

# **INFLUENCE OF COMPETENCE, WORK DISCIPLINE AND WORK MOTIVATION ON THE PERFORMANCE OF PERSONNEL OF BUNGO RESORT POLICE CRIMINAL RESERVE UNIT**

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**ABSTRACT:** The purpose was to determine the effect of competence, work discipline and motivation on the personnel performance at the Criminal Investigation Unit of Bungo. Motivated by the low level of personnel competence, personnel discipline, and the motivation at the Criminal Investigation Unit of Bungo. This type of research uses a quantitative approach with multiple linear regression methods. The data collection techniques using questionnaires, observation and interviews. Respondents were 48 personnel from Criminal Investigation Unit of Bungo. The sampling method uses the total sampling in which the entire population was used as the research sample. Hypothesis testing is calculated using the IBM Statistical Package for Social Science (SPSS) program version 24.0. The results found that partially on personnel performance, competence has a significant effect, work discipline has a significant effect, work motivation has a significant effect. Competence, work discipline and work motivation have significant effect on performance at the Criminal Investigation Unit of Bungo.

**Keywords:** competence, work discipline, work motivation, personnel performance.

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## **1. INTRODUCTION**

The Police of the Republic of Indonesia is one of the institutions that uses human resources. The role of human resources is needed in the process of developing an institution, because this police agency is engaged in the military, then human resources are needed quite a lot. The security of a State is inseparable from the responsibility of the police agency. The police have an important role in the development of a State.

According to Police Law No. 2 of 2002 article 1 paragraph 5, security and public order is a dynamic condition of the community as one of the prerequisites for the implementation of the national development process in order to achieve national goals characterized by guaranteed security, order, and the establishment of law, as well as the establishment of tranquility, which contains the ability to build and develop the potential and strength of the community in warding off, preventing, and tackling all forms of violations of law and other forms of disorder that can be troubling the community.

Bungo Resort Police located in the jurisdiction of Jambi Police which is a provider of police services with a working area covering the entire bungo area. And the Criminal Reserve Unit (Sat Reskrim) is one of the functions in the police force whose duties and roles are very important. Sat Reskrim is the spearhead in the pillars of law enforcement in Indonesia in order to realize law enforcement that can meet the sense of justice and legal certainty in the community. Therefore, a good legal system and reliable implementers are required and able to overcome the challenges of the task in line with the development of society and the changes in the law that will occur. The function of the Reskrim Unit at the regional level of the Resort Police is tasked with

organizing and fostering the investigative function at the police level, the ranks and organizing the identification of investigations that are ultimately able to improve the resolution of cases and be able to increase the sense of security in the community. Settlement of cases that are ultimately able to increase the sense of security in the community can be pursued, one of which is hammering training education although it is not the only factor that can affect the performance of personnel reskrim unit.

Related to the above that to mewujudkan good community service, then Sat Reskrim Bungo Resort Police in its implementation required a workforce that has a high sense of moral responsibility, and supported by competence, discipline and motivation of personnel in accordance with the needs of the agency. So for Sat Reskrim Bungo Resort Police performance problems become an important factor because it is one of the units that will greatly influence the success of the Police in maintaining the security and stability of the Unitary State of the Republic of Indonesia. One of the main problems that occur in Sat Reskrim Bungo Resort Police which is also a problem in almost all institutions or government agencies is the emergence of complaints and public dissatisfaction with the service to the community is not maximal and the fact proves that the performance of the State Apparatus is still concerned, the poor performance of the State Apparatus is known from the still high percentage of delays in work and the implementation of tasks that are not up to standard.

The selection of bungo resort police reserse and criminal unit as the focus of research is based on the decline and instability of institutional performance achievements in 2017, 2018 and 2019, related to the previous explanation, that of the many resources owned by the organization, human resources are seen as the most decisive resources. The realization of the Performance of The Bungo Resort Police Reserse and Criminal Unit is placed in various units that include reskrim units, intelkam units, traffic units, shabara units, binmas units, drug units, tahti units, and the establishment of laws and the establishment of Proactive Police Synergy.

