COMPETENCY AND WORK DISCIPLINE ANALYSIS OF THE PERFORMANCE OF THE STATE CIVIL APPARATUS IN THE SERVICE HEALTH OF WEST KUTAI REGENCY

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ABSTRACT

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The success of local government administration cannot be separated from the performance of the State Civil Apparatus (ASN) which is supported by good competence and work discipline in carrying out their job responsibilities. This study aims to determine the extent of the influence of competence and work discipline on the performance of the State Civil Apparatus at the Health Office of West Kutai Regency. Employee performance is the achievement of an employee’s work by carrying out the tasks assigned to him in accordance with his responsibilities. Competence is a person's ability to carry out a job based on skills and knowledge and supported by a good work attitude. While work discipline is an attitude of willingness and willingness of a person to obey and obey the regulations that apply in the organization. This research is included in the category of causal associative research using a quantitative approach. The research method used is multiple regression analysis. The study population was 39 State Civil Apparatus at the Health Office of West Kutai Regency with a sample of 37 people. The results obtained in this study are that there is a significant influence between the variables of competence (X1) and work discipline (X2) simultaneously on employee performance (Y) with the acquisition of an F value of 40.793 which is greater than F table (3.27).

Keywords: Competence, Performance Discipline, Performance

INTRODUCTION

In carrying out government duties, national development depends on the competence and discipline of its State Civil Apparatus (ASN). Thus, in realizing national development, namely by realizing a law-abiding, civilized, democratic, fair and prosperous
civil society, a government apparatus is needed that serves as a servant of the community.

One of the roles of the ASN is to serve the public. To be able to provide public services to the community professionally, honestly, fairly and equitably, it is necessary to develop employees so that the quality of human resources can improve and have attitudes and behaviors that reflect service, honesty, responsibility, discipline and authority so that services to the community can be provided in accordance with the development of society in the implementation of state, government and development duties based on loyal and obedient attitudes against Pancasila and the 1945 Constitution.

Human resources have an important role in the organization because human resources are system managers. In order for this system to continue to run, important aspects such as competence, discipline, education and training as well as the level of comfort at work must be considered so that the employee concerned can be motivated to provide all the abilities they have in accordance with the needs of the organization. Human resources that have good performance will ultimately produce good employee performance.

Cashmere (2016) argues that performance is the result of work and work behavior obtained from the implementation of duties and responsibilities given within a certain period of time. Performance improvement is a goal to be achieved by both employees and the organization. The organization wants optimal employee performance in the interests of improving work results and organizational profits. On the other hand, employees are interested in self-development and job promotion. To fulfill these two desires, a good performance management system is needed (Bangun, 2012).

This research was carried out at the West Kutai Regency Health Office. The performance of the ASN contained in the West Kutai Regency Health Office is the result of every ASN performance in it that has been given duties and responsibilities. Therefore, the overall performance of the ASN of the West Kutai Regency Health Office will be reflected in the results of the achievement of the performance of the West Kutai Regency Health Office in implementing the established activity program.

The West Kutai Regency Health Office is one of the Regional Apparatus Organizations (OPD) in West Kutai Regency which was formed based on the West Kutai Regency Regional Regulation on the Formation and Composition of Regional Apparatus of West Kutai Regency.

In the research of Setiawan and Kartika (2014) it is known that employees with high performance are characterized by several things such as the ability to complete tasks precisely and quickly, compliance with applicable regulations in the company, readiness to work within a predetermined time, cooperation with other employees in completing
work or a certain task. But in reality, the performance of ASN at the West Kutai Regency Health Office is still low.

The low performance of the ASN of the West Kutai Regency Health Office is shown from the data on the performance achievements of the West Kutai Regency Health Office in 2020, it is stated that the overall implementation of activities from the Work Program of the West Kutai Regency Health Office in 2020 is included in the moderate assessment with an average value of 69.60% and there are still programs and activities with poor assessments, namely with achievements of 49%.

