



# The influence of competence and work discipline on the performance of executive staff

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## ABSTRACT

Effective management, thinking about the importance of human resources. Employee performance is an essential factor influencing success. In an organization, this is one of the most critical functions of a company. This study aims to determine the variables that affect employee performance and develop a theoretical basis and research model. This study used associative descriptive quantitative methods with a population of 39 respondents drawn into samples using non-probability sampling and saturated sampling / total sampling methods. Data analysis techniques using linear regression with the help of SPSS software version 26. The results of this study show that the first hypothesis states that competence does not significantly influence employee performance. The second hypothesis states that work discipline significantly affects employee performance. The third hypothesis is that employee performance is influenced by competence and work discipline, which can simultaneously improve employee performance. This research is expected to provide theoretical contributions to the literature in this context, certainly in the context of human resource management.

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## 1. INTRODUCTION

Human resources is the design of various formal systems in an organization to ensure the effective and efficient use of human expertise to achieve organizational/company goals following the intended determination. Human resources are employed in organizations that become activists, theorists, and planners to achieve the organization's purposes. Quality human resources will be produced if human resource management is done well and can shape employee performance better so that it can have a positive impact on the effectiveness of interpretation within the company as a whole (Al Amin et al., 2023; Alfarizi et al., 2022; Anshori et al., 2022). Human Resource Management can be interpreted as science applied in the management of Human Resources and is one of the main elements of the organization to achieve the goals that have been set. The success or failure of an organization in realizing its goals depends mainly on the human resources owned by the company (Gunawan et al., 2022; Haryadi. D, 2022; Haryadi. Haryadi et al., 2021). Human resources play a significant role in organizations' achieving competitive advantage. The development of technology and environmental changes make human resources a critical factor in determining the ability of organizations or companies in global competition (Haryadi. D et al., 2022; Haryadi. D & Wahyudi, 2020; Karsikah et al., 2023).

In a company, there are often fluctuations in the performance of its employees. Several factors cause a decrease and increase in an employee's performance in the company, one of which is motivation. To improve employee performance, encouragement, and inspiration triggers are needed for company employees through specific actions from the company. Company resources are precious capital for a company because humans carry out all operational activities/activities of the company. Even though companies have many machines to support their operational activities, the role of HR is not underestimated because to run all existing devices, companies need human resources (Ahlstedt et al., 2023; Collie, 2023). The rapid development of science and technology today greatly influences business progress. Advancing the business venture requires proper management. The company takes various ways to survive and develop its operations. Intense competition requires companies to increase competitiveness to maintain survival (Haryadi et al., 2021; Mulyadi et al., 2023).

Performance is defined as what employees do or don't do. Employee performance influences how much they contribute to the organization (Mukhlisin et al., 2023; Mulyadi et al., 2023; Oktaviani et al., 2023). Performance is the result of work that can be achieved by a person or group of people in a company following their respective authorities and responsibilities to achieve organizational goals illegally, does not violate the law, and does not conflict with morals and ethics (Perry et al., 2023; Purnamasari et al., 2023; Princess et al., 2023). Performance (work performance) is the result of work in quality and quantity achieved by an employee in carrying out his duties following the responsibilities given to him (Rahmatullah et al., 2022; Riyanto et al., 2022; Salahudin et al., 2023; Setiadi et al., 2023). Performance is the implementation of the plan that has been prepared. Human resources implement performance with the ability, competence, motivation, and interests. How organizations value and treat their human resources will affect their attitudes and behaviors in performing (Tajudin et al., 2023; Tania et al., 2021; Wahyudi et al., 2023).

