

THE EFFECT OF DISCIPLINE AND COMPETENCE ON EMPLOYEE PERFORMANCE WITH PROFESSIONALISM AS AN INTERVENING VARIABLE

Tri Bastuti Purwantini¹, Ahmad Juwaini², Anwar Rahim³

¹Pusat Riset Kesejahteraan Sosial, Desa dan Konektivitas,
Badan Riset dan Inovasi Nasional, Indonesia

^{2,3}Universitas Ibnu Khaldun, Bogor, Indonesia

E-mail: trib005@brin.go.id

Abstract

This study aims to analyze the influence of the discipline and competence factors on the professionalism and the performance of the Ministry of Agriculture's ASN employee. The sampling technique carried out in this research is a random sampling with the studied object including 103 ASN appointed in 2018-2020. Data analysis was performed using Structure Equation Modeling (SEM) with the Stata application. The results of the study indicate that employee discipline has a very strong influence on professionalism, either directly or indirectly through employee competence. Competence has a direct effect on the professionalism of ASN employees of the Ministry of Agriculture. Employee professionalism (especially from the indicator variables: 1- working hard and being skilled, 2- loyal and self-potential, 3- commitment in completing tasks, and 4- talent and creativity) has a real positive direct effect on employee performance. An increase in one unit of employee professionalism will increase employee performance by 0.88 units. If the discipline and competence of employees as well as their professionalism increase, the employee's performance will also increase.

Keywords : discipline, competence, employee performance, professionalism

1. INTRODUCTION

Human resource management (HRD) plays an important role in managing HRD management, company, or organizational resources so that they can have high loyalty and provide maximum results. HRD is one of the key factors in economic reform. Related to this, Akny (2014) revealed how to create HRD which has skills and quality and is highly competitive in the era of global competition.

Creating a public service toward *Good Governance* can be started by building a basis for democratic state administration to improve governance. This is especially in improving the management of ASN as an HRD so that *Good Governance* can be achieved (Mustafa, 2014). Thus a professional ASN is needed to carry out their duties.

In improving employee performance, the Ministry of State Apparatus Utilization and Bureaucratic Reform (MENPAN RB) issued regulations regarding employee performance appraisal through Government Regulation (PP) No.30/2019. The contents of the Regulation indicate that performance appraisal must be carried out within the framework of the ASN performance management system, following the management function, which is managed in the form of a performance information system using the *e-Kinerja* application. Therefore, planning or performance targets can be used as a reference for the level of realization in evaluating employee performance.

Discipline is an operative function of HRD management which is very important (Hasibuan, 2017) therefore if employee discipline is getting better, the work performance that can be achieved is also getting better. Given the importance of ASN discipline, the MENPAN RB, through PP No. 29 of 2021 explains how good discipline is, and must be applied by ASN/PNS, so that the Government through the MENPAN RB always strives for employees to continue to improve their work performance.

Regulations have been promulgated by the government, but have not been able to suppress civil servant disciplinary violations (Haryanti (2019). There are still civil servants who work undisciplined, are aware of completing tasks, and lack a sense of responsibility for their work. This condition is caused by a lack of concern in carrying out its main tasks and functions, therefore, indirectly the activities in the agency are not going well.

Competence is the level of a person's ability to perform their duties. For this reason, by evaluating existing competencies, it is expected to be able to predict employee performance results. The results of research by Pattiasina, Roring, & Rumawas (2016) state that competence is expected to affect performance, so that good performance can be seen from the competencies mastered.

Improving employee performance will encourage progress for government agencies, to be not affected or survives in a competitive dynamic government environment (Chairani, 2020). In this regard, efforts to improve employee performance are a serious management challenge. Success in achieving goals and the survival of government organizations/agencies are largely determined by the quality of HRD performance in these agencies. This is an agency's obligation to develop appropriate strategies to improve employee performance

Several research results reveal that work professionalism variables affect performance (Bolung¹, Tewal, & Sepang, 2018; Rulandari, 2017; Rumimpunu, Lengkong, & Sepang, 2018; Waterkamp, Tawas, & Mintardjo, 2018). The implication of this research is to improve performance, hence, it needs regulation which is directed at the development of professional behavior within the scope of the professionalism scale.

The most important basis in the framework of achieving national development goals is managing and developing HRD, for ASN which is based on conformity with development needs. With the current staffing conditions, the government is obliged to adopt policies so that serving the community can be consistent, good, and optimal. Badan Kepegawaian Negara (2020) states that regarding this policy it is necessary to involve the participation of the younger generation of ASN to play an active role in developing innovations for the country. Apart from that, in facing the challenges of global competition, ASNs are required not only to carry out routine tasks or business as usual, but the younger generation of ASNs are required to use smart ways of carrying out tasks in the bureaucracy

The condition of staffing at the Ministry of Agriculture shows that the recruitment of PNS/ASN has decreased, after two years of moratorium (2015 and 2016), the recruitment of PNS has been carried out since 2017. In this regard, it must be able to optimize existing employees. Badan Kepegawaian Negara (2020) revealed that in general, the performance of PNS/ASN is still problematic and even constitutes a fundamental problem. In addition, ASN is also required to be professional according to their profession.

The younger generation of ASNs are expected to function as agents of change with their competencies in career development to perform better. With the above background, this paper aims to analyze the influence of discipline and competence on ASN performance with professionalism as an intervening variable.

