THE EFFECT OF DISCIPLINE AND HUMAN RESOURCES COMPETENCE ON EMPLOYEE PERFORMANCE OF BADAN PENGUSAHAAN (BP) BATAM

By

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ABSTRACT

This study was aimed at analyzing the effect of discipline (X1) and human resource competence (X2) on the employee performance of Badan Pengusahaan (BP) Batam (Y). The approach in this study uses quantitative methods, by distributing questionnaires to respondents. The research sample is 100 people. The results show that (1) partially there is an effect of discipline on employee performance with a t-count value (4,163) > t-table (1,984), (2) partially there is an effect of human resource competence on employee performance with a t-count value (5.519) > t-table (1.984), (3) simultaneously there is the influence of discipline and competence of human resources on employee performance with the value of F-count (39.247) > F-table (3.09).
Keywords: discipline, human resource competence, employee performance

INTRODUCTION

Today, in fulfilling good governance or what is commonly referred to as Good Governance, especially in terms of fulfilling quality services to the community, quality organizations are also needed. An organization is a group of people who can work together to achieve the goals that have been aspired to be realized only if an organization has bureaucrats or employees who have good performance.

In simple terms, the organization is a place for humans to carry out activities together. According to this simple definition, an organization has at least two characteristics, namely there are 2 or more people where various cooperative relationships between individuals and teams have taken place, both within the organization or outside. The organization is a place for the administration of administrative processes and the division of tasks with communication between humans in the organization. It's just that there are goals that are set out in detail, along with the key parameters or indicators to measure them. Some are only determined in general and are qualitative in nature, especially if it involves a large organization such as a state or government organization. In that state organization, the goals of the organization are set out in a constitution (Nawawi, 2013).

Employees who work in an agency are certainly expected to be able to do their jobs well or in this sense perform well. Performance is the result of the implementation of work or achievements. This term comes from the word "performance", while performance measurement is referred to as "performance measurement". Another opinion was expressed by Mangkunegara who said that performance is productivity measured in terms of the

quantity and quality of each person in carrying out their responsibilities and workloads (Mukarom & Laksana, 2016).

Regarding the work size (performance) of government organizations in Indonesia, the Indonesian Ombudsman should be seen as an external supervisory authority for government public services, including BUMN, BUMD and BHMN, as well as private bodies or entrusted persons. In the implementation of public services, the organizers obtain funds from wholly or partly from the State, namely the APBN or APBD. To carry out supervision of the services provided, the Ombudsman of the Republic of Indonesia can conduct an assessment and examination of the level of fulfillment of public services. standards in every ministry, institution, even local government will be needed for the improvement of public services.

In Indonesia, there are up to 618 institutions in terms of meeting the needs of non-profit services, which are spread throughout Indonesia. These agencies are divided into 76 agencies at the center and 542 agencies from the central (ministerial) level to the provinces and districts/cities. With so many agencies in charge of serving the community, it is hoped that the needs of the community can be met appropriately. As for one of the agencies that have been around for a long time in Batam City is the Batam Concession Agency (BP Batam).

It is known that Batam Island geographically has a very strategic location, located in the international trade traffic lane of the Malacca Strait, so in 1971, the government determined a group of islands that were included in the Riau Province at that time, named Batam with the issuance of Presidential Decree No. 74 on Development The development of Batam Island into an Industrial Area on October 26, 1971, with the issuance of the Presidential Decree marked the birth of the Batam Authority institution.

The Batam Authority has been transformed into the Badan Pengusahaan (BP) Batam since 2011, where in Government Regulation (PP) Number 46 of 2011 it is stated that the Batam Island Industrial Development Authority has changed to the Batam Area Concession Agency, and as of 27 September 2019, and the Mayor of Batam also officially serves as the Head of the Badan Pengusahaan (BP) Batam. Badan Pengusahaan Batam (BP Batam) as a very large Public Service Agency must of course be able to manage its human resources, which reached 2540 people, it requires strong discipline and superior human resource competencies. For this reason, the authors are interested in conducting research at the Badan Pengusahaan Batam (BP Batam) Administration Office with the title The Effect of Discipline and Competence of Human Resources on the Employees Performance of Badan Pengusahaan (BP) Batam.

