

Employee Performance at KemenkumHAM: The Impact of Competence, Job Discipline and Leadership

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Abstract. This study aims to investigate how work discipline, competence, and leadership affect the performance of employees at the Ministry of Law and Human Rights (Kemenkumham). Using a quantitative approach with an ex post facto method, this research collected data through a questionnaire from 168 respondents selected using purposive sampling techniques. Data analysis was performed using multiple linear regression to identify the relationships between these variables and employee performance. The results of the study reveal that work discipline, competence, and leadership positively and significantly affect the performance of Kemenkumham employees. The implications of these findings are that Kemenkumham needs to implement strict discipline policies to ensure employees adhere to existing regulations. Additionally, Kemenkumham should design and implement comprehensive training programs to develop employee competence and enhance the leadership skills of managers. These measures are expected to improve overall employee performance and help the organization achieve its established goals.

Key words: competence, job discipline, leadership, performance

INTRODUCTION

Currently, developments in organizational management are progressing very rapidly, prompting organizations to implement various changes in their structure and processes. This rapid change requires effective and efficient planning and management. One crucial aspect of management that needs attention is human resource management, which plays a strategic and fundamental role in achieving the organization's vision and mission. Human resources not only serve as tools to achieve production goals but also act as the main drivers for the continuity and success of organizational activities. The performance of an organization is greatly influenced by individual performance, with outcomes determined at the unit or individual level within the organization. Every element in the organization, including individuals, contributes to the achievement of the overall organizational goals, making human resource management a key factor in achieving desired results.

Employee performance in an organization does not always show improvement; there are times when employee performance declines.

Achieving optimal employee performance is not an easy task. High employee performance can only be realized if the organization can create conditions and situations that support the maximum development and enhancement of employee skills. For employees to make positive contributions to the organization, it is essential for the organization to have the right strategies to improve performance. One of the main factors that play a role in improving employee performance is work discipline. As explained in Sajangbati's (2013) research, work discipline has a significant positive influence on employee performance at PT. Pos Indonesia's Bitung branch, where good discipline can encourage performance improvement and foster a love for the job. Minarni's (2006) research also shows that, in addition to work discipline, learning discipline plays an important role in achieving students' academic performance. Siregar's (2015) research shows that work discipline affects the performance of economics teachers in high schools across Wonosobo Regency. According to Singodimedjo (2002) in Sutrisno (2011),

discipline is the willingness to comply with prevailing norms and rules. However, initial interviews at the Public Works Department of Semarang Regency revealed that there are still deficiencies in employee discipline, particularly in understanding and awareness of the importance of timely report preparation and issues with the manual attendance system, which often causes errors.

In addition to discipline issues regarding attendance, employees often lack understanding of the importance of timely submission of project reports and other reports. For employees to effectively prepare reports and complete other tasks, they need a good understanding of the tasks, work standards, and adequate competence in performing the tasks. Competence development is one of the solutions needed to address the various issues mentioned earlier. Competency-based Human Resource Development (HRD) is also necessary to achieve results aligned with the organization's goals and objectives, as well as established performance standards. Competence includes the authority of each individual to perform tasks or make decisions according to their role. Competence that matches the field of tasks and jobs of employees is a very important factor in an agency or organization for the smooth running of tasks and functions. Competence is also one of the factors that influence employee performance.

Armstrong and Baron (1998) identified factors that affect performance, namely: 1) personal factors (skill level, competence, motivation, commitment); 2) leadership factors (quality of encouragement); 3) team factors (support from colleagues); 4) system factors (work system and facilities); 5) contextual/situational factors (environmental pressures and changes). Posuma's (2013) research shows a positive and significant influence between competence, compensation, and leadership on employee performance in hospitals. This research supports the theory that competence is one of the factors affecting performance according to Armstrong and Baron. Individual competence must support the implementation of organizational strategies and changes made by management, as well as support team-based work systems. However, the reality at the Public Works Department is that not all employees have competencies that match their tasks and authority, which can lead to a lack of understanding of leadership policies.

Consistent with this research, Werdayanti (2008) also shows that teacher competence affects

student learning motivation. Besides competence, leadership also plays a very important role in employee performance. Hersey, Blanchard, and Johnson in Wibowo (2014) formulated seven factors that influence performance, including competence, organizational support, motivation, and leadership. Leadership plays an important role in an organization, where leaders must be able to direct and coordinate members to achieve planned goals. Handoko (1997) states that leadership is not just about giving orders but also influencing how subordinates carry out those orders. Potu's (2013) research found that employee performance can be improved by setting a good example by a leader, and Arifa (2018) shows that leadership influences performance through work motivation. Saroh (2014) also suggests that the leadership of school principals in MGMP affects the performance of economics/accounting teachers in state high schools across Kendal Regency. However, at the Public Works Department, there are issues in understanding instructions and the closeness between leaders and staff due to the complexity of the work scope. Therefore, leadership needs to be a focus in research on the influence of employee performance. In government agencies, employee performance appraisal is conducted continuously through the Employee Work Targets (SKP) to ensure employees act professionally, responsibly, honestly, and fairly, as well as to support an effective performance and career achievement system. This research aims to investigate the impact of job competence, work discipline, and leadership on the performance of KemenkumHAM employees. This research provides new insights into performance development based on job competence, work discipline, and leadership.

METHODS

This research employs a quantitative method as the primary approach. The study is centered at the Ministry of Law and Human Rights in Jakarta. The quantitative method is used because it is based on researching a population or sample with sampling techniques that are typically done randomly, using research instruments, and analyzing data with statistical methods to test hypotheses. In this study, data were collected using closed questionnaires, with the population consisting of 297 employees. The sample was taken using proportionate stratified random sampling, and the sample size was determined

using the Slovin formula, resulting in 168 employees as the sample. The collected data were then analyzed using multiple linear regression to evaluate the influence of independent variables such as work discipline, competence, and leadership on the dependent variable, which is employee performance. Additionally, percentage descriptive analysis was used to describe the characteristics of each variable, making the data easier to understand.

