

**PENGARUH KOMPETENSI DAN DISIPLIN KERJA TERHADAP KINERJA  
ASN PADA BADAN KEPEGAWAIAN DAN PENGEMBANGAN SUMBER  
DAYA MANUSIA DI KOTA SAMARINDA**

**NASKAH PUBLIKASI**

Untuk Memenuhi Salah Satu Persyaratan Mencapai  
Derajat Sarjana Manajemen



Oleh:  
**Yurika Rahma Yanti**  
**NIM. 1911102431463**

**PROGRAM STUDI MANAJEMEN  
FAKULTAS EKONOMI BISNIS DAN POLITIK  
UNIVERSITAS MUHAMMADIYAH KALIMANTAN TIMUR  
JUNI 2023**

**Pengaruh Kompetensi dan Disiplin Kerja Terhadap Kinerja ASN Pada Badan  
Kepegawaian dan Pengembangan Sumber Daya Manusia di Kota Samarinda**

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**LEMBAR PERSETUJUAN**

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DAYA MANUSIA DI KOTA SAMARINDA**

Oleh :

**Yurika Rahma Yanti**

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Samarinda, 16 Juni 2023

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NASKAH PUBLIKASI

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DAYA MANUSIA DI KOTA SAMARINDA**

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Dengan ini menyatakan bahwa :

1. Skripsi ini adalah asli dan benar-benar hasil karya sendiri, baik, sebagian maupun keseluruhan, bukan hasil karya orang lain dengan mengatasnamakan saya, serta bukan merupakan hasil penjiplakan (*plagiarim*) dari hasil karya orang lain;
2. Karya dan pendapat orang lain yang dijadikan sebagai bahan rujukan (referensi) dalam skripsi ini, secara tertulis dan secara jelas dicantumkan sebagai bahan sumber acuan dengan menyebutkan nama pengarang dan dicantumkan di daftar pustaka sesuai dengan ketentuan penulisan ilmiah yang berlaku;
3. Pernyataan ini saya buat dengan sebenar-benarnya, dan apabila di kemudian hari terdapat penyimpangan dan atau ketidakbenaran dalam pernyataan ini, maka saya bersedia menerima sanksi akademis, dan sanksi-sanksi lainnya yang sesuai dengan peraturan perundang-undangan yang berlaku.

Samarinda, 12 Juli 2023  
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## THE INFLUENCE OF WORK COMPETENCE AND DISCIPLINE ON ASN PERFORMANCE IN STAFFING AND HUMAN RESOURCES DEVELOPMENT AGENCY IN SAMARINDA CITY

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### Abstract

#### Article Info

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There are findings, based on the 2021-2026 strategic plan regarding low and uneven HR development in providing quality human resources and the absence of effective and efficient reform of the state civil apparatus bureaucracy. This study aims to see the effect of competence on performance, the effect of work discipline on performance and which variables most influence performance at the Personnel and Human Resources Development Agency (BKPSDM) in Samarinda City. This study used a quantitative approach with 67 samples of ASN employees. Methods of data collection using offline and online questionnaires. Data analysis in this study is multiple linear regression. The research findings show that partially and simultaneously the competence and work discipline variables have a significant effect on ASN performance at BKPSDM in Samarinda City and competency has more influence on ASN performance at BKPSDM in Samarinda City.

Keywords: Work Discipline, Competence, Performance

### 1. INTRODUCTION

During globalization as it is now, changes have occurred due to the rapid development of increasingly complex and scientific advances and changes in the global environment involving human resources. Thus, over time it is necessary to manage human resource management with a method that has a focus on recording and human development that is tailored to the needs of the organization. Human resource management continues to face new problems that lead to gradual changes in the way human resource management works, which is referred to as the evolution of modern human resource management (Sabrina, 2021: 3).