2. LITERATURE REVIEW

State Civil Apparatus or called ASN in Article 1 of BKN Regulation number seven of 2020 states that ASN is a profession for civil servants (PNS) and government employees with work agreements (PPPK) who have the status of working in government institutions or organizations. Central civil servants are civil servants who work directly on the command line of the central government, namely ministers or heads of institutions. However, for the placement, not all central civil servants work in Jakarta or in the central city of government, central civil servants have a wide area coverage in Indonesia and even central civil servants can work in autonomous regions. ASN of the Ministry of Agriculture are employees who work under the Ministry of Agriculture. In accordance with the concept of a central employee, the Ministry of Agriculture's central employees are also not only working in Jakarta.

Human Resource Management (MHRD) is management that focuses on how employees' abilities can be maximized through various strategic efforts in order to improve or develop employee performance that leads to optimal organizational goals (Edison, Anwar, & Komariyah, 2016). It was further stated that the critical success factors for HRD management depend on the strategy, commitment, and understanding of the management function of the influencing factors. Likewise with the management of ASN as a source of HRD in government agencies

Performance in regards to the definition of behavior is a behavior that is relevant to the goals of an organization, where HRD or the person works (Sedarmayanti, Komariah, Kurniady, & Zafar, 2020). Performance reflects something that is done and can be observed. In this case, performance includes actions and/or connections of attitude according to organizational goals. According to John Miner (Edison et al., 2016) there are four dimensions of measuring tools in achieving and assessing performance, namely: 1) Quality: which consists of the level of damage, errors, and accuracy, 2) Quantity: includes the volume of work produced, 3) Time usage at work: absence, tardiness, effective use of working time or loss of working time, and 4) Cooperation, in this case, working with other people.

To achieve good performance, several studies have shown that many factors influence performance, including work discipline. Haryanti (2019) revealed that for employees who are disciplined, it has implications for the emergence of work enthusiasm, with enthusiasm, good performance will also be achieved.

Work discipline is similar to employee discipline. The latest regulations related to the discipline of ASN employees are contained in Government Regulation (PP) number 94 of 2021. In this regulation, it is stated that the discipline of PNS is the ability of PNS to obey obligations and stay away from things that are prohibited in accordance with promulgated regulations and official regulations. If it is not complied with, it will be subject to disciplinary sanctions.

Competence variable plays a role as a determining factor in the work performance process (Sedarmayanti et al., 2020). Therefore, the competencies that must be possessed by employees include determinants in the work performance process. It is further stated that competence is a basic personal characteristic and is a determining factor for someone's success in doing a job or handling a situation/condition.

In terms of HRD, civil servants are known as Managerial Competence Standards (SKM). Direktorat Kepegawaian Negara (2019) determines this standard as a minimum requirement for managerial competence that must be mastered by a civil servant in carrying out official duties. Therefore a civil servant is assessed to perform well if at least he has reached the required SKM standard. In addition, civil servants are expected to work more professionally and with quality to support the achievement of *Good Governance*.

Professionalism can be defined as reliability and expertise in carrying out job duties. Furthermore, it can be implemented and has several characteristics: high quality, timely, accurate, and can be easily understood and followed (Siagian, 2013). It can be said that ASN Professionalism is the implementation of tasks in fulfilling reliability and expertise as well as high quality, timeliness, and accuracy through procedures that are not difficult, so that the capabilities of the apparatus and the tasks required are fulfilled.

To see whether ASN professionalism is up to standard, the BKN measures the ASN Professionalism Index (IP-ASN), which is an instrument used as a measuring tool for ASN professionalism in quantitative form. The results of the IP-ASN measurement can be used as a basis for assessing and evaluating matters related to increasing the professionalism of ASN (Direktorat Kepegawaian Negara, 2019). The preparation of IP-ASN is mandatory for every agency, this measure is material for reports and accountability to the head of state or the President of the Republic of Indonesia related to the professionalism of ASN to improve performance (Nurcahyu, 2020). In this case, it can be argued that the principle of professionalism is the basis for the reformulation of HRD development for civil servants (Utama, 2020). To improve regulatory performance directed at developing professional behavior within the scope of the professionalism scale.

The research results of Hasbullah & Moeins (2016) found that the development of professionalism and motivation influences a teacher's performance. From the results of the analysis it was stated that professionalism affects employee performance and vice versa, professionalism is also influenced by employee performance.

To see whether ASN professionalism is up to standard, the BKN measures the ASN Professionalism Index (IP-ASN), which is an instrument used as a measuring tool for ASN professionalism in quantitative form. The results of the IP-ASN measurement can be used as a basis for assessing and evaluating matters related to increasing the professionalism of ASN (Direktorat Kepegawaian Negara, 2019). The preparation of IP-ASN is mandatory for every agency, this measure is material for reports and accountability to the head of state or the President of the Republic of Indonesia related to the professionalism of ASN to improve performance (Nurcahyu, 2020). In this case, it can be argued that the principle of professionalism is the basis for the reformulation of HRD development for civil servants (Utama, 2020). To improve regulatory performance directed at developing professional behavior within the scope of the professionalism scale.

The research results of Hasbullah & Moeins (2016) found that the development of professionalism and motivation influences a teacher's performance. From the results of the analysis it was stated that professionalism affects employee performance and vice versa, professionalism is also influenced by employee performance.

In analyzing employee performance, it is necessary to design a research framework that will be carried out, to make it easier to trace the flow of thought from the aspects studied. This study uses a paradigm with two independent variables (X_1 = discipline, X_2 = competence) and one mediator variable (Z =professionalism), and the dependent variable, namely Y =employee performance. Based on the pattern of the alleged relationship, the research framework is arranged as described below (Figure 1).

