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The Influence of Competence, Discipline, and Quality of the Work Environment on the Performance of Employees of the North Luwu Regency DPRD Secretariat: A Human Capital Management Approach

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Abstract

This study aims to examine the influence of competence, discipline, and work environment on employee performance at the Secretariat of the Regional People's Representative Council (DPRD) of North Luwu Regency. The method used is quantitative with a survey approach involving 134 employees as research samples. The data obtained were analyzed using multiple linear regression to test the simultaneous and partial relationships between variables. The results show that these three variables significantly have a positive effect on improving employee performance, with work discipline as the most dominant factor. These findings indicate that competence development through training, strict enforcement of work discipline, and creating a conducive work environment are key factors in enhancing employee effectiveness and productivity. The managerial implications emphasize the importance of human resource management strategies focused on competence, discipline, and the work environment to achieve optimal organizational performance.

Keywords: Competence; Work_Discipline; Work_Environment; Employee_Performance; Human_Resource

1. Introduction

The Secretariat of the DPRD as stated in Law Number 23 of 2014 concerning local government is said that the Secretariat of the DPRD is a regional apparatus that was formed to support the smooth implementation of the duties and authorities of the Secretariat of the DPRD and as an element of administrative and government services support and completeness for the implementation of the duties and functions of the district/city DPRD. The Secretariat of the DPRD plays a role as an element of administrative services and the provision of the duties and functions of the DPRD. Therefore, there are many things needed by employees within the scope of the DPRD, especially in North Luwu. This is stated in Regulation Number 68 of 2021 that the Secretariat of the DPRD has the task of organizing secretarial administration, finance, supporting the implementation of the DPRD's duties and functions as well as providing and coordinating the experts needed by the DPRD in carrying out its rights and functions according to needs. Therefore, it is necessary to have a form of employee commitment in running the government, especially related to the duties and principal employees in the council secretariat. support the implementation of the DPRD's duties and functions as well as provide and coordinate the experts needed by the DPRD in carrying out its rights and functions according to needs. Therefore, it is necessary to have a form of employee commitment in running the government, especially related to the duties and principal employees in the council secretariat.

Competence is an individual's ability to carry out a job correctly and has advantages based on matters related to knowledge, expertise, and attitudes [1] Competence has a very strong influence on employee performance. Competency is the ability to carry out or perform a job or task based on skills and knowledge and supported by the work attitude demanded by

the job. Work discipline is one of the important variables in the development of human resource management, therefore discipline is very important in organizational systems that aim to minimize errors, deviations or negligence that cause waste in doing work [2].

Competency is a formally owned expertise, and it is very necessary for formal recognition to be owned by employees of an agency. In this case, Sutrisno (2010) stated that the concept of competence is becoming increasingly popular and has been widely used by large companies with various benefits, namely (1) Clarifying work standards and expectations to be achieved. (2) Employee selection tools. (3) Maximize productivity. (4) The basis for the development of the remuneration system. (5) Facilitate adaptation to development. (6) And aligning work behavior with organizational values [3].

Discipline is the attitude of a person's willingness and willingness to comply and obey all the norms of regulations that apply around him." It can be seen that the most important factors of work discipline are attitudes and behaviors that are obedient and submit to existing regulations with full awareness. Discipline is "the awareness and willingness of an employee to obey all rules and norms that exist in a government organization". "Discipline is a management activity to strengthen organizational guidelines". The indicators of employee work discipline are: 1) Punctuality, 2) Using office equipment well, 3) High responsibility, 4) Producing satisfactory work, 5) Obedience to Competency office rules [2]

Discipline is a person's awareness and willingness to obey all applicable company regulations and social norms. Consciousness is the attitude of a person who voluntarily obeys all the rules and is aware of his duties and responsibilities. Meanwhile, willingness is an attitude, behavior, and deed of a person that is in accordance with company regulations, whether written or not [4]

