EMPLOYEE PERFORMANCE VIEWED FROM COMPETENCE, WORK DISCIPLINE AND REWARD
(Case Study In Dinas Pendidikan Kota Surakarta)

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Abstract: *The goal of this study was to assess the impact of work discipline competence and appreciation on employee performance at Dinas Pendidikan Kota Surakarta. The quantitative descriptive research design was adopted in the study. The population consists of all existing employees and up to 178 persons under the aegis of the Dinas Pendidikan Kota Surakarta, with two types of ASN, namely PNS and TKPK. Multiple linear regression analysis, F-test, T-test, and coefficient of determination were employed as data analysis approaches. According to the findings, the variables of competence, work discipline, and reward components all have a substantial impact on employee performance at Dinas Pendidikan Kota Surakarta. The regression computation revealed that the coefficient of determination ($R2$) was 0.378. This means that competence, work discipline, and rewards may explain 37.8% of the variation in the dependent variable (employee performance), with the remaining 62.2% explained by variables not included in the study's model.*

Keywords: *Employee performance, competence, work discipline, and rewards*

1.Introduction

Indonesia is currently in the era of technology and industrialization, which requires developing and proactive human resources. Human resources are seen as a valuable asset for the firm. Quality human resources certainly have the competence and have competitive or competitive advantages that can make a company's main strength. Competent employees will be seen as more professional at work.

Every company or organization always tries to ensure that its employees get the best results. Employee performance is essential for companies that make a benchmark for the company's operational success because the results of employee performance will show that employees have completed their tasks. The performance of the business or organization will improve with better staff. (Fauzi & Wakhidah, 2020)

Competence represents a few of the factors that affect employee performance. If the worker's competency is known, the organization can assist them develop personally through training. Previous research (Kadek *et al*., 2019)has revealed that competence has an impressive and beneficial impact on performance of workers. This study agress with (Rizal, 2021) and *(*Daniel *et al*., 2019) showing that employee competency increases with adequate facilities for carrying out their duties, with executive support in employee development.

The discipline factor plays a very important role in carrying out employee work, where disciplined employees will come regularly and on time, comply with superiors' orders, and work according to predetermined work rules so that employee performance increases (Shihab *et al*., 2022). This is reinforced by research (Hutagalung & Triastuti, 2019) and (Sherlie & Hikmah, 2020) showing that the larger the impact on employee performance, the better the work discipline.

To meet the needs of employees, companies need to provide awards or rewards to employees who have good performance as a form of remuneration for what they have done. Giving rewards must be carried out by the company properly and fairly to employees. Giving unfair rewards will cause social jealousy among employees, thereby triggering negative work relationships and of course, impacting employee performance. This is confirmed by studies such as ((Chairunnisa *et al*., 2020) and (Suparmi & Septiawan, 2019),which show that the better the reward, the better the employee performance, and the worse the award, the worse the employee performance.

Dinas Pendidikan Kota Surakarta is located on Jl. DI Panjaitan No. 7, Setabelan, Kec. Banjarsari, Surakarta City, Central Java. Dinas Pendidikan Kota Surakarta has an important role in realizing quality education services ranging from early childhood, primary and secondary school, and informal education are all included. All of this education is necessary to create a young generation who is competent, has character, and is competitive. Regarding this matter, it requires employees who are competent in their fields and have competitive advantages which make the main strength of an organization.

Literature Review

Employee Performance

Employee performance, in the opinion of Hasibuan (2017:94), is the result of the work done by those who have the skill, experience, integrity and time to perform the tasks that have been given to them. The record of outcomes from a certain task or line of work through time is known as performance. According to Mangkunegara (2017:67) explaining the result of an employee's work in quality and quantity in carrying out his duties by the obligations assigned to him is referred to as performance. Meanwhile, Fattah (2017: 9) explains that employee performance is the result of a job assigned in an organization.Previous research (Arisanti *et al*., 2019) The accomplishment of an individual or a group of people in fulfilling specific tasks and obligations is referred to as performance. Meanwhile, (Suparmi & Septiawan, 2019) employee performance is the result that an individual or group of individuals in a company may achieve based on their specific responsibilities and authority to accomplish a company's objectives.

The authors conclude, based on the description above, that employee performance is the result of a process carried out by employees in carrying out their duties and responsibilities within an organization.

Competence

According to a study by Sutrisno (2016: 203), The term "competence" refers to the capacity to complete tasks and function in an organization in a manner that satisfies the requirements of the assigned position. Competence is based on knowledge and skill and is supported by work attitudes. Sedarmayanti (2014: 32) explains competence as the characteristics that support a person's desire for superior performance. Competence also includes knowledge, skills, and talents associated with work, as well as job-related abilities.

