



JOURNAL OF ACCOUNTING AND FINANCE MANAGEMENT (JAFM)

E-ISSN : 2721-3013
P-ISSN : 2721-3005<https://dinastires.org/JAFM>dinasti.info@gmail.com

+62 811 7404 455

DOI: <https://doi.org/10.38035/jafm.v5i4>Received: August 25th 2024, Revised: September 15th 2024, Publish: September 28th 2024<https://creativecommons.org/licenses/by/4.0/>

Determination of Competency, Work Discipline and Motivation on Employee Performance at Universities in Indonesia

Adi Muhajirin¹, Hapzi Ali², Tri Widyastuti³, Sugeng Suroso⁴¹Bhayangkara Jakarta Raya University, adi.muhajirin@dsn.ubharajaya.ac.id²Bhayangkara Jakarta Raya University, hapzi.ali@dsn.ubharajaya.ac.id³Bhayangkara Jakarta Raya University, tri.widyastuti@dsn.ubharajaya.ac.id⁴Bhayangkara Jakarta Raya University, sugeng.suroso@dsn.ubhara.ac.idCorresponding Author: adi.muhajirin@dsn.ubharajaya.ac.id¹

Abstract: How to accept educational staff who lack competence with the level of job satisfaction of staff due to lack of competence and measure the level of motivation that has continued to decline since entering the staff, that the level of staff discipline has decreased. Quantitative research, which is a type of research emphasizing the testing of theoretical theories through measuring research variables with numbers and requiring data analysis with statistical procedures. The measuring instrument for this research is a questionnaire, the data obtained is in the form of answers from staff to the questions asked. based on the research objectives that have been set, this type of research is explanatory. The statistical t value of the effect of competence (KO) on motivation (MO) is 5.29 with a positive structural equation coefficient, that competence has a positive and significant effect on motivation. The more competence of university staff, it will increase employee motivation, otherwise the less competence the university staff has, it will reduce work motivation and can even transmit decreased motivation to other staff so that motivation becomes the main thing that must be owned by university staff. For universities, it is better when recruiting educational staff to have basic competencies so that they can increase the motivation of the staff themselves and form an academic culture that is in accordance with academic rules.

Keyword: Determination of Competence, Work Discipline, Motivation, Employee Performance

INTRODUCTION

Higher education is one of the important pillars in the development of a nation. As the highest level of education in the national education system, higher education is a reference in encouraging the development of a nation. Higher education in Indonesia is a subsystem of national education that includes diploma, bachelor, master, specialist, and doctoral programs organized by universities. Universities are obliged to organize education, research, and community service. Higher Education in Indonesia, especially in the Jakarta area, which is

named the Higher Education Service Institution region III, has 272 universities consisting of 73 Academies, 43 Polytechnics, 119 Colleges, 18 Institutes, and 51 Universities.

Table 1. College Type

No.	College Type	Total
1	AKADEMI	73
2	POLITEKNIK	17
3	SEKOLAH TINGGI	86
4	INSTITUT	26
5	UNIVERSITAS	70
JUMLAH		272

(Resource : <https://lldikti3.kemdikbud.go.id/v6/pts/>)

Based on data obtained from the ristekdikti ranking, in completing routine work and work with a letter of assignment. The achievement of staff performance can be seen from the performance achieved based on targets within a certain time, which has been determined by the campus such as the following data:

Tabel 2. HR performance achievement table in the environment

Year	Performance	Target Performance	%
2019	1,37	2,00	69%
2020	0,50	2,00	25%
2021	1,63	2,00	82%

(Resource pemeringkatan.ristekdikti.go.id)

Based on the table above, the performance achievements that have been achieved over the past 3 years show a decrease and increase, but in 2016 the university's performance is in a critical position, because in addition to declining performance, performance targets have also not been achieved. There are 2 types of HR performance values at the University based on RISTEKDIKTI, namely Educators and Education Personnel where for education personnel the designation is Staff and Educators are Lecturers. specifically for staff where performance assessment is fast, precise and useful based on Law / No.20 2003.