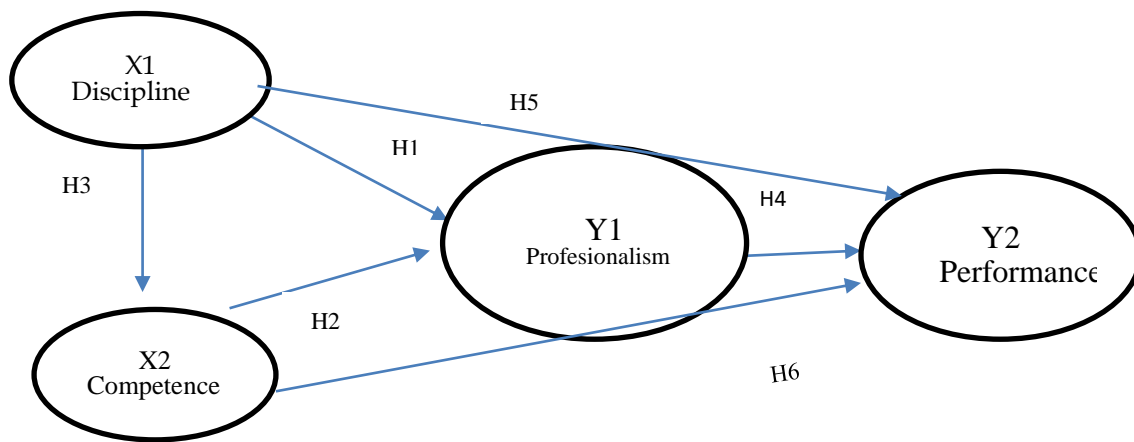


Figure 1. Developed research framework

Based on the research framework developed, it can be compiled and proposed as a research hypothesis, namely:

- H1: It is suspected that there is a direct influence of work discipline on the professionalism of ASN of the Ministry of Agriculture
- H2: It is suspected that there is a direct influence of work competence on the professionalism of ASN of the Ministry of Agriculture
- H3: It is suspected that there is an influence of work discipline on the competence of the ASN of the Ministry of Agriculture
- H4: It is suspected that there is an influence of employee professionalism on the performance of the ASN of the Ministry of Agriculture
- H5: It is suspected that there is an indirect effect of work discipline through professionalism on the performance of ASN of the Ministry of Agriculture
- H6: It is suspected that there is an indirect effect of competence through professionalism on the performance of the ASN of the Ministry of Agriculture

3. METHODS

3.1. Place and time of research

The research object is located in the Jabodetabek area, this location refers to the existence of an office and the status of central workers of the Ministry of Agriculture, Central Jakarta. The criteria proposed focus on Central ASN/PNS respondents within the scope of the Ministry of Agriculture from various first-echelon (echelon I) level work units in accordance with the organizational governance of the Ministry of Agriculture. However, considering that the sample population taken is ASN employees whose placements are in work units under the Ministry of Agriculture and whose offices are in the Jabodetabek area, thus the representation of work units is not the main reference. The collection of questionnaire information from the survey was completed in October-November 2021.

2.3. Population and Sampling Techniques

The sample population for this study is central employees of the Ministry of Agriculture who were appointed in the last three years (2018, 2019, and 2020) according to the Decree (SK)

for CPNS placement, limited to ASN whose placement is in the Jabodetabek area, with a total number of 1003 people (total population).

Selection of respondents using a random method (Random sampling). The sample size is determined to be around 10% of the total population. This percentage refers to Arikunto (2012) which explains that if the research subject is <100 people, it is better to take all of them. However, if the subject is relatively large or > 100 people, then can be determined with 10-15% or 20-25% or more. In addition, the sample is quite adequate using SEM analysis (Firdaus, Harmini, & Afendi, 2011).

2.4. Measurement Scale

The measurement scale in this study uses a Likert scale, which is a research scale used and designed to measure attitudes and opinions (Pimentel, 2019). The scaling aims to find effective and efficient ways of describing human attitudes and their influence as well as things that influence them. This scale is also considered as a rating scale. The level of answers on the Likert scale consists of 5 alternative scale options (1-5), and each answer has a different score weight. The concepts of variables and indicators used are presented in Table 1. Apart from the theory from related experts, these indicators are also the result of interviews with key informants at the Ministry of Agriculture.

Table 1. The concept of variables and indicators of measure

No	Variables	The concept of variables	Measures indicators	Scale
1.	Discipline	Capability of civil servants/ASN to comply with the obligations and avoid the prohibitions set out in statutory regulations or official regulations, if disobeyed or violated is subject to disciplinary punishment. (BKN, PP number 94 of 2021)	1. obey the rules of working time 2. digital attendance 3. inclusion of evidence (WFH) 4. optimal working time, effective and efficient 5. violation of office rules 6. obedient and orderly in carrying out the task 7. work and maintain the security of office equipment 8. full of calculation and thoroughness 9. firmness of leadership 10. supervision of superiors	
2,	Competence	To improve performance or adequate quality, as well as to have the ability to perform a certain role (Sedarmayanti et al., 2020)	1. knowledge 2. study effort 3. level of education 4. technical expertise 5. identification of problems 6. looking for solutions to problems 7. Initiative gets the job done 8. friendly to clients	Likert