Competence is defined as a deep and intrinsic aspect of a person's personality with predictable conduct in numerous contexts and professional assignments (Rizal, 2021). Meanwhile, as stated by (Daniel *et al*., 2019), The capacity to carry out or accomplish a job or task based on knowledge and abilities and backed by the work attitude demanded by the job is referred to as competence.

The authors conclude from the preceding explanation that competence is a quality or trait of a person based on the abilities, knowledge, and work attitudes that are actualized in the workplace.

Work Discipline

Work discipline, as defined by Hasibuan (2017: 193), is an individual's awareness and desire to follow all corporate laws and related social standards. Meanwhile, work discipline, as explained by Rivai (2017: 599), is a technique employing managers to change a habit as well as an endeavor toward raise one's knowledge and desire to observe all corporate standards and appropriate societal customs.

Work discipline, as stated by (Sherlie & Hikmah, 2020), is a mechanism used by leaders to communicate with subordinates, as well as the attitude of a staff to always obey, respect, and value all policies rules established by the organization/institution so that the organization/institution's goals can be achieved. Work discipline, according to (Shihab *et al*., 2022), is the capacity for an employee how to behave and act in conformity with work standards and rules. Work discipline, according to (Hutagalung & Triastuti, 2019), is a compliance, appreciate respect, and adherence to all relevant regulatory attitude in the organization, both documented and unregistered, that must be observed by every employee without exception.

From the description above, the writer can conclude that work discipline is an awareness of the attitude of employees in working by obeying the applicable rules and not violating the rules that have been set.

Reward

Hasibuan(2017: 130) defines rewards as any money earnings, items obtained direct or indirect as remuneration, or services received for the firm.Concurring to Siagan(2015: 4-5), rewards incorporate the work itself, compensation, headway prospects, supervision, and colleagues. The reward is also an effort or a way to foster recognition or a feeling of being accepted within the organization, which includes non-financial and financial. According to (Chairunnisa et al., 2020), Rewards is a means of method or strategy used to generate workforce motivation and a form of appreciation for an accomplished workforce who can carry out tasks effectively and efficiently. Rewards are rewards or prizes given by the company to employees, for the work done by these employees for the company.(Suparmi & Septiawan, 2019)

From some of the meanings above, the authors conclude that a reward is a non financial or financial expression of recognition given to employees for their performance.

2.Research Method

Research Design

This research employs an quantitative descriptive methodology. This research was conducted at on Jl. DI Panjaitan No. 7, Setabelan, Kec. Banjarsari, Surakarta City, Central Java 57147. This research lasted three months, commencing in January 2023 and finishing in March 2023.

Population, Sample and Sampling Techniques

This study included 178 people from Dinas Pendidikan Kota Surakarta and two forms of ASN: PNS and TKPK. Because the population exceeds 100, the researcher selected 35% 60 employees were drawn from the overall population to serve as a sample. In this investigation, nonprobability sampling was used with accidental sampling strategies.

Data Collection Techniques

Primary data was acquired directly by giving questionnaires or questionnaires for workers at Dinas Pendidikan Kota Surakarta. As for the secondary data, it was obtained from documents originating from Dinas Pendidikan Kota Surakarta. With regard to research themes and other sources in the form of research reports that are still relevant to the themes discussed.

Operational Definition of Variables Employee Performance

Employee performance is the outcome from an procedure in which workers carry out their responsibilities and duties within a company or corporation. Work quality, work quantity, responsibility, cooperation, and initiative are all examples of employee performance indicators (Budiyanto & Wikan, 2020). The grid of employee performance instruments includes: prioritizing the quality of work according to the SOP, the amount of work given can be completed in accordance with the work unit target, carry out the assigned tasks with full responsibility, being able to work with colleagues is like accepting and respecting the opinions of others, and able to take the initiative to solve problems effectively from work.

Competence

Competence is a trait or quality based on skills, knowledge, and work attitudes manifested in the workplace.Competence indicators include:knowledge, expertise (skills), and attitude (Soetrisno & Gilang, 2018).The grid of competence instruments includes: Employees have a broad knowledge base, and strive to keep abreast of developments, Employees master work techniques in accordance with their expertise in their field, Employees have good and effective communication skill, Employees have a positive attitude (friendly and polite) doing their duties.

Work Discipline

Work discipline is an awareness of the attitude of employees in working by obeying the applicable rules and not violating the rules that have been set. Work discipline indicators include: Goals and Capabilities, Leadership Leadership, Justice, Supervision attached, Punishment, Firmness and Human Relations (Rismawati *et al.,* 2022). The grid of work discipline instruments includes:The aim of the task is charged according to the capacity of employees, Leaders can be role models, and their subordinates can be role models charged according to the ability of employees, Leaders can be role models and subordinates serve as role models, Employees feel that leadership justice has been implemented, The existence of effective supervision can improve discipline, work morale and work systems of employees, Attention, guidance, instructions and direction given by superiors to employees is an attitude of indirect supervision, Employees will be given sanctions if they violate the rules, The leadership has acted decisively against every disciplinary employee in accordance with the sanctions that have been determined, Discipline will be created from good relations between employees.

