Employee Performance Impact of Work Discipline, Competency and Motivation

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Abstract

The purpose of this study was to determine the effect of motivation, compensation, and communication on employee performance. The population in this study were Yakes Telkom Area Regional Jawa Barat, amounting to 45 people using purposive sampling totaling 30 people. The research method used is descriptive analysis of quantitative research forms and multiple linear regression analysis. The data obtained through distributing questionnaires to employees. The hypothesis proposed in this study is that motivation, compensation and motivation have a significant effect on employee performance productivity either simultaneously or partially. The results of this study indicate that motivation, compensation, and communication have a positive and significant effect on the employee performance of Yakes Telkom Area Regional Jawa Barat.

Introduction

In the current era of globalization, business in the health care sector is one sector that has an important role in building economic growth in Indonesia. An organization engaged in providing services needs to be careful in paying attention to its human resources. Human resources in the service sector are an important aspect in providing the best service so that they can show the performance of health services in carrying out their duties. Employee performance determines the success of an organization in achieving its goals. Employee performance is the result of work in quality and quantity achieved by an employee in carrying out his duties according to the responsibilities given to him (Mangkunegara (2006: 67). To improve employee performance, many supporting variables are needed, including work discipline, competence and motivation. One of the factors that affect employee performance is work discipline. Work discipline is an obedient and obedient attitude and is subject to rules based on one's self-awareness without any external coercion. Employee awareness is needed by complying with applicable regulations, because regulations are needed to provide guidance and counseling for employees in order to create good order in the company. According to Davis (2002:112), work discipline is management action to encourage the implementation of organizational standards, this includes training that leads to efforts to justify and involve knowledge, attitudes and behavior of employees so that there is a willingness in employees to lead to cooperation. and better performance.The service sector always strives to apply its employees to have a high work discipline attitude, because having employees who have high work discipline will provide an optimal contribution to the smooth running of the company. Thus, the application of discipline greatly affects the performance of employees working at Yakes Telkom. The second factor that affects employee performance is competence. According to Suparno (2012:27), competence is an adequate skill to perform a task or to have the required skills and abilities. In the service sector, it also strives to build effective and efficient employee performance, the company expects all of its employees to have competence in accordance with their responsibilities in their work, because with competent employees, the company has high quality human resources. Good health services are those that are able to create employee performance productivity in carrying out business competencies. Through competence, the company knows more about how a person is responsible, solves problems and conveys information to others regarding the tasks that have been given. Competence is used to plan, assist, and develop the behavior of employee performance. In addition to work discipline and competence, another factor that affects employee performance is motivation. According to Hamalik (1992:173) motivation is a change in energy in a person which is characterized by the emergence of feelings and reactions to achieve goals. Motivation is something that can encourage someone to behave in accordance with the wishes of the organization, because each employee has a different level of motivation, the company needs to motivate employees according to what is needed by each employee. Without the motivation of employees to work together for the benefit of the company, the goals that have been set will not be achieved. Conversely, if employees with high motivation eat in completing the tasks given according to the standards set by the company, it can be achieved. The stronger the motivation of employees, the higher the chances of achieving performance. The service division is the capital for the company in meeting the needs of the community, which will have an impact on the success of the company's goals. Businesses in the service sector are able to move their business and earn profits through the results of the movement of employees who work in it. Therefore, employees are one of the assets of a business in the service sector, where every performance done is good, it will easily achieve goals and generate profits for the company. Based on observations for a year, namely 2020, with the Covid-19 pandemic, problems with performance for Yakes Telkom West Java Regional Area employees increased. This is because during the pandemic the employees carried out their company activities by work from home. With the existence of work from home, the productivity of employees' performance, which was originally running normally, has decreased due to the fact that during the WFH activities, employees are required to do their work with an alternate system according to the field they are in. This makes the performance of each employee decrease, because it is deemed less effective and efficient. This study aims to determine how the influence of work discipline, competence and motivation on employee performance. The unit of research analysis was carried out at Yakes Telkom Regional Area of West Java with the reason that Yakes Telkom Regional Area of West Java had different work discipline

habits, existing competencies, and also varied motivations on the performance of its employees who were able to run company operations efficiently. and generate income for the company that continues to increase from time to time period to the next.

Table 1.
Employee Performance Data

Year	Precentage (%)
2018	97,34
2019	95,62
2020	92,66
2021	91,37

Source: Yakes Telkom Area Regional Jawa Barat.

Conceptual Framework

Work Discipline

Davis (2002:112) states that work discipline is a management action to encourage the implementation of organizational standards, this includes training that leads to efforts to justify and involve knowledge, attitudes and behavior of employees so that there is a willingness in employees to lead to cooperation and cooperation. better performance. Anoraga (2006:11-14) argues that work discipline is the most basic or essential part of humans. As the most basic, he will give the status of the community in the environment and can also bind other individuals whether working or not.

