

THE EFFECT OF COMPETENCE AND WORK DISCIPLINE ON WORK PRODUCTIVITY OF EMPLOYEE

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Abstract: To achieve organizational goals, quality human resources are needed to produce high productivity. This research serves the purpose of knowing the level of competency, work discipline, and employees' productivity as well as the effect of competency and work discipline, whether partially or simultaneously, towards the employees' productivity in Dinas Kependudukan dan Pencatatan Sipil Kota Bandung. The method applied in this research is a quantitative method with the purpose of descriptive research. The researcher prepared a questioner that later shared with as many as 105 respondents. This research makes use of validity and reliability tests. The analysis methods used in this research are descriptive analysis, the classical assumption test, and multiple linear regression. Based on the result of data processed in Disdukcapil Kota Bandung, employees value competency as much as 82.54%, work discipline 81.17%, and employees' productivity 85.32%. This means competency and productivity place in the highest category, meanwhile, work discipline in the high category. The result of the research shows that, partially and simultaneously, competency and work discipline has a significant effect on employees' productivity for Dinas Kependudukan dan Pencatatan Sipil Kota Bandung.

Keywords: Competency, Work Discipline, Employees Productivity

INTRODUCTION

Quality human resources are very important to achieve an organization's goal. To achieve this, an organization needs high productivity. According to Kumar et al (2016) productivity is the effective usage of innovation and resources to improve product content or more valuable services.

The total of Kota Bandung's population rise year by year, demanding human resources in Dinas Kependudukan dan Pencatatan Sipil Kota Bandung to be more productive as well as maximizing population service and civil registration to the people of

Bandung City. Dinas Kependudukan dan Pencatatan Sipil Kota Bandung is expected to realize an effective, efficient, and clean governance, that also serves according to Disdukcapil Kota Bandung's vision.

According to Chen and Tjosvold in Fitrianti (2018) determining productivity is done by observing employees' performance and their results. Below are yearly performance targets in Dinas Kependudukan dan Pencatatan Sipil that are determined by observing target and realization on Dinas Kependudukan dan Pencatatan Sipil Kota Bandung.

Table 1. Yearly Performance Target Period 2017-2019

No	STRATEGIC TARGET	PERFORMANCE INDICATOR	TARGET			REALIZATION		
			2017	2018	2019	2017	2018	2019
1.	Improvement of Population Services Quality	Index of Service/Index of Public Satisfactory	80%	85%	82,9%	80.67%	82.89%	82.97%
2.	Improvement of Orderly Population Administration	Scope of Population Administration Services	79,25%	90%	95%	83.03%	93.34%	95.93%
3.	Improvement of Population Database Quality	Level of Population Data's Congeniality	97,5%	98%	-	97.66%	98.44%	-
4.	Improvement of the Scope of Utilization of Population Data	Scope of Utilization of Population Data			50%			60%

Source: Data has been processed (2020)

Table 1 shows the result of a performance target throughout three periods. Index of Service/Public Satisfactory achieved the target in 2017, but not in 2018. Therefore, in 2019, the target is adjusted with the realization of the previous year. Next, the realization of the Scope of Population Administration Services has achieved the target. The target for Level of Population Data's Congeniality in 2018 was 98% and it had been achieved. In 2019, another indicator was added, that is Scope of Utilization of Population Data of which the target was achieved. Based on the result, we can see some outputs have not been fully achieved. This shows that there are troubles in the productivity of Dinas Kependudukan dan Pencatatan Sipil Kota Bandung's employees.

The factors that affect work productivity have been observed by many, among them are competency and work discipline. Sodikin et al (2017) stated that employees with high competency could help improving productivity directly by finding a better and efficient way to achieve the company's goal and indirectly could improve their work performance quality. Aside from that, work discipline is closely related to productivity or employee's performance, wherein the more discipline an employee in doing

their given duty, the better their productivity or work performance (Ganyang, 2018).