Reward

A reward is a non financial or financial expression of recognition given to employees for their performance.Reward indicators include: Wages, Incentive, Allowances, Privilege, Promotion. The grid of reward instruments includes: Wages received in accordance with work capacity, Incentives are given according to performance, Allowances are given in accordance with work capacity, Leaders delegating to their subordinates is a form of appreciation to employees (Chairunnisa *et al*., 2020).

Data Analysis Techniques

The research includes classical assumption test (normality, multicollinearity, and heteroskedasticity tests), multiple linear regression test, t-test, and the determination coefficient testing (R2).

3. Results and Discussion
3.1. Results Classical Assumption Test
1. Normality Test

Table 1. Normality Test Results

Kolmogorov-Smirnov	Asymp. Sig. (2-tailed)	Limit	Information
0,093	0,200	0,05	Normal data

Source: Primary dataprocessed, 2023

In accordance with the findings above, the Kolmogorof-Smirnov normalcy test on the study data yielded an score of 0.093 and an Asymp. Sig value of 0.200, both of which were larger than the usual 0.05. As a result, the data in the present research had a normal distribution.

2. Multicolinearity Test

Table 2. Multicolinearity Test Results

Variable	Collinearity Statistic		Information
	Tolerance	VIF	
Competence	0,604	1,657	Multicholinearity-Free
Work Discipline	0,441	2,266	Multicholinearity-Free
Reward	0,657	1,521	Multicholinearity-Free

Source: Primary data processed by SPSS Statistics version 25, 2023

According to the multicollinearity test, all independent variables had tolerance values greater than 0.10 and a VIF value greater than 0.10, implying that the model of regression in this research did not exhibit multicollinearity.

3. **Heteroskedasticity Test**

Table 3. Heteroskedasticity Test Results

Variable	t	Sig.	Information
Competence	2,739	0.080	Not occur
Work Discipline	-1,950	0.056	Not occur
Reward	-1,623	0.110	Not occur

Source: Primary data processed by SPSS Statistics version 25, 2023

From the calculation findings for the heteroscedasticity test, there is no p-value below 0.05. Overall, there is no evidence of heteroscedasticity in this study.

4. **Multiple Linear Regression Test**

Table 4. Multiple Linear Regression Test Results

Variable	Unstandardized Coefficients	
	B	Std. Error
(Constant)	7,435	2,277
Competence	0,411	0,152
Work Discipline	0,206	0,096
Reward	0,024	0,080

Source: Primary data processed by SPSS Statistics version 25, 2023

The multiple linear regression equation presented here depicts the relationship between the dependent variable and the three independent variables: competency, work discipline, and reward. The following is the regression equation:

$$Y = 7{,}435 + 0{,}411X_1 + 0{,}206X_2 + 0{,}024X_3 + e$$

The constant 7.435 indicates that if X1, X2, and X3 are all constants or equal to zero, then the Y value is also 7.435. While the regression coefficient value in each study shall be explained as follows:

a. The value of the constant is 7.435 it's the number utilized as an a basis for starting as well as a point of departure when the independent variables, namely competence, work discipline, and reward, have no impact. The constant in this regression equation is 7.435.
b. The positive coefficient of the Competency variable (X1) is 0.411. This demonstrates that increasing Competence (X1) leads to increased Employee Performance (Y), whereas decreasing Competence (X1) leads to decreased Employee Performance (Y).
c. The coefficient of the work discipline variable (X2) = 0.206 when multiple linear regression coefficients (X2) are computed. This demonstrates that introducing the Work Discipline variable resulted in a 0.206 increase in employee performance if the Competence, Work Discipline, and Reward variables are all constant (0).
d. Reward coefficient of variable (X3) computed using the multiple linear regression coefficients (X3) = 0,024. If the competency, work discipline, and incentive variables remain unchanged (0), the new reward factors result in a 0.024 increase in employee performance.

e. In accordance with the results of the previous multiple linear regression analysis, it is clear that the competency variable has the greatest impact at employee performance because its regression coefficient, which is equal to 0.411, has the highest significance of all the other variables.

5. Test- F

Table 5. Test- F Results

ANOVAª

Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	96,196	3	32,065	12,976	,000ᵇ
	Residual	138,387	56	2,471		
	Total	234,583	59			

Source: Primary Data, Processed 2023

Based on the F test findings in table above, the estimated F is 12.976, but the F table is 2.769, as observed at = 0.05. The significant probability value, 0.05, is substantially lower than 0.05. As a result, it is possible to conclude that competence, work discipline, and rewards all have a good and considerable influence on employee performance. Based on the test requirements, it is possible to infer that Because the computed F value is more than the F table and the sig F value is less than 5%, H0 is rejected and Ha is accepted.