Work Discipline Function

According to Tulus Tu'u (2004:38) suggests several functions of work discipline, including:
1. Organizing life together
2. Build personality
3. Train your personality
4. Coercion
5. Punishment
6. Creating

Competence

Suparno (2012:27) states, competence is adequate skill to perform a task or as having the required skills and abilities. There are two terms that arise from two different streams of suitability in work. The terms are "competency" which is a description of behavior, and "competence" which is a description of tasks or work results (Palan, 2007:5)

Types of Competence

According to Kunandar (2007), competence is divided into five types, namely:
1.   Intellectual Competence
A set of knowledge possessed by a person that is needed to carry out his work.
2.   Physical Competence
A person's physical ability to complete various tasks.
3.   Personal Competence
A set of behaviors that are closely related to one's expertise in understanding, realizing, identity and self-transformation.
4.   Social Competence
A set of specific behaviors that become the basic reference for self-understanding as part of social life.
5.   Spiritual Competence

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A person's ability to understand, appreciate and carry out various religious teachings.

Motivation

Hamalik (1992:173) states that motivation is a change in energy in a person which is characterized by the emergence of feelings and reactions to achieve goals. Motivation is something that can encourage someone to behave in accordance with the wishes of the organization. Employee motivation is a situation where an employee's personality encourages the individual's desire to carry out activities to achieve goals. With the motivation in a person will show a behavior that is directed at a goal to achieve the target of satisfaction (Nursalam, 2008:55).

Motivational Basics

1.   Involving other people's subordinates.
To get good results, if subordinates or other people are given the opportunity to participate in formulating decisions. So that subordinates can express ideas, suggestions, and they will feel humanized so that he will be responsible for achieving maximum results.
2.   Communication
In the process of achieving results among members in the organization it will be better to know things related to the problem. Without information the subordinates or members of the organization cannot work optimally.
3.   Recognition
To increase maximum results, managers need to provide recognition or appreciation for the efforts that have been given.
4.   Mutual attention
Subordinates or members of the organization will be motivated to achieve good results if managers pay attention to the results that have been achieved by subordinates.

Employee Performance

Employee performance is the result of work in quality and quantity achieved by an employee in carrying out his duties according to the responsibilities given to him (Mangkunegara (2006:67). Hasibuan (2010:29) states that performance is the embodiment of work carried out by employees which is usually used as the basis for research on employees or organizations, so efforts need to be made to improve performance, but it is not easy due to many factors that affect a person's performance.

The effect of motivation, compensation and communication on employee performance productivity at Yakes Telkom Regional Jawa Barat

Research by Rivky Pomalingo, et al (2015) states that the influence of work discipline, competence, and motivation has a significant effect on employee performance. Meanwhile, research by Rahmat Hidayat (2021) states that the influence of work discipline, competence, and motivation has no significant effect on employee performance. This study aims to determine the effect of work discipline, competence and motivation on employee performance. The dependent variable is on employee performance while the independent variable is on work discipline, competence, and motivation. Based on this description, the framework of thought is as follows:

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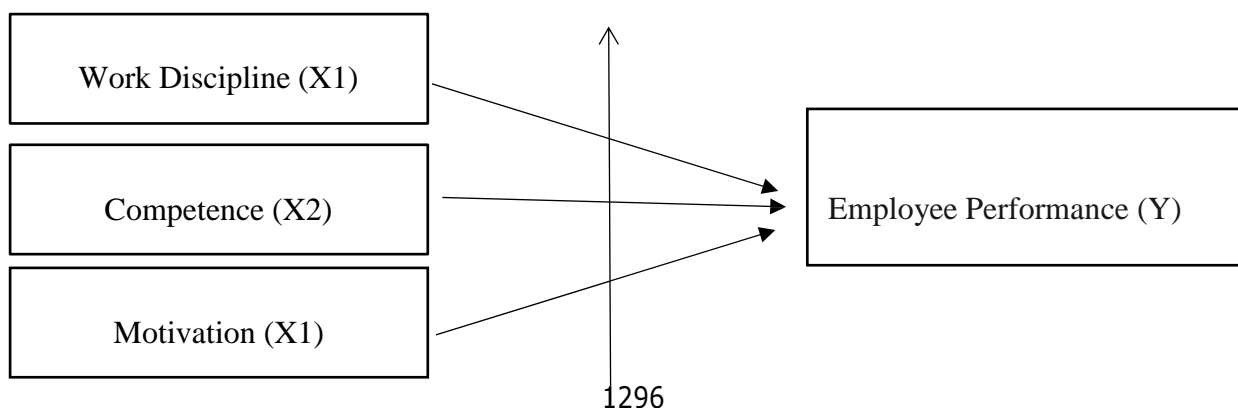
Hypothesis

H_1: Work discipline, competence and motivation have a significant effect on employee performance.
H_2: Work discipline has a significant effect on employee performance.
H_3: Competence has a significant effect on employee performance.
H_4: Motivation has a significant effect on employee performance.