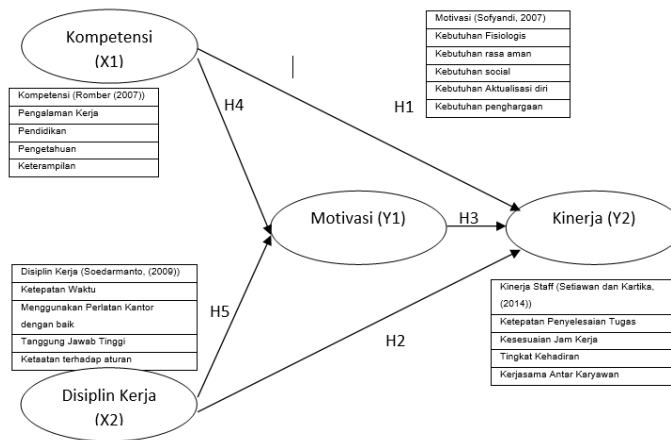
In addition to performance problems that occur in universities, researchers also spread pre-survey questionnaires to find out the problems that occur in companies. The results of a pre-survey of 30 respondents on performance variables, competence, motivation, work discipline and job satisfaction, observations made of 30 university staff showed that all indicators were positive. For performance variables, the performance results achieved have no problems but the dominant problem is that there are still many employees who get reprimanded for their performance as many as (52.40%), the dominant problem in work motivation is that there are still employees who feel bored in their institutions as many as (61.90%), while in work discipline in the data provided there are no problems and respondents stated that they have high discipline, but this is not consistent with negative statements about work discipline, namely there are still many staff who get reprimanded for lack of discipline as many as (85.70%). This shows that the performance, motivation and discipline variables have not been fully maximized.

METHOD

This research uses quantitative research, which is a type of research that emphasizes testing the theory of theory through measuring research variables with numbers and requires data analysis with statistical procedures. The measuring instrument for this research is a questionnaire, the data obtained is in the form of answers from the staff to the questions asked.

based on the research objectives that have been set, this type of research is explanatory. Explanatory research is to test between hypothesized variables. This research has a hypothesis that will be tested (Sani & Mashuri, 2013).

Design Research



Sample and Population

Population is a generalization area consisting of objects / subjects that have certain characteristics and have the same opportunity to be selected as a sample (Umar, 2011: 77). The population used in this study were staff at universities in the LLDIKTI III region totaling 315 amples of research subjects by using part of the existing population (Idrus, 2009).

Research Instruments

The instrument in this study is a questionnaire, where there are four variables, namely competence, work discipline and motivation to employee performance. The questionnaire presented contains 35 questions, consisting of 8 questions about competence, 8 questions about work discipline, 11 questions about work motivation and 8 questions about employee performance. The lattice of this instrument aims to make the preparation of the instrument more systematic so that it is easy to control and correct. The lattice of research instruments is as follows:

Tabel 3. Research Instrument

VARIABEL	INDICATOR	ITEM	RESOURCE
Competence (X1)	Pengalaman Kerja	1,2	Romberg dalam Gatot (2014)
	Latar belakang Pendidikan	3,4	
	Memiliki keahlian/ pengetahuan	5,6	
	Keterampilan	7,8	
Dicipline (X2)	Ketepatan Waktu	1,2,3	Masyjui dalam Gatot (2014)
	Menggunakan Peralatan Kantor dengan baik	4	
	Tanggung Jawab Tinggi	5,6	
	Ketaatan terhadap peraturan kantor	7,8	
Motivation (Z)	Kebutuhan Fisiologis	1,2	Sofyandi dan Garniwa (2007)
	Kebutuhan Rasa aman	3,4	
	Kebutuhan Sosial	5,6	
	Kebutuhan Penghargaan	7,8,9	

VARIABEL	INDICATOR	ITEM	RESOURCE
Performance (Y)	Kebutuhan Aktualisasi Diri	10,11	Setiawan dan Kartika (2014)
	Ketepatan penyelesaian tugas	1,2	
	Kesesuaian jam kerja	3,4	
	Tingkat kehadiran	5,6	
	Kerjasama antar karyawan	7,8	