By connecting the interrelationship between aspects of competence, work discipline and motivation above, this has influenced the Results of Disclosure and Settlement of Criminal Cases and the Length of The Period of Settlement of Case Files by Sat Reskrim Bungo Resort Police, as follows:

Table 1. Results of Disclosure and Settlement of Criminal Cases and Length of Period of Settlement of Case Files Bungo Police Reskrim Unit

No	Years	Total Crime Count and Crime Clearence (Tahun)		Settlement Period (Months)			
		Crime Total	Crime Clearence	< 3	4-6	7-9	10-12
1	2017	920	614	97	334	85	98
2	2018	817	520	83	305	55	87
3	2019	607	379	55	225	62	37

Source: Secondary Data, Urmintu Sat Reskrim Bungo Police (2020).

Based on the table above, it appears that there is a decrease and unstable achievement of the performance of Bungo Resort Police Sat Reskrim Personnel or in other words the amount of work completed by personnel that takes a long time during the period from 2017 to 2019.

From the data, it can be concluded that there are problems that occur in the performance of personnel Sat Reskrim Bungo Resort Police, be it from the system or its implementation, so that the target and realization of work program achievement from year to year decreased.

The level of achievement of performance requires a process, at this stage of the process subordinates are more dominant in working on it, while the output is the level of achievement of the results, both the poor achievement of output / performance of the most influential agencies are members in the organization / agency / company, but nevertheless the leadership sometimes does not care about the condition of potential personnel, especially the problem of competence, work discipline, motivation and performance produced by the person.

## 2. LIBRARY

Library in this study consists of Competency, Work Discipline, Work Motivation and Performance

### **Competence**

Competence is an ability to carry out or perform a job or task based on skills and knowledge and supported by the attitude of work required by the work. Competency indicators (Spencer & Spencer, 1993), namely: a) Intellectual Competence; Intellectual competence is the character of attitudes and behaviors or advances and intellectual abilities of individuals (can be knowledge, skills, professional understanding, contextual understanding, etc.) that are relatively stable when facing problems in the workplace.

Intellectual competence is formed from the synergy between character, self-concept, internal motivation, and knowledge capacity. This intellectual competency is internalized in the form of 9 (nine) competencies as follows: achievement, job certainty, initiative, information mastery, analytical thinking, conceptual thinking, practical skills, linguistic skills, and narrative abilities, b) Emotional Competencies; Emotional competence is the character of attitude and behavior or willingness and ability to master themselves and understand the environment objectively and morally so that the emotional pattern is relatively stable when facing various problems in the workplace. Emotional competence is formed through synergy between character, self-concept, internal motivation and mental/emotional knowledge capacity (Spencer & Spencer, deep (Rivai, 2014)).

Internalized emotional competencies are as follows: sensitivity or mutual understanding, concern for internal and external customer satisfaction, self-control, confidence, adaptability, and commitment to the organization c) Social Competence; Social competence is the character of attitude and behavior or willingness and ability to build knots of cooperation with others that are relatively stable when facing problems in the workplace. Social competence is formed through synergy between character, self-concept, internal motivation and social knowledge capacity. Emotional competencies are internalized as follows: influence and impact, organizational awareness, building working relationships, developing others, directing subordinates, teamwork, and leadership.