Employee competence and enthusiasm are other aspects that influence employee abilities. Opinion (Natalia & Netra, 2020) Enthusiasm can support a person to prove a unique attitude. That way, it takes tremendous enthusiasm from each employee assigned to a regime institution or activity base. Automatically, with the presence of encouragement and great enthusiasm, each employee will try to do better and want to devote all his abilities automatically, which will affect his performance (Mulia & Saputra, 2020). The central role of motivation is to be customized, as the agenda is meant to address the needs and requirements of the employees (Meijerink et al., 2021). Inspiration inspires creative performance and shows workers how much the organization cares (Putri & Frianto, 2019). The most potent effect of motivation is better results or performance. Therefore, if employee motivation can be improved, efficiency is bound to occur, and there is no decrease in alignment (Putri & Frianto, 2019). Therefore, employee motivation promotes workplace harmony, and employee performance thus improves. Motivated workers will retain staff and company loyalty, breeding business growth and progress (Fauzi & Anam, 2019).

In addition to competency factors that can improve employee performance, namely with high work discipline. Discipline is the most critical operative function of human resource management because the better the discipline of employees, the higher the work performance that can be achieved. Good discipline reflects the magnitude of a person's responsibility towards the tasks. This encourages work passion, morale, and the realization of company, employee, and community goals (Haryadi et al., 2022). Work discipline can be interpreted as a manager communicating to employees to change his behavior to increase awareness and willingness to obey company rules and regulations. (Suryawan & Salsabilla, 2022). Work discipline is a tool managers use to communicate with employees so that they are willing to change a behavior and to increase someone's awareness and willingness to obey all company rules and social norms that apply (Parta et al., 2023).

In Indonesia, many educational institutions have been established because the quality of education is known as a benchmark for the progress or failure of a country. The higher the quality of education in a country, the more progressive the country is. Conversely, the lower the quality of a country's education system, the more the country will be left behind. One of the educational institutions available is the university. A university is an institution of higher education with several

faculties that provide academic and professional education in some discipline, technology, or art. In Indonesia, there are 184 state universities.

Meanwhile, as many as 3,820 universities are private. Universitas Primagraha, abbreviated as UPG, is one of the private universities in Indonesia located in Serang, Banten. Yayasan Insan Pelita Pratama Indonesia organizes the university. This university combines the Prima Graha College of Economics and the Pelita Pratama College of Education and Teacher Training. At first, before becoming a university, UPG consisted of the Primagraha College of Economics, which would later become the Faculty of Economics of Primagraha University, and the Pelita Pratama Teacher Training and Education College, which later became the Faculty of Teacher Training and Education of Primagraha University. This study aims to develop a model examining the three variables the author has analyzed to find out the factors that can improve employee performance. This research is expected to make theoretical contributions to the literature in this context, including in the context of human resource management

## 2. RESEARCH METHOD

In this study, the method used by the author is descriptive quantitative research with a causal approach. The causal approach research type process is an analysis that will look for an overview of the relationships, influences, impacts, and causal effects of various concepts or factors that are designed in management science in some ways. The population in this study was employees of the executive staff of Primagraha University, which amounted to 39 respondents. The sample in this study consisted of employees of the implementing team of Primagraha University, totaling 39 respondents. The sampling technique was saturated/total sampling, meaning that the entire population was drawn as a sample. The data collection technique used in this study used a questionnaire with a Likert scale of 1-5 using the Likert scale method, namely strongly disagree, disagree, hesitate, agree, and strongly agree. Based on the research sample, 39 questionnaires were obtained from respondents. To get this data, the author made a questionnaire with a Google form, which was distributed via email and WhatsApp to implementing staff employees, and the author began distributing questionnaires from November 11, 2023, to December 3, 2023, after the data was collected by the author using IBM SPSS software version 26. The data analysis technique in this study is a descriptive analysis using the SPSS assistance program version 26, then to determine the influence between variables using inferential analysis with the SPSS assistance program version 26 through multiple linear regression analysis with validity tests, reliability calculations, then classical assumption tests which include normality and multicollinearity of data. The t-test and f-test are used to determine the effect of variables by looking at t-statistical values and significance. In this study, the author formulated research hypotheses, including H1: There is a significant influence of employee competence on employee performance, H2: There is a substantial influence of work discipline on employee performance, H3: There is a considerable influence of employee competence and work discipline simultaneously on employee performance.

