



DOI: <https://doi.org/10.38035/dijms.v7i5.6542>
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The Influence of Employee Discipline and Competence on Improving Performance at The West Sulawesi Regional Police

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Abstract: This study aims to analyze the effect of work discipline and employee competence on improving personnel performance at the West Sulawesi Regional Police. The research was motivated by indications of declining performance reflected in fluctuations in internal performance evaluation scores, as well as disciplinary issues such as tardiness, early departure, and unauthorized absences. This study employed a quantitative approach using a survey method involving 92 respondents who were police personnel within the organization, selected through purposive sampling. The data were analyzed using multiple linear regression to examine both partial and simultaneous effects among variables. The results indicate that work discipline has a positive and significant effect on performance, employee competence also has a positive and significant effect on performance, and simultaneously both variables significantly influence personnel performance improvement. These findings suggest that higher levels of discipline and competence contribute to better organizational performance. The study highlights the importance of strengthening disciplinary enforcement and continuous competency development through education and training to enhance performance within the police organization.

Keyword: Work Discipline, Employee Competence, Employee Performance, Public Sector Organization, Police Institution.

INTRODUCTION

Employee performance is a key indicator of an organization's success in achieving its strategic goals, particularly in public sector institutions responsible for public service. In the context of government organizations, performance is not only related to achieving administrative targets but also to accountability, professionalism, and the quality of public services. Mahmudi (2018) emphasized that public sector performance management is oriented towards achieving measurable results and impacting public trust. Similarly, Mangkunegara (2019) stated that employee performance is influenced by individual abilities and motivation

in carrying out their duties. Therefore, improving the performance of state apparatus is a crucial agenda in bureaucratic reform and strengthening effective governance.

In police institutions, performance has a more complex dimension because it is directly related to law enforcement, protection, and service to the community. As a hierarchical, command-based organization, discipline is a key foundation in maintaining organizational stability and effectiveness. Hasibuan (2019) states that work discipline is an individual's awareness and willingness to comply with all organizational regulations and applicable social norms. Sutrisno (2020) adds that good discipline reflects an employee's responsibility and commitment to their duties. Research by Azwar and Heikal (2024) and Malik et al. (2023) also shows that work discipline has a significant influence on improving employee performance in the public sector. Thus, discipline is a strategic factor in driving optimal police organizational performance.

Besides discipline, employee competence is a crucial factor determining performance quality. The concept of competence encompasses not only technical knowledge and skills but also behavioral characteristics that support superior performance. McClelland (1973) emphasized that competence is more relevant than mere intelligence in predicting job success. Spencer and Spencer (1993) explained that competence is a fundamental individual characteristic causally related to effective or superior performance. In the context of human resource management, Dessler (2020) and Wibowo (2020) emphasized that competency development is a key strategy for enhancing organizational competitiveness. Various empirical studies, such as those by Hanum et al. (2020), Suhartini et al. (2024), and Rustandi (2025), also demonstrate that competence has a positive and significant impact on employee performance.

Previous research on police institutions has consistently demonstrated the importance of discipline and competence in improving performance. Abdullah and Latief (2020) found that competence and work discipline significantly influence the performance of Indonesian National Police officers at the South Sulawesi Regional Police. Fauzi and Akbar (2020) also demonstrated that competence and work discipline contribute to the performance of investigators at the South Kalimantan Regional Police. Furthermore, Rahayu (2025) demonstrated that discipline and competence significantly influence employee performance at the Indonesian National Police Medical and Health Center. These findings support the argument that these two variables are important determinants in improving police performance.

However, each region has different organizational characteristics, work cultures, and operational challenges. This situation requires contextual research in each region to obtain a more specific empirical picture. In the West Sulawesi Regional Police, there are indications of fluctuations in internal performance scores and disciplinary issues such as late attendance and unexcused absences. This phenomenon indicates that there is still room for improvement in human resource management, particularly in the aspects of discipline and competence. Therefore, an empirical study is needed to analyze the extent to which these two factors influence improved member performance.

Based on the above description, this study aims to analyze the influence of work discipline and employee competency on improving member performance at the West Sulawesi Regional Police, both partially and simultaneously. This research is expected to provide theoretical contributions to the development of public sector human resource management studies as well as practical contributions for organizational leaders in formulating policies for discipline development and sustainable competency development. Thus, improving member performance is not only an administrative target, but also part of a strategic effort to strengthen professionalism and public trust in the police institution.

