The Influence of Competence, Workload and Work Discipline on Civil Servant Performance

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Abstract	This study seeks to evaluate affects of competence, workload, and work discipline on performance of government employees within the agency. The research focused on a population of 150 permanent employees, from which a sample size of 110 was determined using Slovin formula with a 5% margin of error. Both interviews and questionnaires were used to obtain data. The study uses in addition to tests for validity, reliability, normality, multiple linear regression, coefficient of determination, t-tests, and f-tests to examine influence of each of the related independent variables on performance, both individually and jointly. The findings reveal that competence positively and significantly affects on employee performance, where as workload has a positive but statistically insignificant effect. Furthermore, a key and beneficial factor in increasing employee performance is work discipline. When analysed simultaneously, competence, workload and work discipline collectively demonstrate a substantial positive influence on employee performance, highlighting their importance in improving overall performance levels.
Keywords	Competence; Workload; Work Discipline; Employee Performance

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1. INTRODUCTION

An essential component of an organization's efficient operation is human resource management. In government sector, civil servants are expected to execute their responsibilities with both effectiveness and efficiency, adhering to the performance criteria that have been set forth. This is key in ensuring agency operations and goal achievement (Khaeruman et al., 2023). Every part of the organization must prepare itself to face changes, especially in the quality of employee performance in managing work unit goals in the era of advanced technology. Therefore, various methods are needed to ideally improve employee performance.

A quality of performance can be assessed based on creativity, competence, attendance, team collaboration, understanding of tasks, behavior, obligations, and utilization of working hours (Dewi et al., 2024). As stated by (Nasir et al., 2020) performance is affected by quality in enhancing services for

the community, thereby fostering a superior organization. Employee performance serves as a metric for the agency's achievement in attaining objectives, however, an excessive emphasis on it may adversely affect the agency (Marleni et al., 2022).

In terms of implementation, the successful implementation of regional autonomy is heavily impacted by the results of state officials at the regional level, as they are both policy implementers and public service providers. However, in practice, the performance of ASN in the regional government environment is often still in the spotlight because it is perceived to be less than optimal. Many regional governments struggle to provide effective and efficient governance. Various factors influence ASN performance, both from within the employee and from the environment, such as competence, workload, and discipline levels. All of these factors interact to create a complex situation when trying to improve employee performance.

High competence allows employees to complete tasks efficiently (Liana, 2025) while the lack of knowledge of employees who are not competent in their fields can lead to improper placement with their abilities. This can cause employees to feel burdened in the performance of their duties, which can worsen the state of the organization. In addition, work discipline also plays a role in maintaining order and smooth operations in pursuit of achieving optimal performance (Agagis et al., 2024).

One of the agencies in Cirebon City is committed to providing community services and guidance in accordance with applicable regulations. This office prioritizes transparent and responsive services and guides the community through various programs. Supported by a highly skilled workforce and a structured work system, this agency continues to strive to enhance the quality of public performance to support sustainable regional growth.

Grounded on the result of the evaluation value of employee performance measurement in this agency, it shows a decrease in value from 22.71 in 2021 to 21.60 in 2022, and remains at 21.60 in 2023, which reflects a lack of significant improvement. This decline indicates the need to evaluate the performance measurement system so that the established goals can be accomplished, more attention is needed in improving performance evaluation. The aim is to reach a more maximized goal in the future, given its contribution to the overall employee performance outcome. To be able to achieve the desired target value, it is necessary to take the right steps, namely competence In line with their respective fields in carrying out their responsibilities, with a flexible division of work tasks so that there are no workload problems experienced by employees (Irchamillah & Hendriani, 2023) and supported by an attitude of work discipline so that employees are responsible for their duties in achieving predetermined targets.

One important element influencing an organization's performance is skill of its workforce (Solahudin et al., 2024). Competence denotes an individual's capacity to execute their profession with proficiency and comprehension, also accompanied by work behavior in accordance with the demands

of his duties (Dzaky Rizaldi & Haryanto, 2022). Competence refers to the abilities, proficiencies, knowledge, and behavioral required attitudes by employees to undertake job duties in a professional, effective and efficient manner (Daeng, 2022). According to Busro in (Chairani, 2024) competence is the ability to apply information and skills to perform at one's best in a variety of circumstances. However, in this agency, some employees are considered not to have sufficient skills and knowledge to carry out tasks according to standards. The limitations of these skills and knowledge can have an impact on improving performance (Ardiansyah et al., 2023), which in this context is also influenced by workload as one of the determinants of employee performance.