The lack of optimal performance achievements of one of the programs and activities in the West Kutai Regency Health Office will certainly affect the overall performance assessment of the West Kutai Regency Health Office. On the contrary, the success of the performance of the West Kutai Regency Health Office is inseparable from the performance of the ASN of the West Kutai Regency Health Office. Pasolong (2010), argues that employee performance and company performance have a very close relationship. In order for organizational goals to be achieved, human resources are needed, which in this case are employees who always play an active role in improving their quality.

One of the agency’s efforts in maintaining ASN performance is by paying attention to employee competence. According to Wibowo (2012) providing the definition of competence is the ability to complete a job based on skills, knowledge and work attitudes. According to Surya Dharma (2012) that competence is something that is included by a person in completing his work with different types and levels of behavior. According to Henry Faizal Noor (2013) competence is a combination of knowledge, research results and experience qualitatively and quantitatively in their fields, so as to produce innovations in accordance with the times.

The West Kutai Regency Health Office has employees with competencies that do not support each other between their education, work experience, job training. An example of a position as a financial manager where the competencies required for D3 Management / Accounting education, but held by someone from another major.

Narawi in Chr. Jimmy L Gaol (2015) the definition of apparatus competence is a human being who works in an organization (also called personal labor or employee) who carries out or performs a job or task based on skills, knowledge, and is supported by attitudes. However, based on a pre-survey conducted by researchers at the West Kutai Regency Health Office, it is known that employee competence is still low, which is presented in table 1.
Table 1. Indicators of Low Competence of ASN of West Kutai District Health Office

<table>
<thead>
<tr>
<th>o.</th>
<th>Description</th>
<th>Frequency</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>ASN has the knowledge and skills that support their work</td>
<td>4</td>
<td>6,0%</td>
</tr>
<tr>
<td>2</td>
<td>ASN seeks to incorporate educational background into the work it is currently working on</td>
<td>7</td>
<td>5,0%</td>
</tr>
<tr>
<td>3</td>
<td>ASN has a new idea for the betterment of the organization</td>
<td>9</td>
<td>2,0%</td>
</tr>
<tr>
<td>4</td>
<td>ASNs who have attended skills training held by the organization</td>
<td>5</td>
<td>16,0%</td>
</tr>
</tbody>
</table>

Source: 2020 Survey Results

The results of the survey showed that as many as 4 people (16%) said that employees have the knowledge and skills to support their work, as many as 7 people (25%) said that employees are trying to apply educational background to the work they are currently doing, as many as 9 people (36%) said that employees have new ideas for the progress of the organization. Meanwhile, as many as 5 people (20%) said that the indicator of low employee competence was seen from employees who had attended skills training held by the organization.

The second factor affecting the performance of employees is work discipline. According to Sutrisno (2014) work discipline is an attitude of a person's willingness and willingness to obey and obey the regulations that apply in the organization. Meanwhile, according to Rivai (2011) said that work discipline is an instrument used by managers to make employees willing to change a behavior. Work discipline can also be used to increase employee willingness and awareness in complying with all applicable company regulations.

The results of an interview with the Head of the Civil Service and General Affairs Sub-Section of the West Kutai Regency Health Office, it was known that the overall work discipline of asn was not optimal. Based on the results of observations at the West Kutai Regency Health Office, it is known that the condition of some ASNs has not fully complied with the regulations set by the agency. This can be seen by the existence of ASNs who do not comply with agency regulations such as dressing untidy and not wearing footwear.
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in accordance with agency regulations. If this continues, it can be detrimental to the agency.

According to Soejono (in Jumjuma, 2011), indicators of work discipline can be seen from: punctuality, good use of office equipment, high responsibility, and observance of office rules. However, according to a statement from the Head of the Civil Service and General Sub-Section of the West Kutai Regency Health Office, it is known that so far the low discipline of employees is indicated by several things presented in Table 2.