METHOD

Types of research

This study uses a quantitative approach with a causal associative research method, namely research that aims to determine and analyze the influence of independent variables on dependent variables. The quantitative approach was chosen because this study focuses on objectively measuring variables through numerical data and testing hypotheses using statistical analysis. According to Sugiyono (2019), quantitative research is a research method based on the philosophy of positivism and is used to examine specific populations or samples to test predetermined hypotheses. Causal associative research aims to explain the causal relationship between variables, making it suitable for examining the influence of work discipline and employee competence on employee performance in the context of a police organization. Thus, this research design is considered appropriate for obtaining empirical evidence regarding the relationship and influence between the variables studied.

Sample population

The population in this study was all members of the Indonesian National Police (Polri) within the West Sulawesi Regional Police who were relevant to the research object. The population is all subjects who have certain characteristics in accordance with the research objectives (Sugiyono, 2019). Given the limitations of time and research access, the sampling technique used purposive sampling, which is a technique for determining samples based on certain criteria determined by the researcher. The number of samples in this study was 92 respondents who were selected based on the consideration that they were active members and directly involved in the implementation of operational and administrative tasks. According to Sekaran and Bougie (2017), selecting samples that meet the criteria is very important so that the data obtained is relevant and able to adequately represent the population.

Method of collecting data

The data collection method used in this study was a questionnaire as the primary instrument for obtaining primary data. The questionnaire was structured as a closed-ended statement measured using a Likert scale with five levels of assessment, ranging from strongly disagree to strongly agree. Sugiyono (2019) stated that a questionnaire is an efficient data collection technique if the researcher knows the variables to be measured and the indicators used. The use of questionnaires in this study aims to obtain systematic, structured, and measurable data regarding respondents' perceptions of work discipline, competence, and employee performance. In addition to primary data, this study is also supported by secondary data in the form of internal documents and relevant literature to strengthen the analysis.

Research Instruments

The research instrument was a questionnaire compiled based on indicators for each research variable. Work discipline was measured through indicators of compliance with regulations, punctuality, responsibility, obedience to superiors' orders, and consistency in carrying out tasks (Hasibuan, 2019; Sutrisno, 2020). Employee competency was measured based on indicators of knowledge, skills, and professional attitude, as proposed by Spencer and Spencer (1993) and Dessler (2020). Meanwhile, employee performance was measured through indicators of work quality, work quantity, timeliness of task completion, effectiveness, and responsibility (Mangkunegara, 2019; Wibowo, 2020). All statement items were adapted to the work context within the West Sulawesi Regional Police.

Data Analysis Method

The data analysis in this study used inferential statistical analysis with the help of the IBM SPSS version 29 program. The analysis stages included instrument validity and reliability

tests to ensure the feasibility of the measuring instrument, followed by classical assumption tests consisting of normality tests, multicollinearity tests, and heteroscedasticity tests. Next, multiple linear regression analysis was conducted to determine the effect of work discipline (X_1) and employee competence (X_2) on employee performance (Y). According to Ghozali (2020), multiple linear regression is used to test the effect of more than one independent variable on one dependent variable. Hypothesis testing was carried out through the t-test for partial effects, the F-test for simultaneous effects, and the coefficient of determination (R^2) to determine the magnitude of the contribution of the independent variables to the dependent variable. With this method, it is hoped that the research results will be objective, accurate, and scientifically accountable.

Validity Testing

The basis for decision making in validity testing is as follows:

- a) If the r value is positive and the r_{result} is $> r_{\text{table}}$, then the item or variable is valid.
- b) If the r value is negative and $r_{\text{result}} < r_{\text{table}}$ or r result is negative $> r_{\text{table}}$ then the item or variable is invalid.

A questionnaire is declared valid if the r value obtained from the calculation results (r_{xy}) is greater than the table r value (5%).

Instrument Reliability Test

According to Arikunto (2020), reliability refers to the degree to which an instrument is sufficiently reliable to be used using the Cronbach's Alpha formula. The basis for decision making in the reliability test in this study is as follows:

- a) If the r alpha value is positive and r alpha $> r_{\text{table}}$, then the item or variable is reliable.
- b) If the r alpha value is negative and r alpha $< r_{\text{table}}$ or r alpha is negative $> r_{\text{table}}$, then the item or variable is not reliable.

Multiple Regression Analysis

Sugiyono (2019) proposed multiple linear regression analysis used to make predictions, how the value of a variable changes dependent if the value of the independent variable is increased or decreased. This analysis is used by involving two or more independent variables. between the dependent variable (Y) and the independent variables (X_1 and X_2), This method is used to determine the strength of the influence between several factors. independent variables simultaneously with the dependent variable.

$$\mu_{Y/X_1, X_2, \dots, X_n} = A + B_1X_1 + B_2X_2 + \dots + B_nX_n$$

Technique used in this study was multiple linear regression. The analysis was conducted computerized using the computer program Statistical Product and Service Solutions (SPSS) Version 29 for Windows.