Another factor that affects work productivity is the work environment. The importance of a healthy work environment in business and work sustainability. The work environment is a component that can be controlled and also cannot be controlled under certain circumstances. It is undeniable that not all companies can ensure that their work environment is a supportive environment [5]

The work environment is an atmosphere where employees carry out activities every day. A conducive work environment allows employees to be able to work optimally. The work environment is the condition of everything around the employee's workplace that is able to influence him in carrying out his work [6]

Employee performance is a function of motivation and ability to achieve optimal work results in an organization [7], this employee performance consists of motivation, ability and work results. The increase in employee motivation, ability and work results is influenced by several factors, including motivation, leadership and discipline of employees [8]

Employee performance is influenced by many factors. In this study, only two factors were studied, namely job satisfaction and work discipline. Job satisfaction and work discipline are suspected to be two factors that can affect employee performance. It is based on that. "Employee performance is influenced by several factors, namely compensation, employee training, work environment, work culture, leadership, motivation, discipline, job satisfaction [4]

In this study, the variables of the influence of competence, discipline, and quality of the work environment on the performance of employees of the North Luwu Regency DPRD secretariat are explained: Human Capital Management Approach.

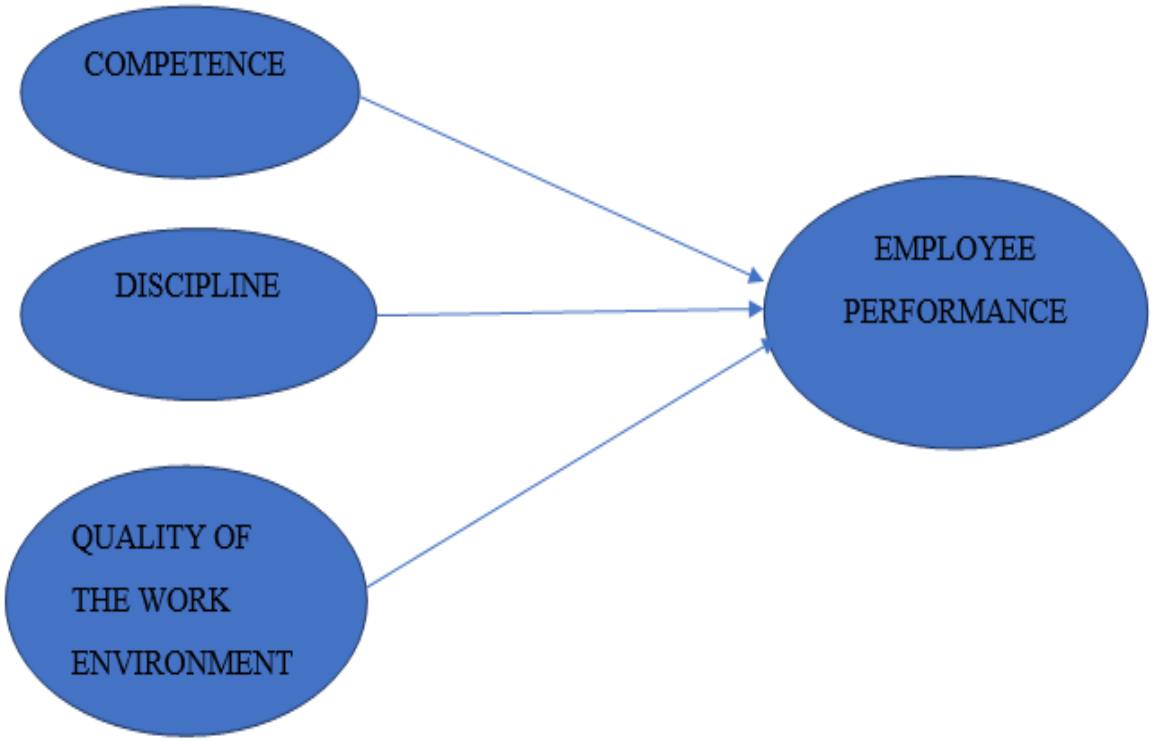


Figure 1.

