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## THE INFLUENCE OF EMPLOYEE COMPETENCE AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE AT KARTINI HOSPITAL, LEBAK REGENCY

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*Competence, Work Discipline and Employee Performance*

### Abstract

This research aims to determine the effect of competency and work discipline on employee performance at Kartini Hospital, Lebak Regency. The method used is a quantitative method. Data collection techniques use questionnaires, observation, literature study, and documentation. The population in this study was all employees of Kartini Hospital, Lebak Regency in 2023, totaling 403 people. With a sample of 80 people obtained using the Slovin formula. The data analysis technique used uses multiple regression by going through the instrument prerequisite test stages (validity test and reliability test) and classic assumption. The results of the research show that: The Competency Variable has a positive and significant effect on Employee Performance at Kartini Hospital, Lebak Regency. Or it could be said that H1 is accepted, which means employee competency influences employee performance at Kartini Hospital, Lebak Regency. Meanwhile, the research results for the Work Discipline and its influence on employee performance, concluded that there was a positive and significant influence on employee performance at Kartini Hospital, Lebak Regency. Thus, H2 of the research is accepted, or it can be concluded that there is an influence between work discipline and the employees of Kartini Hospital, Lebak Regency. And for research regarding the influence of Competency and Work Discipline together on employee performance, it was found that there was a positive and significant influence on employee performance at Kartini Hospital, Lebak Regency. Or in other words, H3 of this research is accepted.

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## INTRODUCTION

Human resources are one of the important assets of an organization or company. The existence of human resources is the driving force for running the company's operations in an effort to a set goal. The success of an organization is strongly influenced by the individual performance of its employees. One way to face this challenge is to improve the performance of the employees, because in this way the employee's performance is the determinant of the company's success and sustainability.

Any organization, or company will always strive to improve employee performance in the hope of what the company's goals will be achieved. For that, human resource empowerment must be people who have the ability and creativity, innovative and passionate for the company. Thus, qualified human resources reflect the ability to work effectively and efficiently, which is reliable, thereby contributing optimally to performance.

Good management of the SDM can be seen from the level of performance of the employees. The low level of an employee's performance affects the success of the company, therefore it can be said that the driving factor for performance is the ability of the employee itself, i.e. the extent to which the employees can do their work or complete their duties properly.

The Kartini Hospital, which was founded in 2013, is PT Kartini Bakti Husada with the vision to be a hospital with a complete service with a focus on the safety and satisfaction of patients. In order to that goal, it requires a well-performing human resource. Employee performance can be accurately and objectively assessed by measuring the level of performance. Which aims to provide an opportunity for employees to know their level of performance.

Below is a representation of the performance assessment data of employees at the Kartini Hospital in Lebak district during periods of 2021-2022 as follows:

**Table 1.1**  
**Data Representation Performance of Employees of Kartini Hospital District of Lebak Period 2021-2022**

Period	Scor	Keterangan
2021	3,06	Baik
Jan-Jun 2022	2,76	Baik
Juli-Des 2022	2,74	Baik

Based on table 1.1 above, it is known that the results of the performance assessment of Employees at Kartini District Hospital carried out annually once in 2021 and the policy changes are performance assessments conducted twice a year in 2022 is the period January-June 2022, and the period July-Dec 2022. And the explanation of the evaluation of employee performance is the overall average performance score in 2021 is 3.06 with good category, the period Jan-Jun 2022 with 2.76 good category score, and the July-Des 2022 period with 2.74 good category scores. This can indicate that there is a decline in employment performance then it can be said that there are employee performances problems in Kartini Hospital district of Lebak.

According to Kaswan and Akhyadi (2015:11), signs that indicate performance problems in an organization include: 1. Failure to meet performance standards, 2. Inappropriate deadlines, 3. Poor organization, 4. The number of absenteeism, 5. Many delays, 6. Number of customer complaints and others.

Every organization or company must have standards of behavior that must be followed in relation to work, both in writing and unwritten. The company expects employees to adhere to standards of conduct, this as an attempt to improve employee performance.

According to Yoyo Sudaryo (2018:203) "Performance is an important aspect in the effort to a goal. Maximum achievement of a goal is the result of good team or individual performance, just as, on the contrary, failure in achieving a target that has been formulated is also a consequence of inoptimum individual or team performance.

Efforts to improve healthcare performance in hospitals are crucial because of the various aspects of healthcare improvement efforts. (Nur M dkk, 2021).

Basically, the health service must and can have competent staff in carrying out its work in accordance with the applicable SOP. However, often employees work less optimally, resulting in less satisfactory performance, which ultimately leads to performance problems within an organization or company. In fact, as a company that provides health care, they are charged with providing primary services.

