

Improving Performance Based on Competency, Work Discipline and Leadership at the Bondowoso Regency Regional Revenue Agency



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ABSTRACT: Every organization, whether government-owned or private-owned, is required to continue to improve its performance in line with increasing competition in all lines of business. This research is aimed at analyzing and determining the impact of competence, work discipline and leadership on performance at the Bondowoso Regency Regional Revenue Agency. The population in this study were Bondowoso Regency Regional Revenue Agency employees, 67 Bondowoso Bapenda employees and 23 tax collection officers in each sub-district, so the total population in this study was 90 employees other than leaders. The entire population is used as a sample, so the sample in this study is a saturated sample. Description analysis, validity test analysis and reliability test as well as hypothesis analysis are used as analytical tools in this research. The results of this research are that competence, work discipline and leadership have a positive impact on the performance of Bondowoso Regency Regional Revenue Agency employees.

KEYWORDS: competency; work discipline; leadership; performance; Bapenda.

INTRODUCTION

Business competition is increasing in all lines of business. Thus, all organizations, both government-owned and state-owned, are required to continue to race to improve employee performance so they can compete with other competitors. Why is this performance important for all organizations? Performance is the result of work and work behavior that has been achieved in completing the tasks and responsibilities given in a certain period (Wibowo 2015). Performance is a function of motivation and ability. To complete a task or job, a person must have a certain degree of willingness and level of ability (Masram and Mu'ah 2015). Individual performance is the basis of organizational performance which is greatly influenced by individual characteristics, individual motivation, expectations, and assessments carried out by management regarding the achievement of individual work results (Azhad, Anwar, and Qomariah 2015). Performance comes from the definition of performance, there are also those who define performance as the result of work or work achievement. Performance is a manifestation of ability in the form of real work (Qomariah 2020). Many factors can increase employee performance in an organization. Several factors are thought to provide a significant increase in employee performance, namely competence, discipline and leadership.

The first factor that can provide an increase in performance is employee competency. Competency can be defined as a capacity that exists in a person that can make that person able to fulfill what is required by work in an organization so that the organization is able to achieve the expected results (Hutapea and Thoha 2011). Competence is really needed by someone to complete the tasks given to employees in an organization. A person's competency will also be able to help employees increase performance. Research from (Manik and Syafrina 2018), (Yamin and Ishak 2018), (Nyoto, Purwati, and Suyono 2020), (Wongso, Gana, and Kerih 2020), (Bahri et al. 2018), (Friolina et al. 2017), (Amdani et al. 2019), (Mustikawati and Qomariah 2020), (Basalamah 2017), (Mukhtar 2018), (Wasiman 2020), (Adam and Kamase 2019), (Widyanto and Mersa 2018), (Sriwidodo and Haryanto 2010), (Indiyaningsih, Murdyastuti, and Puspitaningtyas 2020), (Pinca 2015), (Rande 2016), (Setiawati 2017), (Y. Setiawan and Qomariah 2022), (Wahyudi, Qomariah, and Sanosra 2022), (Hendrawan and Sanosra 2023), (A. Setiawan et al. 2023), (Rahmadani, Qomariah, and Sanosra 2020), (Qomariah and Utamy 2023), (Rusmayanti, Martini, and Qomariah 2022), (Qomariah et al. 2023), (Sukowidodo et al. 2022), (Hapsari et al. 2022), (Kurniawan, Qomariah, and Cahyono 2021), (Galih et al. 2023), (Anggriawan, Rusdianti, and Santoso 2023), (Supriadi, Suharto, and Sodikin 2018), (Parashakti, Fahlevi, and Ekhsan 2020), (Rahim, Syech, and Zahari 2017), (Indarti 2018), (Prahawan, Sultan, and Tirtayasa 2017) which states that competence has a

Improving Performance Based on Competency, Work Discipline and Leadership at the Bondowoso Regency Regional Revenue Agency

positive impact on employee performance in an organization. Meanwhile, research (Chandra, G, and Qomariah 2020), (Utomo, Qomariah, and Nursaid 2019) states that competency does not have a positive impact on employee performance in an organization.