No	Variables	The concept of variables	Measures indicators	Scale
			9. able to adapt 10. managing diversity of tasks	
3.	Professionalism	Professionalism: reliable and expert in carrying out work tasks, can carry out tasks with high quality, timely, accurate, steps that are not difficult for customers to understand and follow (Siagian, 2013).	1. work clarity 2. work hard and skillfully 3. loyal and self-sufficient 4. consistently do the job 5. future vision and mission 6. commitment to completing tasks 7. make strategic planning 8. development of knowledge and skills 9. good and excellent service 10. talent and creativity	Likert
4.	Performance	Performance (Sedarmayanti et al., 2020): a) relevant behavior, conformity to organizational targets, b) Performance, something that is done (evident) and can be observed, c) Performance, challenging actions and/or relevant behavior with the goals and organizational SOPs that have been set.	1. suitability of performance targets 2. fill in daily activities and evidence 3. challenging and realistic targets 4. quality fit the standard 5. work according to SOP 6. satisfaction with the quality of work 7. target duration and timeliness 8. transparency and accountability 9. efforts to improve performance 10. competence suitability	Likert

2.5. Analysis Techniques

Structural Equation Modeling (SEM) is a statistical analysis tool that is used to solve tiered models simultaneously, which usually cannot be solved with linear regression equations. According to Firdaus et al., (2011), SEM analysis is confirmatory factor analysis, because most SEM analyses are confirmatory. The basis of SEM analysis is to make a combination of several aspects that exist in path analysis and confirmatory factor analysis, to simultaneously estimate several equations.

To test the model, SEM analysis was carried out using STATA 15 software. The purpose of testing the model is to: (1) Test the overall suitability of the model; (2) Test individually/partially the significance of the estimation results of the model parameter. The first test is closely related to generalization, namely how the results of estimating model parameters can be applied to the population, while the second test is closely related to testing the hypothesis proposed.

The Structural Model is a relationship between independent and dependent latent (construct) variables. To analyze the relationship pattern between latent variables in the structural model, a Path Analysis approach is carried out which is the same type as Regression Analysis. In the structural model, it can be seen that the influence of exogenous variables on endogenous variables, either directly or indirectly. In general, the structural equation model can be written in the following matrix equation (Firdaus et al., (2011)

$$\begin{bmatrix} \eta_1 \\ \eta_2 \end{bmatrix} = \begin{bmatrix} \beta_{11} & \beta_{12} \\ \beta_{21} & \beta_{22} \end{bmatrix} \begin{bmatrix} \eta_1 \\ \eta_2 \end{bmatrix} + \begin{bmatrix} \gamma_{11} & \gamma_{12} \\ \gamma_{21} & \gamma_{22} \end{bmatrix} \begin{bmatrix} \xi_1 \\ \xi_2 \end{bmatrix} + \begin{bmatrix} \epsilon_1 \\ \epsilon_2 \end{bmatrix}$$

Notes:

$\begin{bmatrix} \eta_1 \\ \eta_2 \end{bmatrix}$ Endogenous latent variable

$\begin{bmatrix} \beta_{11} & \beta_{12} \\ \beta_{21} & \beta_{22} \end{bmatrix}$ The coefficient of influence of endogenous latent variables

$\begin{bmatrix} \gamma_{11} & \gamma_{12} \\ \gamma_{21} & \gamma_{22} \end{bmatrix}$ The coefficient of influence of exogenous latent variables

$\begin{bmatrix} \xi_1 \\ \xi_2 \end{bmatrix}$ Exogenous latent variable

$\begin{bmatrix} \epsilon_1 \\ \epsilon_2 \end{bmatrix}$ Error model

m The number of endogenous latent variables

n = The number of exogenous latent variables

The latent variables that create the structure of the model in this study consist of two exogenous latent variables, namely discipline (ξ_1), competence (ξ_2), and two endogenous latent variables, namely employee professionalism (η_1) and employee performance (η_2). The relationship between these latent variables mathematically can be written as follows:

$$\eta_1 = f(\xi_1, \xi_2)$$

The estimation technique for structural equation models was originally carried out using ordinary least squares (OLS) regression, but this technique has been replaced by maximum likelihood estimation which is more efficient and unbiased if the assumption of multivariate normality is met. Schermelleh-Engel et.al (2003) developed several critical indicators to determine the suitability of the model. Several suitability indices and cut-of-value that are commonly used are: 1) Degree of freedom (DF), 2) Root Means Square Error of Approximation (RMSEA), and 3) Comparative Fix Index (GFI).

4. RESULTS AND DISCUSSION

4.1. Reliability Test

The reliability test is used to determine how far the measurement results remain consistent when measuring two or more times the same symptoms using the same measuring instrument. The instruments used in research can be trusted as data collection tools and can reveal actual information in the field. Ghazali, (2016) states that reliability is a measuring tool in a questionnaire that is used as an indicator of a variable or construct. The prepared questionnaire can be said to be reliable if a person's or respondent's answers to statements or questions are consistent or stable at different times.

Suryabrata (2018) said that reliability indicates how far the measurement results using the tool can be trusted. In this case, the measurement results must be reliable, meaning that they

must have a level of consistency and stability. Use of Cronbach Alpha to assess instrument reliability using a Likert scale. If the alpha value > 0.7 means sufficient reliability, while if the alpha value is > 0.80 , it means that all items are reliable and all tests consistently have strong reliability. The results of the analysis show that simultaneously the research variables fulfill the reliability test.

Table 3. Simultaneous variable reliability test with Cronbach's Alpha

Reliability Statistics	
<i>Cronbach's Alpha</i>	N of Items
0.9377	40

Source: Primary data calculation results

Simultaneously, the value of Cronbach's Alpha is $0.9377 > 0.7$, meaning that all variables are said to be reliable. Likewise, the results of the partial analysis show that each variable has a Cronbach's Alpha value > 0.7 , meaning that each variable is reliable. The results of the analysis show that the indicators for variables 1 to 10 for discipline variables are classified as reliable, as well as indicators for competence, professionalism, and employee performance variables.

