ANALYSIS OF THE INFLUENCE OF COMPETENCE, WORK ENVIRONMENT, AND WORK DISCIPLINE ON THE PERFORMANCE OF THE STAFF OF THE REGIONAL CIVIL SERVICE AGENCY IN MALANG CITY

Bambang Hadi Prabowo, STIE Jaya Negara Tamansiswa Malang, Indonesia
Meinarti Puspaningtyas, STIE Jaya Negara Tamansiswa Malang, Indonesia
Murniati, STIE Jaya Negara Tamansiswa Malang, Indonesia

ABSTRACT

This study was aimed at finding out the influence, both simultaneously and partially, of the variables 'competence, work environment, and work discipline' on the performance of the staff of the Regional Civil Service Agency of Malang City and finding out the most dominant between the variables 'competence, work environment, and work discipline' in influencing the staff of the Regional Civil Service Agency of Malang City. The variables in this study consisted of independent variables: competence, work environment, and work discipline, while the dependent variable is the performance of the staff of the Regional Civil Service Agency of Malang City. The population was all staff of the Regional Civil Service Agency of Malang City as many as 110 people. The sample was taken using an accidental sampling technique, namely a paired sample, so the study sample was 110 people. From the results of the study, it can be concluded that the variables 'competence, work environment, and work discipline' are simultaneously proved to influence the performance of the staff of the Regional Civil Service Agency of Malang City and the three variables cannot be separated from each other and are a unified whole in supporting the staff performance with a contribution of 68.8%, while the remaining 31.2% were influenced by other variables not included in this study. Meanwhile, separately, the three variables are proved, partially/individually, to have a significant influence on the performance of the staff of the Regional Civil Service Agency of Malang City. Of the three independent variables 'competence, work environment, and work discipline', the one has the most dominant influence on the performance of the staff of the Regional Civil Service Agency of Malang City is the variable 'competence.' The purpose of employee performance appraisal is to provide feedback to employees to improve their performance and increase organizational productivity

Keywords: competence, work environment, work discipline

Introduction

Discussing widely, openly, and deeply about public sector performance is indeed interesting because of its measurement complexity and multidimensionality. Measuring the performance of the public sector, in several respects, is different from measuring that of the private sector. In the private sector, the main goal is more transparent, which is to get profit as the bottom line which can be measured by financial measures. The existence of a business organization is to sell goods and services in order to create wealth and welfare for their owners. In contrast, organizations in the public sector are established to improve people's lives by providing the best services, which in that case is often difficult to measure using financial measures.

Measuring the performance of public sector organizations is very important because it is closely related to their public accountability. The results of their works must be reported in the form of performance accountability reports. They are the organizers or the executors of what has been determined in Government Regulations. A law contains decisions about "what" must be held or given to the people. In other words, a law contains a statement about the Government's objectives to its people.

There is a misperception in society. Some of them see that works in the public sector only deal with typing, administration, and letter making. This perception should be rectified through a broad socialization effort. In other words, there should be an effort to introduce and socialize the actual performance of government officials in the public sector. At present, the performance of government officials has a considerable role in the success of government policies. In this case, the readiness of government organizations and government officials in carrying out government functions by carrying out the main tasks and functions of each employee is urgently needed.

Meanwhile, the bureaucratic environment is currently facing two main challenges. They are, firstly, rapid changes in the organizational culture/environment with the improvement of the quality of public services resulting in the dynamics of work in the forms of changes and developments that require more satisfaction and professionalism — the public longs for the fulfillment of quality and satisfying services. Secondly, Good Governance in government agencies requires service activities to be more efficiently and effectively.

Indeed, it is realized that the level of working discipline of workers in carrying out their tasks that are still lacking, the flow of bureaucracy that is still quite long, and the existence of employees in carrying out their duties in a relaxed manner without standard work, have led to a buildup of administration in certain parts.