2. Methodology

a. Populasidan Sampel

In this research, a quantitative research approach is used. Population is the whole of objects or subjects contained in an area that must meet the predetermined requirements related to the research problem, then all individuals who are within the scope of research are drawn conclusions, The population in this study is the people who come to visit the secretariat of the North Luwu DPRD in South Sulawesi Province. Because the large number of population is not directly known, with a total number of respondents that are difficult to identify, this study uses multiple linear regression analysis sampling to collect data. The use of multiple linear regression analysis samples if the number of respondents is very large and not counted In determining the number of samples, the minimum sample size is determined, which is 10 times the number of measurement items specified in the study. In this study, 20 measurement indicators were used, so that the minimum sample obtained (10 x 20 = 200). Thus, the minimum number of samples needed in this study is 200 samples. The total number of questionnaires returned in this study amounted to 200 samples, so the number of samples was

eligible and above the minimum limit of the number of samples. However, the number of samples we received was only 134 samples that could be processed into the SPSS or IA application.

b. Scale and measurement

Quantitative research has a core part that can have an impact on research results, namely measurement and scale items. This study adopts the measurement items of previous empirical studies (table 1). In data collection, this study used an online questionnaire distributed to respondents through social media using multiple linear analysis techniques. Twenty items were related in the questionnaire, which used a likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

Table 1. Research Variable Measurement Indicators

Variable Leave	Code	Indicator (Item)	Reference
Competence	X1.1	Knowledge	Spencer & Spencer (1993); Aulia et al. (2021)
Competence	X1.2	Skill	Spencer & Spencer (1993); Aulia et al. (2021)
Competence	X1.3	Attitude	Spencer & Spencer (1993); Aulia et al. (2021)
Work Experience	X2.1	Length of service life	Puyod & Charoensukmongkol (2019); Van Iddekinge et al. (2019)
Work Experience	X2.2	The number of tasks that have been done	Puyod & Charoensukmongkol (2019); Van Iddekinge et al. (2019)
Work Environment	X3.1	Facilities and comfort	Al Sabei et al. (2020); Badrianto & Ekhsan (2020)
Work Environment	X3.2	Relationships between colleagues	Al Sabei et al. (2020); Badrianto & Ekhsan (2020)
Work Discipline	X4.1	Timeliness	Putri et al. (2019); Sudirman et al. (2019)
Work Discipline	X4.2	Implementation of procedures	Putri et al. (2019); Sudirman et al. (2019)
Work Discipline	X4.3	Caution in the use of office supplies	Putri et al. (2019); Sudirman et al. (2019)
Work Discipline	X4.4	Neatness	Putri et al. (2019); Sudirman et al. (2019)
Work Discipline	X4.5	High responsibility	Putri et al. (2019); Sudirman et al. (2019)
Work Discipline	X4.6	Quality of work	Putri et al. (2019); Sudirman et al. (2019)
Employee Performance	Y1.1	Work Results	Badrianto & Ekhsan (2019); Lee et al. (2019)
Employee Performance	Y1.2	Independence	Badrianto & Ekhsan (2019); Lee et al. (2019)
Employee Performance	Y1.3	Initiatives	Badrianto & Ekhsan (2019); Lee et al. (2019)
Employee Performance	Y1.4	Adaptation	Badrianto & Ekhsan (2019); Lee et al. (2019)

c. Testing research hypotheses

The hypothesis test used in this study is a variant-based Structural Equation Modelling approach with the help of the SmartPLS 3.3.1 application. As for the background to the use of PLS-SEM, first, the data used for each construct has items where not all of them have normal

distribution; Second, based on the development of the literature shown it is considered untested. Thus, this research has the goal of confirming the theory; And these three studies propose a research model that is classified as complex.

