



The performance of Banten Province BPMP employees is reviewed from competency and discipline variables through work culture as an intervening variable

Agus Setiawan

Sultan Ageng Tirtayasa University, Banten, Indonesia

ARTICLE INFO

Article history:

Received Dec 08, 2023

Revised Dec 18, 2023

Accepted Dec 22, 2023

Keywords:

Competence;
Discipline;
Performance;
Work Culture.

ABSTRACT

The performance of civil servants, both in central and regional government, is currently receiving major attention due to declining performance. The decline in civil servant performance must be immediately addressed by superiors or stakeholders in each agency. The Men-PAN RB statement confirmed that around 50% and half experienced a decline in performance. This situation must not continue, because it will damage the efficiency of civil servants in several agencies and thereby also reduce work productivity. With the decline in the performance of Banten Province BPMP employees, it can be seen from the gap in employee competency and employee discipline. Where employees must have individual competence to support performance in order to achieve the Banten Province BPMP work programs. And the level of employee discipline must be further increased by looking at employee attendance data, completing work according to predetermined time targets and not being absent during working hours. And the work culture implemented by BPMP Banten Province can encourage employees to be more optimal, effective and efficient in improving performance.

This is an open access article under the [CC BY-NC](https://creativecommons.org/licenses/by-nc/4.0/) license.



Corresponding Author:

Agus Setiawan,
Universitas Sultan Ageng Tirtayasa,
Jl Raya Palka KM. 03 Sindangsari, District. Pabuaran, Kab. Serang, Banten Province, Indonesia
Email: siragusetiawan@gmail.com

INTRODUCTION

An organization that plays a major role in government is the State Civil Apparatus as the government's human resources which are often also called PNS (Civil Servants). (Asnawi & CULTURE, 2022)(Turmudi, 2021)(F. Hidayat, 2023). Civil servants have an obligation to support the smoothness and development of government administration in a professional, orderly and ethical manner (Lubis et al., 2020)(Octavia, 2020)(Ari, 2021). In Article 1 of Law no. 43 of 1999, it is stated that public officials are responsible for increasing efficiency, effectiveness and professionalism in carrying out public service duties and functions through planning, procurement, quality development, placement, promotion, payroll, welfare and dismissal. (Rahman & Bakri, 2019)(Rahmadana et al., 2020)(Solong, 2020).

Civil servants are the main human resource for government because they make the main contribution as actors carrying out government tasks (IRAWAN, 2022) (Kadarisman & SH, n.d.). In office management services, employees are the backbone (office support), so fast and accurate service is very important in this competitive landscape (Saputra et al., 2023) (Zebua et al., 2023). Thus, an ability or competency in fulfilling performance will be very valuable for human resourcing management in agencies (Asbullah & Suharno, 2022). Something that is demonstrated about skills is to do how competent an employee really is, what are the influencing factors, and how the level of skill affects the quality of work (Pandipa, 2020) (Adji & Nupardi, 2022).

Work discipline is one thing that influences performance. Discipline is a willingness to follow all the regulations that apply to the agency (Salam et al., 2020) (Syukron et al., 2022). Discipline is very important to produce satisfactory results for a company or agency (DEWI, 2022). Due to a lack of discipline in employees, the achievement targets and goals of an agency or company will be reduced. Government agencies must have competent employees to achieve work targets in each period (Agustina et al., 2023) (Masud et al., 2022). BPMP is the Education Quality Assurance Center, under the Ministry of Education and Culture. In other words, BPMP has responsibility to the Director General of Basic Education.

BPMP's mission is to provide quality assurance for primary and secondary school education in the provinces in accordance with the guidelines of the Ministry of Education and Culture, with the aim of improving the quality of education in Indonesia and providing equality in meeting community demand for quality education in district/city, provincial and national areas. (Suparlan, 2022) (Suparlan, 2022).