McClelland (2009: 223) argued that competence could be interpreted as "an encouragement within a person to do or perform an activity or task as well as possible to achieve maximum work performance with a commendable predicate. Having workers whose competences are according to their own fields, it is expected that the organization can reach the goal quickly."

The elements, as mentioned above, in improving service, are a form of employee socialization of their work. This, of course, should be supported by a good environment and harmonious working relationship within the organization which supports each individual in carrying out their duties. Without support from and leaders and other employees, an employee cannot achieve his/her target optimally.

Looking at the various elements and phenomena above, this study analyzed the extent to which the variables 'competence, work environment, and work discipline' affect the performance of the Regional Civil Service Agency in Malang City.

The implication of this paper is that it can be used to assess the performance of its employees with the aim of providing feedback to employees in an effort to improve their performance and increase organizational productivity related to policies towards employees such as promotional objectives, salary increases, education, and training.

Based on the description above, the problems in this study were "Does the competence, work environment, and work discipline have a simultaneous influence on the performance of the staff of the Regional Civil Service Agency of Malang City?" and "Among the variables 'competence, work environment, and work discipline, which one has the dominant influence on the performance of the staff of the Regional Civil Service Agency of Malang City?"

Literature Review
Emotional intelligence influences employee performance (Ariani & Ratnasari, 2018). Emotional intelligence in the work environment makes the work atmosphere in the work environment comfortable and productive. Emotional intelligence has a relationship with tolerance in accepting differences such as cultural differences.

Negotiation is a process of communicative interaction in which two or more parties try to resolve conflicts of interest (Rao et al.,2018). Negotiations on differences at work create better working relationships and ultimately create more productive work relationships.

Research Method
This study was aimed at finding out the influence, both simultaneously and partially, of the variables 'competence, work environment, and work discipline' on the performance of the staff of the Regional Civil Service Agency of Malang City and finding out the most dominant between the variables 'competence, work environment, and work discipline' in influencing the staff of the Regional Civil Service Agency of Malang City.

The variables in this study consisted of independent variables, namely competence, work environment, and work discipline, and dependent variable, namely the performance of the staff of the Regional Civil Service Agency of Malang City.

The population of this study was all staff of the Regional Civil Service Agency of Malang City, as many as 110 people. The research sample was taken using an accidental sampling technique, namely paired samples so that the study sample was 110 people.

Data collection was obtained by the respondent's answers in the questionnaire distributed to them. As for data processing techniques, the F-test and the t-test were used to test hypotheses simultaneously and partially, respectively.

Findings And Discussion
Hypothesis Test Results
a. F-test
To prove the hypothesis that suggests that there is an influence of competence, work environment, and work discipline simultaneously on the performance of the staff of the Regional Civil Service Agency of Malang City, the F-test was performed using a data

processing program, namely SPSS Ver.12, which can be explained as follows

Table 1: F-test Result
ANOVA(b)

Model	Sum of Square	df	Mean Square	F	Sig
1. Regression	7.228	3	2.409	77.986	.000 [a]
Residual	3.275	106	.031		
Total	10.503	109			

[a] predictors: (Constant), X.3, X.2, X.1
[b] Dependent Variable: Y

Source: processed data

The results of the calculations, as outlined in table 1 can be formulated as follows:

a) Formulating hypotheses

$H_o: \beta_i = 0$, meaning that the independent variables simultaneously do not have a significant effect on the dependent variable

$H_1: \beta_i \# 0$, meaning that the independent variables simultaneously have a significant effect on the dependent variable

b) Counting the value of F_{count}

Based on the data of SPSS, it was known that F_{count} was 77.986, with a significance of 0.000.

c) Determining the acceptance criteria

The level of significance used in this study was = 0.05 or with a confidence interval of 95 % with df=(n-k-1) = 106, and there was found that F_{table}= 3.98.