Performance is the result of work carried out by employees, which is carried out by employees both qualitatively and quantitatively, and which is carried out by employees within a period of time according to the responsibilities given (Abdi & Rasmansyah, 2019). Community service development requires competent and trained state civil servants who are in line with the vision, mission and goals of the organization. Therefore competence and discipline are needed to ensure the implementation of tasks internally and externally by making the workplace fun and full of energy. Article 1 Paragraph 13 Number 8 of 2019 Regulation of the State Civil Service Agency of the Republic of Indonesia, concerning Guidelines for Procedures and Implementation of Measurement of Professionalism and State Civil Apparatus states that ASN professional standards are criteria used to assess the level of professionalism which includes the dimensions of expertise, competence, performance and employee discipline so that they are able to face the challenges and dynamic changes of the times in carrying out their duties (State Civil Service Agency 2019).

According to Wibowo (2015: 271) Competence is the possession of the knowledge, abilities, and work ethic needed to carry out certain tasks or jobs. Employees who perform their job duties tend to engage in this behavior on a regular basis. Based on the Negawa Civil Apparatus Law Number 5 Year 2014, which states that ASN must have good competence to fulfill obligations in central and regional government (Republic of Indonesia 2014).



Work discipline in the work environment is a characteristic possessed by every employee. When employees have a strong sense of work discipline, they will be more committed to their work, and their responsibilities are carried out more efficiently, leading to better overall results for the company (Agrasadya 2020). In an effort to improve discipline, the government issued Government Regulation of the Republic of Indonesia Number 94 of 2021 concerning Discipline for Civil Servants which contains obligations, prohibitions, and disciplinary sanctions that can be imposed if proven guilty of violating an offense, and penalties that can be light, moderate or comparable. with the violation committed by the person concerned.

BKPPD Kota Samarinda is assisting the government in supporting the task of administering the state in the field of personnel, training and education as amended by Regional Regulation Number 119 of 2021 concerning Position, Organizational Structure, Duties and Functions and Work Procedures of the Personnel and HR Development Agency. Based on the information on the 2021-2026 Strategic Plan (RENSTRA) regarding community service activities in the last two years with the challenges and opportunities that exist, it can be stated that the problem is: "The development of human resources has not been maximized and evenly distributed in providing superior human resources and has not created more effective and efficient reform of the state civil apparatus bureaucracy. With the constraints of low discipline and professionalism of the apparatus, as well as low competence of the apparatus. Based on the problems in the Samarinda City BKPSDM Strategic Plan, this leads to aspects of competence, and work discipline of ASN at BKPSDM in Samarinda City (BKPPD 2021).

Based on the explanation above, it proves that competence and discipline in the workplace are very important for increasing performance. It is important for the Samarinda City BKPSDM to monitor employee performance because it can help the Samarinda City BKPSDM to achieve the expected goals and improve the work results of ASN employees for the performance that has been achieved.

## 2. METHODS

The research population was all ASN employees at BKPSDM in Samarinda City who participated in this study. And in this study 67 ASN employees were used as the BKPSDM population in Samarinda City. Sampling from the available population is the next process. The sample size and composition of a population reflects aspects of the population as a whole. To get the most information from a sample, make sure it meets all the requirements. In this study, researchers used the "census" or "total sampling" method based on the entire population. And in this study, researchers will use all total ASN employees from BKPSDM in Samarinda City with a total sample of 67 ASN employees using SPSS version 26.

### Research Data Analysis Techniques

And in the research conducted, the Likert Scale scores were used to analyze quantitative data from respondents' responses. According to Sugiyono 2022: 152) Individual and collective perspectives on social issues can be measured using an evaluation based on a Likert scale. Statistical analysis of responses to a survey using a Likert scale (SD, DA, D, A, and SA). The Likert Scale evaluation of this study is arranged in the following table:

Table 1 Alternative Respondents' Answers

Measurement Scale	Abbreviation	Score
Strongly Disagree	SD	1
Don't agree	DA	2
Doubtful	D	3
Agree	A	4
strongly agree	SA	5

Source: Sugiyono (2022:152)



Based on the table above, 1 is obtained for "SD", a score of 2 for "DA", a score of 3 for "D", a score of 4 for "A" and a score of 5 for "SA". Research data will be processed based on a predetermined Likert scale table. Tool in the form of computer software SPSS version 26 was used for data analysis. "Statistical Package for Social Sciences" is a program used to analyze data through statistical analysis.