BPMP is an institution that has the following programs: Develop high quality maps and high quality data processing, analyze data about primary and secondary education standards in the Banten area, make evaluations to improve the quality of education in primary and secondary schools, disseminate education quality mapping, socialize for guarantee the quality of education in Banten Province (Damayanti et al., 2019) (Risyad, 2018).

With so many work programs, maximum performance of BPMP employees is required to contribute to all work programs that have been determined. The following is the average performance score for Banten Province BPMP employees from 2019 to 2022 (Tarigan, 2019) (Suwarno, 2021). Therefore, further research is needed to determine the conditions that cause employee performance to decline or not meet targets. And provide encouragement to improve employee performance at BPMP Banten Province.

RESEARCH METHOD

Existing business phenomena are strengthened by research. Among them are regarding the influence of competency variables and discipline variables on employee performance.

Table 1. Research Gap

No.	Research Gap	Researcher	Results
1.	There are different research results between competency and performance variables	(Susanto et al., 2022) (Anggraini, 2022) (Amalia & Tarigan, 2022) (Gea et al., 2022) (Pariesti & Christa, 2022) (Balele et al., 2022) (Hermawati et al., 2022)	Competent Variables provide positive results on performance The Competent variable has no effect on performance The Competent variable gives negative results to performance
2.	There are different research results between discipline and performance	(R. Hidayat, 2021) (Antika et al., 2021) (Amalia & Tarigan, 2022) (Prasetya et al., 2023)	Discipline variables provide positive results on performance The Discipline variable has no effect on performance The Discipline variable gives

variables

negative results to performance

Employee performance is the result of the interaction between ability, motivation and work environment. It can be interpreted that employee performance can be measured from the effectiveness and efficiency of the work results produced in carrying out their duties and responsibilities within the organization. Explains that performance is the result of individual or group work in completing assigned tasks or work. Performance includes all aspects related to productivity, effectiveness and efficiency in achieving goals or expected results. According to Amstron and Baron as mentioned in Fahmi (2018:2), performance is a work result that has a strong correlation with the organization's strategic goals, customer satisfaction, and provides a significant economic impact.

Sukmaningrum (2017) states that individual expertise in an organization or system is a crucial factor in achieving organizational goals in an effective and efficient manner. Shihab, M. R., Prahawan, W., & Maria, V. (2022) explains that Work Discipline has a positive and significant effect on Employee Performance and Work Motivation has a positive and significant effect on Employee Performance. Discipline in the world of work can be defined as employees who always arrive and leave on time, carry out their duties well, and follow all applicable company policies and social norms. Rules and sanctions are needed to maintain employee discipline in order to create good corporate governance. With good discipline, enthusiasm, ethos, efficiency and work effectiveness will increase. In Saladin's (2017) view, discipline refers to attitudes, behavior and actions that are in accordance with organizational regulations, whether recorded or not.

In Ruliyansa's (2018) view, work culture is an important thing to pay attention to in company or organizational activities in order to improve employee performance and productivity and achieve success through individual awareness. Awareness itself refers to a person's willingness to obey the rules and be aware of the duties and responsibilities they carry out. Prahawan, W., & Ramdanyah, A. D. (2021) explains that a work culture of continuous improvement and innovative work behavior has a positive and significant influence on employee performance.

A conceptual model related to the relationship between competence, discipline, work culture and employee performance is used to explain and solve the research problems raised by the author. The thinking framework is used to describe the relationship between important variables such as competence, discipline, work culture and employee performance which is used to explain and solve research problems raised by the author.