### **Work Discipline**

In (Siswanto, 2013), the discipline of work is an attitude of respect, respect, obedience and obedience to the prevailing rules both written and unwritten and able to carry it out and not avoid receiving sanctions if it violates the duties and authorities given to it. Discipline is a form of employee self-control and regular implementation and shows the level of seriousness of the work team within an organization. The indicators and dimensions of work discipline (Siswanto, 2013), are: a) Frequency of Attendance; The frequency of attendance is one of the benchmarks to know the level of discipline of employees. The higher the frequency of attendance or the lower the level of death, the employee has a high work discipline; b) Level of Vigilance; The officer who in carrying out his work is always full of calculation and thoroughness has a high level of vigilance towards himself and his work, c) Adherence to Working Standards; Employees in carrying out their work are required to comply with all work standards that have been set in accordance with the rules and guidelines of work so that work accidents do not occur or can be avoided, d) Compliance with Work Regulations; Adherence to these work rules is intended for the convenience and smoothness of work, e) Work Ethics; Work ethic is required by every employee in carrying out their work in order to create a harmonious atmosphere, mutual respect between employees.

### **Work Motivation**

In (Robbins & Judge, 2012), motivation as a process that explains the intensity, direction, and perseverance of an individual to achieve his goals. While motivation is generally related to trying to achieve a goal, the discussion is narrowed down and focuses on the goals of organizational achievement to reflect our interest in work-related behavior. The indicators of work motivation (Mangkunegara, 2011), namely: a) Can motivate yourself, take initiative, can meet your own needs and spur yourself, have a high feeling of commitment, b) Persevere, work productively on a task until it is completed well, can finish the job despite obstacles, has a strong will to work, c) Working with or unattended, d) Looking at things to do and taking necessary actions, e) Like challenges, want to test their abilities and like intellectual search, f) Demonstrate constructive

dissatisfaction, always think about improving things, goal-oriented/achieving results, always on time, disciplined.

### Performance

Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. The performance indicator (Robbins & Judge, 2012), namely: a) Quality; The quality of work is measured by the employee's perception of the quality of the work produced as well as the perfection of the task to the skills and abilities of the employee; b) Quantity; Represents the amount generated expressed in terms such as number of units, number of completed activity cycles; c) Punctuality; Is the level of activity completed at the beginning of the stated time, seen from the point of coordination with the output results as well as maximizing the time available for other activities; d) Effectiveness; It is the level of use of organizational resources (energy, money, technology, raw materials) maximized with the intention of increasing the results of each unit in the use of resources; e) Self-reliance; It is the level of an employee who will be able to perform his/her work functions; f) Work commitment. It is a level where employees have a work commitment with the agency and the responsibility of employees to the office.

### Frame of Mind

Based on the theoretical basis and formulation of research problems as described earlier, the conceptual framework used in this study, can be seen as follows:

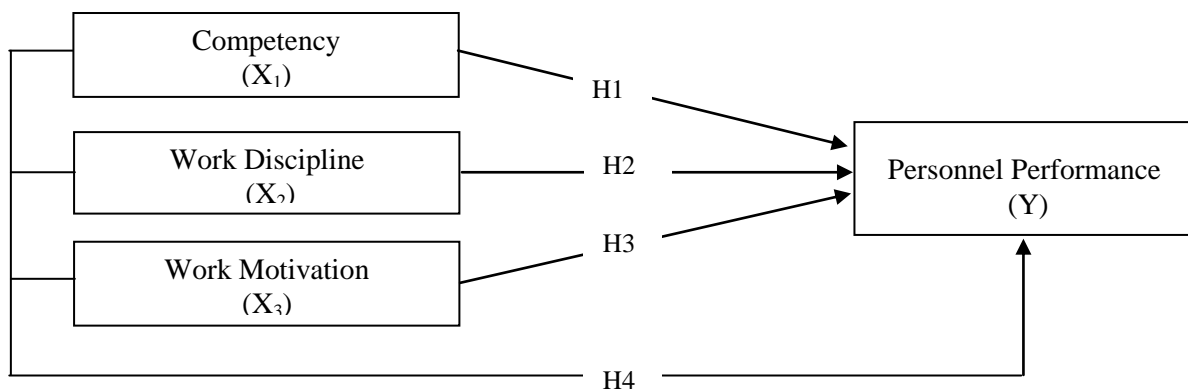


Figure 1. Conceptual Framework of Research

### Hypothesis

Based on the conceptual framework above, then in this study can be formulated hypotheses as follows:

- H1: Competence affects the performance of Personnel Reserse and Criminal Police Bungo Resort.**
- H2: Work discipline affects the performance of The Bungo Resort Police Reserse and Criminal Unit Personnel.**
- H3: Work motivation affects the performance of Reserse And Criminal Unit Personnel of Bungo Resort Police.
- H4: Competence, work discipline and work motivation jointly affect the performance of Reserse Unit Personnel and Criminal Police Bungo Resort.

## 3. METHOD

Based on the formulation, objectives and hypotheses of research, the method used in this study is quantitative research to determine the influence between variables. This study aims to determine the influence of Competency ( $X_1$ ), Work Discipline ( $X_2$ ) and Work Motivation ( $X_3$ ) on Performance ( $Y$ ). The object of this study is the Bungo Resort Police Criminal Reserse Unit Personnel. The research that the authors conducted is research that is within the scope of human resource management, namely analyzing the relationship between competence, work discipline, and work motivation to the performance of personnel of the Bungo Resort Police Criminal Reserse Unit, Jalan Hoesin Sa'ad No. 1 Muara Bungo 37214, Telephone (+62747) 21009 and (+62747) 21110.

## 4. RESULTS AND DISCUSSION

### Results

This analysis is used to determine the magnitude of the influence of free variables on dependent variables. The magnitude of the influence of free variables with bound variables can be calculated through a multiple regression equation. The following is presented a recap table for the results of the regression coefficient, thitung, signification value, Fcalculate value, and R Square (R2) value. The results can be seen in the following table:

Table 2. Multiple Linear Regression Analysis Test Results Recap

Variable	Coef. Regression	t <sub>count</sub>	Sig.
Constant	4.308		
<i>Competence</i>	0.253	2.019	0,040
<i>Work Discipline</i>	0.758	8.520	0,000
<i>Work Motivation</i>	0.120	2.267	0,012
F <sub>count</sub> = 183.112		Sig. 0,000	
R <sup>2</sup> = 0,926			

Source: Primary Data, (2020).

From Table 2 above, the form of regression equation model for the influence of competence, work discipline, and work motivation on performance is as follows:

$$Y = 4,308 + 0,253X_1 + 0,758X_2 + 0,120X_3 + e$$

Description of the equation above:

$\alpha = 4,308$ ; meaning that without the influence of competence, work discipline and work motivation, performance is already there by 4.308 percent.

$b_1 = 0.253$ ; means that there is a positive influence between competency variables ( $X_1$ ) on performance (Y). This indicates that the increase or increase in competence will improve performance. The value of competency regression coefficient is 0.253 meaning that every increase of one competency unit then performance increases by 25.3 percent.

$b_2 = 0.758$ ; means that there is a positive influence between work discipline variables ( $X_2$ ) on performance (Y). This indicates that the increasing or improved work discipline will improve performance. The value of the work discipline regression coefficient is 0.758 meaning that every improvement of one unit of work discipline then performance increases by 75.8 percent.

$b_3 = 0.120$ ; means that there is a positive influence between work motivation variables ( $X_3$ ) on performance (Y). This indicates that the increase or increase in work motivation will improve performance. The coefficient value of work motivation regression is 0.120 meaning that every increase of one unit of work motivation then performance increases by 12 percent.

### t test (partial)

This (partial) test is intended to partially determine the influence of (individual) competence, work discipline and work motivation on performance. From table 2 can also be done partial test (test t) each variable cause (free) against the resulting variable (bound) as follows:

1. Effect of Competency ( $X_1$ ) on Performance (Y)

The results of the analysis of the influence of competency variables ( $X_1$ ) on performance variables (Y) obtained thitung value = 2,019 (df =48-4= 44; ttabel = 2.01537); (thitung >ttabel), with a significant level of 0.040 < 0.05, as a result of which hypothesis one (H1) is accepted. The results of the analysis showed that partially there was a significant influence between competency variables on the performance of reserse unit personnel and Bungo Resort Police Criminal.

