THE INFLUENCE OF WORK DISCIPLINE AND COMPETENCE ON EMPLOYEE PERFORMANCE AT THE INDONESIAN NATIONAL POLICE MEDICAL AND HEALTH CENTER (PUSDOKKES POLRI)

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ABSTRACT

This study aims to analyze the influence of work discipline and competence on employee performance, both partially and simultaneously. This study was conducted on 100 employees selected through a purposive sampling method. Data analysis techniques used included validity and reliability tests, multiple linear regression, t-tests, F-tests, and the coefficient of determination (R^2).

The results showed that partially, work discipline had a positive and significant effect on performance with a calculated t-value of 9.987, while competence also had a positive and significant effect on performance with a calculated t-value of 10.708. This value is greater than the t-table (1.985) with a significance level of 0.000. Simultaneously, work discipline and competence significantly influenced employee performance with a calculated F-value of 78.435, greater than the F-table (3.09) with a significance level of 0.000. The coefficient of determination indicates that work discipline and competence together explain 67.5% of the performance variable, while the remaining 32.5% is influenced by factors outside this study.

These research findings emphasize the importance of managing work discipline and developing employee competencies to optimally improve performance. Therefore, companies are expected to improve training, discipline supervision, and create a supportive work environment so that employees can work professionally, productively, and in accordance with organizational goals.

Keywords: work discipline, competency, performance.

I. INTRODUCTION

A. Research Background

Human Resources (HR) are the most crucial factor in achieving organizational success. Human resources are not merely a supporting element, but the main driving force that determines whether an organization is able to compete and survive in an increasingly dynamic and complex environment. The primary challenge facing organizations today and in the future is how to prepare high-quality, innovative, and creative human resources who are able to adapt to various changes and demands of the times. Organizations are required to compete not only in terms of productivity to boost employee morale and organizational performance but also in their ability to provide excellent service

to the public and ensure that all services offered are of high quality and meet the expectations of stakeholders.

In the current era of globalization and technological advancement, the competitiveness of an organization or company is largely determined by the competence and quality of its human resources. Without competent and disciplined employees, it will be difficult for an organization to compete with others that are better prepared in terms of knowledge, skills, and work attitudes. The ability to provide optimal public services, as an implementation of science and technology, is also a crucial source of competitive advantage that must be managed properly.

One of the main factors that must be considered is employee performance. Employee performance within an organization supports the continuity of operational activities that are directed toward achieving organizational goals. Good performance will enable the company to meet its targets and realize its vision and mission effectively and efficiently. However, it should be understood that employee performance is an individual matter, as each employee has different levels of ability, competence, motivation, and commitment in carrying out their duties and responsibilities. Therefore, improving employee performance requires serious efforts, including through the development and empowerment of human resources.

One concrete way to improve employee performance is through systematic and continuous training and development programs. Training is an effort to enhance employee competency so that they can carry out their tasks in accordance with the demands of their position and the development of science and technology. Competence itself can be interpreted as the ability to carry out assigned work or responsibilities in accordance with one's education, skills, and experience. Employees who have high competence will be able to complete their work more effectively, solve problems quickly, and make appropriate decisions in line with the organization's objectives.

In addition to competence, work discipline is another important factor that greatly influences employee performance. Discipline reflects an employee's awareness and willingness to comply with all company regulations and policies without coercion from any party. A high level of discipline will encourage employees to carry out their duties responsibly, arrive on time, use work time effectively, and minimize actions that can harm the organization. Work discipline also helps create an orderly, comfortable, and conducive work environment, which ultimately supports the improvement of performance both individually and organizationally.

An employee with high competence and good work discipline will tend to perform well and contribute positively to the achievement of organizational goals. This aligns with Riyanda's (2017) opinion that if employees possess competencies appropriate to their profession and high work discipline, this will help improve employee performance significantly. Conversely, if competence and discipline are low, employee performance will also be suboptimal, which in turn can hinder the organization in realizing its targets and objectives. This is confirmed by research by Situmorang and Munthe (2015), which found that

competence and work discipline have a significant positive influence on employee performance.

Based on the phenomena described above, it is important to conduct research to gain a deeper understanding of how to improve employee performance through the development of competence and the strengthening of work discipline. This research is expected to provide valuable insights and practical recommendations for organizations, especially for the National Police Health Center (Pusdokkes Polri), in designing effective strategies to improve the competence and discipline of their employees. Thus, the organization can ensure that all employees work optimally and provide the best service for the community in accordance with the responsibilities and duties entrusted to them

B. Research Formulation

1. Does work discipline influence employee performance at the Indonesian National Police's Health Center (Pusdokkes Polri)?
2. Does competence influence employee performance at the Indonesian National Police's Health Center (Pusdokkes Polri)?
3. Do work discipline and competence jointly influence employee performance at the Indonesian National Police's Health Center (Pusdokkes Polri)?