The researcher conducted a preliminary study for competency and work discipline with 30 employees. The theory applied for the preliminary study of competency was according to Spencer in Sutrisno (2017) which are Motives, Traits, Self-Concept, Knowledge, and Skill. The result shows that Knowledge and Skill are in the low compared to the other aspects. Meanwhile, for work discipline, the researcher applied theory according to Ganyang (2018) which are Company's Goals, Guidelines, Superior's Behavior, Attention and Direction to Employees, Supervision, Reward and Punishment, and Compensation. The result shows that Supervision and Attention and Direction to Employees are considered low compared to the other aspects.

The competency of Kantor Dinas Kependudukan dan Pencatatan Sipil Kota Bandung can be seen from the level of execution in service and training. Implementation of service and training in Kantor Dinas Kependudukan dan Pencatatan Sipil Kota Bandung, as seen from its yearly percentage, is still below 5%, which is very low. This is bad considering Dinas Kependudukan dan Pencatatan Sipil Kota Bandung has given the employees opportunities to do

service and training as means to improve human resources quality in Kantor Dinas Kependudukan dan Pencatatan Sipil Kota Bandung.

The second variable researched was work discipline. Work discipline in an organization helps employees to do their given duties well. The implementation of work discipline in Dinas Kependudukan dan Pencatatan Sipil Kota Bandung is reflected from employees' absence level. According to the result of percentage recapitulation, the level of employee presence fluctuated, wherein every year, there are still employees who did not come on working days.

According to the analysis above, the researcher was interested in doing research titled "The Effect of Competency and Work Discipline on Work Productivity of Employees in Dinas Kependudukan dan Pencatatan Sipil Kota Bandung".

METHODS

This research, based on the method, is quantitative. The quantitative method is a method that is based on positivism philosophy, used for observing a population or certain samples. In collecting data, the researcher used a research instrument, quantitative or statistic data analysis which is intended to test the hypothesis that has been determined (Sugiyono, 2019). According to the purpose, the research is descriptive. Sujarweni (2015) stated that descriptive research is done to find out the value of each

variable, whether one or more that are independent without relating or comparing them with another variable.

In this research, the sampling technique applied is Non-Probability Sampling with saturated sampling. According to Sugiyono (2015) saturated sampling is a sample deciding technique that is applied if all population members are used as samples. Therefore, the population used in this research are as many as 105 employees of Dinas Kependudukan dan Pencatatan Sipil Kota Bandung.

The data that is collected in this research are primary and secondary. Primary data is the researcher's source of data that was acquired directly from the source (without an intermediary). Meanwhile, secondary data is the researcher's source of data that was acquired indirectly through an intermediary (acquired and recorded by another party), Echdar (2017).

Analyzing technique applied in this research is descriptive analysis, then the researcher used MSI to change ordinal data into the interval, Classic Assumption Test, Multiple Linear Regression Analysis, hypothesis test which is F (Simultaneous) and T (Partial) tests.

The object of the research is the employees of Kantor Dinas Kependudukan dan Pencatatan Sipil Kota Bandung, which is located in Jl. Ambon No. 1-3, Citarum, Kecamatan Bandung Wetan, Kota Bandung, Jawa Barat, 40115. The research was conducted on September 1st, 2019.

RESULTS AND DISCUSSION

Descriptive Analysis

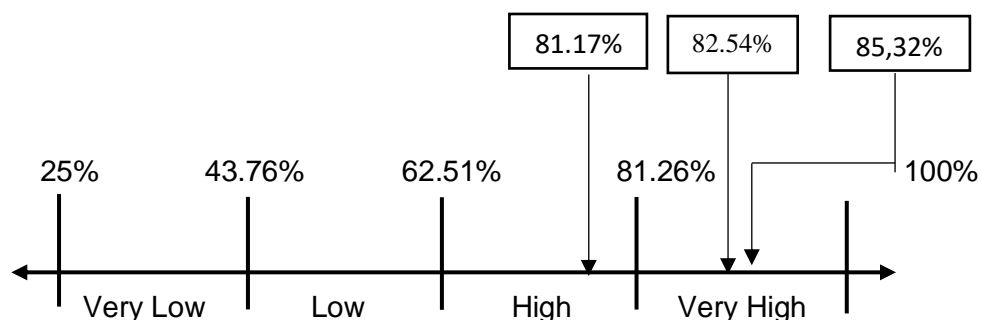


Figure 1. Responses of Competency, Work Discipline and Work Productivity of Employees Respondents 2020