Workload in an agency is a big challenge that needs to be overcome by its employees in performing their responsibilities. According to Koesomowidjojo in (Siregar & Linda, 2022) workload is a mechanism for determining the duration of work required by human resources to complete a task in a given timeframe. Workload is one of the conditions or reasons that encourage employees to change jobs (Yulistin et al., 2022). Workload is the way a person measures whether the task at hand is too much or light, how much pressure is experienced, and satisfaction with their work (Armawati et al., 2023). However, in this agency, there is a demand to complete the work as well as possible during the specified work time. The interview results showed that the interviewees often worked late into the night to meet deadlines. Unfinished work must be completed in the office, not taken home. This reflects a commitment to professional responsibility. In this context, work discipline is a fundamental factor that contributes to employee performance (Aminah & Marginingsih, 2023).

A good level of employee discipline is very necessary because it can create a more structured work situation (Tamala et al., 2023). According to Afandi in (Farhan & Kis, 2023) indicates that discipline is applied by managers to adjust behavior and encourage companies in an effort to build employee awareness to comply with established regulations and guidelines. Work discipline is an individual's skill to fulfill tasks with consistency, diligence, and regularity in accordance with the rules applied without deviating from the predetermined provisions. (Marleni et al., 2022). The management practice of discipline is intended to best enforce corporate standards (Badrun et al., 2024). There are indications that it remains essential to enhance the level of work discipline within this organization. The interview results revealed that some employees left the workplace after taking attendance for personal purposes. The performance of all employees may be impacted by this.

For a better comprehension of some of the elements influencing employee performance metrics, previous research has analyzed the relationship between competence, workload, and work discipline on output of employees. In accordance with research conducted (Armawati et al., 2023) it was determined that factors such as work discipline, competence, and workload significantly and positively influence employee performance. Scientific findings from (Yulistin et al., 2022) the findings demonstrate

that workload, competence, and work discipline collectively have a substantial beneficial impact on performance. Then the study (Dahmayanti et al., 2024)) found that workload negatively and significant impact on how well perform. work discipline and competence positively and significantly affects employee performance. Furthermore, research conducted by (Prastyorini & Rudi, 2022) states that workload does not partially influence employee performance, work discipline and competence partially impact on workforce performance.

The observations made on civil servants indicate that employee performance remains suboptimal. This can be evidenced by employees who demonstrate inadequate competence in their respective fields, employees who exceed working hours, and employees who leave the workplace during working hours. This phenomenon contributes to a decline in the overall performance measurement value. The objective of this research is to analyse the effects of competence, workload, and work discipline on employee performance. The contribution of this study is expected to provide new insights into the factors that influence performance and help other agencies improve the quality of their performance.

2. METHODS

In context of this research, researchers apply quantitative methods through a descriptive approach where the researcher's aim is to develop a comprehensive understanding of the phenomenon, including the various that influence and the interactions between different variables. In accordance with (Sugiyono, 2023), numbers or ratings that are amenable to statistical analysis are known as quantitative data. This research uses quantitative methods to test correlation among independent and dependent variables, thereby evaluating the hypothesis (Neksen et al., 2021). This study utilized a population of 150 employees from a government with a sampling size of 110 individuals, calculated using the Slovin formula (5% margin error). The sample procedure used is random sampling, in which each population has an equal chance of being selected, this method aims to reduce bias in selecting the sample, so that the research findings can be more generalised to the whole population. Questionnaires were used to collect primary data in this study with a likert scale of 1-5 and conducting direct interviews with parties involved is part of the research process. The secondary data in this study was obtained from articles, journals and literature related to the problems studied in the present study

There are 12 things that show if someone has the skills they need for a job; basic knowledge, aiming to meet performance standards, attention to quality, work efficiency, expertise, professionalism, work experience, work speed, desire to develop self-potential, effectiveness, meeting targets and overcoming obstacles (Busro, 2018). The following six indicators are used to measure workload; work stress, high concentration levels, customer complaints, increased absenteeism, boredom, and low concentration levels (Koesomowidjojo, 2017). According to Afandi (Rafi and Kis., 2023), the six work discipline

indicators are; coming to work on time, effective use of time, never being absent, obeying all organisational rules, achieving work targets, and compiling daily work reports. There are several performance indicators, namely; Quantity, Quality, Efficiency of work time, Service Orientation, Integrity, Discipline, Commitment and Cooperation (Rambet, 2022).