Coefficient of Determination

The definition of the coefficient of determination according to Supangat (2018) is: "The coefficient of determination is a quantity to show the level of strength of the relationship between two or more variables in the form of a percentage (showing how much percentage of the diversity of y can be explained by the diversity of x), or in other words how much x can contribute to y."

Kuncoro (2021), according to him, the coefficient essentially measures the extent to which a model is able to explain variations in the dependent variable. The value of the coefficient of determination is between zero (0) and one (1). A small r^2 value means that the ability of the independent variables to explain the variable's variation is very limited. If the

value is close to one, it means that the independent variables provide almost all the information needed to predict variations in the dependent variable.

The magnitude of the relationship between the variables “X₁” and “X₂” with the variable “Y” can be determined by using the coefficient of determination analysis, which is obtained by squaring the correlation coefficient. Based on the definition above, the coefficient of determination is part of the total diversity of the dependent variable that can be calculated by the diversity of the independent variable calculated with the coefficient of determination with the basic assumption that other factors outside the variable are considered fixed or constant. To determine the value of the coefficient of determination, it can be calculated using the formula:

$$K_d = r^2 \times 100\%$$

Information:

Kd = Value of coefficient of determination

r = Correlation coefficient value

Hypothesis

The calculations or analysis in this study utilize the SPSS computer program for Windows 29.0. The test statistics used are:

- 1) H₁₁: There is an influence of work discipline on employee performance at the West Sulawesi Regional Police.
H₀₁: There is no influence of Work Discipline on Employee Performance at the West Sulawesi Regional Police.
- 2) H₁₂: There is an influence of Employee Competence on Employee Performance at the West Sulawesi Regional Police.
H₀₂: There is no influence of Employee Competence on Employee Performance at the West Sulawesi Regional Police.
- 3) H₁₃: There is a simultaneous influence of Work Discipline and Employee Competence on Employee Performance at the West Sulawesi Regional Police.
- 4) H₀₃: There is no simultaneous influence of Work Discipline and Employee Competence on Employee Performance at the West Sulawesi Regional Police.

RESULTS AND DISCUSSION

The quantitative data that has been compiled, through the distribution of questionnaires or surveys that the researcher has conducted, becomes the average value of variable X₁ (Supervision), variable X₂ (Work Environment) and variable Y (Employee Work Effectiveness) and is analyzed using parametric statistics with the program SPSS Release 29.00 For Windows, to determine whether each variable studied has a positive or negative influence on employee work effectiveness. Data were analyzed using the analysis regression command (option) found in the SPSS main menu. The values in each SPSS output are described as follows:

a. Multiple Linear Regression Test

Based on the output, the Multiple Linear Regression equation is obtained as follows:

Table 1. Coefficients
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	10,263	5,549		1,850	,068
	Discipline	,288	,107	,286	2,691	,009
	Employee Competence	,446	,179	,265	2,494	,014

a. Dependent Variable: Member Performance

Based on the SPSS output results in the *coefficients table* in above, it can be identified that the multiple linear regression equation is as follows:

$$Y = 10.263 + 0.288.X_1 + 0.446.X_2 + e$$

- 1) The constant of 10.263 indicates that if there is no increase in the Employee Discipline and Competence variables, then Member Performance will be 10.263.
- 2) The regression coefficient of Discipline (X1) is 0.288, meaning that every 1 unit increase in Discipline will increase Member Performance by 0.288 units. Conversely, every 1 unit decrease in Discipline will decrease Member Performance by 0.288 units. Assuming Employee Competence remains the same.
- 3) The regression coefficient of Employee Competence (X2) is 0.446, meaning that every 1 unit increase in Employee Competence will increase Member Performance by 0.446 units. Conversely, every 1 unit decrease in Employee Competence will decrease Member Performance by 0.446 units. Assuming Discipline remains the same.

b. Coefficient of Determination

Table 2. Correlation Coefficient

Model	R	R Square
1	,740a	,547

Based on the SPSS output, it is known that the simultaneous correlation value of Employee Discipline and Competence with Member Performance is 0.740 (Appendix 10). This correlation value is included in the strong category. The correlation value of Employee Discipline and Competence with Member Performance has a positive value, meaning that increasing Employee Discipline and Competence can also improve Member Performance and vice versa, decreasing Employee Discipline and Competence simultaneously can also decrease Member Performance.

c. Hypothesis Testing

1) F test

Table 3. ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1435,127	2	717,563	12,897	,000b
	Residual	4951,840	89	55,639		
	Total	6386,967	91			

a. Dependent Variable: Member Performance

b. Predictors: (Constant), Employee Competence, Discipline

The sig F value is 0.000 < 0.05 and the calculated F is 12.297 > 3.10, meaning that Ha is accepted and H0 is rejected, so it can be concluded that Employee Discipline and Competence

simultaneously have a significant influence on Member Performance. Employee Discipline and Competence are significantly able to improve Member Performance.