C. Research Objectives

1. To determine the effect of work discipline on employee performance at the Indonesian National Police's Health Center (Pusdokkes Polri).
2. To determine the effect of competence on employee performance at the Indonesian National Police's Health Center (Pusdokkes Polri).
3. To determine the joint effect of work discipline and competence on employee performance at the Indonesian National Police's Health Center (Pusdokkes Polri).

II. LITERATURE REVIEW

A. Employee Performance

According to Mangkunegara (2020), performance is the quality and quantity of work results achieved by a person in carrying out their duties in accordance with the responsibilities given. In general, performance refers to the extent to which a person successfully carries out the tasks and responsibilities carried out, as well as their contribution to the goals of the organization (Nurdin, 2025). Employee performance will be good with the awareness and sincerity of employees as individuals in carrying out their duties and responsibilities (Ramdhan & Ridwan, 2024).

From the description above, it can be concluded that performance is a manifestation of individual responsibility in carrying out assigned tasks, which is reflected in the quality and quantity of work results. Good performance not only meets organizational standards but also supports the optimal achievement of organizational goals. Individual awareness, motivation, and commitment are important determinants in achieving maximum performance.

B. Work Discipline

Discipline is the key to the success of a company in achieving its goals. work discipline is the behavior of a person by the regulations, existing work procedures or attitudes and behavior and actions that are by the regulations of

the organization both written and unwritten (Ramdhan, 2021). Sentanu (2023) explains that work discipline is an attitude and behavior of an employee that shows obedience, compliance, loyalty, order and order to institutional regulations and applicable norms. In general, teachers who have high discipline are successful in their field of work, on the contrary, teachers who fail are usually often undisciplined in their work. Discipline is a process of practicing and learning to improve the ability to behave, think and work innovatively (Khoirunnisak, 2023).

From this opinion, it can be concluded that work discipline is an attitude and behavior that reflects a person's compliance with organizational rules and regulations, which is manifested through orderliness, regularity, loyalty, and innovation in work. High work discipline will encourage the effective achievement of organizational goals, while a lack of discipline can be an obstacle to achieving work success.

C. Competency

Competence is the knowledge, skills, and abilities that a person has or achieves, which become part of him so that he can carry out the appearance of cognition, affection, and certain psychomotor actors (Ramdhan & Ridwan, 2023).According to Azizatussaadah (2024)competence is an ability to carry out, perform, complete a task or work carried out based on skills and knowledge and supported by work attitudes formed and demanded by an institution or company.So it can be concluded that employee competence is a work ability that includes aspects of knowledge, skills, and work attitudes that are in accordance with the standards set by the company (Asriadi, 2024).

It can be concluded that employee competency is a work ability that encompasses knowledge, skills, and work attitudes, which align with the standards set by the company. Good competency enables individuals to carry out tasks effectively and supports the achievement of organizational goals.

III. RESEARCH METHODOLOGY

A. Research Types

The research method used in this study is quantitative research, which is a systematic investigation of a phenomenon by collecting measurable data using statistical, mathematical, or computational techniques. The research focuses more on accuracy, and the purpose of using a quantitative approach is to explain existing facts (Ramdhan, 2021).

B. Population and Sample

The population is the entirety of the research subjects (Ramdhan, 2021). The population in this study was all 100 employees at the National Police Health Center (Pusdokkes) Health Unit. Regarding sampling techniques, Suharsimi (2013) suggests that, for the sake of estimation, if there are fewer than 100 subjects, it is better to take all of them, thus making the study a population study. Therefore, the sample size for this study was 100 respondents.

C. Location and Subject

This research was conducted at the Indonesian National Police Health Center (Pusdokkes) located at Jalan Trunojoyo No. 3 Kebayoran Baru, South

Jakarta, 12110. The research period started from September 2024 to November 2024.

IV. RESEARCH RESULT

A. Effect of Work Discipline on Employee Performance

Table 1

Coefficientsª

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	10.324	3.183		3.244	.002
DISIPLIN_KERJA	.758	.076	.710	9.987	.000

a. Dependent Variable: KINERJA

Based on the results of a simple linear regression analysis, the following regression equation was obtained:

$$Y = 10.324 + 0.758 \times X1$$

This means:

- The constant (intercept) of 10.324 indicates that if there is no increase in Work Discipline ($X = 0$), then the employee performance score is estimated to be 10.324.
- The regression coefficient of 0.758 indicates that every one-unit increase in Work Discipline will be followed by a 0.758-unit increase in employee performance.