A hypothesis is a relationship between two or more that is based on a framework of thought (Ferdinand 2014). Based on the problem formulation, research objectives, theoretical basis and previous research, five hypotheses can be formulated in this research, namely: a) With increasing competence, employee performance can increase positively and significantly, b) Employee performance can increase positively and significantly with the presence of good discipline, c) Increased competency can help in forming a positive and significant work culture, d) Good discipline can help in forming a positive and significant work culture, e) A positive and significant work culture can help in improving employee performance positively and significantly

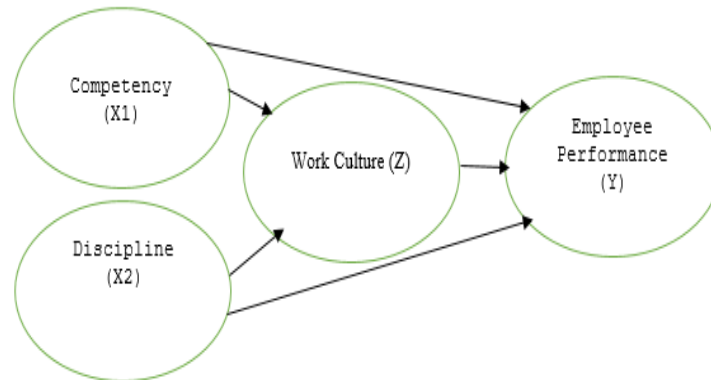


Figure 1. Theoretical Thinking Framework

RESULTS AND DISCUSSIONS

To analyze the data in this research, researchers used SmartPLS version 4 software. The number of respondents who provided feedback was 139 respondents. Based on gender, the majority of respondents were male, 61%. Then, if we look at age, the majority of respondents are employees aged 21 - 30 years, amounting to 37%. And if we look at the length of service, the majority of respondents were employees whose work period was more than 5 years, amounting to 42%. Furthermore, if we look at education, the majority of respondents are employees with a bachelor's degree with a percentage of 70%. The first stage was a data quality test using the SEM PLS algorithm.

The test results are displayed in the following image:

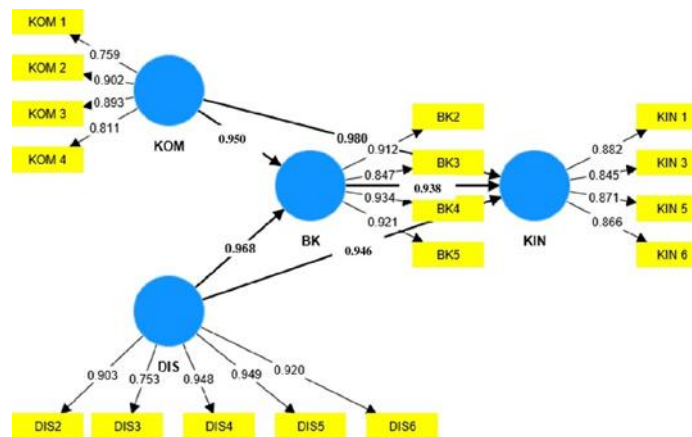


Figure 2. Outer Model Test Results

Source: Research data processing with smart pls 4, 2023

A summary of the outer model test results is shown in the following table:

Table 2. SEM PLS Algorithm Test Results

HT MT	Construct Reliability and Validity - Overview	Discriminant Validity - Fornell Lacker Criterion	Collinear ity
----------	--	---	------------------

	Cronbach's alpha	Composite reliability (rho_a)	Composition of reliability (rho_c)	Average variance extracted (AVE)	Competence	Discipline	Work Culture	Performance	Statistics - VIF Inner Model	
Competence 1	0.70	0.863	0.875	0.987	0.711	0.843	0.865	0.735	0.782	1,590
Discipline 6	0.42	0.938	0.951	0.954	0.805		0.897	0.879		4,027
Work Culture 5	0.43	0.926	0.944	0.947	0.817			0.904		3,067
Performance 9	0.66	0.889	0.893	0.893	0.750	0.618	0.417	0.866		2,495