### Validity test

The validity test is a measure in showing the degree of truth of the data that was checked with the tools used to obtain valid data (Sugiyono, 2022: 192). This test is carried out by comparing the value of Rcount with Rtable. If the relationship is Rcount (>) Rtable, it means that the statement is said to be valid, but if the relationship is Rcount (<) Rtable, it means that the statement is said to be invalid

### Reliability Test

The reliability test measures a statement or research instrument for the accuracy (consistency) of the tool according to the degree of consistency and stability of the data to determine whether the measure is reliable or not (Sugiyono, 2022: 192). The reliability test method used is Cronbach's Alpha. The reliability test is carried out at the significance level with a correlation criterion of 0.6 or more. These items have an acceptable level of reliability, while item correlation values below 0.6 are considered less reliable.

### Descriptive Statistical Analysis

Descriptive statistics, namely analyzing data and describing data without making broad generalizations about the data (Sugiyono, 2022: 226). The data analysis process was carried out by the researcher, such as distributing questionnaires to predetermined respondents, collecting the results of respondents' answers from the questionnaire, tabulating and quantitatively grouping the data obtained from the respondents, as well as distributing the results of the recapitulation, tabulation and grouping of data from respondents in the form of descriptive statistics.

### Multiple Linear Regression Analysis

Multiple regression analysis was carried out when there were at least two or more independent variables. According to Sugiyono (2022: 307) The functional relationship between 2 independent variables (X) or more dependent variables (Y) can be shown through the use of multiple linear regression, which involves predicting the effect of 2 or more independent variables on one dependent variable. The following formula describes the multiple linear regression equation:

$$Y = a + b_1 X_1 + b_2 X_2$$

Keterangan:

Y = ASN performance

X<sub>1</sub> = Competence

X<sub>2</sub> = Dicipline

a = Constants or parameters where the average value of Y when the value X<sub>1</sub> and X<sub>2</sub> is equal to 0

b<sub>1</sub> = Regression coefficient or variable coefficient parameter X<sub>1</sub>

b<sub>2</sub> = Regression coefficient or variable coefficient parameter X<sub>2</sub>

### Hypothesis test

Before testing the hypotheses in this study, there are several ways or series to determine temporary assumptions and hypotheses in a study, several ways as follows:

#### a. T test

Ghozali (2011: 98) according to him that the t-test essentially shows the extent to which there is a significant impact on each independent variable individually explaining the variation of the





dependent variable by using a way of comparing the values of Tcount and Ttable. In determining the t-test, if the relationship is Tcount (<) Ttable, there is no significant impact between the dependent variable and the independent variable. Meanwhile, when the relationship Tcount (>) Ttable, there is a significant impact between the dependent variable and the independent variable.

#### b. F test

According to Sahir (2021: 53) Simultaneous test is a test used to test whether there is a significant impact on the independent variable on the dependent variable simultaneously. The test was carried out by comparing Fcount and Ftable. When a decision is made on the F test, namely the relationship Fcount <Ftable, then H0 is accepted and Ha is rejected, it can be stated that the variation of the multiple linear regression model of the independent variable has no impact on the dependent variable simultaneously. Meanwhile, if the relationship Fcount >Ftable, then H0 is rejected and Ha is accepted, it can be stated that the variation of the multiple linear regression model of the independent variable has an impact on the dependent variable simultaneously.