Research Method

This study uses a descriptive correlational method with a quantitative approach. This study uses data collection methods using primary data by distributing questionnaires containing several questions containing indicators of the variables studied using a scale of 1-5. The population in this study amounted to 45 people and the sample of respondents was 30 employees of Yakes Telkom Regional West Java. This research uses multiple linear regression analysis method with measurement through simultaneous hypothesis testing (F test) and partial hypothesis testing (t test). The dependent variable (Y) is employee performance. Productivity performance is a comparison between the results achieved and the overall resources used. The first independent variable (X_1) is work discipline. The second independent variable (X_2) is competence. The third independent variable (X_3) is motivation.

Research Results and Discussion

Validity Test

Validity test is a test used to show the extent to which the measuring instrument used in a measure is what is being measured. Ghozali (2009) states that the validity test is used to measure the validity or validity of a questionnaire. The number of respondents as many as 30 people and a significance level of 5% (0.05) then the value of r table is obtained through the calculation of df = n-2 where df = 30-2 = 28, so when viewed in table r the results obtained are 0.374.

Table 1
Variable Validity Test

Variable	Statement Items	Score r_{count}	Score r_{count}	Description of Validity Test
Work Discipline (X1)	x1.1	0,620	0,374	Valid
	x1.2	0,729	0,374	Valid
	x1.3	0,830	0,374	Valid
	x1.4	0,859	0,374	Valid
	x1.5	0,380	0,374	Valid
Competence (X2)	x2.1	0,793	0,374	Valid
	x2.2	0,860	0,374	Valid
	x2.3	0,799	0,374	Valid
	x2.4	0,608	0,374	Valid
	x2.5	0,790	0,374	Valid
Motivation (X3)	x3.1	0,725	0,374	Valid
	x3.2	0,870	0,374	Valid
	x3.3	0,787	0,374	Valid
	x3.4	0,825	0,374	Valid

Source: Data Processing Results (2021).

Based on the variable validity test table above, it shows that the correlation coefficient value of each statement has a correlation value or $r_{count} > r_{table}$ (0.374), meaning that it can be concluded that each statement is declared valid. Thus the questionnaire and research data obtained can

be used for further analysis.

Reliability Test

Reliability test is a test that is used as an indicator in trusting the value of a study because it has consistency. Ghozali (2009) states that reliability is a tool to measure a questionnaire which is an indicator of a variable or construct. A questionnaire is said to be reliable or reliable if a person's answer to the statement is consistent or stable over time.

Table
Variable Reliability Test Results

Reliability Statistics	
Cronbach's Alpha	**N of Items**
.883	37

Based on the summary of the results of the reliability test of the variables above, it can be seen that the result of cronbach's alpha value is 0.883, which is greater than the minimum value of cronbach's alpha which is 0.600. Then it can be stated that all statements in the variables are reliable so that all statements in the variables can be used for the next stage of analysis.

Multiple Linear Regression Analysis

Multiple linear regression analysis is related to the study of the dependence of a dependent variable on one or more independent variables with the aim of knowing how much influence the independent variable has on the dependent variable.

Table 1.
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.995a	.990	.989	.52378

The value of the correlation or relationship (R) is 0.995. The percentage of the influence of the independent variable on the dependent variable is called the coefficient of determination which is the result of squaring R. From the output, the coefficient of determination (R^2) is 0.990, which means that the influence of the independent variable on the dependent variable is 99%.

Table 2.
ANOVAa

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	702.334	3	234.111	853.348	.000b
	Residual	7.133	26	.274		
	Total	709.467	29			

Source: Data Processing Results (2021)

This section explains whether there is a significant effect between the independent variables on the participation variable. From the output, it can be seen that F = 853.348 with a significance/probability level of 0.000 <0.05, so the multiple linear regression model analysis can be used to predict the participation variable.

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Table 3.
Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.660	1.252		.527	.603
	X1	.883	.058	.362	15.328	.000
	X2	1.139	.078	.454	14.686	.000
	X3	.925	.077	.350	11.958	.000

Source: Data Processing Results (2021)

Regression Equation:

$Y = 0,660 + 0,883X_1 + 1,139X_2 + 0,925X_3$

a.) The regression coefficient of the constants obtained a value of 0.660 with a positive sign, this number means that without work discipline, competence and motivation, it will reduce the productivity of Yakes Telkom Regional Jawa Barat employees.
b.) The regression coefficient of motivation has a significant effect on performance productivity with a positive direction of 0.883. This means that, if the work discipline is getting better, it will have an effect on increasing the performance of Yakes Telkom Regional Jawa Barat employees.
c.) The regression coefficient of compensation has a significant effect on performance productivity with a positive direction of 1.139. This means that, if the competence is getting better, it will have an effect on increasing the performance of Yakes Telkom Regional Jawa Barat employees.
d.) The regression coefficient of communication has a significant effect on performance productivity with a positive direction of 0.925. This means that, if the motivation is getting better, it will have an effect on increasing the productivity of Yakes Telkom Regional Jawa Barat employees.