4.2. Structural Equation Modeling (SEM) Analysis

In SEM analysis, the researcher constructs a model from the variables studied. The initial calculation results of the model analysis obtained a chi-square value of 1550.39, so the model is not fitted enough. The model is not fit because it has not considered the relationship between latent variables and the possibility of a correlation between errors. Thus the model is not recommended for modeling. Therefore the researchers made changes to the model

According to the STATA format, model fit testing is carried out using the Goodness of Fit-Test (GFT). There are two main measurements of GFT, namely the p-count value and the Root Mean Square Error of Approximation (RMSEA) value. RMSEA is a measure of model mismatch, therefore its value is expected to be small (Firdaus et al., 2011). Referring to the two GFT measures, the model is said to fit with the data if the model can produce a p-count value ≥ 0.05 and an RMSEA value ≤ 0 .

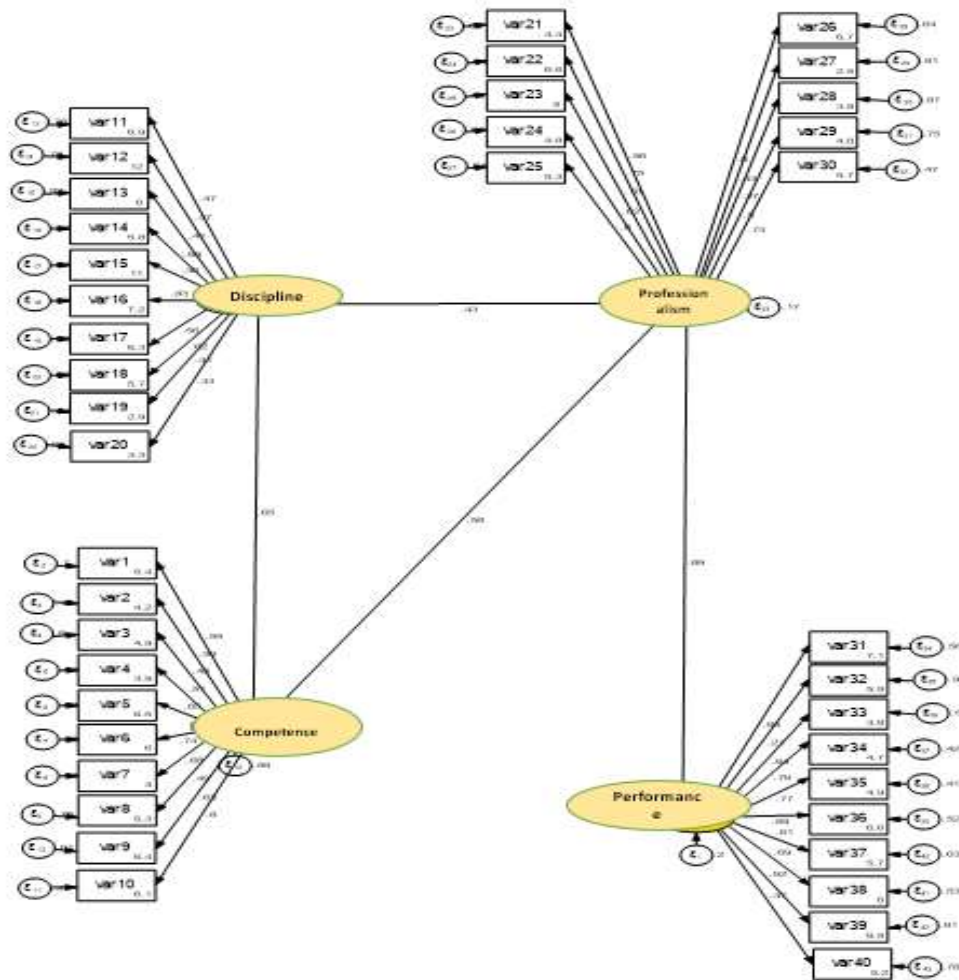


Figure 2: Estimation of Model Parameter

Another requirement in examining a model is the value of the loading factor (standardized regression weights), with criteria that cannot be more than 1. If the loading factor is > 1 , it indicates that there is an error in the model. These errors can be caused by: 1) model specifications, there may also be outlier data, 2) variable coverage only uses two indicators for latent variables, 3) there is a population correlation close to 0 or 1 which causes identification and a bad starting value in the maximum likelihood estimation.

Under these conditions, the researcher made changes to the model as shown in Figure 2. The model in Figure 2 makes the loading factor value increase. The next step is to reduce the loading factor which is small (< 1). The fitted model indicates that the chi-square result is the smallest. The results of the model analysis (Figure 1) obtained a chi-square value of 189.49.

The results of the variable reduction are then shown in Figure 3. After the reduction is carried out, the model (in Figure 3) is formed which is the most fitted model obtained by the researcher.