#### c. Coefficient of Determination (R<sup>2</sup>)

The coefficient of determination is a tool for understanding whether or not the impact of the independent variable is strong, namely competence (X1) and work discipline (X2) on the dependent variable, namely performance (Y). If the coefficient of determination in the regression model is still small or close to zero, it can be said that the impact of the independent variable on the dependent variable is getting smaller or the R<sup>2</sup> value is getting closer to 100%, which can be concluded that all independent variables have a greater impact on the dependent variable (Sahir, 2021: 54 ). This R<sup>2</sup> value is between  $0 < R^2 < 1$ .

#### Framework of thinking

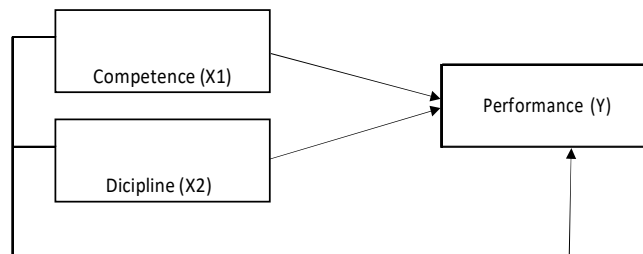


Figure 1. Framework Thinking

#### Hypothesis Formulation

**H1:** It is suspected that competence has a significant effect on ASN performance at BKPSDM in Samarinda City.

**H2:** It is suspected that work discipline has a significant effect on ASN BKPSDM in Samarinda City.

**H3:** It is suspected that competence and work discipline have a significant effect on ASN performance at BKPSDM in Samarinda City.

**H4:** It is suspected that there are variables that have the most significant impact on ASN performance at BKPSDM in Samarinda City.

### 3. RESULTS AND DISCUSSION

#### The Effect of Competence (X1) on ASN Performance (Y) at the Personnel and Human Resource Development Agency in Samarinda City.

The results showed that the competency variable obtained a Tcount value of 5.522 > Ttable 1.669, so that H1 is acceptable and competence has a significant effect on ASN performance at BKPSDM in Samarinda City. Even though based on the data on the strategic plan submitted by the

Samarinda City BKPSDM, there is still low apparatus competence, but the Samarinda City BKPSDM conducts training with an emphasis on programs such as education and training, official training, development of Civil State employees accompanied by guidance and consultation in an effort to provide direction and facilitating the goals to be achieved in a measurable manner, in order to improve the performance of employees to support government affairs in the region.

The research results are still in line with research conducted by Guruh (2018), William et al. (2020), Wuisan et al. (2021) and Mansur & Asmini (2021) have research results that partially competence has a significant impact on employee performance. This is evidenced from the respondents' answers that the determination of competence is considered important in knowing the level of performance produced to be used as the basis for evaluating employee performance.

### **The Effect of Work Discipline (X2) on ASN Performance (Y) at the Personnel and Human Resource Development Agency in Samarinda City.**

The results showed that the work discipline variable obtained a Tcount value of 3.796 > Ttable 1.669, so that H2 is acceptable, work discipline has a significant impact on ASN performance at BKPSDM in Samarinda City. Even though based on the data on the strategic plan submitted by BKPSDM Samarinda City there is still low discipline and professionalism of the apparatus, but BKPSDM Samarinda City has steps in enforcing discipline in solving the problem such as giving strict sanctions if officials are proven to have violated disciplinary violations whose aim is to give a deterrent effect so that those who others do not imitate it other than that in increasing the discipline of Samarinda city BKPSDM employees providing rewards, punishment, mentoring and evaluation. These steps were taken in order to improve employee performance.

The findings from this study are consistent with research showing that work discipline affects employee performance, such as research by Setiawan et al. (2020), Agrasadya (2020), Hamzah et al. (2021), Nurhasanah et al. (2022), has research results that work discipline has a significant impact on employee performance. Respondents indicated that when employees are well disciplined, the organization can achieve its goals more quickly, whereas when they are not, the progress of the organization is slow.