d) Comparing the values of F_{count} and F_{table}

The results of the analysis using the SPSS Ver.12 program explained that the value of F_{count} = 77.986 with a significance of 0.000 and F_{table} = 3.98, which means that it could be said that the hypotheses proposed could be accepted and significantly affect simultaneously the performance of the staff of the Regional Civil Service Agency of Malang City, or it could be said that H_o was rejected and H_a was accepted.

b. the t-test (partially)

To test the second hypothesis, which suggested that all variables 'competence, work environment, and work discipline' simultaneously influence the performance of the staff of the Regional Civil Service Agency, the t-test was carried out using SPSS Ver. 22 Data Analysis contained in table 2 shows the results of the regression analysis as follows:

Table 2: t-test Results
Coefficients (a)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1. (Constant)	.597	.251		2.381	.019
X.1	.323	.068	.393	4.747	.000
X.2	.315	.067	.324	4.715	.000
X.3	.238	.066	.261	3.634	.000

[a] Dependent Variable: Y

Source: processed data

The results of the t-test for each variable can be explained as follows:

e) 1. The influence of the variable 'competence' on the performance of the staff of the Regional Civil Service Agency of Malang City. 1) Formulating hypotheses

Ho : $B_1 = 0$,   meaning that X.1 partially does not have a significant influence on Y or there is no influence of the variable 'competence' on the performance of the staff of the Regional Civil Service Agency of Malang City.

Ho : $B_1 \# 0$, meaning that X.1 partially has a significant influence on Y or there is an influence of the variable 'competence' on the performance of the staff of the Regional Civil Service Agency of Malang City.

1) Counting the value of t-test

Based on the results of the calculation using the SPSS Ver.12 test tool, it was known that the value of t_{count} of the variable 'competence' was 4.747 with a significance level of 0.000.

2) Criteria of acceptance

In this study, a significant level of $\alpha = 0.05$ was used with a degree of freedom of (n-k-1) = 106, which was determined in t_{table} of 1.980.

3) Comparing the values of t_{count} and t_{table}

Since the value of t_{count} was 4.747 that was greater than t_{table} that was 1.980, then there was a significant effect on the variable 'competence' (X_1) on the variable 'the performance of the staff of the Regional Civil Service Agency of Malang City'.

2. The influence of the work environment (X.2) on the performance of the staff of the Regional Civil Service Agency of Malang City' (Y)

1) Formulating hypotheses

Ho: $B_1 = 0$, meaning that X.2 partially does not have a significant influence on Y or there is no influence of the variable 'work environment' on the performance of the staff of the Regional Civil Service Agency of Malang City

Ho: $B_1 \# 0$, meaning that X.2 partially has a significant influence on Y or there is an influence of the variable 'work environment' on the performance of the staff of the Regional Civil Service Agency of Malang City

2) Counting the value of t-test

Based on the results of calculations using SPSS Ver.12, it was known that the value of t_{count} of the variable 'work environment' (X.2) was 4.715 with a significance level of 0.000.

3) Criteria of acceptance

In this study, a significant level of $\alpha = 0.05$ was used with a degree of freedom of (n-k-1) = 106, which was determined in t_{table} of 1.980.

4) Comparing the values of t_{count} and t_{table}

Since the value of t_{count} was 4.715 that was greater than t_{table} that was 1.980, then there was a significant effect on the variable 'work environment' (X.2) on the variable 'the performance of the staff of the Regional Civil Service Agency of Malang City'.

3. The influence of 'work discipline' (X_3) on the performance the staff of the Regional Civil Service Agency of Malang City (Y)

1) Formulating hypotheses

Ho: $B_1 = 0$ meaning that X.3 partially does not have a significant influence on Y or there is no influence of the variable 'work discipline' (X_3) on the performance of the staff of the Regional Civil Service Agency of Malang City

Ho: $B_1 \# 0$ meaning that X.3 partially has a significant influence on Y or there is an

influence of the variable 'work discipline' (X_3) on the performance of the staff of the Regional Civil Service Agency of Malang City

2) Counting the value of t-test
Based on the results of calculations using SPSS Ver.12, it was known that the value of t_{count} of the variable 'work discipline' (X_3) was 3.634 with a significance level of 0.000.