In his book Hery (2019:38) states that "Implementation of performance is strongly influenced by a number of factors, both those that come from the employees themselves and from the organization. The sources from the workers themselves are strongly affected by their abilities and competences". According to Wisdaliya Maya Sari (2022:421) Performance is an important aspect of an organization or company because when employees have a high working spirit, then the organization will obtain more optimal performance results. Improving performance requires a well-disciplined staff.

Official competence is the combination of knowledge, skills, attitudes and other personal characteristics that are necessary to success in a job, which can be measured using agreed standards, and that can be enhanced through training and development. (Marwansyah, 2016 in (Aditya Rachmadi, 2022) According to Grote, 1996 in Yoyo Sudaryo, Dkk, (2018:186) "Competence can be used to predict performance, i.e. who performs well, well enough, or less. It depends on the competence he has, based on the criteria or standards used".

Meanwhile, employee discipline is a form of training that seeks to improve and shape employee knowledge, attitudes and

behavior so that these employees voluntarily try to work cooperatively with other employees and improve their work performance. (Rumondor et all, 2016 in the journal Tomi Defisa et al, (2022:618)

According to Burhannudin et all, 2019 in Tera Triyantara Hani RN (2022:76) states that "Good work discipline will show and reflect a person's great sense of responsibility for the tasks given to him with all the regulations prepared by the organization through management who can encourage employee enthusiasm to work and realize the organization's goals."

There is a lot of research that focuses on employee competency, work discipline and its influence on employee performance. Some of these studies include ;

Based on the results of research conducted by Putu Agnes Irmayanti, et al, (2020), it shows that competence has a positive and significant effect on the performance of employees in the General and HR Division of Karya Dharma Husada Bros Singaraja General Hospital. In line with research conducted by I Dewa Ayu Intan Wulandari (2022) and Putu Agnes Irmayanti, et al, (2020) and I Dewa Ayu Intan Wulandari (2022). This is in accordance with what was stated by Hery (2019:38), namely that the implementation of performance is greatly influenced by several factors, both originating from the workers themselves and from the organization. What comes from the workers themselves is greatly influenced by their abilities and competencies.

Based on the results of research conducted by Putri, I Gusti Ayu Anggi Septiari, (2022) shows that competence has a positive and significant effect on employee performance at Bhayangkara Hospital Denpasar, work discipline has a positive and significant effect on employee performance at Bhayangkara Hospital Denpasar. Furthermore, based on research conducted by

Anggelia Fransisca Feby, Anwar Musadad, (2021) illustrates that work discipline and competence are in the good category so that the performance of RSUD employees is also in good criteria. Likewise, research conducted by Tera Triyantara Hani RN, Agus Saepul Rochman, (2022) shows that there is an influence of work discipline on the performance of medical and non-medical employees in the emergency room at the Majalengka Regional General Hospital. The results of this research are not in line with research conducted previously, where research conducted by John et al., (2021) showed that discipline had no effect on the performance of employees at RSUD S.K. Lerik Kupang City

Based on the data presented and also the gaps in results in previous studies, to be able to find out the impact of employee competency and work discipline and their relationship to employee performance, the author is interested in conducting further research. On this basis, research on "The Influence of Competency and Work Discipline on Employee Performance at Kartini Hospital, Lebak Regency" was carried out. The things that will be the focus of this research are as follows :

1. Does employee competency influence employee performance at Kartini Hospital, Lebak Regency?
2. Does work discipline affect employee performance at Kartini Hospital, Lebak Regency?
3. Do employee competency and work discipline have a joint influence on employee performance at Kartini Hospital, Lebak Regency?.

## RESEARCH METHODS

The research method used by this author is a quantitative method. According to Sugiyono (2017:2), "This research method is basically a scientific way of obtaining data for a specific purpose and use". The research method consists of two types of quantitative and qualitative methods. The research that the author is going to do is quantitative

research, because it's meant to find out the relationship of causality or effect.

The population of this study was employees of Kartini Hospital, Lebak Regency, reaching 403 employees. The sample in this study used proportionate random sampling technique. According to Sugiyono (2018:134) This proportionate random sampling technique is used if the population has members or elements that are not homogeneous and proportionally stratified. Taken proportionally or randomly. This technique is used to group employees based on their type of work. So that the number of samples is proportional. By using the sampling technique mentioned above, the total sample for this study was 80 employees who were employees of Kartini Hospital, Lebak Regency (based on employee data from Kartini Hospital, Lebak Regency in 2023).

Data collection was carried out using questionnaires. A questionnaire is a data collection technique that is carried out by giving a set of questions or written statements to respondents as a way to obtain research answers (Sugiyono 2017: 142). The questionnaire submitted to 80 respondents. The list of statements is prepared in full, what respondents must answer by choosing one of the alternative answers provided, with the provisions "The questionnaire used in this research is prepared according to the Likert scale model which is formulated with 5 categories".