RESULT AND DISCUSSION

Uji Normalitas

Normality test in SEM analysis is intended to determine whether the distribution of each variable research is normal or not. Normality evaluation is carried out using the critical ration skewness value criterion, the data is said to be normally distributed if the p value of the test results is > 0.05 (Ghozali; 2016). The following are the results of the data normality test on the model

Skewness			Kurtosis			Skewness and Kurtosis	
Value	Z-Score	P-Value	Value	Z-Score	P-Value	Chi-Square	P-Value
322.320	2.288	0.022	1293.258	1.762	0.078	8.339	0.015

Uji Validitas dan Reabilitas

Variebel	Indikator	λ	λ^2	1- λ^2	$\sum 1-\lambda^2$	$\sum \lambda^2$	AVE	$\sum \lambda$	CR
KOMPENSASI	KO1	0,86	0,740	0,260	2,129	5,871	0,734	6,850	0,979
	KO2	0,81	0,656	0,344					
	KO3	0,82	0,672	0,328					
	KO4	0,87	0,757	0,243					
	KO5	0,85	0,723	0,278					
	KO6	0,90	0,810	0,190					
	KO7	0,87	0,757	0,243					
	KO8	0,87	0,757	0,243					
DISIPLIN KERJA	DK1	0,90	0,810	0,190	1,501	6,499	0,812	7,210	0,981
	DK2	0,90	0,810	0,190					
	DK3	0,92	0,846	0,154					
	DK4	0,91	0,828	0,172					
	DK5	0,90	0,810	0,190					
	DK6	0,90	0,810	0,190					
	DK7	0,89	0,792	0,208					
	DK8	0,89	0,792	0,208					
MOTIVASI	MO1	0,88	0,774	0,226	2,052	8,948	0,813	9,920	0,990
	MO2	0,89	0,792	0,208					
	MO3	0,90	0,810	0,190					
	MO4	0,91	0,828	0,172					
	MO5	0,92	0,846	0,154					
	MO6	0,91	0,828	0,172					
	MO7	0,90	0,810	0,190					

Variebel	Indikator	λ	λ^2	$1 - \lambda^2$	$\sum 1 - \lambda^2$	$\sum \lambda^2$	AVE	$\sum \lambda$	CR
KINERJA	MO8	0,91	0,828	0,172	1,995	6,006	0,751	6,930	0,980
	MO9	0,91	0,828	0,172					
	MO10	0,91	0,828	0,172					
	MO11	0,88	0,774	0,226					
	KIN1	0,88	0,774	0,226					
	KIN2	0,87	0,757	0,243					
	KIN3	0,87	0,757	0,243					
	KIN4	0,89	0,792	0,208					
	KIN5	0,86	0,740	0,260					
	KIN6	0,88	0,774	0,226					
	KIN7	0,84	0,706	0,294					
KIN8	0,84	0,706	0,294						

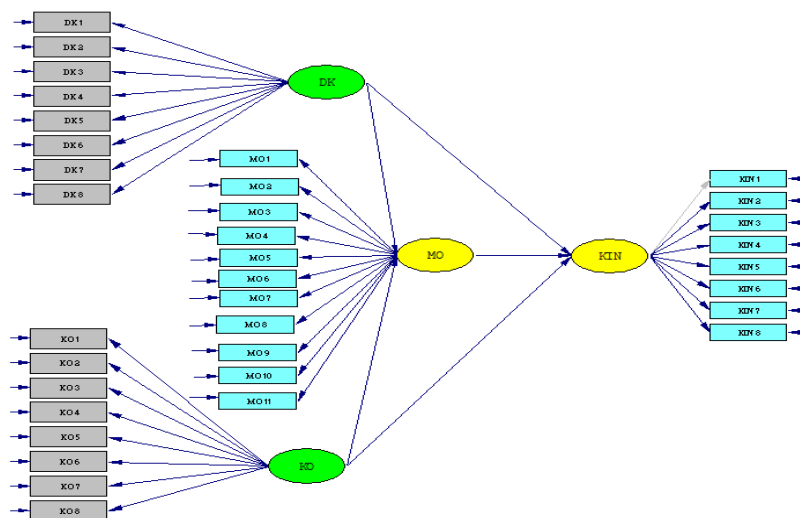
Uji Multikolinearitas

Multicollinearity test is done by looking at the correlation value between exogenous variables. The model is declared free from multicollinearity if the correlation value between exogenous variables is <0.9. The multicollinearity test results in table 4.3 show that the correlation between the IP and KP variables is 0.77, which means that none of the exogenous variables has a correlation > 0.9, this means that there is no multicollinearity in the SEM model.