3) Criteria of acceptance
In this study, a significant level of α = 0.05 was used with a degree of freedom of (n-k-1) = 106, which was determined in t_{table} of 1.980.

4) Comparing the values of t_{count} and t_{table}
Since the value of t_{count} was 3.634 that was greater than t_{table} that was 1.980, then there was a significant effect on the variable 'work discipline ($X3$) on the variable 'the performance of the staff of the Regional Civil Service Agency of Malang City.'

From the results of the t-test analysis, it can be seen that separately the three variables namely competence (X_1), work environment (X_2) and work discipline (X_3) have a significant effect on the performance of the staff of the Regional Civil Service Agency of Malang City:

- Separately the variable 'competence' (X_1) affects the performance of the staff with t_{count} 4.747 > t_{table} 1.980.
- Separately the variable 'work environment' (X_2) affects the performance of the staff with t_{count} 4.715 > t_{table} 1.980.
- Separately the variable 'work discipline' (X_3) affects the performance of the staff with t_{count} 3.634 > t_{table} 1,980.

Based on the results of beta standardized values, it is known that from the three independent variables (X), namely competence (X_1), work environment (X_2), and work discipline (X_3), the one that has a dominant influence on the performance of the staff of the Regional Civil Service Agency of Malang City is the variable 'competence' (X_1).

4. Determinant (R2)
To find out the magnitude of the influence of the independent variables (X) on the dependent variable (Y), by looking at the determinant coefficient (R-square) t in the following table 3.

Table 3: Determination Test Results
Model Summary b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.830 [a]	.688	.679	.17577	1.868

[a] Predictors: (Constant), X3, k.2,X.1
[b] Dependent Variable: Y

Source: processed data

The coefficient of determination (R square) shows a number of 0.688 which can be interpreted that the independent variables which include competence, work environment, and work discipline have a contribution to the performance of the staff of the Regional Civil Service Agency of Malang City at 68.8%, while the remaining 31.2% are influenced by other variables not included in this study.

Discussion
There is a misperception that has been developing in the community, saying that the work in

the public sector only deals with typing, administration, and letter making. This perception must be rectified through a broad socialization effort. In other words, there must be an effort to introduce and socialize the actual performance of government officials in the public sector. At present, the performance of government officials has a considerable role in the success of government policies. This requires the readiness of government organizations and government officials to implement governance functions by carrying out the main tasks and functions of each employee.

Government bureaucracy is currently facing two main challenges. Firstly, the rapid changes in the organizational culture/environment with the improvement of the quality of public services resulting in the dynamics of work in the forms of changes and developments that demand more satisfaction and professionalism. The public wants quality and satisfying services. Secondly, Good Governance of government agencies requires to carry out service activities in a more efficient and effective manner.

Indeed, it has been realized that the lack of work discipline levels of employees in carrying out existing tasks, the long bureaucracy, and the employees who carry out their duties casually without standard workmanship standards have led to administrative buildup in certain parts.

Conclusion

From the results of the study, it can be concluded that the variables 'competence, work environment, and work discipline' are simultaneously proved to influence the performance of the staff of the Regional Civil Service Agency of Malang City and the three variables cannot be separated from each other and are a unified whole in supporting the staff performance with a contribution of 68.8%, while the remaining 31.2% were influenced by other variables not included in this study. Meanwhile, separately, the three variables are proved, partially/individually, to have a significant influence on the performance of the staff of the Regional Civil Service Agency of Malang City.

Of the three independent variables 'competence, work environment, and work discipline', the one has the most dominant influence on the performance of the staff of the Regional Civil Service Agency of Malang City is the variable 'competence'.