The next factor that can also increase performance is employee work discipline. According to (Handoko 2015), work discipline is the attitude or behavior of an employee at work who is willing to obey or follow all applicable company regulations with the aim of achieving company goals optimally. Disciplinary regulations must be implemented firmly in an organization so that employee performance and organizational performance are achieved in accordance with what has been expected and planned. Research on work discipline which is linked to performance was conducted by: (Rosalina and Wati 2020), (Saputri, Qomariah, and Herlambang 2020), (Ekasari et al. 2022), (Ingsih, Yanuardan, and Suhana 2021), (Safitri 2013), (Azis 2021), (Titisari, Susanto, and Permatasari 2021), (Wiryawan, Risqon, and Noncik 2020), (Darmadi 2020), (Rosalina and Wati 2020), (Sanjaya 2021), (Syahputra 2021) which states that Work discipline has an impact on employee performance.

Next are leadership factors that can improve performance. What is leadership? Leadership can be formulated as a pattern of behavior that is formed to be aligned with the interests of the organization and employees in order to achieve predetermined goals (Rivai and Mulyadi 2012). Leadership style is a behavioral norm used by a person when that person tries to influence the behavior of others. Leadership style greatly influences a leader's success in influencing the behavior of his subordinates. Subordinates' performance can sometimes also be affected due to the presence of leadership in an organization. Research conducted by: (Hafifi, Qomariah, and Arifin 2018), (Ayuningtyas and Utami 2019), (Yohana et al. 2020), (Fikri and Setiawati 2021), (Listiani, Ribhan, and Mardiana 2020), (Priyono, Qomariah, and Winahyu 2018), (Arijanto, Widayati, and Pramudito 2022), (Saleh et al. 2016), (Ishak, Mei, and Majid 2019), (Mohammad et al. 2022), (Andriani, Kesumawati, and Kristiawan 2018), (Khan et al. 2021), (Lapatta and Temaluru 2023), (Bakker, Kjellevoid, and Espevik 2022), (Purba et al. 2023), (Majali et al. 2022), (Atikah and Qomariah 2020), (Noora, Nursalamb, and Sukartini 2020), (Udin, Dananjoyo, and Isalman 2022), (Kurniawati and Tobing 2019), (Qomariah, Hermawan, et al. 2020), (Riyadi 2020), (Chandra, G, and Qomariah 2020), (Panjaitan and Kristiana 2019), (Siagian 2018), (Andri Setiawan, Satoto, and Qomariah 2022), (Nursaid et al. 2022), (Senjaya and Anindita 2020), (Qomariah et al. 2021), (Qomariah, Estiningsih, and Martini 2022), (Qomariah et al. 2022), (Alamanda, Setiawan, and Irawanto 2022), (Sanosra et al. 2022), (Qomariah et al. 2023), (Qomariah, Friyanti, et al. 2020), (Wiguna et al. 2022), (Mulyadi, Qomariah, and Martini 2023), (Triasmawan, Qomariah, and Hermawan 2023), (Qomariah, Janah, and Cahyono 2023), (Qomariah, Hermawan, et al. 2020), (Atikah and Qomariah 2020), (Priyono, Qomariah, and Winahyu 2018), (Qomariah, Warsi, and Sanosra 2020), (Y . Setiawan and Qomariah 2022) which states that leadership has a positive impact on employee performance. Meanwhile, research conducted by (Qomariah 2012), (Prijono, Cahyono, and Qomariah 2019) states that leadership has no influence on employee performance.

The Bondowoso Regency Regional Revenue Agency whose job is to assist the Regent in carrying out government affairs which are the authority of the district government in the Revenue Sector, sometimes there are obstacles or problems in carrying out their duties. The problem that is often faced is not achieving the planned targets. Based on business and empirical problems, this research aims to analyze and determine the influence of competency, employee work discipline and leadership on employee performance at the Bondowoso Regency Regional Revenue Agency. Meanwhile, the research conceptual framework is presented in Figure 1.