### **The Effect of Competence (X1) and Work Discipline (X2) on ASN Performance (Y) at the Staffing and Human Resource Development Agency in Samarinda City.**

The results of the study show that the competency and work discipline variables for performance obtained Fcount values for the competency variables (X1), work discipline (X2) and performance (Y) of 24.221 > Ftable 3.14, so H3 is acceptable, work discipline has a significant impact on ASN performance at BKPSDM in Samarinda City.

The results of the research are still in line with the research conducted by Bentari & Nuridin (2018) and Abdi & Rasmansyah (2019), having research results that jointly show the competency and work discipline variables on performance have a significant impact on employee performance. This is evidenced from the respondents' answers that competence and good work discipline create employee morale so that they can improve performance in realizing the vision and mission of the organization.

### **The variable that has the most influence on the performance of ASN (Y) at the Personnel and Human Resources Development Agency in Samarinda City.**

The results of the study show that the competency and work discipline variables have different coefficients of determination, where the competency variable (X1) has a value of 52.2%, and work discipline (X2) has a value of 35.9%. So the hypothesis which states that the work discipline variable is a variable that has an impact on ASN performance cannot be proven. So that H4 cannot be accepted or rejected because the competency variable is the variable that has the most impact on ASN performance at BKPSDM in Samarinda City.

The research results are not in line with the results of Anisa & Nuridin's research (2023) where there is an effect of competence on performance of 58.9%. Meanwhile, work discipline will account for 70.2% of employee performance. So that it can be concluded that work discipline has a more



dominant and significant impact on employee performance. However, the research results are also encouraged and in line with the results of Bentari & Nuridin's research (2018) that competence has a contribution of 0.707 or 70.7% to affect employee performance levels compared to the contribution of work discipline having 0.145 or 14.5%. This is evidenced from the respondents' answers that competence is one way that can be provided by the BKPSDM in Samarinda City to be able to further improve its performance while work discipline is something that arises in each individual based on a sense of responsibility.

#### 4. CONCLUSION

The competency variable (X1) partially has a significant impact on ASN performance (Y) at the BKPSDM in Samarinda City. The work discipline variable (X2) partially has a significant impact on ASN performance (Y) at the BKPSDM Agency in Samarinda City. The competence (X1) and work discipline (X2) variables simultaneously have a significant impact on ASN performance (Y) at BKPSDM in Samarinda City. The competency variable (X1) is the variable that has the most significant impact on ASN performance (Y) at BKPSDM in Samarinda City.

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## Lampiran 1: Kartu Bimbingan

**FAKULTAS EKONOMI BISNIS DAN POLITIK  
UNIVERSITAS MUHAMMADIYAH KALIMANTAN TIMUR  
KARTU KENDALI BIMBINGAN SKRIPSI**

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Bimbingan Mulai : 8 Februari 2023  
Judul Skripsi : Pengaruh Kompetensi dan Disiplin Kerja Terhadap Kinerja ASN Pada Badan Kepegawaian dan Pengembangan Sumber Daya Manusia Di Kota Samarinda

No	Tanggal	Permasalahan	Paragraf Pembimbing
1	09 Februari 2023	Membahas fenomena penelitian, judul dan mapping artikel yang akan digunakan dalam penelitian	
2	13 Februari 2023	Membahas renstra BKPSDM Pemkot Samarinda	
3	15 Februari 2023	Membahas judul, setelah mendapatkan renstra dari BKPSDM Pemkot Samarinda, melakukan pembahasan terkait judul penelitian skripsi. Judul tersebut diambil berdasarkan fenomena yang ada didalam renstra. Kemudian dilakukan pembahasan dengan pembimbing untuk tindak lanjut judul tersebut.	
4	21 Februari 2023	Membahas latar belakang, dilakukan penambahan aturan perundang undangan yang terkait dengan judul penelitian, aturan perundangan tersebut antara lain: <ol style="list-style-type: none"><li>1. Peraturan Walikota Samarinda Nomor 119 Tahun 2021 tentang Kedudukan, Susunan Organisasi, Tugas dan Fungsi Serta Tata Kerja Badan Kepegawaian dan Pengembangan Sumber Daya Manusia (BKPSDM)</li><li>2. Undang-undang Nomor 5 Tahun 2014 tentang Aparatur Sipil Negara</li></ol>	