Source: Data has been processed (2020)

According to the processed data, competency's continuum line shows that competency is categorized as a very high variable with a total percentage of 82,54%. Following that is work discipline

with a total percentage of 81,17%. The work productivity of employees holds the highest position with a total percentage of 85, 32%.

Classic Assumption Test Results Normality Test

Table 2. Kolmogorov-Smirnov Normality Test

One-Sample Kolmogorov-Smirnov Test		Unstandardized Residual
N		105
Normal Parameters ^{a,b}	Mean	0E-7
	Std. Deviation	2.83664561
	Most Extreme Differences	
	Absolute	.099
	Positive	.090
	Negative	-.099
Kolmogorov-Smirnov Z		1.015
Asymp. Sig. (2-tailed)		.254
a. Test distribution is Normal.		
b. Calculated from data.		

Source: Data has been processed (2020)

According to the normality test using the Kolmogorov-Smirnov technique, we know that if Asymp. Sig. (2-tailed) value > 0,05, then the residual value is distributed normally. In Table 2,

we can see that the significance value is 0,254 which means it is higher than 0,05. Therefore, the residual value in this research is distributed normally.

Multicollinearity Test

Table 3. Multicollinearity Test

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error				Beta	Tolerance
1	(Constant)	.596	1.519		.392	.696		
	Competency	.208	.051	.484	4.047	.000	.325	3.077
	Work Discipline	.091	.040	.274	2.290	.024	.325	3.077

a. Dependent Variable: Work Productivity

Source: SPSS 20 Output (2020)

Based on the calculation result using SPSS software, we got the Tolerance value of Competency (X1) and Work Discipline (X2) > 0,10, where each of them has value as much as 0,325, therefore multicollinearity did not

happen. Then, the VIF value of Competency (X1) and Work Discipline (X2) < 10 with value a total of 3.077, concluding that the regression model in this research did not happen to be multicollinearity.

Heteroscedasticity Test

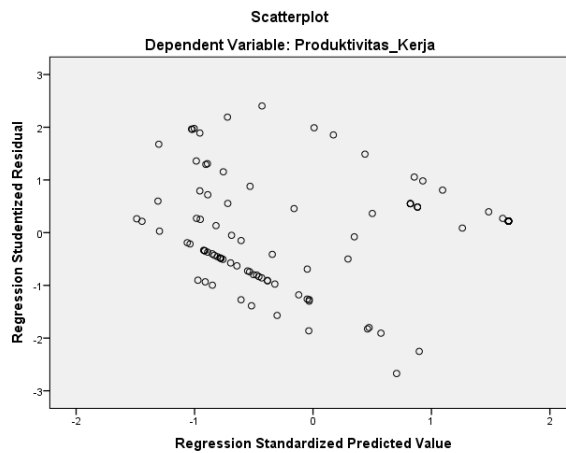


Figure 2. Heteroscedasticity
 Source: SPSS 20 Output (2020)

Figure 2 is a Scatterplot analysis result, which shows that Scatterplot points did not form a clear pattern that is

scattered above, below, or around 0 in axis Y. Therefore, this research passed the heteroscedasticity test.