This technique is often applied to the study of public services and the field of management, oriented to analyze the pattern of causal relationships between latent constructions and This technique is considered one of the techniques that has good effectiveness in predicting the pattern of causal relationships in a theoretical model based on empirical data.

3. Result and Discussion

The final results of the questionnaire distribution were collected as many as 134 respondents from a sample that had met the research data criteria and could be further processed. Previously, it was confirmed that the total number of samples had met the minimum sample size requirements with the Inverse square root calculation method, which was a minimum of 134 sample data.

Validity and Reliability Analysis Results

Competency VariableCompetency Variable consists of 5 statement items. The results of the validity test (item-total correlation are correlated) showed that all items had a > correlation value of 0.30 (ranging from 0.640–0.727). Thus, the five items were declared valid. The Validity table below presents the item-total correlation value and the validity status of each item. Furthermore, the reliability test yielded a value of Cronbach's Alpha = 0.856, which according to general criteria is classified as good reliability.

Table 1. Validity of Competency Variables

Item (Statement)	Item-Total Correlation	Validity Status
I have the technical abilities needed in my job.	0.666	Valid
I can complete tasks according to the set standards.	0.727	Valid
I am able to adapt to changes in the work system.	0.64	Valid
I understand the purpose and responsibilities of my job.	0.669	Valid

Table 2.Reliability of Competency Variables

Cronbach’s Alpha	Interpretation
0.856	Good

Variable Discipline

The Discipline variable consists of 5 items. The validity test showed that all items had an item-total correlation of > 0.30 (0.512–0.771), so all five items were considered valid. The following Validity table presents the correlation values and validity status of each item. In the reliability test, Cronbach's Alpha = 0.877 was obtained, which is in the category of good reliability.

Table 3. Validity of Discipline Variables

Item (Statement)	Item-Total Correlation	Validity Status

I am always on time every weekday	0.512	Valid
I follow the rules and policies of the office consistently.	0.755	Valid
I follow the rules and policies of the office consistently.	0.771	Valid
I have a high commitment to my work.	0.749	Valid
I am responsible for every task assigned.	0.767	Valid

Tabel 4. Reability of Dicipline Variables

Cronbach's Alpha	Interpretasi
0.877	Good

Variables of Quality of the Work Environment

The Work Environment Quality variable consists of 5 items. The results of the validity test showed that all items had an item-total correlation of > 0.30 (0.755–0.770), so that all five items were valid. The reliability test showed Cronbach's Alpha = 0.904, which according to the criteria of Arof et al. is in the category of excellent reliability.

Table 5. Validity of Work Environment Quality Variables

Item (Statement)	Item-Total Correlation	Validity Status
My workspace is comfortable and supports productivity.	0.757	Valid
Relationships between employees are well established and harmonious.	0.77	Valid
Superiors provide support in completing tasks.	0.755	Valid
The work environment is free from annoying pressures or conflicts.	0.767	Valid
The work facilities provided are adequate to support the work.	0.766	Valid

Tabel 6. Reabiliti of Quality Work Environment Variables

Cronbach's Alpha	Interpretasi
0.904	Excellent

Employee Performance Variables

The Employee Performance Variable consists of 5 items. The validity test shows that all items have an item-total correlation of > 0.30 (0.732–0.796), so all five items are valid. The reliability test showed Cronbach's Alpha = 0.902, classified as very reliable.