2. Effect of Work Discipline ( $X_2$ ) on Performance (Y)

The results of the analysis of the influence of work discipline variables ( $X_2$ ) on performance variables (Y) obtained thitung value = 8,520 (df =48-4= 44; ttabel = 2.01537); (thitung >ttabel), with a significant level of 0.000 < 0.05, as a result of which hypothesis two (H2) is accepted. The results of the analysis showed

that partially there was a significant influence between the variables of work discipline on the performance of reserve unit personnel and Bungo Resort police criminal.

### 3. Effect of Work Motivation ( $X_3$ ) on Performance (Y)

The results of the analysis of the influence of working motivation variables ( $X_3$ ) on performance variables (Y) obtained  $t_{hitung}$  value = 1,267 (df = 48-4 = 44;  $t_{tabel}$  = 2.01537); ( $t_{hitung} > t_{tabel}$ ), with a significant level of  $0.012 < 0.05$ , as a result of which hypothesis three ( $H_3$ ) is accepted. The results of the analysis showed that partially there was a significant influence between the variable motivation of work on the performance of reserve unit personnel and Bungo Resort police criminal.

### F Test (simultaneous)

The F test (model feasibility) is intended to determine the effect of free variables simultaneously (together) on bound variables. From table 2 can also be conducted simultaneous tests (test F) of free variables together (simultaneously) against bound variables.

The results of the analysis of the influence of competence ( $X_1$ ), work discipline ( $X_2$ ), work motivation ( $X_3$ ) simultaneously (together) on performance (Y), obtained a value of  $F_{hitung}$  of 183.11 with a probability of significance of  $0.000 < 0.05$ . With  $df_1 = (k-1) = 3$ ,  $df_2 = 48 - 4 = 44$ ,  $F_{tabel}$  2.82, the  $F_{calculate} > F_{tabel}$  or  $183.11 > 2.82$ , as a result of which the Hypothesis is accepted. The results of the analysis showed that simultaneously (together) there was a significant influence between the variables of competence, work discipline and work motivation together (simultaneously) on the performance of Reserve Unit Personnel and Criminal Police Bungo Resort.

### Determination Coefficient Testing ( $R^2$ )

Based on the results of the calculation of regression estimates, obtained adjusted coefficient of determination value or R Square which is 0.926 means 92.6 percent variation of all free variables (competence, work discipline, work motivation) can explain non-free variables (employee performance), while the remaining 7.4 percent explained by other variables not studied in this study. Because the value of  $R^2$  is close to 1 (one), the contribution (influence) of independent variables simultaneously on dependent is very large.

## 5. Discussion

### Effect of Competency on Personnel Performance.

The first purpose of this study is to determine the influence of competence on the performance of Personnel reserve and Criminal Police Bungo Resort. The results of statistical analysis using multiple linear regressions indicate that the first hypothesis was accepted. The results of the analysis of the influence of competency variables ( $X_1$ ) on personnel performance variables (Y) obtained  $t_{hitung}$  value = 2,019 (df = 48-4 = 44;  $t_{tabel}$  = 2.01537); ( $t_{hitung} > t_{tabel}$ ), with a significant level of  $0.040 < 0.05$ , as a result of which the zero hypothesis ( $H_0$ ) was rejected and the alternative hypothesis ( $H_a$ ) was accepted.

The results of the analysis showed that there was a significant influence between competency variables on the performance of Bungo Resort Police Resersedan Criminal Unit Personnel. The results of this study give an indication that competence has a significant effect on the performance of Personnel Resersedan Criminal Police Bungo Resort. Thus, it can be concluded that the performance of the Bungo Resort Police Resersedan Criminal Unit Personnel. Determined by competence.