References

Anoraga, P. (1992). *Psychology of leadership*. Jakarta: PT Rineka Cipta. (translated from Indonesian: Psikologi Kepemimpinan. Jakarta: PT Rineka Cipta).

Ariani, M., & Ratnasari, D. (2018). Effect of emotional intelligence against employee performance in department of labor and social. *Journal of Business and Finance in Emerging Markets, 1*(1)*, 37-50.

Arikunto, Suharsimi. (2010). *Research Procedure: A Practical Approach*. 8th eds. Yogyakarta: PT Rineka Cipta. (translated from Indonesian: Prosedur Penelitian: Suatu Pendekatan Praktek. Cetakan ke 8. Yogyakarta: Rineka Cipta.

Flippo, E. B. (2007). *Human Resource Management*. 2nd eds. Jakarta: Erlangga. (translated from Indonesian: Manajemen Personalia. Terjemahan Moh. Masud, SH.,MA, Jilid 2, Jakarta: Erlangga).

Gudjarati, D. (2012). Basic Econometrics. 5th eds. Jakarta: Erlangga (translated from Indonesian: Ekonometrika Dasar. Edisi 5. Jakarta: Erlangga).

Melayu, H. (2012). *Human Resource Management*. Revised eds. Jakarta: Bumi Aksara. (translated from Indonesian: Manajemen Sumber Daya Manusia. Edisi revisi. Jakarta: Bumi Aksara).

Hani, H. T. (2009). *Personnel Management and Human Resources*. 2nd Eds. Yogyakarta: BPFE. (translated from Indonesian: Manajemen Personalia dan Sumber Daya Manusia. Edisi 2.Yogyakarta: BPFE).

Koontz, H., & Weihrich, H. (1989). *Essential of Management*. Translation. Jakarta: Bina Aksara. (translated from Indonesian: Intisari Manajemen, Terjemahan. Jakarta: Bina Aksara).

Mangkunegara, A.P. (2013). *Corporate Human Resource Management*. Bandung: PT. Remaja Rosdakalya. (translated from Indonesian: Manajemen Sumber Daya Manusia Perusahaan. Bandung: PT. Remaja Rosdakalya).

Martoyo., S.(2009). Human Resource Management 4th eds. Yogyakarta: BPFE. (translated from Indonesian: Manjemen Sumber Daya Manusia. Edisi 4. Yogyakarta: BPFE).

Mc Clelland, D. (2009). *Encouraging Community Achievement*. Jakarta: Intermedia. (translated from Indonesian:Memacu Masyarakat Berprestasi. Terjemahan Suyanti, S. & Bakowatun, W. W. Jakarta: Intermedia).

Nawawi, H. H. (2013). *Human Resource Management for Competitive Business*. Yogyakarta: Gajah Mada University Press. (translated from Indonesian: Manajemen Sumber Daya Manusia untuk Bisnis Yang Kompetitif. Yogyakarta: Gajah Mada University Press.

Rao, R., Murugaiah, M., & Ticora, K. S. R. (2018). A cross-national variation in negotiation tendencies, a comparison between Karnataka (India) and Ibague (Colombia). *Journal of Business and Finance in Emerging Markets*, *1*(1), 1-10.

Siagian, S. P. (2005). Organizational Leadership and Administrative Behavior. Jakarta: CV. Haji mas Agung. (translated from Indonesian: Organisasi Kepemimpinan dan Perilaku Administrasi. Jakarta: CV. Haji mas Agung).

Simamora, Henry, (2012). *Human Resource Management.* Yogyakarta: STIE YKPN. (translated from Indonesian: Majemen Sumber Daya Manusia.Yogyakarta: STIE YKPN).

Sugiyono, D. R. (2009). *Non-Parametric Statistics for Research.* Bandung: Alfabeta. (translated from Indonesian: Statistik Non Parametris untuk Penelitian. Bandung: Alfabeta.