The data from the questionnaire was analysed using descriptive statistics.There are different ways to check the relationship between variables obtained using SPSS 22 for Windows software. Some of these methods include checking if the data is valid and reliable, , using a multiple linear regression, determining the coefficient, doing a t-test, and doing an f-test.
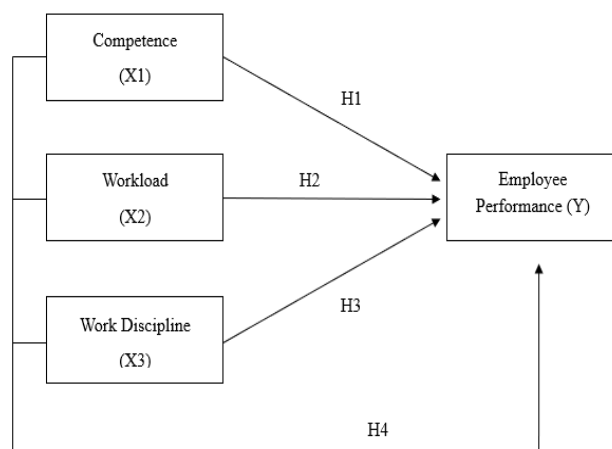

Figure 1. Research Model

The figure above illustrates a framework that elucidates the connections between the various variables to be analyzed, namely X1 (Competence), X2 (Workload) and X3 (Work Discipline) to Y (Employee Performance). The implementation of competence, workload, and work discipline in a meticulous manner has the potential to enhance the quality of employee performance. The subsequent hypotheses are proposed by the researcher in this study and are informed by the ideas discussed and the findings of empirical research carried out previously:

H1 : Competence (X_1) has a positive and significant affects employee performance (Y)

H2 : Workload (X_2) has a positive and significant affects employee performance (Y)

H3 : Work Discipline (X_3) has a positive and significant affects employee performance (Y)

H4 : Competence (X_1), Workload (X_2), and Work Discipline (X_3) positive affects employee performance (Y) at same time.

3. FINDINGS AND DISCUSSION

Result

Validity Test

The criteria for the validity test, by comparing the value of Rhitung and Rtabel. If Rcount is greater than Rtabel, hence the statement is deemed valid.

Tabel 1. Validity Test Result

Question Number	rcount (X1)	rcount(X2)	rcount (X3)	rcount (Y)	rtable	Information
1	0,730	0,705	0,811	0,805	0,1874	Valid
2	0,635	0,599	0,787	0,846	0,1874	Valid
3	0,751	0,575	0,757	0,882	0,1874	Valid
4	0,742	0,621	0,858	0,772	0,1847	Valid
5	0,711	0,693	0,893	0,675	0,1874	Valid
6	0,784	0,514	0,789	0,799	0,1874	Valid
7	0.624	-	-	0,842	0,1874	Valid
8	0,739	-	-	0,759	0,1874	Valid
9	0,727	-	-	-	0,1874	Valid
10	0,770	-	-	-	0,1874	Valid
11	0,775	-	-	-	0,1874	Valid
12	0,749	-	-	-	0,1874	Valid

Source: Output Results SPSS 22 For windows

Referring to the table, the overall value of r-count > r-table (0.1874) was obtained. These results indicate that all components of the instrument used in this study have proven valid.

Reliability Test

The reliability tests were designed to was to confirm degree to which the instrument provided consistent results even though it was tested several times at different times and obtained the same results, when an instrument shows a Cronbach's alpha value > 0.60, it is considered reliable.

Tabel 2. Reliability Test Result

Variable	Cronbach Alpha (CA)	Information
Competence	,918	Reliable
Workload	,675	Reliable
Discipline	,896	Reliable
Employee Performance	,916	Reliable

Source: Output Results SPSS 22 For windows

Reliability test results for the questionnaire demonstrate that all items within it are reliable.According to Cronbach's Alpha reliability, the value is likewise high.

Multiple Linear Regression

This approach is used by looking at how independent and dependent variables are correlated, and assessing the direction and intensity of their relationship.

Table 4. Multiple Linear Regression Test Results

	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.817	3.290		.552	.582
	Competence	.414	.068	.525	6.098	.000
	Workload	.106	.092	.078	1.148	.253
	Work Disclipne	.331	.112	.254	2.950	.004

a. Dependent Variable: Employee Performance

Source: Output Results SPSS 22 For windows

Taking into account the multiple linear regression shown in the table, the regression equations are as follows: Y = 1.817 + 0.414 (X1) + 0.106 (X2) + 0.331 (X3) which can be interpreted as:

1) The size is displayed by constant value. of employee performance level (Y), Competence (X1), Workload (X2), and Work Discipline (X3) are declared constant which is obtained at 1.817. Should the independent variable's value be 0 (constant), this means that 1.817 is the dependent variable.