RESULTS AND DISCUSSION

Multiple regression analysis is used to determine the extent of the role of work discipline, competence, and leadership on employee performance at the Ministry of Law and Human Rights in Jakarta. The analysis calculations use SPSS for Windows Version 21, as shown in Table 1 below.

Table 1. Regression Analysis and Hypothesis Testing

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	16.014	4,314		3.688	.007
Competence	.847	.117	.372	3.791	.001
Job discipline	.487	.134	.281	4.001	.004
Leadership	.378	.057	.311	4.111	.002

a. Dependent Variable: Employee performance

The statistical test results on the effect of competence on employee performance show a significance value of $0.001 < 0.05$, meaning the hypothesis that competence affects employee performance is accepted. Furthermore, the statistical results also show that the significance value of the effect of work discipline on employee performance is $0.004 < 0.05$. This indicates that the hypothesis that work discipline affects employee performance is accepted. The statistical results show that the effect of leadership on employee performance has a significance value of $0.002 < 0.05$. This indicates that the hypothesis that leadership affects employee performance is accepted.

Discipline is proven to have a positive effect on employee performance, in line with Rivai (2013) who states that "discipline is a very important operative function of human resource management because the better the level of employee discipline in the company, the higher the work performance that can be achieved." Further studies by Aurelia Potu (2013) and Marudut Marpaung (2014) also reveal that leadership factors significantly impact employee performance. Ivancevich (2006) shows that leadership is "the process of influencing others to facilitate the achievement of relevant organizational goals." Additionally, research by Umar Makawi et al. (2015) shows that employee competence also positively affects performance.

This aligns with the theory by Boulter, Dalzier, and Hill (2003) quoted by Sutrisno (2009:203), where "competence is a basic characteristic that enables a person to deliver superior performance in a job, role, or situation." This indicates that a good level of work discipline can explain a significant portion of the variation in employee performance. Descriptive analysis shows that the work discipline of employees at the Ministry of Law and Human Rights in Jakarta is in the very good category, with an average score of 81.66%. However, although work discipline is generally very good, there is one indicator, namely punctuality, that has a lower percentage compared to other work discipline indicators such as adherence to office rules and high responsibility.

Competence is proven to have a significant impact on employee performance. Increased competence greatly contributes to improving employee performance. Descriptive analysis results show that employee competence at the Ministry of Law and Human Rights in Jakarta is in the very good category, with an average score of 89.02%. This indicates that employee competence has well supported their performance. However, percentage descriptive analysis of the six competence indicators—knowledge, understanding, ability, values, attitude, and interest—reveals that one indicator has relatively low data distribution, namely knowledge. This is reflected in the results of statement item number

21, which reads, "I receive new tasks that match my knowledge," with a score of 426 and a percentage of 86.59%. This percentage shows that employees rarely receive new tasks relevant to their knowledge, and if they do, the tasks are often not in line with their main duties. Conversely, the indicator that shows the highest contribution is values, as seen from statement items number 29 and 30, with a total of 468 responses and a percentage of 95.16%. Item number 29 reads, "I respect differences in ethnicity, race, religion, and groups among colleagues without discriminating against anyone," indicating that employees maintain mutual respect without discrimination. Meanwhile, item number 30 reads, "I behave politely and friendly towards colleagues," showing that employees always strive to maintain harmony and good relationships with colleagues and the community.

Good leadership has a significant impact on employee performance. Improvement in leadership aspects can bring significant positive changes to employee performance results. Based on descriptive analysis results, the leadership level at the Ministry of Law and Human Rights in Jakarta is in the high category, with an average score of 76.59%. This indicates that the quality of leadership is already quite good in supporting employee performance in the agency. However, from the perspective of percentage on the four leadership indicators—clarity of role, establishment of satisfying reward links, facilitating work, and supportive leadership—one indicator shows relatively low results, namely the establishment of satisfying reward links. This can be seen from statement item number 43, which reads, "I receive reprimands or sanctions from the leader for mistakes in performing duties," with a score of 278 and a percentage of 56.50%. This percentage shows that interaction between leaders and employees in the form of reprimands or sanctions is still rare. One reason for this is the lack of opportunities for leaders to interact directly with employees..

CONCLUSION

The results of the study show that work discipline, competence, and leadership simultaneously have a positive and significant effect on employee performance at the Ministry of Law and Human Rights in Jakarta, contributing 64.7%. This means that these three factors together influence employee performance, while 35.3% of the performance is influenced by other

variables not studied. Specifically, work discipline contributes 11.97% to employee performance, competence contributes 26.11%, and leadership has an influence of 5.66%. This indicates that good work discipline, competence, and leadership will improve employee performance.

The findings of this study reinforce the theory that work discipline, competence, and leadership are key factors in improving employee performance. These results align with human resource management theories that state internal factors such as discipline and competence, as well as external factors like leadership, play important roles in determining employee performance effectiveness. This study also provides empirical evidence supporting the theory that good HR management improves organizational performance. Practically, these findings highlight the importance of paying greater attention to work discipline and employee competence development to enhance performance in the workplace. Managers and leaders at the Ministry of Law and Human Rights should focus on improving work discipline and employee competence and enhancing leadership quality to achieve better work results. Further studies on other factors that might affect employee performance, such as work motivation, job satisfaction, and work environment, should be conducted to understand the overall contribution to employee performance. Conducting research in various government agencies or private sectors can provide a broader perspective on the relationship between work discipline, competence, leadership, and employee performance.

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