

INFLUENCE OF WORK DISCIPLINE, LEADERSHIP STYLE AND COMPETENCE TO PERFORMANCE STATE CIVIL APPARATUS

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Abstract

This study aimed to determine and analyze the effect of work discipline, leadership style, and competence on the performance of the State Civil Apparatus in Lubuk Begalung Sub-District Padang. The population in this study were all State Civil Apparatus in Lubuk Begalung Sub-District Padang, totaling 84 people. The sampling technique used is saturated sample. Because the population in this study was relatively small, and less than a hundred people, the entire population could be sampled. The data analysis technique used to test the hypothesis is the statistical t test. The results showed that work discipline affects employee performance. This is because work discipline has a significant value of 0.000, this significant value is smaller than alpha 0.05. This means that work discipline has a significant effect on employee performance. Leadership style does not affect employee performance. This is because leadership style has a significant value of 0.297, which is greater than alpha 0.05. This means that leadership style has no significant effect on employee performance. Competence affects employee performance. This is because competence has a significant value of 0.018, this significant value is smaller than alpha 0.05. This means that competence has a significant effect on employee performance.

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I. Introduction

Performance management is the foundation and driving force behind all organizational decisions, work efforts, and resource allocation. Employee performance can be influenced by several factors, including: work discipline, leadership, and competence. Performance management as a continuous communication process and carried out in partnership between an employee and his immediate supervisor. This process includes activities to build clear expectations and an understanding of the work to be done.

The performance of employees at the Lurah Office in Lubuk Begalung Padang District is the result of work in quality and quantity achieved by employees of the Lurah Office in Lubuk Begalung Padang District, by their fields of duties and responsibilities. Based on the observations made by the author at the Lurah Office in Lubuk Begalung Padang District, it turns out that employees at the Lurah Office in Lubuk Begalung Padang District still do not show optimal performance as expected by the leadership and community expectations, especially in community services in the field of population, moving letters, business licenses, etc. where the services provided to the people who apply are considered unsatisfactory. Based on preliminary observations that have been made, it was found that the performance of employees of the Lubuk Begalung Padang District was not fully optimal.

Based on the information obtained, it can be seen that the results of the performance evaluation of ASN employees in 2021 have not been fully optimal, because they have not reached the targets that have been set. The low performance of employees of the Lurah Office in Lubuk Begalung Padang District is caused by the low level of employee competence, leadership styles that employees do not like, and disciplinary factors that still cause the performance expected by the leadership to be not achieved.

Discipline is the most important operational function of human resource management, because the better the employee's work discipline, the better the performance that can be achieved. It is difficult for the institution to achieve optimal results without good discipline. Discipline is the main factor needed as a warning tool against employees who do not want to change their nature and behavior. So that an employee is said to have good discipline if the employee has a sense of responsibility for the duties assigned to him.

Another factor who influenced the work of Kantor Lurah employees in Lubuk Begalung Padang District was the leadership style. An institution often faces problems about the performance of its employees. There is a goal to achieve the level of effectiveness and efficiency desired by the leadership, the institution must have a good and adequate work system and employees who have good performance. With this problem, a leader in the institution always strives for every activity to be carried out to achieve maximum results. In building the functions and goals of an institution, a leader is needed. Leaders have an important influence on improving employee performance. Leadership is a relationship

between one individual and another, the leader of the institution can influence other employees to be willing to work wholeheartedly together to achieve the goals desired by the institution.

Another factor that affects the performance of employees of the Luantor Lurah in Lubuk Begalung Padang District is the competence of employees. The things that are important and need to be considered to develop human resources are from the educational and keterampilan factors owned by employees. The abilities of employees can be developed through specific work competencies. The excellence of the work competencies that these employees possess will also help employees complete their work according to the targets that have been given. Work competencies themselves need to be given because they can help increase capacity and foundation in the institution. Competent employees, with strong employee knowledge and skills, will be able to complete their work and face new challenges according to the demands of their work.

The Relationship of Work Discipline to Employee Performance

Sinambela, (2018), explained that the purpose of disiplin work is for employees to be able to produce high performance by the institution's expectations, both in the short term and in the long term. This is in line with research conducted by Kartikasari, Divya Putri and Irbayuni, (2021), Amri & Ramdani, (2021), Priyandi, Ginting, & Absah, (2020), and Rostina, Muhani, & Sinaga, (2020), based on the results of the research that has been they do, disiplin work has a positive influence and signifikan on employee performance.

H₁ It is suspected that work discipline **has a positive effect** on the performance of ASN in all sub-districts in Lubuk Begalung District.