Source: Data processing with SmartPLS 4, 2023

Table 3. SEM PLS Algorithm Test Results

	Outer Loading	Collinearity Statistics - VIF Outer Model
BK2<- Work Culture	0.912	3,067
BK3<- Work Culture	0.847	2,325
BK4<- Work Culture	0.934	3,054
BK5<- Work Culture	0.921	4,975
DIS2<- Discipline	0.903	4,027
DIS3<- Discipline	0.753	1,946
DIS4<- Discipline	0.948	2,095
DIS5<- Discipline	0.949	3,570
DIS6<- Discipline	0.920	4,605
KIN1<- Performance	0.882	2,495
KIN3<- Performance	0.845	2,237
KIN5<- Performance	0.871	2,432
KIN6<- Performance	0.866	2,262
KOM1<- Competency	0.759	1,590
KOM2<- Competence	0.902	3,202
KOM3<- Competence	0.893	3,015
KOM4<- Competence	0.811	1,901

Source: Data processing with SmartPLS 4, 2023.

The validity test results prove that each indicator is acceptable and able to explain the latent variable. Referring to table 1.3, the indicator loading value obtained is ≥ 0.70 for all indicators, so the indicators already have good convergent validity values. This is also supported by the results of measuring the Average Variance Extracted (AVE) value, where the value > 0.50 according to the results presented in table 1.3. With these results, the indicators have good convergent validity values.

Meanwhile, the reliability test results presented in table 1.3 showed that Cronbach's Alpha and Composite Reliability > 0.70 , so it can be concluded that the latent variable has a good reliability value, has good reliability in taking measurements. This result is also supported by the FORNER LACKER CRITERION measurement results which are presented in table 1.3. The measurement results show that the top value is greater than the correlation between latent variables, so it can be said to have good discriminant validity. It can be seen that the correlation between Employee Performance and Motivation and Training is smaller than the AVE root of Employee Performance, namely 0.800. Likewise with the root AVE of other variables. Next, the inner model test was carried out using bootstrapping. The test results are displayed in the following image:

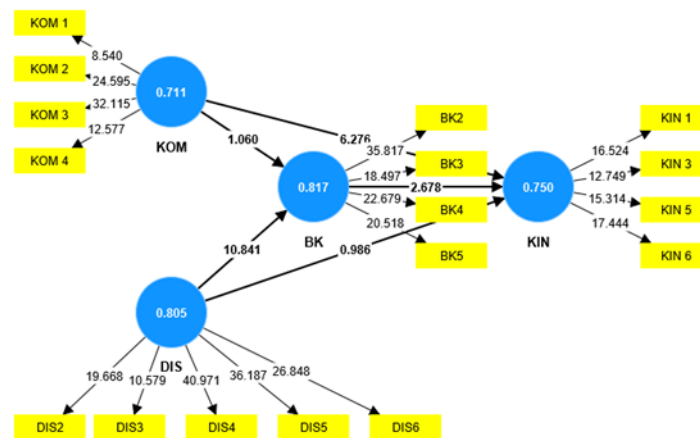


Figure 3. Inner Model

Source: Data processing with smart pls 4, 2023

The path coefficient test shows how strong the influence of the independent variable is on the dependent variable. Based on the inner model scheme presented in Figure 1.5, and also in the path coefficient table, it can explain the largest to smallest influences. It can be explained that the greatest influence is shown by the influence of discipline on performance culture with a value of 10.841. Then the second biggest influence is the influence of the competency variable on performance with a value of 6.276. Furthermore, the smallest influence is the discipline variable on performance with a value of 0.986. To determine whether table 1.5 is significant or not, you can see the p value. The answer to the hypothesis is as follows: a) H1: Competency (X1) has a positive effect on employee performance (Y) at BPMP. From table 4.7 above, the results of measuring the path analysis of the relationship between competency (X1) and employee performance (Y) show that the original sample value is 0.934, indicating that an increase of 1 value in competency will increase employee performance by 0.934. The statistical T value obtained was $6.276 > t$ table 1.96 and p value $0.000 < 0.05$. So statistically H_0 is rejected and H_a is accepted, meaning that the competency variable has a positive and significant effect on employee performance. It can be concluded that H1 is accepted. b) H2: Discipline (X2) has a positive effect on employee performance (Y) at BPMP. From table 4.7 above, the results of measuring the path analysis of the relationship between discipline (X2) and employee performance (Y) show that the original sample value is 0.210, indicating that an increase of 1 value in discipline will increase employee performance by 0.210. The statistical T value obtained was $1.986 > t$ table 1.96 and p value $0.004 < 0.05$. So statistically H_0 is rejected and H_a is accepted, meaning that the discipline variable has a positive and significant effect on employee performance. It can be concluded that H2 is accepted. c) H3: Competency (X1) has a positive effect on work culture (Z) at BPMP. From table 4.7 above, the results of measuring the path analysis of the relationship between competency (X1) and work culture (Z) show that the original sample value is 0.203, indicating that an increase of 1 value in competency will increase work culture by 0.203. The statistical T value obtained was $2.060 > t$ table 1.96 and p value $0.000 < 0.05$. So statistically H_0 is rejected and H_a is accepted, meaning that the competency variable has a positive and significant effect on work culture. It can be concluded that H3 is accepted. d) H4: Discipline (X2) has a positive effect on work culture (Z) at BPMP. From table 4.7 above, the results of measuring the path analysis of the relationship between discipline (X2) and work culture (Z) show that the original sample value is 0.968, indicating that an increase of 1 value in discipline will increase work culture by 0.968. The statistical T value obtained was $10.841 > t$ table 1.96 and p value $0.000 < 0.05$. So statistically H_0 is rejected and H_a is accepted, meaning that the discipline variable has a positive and significant effect on work culture. It can be concluded that H4

is accepted. e) H5: Work culture (Z) has a positive effect on employee performance (Y) at BPMP. From table 4.7 above, the results of measuring the path analysis of the relationship between work culture (Z) and employee performance (Y), obtained an original sample value of 0.454, indicating that an increase of 1 value in work culture will increase employee performance by 0.454. The statistical T value obtained was $2.678 > t$ table 1.96 and p value $0.007 < 0.05$. So statistically H_0 is rejected and H_a is accepted, meaning that the work culture variable has a positive and significant effect on employee performance. It can be concluded that H5 is accepted.

CONCLUSION

BPMP employee performance can be improved through competency and work discipline as well as a good work culture, in accordance with the results of the research in the discussion, the following conclusions are presented: There is a positive and significant influence of competence on performance, there is a positive and significant influence of discipline on performance, there is a positive influence and significant competence on work culture, there is a positive and significant influence of discipline on work culture, there is a positive and significant influence of work culture on performance.

This research highlights the importance of developing employee competencies and strengthening work discipline as key factors in achieving better performance and emphasizes the role of work culture in achieving superior performance. A good work culture can be the foundation for improved performance. The research makes a significant contribution by providing empirical validation of the relationship between competence, work discipline, work culture and employee performance in the context of BPMP. Limitations may be related to the research methods used. Further research might expand the methods or incorporate a qualitative approach to gain deeper insights.