RESEARCH CONCEPTUAL FRAMEWORK

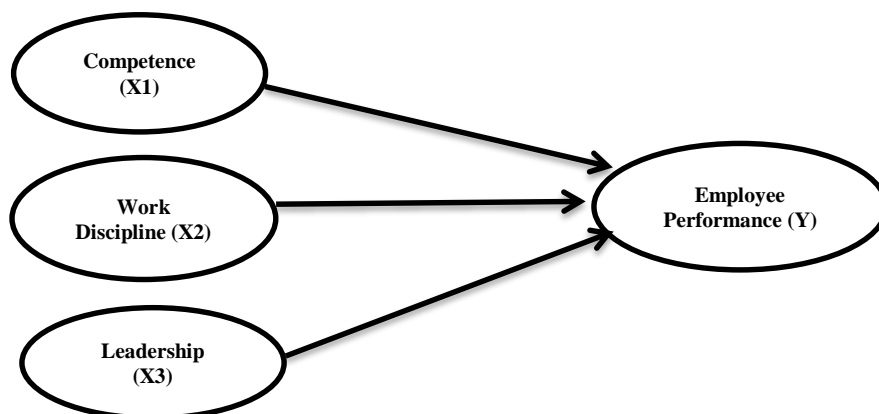


Figure 1: Research Conceptual Framework

Improving Performance Based on Competency, Work Discipline and Leadership at the Bondowoso Regency Regional Revenue Agency

Research Hypothesis Development

Hypothesis 1: The higher the competence, the greater the increase in employee performance.

Hypothesis 2: The higher the work discipline, the better employee performance will increase.

Hypothesis 3: The better the leadership, the employee performance will increase.

RESEARCH METHODS

This research was conducted using a causality approach where causality research is research that connects independent variables and dependent variables (Sugiyono 2017). The population in this study were Bondowoso Regency Regional Revenue Agency employees, 67 Bondowoso Bapenda employees and 23 tax collection officers in each sub-district, so the total population in this study was 90 employees other than leaders. The entire population is used as a sample, so the sample in this study is a saturated sample (Ferdinand 2016). The independent variables used are employee competency (X1), work discipline (X2), and leadership (X3), while the dependent variable is employee performance (Y). This research was conducted at the Bondowoso Regency Regional Revenue Agency. Meanwhile, to test the research questionnaire, data validity and reliability tests were used. Research hypothesis testing is used to determine the influence between research variables.

RESULTS AND DISCUSSION

Data Validity Test Results

This validity test is carried out to test whether there is conformity of each indicator with the theory used. The validity test is declared to meet the criteria if the factor loadings value must have a value above 0.70. Table 1 presents the results of the research data validity test. The analysis results show that all indicators meet the factor loading criteria, because all values are above 0.7.

Table 1. Data Validity Test Results

Variable Indicator	Loading Factor Value	P-value
Indicator X1.1	0.713	Less than 0.001
Indicator X1.2	0.698	Less than 0.001
Indicator X1.3	0.746	Less than 0.001
Indicator X1.4	0.770	Less than 0.001
Indicator X1.5	0.678	Less than 0.001
Indicator X2.1	0.788	Less than 0.001
Indicator X2.2	0.827	Less than 0.001
Indicator X2.3	0.829	Less than 0.001
Indicator X2.4	0.806	Less than 0.001
Indicator X3.1	0.742	Less than 0.001
Indicator X3.2	0.779	Less than 0.001
Indicator X3.3	0.777	Less than 0.001
Indicator X3.4	0.716	Less than 0.001
Indicator X3.5	0.731	Less than 0.001
Indicator X3.6	0.699	Less than 0.001
Indicator Y1.1	0.833	Less than 0.001
Indicator Y1.2	0.848	Less than 0.001
Indicator Y1.3	0.887	Less than 0.001
Indicator Y1.4	0.850	Less than 0.001
Indicator Y1.5	0.699	Less than 0.001
Indicator Y1.6	0.718	Less than 0.001

Data Reliability Test Results

So that the instruments used can provide consistent concept measurements, a reliability test of the research data is carried out. The criteria for this reliability test are seen from the Cronbach alpha value which must be above 0.6 so it is declared

Improving Performance Based on Competency, Work Discipline and Leadership at the Bondowoso Regency Regional Revenue Agency

reliable. Based on the data in Table 2, all variables meet the research data reliability criteria. This is because all variables have Cronbach alpha values above 0.6.