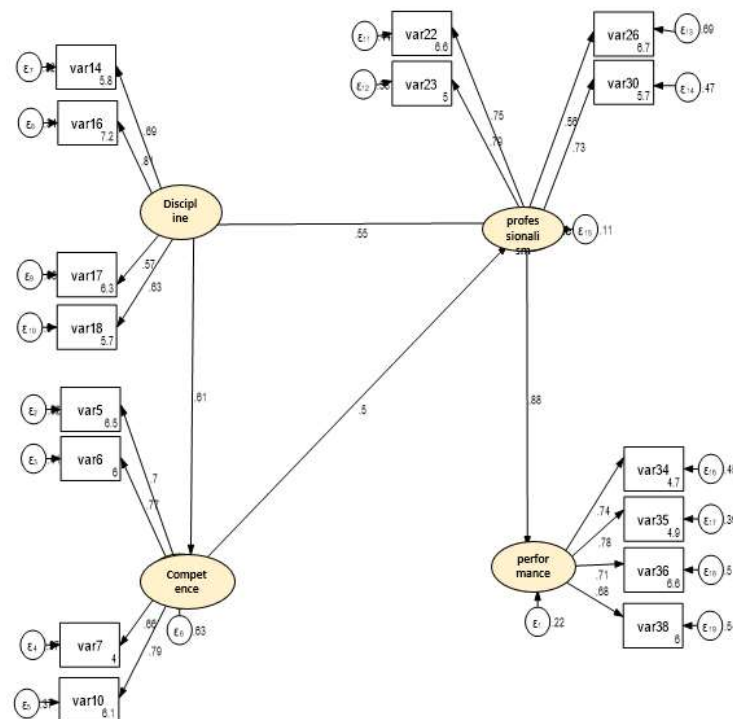


Figure 3. Estimation of model parameters after variable reduction (Standardize)

Based on the reduction results by removing indicators that have small loading factor values, each variable leaves four variable indicators. For the disciplinary variable, there are 4 remaining indicators no. 4, 6, 7, and 8, namely 1- optimal, effective, and efficient use of working time, 2- obey and orderly carry out tasks, 3- work and maintain equipment safety, and 4- . carry out the work, with full calculation. Therefore increasing work discipline is more focused on improving the four indicators.

Likewise, for competence variables, the remaining 4 competence variables are indicators number 5, 6, 7 and 10, namely 1- being able to identify problems, 2- being able to find solutions to problems, 3- taking the initiative in helping colleagues, and 4- being able to manage in a variety of tasks. Thus to increase competence, it is more focused on improving the four indicators.

The same result for the professionalism variable, the professionalism variable leaves 4 indicators after being reduced, namely numbers 2, 3, 6, and 10, namely 1- being able to work hard and skillfully, 2- being loyal and having personal awareness, 3- being committed to completing tasks and 4- able to develop talent and creativity. Taking into account the determinants of professionalism, indicators of relatively strong influence for increasing professionalism are more focused on improving the four indicators.

As a result of the reduction in performance variables, 4 performance variable indicators are remaining, namely indicators number 4, 5, 6, and 8, namely 1- standard quality 2- work according to SOP, 3- satisfy the internal/external client or stakeholder, and 4- transparent and accountable. The four indicators have a strong influence on actual performance, therefore performance improvement focuses more on improving the four indicators.

For analysis of the effect of exogenous variables (discipline and competence) on endogenous variables (professionalism), which is the elaboration of **hypotheses 1 and 2**, presented in Table 4. In this model, work discipline affects professionalism, as well as competence significantly influences professionalism, so it is equally important between discipline and competence. Therefore, it is necessary to increase ASN discipline and competence to increase professionalism. The effect of the two independent variables is relatively the same, an increase of one unit of disciplinary variable will increase 0.55 units of professionalism, as well as for competence variables, with an increase of one competence unit will increase 0.50 units of professionalism.

Table 4. The coefficient and z-count of the effect of exogenous variables on the endogenous Y1 variable

Relationship		Influence	z-count	P-Value
Exogenous	Endogen			
Discipline	Professionalism	0.55	5.16	0.000
Competence	Professionalism	0.50	5.14	0.000

Source: Primary data calculation results

The analysis result of the exogenous variables (discipline variables) influence on endogenous variables (competence) are presented in Table 5. The analysis result shows that partially the results of the disciplinary analysis have a direct significant effect on competence, this is the answer to **hypothesis 3**. However, the reverse does not apply, competence does not directly affect the employee's work discipline. Employee work discipline has a real positive direct effect on employee competence, meaning that every increase in one unit of employee work discipline will increase employee competence by 0.60 units.

Table 5. Coefficients and z-counts of the effect of exogenous variables on endogenous variables Y2

Variable Relationship		Influence	z-count	P-Value
Endogenous	Exogenous			
Discipline	Competence	0.61	6.81	0.000

Source: Primary data calculation results

The relationship between ASN discipline, ASN competence, ASN professionalism, and ASN performance is presented in Table 6, which shows the analysis result of hypotheses 5 and 6. ASN work discipline has a direct and indirect positive effect on ASN professionalism. This means that every increase in one unit of ASN work discipline can increase ASN professionalism by 0.55 units directly and 0.61 units indirectly. ASN competence has a real positive direct effect on ASN professionalism. In this case, each increase in one unit of employee competence will increase employee professionalism by 0.50 units. This finding phenomenon is in line with the results of research by Tamsah et al., (2021) who conducted research on employees at the Directorate of Criminal Investigation of the West Sulawesi Regional Police, stating that employee discipline and competence have a real and significant effect on employee professionalism.

Table 6. Decomposition of influence between model variables

Variable Relationship		Total influence coefficient		z-count
Endogenous	Endogenous	Direct	Indirect	
Discipline	Competence	0.60	-	6.81 ^(b)
Discipline	Professionalism	0.55	0.61	5.61 ^(b)
Competence	Professionalism	0.50	-	5.14 ^(b)
Discipline	Performance	-	0.61	6.81 ^(b)
Competence	Performance	-	0.50	5.14 ^(b)
Professionalism	Performance	0.88	-	19.37 ^(b)

Source: Primary data calculation results

Notes:

^(a) Influence is not significant

^(b) Influence is significant

Employee discipline and competence do not directly affect performance. This influence is mediated by the professionalism variable. Employee discipline has a significant positive indirect effect on performance, meaning that every increase in one unit of employee work discipline will indirectly increase employee performance by 0.61 units through professionalism. Likewise, competence has an indirect effect on performance through the mediation of the professionalism variable.