References

- Adji, W. H., & Nupardi, D. (2022). The Influence of the Subdistrict Head's Leadership Style in Improving Employee Performance in Arjasari District, Bandung Regency. *Co Management Journal*, 5(1), 725-733.
- Agustina, L., Edison, E., & Winarti, N. (2023). THE IMPACT OF TRAINING ON EMPLOYEE PERFORMANCE IN THE POPULATION AND CIVIL REGISTRATION OFFICE OF TANJUNGPINANG CITY. King Ali Hajj Maritime University.
- Amalia, P. A., & Tarigan, Z. J. H. (2022). Factor Analysis of Employee Competence and Work Discipline on Employee Performance Through Organizational Culture Variables as Moderating Variables. *SENIATI Proceedings*, 6(3), 483-492.
- Angraini, N. (2022). The Effect of Using Information Technology and Competence on Employee Performance with Work Motivation as an Intervening Variable (Case Study at the Demak Regency Agriculture and Food Service). *Formosan Journal of Applied Sciences*, 1(4), 315-334.
- Antika, N. D., Nataraningtyas, M. F., Lonika, E. V. T., & Dwiridotjahjono, J. (2021). BUSINESS DEVELOPMENT STRATEGY FOR CARVED GLASS UMKM "EKA JAYA GLASS ART" GILANG SIDOARJO. *Journal of Business, Economic, Social and Political Analytics*, 1(01), 79-92.
- Ari, E. A. (2021). Implementation of Article 3 Number 11 of Government Regulation Number 53 of 2010 concerning Civil Servant Discipline in Ende Regency. *Ganaya: Journal of Social Sciences and Humanities*, 4(1), 269-284.
- Asbullah, A., & Suharno, S. (2022). Analysis of Human Resources Competency in Supporting the Performance of Tana Tidung UPT-KPHP Employees. *Ideas: Educational, Social, and Cultural Journal*, 8(1), 27-36.
- Asnawi, R., & CULTURE, R. D. A. N. T. (2022). Problems with the Appointment of Civil Servants to Structural Positions within the Malinau Regency Government (Perspective of Law Number 5 of 2014 concerning State Civil Apparatus).
- Balele, B., Hariyanti, H., & Kustiany, K. (2022). Training, Performance Assessment and Competency on Employee Performance (Case Study of Regional Public Companies). *Journal of Business Administration*, 2(1), 49-57.
- Damayanti, A., Siahaan, C., Noron, D. S., Herlambang, E. C., Mali, F. X., Yesyca, M., Carolina, N., &