Table 2. Reliability Test Results

Variable	Cronbach's alpha
Competence	0,734
Work Discipline	0,828
Leadership	0,823
Employee Performance	0,886

Hypothesis Test Calculation Results

Hypothesis testing was carried out to determine the effect of the independent variables consisting of employee competency (X1), work discipline (X2) and leadership (X3) on the dependent variable, namely employee performance (Y) at the Bondowoso Regency Regional Revenue Agency. Based on the results of the hypothesis test, it will be known whether the hypothesis that has been developed is accepted. In Table 3, the results of the research hypothesis test are presented.

Table 3. Hypothesis Test Results

No	Relationship Between Variables	Path coefficients	P-values	Results
1.	Competence → Employee Performance	0,200	0,024	H1 Accepted
2.	Work discipline → Employee Performance	0,278	0,003	H2 Accepted
3.	Leadership → Employee Performance	0,252	0,006	H3 Accepted

DISCUSSION

The Influence of Employee Competency on Employee Performance

The Influence of Employee Competency on Employee Performance

The calculation results show that the coefficient value for the employee competency variable is 0.200 with a significant value of 0.024. Seeing these results, the first hypothesis which states that employee competency influences employee performance is accepted (H1 is accepted). Thus, it is mandatory for leaders to continue to improve employee competence so that employee performance can increase. The results of this research are in accordance with supporting theories, while in this research there are significant similarities in results with previous research conducted by (Rina and Perdana 2017), (Rantesalu, Mus, and Arifin 2017), (Saban et al. 2020), (Friolina et al. 2017), (Putra 2021), (Fatmah 2017), (Adam and Kamase 2019), (Rona Gah and Syam 2022), (Mastur 2021), (Thahir 2020), (Hasibuan and Afrizal 2019), (Marhayani et al. 2019), (Lotunani et al. 2014), (Iskandar and Juhana 2014), (Abusama et al. 2017), (E. Manik and Wiarah 2014), (Kotamena et al. 2020), (Renyut et al. 2017), which states that employee competency has a significant effect on employee performance. while research (Supiyanto 2015) states that competence has no impact on employee performance.

The Influence of Work Discipline on Employee Performance.

employee performance. After testing and data analysis, the results were obtained which stated that work discipline had a significant effect on the performance of Bondowoso Regency Regional Revenue Agency employees, this was proven to be true or H2 was accepted. This could be due to the fact that aspects related to work Based on the second hypothesis (H2), work discipline influences discipline have been able to increase the work productivity of Bondowoso Regency Regional Revenue Agency employees. The results of this research are in accordance with supporting theories, while in this research there are significant similarities in results with previous research conducted by: (Darmadi 2020) which states that work discipline has a significant effect on employee performance. The results of statistical analysis show that the coefficient value of work discipline is 0.278 with a significance value of 0.003. Thus, the second hypothesis (H2) which states that work discipline has an impact on performance is accepted (H2 is accepted). Thus, leaders must be able to provide an example of employee work discipline.

Improving Performance Based on Competency, Work Discipline and Leadership at the Bondowoso Regency Regional Revenue Agency

The Influence of Work Discipline on Employee Performance.

This could be due to the fact that aspects related to work discipline have been able to increase the work productivity of Bondowoso Regency Regional Revenue Agency employees. The results of this research are in accordance with supporting theories, while in this research there are significant similarities in results with previous research conducted by: (Darmadi 2020) which states that work discipline has a significant effect on employee performance.

The Influence of Leadership on Employee Performance.

Based on the third hypothesis (H3) leadership influences employee performance. After testing and data analysis, the results were obtained which stated that leadership had a significant effect on the performance of Bondowoso Regency Regional Revenue Agency employees, this was proven to be true or H3 was accepted. This could be because aspects related to leadership have been able to increase the work productivity of Bondowoso Regency Regional Revenue Agency employees. The results of this research are in accordance with supporting theories, while in this research there are significant similarities in results with previous research conducted by: (Raffie, Azis, and Idris 2018), (Abusama et al. 2017), (Bahri et al. 2018), (Chandra, G, and Qomariah 2020) which states that leadership has a significant effect on employee performance.

CONCLUSION

1. The employee competency variable has a positive and significant effect on the performance of Bondowoso Regency Regional Revenue Agency employees.
2. The work discipline variable has a positive and significant effect on the performance of Bondowoso Regency Regional Revenue Agency employees.
3. The leadership variable has a positive and significant effect on the performance of Bondowoso Regency Regional Revenue Agency employees.

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