Discipline

Discipline is not only an employee's attitude to be willing and obedient to applicable rules and norms but also an action that management can take to encourage employees to comply with existing regulations (Dompak and Permatasari 2021). Work discipline is the awareness and willingness of a person or group of employees who are part of an organization to obey and comply with social and company rules both written and unwritten and not on the basis of coercion, and workers have a high level of discipline in completing their work so that their work results increase. For the growth of the organization will be very important discipline in work, the main thing is to continue to motivate people to work and discipline both individually and in teams. In addition, discipline is very helpful in making employees obedient and subject to work guidelines or rules. Any employee's ignorance of the work rules and procedures will lead to disciplinary or disciplinary violations.

Work Discipline Indicator

To learn more about work discipline, indicators that affect work discipline in an institution/organization can be studied such as the following (Hasibuan, 2016):
1. Goals and abilities
2. Leading example
3. Reply
4. Justice
5. Selective Surveillance
6. Sanctions
7. Firmness
8. Human relations

Human Resources Competence

The main component of competent human resource management competence in an organization is very important to more quickly achieve the company's goals. Competency components can be seen from several aspects, including (Dessler, 2009):
1. Knowledge
Knowledge is information that a person has about experiences during his life. The greater the knowledge of an employee, the more effective he will be in carrying out his duties and responsibilities. Of course this is very useful for the company itself.
2. Skills
Another important component is skill. A skill is a learned talent that a person has to perform a task. Skills change with training and development or experience.
3. Behavior
Behavior is the attitude that individuals have to adapt to their environment. In organizations, this behavior is called work environment behavior. HR competency behavior is a pattern of actions of organizational members that affect the effectiveness of the organization directly or indirectly. There are several behaviors in the work environment, including performance behavior, productivity, absenteeism and labor turnover.

Performance

Performance is achieved by an institution/organization, whether profit or not-for-profit organization, which is achieved over a certain period of time. According to Mangkunegara, performance is the result of work that is measured in terms of quantity and quality carried out by employees / employees in completing work and tasks in accordance with the responsibilities carried out by each (Mangkunegara, 2013). It can be concluded that performance can be defined as the result of individual or team work in an institution/organization which is measured in quantity and quality during the specified time span in achieving the goals of the institution/organization. Employee performance and employee interactions, through their attitudes that take place when services are provided affect the results of service evaluations and employee interactions become one of the important things in the company's image. (Reza and Purwanti 2021).

Employee Performance Indicator

According to Wirawan, the following indicators can be used to measure performance (Wirawan, 2012):

1. Quantity of work product, namely the ability of employees to complete a series of achievements in daily activities.
2. Quality of work, or employee competence to produce quality work in an orderly and appropriate manner.
3. Efficient, meaning the ability of workers to complete their tasks accurately and quickly.
4. Discipline is a form of employee compliance with institutional/organizational rules such as the accuracy of an employee to enter or leave work time according to applicable regulations.
5. Accuracy, is the competence of employees in following and complying with directions from the leadership.
6. Leadership, or employee competence in influencing other people, can carry out their duties optimally.
7. Honesty, namely the sincerity of employees in completing their duties and not abusing their authority.
8. Creativity is competence in conveying constructive ideas for the smooth running of work processes, minimizing costs and increasing production.

Hypothesis

Based on the framework of thought and literature review described above, the hypotheses of this study are:

H1 : Discipline has an effect on the Employees Performance of Badan Pengusahaan (BP) Batam.

H2 : Human Resource Competence has an effect on the Employees Performance of Badan Pengusahaan (BP) Batam.

H3 : Discipline and Competence of Human Resources have an effect on the Employees Performance of Badan Pengusahaan (BP) Batam.

METHODS

Sampling was carried out by random sampling technique, namely from 2540 employees of the Badan Pengusahaan (BP) Batam, then the calculation of the number of samples was based on the Slovin formula totaling 100 respondents. In this study, the analysis was carried out using SPSS software. After the questionnaires were distributed, validity and reliability tests were carried out. Furthermore, various tests and multiple linear regression analysis were carried out, t statistical tests and F statistical tests were carried out.