- Herindrasti, V. L. (2019). Roadmap Towards a Superior Faculty of Social and Political Sciences. UKI Press.
- DEWI, N. U. R. L. (2022). The Influence of Leadership, Motivation, Work Discipline and Work Environment on the Performance of KSPPS BTM Bimu Sukarame Bandar Lampung Employees. UIN RADEN INTAN LAMPUNG.
- Gea, I. V., Saleh, M., & Suharto, R. B. (2022). The role of corporate social responsibility (CSR) on the level of village development. *INNOVATION*, 18(3), 551-560.
- Hermawati, A., Purbaningsih, Y., Iwe, L., Junaedi, I. W. R., & Wibowo, T. S. (2022). Work Motivation on the Performance of Health Workers Based on Competency Implementation and Organizational Communication. *Jesya (Journal of Sharia Economics and Economics)*, 5(2), 2199-2209.
- Hidayat, F. (2023). IMPLEMENTATION OF THE IMPLEMENTATION OF SELECTION FOR PRATAMA HIGH LEADERSHIP POSITIONS IN THE SUNGAI PULL CITY GOVERNMENT BASED ON LAW NUMBER 5 OF 2014 CONCERNING STATE CIVIL APPARATUS. Constitutional law.
- Hidayat, R. (2021). The influence of motivation, competence and work discipline on performance. *Widya Cipta: Secretarial and Management Journal*, 5(1), 16-23.
- IRAWAN, N. C. (2022). THE ROLE OF THE HEAD OF SERVICES IN DEVELOPING THE COMPETENCE OF CIVIL SERVANTS CASE STUDY AT THE HUMAN RESOURCES DEVELOPMENT AGENCY OF LAMPUNG PROVINCE.
- Kadarisman, M., & SH, M. S. (n.d.). Basic Nature of Civil Service Resources.
- Lubis, M. A., Dhevi, R. S., & Yasid, M. (2020). Law Enforcement Against State Civil Apparatus Who Violate the Law in Realizing Good Governance. *Journal of Darma Agung*, 28(2), 269-285.
- Masud, A. A., Tenriyola, A. P., & Asike, A. (2022). The Role of HR Competence in Increasing Employee Performance. *Amsir Management Journal*, 3(1), 42-48.
- Octavia, S. A. (2020). Teacher Professional Ethics. Deepublish.
- Pandipa, A. K. H. S. (2020). Teacher Performance in Improving the Quality of Education at North Lore 1 Public High School. *Administrative Scientific Journal*, 12(1), 1-9.
- Pariesti, A., & Christa, U. R. (2022). The influence of competence and transformational leadership style on employee performance with motivation as an intervening variable at the Katingan District Inspectorate Office. *Journal of Environment and Management*, 3(1), 35-45.
- Prasetya, A. M., Dewi, D. A. L., Tahwin, M., & Rosyidi, S. (2023). THE INFLUENCE OF WORK ENVIRONMENT, WORK DISCIPLINE AND COMPENSATION ON EMPLOYEE PERFORMANCE IN THE PRODUCTION SECTION OF PT. SUPREME FOOD REMBANG. *BBM (Business & Management Bulletin)*, 9(01), 19-28.
- Rahmadana, M. F., Mawati, A. T., Siagian, N., Angin-Angin, M. A., Refelino, J., Tojiri, M., Siagian, V., Nugraha, N. A., Manullang, S. O., & Silalahi, M. (2020). Public service. We Write Foundation.
- Rahman, A., & Bakri, R. (2019). Structuring the management of the State Civil Apparatus (ASN) through dynamic governance. *Constituent Journal*, 1(1), 1-22.
- Risyad, A. (2018). Implementation of the Technology Service Post (Posyantek) Program in Increasing Community Empowerment in DKI Jakarta Province. Brawijaya University.
- Salam, N. F. S., Rifai, A. M., & Ali, H. (2020). Factors in applying work discipline: self-awareness, motivation, environment (a review of management education and social science literature). *Journal of Educational Management and Social Sciences*, 2(1), 487-508.
- Saputra, A. M. A., Kharisma, L. P. I., Rizal, A. A., Burhan, M. I., & Purnawati, N. W. (2023). INFORMATION TECHNOLOGY: The role of IT in various fields. PT. Sonpedia Publishing Indonesia.
- Solong, H. A. (2020). Human Resource Development Management Supports Quality Apparatus Performance. Deepublish.
- Suparlan, M. (2022). School Based Management: from Theory to Practice. Literary Earth.
- Susanto, A., Hadiyati, E., & Faithful, K. A. (2022). The Influence of Competency and Compensation on Employee Performance with Motivation as an Intervening Variable during the Pandemic. *Journal of Social Affairs and Science*, 2(2), 260-269.
- Suwarno, S. A. (2021). Islamic Education Management: Theory, Concepts and Applications in Islamic Education Institutions. Adab Publishers.
- Syukron, M., Hendriani, S., & Maulida, Y. (2022). The Influence of Human Resource Development and Work Discipline on Employee Performance Through Work Motivation as an Intervening Variable at the Riau Province Tourism Office. *Journal of Competitiveness*, 8(2), 168-176.
- Tarigan, N. (2019). Promotion Strategy to Increase Investment Attraction in North Sumatra Province. Grand

Accommodation Scientific Journal, 6(1), 57-77.

Turmudi, H. (2021). EMPLOYMENT STATUS OF VILLAGE APPARATUS IN THE PERSPECTIVE OF LAW NO 5 OF 2014 CONCERNING STATE CIVIL APPARATUS. *Res Judicata*, 4(1), 61-82.

Zebua, R. S. Y., Hendriyani, C., Sukmadewi, R., Thaha, A. R., Tahir, R., Purbasari, R., Novel, N. J. A., Dewintari, P., Paramita, C. C. P., & Hierdawati, T. (2023). *DIGITAL BUSINESS: Digital Business Administration Strategy for Facing the Future*. PT. Sonpedia Publishing Indonesia.