Because the regression coefficient is positive, it can be concluded that Work Discipline has a positive effect on Employee Performance. The higher the level of employee work discipline, the higher the employee's performance.

Table 2

Model Summaryᵇ

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.710ª	.504	.499	2.068

a. Predictors: (Constant), DISIPLIN_KERJA
b. Dependent Variable: KINERJA

The R value in the table is 0.710, indicating a relationship between Work Discipline and Performance. This R value ranges from 0 to 1, with the closer it is to 1, the stronger the relationship between the variables. With a value of 0.710, which falls within the strong relationship category (since it falls within the range of 0.70–0.90), it can be concluded that better work discipline leads to better employee performance, and the relationship between the two is quite strong.

Based on table, it is known that the R Square value of 0.504 indicates that 50.4% of the variation in employee performance can be explained by the Work Discipline variable, while the remaining 49.6% is influenced by other factors outside of work discipline that are not examined in this model. Thus, work discipline has a significant influence on employee performance.

The calculated t-value for the Work Discipline variable is 9.987 with a significance value of 0.000. This calculated t-value is compared with the t-table of 1.985. Because the calculated t-value (9.987) is greater than the t-table (1.985), it can be concluded that the Work Discipline variable has a positive and significant effect on Performance.

B. Effect of Competency on Employee Performance

Table 3

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	13.461	2.676		5.029	.000
KOMPETENSI	.677	.063	.734	10.708	.000

a. Dependent Variable: KINERJA

The results of a simple linear regression analysis indicate that the Competence variable influences Performance, with the following regression equation:

$$Y = 13.461 + 0.677 \times X_2$$

This means:

- The constant (intercept) value of 13.461 indicates that if the Competence value is assumed to be 0, then the employee's Performance value is estimated to be 13.461.
- The regression coefficient of 0.677 indicates that every one-unit increase in Competence results in a 0.677-unit increase in Performance.

Because the regression coefficient is positive, it can be concluded that Competence has a positive influence on Employee Performance. This means that the higher an employee's competency, the higher their performance.

Table 4

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.734^a	.539	.534	1.994

a. Predictors: (Constant), KOMPETENSI
b. Dependent Variable: KINERJA

The R value in the table is 0.734, indicating a strong relationship between the Competence and Performance variables. R values range from 0 to 1, with the closer to 1 the stronger the relationship. A value of 0.734 is considered a strong relationship, as it falls within the range of 0.70–0.90. This means that the better the competency, the better the employee's performance, and the relationship between the two is quite strong.

Based on table 4, the R-square value of 0.539 indicates that 53.9% of the variation in employee performance can be explained by the Competence variable, while the remaining 46.1% is influenced by factors other than competency not examined in this model. This indicates that competency has a significant influence on employee performance.

The calculated t-value for the Competence variable is 10.708 with a significance value of 0.000. This calculated t-value is then compared with the t-table value of 1.985. Because the calculated t-value (10.708) is greater than the t-table value (1.985), it can be concluded that the Competence variable has a positive and significant effect on Performance. This is also supported by the significance value being less than 0.05.

C. Effect of Work Discipline and Competency on Employee Performance

Table 5

Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	6.564	2.895		2.268	.026
DISIPLIN_KERJA	.414	.093	.388	4.471	.000
KOMPETENSI	.429	.080	.466	5.369	.000

a. Dependent Variable: KINERJA

The results of the multiple linear regression analysis yield the following equation:

$$Y = 6.564 + 0.414X1 + 0.429X2$$

This means:

- The constant of 6.564 indicates that if the Work Discipline and Competence values are 0, then the Performance value is estimated to be 6.564.
- The Work Discipline regression coefficient of 0.414 means that every one-unit increase in Work Discipline will increase Performance by 0.414 units, assuming Competence remains constant.
- The Competence regression coefficient of 0.429 indicates that every one-unit increase in Competence will increase Performance by 0.429 units, assuming Work Discipline remains constant.

Because both regression coefficients are positive, it can be concluded that both Work Discipline and Competence have a positive influence on Employee Performance. This means that the higher the level of employee discipline and competence, the better their performance.

Table 5

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.786[a]	.618	.610	1.825

a. Predictors: (Constant), KOMPETENSI, DISIPLIN_KERJA
b. Dependent Variable: KINERJA

The R value in the table is 0.786, which indicates a relationship between the variables of Competence and Work Discipline together with Performance. This R value ranges from 0 to 1, where the closer it is to 1, the stronger the relationship between the variables. The value of 0.786 is included in the strong relationship category because it is in the range of 0.70 - 0.90. This means that the better the employee's competence and work discipline, the better the resulting performance, and the relationship between these variables is quite strong.