**Table 2. Indicators of Low Work Discipline asn of the West Kutai Regency Health Office**

<table>
<thead>
<tr>
<th>No</th>
<th>Description</th>
<th>Frequency</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Inaccuracy of employees in completing tasks</td>
<td>17</td>
<td>68.0%</td>
</tr>
<tr>
<td></td>
<td>Employees do not use office equipment properly</td>
<td>19</td>
<td>76.0%</td>
</tr>
<tr>
<td></td>
<td>Employee responsibility for tasks carried out is still low</td>
<td>19</td>
<td>76.0%</td>
</tr>
<tr>
<td></td>
<td>Employees do not comply with Office regulations</td>
<td>20</td>
<td>80.0%</td>
</tr>
</tbody>
</table>

*Source: 2020 Survey Results*

Table 2. above shows the results of the survey as many as 17 people (68.0%) indicators of low work discipline seen from the inaccuracy of employees in completing tasks, as many as 19 people (76.0%) employees have not been able to use office equipment properly. Meanwhile, as many as 19 people (76.0%) have low responsibility for the tasks carried out and as many as 20 people (80.0%) do not comply with office regulations.

Based on observations at the West Kutai Regency Health Office, in the application of discipline, employees are still found who do not use their time properly. This can be seen from the fact that there are still employees present more than the specified time where the office entrance time should be at 08.00 WIB in the morning but employees are present at 09.30 WIB in the morning, while during breaks and lunch at 12.00-13.00 WIB but are still found employees who return to the office at 14.00 WIB. Morning apples, which are a routine agenda, are rarely followed and some employees often do not come to work without information.

The attendance and absence rate of employees from January to December 2020 at the West Kutai Regency Health Office can be seen in Table 2.
Table 3. Attendance rate and Absence of ASN West Kutai District Health Office

<table>
<thead>
<tr>
<th>Moon</th>
<th>Present (%)</th>
<th>Absent</th>
<th>Total (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Pain (%)</td>
<td>Permit (%)</td>
</tr>
<tr>
<td>January</td>
<td>59.5</td>
<td>8.11</td>
<td>18.92</td>
</tr>
<tr>
<td>February</td>
<td>64.9</td>
<td>5.41</td>
<td>16.22</td>
</tr>
<tr>
<td>March</td>
<td>62.2</td>
<td>8.11</td>
<td>13.51</td>
</tr>
<tr>
<td>April</td>
<td>67.6</td>
<td>2.70</td>
<td>10.81</td>
</tr>
<tr>
<td>May</td>
<td>62.2</td>
<td>5.41</td>
<td>18.92</td>
</tr>
<tr>
<td>June</td>
<td>51.4</td>
<td>2.70</td>
<td>18.92</td>
</tr>
<tr>
<td>July</td>
<td>45.9</td>
<td>2.70</td>
<td>16.22</td>
</tr>
<tr>
<td>August</td>
<td>51.4</td>
<td>5.41</td>
<td>32.43</td>
</tr>
<tr>
<td>September</td>
<td>64.9</td>
<td>2.70</td>
<td>21.62</td>
</tr>
<tr>
<td>October</td>
<td>62.2</td>
<td>2.70</td>
<td>18.92</td>
</tr>
<tr>
<td>November</td>
<td>70.3</td>
<td>2.70</td>
<td>8.11</td>
</tr>
<tr>
<td>December</td>
<td>8.6</td>
<td>2.70</td>
<td>24.32</td>
</tr>
</tbody>
</table>

Source: Survey Results from 2020

Table 3. shows that for one year there were ASNs not present without information and the most occurred in July 2020, which was 35.14%. This shows that the absence of an ASN can interfere with work, which results in many activities being hampered and affecting the overall performance of the ASN. This is in accordance with the opinion of Hasibuan (2013: 193) "The better a person's work discipline, the higher the performance results that will be achieved".

Research Objectives To analyze the effect of competence on the performance of ASN in the West Kutai Regency Health Office. Research Benefits This research is expected to increase knowledge, insight, and be able to apply theories and concepts related to research, especially regarding competence, work discipline and performance of ASN.

