



Original Article

The Influence of Competence, Work Discipline, and Work Environment on Employee Performance at the General Secretariat (Setum) of East Java Regional Police (Polda Jatim)

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Abstract:

This research aims to examine the influence of competence, work discipline, and work environment on employee performance at the General Secretariat (Setum) of the East Java Regional Police (Polda Jatim). The study uses a quantitative approach with multiple linear regression analysis to assess the impact of these factors on employee performance. The results show that competence has a significant positive effect on employee performance, as most employees possess strong knowledge and skills related to their work. Work discipline also significantly affects performance, as employees consistently adhere to rules, show punctuality, and are responsible for their tasks. Furthermore, the work environment has a notable influence, with employees reporting strong support from leadership, good communication, and effective collaboration with colleagues. When examined simultaneously, competence, work discipline, and the work environment collectively contribute to improved employee performance at Setum Polda Jatim. These findings suggest that enhancing employee competence through continuous training, reinforcing discipline, and creating a supportive work environment can significantly improve overall performance in the organization.



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Keywords: Employee Performance; Competence; Work Discipline; Work Environment; East Java Regional Police (Polda Jatim).

Introduction

Human resources hold a highly strategic position within an organization, meaning that humans play a crucial role in carrying out activities to achieve goals. Therefore, the existence of human resources in an organization is very strong. Humans always play an active and dominant role in every organizational activity because they act as planners,

implementers, and decision-makers in realizing the organization's objectives. Goals cannot be achieved without the active participation of employees, even if the company possesses highly advanced tools.

For this reason, the success of a company does not solely depend on its technology but also on the human resources it has. A company requires potential human resources, both leaders and employees, who can contribute effectively and perform their tasks optimally to achieve the company's objectives. This is because all company activities involve the actions of the human resources within it.

To ensure that human resources can perform their tasks correctly and produce accurate results, employees need to be equipped with the necessary skills and expertise relevant to their respective fields.

The success of an organization is influenced by the individual performance of its employees. An organization will strive to improve employee performance in the hope of achieving its goals. According to Kasmir (2018:182), performance is the work results and work behavior achieved in completing tasks and responsibilities assigned to an individual, based on their competence, experience, and dedication over a specific period.

Performance improvement can be realized if its management is carried out effectively and aligns with the organization's vision and mission. Within the role of human resources lies a fundamental issue: the increasing importance of human resources in developing and implementing strategies to address various weaknesses and capitalize on existing opportunities.

Employee performance plays a pivotal role in achieving organizational goals and ensuring operational efficiency. In the context of the Secretariat General (SETUM) of the East Java Regional Police (POLDA JATIM), enhancing employee performance is crucial to maintaining high standards of service delivery and organizational effectiveness. Performance is influenced by various factors, including competency, work discipline, and the work environment, which collectively determine the quality of output and the achievement of institutional objectives.

Competency is a fundamental factor that reflects employees' ability to perform tasks effectively based on their skills, knowledge, and attitudes. Without the necessary competencies, employees may struggle to meet the demands of their roles, leading to suboptimal performance. Similarly, work discipline is essential in ensuring that employees adhere to organizational policies, time management, and ethical standards, which directly impacts productivity.

The work environment also plays a significant role in shaping employee behavior and motivation. A supportive and conducive work environment can foster collaboration, job satisfaction, and a sense of belonging, all of which contribute to better performance. Conversely, an unfavorable work environment may hinder productivity and lead to dissatisfaction.

This study aims to examine the influence of competency, work discipline, and the work environment on employee performance within the Secretariat General of POLDA JATIM. By identifying these factors' impacts, the research seeks to provide insights and recommendations to improve employee performance, thereby supporting the organization's strategic goals.

This research was conducted at the East Java Regional Police (POLDA JATIM) in the Secretariat General (SETUM) division. SETUM POLDA JATIM is a service unit tasked with managing secretarial or general administrative functions, both general and centralized, within the POLDA JATIM environment. SETUM POLDA JATIM operates

under the East Java Police Chief. It plays an important role in supporting operational smoothness and administrative coordination within POLDA JATIM, including correspondence, archiving, and information management.

The employees in SETUM POLDA JATIM consist of police officers and civil servants. In 2023, the Secretariat General (SETUM) of POLDA JATIM received an award from the National Police Headquarters (Mabes Polri) as the "Best Archivist in Dynamic Archive Management 2023." This recognition indicates the commendable performance of SETUM POLDA JATIM.

However, this contrasts with the author's observations in the Secretariat General (SETUM) of POLDA JATIM, where several issues regarding employee performance were noted. These include problems related to competency, such as employees working in roles that do not match their abilities due to a lack of formal training, relying only on limited experience and knowledge of the job. Issues related to work discipline were also identified, such as employees failing to complete tasks within the set deadlines. Additionally, challenges related to the work environment, such as inadequate collaboration among employees, were observed.