2) Variable X1's regression coefficient value is positive (+) at 0.414, meaning that an increase in employee competence by 1 unit will result in an increase of 0.414 units, therefore, as expertise increases, employee performance will improve.

3) A positive (+) regression coefficient value of 0.106 for X2 variable suggests that an increase in employee workload by 1 unit will result in an increase of up to 0.106 units, one perspective suggests that employee performance will improve as workload increases.

4) For variable X3, the regression coefficient value is positive (+) of 0.331, indicating that a one-unit increase in worker discipline can result in an increase of 0.106 units, So, it may be claimed that employee performance rises when work discipline improves and vice versa.

Coefficient of Determination

Assessing model's capacity to take dependent variable fluctuations into account is goal of the coefficient of determinin (R^2). Its value ranges from 0 to 1

Table 5. Coefficient of Determination Results

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.717a	.513	.500	2.927

a. Predictors: (Constant), Work Discipline, Workload, Competence
Source: Output Results SPSS 22 For windows

The findings from coefficient of determination test reveal that adjusted R-Square (R^2) value is 0.500, which corresponds to 50%. This indicates a comprehension of 50% regarding employee performance variable, as it relates to factors of skill, workload, and work discipline. Additionally, the residual value of 50% pertains to elucidating the variables that fall outside the parameters of this study.

Hypothesis Test

T test

Its purpose is to verify that independent and dependent variables are connected. Error rates greater than 5% or 0.05 are regarded as trivial.

Table 6. T Test Results

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,817	3,290		,552	,582
	Competence	,414	,068	,525	6,098	,000
	Workload	,106	,092	,078	1,148	,253
	Work Discipline	,331	,112	,254	2,950	,004

a. Dependent Variable: Employee Performance

Source: Output Results SPSS 22 For windows

Findings from the T-test presented in table indicate a significance value of 0.000 < 0.05 and a calculated t-value of 6.098 > 1.659. These findings confirm that competence (X1) has a positive effect on the performance of the employees (Y). Consequently, the alternative hypothesis (Ha) is admitted while the null hypothesis (Ho) is dismissed, leading to the conclusion that competence plays a crucial role in enhancing employee performance.

Employee performance (Y) is influenced positively by the workload variable (X2), although this influence is not statistically significant. The test results indicate a significance value of 0.253 > 0.05 and a calculated t-value of 1.148, which is lower than t-table value of 1.659. This leads to rejecting the alternative hypothesis (Ha) and accepting the null hypothesis (Ho). Thus, employee performance is positively affected by workload, although there is no real relationship between the two.

Therefore, work discipline (X3) has a positive impact on employee performance (Y). The study rejects null hypothesis (Ho) and supports alternative hypothesis (Ha), proving that employee performance is greatly affected by work discipline, as evidenced by a t-value of 2.950 > t-table value of 1.659 and a significance value of 0.004 < 0.05.

F Test

When computed F value and the F table are compared, a judgment is made. Since the entire study hypothesis is substantial, it is accepted if F count > F table. Conversely, study hypothesis is not accepted since it is not significant if F count is less than F table.

Table 7. Simultaneous Test Results (F Test)

ANOVAª

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	957,973	3	319,324	37,281	.000b
	Residual	907,927	106	8,565		
	Total	1865,900	109			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Work Discipline, Workload, Competence,

Source: Output Results SPSS 22 For windows

The F test results state that competence (X1), workload (X2), and work discipline (X3) together affect employee performance (Y). By using computed F value of 37.281> and the significant threshold of 0.000<0.05 F table 2.69, the regression model shows a significant relationship. This indicates that the three variables simultaneously affect employee performance.

Discussion

The influence of Competence (X1) on Employee Performance (Y)

Study's results were taken into consideration, and significant value was 0.000 < 0.05, and t value was 6.098 > t table 1.659. From explanation, it shows that the research hypothesis backs up accepting Ha and rejecting Ho. Thus, the analysis's findings suggest that employee performance (Y) and the competency variable (X1) are positively and significantly correlated. This implies that the more an employee contributes to raising performance, the more competent they are. Competence includes more efficiently many factors, including expertise, experience, and knowledge, with the potential for workers to perform their jobs more effectively. This is corroborated by the research findings obtained from (Kurnia & Andi, 2022), which demonstrate how competency significantly and favorably affects worker performance.