Piet and Sahertian in (Kunandar, 2008), said that competence is the ability to carry out something obtained through education and training that is cognitive, affective, and performance. Competency according to (Mulyasa, 2013), is a combination of knowledge, skills, values and attitudes reflected in the habits of thinking and acting. According to (Wibowo, 2016:110), mentioning that competence is an ability to carry out or perform a job or task based on skills and knowledge and supported by the attitude of work required by the work. According to (Satori, 2007:22), mentioning competence comes from English competency which means proficiency, ability and authority.

In (Merchant & Idrus, 2009:30), mentions that a person's qualitative ability is the ability of one's attitude and deeds that can only be judged by their good and bad measure. While quantitative ability is a person's ability that can be assessed and measured. Ainsi, la compétence est une performance qui conduit à la réalisation



d'objectifs complètement vers les conditions souhaitées. Ainsi, la compétence montre des compétences ou des connaissances caractérisées par le professionnalisme dans un domaine particulier comme quelque chose d'important, comme la supériorité d'un domaine particulier. On peut donc conclure que la compétence améliorera le rendement ou le rendement du personnel.

#### **Effect of Work Discipline on Personnel Performance.**

The second purpose of this study is to determine the influence of Work Discipline on the performance of Reserse Unit Personnel and Criminal Police Bungo Resort. The results of statistical analysis using multiple linear regressions show that the second hypothesis is accepted. The results of the analysis of the influence of work discipline variables ( $X_2$ ) on personnel performance variables (Y) obtained thitung value = 8,520 (df =48-4= 44;  $t_{table} = 2.01537$ ); ( $t_{count} > t_{table}$ ), with a significant level of  $0.000 < 0.05$ , as a result of which the zero hypothesis ( $H_0$ ) was rejected and the alternative hypothesis ( $H_a$ ) accepted. The results of the analysis showed that partially there was a significant influence between the variables of the Reserse Unit Personnel and the Bungo Resort Police Criminal.

The results of this study give an indication that the Personnel of The Reserse And Criminal Unit of bungo Resort Police have a significant influence on the performance of The Reserse Unit Personnel and Bungo Resort Police Criminal. Thus, it can be concluded that the performance of the Bungo Resort Police Reserse and Criminal Unit Personnel is determined by work discipline. In (Simamora, 2012:610), states that work discipline is a procedure that corrects or punishes subordinates for violating rules or procedures.

Discipline is a form of employee self-control and regular implementation and shows the level of seriousness of the work team within an organization. While according to (Siswanto, 2013:291), states that the discipline of work is an attitude of respect, respect, obedience and obedience to the rules that apply both written and unwritten and able to carry it out and do not avoid receiving sanctions if he violates the duties and authorities given to him. Meanwhile, according to (Siagian, 2014:305), stated that work discipline is a form of training that seeks to improve and shape the knowledge, attitudes and behavior of employees so that the employees voluntarily try to work cooperatively with other employees. So it can be concluded that work discipline will improve the performance or performance of personnel.

#### **Effect of Work Motivation on Personnel Performance.**

The third purpose of this study is to find out the influence of work motivation on the performance of Personnel reserse and Criminal Police Bungo Resort. The results of statistical analysis using multiple linear regressions indicate that a third hypothesis is accepted. The results of the analysis of the influence of working motivation variables ( $X_3$ ) on performance variables (Y) obtained thitung value = 1,267 (df =48-4= 44;  $t_{table} = 2.01537$ ), ( $t_{count} > t_{table}$ ), with a significant level of  $0.012 < 0.05$ , as a result of which the zero hypothesis ( $H_0$ ) was rejected and the alternative hypothesis ( $H_a$ ) was accepted. The results of the analysis showed that partially there was a significant influence between the variable motivation of work on the performance of Reserse Unit Personnel and Bungo Resort Police Criminal.