The Relationship of Leadership Style to Employee Performance

Daryanto, (2019), said that leadership as a behavior with one particular expectation to influence the activities of group members in order to achieve common goals designed to provide benefits to individuals and organizations, Penelitian conducted by Oktarini, (2021), Alfattama, (2020), Pradytha & Iestari, (2021), Sulantara, Mareni, Sapta, & Suryani, (2020), Rostina et al., (2020), Heryanto, (2019) and Makambe, Joy, & Moeng, (2020), has a result of research shows that leadership style has a significant influence on performance.

H₂ It is suspected that the leadership style **has a positive effect** on the performance of ASN in all sub-districts in Lubuk Begalung district.

The Relationship of Competence to Employee Performance

Paradita, (2020), said that competence is the work ability of each individual which includes aspects of knowledge, skills and work attitudes by established standards. Research conducted by Oktarini, (2021), Pradytha & Iestari, (2021), Sulantara, Mareni, Sapta, & Suryani, (2020), and Heryanto, (2019), hasil research shows that competence has a significant influence on Performance.

H₃ It is suspected that competence **has a positive effect** on the performance of ASN in all sub-districts in Lubuk Begalung district.

II. Material and Method

Research Place and Time

This research was conducted on ASN employees in all kelurahan in Lubuk Begalung District, Padang city. The research time will be carried out in October 2021 until it is completed.

Population and Sample

According to Sugiyono, (2013), "population is a generalization area consisting of objects/subjects that have a certain quantity or characteristic set by the researcher to be studied and then drawn conclusions." The details of the total population consisting of: Lurah, Kelurahan Secretary, Governance Kasi, Kasi PM & Kessos, Kasi Trantibum & PB, General Administration, Order Manager and Program Manager, the total population in this study was 84 ASN employees.

In this study, the sampling technique used was *non-probability sampling*, which is a sampling technique that does not provide equal opportunities for each element or member of the population to be selected as a sample (Sugiyono, 2013). Furthermore, the sample technique used is a saturated sample. Because the total population in this study is relatively small, and less than a hundred people, the entire population can be sampled, the population in this study is 84 people.

III. Results and Discussion

Instrument Testing

Validity Test

The validity test results on these statement items canbe seen in Table 3 below:

Table 3. Validity Test Results

Variable	Number of Items	R Calculate	R Table	Conclusion
Work Discipline (X ₁)	1 - 10	0.694 to 0.827	0,214	Valid
Leadership Style (X ₂)	1 - 12	0.842 to 0.913	0,214	Valid
Competence (X ₃)	1 - 11	0.220 to 0.670	0,214	Valid

Employee Performance (Y)	1 - 10	0.269 to 0.813	0,214	Valid
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Source: Processed SPSS Data.

Based on pthere is a table tersebut, dapat it is known that semua item statement value r count is greater than the value r of the table, which is 0.214. Moreover, there is no item whose calculated value of r is below the number 0.214, thus it can be concluded that all items of the statement are valid. So that the next stage of data processing can be carried out.

Reliability Test

From the reliability testing process that has been carried out, a summary of the results ofse perti is obtained as shown in Table 4 below:

Table 4. Reliability Testing Results

Variable	Cronbach's <i>alpha</i>	Critical Value	Conclusion
Work Discipline (X ₁)	0,929	0,60	Reliable
Leadership Style (X ₂)	0,973	0,60	Reliable
Competence (X ₃)	0,712	0,60	Reliable
Employee Performance (Y)	0,842	0,60	Reliable

Source: Processed SPSS Data.

Based on pthere is a table above dapat it is known that for semua the variable has its *Cronbach's alpha* value > 0.60. This can then be concludedthat the item pernyataan to measure the research variables tersebut reliable, seuntil later the stages that will be carried out for the next data processing can be continued.

Data Analysis Results

Descriptive Analysis

There are three free variables in this study consisting of work discipline, leadership style, and competence, while the bound variables are employee performance. In the following section, the author will explain a description of each research variable. The frequency distribution of each variable will be presented in the frequency distribution table.

Table 5. Frequency Distribution of Respondents' Answers

No.	Variable	Total Score	Average Score	TCR (%)	Information
1	Work Discipline (X_1)	300	3.58	71.5	Good Enough
2	Leadership Style (X_2)	312	3.71	74.2	Good Enough
3	Competence (X_3)	304	3.62	72.3	Good Enough
4	Employee Performance (Y)	315	3.75	75.0	Good Enough

Source: Processed Primary Data.