Methods

The type of research in this study can be categorized as quantitative research. According to Arikunto (2018:12), quantitative research is a research approach that heavily relies on numerical data, from data collection to the interpretation of the obtained data and the presentation of results. Based on this theory, this study is descriptive quantitative research, as the data obtained from the research sample population is analyzed using the applied statistical methods and then interpreted accordingly.

This study adopts a quantitative descriptive research design to assess the influence of competency, work discipline, and work environment on employee performance at the Secretariat General (SETUM) of POLDA JATIM. The research focuses on collecting numerical data, which will be analyzed using appropriate statistical methods to interpret the relationships between the variables. The population of the study consists of all employees working at SETUM POLDA JATIM, including police officers and civil servants. A sampling technique, such as stratified random sampling or purposive sampling, will be employed to ensure that the sample is representative of the entire population.

Data collection for this study will be conducted through questionnaires, which will be distributed to employees in order to gather their responses regarding the key variables of the study: competency, work discipline, work environment, and employee performance. The questionnaires will use a Likert scale to measure the respondents' perceptions and opinions. In addition to the primary data collected via the questionnaires, documentation or secondary data will be reviewed. This secondary data may include official records, reports, or archives from the SETUM POLDA JATIM, which will support and enrich the primary data.

The study will focus on three independent variables: competency, work discipline, and work environment, and one dependent variable: employee performance. Competency refers to the skills, knowledge, and abilities of employees, while work discipline pertains to adherence to rules, punctuality, and the completion of tasks on time. The work environment includes physical conditions, communication, and teamwork within the organization. Employee performance will be measured based on

task completion, efficiency, and the quality of work done by the employees.

To analyze the collected data, the study will use descriptive statistics to summarize and present an overview of the data, such as mean, frequency, and percentage distributions. Inferential statistics will be employed to test hypotheses and examine the relationships between the independent variables (competency, work discipline, work environment) and the dependent variable (employee performance). Techniques such as multiple regression analysis will be used to determine the extent to which each of the independent variables influences employee performance.

To ensure the reliability and validity of the research findings, the study will conduct validity testing, which assesses whether the research instrument measures what it is intended to measure, and reliability testing, which evaluates the consistency and stability of the instrument over time. This will ensure that the data collected is accurate, consistent, and reflective of the employees' true perceptions.

The research process will follow several stages: identifying the research problem, conducting a literature review, formulating hypotheses, collecting data through questionnaires and documentation, analyzing the data using statistical methods, and interpreting the results. The findings of this study will contribute to a better understanding of how competency, work discipline, and the work environment affect employee performance, providing valuable insights for improving organizational practices within SETUM POLDA JATIM.

Results

The findings of this study reveal that competency, work discipline, and the work environment each play an important role in shaping employee performance at the Secretariat General (SETUM) of POLDA JATIM. Among these factors, competency was found to have the most significant impact on employee performance. Employees who demonstrated higher levels of skills, knowledge, and expertise in their tasks were consistently more effective and efficient in their work. This indicates that improving employee competencies through training and continuous professional development is crucial for enhancing overall performance. Employees with higher competency levels not only complete tasks more efficiently but also contribute to problem-solving and decision-making within the organization.

No.	Characteristic	Frequency	Percentage
1.	Age		
	19 - 28 years	17	32.08%
	29 - 38 years	24	45.28%
	≥ 38 years	12	22.64%
	Total	53	100.00%
2.	Gender		
	Male	25	47.17%
	Female	28	52.83%
	Total	53	100.00%

In addition to competency, work discipline was also found to be a key factor influencing employee performance. The analysis showed a strong relationship between work discipline, which includes factors such as time management, adherence to rules, and meeting deadlines, and higher levels of performance. Employees who maintained high levels of discipline, showed punctuality, and consistently met deadlines were found to be more productive and reliable in their roles. On the other hand, employees who struggled with time management or did not adhere to organizational rules tended to exhibit lower performance levels. These findings suggest that enhancing work discipline by setting clear expectations, monitoring performance, and implementing time management training would contribute to a more efficient workforce.

The work environment emerged as a contributing factor, although it was found to have a moderate impact compared to competency and work discipline. A positive work environment, characterized by good communication, mutual support among colleagues, and a collaborative atmosphere, was found to improve employee motivation and job satisfaction, leading to better performance. Employees who felt valued, recognized, and supported by their peers and supervisors tended to show more enthusiasm for their tasks and worked more effectively. The results highlight the importance of fostering a work environment that promotes teamwork, positive interpersonal relationships, and open communication. However, the work environment alone was not as influential as competency and discipline, indicating that a supportive work environment should be combined with strong competency and discipline to have a significant impact on employee performance.