## 3. RESULTS AND DISCUSSIONS

Before testing assumptions, it is necessary to test validity to show how positive an instrument is or how to measure something designed. Competency is calculated using five statements, work discipline is measured using five accounts, and employee performance is measured using five accounts. This study tried to test validity by looking at the validity number of corrected total item correlation values. Furthermore, the results of validity test calculations and reliability calculations for each variable can be seen in Table 1, Validity and Reliability, below.

**Table 1.** Validity and reliability test

Item Statement	Validity Convergent	r-table	Decision	Reliability Convergent
Competence				0.835
C_1	0.629	0.316	Valid	
C_2	0.739	0.316	Valid	
C_3	0.421	0.316	Valid	
C_4	0.612	0.316	Valid	
C_5	0.861	0.316	Valid	

Item Statement	Validity Convergent	r-table	Decision	Reliability Convergent
Job Satisfaction				0.792
WD_1	0.394	0.316	Valid	
WD_2	0.553	0.316	Valid	
WD_3	0.723	0.316	Valid	
WD_4	0.595	0.316	Valid	
WD_5	0.629	0.316	Valid	
Employee Performance				0.712
EP_1	0.536	0.316	Valid	
EP_2	0.627	0.316	Valid	
EP_3	0.571	0.316	Valid	
EP_4	0.391	0.316	Valid	
EP_5	0.482	0.316	Valid	

Table 1 shows that all statement indicator variables for each variable on each indicator have r-count values  $> 0.316$ , which automatically meet the data validity standard. The needle is considered accurate if each r-calculate point of validity value  $r > 0.329$ . Not only look at the validity of the reliability value as well, which must be greater than 0.60. The average alpha value lies above 0.60. The following are the results of the classic assumption test from normality data that are proven to be normally distributed data, as seen in Table 2 below.

**Table 2.** One-sample kolmogorov-smirnov test

One-Sample Kolmogorov-Smirnov Test		Unstandardized Residual
N		39
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	1.62747473
Most Extreme Differences	Absolute	.150
	Positive	.150
	Negative	-.077
Test Statistic		.150
Asymp. Sig. (2-tailed)		.096 <sup>c</sup>

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

Table 2 shows the magnitude of the Kolmogorov-Smirnov normality and obtained Asymp values. Sig. (2-tailed) A value of 0.063 indicates residual data that has a significance value greater than 0.05. The following results of the multicollinearity examination can be seen in Table 3 below.

**Table 3.** Multiklonieritas test

Model	Tableicients <sup>a</sup>	Collinearity Statistics	
		Tolerance	VIF
1	Competence	.815	1.227
	Work Discipline	.815	1.227

a. Dependent Variable: Employee Performance

Berdasarkan hasil uji multikolinearitas pada tabel 3. Dapat diketahui nilai Variance Inflation Factor (VIF) sebesar 1.227 dan nilai Tolerance sebesar 0.815 Hasil keputusan uji multikolinearitas adalah apabila nilai toleransi (0.815)  $> 0,10$  dan VIF (1.227)  $< 10$ , maka dapat disimpulkan bahwa tidak terjadi adanya multikolinearitas antar variabel independent dalam model penelitian ini. Analisis regresi linear berganda berikut dapat dilihat pada tabel 4 di bawah ini.

**Table 4.** Regresregressionr test

Model		Coefficients a			t	Sig.
		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	1.015	1.224		.829	.413
	Competence	.179	.111	.194	1.610	.116

Work Discipline	.756	.139	.655	5.439	.000
a. Dependent Variable: Employee Performance					

A positive constant of 1.015 means that if the value of the variables competence and cooperation discipline equals zero, then the level or magnitude of employee performance is still 1.015. The regression coefficient of the competency variable has a positive value of 0.179, which means that if the value of the competency variable increases one hundred %, then employee performance increases 0.179 times. The value of the regression coefficient of the work discipline variable is positive at 0.756. This explains that if the value of the work discipline variable increases by one hundred percent, then the employee performance variable increases by 0.756 times. The following analysis results in hypothesis testing are presented in Table 5 below.