The results of this study give an indication that the motivation of work has a significant effect on the performance of Personnel Reserse and Criminal Police Bungo Resort. Thus, it can be concluded that the performance of The Reserse And Criminal Unit personnel of Bungo Resort Police is determined by work motivation. Work motivation is a driving force or drive of a person to behave certainly that can arise from within or outside the individual. The motivation of the latin word movere means the motivation, desire, cause, or reason of a person doing something. In (Robbins & Judge, 2012:222), argues that motivation as a process that explains the intensity, direction, and perseverance of an individual to achieve his goals. While motivation is generally related to trying to achieve a goal, the discussion is narrowed down and focuses on the goals of organizational achievement to reflect our interest in work-related behavior. So it can be concluded that work motivation will affect the performance or performance of personnel.

#### **Influence of Competency, Work Discipline and Work Motivation on Personnel Performance**

The fourth purpose of this study is to determine the influence of competence, work discipline, work motivation on the performance of Reserse Unit Personnel and Bungo Resort Police Criminal. Based on the

research, Bungo Resort Police Reserve and Criminal Unit Personnel are good judging by the response of respondents (TCR) by 83 percent, stating that the performance of personnel is good. This means that Bungo Resort Police Reserve and Criminal Unit Personnel are already very serious enough in doing their job and trying to get it done in time.

Hypothesis testing, from the ANOVA test (Simultaneous Test / F Test) obtained a value of  $F_{\text{calculate}}$  of 183.11 with a probability of significance of  $0.000 < 0.05$ . With  $df_1 = (k-1) = 3$ ,  $df_2 = 48 - 4 = 44$ ,  $F_{\text{table}} 2.82$ , then  $F_{\text{calculate}} > F_{\text{table}}$  or  $183.11 > 2.82$ , as a result  $H_0$  was rejected and  $H_a$  accepted. The results of the analysis showed that simultaneously (together) there is a significant influence between competence, work discipline and work motivation on the performance of Reserve Unit Personnel and Criminal Police Bungo Resort, it can be concluded that the fourth hypothesis ( $H_4$ ) that reads competence, work discipline and work motivation simultaneously has a significant effect on the performance of Reserve Unit Personnel and Criminal Police Bungo Resort accepted, therefore the fourth hypothesis ( $H_4$ ) can be accepted.

## 6. Conclusion

Based on the results of testing and discussion of hypotheses that have been described in previous chapters, several conclusions can be drawn as follows, competence has a significant effect on the performance of personnel reserve unit and criminal Bungo Resort Police. This means the improvement of the competence of each personnel reserve unit and criminal Bungo Resort Police can support the performance of personnel for the better. Second, the discipline of work has a significant effect on the performance of reserve unit personnel and criminal Bungo Resort Police. This means that the improvement of the work discipline of each personnel reserve unit and criminal Bungo Resort Police can support the performance of personnel for the better. Third, work motivation has a significant effect on the performance of reserve unit personnel and criminal Bungo Resort Police. This means an increase in the motivation of the work of each unit personnel reserve and criminal Bungo Resort Police can support the performance of personnel for the better. And fourth, competence, work discipline and work motivation have a significant impact on the performance of The Reserve And Criminal Unit personnel of bungo resort police. This means that with competence, work discipline and work motivation in each personnel, will improve the performance of those personnel.

Based on the low TCR results, the author submits the following advice, namely to the Head of The Reserve and Criminal Unit of bungo Resort Police, in order to improve the competence and discipline of personnel in following the applicable rules. Second, to the Personnel reserve and Criminal Unit bungo resort police to be more disciplined, especially in attendance. Third, Personnel reserve and criminal unit bungo resort police to maintain mutual privacy between fellow personnel. So that later there will be mutual trust between sesame personnel. Fourth, to always motivate himself to be able to do the best job possible.

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