Correlation Matrix of Independent Variables

	-----	KO	-----	DK
KO		1.00		
DK		0.69		1.00
		(0.05)		
		15.28		

Uji Model Struktural



The structural model fit test in SEM analysis is carried out by looking at several *Goodness of fit model* criteria such as *Chi Square* value, probability, df, GFI, AGFI, TLI, CFI RMSEA and RMR. However, the criteria for goodness of fit model that should be fulfilled is the probability value of the model above 0.05. This is because a model with a probability above 0.05 will have a covariance matrix that is no different from the actual population covariance matrix so that the analysis results will provide the right analytical conclusions. The results of the structural model estimation along with the results of the goodness of fit model test can be seen in the figure below.

```
Chi-Square for Independence Model with 595 Degrees of Freedom = 39033.04
Independence AIC = 39103.04
Model AIC = 892.67
Saturated AIC = 1260.00
Independence CAIC = 39243.41
Model CAIC = 1197.48
Saturated CAIC = 3786.70
Normed Fit Index (NFI) = 0.98
Non-Normed Fit Index (NNFI) = 0.99
Parsimony Normed Fit Index (PNFI) = 0.91
Comparative Fit Index (CFI) = 0.99
Incremental Fit Index (IFI) = 0.99
Relative Fit Index (RFI) = 0.98
Critical N (CN) = 124.97
Root Mean Square Residual (RMR) = 0.036
Standardized RMR = 0.032
Goodness of Fit Index (GFI) = 0.78
Adjusted Goodness of Fit Index (AGFI) = 0.75
Parsimony Goodness of Fit Index (PGFI) = 0.68
```

Uji Hipotesis

1) Hypothesis 1

The Effect of Competence on Motivation

The statistical t value of the effect of competence (KO) on motivation (MO) is 5.29 with a positive structural equation coefficient. Because $t_{count} > 1.96$ and the coefficient of the structural equation is positive, H_0 is rejected and it is concluded that competence has a positive and significant effect on motivation. The higher the employee's competence, the higher the employee's work motivation, and vice versa.

2) Hypothesis 2

Effect of Competence on Performance

The statistical t value of the effect of competence (KO) on performance (KIN) is 4.01 with a positive structural equation coefficient. Because $t_{count} > 1.96$ and the coefficient of the structural equation is positive, H_0 is rejected and it is concluded that competence has a positive and significant effect on employee performance. The higher the employee competence, the higher the employee performance, and vice versa.

3) Hypothesis 3

Effect of Work Discipline on Motivation

The statistical t value of the effect of work discipline (DK) on motivation (MO) is 6.45 with a positive structural equation coefficient. Because $t_{count} > 1.96$ and the coefficient of the structural equation is positive, H_0 is rejected and it is concluded that work discipline has a positive and significant effect on motivation. The higher the employee's work discipline, the higher the employee's work motivation, and vice versa.

4) Hypothesis 4

Effect of Work Discipline on Performance

The statistical t value of the effect of work discipline (DK) on performance (KIN) is 5.75 with a positive structural equation coefficient. Because $t_{count} > 1.96$ and the coefficient of the structural equation is positive, H_0 is rejected and it is concluded that work discipline has a positive and significant effect on employee performance. The higher the employee's work discipline, the higher the employee's performance, and vice versa.

5) Hypothesis 5

The effect of motivation on performance

The statistical t value of the effect of motivation (MO) on performance (KIN) is 6.25 with a positive structural equation coefficient. Because $t_{count} > 1.96$ and the coefficient of the structural equation is positive, H_0 is rejected and it is concluded that work motivation has a positive and significant effect on employee performance. The higher the employee's work motivation, the higher the employee's performance, and vice versa.