		<p>3. Peraturan Pemerintah Republik Indonesia Nomor 94 Tahun 2021 tentang Disiplin Pegawai Negeri Sipil</p> <p>4. Peraturan Badan Kepegawaian Negara Republik Indonesia Nomor 8 Tahun 2019 tentang Pedoman Tata Cara dan Pelaksanaan Pengukuran Profesionalitas dan Aparatur Sipil Negara</p>	
5	28 Februari 2023	<p>Membahas landasan teori, membahas landasan teori pada skripsi terdapat beberapa perbaikan antara lain:</p> <ol style="list-style-type: none"> <li>1. Tata cara penulisan penelitian terdahulu, mencari artikel yang relevan dengan judul penelitian skripsi.</li> <li>2. Melakukan perbaikan landasan teori yang digunakan.</li> <li>3. Melakukan perbaikan cara menulis hipotesis</li> <li>4. Melakukan perbaikan hubungan variabel di kerangka pikir (gambaranya)</li> </ol>	}
6	05 Maret 2023	<p>Membahas Bab 3, melakukan perbaikan pada poin:</p> <ol style="list-style-type: none"> <li>1. Rancangan penelitian</li> <li>2. Populasi, sampel, teknik sampling</li> <li>3. Analisis data</li> </ol>	}
7	11 Maret 2023	Melakukan perbaikan terkait kuesioner penelitian	}
8	03 April 2023	ACC Proposal	}
9	18 Mei 2023	Melakukan tabulasi data responden dan olah data responden menggunakan SPSS	}
10	20 Mei 2023	Membahas hasil penelitian Uji Validitas, Reabilitas dan Uji Asumsi Klasik	}
11	30 Mei 2023	Melakukan perbaikan Bab 4	}
12	03 Juni 2023	<p>Membahas dan melakukan perbaikan hasil penelitian Bab 4 dan Bab 5</p> <ol style="list-style-type: none"> <li>1. Uji Heterokedastisitas</li> <li>2. Uji Multikolinieritas</li> </ol>	}

		3. Perbaikan kesimpulan, keterbatasan dan saran 4. ACC Skripsi	
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Samarinda, 04 Juni 2023