Multiple Linear Regression Analysis Test

Table 4 Multiple Linear Regression Analysis Test

Model	Coefficients ^a					Collinearity Statistics	
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Tolerance	VIF
	B	Std. Error	Beta				
1 (Constant)	.596	1.519		.392	.696		
Competency	.208	.051	.484	4.047	.000	.325	3.077
Work Discipline	.091	.040	.274	2.290	.024	.325	3.077

a. Dependent Variable: Work Productivity

Source: SPSS 20 Output (2020)

- Based table 4, then:
1. The equation above has a constant of 0.596
 2. The variable Competency (X1) shows that the regression coefficient has a value of 0,208. This means that any addition of one unit to competency will improve the work productivity of employees for 0,208 units, and if the number is negative (-), then
 3. Work Discipline (X1) shows that the regression coefficient has a value of 0,091. This means every addition of one unit to Work Discipline will improve the work productivity of employees for 0,091 units, and if the number was a negative (-), the work productivity of employees will reduce for 0,091 units.

Hypothesis Test Results F Test

Table 5. F Test

Model		ANOVA ^a			F	Sig.
		Sum of Squares	df	Mean Square		
1	Regression	930.345	2	465.172	56.698	.000 ^b
	Residual	836.842	102	8.204		
	Total	1767.187	104			

a. Dependent Variable: Work_Productivity
 b. Predictors: (Constant), Work_Discipline, Competency

Source: SPSS 20 Output (2020)

- According to the result of the processed data, ANOVA table above > F Table (56.698 > 3,09), therefore H0 is denied and H1 is accepted. Also, significance value in the calculation (Sig) is 0,000 < 0,05. These results mean Competency and Work Discipline positively and significantly affect the work productivity of Disdukcapil Kota Bandung's employees

Hypothesis Test Results T Test

Table 6. Test T

Model		Coefficients ^a						
		Unstandardized Coefficients		Standardized Coefficient	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.596	1.519		.392	.696		
	Competency	.208	.051	.484	4.047	.000	.325	3.077
	Work_Discipline	.091	.040	.274	2.290	.024	.325	3.077

a. Dependent Variable: Work_Productivity

Source: SPSS 20 Output (2020)

The result of the processed data shows that the value of t for variable Competency > t table (4,047 > 1,986), therefore H0.1 is denied and H1 is accepted. Meanwhile, the value of t for variable Work Discipline > t table (2,290

> 1,986), therefore H0.2 is denied and H2 is accepted. These results mean that competency and work discipline positively and significantly affect the work productivity of Disdukcapil Kota Bandung's employees.

Coefficient of Determination

Table 7. Determination Test

Model	Model Summary ^b			
	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.726 ^a	.526	.517	2.86432

a. Predictors: (Constant), Work_Discipline, Competency
 b. Dependent Variable: Work_Productivity

Source: SPSS 20 Output (2020)

Table 7 above shows that the coefficient of determination (R²) has a value of 0.526 or as much as 52.6%. From that we can conclude that competency and work discipline have a simultaneous effect on work productivity for 52.6%, meanwhile, the remaining 47.4% is affected by variables other than competency and work discipline.

CONCLUSION

The conclusion that is drawn based on the analysis shows that Competency and Work Productivity in

Disdukcapil Kota Bandung are placed the highest with the percentage of 82,54% and 85,32% respectively. This means that the employees of Disdukcapil Kota Bandung have a very high competency level. Meanwhile, Work Discipline is in a high place with a percentage of 81.17%. This means the employees of Disdukcapil Kota Bandung have high work discipline.

The result of data processed in F test or ANOVA test calculates (56.698) > F table (3,09) and significance value of 0,000 < 0,005. This means,

simultaneously, competency and work discipline positively and significantly affect the work productivity of Dinas Kependudukan dan Pencatatan Sipil Kota Bandung's employees. Then, in t test on variable competency (X1), t calculates $(4,047) > t$ table $(1,986)$ and significance value of $0,000 < 0,05$. Thus conclude that partially, competency has a significant effect on the work productivity of Dinas Kependudukan dan Pencatatan Sipil Kota Bandung's employees. Other than that, t test on variable work discipline (X2) calculates $(2,290) > t$ table $(1,986)$ and significance value of $0,024 < 0,050$. In conclusion, partially, work discipline has a significant effect on the work productivity of Dinas Kependudukan dan Pencatatan Sipil Kota Bandung's employees.

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