Based on the Table, it can be seen that the average score of the labor discipline variable is 3.58 with a TCR of 71.5% and belongs to the category of quite good. This is due to the frequency of attendance, the level of vigilance, adherence to work standards, adherence to work regulations and work ethics. The average variable score of leadership style is 3.71 with a TCR of 74.2% and belongs to the category of quite good. This is due to the directive leadership style, *supportive* leadership, participatory leadership style, and *goal oriented* leadership style. The average competency variable score is 3.62 with a TCR of 72.3% and belongs to the category of quite good. This is due to knowledge, understanding, skills, and attitudes. Rata-average employee performance variable score is 3.75 with a TCR of 75% and falls into quite good. This is due to the quality and quantity of work, responsibility, cooperation, and initiative.

Normality Test

From the normality test process that has been carried out, a summary of the results of separti is found as shown in Table 6 below:

Table 6. Data Normality Test Results

<i>Asymp Sig.</i>	<i>Alpha</i>	Conclusion
0,780	0,05	Normally Distributed Data

Source: Processed SPSS Data.

From the table above, the normality test results show that in this penlitian the data distribution is normal because the *asymp Sig* value is 0.780 and greater than *Alpha* (0.05).

Heteroskedasticity Test

From the results of the data heteroskedasticity test through the SPSS tool, it can be seen in Table 7 below:

Table 7. Heteroskedasticity Test Results

Variable	Sig.	<i>Alpha</i>	Conclusion
Work Discipline (X_1)	0,987	0,05	Free Heteroskedasticity
Leadership Style (X_2)	0,527	0,05	Free Heteroskedasticity
Competence (X_3)	0,737	0,05	Free Heteroskedasticity

Source: Processed SPSS Data.

For the heteroskedasticity p test there is a table above there is not a single free variable with a significance value smaller than 0.05. Then penelitian is free from heteroskedasticity and the next stage dapat is done.

Multicollinearity Test

From the results of multicollinearity testing can be seen in Table 8 below:

Table 8. Multicollinearity Test Results

Variable	<i>Collinearity Statistics</i>		Conclusion
	<i>Tolerance</i>	<i>VIF</i>	
Work Discipline (X_1)	0,490	2,042	Multicollinearity-free
Leadership Style (X_2)	0,874	1,144	Multicollinearity-free
Competence (X_3)	0,511	1,957	Multicollinearity-free

Source: Processed SPSS Data.

Based on the table above which has been paparkan, dapat di know that between free variable in penelitian are not related to each other, because the *tolerance* values for semua variabel free none have a *tolerance* value smaller than 0.10 and begitu also dengan *vif* value, not one pun variabel free which has *vif* value greater than ten.

Hypothesis Testing Results

Multiple Linear Regression Analysis

From the results of multiple linear regression analysis can be summarized in the following table 9:

Table 9. Summary of Multiple Linear Regression Analysis Results

Bound Variables	Constants and Free Variables	Regression Coefficient
Employee Performance (Y)	Constant (a)	0.985
	Work Discipline (X ₁)	0.433
	Leadership Style (X ₂)	0.057
	Competence (X ₃)	0.279

Source: Spss Data Processing.

Based on the results of the multifaceted linear regression analysis presented in Table 9 above, the following can be put forward the multiple linear regression equation:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3$$

$$Y = 0.985 + 0.433X_1 + 0.057X_2 + 0.279X_3$$

Statistical T-Test

After the data is analyzed, the next step is to conduct hypothesis testing. The results of the hypothesis test will be presented in Table 10 as follows:

Table 10. Statistical T Test Results

Free Variables	Significant Level	Sig.	Conclusion
Work Discipline (X ₁)	0,05	0,000	H ₁ Received
Leadership Style (X ₂)	0,05	0.297	H ₂ Rejected
Competence (X ₃)	0,05	0.018	H ₃ Accepted

Source: SPSS Data Processing

Discussion

The Effect of Work Discipline on Employee Performance

In the first hypothesis test results, it was found that work discipline had a significant effect on the performance of employees of the State Civil Apparatus in Kelurahan in Lubuk Begalung Padang District. From the results of the processed data carried out, it can be seen that for the value of *besaran* the regression coefficient of work discipline has

a positive direction. This means that the better the work discipline, the better the employee's performance.

Accepting the hypothesis is that to improve good employee performance, especially within the State Civil Apparatus in the Village in Lubuk Begalung Padang District, efforts are first made to improve work discipline. This is because the work discipline of each employee also determines the performance that will be produced by an organization, in this case the State Civil Apparatus in the Village in Lubuk Begalung Padang District.