Pembimbing

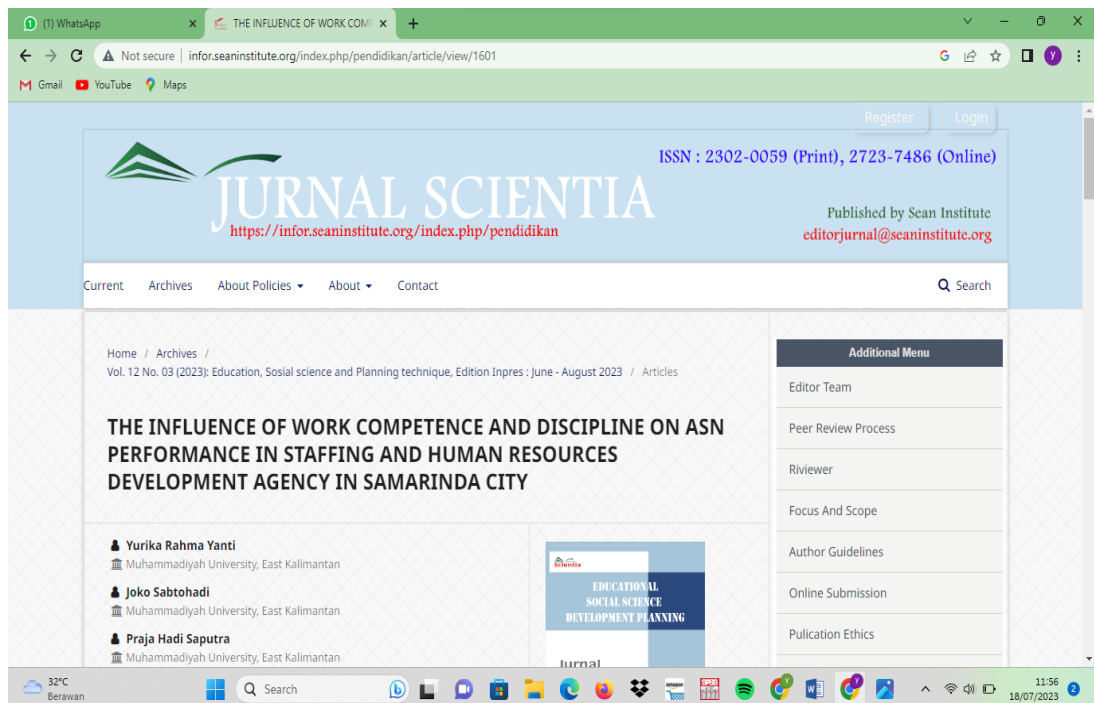
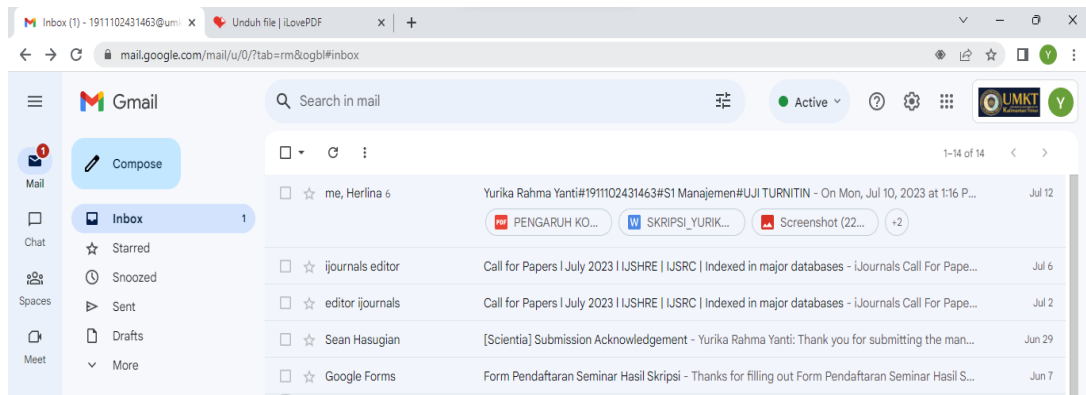
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*by Simple Sop*

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**Letter of Acceptance  
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Herewith, the Scientia Publication informs that the manuscript has been sent with the following data:

Title	THE INFLUENCE OF WORK COMPETENCE AND DISCIPLINE ON ASN PERFORMANCE IN STAFFING AND HUMAN RESOURCES DEVELOPMENT AGENCY IN SAMARINDA CITY
Author	Yurika Rahma Yanti, Joko Sabtohadhi, Praja Hadi Saputra
Affiliation	Muhammadiyah University, East Kalimantan
Email	1911102431463@umkt.ac.id
Submitted	12 Mei 2023
Riview Process	12 Mei 2023 - 01 Juni 2023
Accept	02 Juni 2023
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The article has met the requirements and is accepted and will be published in the journal Scientia Vol. 13 No. 02, April 2023. It is thus this certificate to be used properly.



Deli Serdang, 2 April 2023  
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Paska Marto Hasugian, M.Kom

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