DISCUSSION

Performance

Performance is the result of work both in quality and quantity achieved by an employee in performing duties in accordance with the responsibilities given to him (Mangkunegara, 2017).

Performance is the result of work that can be achieved by a person or group in an organization or company, in accordance with their respective authorities and responsibilities, in order to achieve the objectives of the organization or company concerned legally, in accordance with morals and ethics and not against the law (Prawirosentono & Primasari, 2017), the factors that affect the organization and its performance are:

- (1) Effectiveness and efficiency,
- (2) Authority and responsibility,
- (3) Discipline,
- (4) Intensive.

To measure performance, you can use the following indicators (Setiawan & Kartika, 2014):

- 1) Accuracy of task completion is the management of time at work and also the accuracy of employees in completing work.
- 2) Conformity of working hours is the willingness of employees to comply with company regulations relating to the timeliness of entry / return to work and the number of attendances.
- 3) The number of employee absences in a company during a certain period.
- 4) Cooperation between employees is the ability of employees to work together with others in completing a specified task so as to achieve the maximum usability and results.

Competence

Competence is a statement of how a person can demonstrate his skills, attitudes and knowledge (knowledge and science) in the workplace in accordance with company standards or in accordance with the requirements set by the company. Competence indirectly explains what employees do at work at various levels and details the standards of each level, identifying the characteristics, knowledge and skills required by someone who allows them to carry out their duties and responsibilities effectively (Wibowo, 2012). There are five types of competency characteristics, namely:

1. Motive is something that people consistently think or want to encourage, direct and choose behavior towards certain actions or goals.
2. Traits are physical characteristics and consistent responses to situations or information.
3. Self-concept is the values, attitudes, self-image in one's behavior.
4. Knowledge is information that a person has in a particular field.
5. Skills are the ability to perform physical and mental tasks..

Motivation

Motivation is the drive for a series of human behaviors to achieve goals. Elements contained in motivation include directing, raising, maintaining, showing intensity, being continuous and the existence of goals. Motivation is a series of behaviors and values that influence individuals to achieve specific things in accordance with individual goals (Rivai & Sagala, 2013).

A person's motivation is influenced by two factors (Aminuddin & Mulyadi, 2020), namely:

1. Internal factors are factors that come from individuals consisting of: individual perceptions of self, self-esteem and achievement, expectations, needs, satisfaction.
2. External factors are factors that come from outside the individual consisting of: type and nature of work, the work group to which the individual joins, the general environmental situation, the reward system received.

Work Discipline

Work discipline is a tool used by managers to communicate with employees so that they are willing to change a behavior and as an effort to increase the awareness and willingness of a person to fulfill all company regulations (Rivai, 2019).

According to Soedarmanto (2009), the indicators that can be used to assess employee work discipline are:

- 1) Punctuality: employees come to the office on time, orderly and organized, so it can be said that work discipline is good.
- 2) Using office equipment properly: a careful attitude in using office equipment, can show that someone has good work discipline, so that office equipment can avoid damage.
- 3) High responsibility: employees who always complete the tasks assigned to them in accordance with procedures and are responsible for the results of their work, can also be said to have good work discipline.
- 4) Obedience to office rules: employees wear office uniforms, use identification cards, make permits if they are absent from the office, are also a reflection of high discipline. The end of the literature review also identifies the logical reasons why this research is important.

No	Researcher	Title	Year	Variabel
1	(Amiroso & Mulyanto, 2015)	Influence of Discipline, Working Environment, Culture of Organization and Competence on Workers' Performance through Motivation, Job Satisfaction (Study in Regional Development Planning Board of Sukoharjo Regency)	2015	Discipline, Working Environment, Culture of Organization and Competence Performance Motivation, Job Satisfaction.
2	(Afandi & Supeno, 2016)	The Influence of Competence, Organization Culture and Work Environment to Teacher's Performance As Well As Its Implication on Grad Competence of State Senior Islam Schools on Padang City	2016	Competence, Organization Culture and Work Environment, Performance, Grad Competence
3	(Ignatius Jeffrey, 2017)	The Effect of Competence, Training and Work Discipline towards Employees' Performance (A Case Study at PT. Krakatau Argo Logistics)	2017	Competene, Training, Work Discipline, Performance