The results of this study are different from the research result by Tamsah et al., (2021), where there is a real positive relationship between work discipline having a direct effect on performance, while this research has an indirect effect on work discipline. However, the findings are the same for the pattern of relationship between employee professionalism and performance, there is the same tendency when professionalism increases, performance also increases. For this reason, increasing employee professionalism is important in improving performance. This increase in performance is also determined by the variables of employee discipline and competence. Therefore, increasing the level of discipline and competence, also implements an increase in performance.

Associated with the characteristics of the respondents who are the younger generation, the opportunity to improve competence is important. Therefore, the development of employee competencies must be continuously improved. Likewise for the disciplinary variable, even though generally, young ASNs are a generation that is literate in information technology, however, they sometimes not implementing it in office activities, for example for attendance applications, because the employee's negligence (does not fill the online attendance), the system will automatically work following applicable regulations Likewise, if the incident is repeated according to the rules, disciplinary sanctions will be imposed.

Employee professionalism has a real positive direct effect on employee performance, the results of the analysis indicate that each increase in one unit of employee professionalism can increase employee performance by 0.88 units. Thus the main determinant for improving ASN performance is by increasing employee discipline and professionalism, although competence can also be an indirect determinant of ASN performance. However, the employee discipline variable has a more dominant influence on performance, this refers to the relationship pattern of the discipline variable to the three endogenous latent variables (professionalism, performance, and competence), both direct and indirect influences.

4.3. Model Fit Test

The indicator magnitudes based on the results of the model suitability test are shown in Table 7. In evaluating the model suitability, several critical indicators have been developed by Schermelleh-Engel et.al (2003). Several indicators and threshold values are based on the critical value of the model suitability indicator, the indicator refers to the requirements developed by Schermelleh-Engel et.al (2003). By referring to the critical value of the model suitability indicator, then the results of the research test with the developed model are acceptable and produce a sufficiently fit model.

Table 7. Model Suitability Test Results

Goodness of Fit Test measure	Statistics	suitability
<i>Chi-Square</i>	189.49	Model Fit (<2 df)
Free degrees (df))	96	
RMSEA	0,097	Sufficiently acceptable
CFI	0,874	acceptable

Source: Primary data calculation results

The results of the model suitability test were based on the Goodness of Fit Test with Chi-Square parameters, degrees of freedom (df), RMSEA, and CFI (Table 7). Meanwhile, the developed model already has the smallest chi-square (189.49), which is less than twice the degrees of freedom, this value is much smaller than the previously designed models.

Meanwhile, the RMSEA value is small (0.097), the value is still > 0.08 . According to Shi, D e.al (2019), an RMSEA value of 0.08 to 0.10 indicates a marginal fit condition. so that it can be stated that the model is relevant and sufficiently acceptable. If this value is smaller than the marginal fit, a modification of the model is needed to obtain a better value. In this regard, the designed model can be used as a basis of reference for making generalizations about the phenomenon under study. Thus the model also has the opportunity to be developed further.

5. CONCLUSION

The work discipline factor has a positive and significant effect on the professionalism of ASN employees of the Ministry of Agriculture. This relationship pattern shows a positive relationship, meaning that if the level of discipline of ASN employees increases, it will increase the level of employee professionalism. The formation of employee professionalism is largely determined by work discipline.

Employee competence is one of the determining variables for employee professionalism, the higher the employee competence, the higher the level of employee professionalism. For this reason, it is necessary to increase strong indicators that affect competence, namely; a) taking the initiative in helping colleagues, and b) being able to manage a variety of tasks

Employee professionalism has a significant positive direct effect on employee performance. Professionalism indicators that have a strong influence are: a) being able to work hard and skillfully, b) being loyal and having personal awareness, c) being committed to completing tasks

Employee discipline has a significant positive indirect effect on employee performance through the employee professionalism variable. This strong influence is mediated by professionalism, this also has something to do with the real positive influence of discipline on

professionalism, so that there is a strong relationship between employee discipline with professionalism which has implications for increasing employee performance.

Discipline has a significant positive effect on employee competence. In addition, discipline has a very strong influence on professionalism, both directly and indirectly through employee competence. When discipline and competence increase, professionalism also increases and simultaneously affects the increase in employee performance.