The main focus of discipline is that it is expected that there will be obedience in carrying out their duties by the applicable provisions and in addition, there will also be appropriate treatment if employees can carry out their duties properly and sanctions for those who violate these provisions. This research has been proven through respondents' responses who said that work discipline has a strong influence in improving employee performance at the State Civil Apparatus in Kelurahan in Lubuk Begalung Padang District. Although the results of this study show a significant influence, when viewed from the percentage of influence, there is still a group of employees who have a low work ethic, so there still needs to be efforts to improve and increase awareness continuously and continuously. With these efforts, it is hoped that it will create an increase in discipline that can increase the strengthening of employee empowerment in the State Civil Apparatus in the Village in Lubuk Begalung Padang District.

This is in line with research conducted by Kartikasari, Divya Putri and Irbayuni, (2021), Amri & Ramdani, (2021), Priyandi, Ginting, & Absah, (2020), and Rostina, Muhani, & Sinaga, (2020), based on the results of the research they have done, Work ethics have a positive and significant influence on employee performance.

The Effect of Leadership Style on Employee Performance

The results of the second hypothesis test found that the leadership style did not affect the performance of employees of the State Civil Apparatus in the Village in Lubuk Begalung Padang District. From the results of the processed data that has been carried out, it can be seen that for the value of *bsaran* the regression coefficient of the leadership style has a positive direction. This means that the better the leadership style, the better the employee's performance.

The reason why the hypothesis was rejected was because all aspects of the leadership style had been fulfilled or carried out by the leader in the Village in Lubuk Begalung Padang District, the leadership in Performance was not seen or felt by the State Civil

Apparatus, because the impinanssucceeded in influencing their followers in menj follow the given command.

Gaya leadership is a behavioral norm used by a person at the time when the person tries to influence the behavior of others to achieve his goals, where a person can become a leader through continuous activities so that it can influence the person he leads to achieve the goals of the organization. The form of participatory leadership style applied in Lubuk Begalung Padang District has turned out to be very good for building the performance of every existing employee. A leadership style by this situation and conditions will encourage employees to work more vigorously in carrying out their duties and obligations.

This is not in line with research conducted by Oktarini, (2021), Alfattama, (2020), Pradytha & Iestari, (2021), Sulantara, Mareni, Sapta, & Suryani, (2020), Rostina et al., (2020), Heryanto, (2019) and Makambe, Joy, & Moeng, (2020), hasil research shows that leadership style has a significant influence on performance.

The Effect of Competence on Employee Performance

In the results of testing the third hypothesis, it was found that competence had a significant effect on employees of the State Civil Apparatus in kelurahan in Lubuk Begalung Padang District. From the results of the processed data that has been carried out, it can be seen that for the value of besaran the competency regression coefficient has a positive direction. This means that the better the competence, the better the employee's performance.

Accepting the hypothesis is that to improve good employee performance, especially within the State Civil Apparatus in the Village in Lubuk Begalung Padang District, efforts are first made to increase competence. This is because the competence of each employee also determines the performance that will be produced by an organization in this case the State Civil Apparatus in the Village in Lubuk Begalung Padang District.

Competence is an ability to carry out or perform a job or task based on skills and knowledge and supported by the work attitude required by the job. Thus, competence denotes skills and knowledge characterized by professionalism in a particular field as something important or superior in that field. Because in general competence concerns a person's basic ability to do work. To realize professional and competent human resources apparatus (PNS) with civil servant career coaching which is carried out based on a combination of work and career achievement systems, competency-based apparatus HR development is a must so that organizations can realize better performance and provide the best public services. The competencies possessed by the

State Civil Apparatus in the Village in Lubuk Begalung Padang District must individually be able to support the implementation of organizational strategies and support every change made by the leadership.

This is in line with research conducted by Oktarini, (2021), Pradytha & Iestari, (2021), Sulantara, Mareni, Sapta, & Suryani, (2020), and Heryanto, (2019), hasil research shows that competence has a significant influence on performance.

IV. Conclusion

Based on the research and discussion results, several research conclusions can be conveyed as follows: 1) Work discipline has a significant effect on the performance of employees of the State Civil Apparatus in Kelurahan in Lubuk Begalung Padang District. Kompetensi has a significance value of 0.018, the significant value is less than alpha 0.05, H_0 is rejected and vice versa H_a is accepted. Disiplin work has a significance value of 0.000, the significant value is less than alpha 0.05, H_0 is rejected and vice versa H_a is accepted. 2) The leadership style does not affect the performance of employees of the State Civil Apparatus in the Kelurahan in Lubuk Begalung Padang District. Gaya leadership has a significance value of 0.297, the significant value is greater than alpha 0.05, H_0 is accepted and vice versa H_a is rejected. 3) Competence has a significant effect on the performance of employees of the State Civil Apparatus in the Village in Lubuk Begalung Padang District.

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