RESULT AND DISCUSSION

Respondent Profile

In this study, four characteristics/groups of respondents were divided, namely based on gender, age, education and length of work.

Table 1. Characteristics of Respondents

Characteristics	Criteria	Amount	Percent
Gender	Man	46	46.0
	Woman	54	54.0
	Total	**100**	**100.0**
Age	18 - 25 years	16	16.0
	26 – 35 years	37	37.0
	36 – 45 years	31	31.0

	Over 45 years	16	16.0
	Total	**100**	**100.0**
Education	High School	27	27.0
	D3	11	11.0
	S1	60	60.0
	S2-S3	2	2.0
	Total	**100**	**100.0**
Length of work	1-5 years	28	28.0
	6-10 years	26	26.0
	11-15 years	26	26.0
	>15 years	20	20.0
	Total	**100**	**100.0**

Source: Data processed

Information:
1. From the data, there are 46 men (46.0 %) and 54 women (54.0%).
2. From the table the data shows that there are 16 people (16.0%) in the age group of 18-25 years, 37 people (37.0%) in the age group 26-35 years, 31 people (31.0%) in the age group 36-45 years and 16 people (16.0%) age group over 45 years.
3. From the table the data shows there are 27 people (27.0%) with high school education. 11 people (11.0%) have D3 education, 60 people (60.0 %) have S1 education and 2 people (2.0%) are at S2-S3 level.
4. From the table the data shows there are 28 people (28.0%) who have worked between 1-5 years, there are 26 people (26.0%) who have worked between 6-10 years, there are 26 people (26.0%) who have worked between 11-15 years, and there are 20 people (20.0%) who have worked more than 15 years.

Reliability Test

Reliability test is used to show the accuracy of research results with test criteria comparing Cronbach's Alpha.

Table 2. Reliability Test

Variabel	Cronbach's Alpha	Critical Value	Correlation	Remarks
X1	**0.622**	0.600	Strenght	Reliable
X2	**0.604**	0.600	Strenght	Reliable
Y	**0.791**	0.600	Strenght	Reliable

Source: Data processed

From the results of the reliability test above, by looking at the Cronbach's Alpha value for the discipline variable is 0.622, the human resource competency variable is 0.604, for the employee performance variable is 0.791. This shows that all questions for the three variables are reliable, because all three Cronbach's Alpha values are above the critical value of 0.600.

Multicollinearity

The size of the multicollinearity test in this study was seen from the number of Variance Inflation Factor (VIF) and tolerance.

Table 3. Multicollinearity

Model	Collinearity Statistics

		Tolerance	VIF
1	(Constant)		
	TX1	.842	**1.188**
	TX2	.842	**1.188**

Source: Data processed

The data above shows the VIF value for the variables X1 = 1.188 and X2 = 1.188, this indicates that the two independent variables do not have multicollinearity because the VIF value of the two variables is less than 10, and the tolerance value of the two independent variables is greater than 0.1.

Heteroscedasticity Test

In this study, the heteroscedasticity test was carried out using the Spearmen Rank test. The following is a table of Spearmen Rank test results.

Table 4. Spearmen Rank Test

			TX1	TX2	Unstandardized Residual
Spearmen's rho	TX1	Correlation Coefficient	1.000	.410	.462
		Sig. (2-tailed)	.	.000	.000
		N	100	100	100
	TX2	Correlation Coefficient	.410	1.000	.583
		Sig. (2-tailed)	.000	.	.000
		N	100	100	100
	Unstandardized Residual	Correlation Coefficient	.462	.583	1.000
		Sig. (2-tailed)	.000	.000	.
		N	100	100	100

Source: Data processed

Based on the table above, it can be concluded that the significance value or Sig. (2-tailed) Discipline variable (X1) is 0.000 and Human Resources Competency (X2) is 0.000, so because or Sig. (2-tailed) is smaller than 0.05, so it can be concluded that there are no problems or symptoms of heteroscedasticity, meaning that the regression model used in this study is feasible to do.

Multiple Linear Regression

This test is carried out to predict the dependent variable based on the independent variable in a regression equation.