6. T-Test

Table 6. T-Test Results

Model	t_{count}	t_{table}	Sig.
Competence	2.699	2.003	0,000
Work Discipline	2.149	2.003	0,000
Reward	0.303		0,002

Source: Primary data processed by SPSS Statistics version 25, 2023

a. Given that $t_{count} > t_{table}$ (2.699 > 2.003) and H0 is refused, whereas Ha is authorized, with a significant value of 0.009 < 0.05. It is possible to demonstrate that the competence variable has a positive and significant influence.
b. Based on the test results, $t_{count} > t_{table}$ (2.149 > 2.003) and H0 is rejected while Ha is approved because of a significant value of 0.036 < 0.05. It is possible to conclude that the work discipline variable has a positive and significant influence on employee performance at Dinas Pendidikan Kota Surakarta.
c. Based on the test findings, the value of $t_{count} < t_{table}$ (0.303 < 2.003) H0 is authorized, while Ha is denied, based on a significant value of 0.763 > 0.05. This means that the award has no effect or impact on performance at Dinas Pendidikan Kota Surakarta.

3.2. Discussion

The impact of competence, work discipline and rewards on the employee performance at Dinas Pendidikan Kota Surakarta.

Based on the F test findings, the computed $F_{value} > F_{table}$ is 12.976, whereas the F_{table} is 2.769. The significant probability value is substantially lower than 0.05, specifically 0.05. This signifies that H0 is not accepted and Ha is approved since the computed F_{value} is higher than the F_{table} and the sig F_{value} is < 5%. As a result, it can be inferred that competence, work discipline, and appreciation have a favorable and considerable impact on employee performance. These findings show that the better the competency, work discipline, and incentive, the higher the performance of Dinas Pendidikan Kota Surakarta employees.

The findings of this study were pertinent to prior research performed by Lukiyanto (2021) in his research, with the findings indicating that discipline, appreciation, and competence have a combined and substantial impact on employee performance.

The impact of competence on employee performance at Dinas Pendidikan Kota Surakarta.

Based on the t test findings, the influence of competence shows that the $t_{count} > t_{table}$ (2.699 > 2.003) and H0 is refused, whereas Ha is authorized, with a significant value of 0.009 < 0.05. It is conceivable to establish that the competency variable has a considerable and favorable impact on performance at Dinas Pendidikan Kota Surakarta. According to the findings of this study, competency has a good and significant influence on employee performance, which is consistent with the findings of previous studies (Rizal *et al*., 2021). According to (Kadek *et al*., 2019) and (Daniel *et al*., 2019), competence has positive and significant effects on employee performance.

The impact of work discipline on employee performance at Dinas Pendidikan Kota Surakarta.

According to the t-test results, the effect of work discipline is $t_{count} > t_{table}$ (2.149 > 2.003), with a significant value of 0.036 < 0.05 therefore, H0 is rejected and Ha is approved. It may be determined that the work discipline variable has a positive and significant influence on the performance of Dinas Pendidikan Kota Surakarta employees. As a result of this research that work discipline has a favorable and substantial influence on employee performance (Sherlie & Hikmah, 2020). Work discipline, according to (Shihab *et al*., 2022) and (Hutagalung & Triastuti, 2019), has a positive and significant impact on employee performance.

The impact of rewards on employee performance at Dinas Pendidikan Kota Surakarta.

The estimated t_{value} (0.303) is less than the t_{table} value (2.003), and the significance value (0.763) is larger than the significance threshold (0.05) based on the t-test findings. Thus, the alternative hypothesis (Ha) is disproved while the null hypothesis (H0) is accepted. Finally, the incentive variable does not influence Dinas Pendidikan Kota Surakarta performance. This shows that there is no relationship between awards and the performance at Dinas Pendidikan Kota Surakarta. This study is similar to research (Suwarto and Japlani, 2019) where in this study the results obtained were that awards did not affect employee performance.

4.Conclusion

Based on the findings of the research and assessments, the following conclusions can be drawn:

1. Competence, work discipline, and rewards all have a significant influence on the performance of employees at Dinas Pendidikan Kota Surakarta.
2. Competence has a significant influence on employee performance at Dinas Pendidikan Kota Surakarta.
3. Work discipline has a significant impact on employee performance at Dinas Pendidikan Kota Surakarta.
4. At Dinas Pendidikan Kota Surakarta, rewards have no significant effect on employees' performance.
5. The coefficient of determination R^2 for this study is 0.378. This shows that competence, work discipline, and incentives can explain 37.8% of the variation in the dependent variable (employee performance), whereas other factors not included in this study's model account for the remaining 62.2%.

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