-test
Table 6. Simultaneous Test (F-test Output)

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	61.223	2	30.611	11.843	.000[b]
	Residual	134.413	52	2.585		
	Total	195.636	54			

a. Dependent Variable: Y

b. Predictors: (Constant), X_2, X_1
Source: Data processed, 2017

In table 6 the value is 21.774, the degree of freedom 1 (numerator) is 2 and degree of freedom 2 (denumerator) is 54 with level of significance is 0.05
($\alpha = 0,05$) and the level of confidence is 95% then F_{table} is 3.23. The result is: $F_{count}(11.843) > F_{table}(3.23)$. Since F_{count} is greater than F_{table}, H_o is rejected and H_1 is accepted means the independent variables simultaneously influence the dependent variable. Therefore, hypothesis 1 is accepted.

T-test

Table 7. T-test Result

Variable	T_{count}	T_{table}	Description
Work Discipline (X_1)	4.162	1.68	Accepted
Competence (X_2)	.413	1.68	Rejected

Source: Data processed, 2017
1. Work Discipline (X_1) and Employee Performance (Y)
    - H_1 Accepted if $T_{count} > T_{table}$
      Work Discipline (X_1) significantly influences Employee Performance (Y)
    - H_1 Rejected if $T_{count} < T_{table}$
      Work Discipline (X_1) does not significantly influences Employee Performance (Y)
      From the table above, T_{count} for each independent variable, which for Work Discipline (X_1) $T_{count} = 4.162$ and $T_{table} = 1.68$ which $T_{count} > T_{table}$. Therefore, Work Discipline (X_1) does significantly influences Employee Performance (Y)
2. Competence (X_2) and Employee Performance (Y)
    - H_1 Accepted if $T_{count} > T_{table}$
      Competence (X_2) significantly influences Employee Performance (Y)
    - H_1 Rejected if $T_{count} < T_{table}$
      Competence(X_2) does not significantly influences Employee Performance(Y)
      From the table above, T_{count} for each independent variable, which for Rewards (X_2) $T_{count} = 0.413$ and $T_{table} = 1.68$ which $T_{count} < T_{table}$. Therefore, In-Store Display(X_2) does not significantly influences Employee Performance (Y)

Discussion

Work Discipline and Employee Performance
From the equation of multiple regression show a result, that Work Variable Work Discipline (X_1) significantly influence to Employee Performance in Balai Kesehatan Mata Masyarakat Sulawesi Utara. In this research it is represented by the Effectiveness, Timeliness and Attitude. It can be seen at table 4.7, the value of

t_{count} (4.162) is bigger than the value of t_{table} (1.68). The value of Work Discipline (X_1) in *b* is 0,586, means if there is one unit increasing in X_1 while other variables are constant then Y is predicted to increase by 0,586. It shows that variable Work Discipline has influence to Employee Performance of Balai Kesehatan Mata Masyarakat Sulawesi Utara. Based on the questionnaire, the respondents mostly agree that Work Discipline affect the Employee Performance.

Competence and Employee Performance

The result of multiple regression analysis show that Variable Competence (X_2) has no significant influence to Employee Performance in Balai Kesehatan Mata Masyarakat Sulawesi Utara. In this research it is represented by Knowledge, Skill, and Ability. It can be seen at table 4.7, the value of t_{count} (0.413) is smaller than the value of t_{table} (1.68). The value of Competence (X_2) in *b* is 0,062, means if there is one unit increasing in X_2 while other variables are constant then Y is predicted to increase by 0,062. It shows that variable Competence has no influence to Employee Performance of Balai Kesehatan Mata Masyarakat Sulawesi Utara. Based on the research of questionnaire shows it has no significant influence Competence to Employee Performance.

CONCLUSION AND RECOMMENDATION

Conclusions

There are three conclusions based on the result of this research conducted to analyze the influence of Work Discipline and Competence toward Employee Performance at Balai Kesehatan Mata Masyarakat Sulawesi Utara
1. Work Discipline and Competence have significant influence on Employee Performance at Balai Kesehatan Mata Masyarakat Sulawesi Utara simultaneously.
2. Work Discipline has significant influence on Employee Performance at Balai Kesehatan Mata Masyarakat Sulawesi Utara partially.
3. Competence has no significant influence on Employee Performance at Balai Kesehatan Mata Masyarakat Sulawesi Utara partially.

Recommendations

In this research, there are some practical recommendations that can be concluded from overall result, which are listed as follows:
1. The management of Balai Kesehatan Mata Masyarakat Sulawesi Utara may consider about the importance of work discipline and competence, because according the result of this research, work discipline has significantly influence to the performance of employee but competence has no significantly to the performance of employee.
2. Competence has no significantly influence to the performance of employee at Balai Kesehatan MataMasyarakat Sulawesi Utara. It proves that competence is not the only one factor that influence the employee performance at Balai Kesehatan Mata Masyarakat. So it will give an advantage to the company to better fully attention for the competence of employee.
3. Work discipline has significantly influence to the performance of employee Balai Kesehatan Mata Masyarakat. Should the company in improving employee performance focused on work discipline. Discipline work should also be considered is the supervision of an employee in the execution of tasks assigned in accordance with the rules of employees.

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