Tabel 7. Validity of Employee Performance Variables

Item (Statement)	Item-Total Correlation	Validity Status
I completed tasks on time and on target.	0.738	Valid
I work efficiently and effectively.	0.778	Valid
I am able to provide quality work.	0.796	Valid
I actively participate in office activities.	0.733	Valid
I receive evaluations and suggestions with a positive attitude for improvement.	0.736	Valid

Table 8. Reliability of Employee Performance Variables

Cronbach's Alpha	Interpretation
0.902	Excellent

Table 9. Goodness-of-Fit (GoF) Test Results for Regression Models

GoF Test	Value
R-squared	0.329
Adjusted R-squared	0.324
F-statistic	64.16
Constant (Intercept)	4.1278
PC1	-0.3322

The Goodness-of-Fit (GoF) test for the built-in regression model provides important insights into how the model can explain variations in Employee Performance. An R-squared of 0.329 indicates that this model can explain about 32.9% of the variation in the data, while the remaining 67.1% is unexplained. This means that the model does not fully master the variability of the data and there are other factors that may affect Employee Performance. However, the slightly lower Adjusted R-squared value (0.324) suggests that although there are some independent variables in the model, their contribution is not very large. Nonetheless, the model as a whole remains significant, as can be seen from the F-statistic of 64.16 with a very small p-value (5.47e-13), which suggests that this model is statistically relevant to explain the data.

In addition, the intercept (constant) of 4.1278 indicates the baseline value of Employee Performance when all independent variables are zero, and the result is significant with a very low p-value (0.000). The PC1 coefficient of -0.3322 indicates that a one-unit increase in PC1 will cause a decrease in Employee Performance of about 0.3322 units, with a very small p-value (0.000), which means that PC1 makes a significant contribution to the model. Thus, while this model can explain most of the variation in Employee Performance, there is room for improvement, such as considering other factors that are not yet covered in the model or making further transformations to the data.

Table 10. Lasso Regression Model Results

Variable	Cefecient	Siginificant
Competence	0.0742	Yes
Work Discipline	0.2294	Yes
Work Environment	0.0777	Yes

Model Evaluation

Mean Squared Error (MSE): 0.6591314332054132. R-squared: 0.1388766759735729 The results of the Lasso regression model show the coefficients for three independent variables selected, namely Competence, Work Discipline, and Work Environment. The coefficients for each variable were 0.0742 for Competence, 0.2294 for Work Discipline, and 0.0777 for Work Environment. All of these variables are significant in influencing Employee Performance in the model, which is shown by coefficients that are not equal to zero and p-

values that indicate significance. Thus, the Lasso model successfully selects features and includes variables that have a significant contribution to the prediction of Employee Performance.

However, although this model managed to select significant features, the results of the model evaluation showed that the Lasso model was not very strong in explaining the variation in Employee Performance. An r-squared of 0.1389 indicates that the model is only able to explain about 13.89% of the variation in the test data, which means there are other factors that are not covered in the model. In addition, the Mean Squared Error (MSE) of 0.6591 indicates that the average squared error between the predicted value and the actual value is quite large. This indicates that although this model provides some significant results, its accuracy is still limited and may require further improvement, such as parameter optimization or the selection of other, more complex models.

4. Conclusion

This study shows that competence, work discipline, and work environment simultaneously have a positive and significant influence on the performance of employees at the North Luwu Regency DPRD Secretariat. This indicates that improving knowledge and skills qualifications, employee discipline in carrying out duties, and a conducive work environment are important factors in improving employee work performance. Of the three variables, work discipline has the most dominant influence on employee performance. Thus, organizational management needs to pay special attention to the development of human resource competencies and the application of strict discipline, as well as creating a comfortable and supportive work environment to achieve optimal performance.

Competence It is a combination of aspects of knowledge, skills, and attitudes that affect how employees are able to carry out their duties effectively and efficiently. The results of the study emphasized the importance of competency development as the main capital for improving work performance. Work discipline was found to be the most significant variable affecting employee performance. Discipline includes consistency of adherence to rules, commitment to work, and good time management. This discipline is a determining factor for the success of the implementation of tasks and the achievement of organizational targets. Work environment Comfortable physical and psychological conditions in the workplace and harmonious interpersonal relationships contribute positively to employee performance. A supportive work environment can motivate employees to increase work productivity. Managerial implications Organizations need to invest resources in training and competency development, strengthening effective discipline systems, and improving the work environment to create ideal working conditions for employees.

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