F Test

This test was conducted to determine the effect of motivation, compensation and communication on employee performance productivity simultaneously. Table F is searched at = 5% (0.05). The test results show that $F_{count} > F_{table}$ (853.348 > 2.96) and significance (0.000 <0.05) then Ho is rejected and Ha is accepted meaning that work discipline, competence and motivation simultaneously have a significant effect on the performance of Yakes Telkom Regional Jawa Barat employees.

t Test

This test was conducted to determine whether the independent variable partially has a significant effect on the independent variable. In the t-test sought = 5% (0.05). Based on the t test, the results obtained are:
a.) Work discipline has a value of $t_{count} > t_{tabel}$, namely the t value of 15.328 > 0.527 and a significance of 0.000 < 0.05, then Ho is rejected and Ha is accepted, which means that partially the work discipline variable has a significant effect on the productivity of Yakes Telkom Regional Jawa Barat employees.
b.) Competence has a value of $t_{count} > t_{tabel}$, namely the t value of 14.666 > 0.527 and a significance 0.000 < 0.05 then Ho is rejected and Ha is accepted, which means that partially the competency variable has a significant effect on the productivity of Yakes Telkom Regional Jawa Barat employees.

c.)   Motivation has a value of $t_{count} > t_{tabel}$, namely the t value 11,958 > 0,527 and significance 0.000 < 0,05 then Ho is rejected and Ha is accepted, which means that partially the motivation variable has a significant effect on employee performance at Yakes Telkom Regional Jawa Barat.

Research Discussion

The Influence of Work Discipline, Competence and Motivation on Employee Performance of Yakes Telkom Regional Jawa Barat

The test results of multiple linear regression analysis coefficients show that simultaneously stating work discipline, competence, and motivation have a significant effect on the productivity of Yakes Telkom Regional Jawa Barat employees. The results of this study are in line with the results of research conducted by Rivky Pomalingo, et al. (2015), Muhammad Taufiek Rio Sanjaya (2015) and Safitriani (2016), Ammara Khairani Lubis (2019) which states that work discipline, competence, and motivation have a significant effect on employee performance productivity. However, the results of this study are not in line with the results of research conducted by Rahmat Hidayat (2021) which states that work discipline, competence, and motivation have no significant effect on employee performance productivity.

The Influence of Work Discipline on Employee Performance of Yakes Telkom Regional Jawa Barat

The test results of the coefficient of multiple linear regression analysis show that partially work discipline has a significant effect on the productivity of Yakes Telkom Regional Jawa Barat employees. This is in line with research by Rivky Pomalingo, et al (2015) but not in line with research conducted by Elsa Adha Pratiwi (2018), Beby Silvya (2019) and Rahmat Hidayat (2021) which states that work discipline has no effect on employee performance.

The Influence of Competence on Employee Performance of Yakes Telkom Regional Jawa Barat

The test results of multiple linear regression analysis coefficients show that the results of the study partially state that competence has a significant effect on the performance of Yakes Telkom Regional Jawa Barat employees. The results of this study are in line with research conducted by Rivky Pomalingo, et al (2015), Julian Ashariandi (2017), Dina Novriyanti (2019) and Rahmat Hidayat (2021) which state that competence has a significant effect on employee performance.

The Influence of Motivation on Employee Performance of Yakes Telkom Regional Jawa Barat

The test results of the coefficient of multiple linear regression analysis show that the results of the study partially state that motivation has a significant effect on the performance of Yakes Telkom Regional Jawa Barat employees. The results of this study are in line with research conducted by Desi Rahmawati (2013), Rivky Pomalingo, et al (2015) Ni Putu Pradita L. (2019), Ma'ruf Ummul Chair (2020) and Rahmat Hidayat (2021) which state that motivation influences significant to employee performance.

Conclusion

1.   Work discipline, competence and motivation have a significant effect on the productivity of Yakes Telkom Regional Jawa Barat employees.
2.   Work discipline has a positive and significant impact on the productivity of Yakes Telkom Regional Jawa Barat employees.
3.   Competence has a positive and significant effect on the productivity of Yakes Telkom Regional Jawa Barat employees.
4.   Motivation has a positive and significant impact on the productivity of Yakes Telkom Regional Jawa Barat employees.

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