Based on table, it is known that the R Square value of 0.618 indicates that 61.8% of the variation in employee performance can be explained by the variables of Competence and Work Discipline together, while the remaining 38.2% is influenced by other factors not examined in this model. This indicates that the combination of competence and work discipline has a greater influence on improving employee performance than if only looking at one variable alone. The calculated F value is 78.435 with a significance value of 0.000. This

significance value is less than 0.05, thus indicating that the regression model consisting of Competence and Work Discipline variables simultaneously has a significant effect on the Performance variable. When compared with the F table value of 3.09 (df1 = 2, df2 = 97, α = 0.05), then the calculated F (78.435) is much greater than the F table (3.09). Thus, it can be concluded that the alternative hypothesis is accepted, meaning that the Competence and Work Discipline variables together have a real and significant effect on employee Performance.

D. Research Results Discussion

Based on the results of the F-test, the calculated F-value was 78.435 with a significance level of 0.000, while the table F-value was 3.09. Because the calculated F-value is significantly greater than the table F-value and the significance level is less than 0.05, it can be concluded that the variables Competence and Work Discipline simultaneously have a significant effect on Performance. This means that these two variables together can explain changes or improvements in employee performance within the organization.

These results align with expert opinion. According to Wibowo (2021), employee performance is influenced by many internal factors, including adequate competence and a disciplined work attitude. Competence enables employees to possess the knowledge and skills appropriate to job demands, while work discipline ensures employees consistently work according to established rules, procedures, and deadlines.

Sutrisno (2020) also stated that organizational success is largely determined by management's ability to manage human resources through competency development and work discipline enforcement. The combination of the two will create a productive, orderly work environment that supports the effective and efficient achievement of organizational goals.

Similar research supports these findings. Rahmawati and Prabowo (2021), in their research in the public sector, found that competence and work discipline together contribute significantly to improving employee performance. A similar finding was expressed by Putri and Hidayat (2020), who studied manufacturing companies and concluded that the combination of competence and work discipline can improve work productivity, timely task completion, and the quality of work results.

Practically, these findings provide a foundation for management to continue focusing on competency development through training, education, and fostering work discipline through firm and fair enforcement of regulations. Competency improvement programs and the development of a disciplined work culture need to be implemented continuously to create high-quality, highly competitive human resources capable of supporting the achievement of organizational targets.

Thus, it can be concluded that competence and work discipline are two important, mutually supportive and inseparable factors in efforts to improve employee performance. Organizations that are able to manage both optimally will have employees who are professional, productive, and contribute maximally to achieving company goals.

V. CLOSURE

A. Conclution

1. The Effect of Work Discipline on Performance

   Based on the t-test results, work discipline has a positive and significant effect on employee performance, with a calculated t-value of 9.987, which is greater than the t-table (1.985) and a significance value of 0.000. This indicates that the higher the level of employee work discipline, the better the performance achieved. Good work discipline enables employees to work according to regulations, adhere to schedules, and be responsible for their tasks, resulting in more optimal work results.

2. The Effect of Competence on Performance

   The t-test results also indicate that competence has a positive and significant effect on performance, with a calculated t-value of 10.708, which is also greater than the t-table (1.985) and a significance value of 0.000. This means that the higher the employee's competence, which includes knowledge, skills, and attitudes, the higher the resulting performance. Good competence enables employees to complete work effectively, efficiently, and on target.

3. The Simultaneous Effect of Work Discipline and Competence on Performance

   The F-test results indicate that work discipline and competence simultaneously have a positive and significant effect on employee performance, with a calculated F-value of 78.435, significantly greater than the F-table (3.09) and a significance value of 0.000. Together, these two variables explain 67.5% of the variation in employee performance, with the remainder influenced by factors outside this study. This confirms that managing competence and enforcing work discipline simultaneously is crucial for optimally improving employee performance.

B. Suggestion

Based on the research results and existing limitations, several recommendations can be made as follows:

1. For Company Management

   It is recommended that management regularly conduct training and competency development relevant to work needs. Furthermore, companies need to continuously monitor and evaluate employee discipline levels to create an orderly and responsible work culture.

2. For Further Researchers

   Future research is expected to include other variables that also have the potential to influence performance, such as work motivation, leadership, job satisfaction, or the work environment. Research can use a longitudinal method to examine the dynamics of the variables' influence over time.

3. For Employees

   The results of this study are expected to increase employee awareness to continuously develop their own competencies and uphold work discipline as a form of professional responsibility, thereby maximizing their contribution to the company's progress.

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