To find out the results of the research, the author formulated three hypotheses which will be explained as follows :

H1: It is suspected that there is an influence between employee competency on employee performance at Kartini Hospital, Lebak Regency.

H2: It is suspected that there is an influence between work discipline and performance employee at Kartini Hospital, Lebak Regency.

H3: It is suspected that there is a joint influence between employee competence and work discipline on

employee performance at Kartini Hospital Lebak Regency.

## RESULTS AND DISCUSSION

The results of the tests carried out using SPSS, obtained results as shown in the following table:

**Table 1.2**  
**t Test Results**

Model	Coefficients <sup>a</sup>		Standardized Coefficients Beta
	Unstandardized Coefficients B	Std. Error	
1 (Constant)	1.935	2.081	
KOMPETENSI	.341	.056	.556
DISIPLIN KERJA	.507	.124	.373

a. Dependent Variable: KINERJA KARYAWAN

Sumber : Hasil Olah SPSS V20

### 1. Competence Effects on Employee Performance Competence

Variables have a positive and significant influence on employee performance at Kartini Hospital in Lebak district. In the t test can be seen thitung value  $6.108 > ttable 1.99125$  with a significant value ( $0,000 < 0,05$ ) so it can be concluded that H1 is accepted which means competence influences employee performance.

This is supported by a previous study by I Dewa Ayu Intan Wulandari, Gde Bayu Surya Parwita, Putu Agus Eka Rismawan, (2022) entitled "The Impact of Occupational Safety and Health Competence and Organizational Commitment to Employee Performance in Wangaya City District Public Hospital Denpasar", which concluded that competence has a positive and significant impact on Employees Performance in the Wangaya District General Hospital.

### 2. The impact of Working Discipline on Employee Performance

On the variable of employees Discipline there is a positive and significant influence on the performance of employees at the Hospital Kartini district of Lebak. The t test results showed a significant value for the Work Discipline variable against Employee

Performance with a thitung value of  $4.009 > ttable 1.99125$  with a signifying value ( $0,000 < 0,05$ ) so it can be concluded that H2 was accepted which means that Work discipline affected Employees Performance.

It is supported by Resti Novianti, (2022) with the title "The Impact of Working Motivation and Working Discipline on the Performance of Employees at the Municipal Public Hospital of the District of Kotapinang shows that Persially the work discipline has a positive and significant influence on the performance of employees at the Local Public Hospital.

### 3. The Impact of Working Competence and Work Discipline on Employees Performance

Meanwhile, the results of data analysis in the simultaneous research test can be seen in the following table:

**Table 1.3**  
**F Test Results**

Model	ANOVA <sup>a</sup>				
	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	1233.114	2	616.557	144.000	.000 <sup>b</sup>
Residual	329.686	77	4.282		
Total	1562.800	79			

a. Dependent Variable: KINERJA KARYAWAN

b. Predictors: (Constant), DISIPLIN KERJA, KOMPETENSI

Sumber : Hasil Olah SPSS V20

There is a positive and significant influence on the Competence (X1) and Working Discipline (X2) variables on Employee Performance (Y) at the Kartini Hospital in Lebak district. The results of the F test using SPSS V20 showed a calculated value of  $F 144.00 > Ftable 3.12$  With a significant value ( $0,000 > 0.05$ ) it can be concluded that H3 was accepted which means that Working Competence and Discipline had a significant impact on Employee Performance.

It is supported by Anggelia Francisca Feby, Anwar Musadad, (2021). The study, entitled "The Impact of Work Discipline and Competence on Employee Performance in RSUD Karawang", showed that Work

Disziplin and Competency simultaneously have a positive and significant impact on Employer Performance in the RSUD Karwang.

**Table 1.4**  
**Coefficient of Determination Test Results**

Model	R	Model Summary <sup>b</sup>		
		R Square	Adjusted R Square	Std. Error of the Estimate
1	.888 <sup>a</sup>	.789	.784	2.069

a. Predictors: (Constant), DISIPLIN KERJA, KOMPETENSI

b. Dependent Variable: KINERJA KARYAWAN

Sumber :Hasil Olah SPSS V20

From the calculation results, the R Square value of this research is 0.784 or 78.4%. This figure means that Employee Performance (Y) is influenced by Competency and Work Discipline by 78.4% while the remaining 21.6% is influenced by other factors not examined in this research.

## CONCLUSION

This study covers the influence of competence and work discipline on the performance of employees at the Kartini Kabupaten Lebak Hospital. Based on the results of research and discussion that have been outlined in chapter IV, it can be concluded some important things as follows:

1. Competence variables (X1) have a positive and significant impact on performance of staff at Kartini District Hospital.
2. Work Discipline variable (X2) have a significant and positive impact on employee performance at the Kartini District Hospital.

Competency variables (X1) and Working Disciplines (X2) simultaneously have a negative and significant effect on performance in the staff at Kartini County Hospital.

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