**Table 5.** Hipotesis test

Variable	T-value	P-values	Result
C → EP	1.610	0.116	Rejected
JS → EP	5.439	0.000	Accepted
C & JS → EP	24.371	0.000	Accepted

Source: Results of research data processing 2023

Table 5. Temuan dalam hipotesis yang penulis ajukan, menunjukkan secara statistik kompetensi tidak memberikan pengaruh signifikan pada kinerja karyawan. Hal ini bahwa kompetensi yang dimiliki karyawan sudah sesuai. Employee competence and enthusiasm are other aspects that influence employee abilities. Opinion (Natalia & Netra, 2020) Enthusiasm can support a person to prove a unique attitude. That way, it takes tremendous enthusiasm from each employee assigned to a regime institution or activity base. Automatically, with the presence of encouragement and great enthusiasm, each employee will try to do better and want to devote all his abilities automatically, which will affect his performance (Mulia & Saputra, 2020). The central role of motivation is to be customized, as the agenda is meant to address the needs and requirements of the employees (Meijerink et al., 2021).

The second finding is statistically hypothetical, and there is a significant influence of work discipline on employee performance. Discipline is the most crucial operative function of human resource management because the better the discipline of employees, the higher the work performance can be achieved. Good discipline reflects the magnitude of a person's responsibility towards the tasks. This encourages passion, morale, and realizing the company's goals, employees, and society. Discipline is the most critical operative function of human resource management because the better the discipline of employees, the higher the work performance that can be achieved. Good discipline reflects the magnitude of a person's responsibility towards the tasks. This encourages work passion, morale, and the realization of company, employee, and community goals (Haryadi et al., 2022). Work discipline can be interpreted as a manager communicating to employees to change his behavior to increase awareness and willingness to obey company rules and regulations. (Suryawan & Salsabilla, 2022).

The third finding shows that the variables of competence and work discipline significantly influence employee performance. The central role of motivation is to be customized, as the agenda is meant to address the needs and requirements of the employees (Meijerink et al., 2021). Inspiration inspires creative performance and shows workers how much the organization cares (Putri & Frianto, 2019). The most potent effect of motivation is better results or performance. Therefore, if employee motivation can be improved, efficiency is bound to occur, and there is no decrease in alignment (Putri & Frianto, 2019). Therefore, employee motivation promotes workplace harmony, and employee performance thus improves. Motivated workers will retain staff and company loyalty, breeding business growth and progress (Fauzi & Anam, 2019). In contrast, work discipline can be interpreted as a manager communicating to employees to change their behavior to increase awareness and willingness to obey company rules and regulations. (Suryawan & Salsabilla, 2022). Work discipline is a tool managers use to communicate with employees so that they are willing to change a behavior and to increase someone's awareness and willingness to obey all company rules and social norms that apply (Parta et al., 2023).

#### 4. CONCLUSION

From the results of research and discussion, the author concludes that the first hypothesis states that the competency variable does not influence employee performance, meaning that employee competence in this workplace is appropriate. The second hypothesis is that work discipline variables significantly affect employee performance; the higher the work discipline owned by employees, the higher employee performance. The third hypothesis is that employee performance is influenced by work competence and discipline. The variables of competence and work discipline are included because the descriptive analysis results show that the requirements as an indicator analysis in the workplace are used for performance appraisal. It is necessary to maintain a harmonious relationship between employees and have a sense of togetherness between employees, increasing to increase human resources. For future research, it is essential to add research variables such as leadership, job satisfaction, and organizational culture to determine what factors can improve employee performance. This research is expected to make theoretical contributions to the literature in this context, including in the context of human resource management.

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