Table 5. Multiple Linear Regression Results

Model		Unstandardized Coefficients		Standardized Coefficients
		B	Std. Error	Beta
1	(Constant)	1.743	3.639	
	TX1	.490	.118	.343
	TX2	1.109	.201	.454

Source: Data processed

The form of the regression equation from the above calculation is as follows:

$$Y = 1.743 + 0.490\ X1 + 1.109\ X2$$

T-test

This test is used to determine the magnitude of the influence of the independent variable (X) on the dependent variable (Y). The following is the hypothesis of this research:

H0   =   Variable X has no effect on variable Y
H1   =   Variable X has an effect on variable Y

Table 7. t test results

Model		t-count	t-table	Sig.
1	TX1	4.163	1.984	0,000
	TX2	5.519	1.984	0,000

Source: Data processed

Information:

a. From the data processing above, it shows that t-count (4.163) > t-table (1.984), meaning that there is an independent effect (X1) on the dependent variable (Y), then H0 is rejected and H1 is accepted, so discipline affects the performance of employees.

b. From the data processing above, it shows that t-count (5.519) > t-table (1.984), meaning that there is an independent effect (X2) on the dependent variable (Y), then H0 is rejected and H1 is accepted, so the competence of human resources affects the performance of employees.

F-test

This test was conducted to measure the effect of all independent variables included in this research model simultaneously on the dependent variable.

Table 8. F Test Results

Model		Sum of Squres	Df	Mean Square	F	Sig.
1	Regression	1261.332	2	630.666	**39.247**	.000[b]
	Residual	1558.708	97	16.069		
	Total	2820.040	99			

Source: Data processed

From the data above, it shows that the F-count value = 39.247 while the F-table value with 100 respondents and 10% precision = 3.09, then the F-count value > F-table, and the significance value = 0.000, then H0 is rejected and H1 is accepted, meaning that the variables X1 and X2 together have a significant effect on the Y variable.

Coefficient of Determination Test

The R Square test or the coefficient of determination is used to measure the extent to which this model explains the actual conditions, or is also interpreted as a measure of the suitability of the existing regression line from the estimation results of the observed data.

Table 9. Test Results of R and R Square

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.669[a]	.447	.436	4.009

Source: Data processed

The table above shows the value of R = 0.669, the value of R2 (square) = 0.447, and the adjusted R square = 0.436. Then the value of R2 (square) = 0.447 indicates that the Discipline and Competence of HR are able to explain employee performance by 44.7%, while 55.3% can be influenced by other factors that are not included in this research variable.

DISCUSSION

1. The effect of discipline on employee performance:
   By comparing the value of t-count and t-table, where the value of t-count (4.163) > t-table (1.984), the discipline variable on employee performance applies. Hypothesis Zero (H0) is rejected, Hypothesis One (H1) is accepted, which means discipline affects employee performance.
2. The influence of HR competence on employee performance:
   By comparing the value of t-count and t-table, where the value of t-count (5.519) > t-table (1.984), the variable of human resource competence on employee performance applies. Hypothesis Zero (H0) is rejected, Hypothesis One (H1) is accepted, which means that human resource competence has an effect on employee performance.
3. The influence of discipline and competence of human resources on employee performance:
   By comparing the value of F-count and F-table, where the value of F-count (39.247) > F-table (3.09), then the variable of discipline and competence of human resources on employee performance applies. Hypothesis Zero (H0) is rejected, Hypothesis One (H1) accepted, which means that the discipline and competence of human resources have an effect on employee performance.

CONCLUSION

From the research results presented and discussed above, the following conclusions can be drawn:

1. Partially, discipline affects the employees performance of Badan Pengusahaan (BP) Batam.
2. Partially, the competence of human resources affects the employees performance of Badan Pengusahaan (BP) Batam.
3. Simultaneously discipline and competence of human resources affect the employees performance of Badan Pengusahaan (BP) Batam.
4. Discipline and competence of human resources shows a value of R2 (square) = 0.447 indicating that the discipline and competence of Human Resources is able to explain the employees performance of Badan Pengusahaan (BP) Batam by 44.7%, while 55.3% can be influenced by other factors that are not included in this research variable.

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