Even though this competence have been shown to have a positively impacts on their performance, there are several aspects that need to be considered to improve performance. The lowest indicator of competence is speed of work, which shows that the speed at which employees work has not fully contributed to their performance in achieving the desired results. Therefore, companies need to improve the competence of their employees by, among other things, providing more structured development and training that is relevant to the needs of the job.

The Influence of Workload (X2) on Employee Performance (Y)

Analysis of research findings reveals a significance value of 0.253 exceeding minimum score of 0.05 (0.253> 0.05). In addition, the computed t value of 1.148 < t table 1.659. The aforementioned explanation indicates that the study proposes the rejection of Ha and the acceptance of Ho as its theoretical framework. Consequently, this indicates that workload variable (X2) exerts a positive yet modest influence on employee performance (Y). Consequently, there is a lack of evidence to substantiate second hypothesis, which asserts that employee performance is influenced by workload. This finding illustrates that although an increase in workload can lead to improve performance, its influence is not strong or consistent enough because there are other more dominant factors that can be influenced by a supportive work environment, and also because employees are accustomed to a stable work routine that can reduce employees' workload. Thus, as a step in improving performance, organizations need to consider not only the work assigned to employees but also other supporting factors that can help maintain a balance between job demands and work effectiveness. This assertion is consistent with research findings. that has been carried out by (Syafrina Putri et al., 2023) about workload having a favorable and negligible impact on performance.

Despite the fact that workload has a proven positive effect on employee performance, there are several aspects that need to be considered in order to maintain workload stability. The lowest indicator

of workload is work stress, which means that even if the work system in the office is stable enough so that the workload does not cause stress, the office still needs to take steps to ensure that work stress is kept under control, for example by providing psychological support.

The Influence of Work Discipline (X3) on Employee Performance (Y)

On the basis of analysis of research findings, a significance value of 0.004 was obtained, which is less than 0.05, along with a computed t-value of 2.950 exceeding t-table value of 1.659. This account reveals that the hypothesis of this research is to be accepted Ha while denying Ho. Therefore, the data presented in this table shows that work discipline (X3) significantly impacts employee performance. (Y). According to an analysis of work discipline variables, employees typically follow the rules, demonstrating their professional responsibility and awareness. However, there are still obstacles in punctuality when coming into work. This illustrates that increasing discipline will also improve overall performance. Poor discipline is often associated with a decrease in the quality of performance. This Research supports this assertion. obtained from (Wulandari et al., 2023) showing how work discipline and employee performance are strongly and favorably correlated.

This result shows that although work discipline has a positive effect on performance, there are still certain aspects that need to be considered in order to improve its effectiveness. The lowest indicator of work discipline is arriving at work on time. Therefore, a strategic step must be taken to improve discipline in terms of punctuality, for example by implementing a stricter monitoring system and using rewards to motivate for employees who come to work on time, so that employee performance becomes increasingly optimal.

The Influence of Competence (X1) Workload (X2) and Work Discipline (X3) on Employee Performance (Y)

Referring to research results that have been analyzed, proving that simultaneous testing on competency variables (X1), workload (X2), and work discipline (X3) on employee performance (Y) F test results produce a calculated F value by showing 37.281> F table 2.69 and at a significance result of 0.000 < from probability of 0.05, it can be said that the regression model proves that competence (X1), workload (X2), and work discipline (X3) have an impact on worker performance (Y) at same time. With the basic competencies possessed by each individual, a balanced workload ensures minimal stress levels, supported by high work discipline encourages the achievement of targets and effective implementation of work programs. Meanwhile, employee creativity encourages innovation and better solutions so that their performance improves and reaches an optimal level. This aligns with research findings carried out by (Wijaya et al, 2021) it proved that performance is greatly and favorably impacted by workload, competence, and work discipline all at once.

4. CONCLUSION

On basis of findings from previous chapter, can be deduced that Employee performance (Y) is strongly and positively influenced by the competence variable (X1), the workload variable (X2) and the work discipline variable (X3), all of which are present simultaneously. This shows that superior competence, balanced workload and good work discipline play a really important role in improving employee performance. This finding underlines the importance of the development of these three aspects in order to create an efficient and effective quality of employee performance in the government environment.

However, this study has limitations, namely the scope of the research, which only covers one agency, so the findings cannot be generalised to other agencies, and the fact that this study only focuses on three variables, namely competence, workload and work discipline, without considering other variables. Future research is expected to broaden the scope of the research and include other variables such as knowledge sharing, work-life balance and transformational leadership.

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