METHOD

This research is included in the category of causal associative research using a quantitative approach. Causal associative research is a study that aims to find out the influence between two or more free variables. This study will explain the influence between the variables to be studied, namely the influence of competence and work discipline on employee performance. The quantitative approach is used because the data to be used to analyze the influence between variables is expressed by numbers.
RESULT AND DISCUSSION

Research Results

This study aims to determine: (1) the effect of competence on employee performance at the West Kutai Regency Health Office, (2) the influence of work discipline on employee performance at the West Kutai Regency Health Office, and (3) the influence of competence and work discipline simultaneously on employee performance at the West Kutai Regency Health Office. The subjects in this study were the entire State Civil Apparatus of the West Kutai Regency Health Office which amounted to 37 people. The data used in this study are primary data. Primary data were obtained by distributing questionnaires at the West Kutai Regency Health Office.

Discussion

This study aims to determine the influence of competence and work discipline on the performance of ASN at the West Kutai Regency Health Office.

4.2.1 The Effect of Competence on ASN Performance at the West Kutai Regency Health Office

The results of the study on the competency variable obtained a regression coefficient value of 0.396 which has a significance of 0.001<0.05. This shows that competence has a significant positive effect on the performance of ASN. The contribution of the effect of competence on ASN (Adjusted R2) performance was 0.346 or 34.6%. So it can be concluded that this study succeeded in proving the first hypothesis that states "There is a positive and significant influence of competence on the performance of ASN in the West Kutai Regency Health Office".

The first factor that affects employee performance is competence. According to Wibowo (2012) competence is the ability to carry out a job based on skills and knowledge and supported by the work attitude required by the job. According to Hamzah B. Uno (2014), ability is a prominent characteristic of an individual that deals with effective and superior performance in a job or situation. The more often a person does the same work, the more skilled and faster he will complete the work. The more kinds of work a person does, the richer and wider his work experience, and allows for the improvement of his work. Hartanti (2018) in his research said that competence as an attribute of HR quality has a significant effect on individual performance.

According to Henry Faizal Noor (2013) competence is the accumulation of knowledge and research results and experience quantitatively and qualitatively in their fields, so as to produce innovations in accordance with the demands of the times. Spencer and Spencer quoted by Moeheriono (2014) gives the notion of competence is A competency is an underlying characteristic of an individual that is causally related to criterian referenced effective and or superior performance in a job or situatuion.
Competency as an underlying characteristic of a person is related to the effectiveness of an individual's performance in his work or the basic characteristics of an individual who has a causal or causal relationship with the criteria used as a reference, effective or performs excellently or superiorly in the workplace or in certain situations.

Competence describes what employees do at various levels and details the standards of each level, identifies the characteristics of knowledge and skills needed by employees in carrying out their duties and responsibilities effectively so as to achieve professional quality standards and good performance at work (Wibowo, 2012). Employee competence can be achieved by providing training to employees in accordance with their job needs and organizational goals.

The results of this study are relevant to the previous research conducted by Hartanti (2018), namely research on "The Effect of Competence, Work Discipline, Education and Training on Employee Performance in the Bantul Trade Service". The results showed that there was a significant influence of competence on the performance of Employees of the Gunungkidul Regency Land Office.

4.2.2 The Effect of Work Discipline on ASN Performance at the West Kutai Regency Health Office

The results of the study on the competency variable obtained a regression coefficient value of 0.513 which has a significance of 0.000<0.05. This shows that work discipline has a significant positive effect on the performance of ASN. The contribution of the effect of work discipline on ASN (Adjusted R2) performance was 0.372 or 37.6%. So it can be concluded that this study succeeded in proving the first hypothesis that states "There is a positive influence of work discipline on the performance of ASN in the West Kutai Regency Health Office".

According to Sudarmanto (2011) an employee who has high work discipline can be seen from: punctuality, using office equipment well, high responsibility, and compliance with office rules. Punctuality is shown from the actions of employees who come to the office on time, orderly and orderly, that way it can be said to be good work discipline. Using office equipment well is shown from a careful attitude in using office equipment, so that it shows that a person has good work discipline, so that office equipment can avoid damage.