REFERENCES

- Akny, A. B. (2014). Mewujudkan Good Governance melalui Reformasi Birokrasi di bidang HRD Aparatur untuk Peningkatan Kesejahteraan Pegawai. *Jejaring Administrasi Publik*, 6(1), 416–427.
- Arikunto, S. (2012). *Prosedur penelitian suatu pendekatan praktek*. Jakarta: Rineka Cipta.
- Badan Kepegawaian Negara. (2020). *Buku Statistik Pegawai Negeri Sipil*. Jakarta: Badan Kepegawaian Negara.
- Bolung¹, G. R., Tewal, B., & Sepang, J. (2018). Pengaruh profesionalisme dan keterampilan terhadap kepuasan kerja serta dampaknya terhadap kinerja pegawai Badan Perencanaan Pembangunan Daerah provinsi Sulawesi Utara. *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis Dan Akuntansi*, 6(4), 3238–3247.
- Chairani. (2020). *Pengaruh Motivasi, Disiplin Kerja Dan Pengembangan Karir Terhadap Kinerja Pegawai Negeri Sipil Pada Unit Pelaksana Teknis Badan Pendapatan Daerah Palembang I*.
- Direktorat Kepegawaian Negara. (2019). *Pedoman Tata Cara dan Pelaksanaan Pengukuran Indeks Profesionalitas Aparatur Sipil Negara*. 1–27. Retrieved from <https://peraturan.bpk.go.id/Home/Details/140312/peraturan-bkn-no-8-tahun-2019>
- Edison, E., Anwar, Y., & Komariyah, I. (2016). *Manajemen Sumberdaya Manusia*. ALFABETA.
- Fadillah, M. R., & Otok, B. W. (2014). *Pemodelan Spatial Structural Equation Modeling pada Rumah Tangga Miskin di Kabupaten Jombang*. 3(2), 1–6.
- Firdaus, M., Harmini, & Afendi, F. M. (2011). *Aplikasi Metode Kuantitatif untuk Manajemen dan Bisnis*. Bogor: PT Penerbit IPB Press.
- Ghozali, I. (2016). *Aplikasi Analisis Multivariete Dengan Program IBM SPSS 23*. Semarang: Badan Penerbit Universitas Diponegoro.
- Haryanti, A. (2019). Disiplin Pegawai Negeri Sipil. *Badan Kepegawaian Negara*, 9(1), 76–99.
- Hasbullah, R., & Moeins, A. (2016). The Influnce of Professionalism, Achievement Motivation and Empowerment Against the Work Discipline and Its Implication on Teacher Performance. *International Journal of Business and Commerce*, 5(06), 18–36. Retrieved from <http://www.ijbcnet.com/5-6/IJBC-16-5601.pdf>
- Hasibuan, M. S. P. (2017). *Manajemen Sumber Daya Manusia*. Jakarta: Bumi Aksara.
- Mustafa, D. (2014). *Birokrasi Pemerintahan*. Bandung: ALFABETA.
- Nurchayhu, W. (2020). Mengenal Lebih Dekat Indeks Profesionalitas ASN. Retrieved from <https://birokratmenulis.org/mengenal-lebih-dekat-indeks-profesionalitas-asn/>

- Pattiasina, M., Roring, M., & Rumawas, W. (2016). Pengaruh Kompetensi Sumber Daya Manusia Terhadap Kinerja Karyawan PT.Bank Tabungan Negara, Tbk. Kantor Cabang Manado. *Jurnal Administrasi Bisnis*, 4.
- Pimentel, J. L. (2019). Some Biases in Likert Scaling Usage and its Correction. *International Journal of Sciences: Basic and Applied Research*, 45(1), 183–191. Retrieved from <http://gssrr.org/index.php?journal=JournalOfBasicAndApplied>
- Rulandari, N. (2017). The effect of supervision and professionalism on staff performance at the office of social affairs in East Jakarta administrative city. *International Journal of Humanities and Social Science*, 7(2), 184–192. Retrieved from https://www.ijhssnet.com/journals/Vol_7_No_2_February_2017/25.pdf
- Rumimpunu, R. J., Lengkong, V. P. K., & Sepang, J. L. (2018). Pengaruh Profesionalisme, Kompetensi Dan Disiplin Kerja Terhadap Kinerja Pegawai Di Badan Perencanaan Pembangunan Daerah (Bappeda) Provinsi Sulut Effect of Professionalism, Competence and Work Discipline on Employee Performance At Regional Development Plan. *Pengaruh Profesionalisme..... 3358 Jurnal EMBA*, 6(4), 3358–3367.
- Sedarmayanti, Komariah, A., Kurniady, D. A., & Zafar, S. T. (2020). *Membangun & mengembangkan human capital unggul melalui pendidikan, kinerja & produktivitas kerja di era industri 4.0*. (1st ed.). Bandung: PT Refika Aditama.
- Shi, D., Lee, T., & Maydeu-Olivares, A. (2019). Understanding the model size effect on SEM fit indices. *Educational and psychological measurement*, 79(2), 310–334.
- Siagian, S. P. (2013). *Manajemen Sumber Daya Manusia*. Jakarta: Penerbit Bumi Aksara.
- Schermelleh-Engel, K., Moosbrugger, H., & Müller, H. (2003). Evaluating the fit of structural equation models: Tests of significance and descriptive goodness-of-fit measures. *MPR-Online*, 8(May), 23–74.
- Suryabrata, S. (2018). *Metodologi Penelitian*. Jakarta: RajaGrafindo Persada.
- Tamsah, H., Hasyim, I., Farida, U., Damayanti, R., Misnawati, Hadinugroho, D. L., & Erfina. (2021). Increased professionalism through work discipline and employee competence and its impact on employee performance at the directorate of special criminal research (DITRESKRIMSUS). *Proceedings of the International Conference on Industrial Engineering and Operations Management*, 3626–3634.
- Utama, C. (2020). Regulation of the professionalism of ASN (The State Civil Apparatus) in the Framework Good Governance to Realize Public Services. *Journal of Critical Reviews*, 7(3).
- Waterkamp, C. I. A., Tawas, H., & Mintardjo, C. (2018). Pengaruh Profesionalisme, Komitmen Organisasi Dan Kepuasan Kerja Terhadap Kinerja Karyawan Pada Pt. Bank Rakyat Indonesia (Persero) Cabang Manado Effect of Professionalism, Organizational Commitment and Work Satisfaction To Employees Performance in Pt. Ba. *Jurnal EMBA*, 5(2), 2808–2818.