No	Researcher	Title	Year	Variabel
4	(Noel et al., 2017)	The Affect Of Work Discipline And Competence On Employee Performance (Case Study At Balai Kesehatan Mata Masyarakat Sulawesi Utara)	2017	Work Dicipline, Competence, Employee Performance
5	(Suyitno, 2017)	Effect of Competence, Satisfaction and Discipline on Performance of Employees in the Office of Women	2017	Competence, Satisfaction, Dicipline, Performance

CONCLUSION

The conclusions obtained from the results of this study are as follows:

1. Competence has a positive and significant effect on work motivation, the higher the competence of employees at the University, the higher the employee's work motivation, and vice versa.
2. Competence has a positive and significant effect on performance, the higher the competence of employees at the University, the higher the employee's performance, and vice versa.
3. Work Discipline has a positive and significant effect on work motivation, the higher the employee's work discipline at the University, the higher the employee's work motivation, and vice versa.
4. Work discipline has a positive and significant effect on performance, the higher the employee discipline at the University, the higher the employee's performance, and vice versa.
5. Work motivation has a positive and significant effect on performance, the higher the work motivation of employees at University, the higher the employee's performance, and vice versa.

REFERENCE

AA. Anwar Prabu Mangkunegara. (2017). *Manajemen Sumber Daya Manusia Perusahaan*. Bandung : Rosda.

Afandi, P., & Supeno, B. (2016). The Influence of Competence, Organization Culture and Work Environment to Teacher’s Performance As Well As Its Implication on Grad Competence of State Senior Islam Schools on Padang City. *International Journal of Business and Management*, 11(5), 283. <https://doi.org/10.5539/ijbm.v11n5p283>

Aminuddin, D., & Mulyadi, M. (2020). Efektivitas Layanan Informasi Karir Dalam Meningkatkan Kemampuan Perencanaan Karir Siswa. *Consilium : Berkala Kajian Konseling Dan Ilmu Keagamaan*, 6(2), 52. <https://doi.org/10.37064/consilium.v6i2.6365>

Amiroso, J., & Mulyanto. (2015). Influence of Discipline, Working Environment, Culture of Organization and Competence on Workers’ Performance through Motivation, Job Satisfaction (Study in Regional Development Planning Board of Sukoharjo Regency). *European Journal of Business and Management Wwww.Iiste.Org ISSN*, 7(36), 86–95. www.iiste.org

Jeffrey, I., & Author, C. (2017). The Effect of Competence, Training and Work Discipline towards Employees’ Performance (A Case Study at PT. Krakatau Argo Logistics). *International Journal of Business and Management Invention ISSN*, 6(7), 77-86

- Noel, F. R., Lopian, J., & Pandowo, M. (2017). The Affect of Work Discipline and Competence on Employee Performance. *Jurnal EMBA*, 5(3), 3528–3537.
- Prawirosentono, S., & Primasari, D. (2017). *Kinerja & Motivasi Karyawan, Membangun Organisasi Kompetitif Era Perdagangan Bebas Dunia*. Yogyakarta: BPFE-Yogyakarta
- Rivai, Veithzal dan Sagala, Ella Jauvani. (2016). *Manajemen Sumber Daya Manusia untuk Perusahaan dari Teori ke Praktik*. Jakarta: PT Raja Grafindo.
- Rivai, V. (2019). *Manajemen Sumber Daya Manusia Untuk Perusahaan, Edisi 2*. Jakarta: Rajawali Pers
- Sudarmanto, (2011). *Kinerja dan Pengembangan Kompetensi SDM*. Yogyakarta: Pustaka Pelajar.
- Suyitno, S. (2017). Effect of Competence, Satisfaction and Discipline on Performance of Employees in the Office of Women Empowerment and Family Planning of West Papua. *Asian Social Science*, 13(5), 144. <https://doi.org/10.5539/ass.v13n5p144>
- Wibowo (2012). *Manajemen Kinerja*. Jakarta: raja Grafindo Persada.