Coefficients^a

Model	t	Sig.	Correlations
			Partial
1 (Constant)	.269	.789	
Kompetensi (X1)	4.533	.000	.544
Disiplin Kerja (X2)	6.591	.000	.686
Lingkungan Kerja (X3)	2.391	.021	.323

a. Dependent Variable: Kinerja (Y)

In terms of the combined influence of these factors, the multiple regression analysis revealed that competency was the most significant predictor of employee performance, followed by work discipline, with the work environment showing a moderate effect. Together, these three variables explained a significant portion of the variation in employee performance, with competency being the dominant factor. This suggests that improvements in employees' skills and abilities should be prioritized, followed by strengthening work discipline and cultivating a positive work environment. The findings underline the importance of an integrated approach that targets all three factors to enhance employee performance at SETUM POLDA JATIM.

The study's results suggest that SETUM POLDA JATIM should focus on improving employee competencies through targeted training programs, especially in areas critical to their roles and responsibilities. Furthermore, setting clear

expectations for work discipline, monitoring performance, and fostering an organizational culture that values time management and adherence to rules are essential for achieving better performance outcomes. Finally, creating a positive work environment that encourages collaboration, trust, and recognition will complement the improvements in competency and discipline, thereby enhancing overall employee performance.

The study provides valuable insights into the factors that contribute to employee performance at SETUM POLDA JATIM. By investing in competency development, strengthening work discipline, and fostering a supportive work environment, the organization can enhance employee productivity, satisfaction, and effectiveness, leading to the achievement of its operational goals and overall success.

Conclusion

Based on the results of the study conducted using multiple linear regression, it can be concluded that competence, work discipline, and work environment have a significant impact on employee performance at the General Secretariat (Setum) of the East Java Regional Police (Polda Jatim). In more detail, employee competence, which includes the knowledge and skills they possess, proves to play an essential role in improving their performance. Employees with strong competencies are better able to complete tasks efficiently and effectively, leading to optimal performance outcomes. High knowledge and skill levels allow employees to address work challenges more successfully, ultimately enhancing overall work results.

Furthermore, work discipline also positively influences employee performance. The employees at Setum Polda Jatim demonstrate a high level of discipline, such as adhering to regulations, arriving on time, and taking responsibility for their assigned tasks. Good work discipline creates an orderly and efficient work environment, which supports the achievement of established goals and objectives. Disciplined employees tend to be more motivated and dedicated to their work, which directly impacts both individual and team performance.

Additionally, the work environment plays a significant role in employee performance. A supportive work environment, including attention from leadership, good communication among colleagues, and strong cooperation between divisions, is crucial in fostering a positive atmosphere. Employees who feel supported and valued are more motivated and enthusiastic about carrying out their duties, which in turn boosts their performance. The support from leadership and coworkers reinforces a sense of responsibility and teamwork in achieving organizational goals.

Overall, competence, work discipline, and work environment simultaneously influence employee performance at the General Secretariat (Setum) of the East Java Regional Police (Polda Jatim). These three factors support and interact with one another to create a conducive environment for employees to work at their best. High competence, good discipline, and a supportive work environment are key elements in significantly improving employee performance. Therefore, to achieve optimal performance, it is important for Setum Polda Jatim to continue focusing on and developing these three factors simultaneously, through training to enhance competencies, consistent enforcement of discipline, and fostering a harmonious and supportive work environment.

Suggestion

To further enhance employee performance at the General Secretariat (Setum) of the East Java Regional Police (Polda Jatim), several measures can be implemented. First, continuous competency development is essential. Regular training programs should be offered to employees to ensure they stay updated with the latest industry trends and technological advancements. Encouraging employees to pursue professional certifications or further education can also be a valuable investment in their long-term growth, improving their job performance.

Second, while work discipline is already strong, reinforcing company policies and the importance of punctuality, responsibility, and adherence to regulations will help maintain high standards. A reward system for employees who demonstrate excellent discipline could further motivate others to follow suit.

Third, enhancing the work environment is crucial. Regular team-building activities and open forums for feedback can strengthen relationships and foster a positive, collaborative atmosphere. Leadership can create opportunities for employees to voice concerns and suggestions, allowing for continuous improvement. Additionally, ensuring that the physical workspace is conducive to productivity by providing necessary resources and good ergonomic conditions will support employee satisfaction and performance.

Fourth, fostering a culture of collaboration is vital. Encouraging cross-departmental projects and creating channels for employees to share knowledge will promote teamwork and innovation. Leadership should actively facilitate these interactions and recognize collective achievements.

Finally, regular performance evaluations should be conducted, focusing not only on individual results but also on teamwork and contributions to the work environment. Gathering feedback from employees about their work environment and addressing any concerns will ensure that policies remain effective and aligned with employee needs. By implementing these strategies, Setum Polda Jatim can create an even more engaged, motivated, and productive workforce.

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