High responsibility is shown from the awareness of employees who always complete the tasks charged to him in accordance with procedures and responsibilities for work results, so that it can also be said to have good work discipline. Observance of office rules is shown from employees wearing office uniforms, using identification cards, making permits when not entering the office, is also a reflection of high discipline. If the indicators of work discipline are in the employee, it can improve employee performance.
According to Siagian (2011) a good form of discipline will have an impact on increasing the efficiency and work productivity of employees. If an employee's work productivity increases, then it has reflected that the employee's performance is improving. Work discipline can have an impact on the personal lives of employees which affects the company.

The results of this study show the same results as the previous research conducted by Harlie (2012) conducting research on "The Influence of Work Discipline, Motivation, and Career Development on Civil Servant Performance in the Tabalong Regency Government in Tanjung Kalimantan Selatan". The results showed that there was a positive and significant influence of work discipline on the performance of civil servants in the Tabalong regency government in Tanjung, South Kalimantan.

**The Impact of Competence and Work Discipline on ASN Performance at the West Kutai Regency Health Office**

From the results of the Anova Test, a calculated F value (40.793) > F table (4.12) with a significance level (probability number) of 0.000 or < 0.05. Thus, it can be said that there is a simultaneous influence of competence and work discipline on the performance of ASN at the West Kutai Regency Health Office. From the results of the multiple linear regression test, the regression equation is obtained as follows:

\[ Y = 0.365 + 0.396X_1 + 0.513X_2 \]

In this study, Y is employee performance, X1 is competence, X2 is work discipline. This is indicated by the magnitude of the constant value in the model which shows the value of 0.365; this means that employee performance shows a value of 0.365 without being influenced by competency variables and work discipline.

The competency regression coefficient has a positive influence of 0.396; that is, if every time there is an increase in competence, employee performance increases by 0.396. On the regression coefficient of labor discipline has an influence of 0.513; that is, if every time the work discipline rises then the performance rises by 0.513.

Optimal employee performance is highly expected by every company. According to Mangkunegara (2011) performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Performance improvement is the most important thing that both employees and organizations want. The organization wants optimal employee performance in the interests of improving work results and organizational profits. On the other hand, employees are interested in self-development and job promotion. To fulfill these two desires, a good performance management system is needed (Bangun, 2012).
Whether or not employee performance is good can be influenced by competence factors and work discipline factors. An employee who already has competence and has high work discipline will tend to have better / higher performance, because competence can provide opportunities for employees to expand work abilities, while work discipline is very necessary in order to be able to carry out their work programs to achieve the goals that have been set. If employees have competencies that are in accordance with their profession and high work discipline, it will help improve employee performance.

The results of this study are relevant to a study conducted by Cesilia (2017) entitled "The Influence of Work Discipline, Career Planning and Competence on the Performance of Employees of the Tax Service Office (KPP) Pratama Manado". The results showed that work discipline, career planning and competence simultaneously affect employee performance.

CONCLUSION

Based on the results of research and discussion, several conclusions can be drawn as follows:
1. There is a positive and significant influence of competence on the performance of ASN at the West Kutai Regency Health Office. This is evidenced by the regression coefficient value of 0.396 which has a significance of 0.001<0.05. The contribution of the effect of competence on ASN (Adjusted R2) performance was 0.346 or 34.6%.
2. There is a positive and significant influence of work discipline on the performance of ASN at the West Kutai Regency Health Office. This is evidenced by the regression coefficient value of 0.513 which has a significance of 0.000<0.05. The contribution of the effect of work discipline on ASN (Adjusted R2) performance was 0.372 or 37.6%.
3. There is a positive and significant influence of competence and simultaneous work discipline on the performance of ASN at the West Kutai Regency Health Office. This is evidenced by the calculated F value (40.793) > F table (4.12) with a significance level of 0.000 or < 0.05. The contribution of the influence of competence and work discipline on employee performance (R2) was 62.2%.

REFERENCE


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Laws and Regulations