2) t test

Table 4. Partial Test Results

Model	t	Sig.
1 (Constant)	1,850	,068
Discipline	2,691	,009
Employee Competence	2,494	,014

a. Dependent Variable: Member Performance

- a) To determine the level of significance of the partial influence of Discipline on Member Performance, this can be seen by comparing the t table and t values. The results of the Discipline calculation have a probability value of $0.009 < \text{sig } \alpha 0.05$ and $2.691 > 1.986$. Thus, H_a is accepted and H_0 is rejected, so it can be concluded that partially Discipline has a significant influence on Member Performance.
- b) To determine the level of significance of the partial influence of Employee Competence on Member Performance, it is seen by comparing the calculated t value and the t table. The calculation results of Employee Competence have a probability value of $0.014 < \text{sig } \alpha 0.05$ and $2.494 > 1.986$. Thus, H_a is accepted and H_0 is rejected, so it can be concluded that partially Employee Competence has a significant effect on Member Performance.

Discussion

The Partial Effect of Discipline on Member Performance

The results of the partial t-test indicate that work discipline significantly influences member performance. This means that the higher a member's level of discipline, the higher their performance. Discipline, reflected in punctuality, adherence to procedures, and responsibility in carrying out tasks, is a crucial factor in maintaining consistent work results.

This finding aligns with research by Azwar and Heikal (2024), Kusumasari (2021), and Maula (2022), which found that work discipline has a significant positive impact on performance. Good discipline encourages employees to work in a more structured manner, minimizes errors, and increases work effectiveness.

In the context of police officers in West Sulawesi, discipline plays a strategic role because the nature of police duties demands strict adherence to rules and procedures. Without strong discipline, operational duties can potentially pose legal and safety risks. Therefore, strengthening the oversight system, disciplinary evaluation, and the provision of rewards and punishments are crucial steps to maintain optimal performance.

The Partial Influence of Employee Competence on Member Performance

Partial test results indicate that employee competency significantly influences member performance. This means that increased knowledge, skills, and professional attitudes directly contribute to improved work quality and quantity.

This finding is consistent with research by Maulana and Pieter Tanesab (2025), Suhartini et al. (2024), and Hanum, Munandar, and Purwono (2020), which states that competence positively influences performance, both directly and through mediating variables such as motivation and innovation. Competent employees tend to be more adaptable, confident, and able to complete tasks effectively.

In a police organization, competency is crucial because the duties carried out are not only administrative but also operational and strategic. The ability to analyze situations, utilize technology, and communicate effectively with the public are crucial factors in supporting performance. Therefore, enhancing competency through technical training, continuing education, and continuous professional development should be a strategic priority for the institution.

The Simultaneous Influence of Employee Discipline and Competence on Member Performance

The results of the regression analysis indicate that employee discipline and competence simultaneously have a significant impact on member performance. This means that performance improvement is not influenced by a single factor, but rather the result of a combination of strong discipline and adequate competence. Conceptually, discipline creates order and adherence to work standards, while competence ensures technical and professional ability to complete tasks.

This finding aligns with research by Rustandi (2025) and Madiistriyatno (2025), which states that discipline and competence together significantly influence employee performance. Research by Purwantini, Juwaini, and Rahim (2023) also found that discipline and competence strengthen professionalism, ultimately leading to improved performance.

In the context of a police organization, these results demonstrate that operational success and public service are largely determined by the synergy between compliance with regulations and the professional abilities of members. Therefore, performance improvement strategies must be implemented simultaneously through strengthening the disciplinary system and developing ongoing competencies.

CONCLUSION

Based on the research results, it can be concluded that the level of discipline, competence, and performance of Polri members in the West Sulawesi work area is in the very good category. This high level of discipline is reflected in compliance with regulations, punctuality, and consistency in carrying out work procedures. Member competence also demonstrates high quality, both in terms of knowledge, skills, and professional attitudes. These conditions impact optimal member performance in providing public services quickly, accurately, and professionally. These results align with human resource management theory, which states that discipline and competence are important factors in shaping employee performance (Mangkunegara, 2019; Wibowo, 2020).

Simultaneously, employee discipline and competence have been shown to significantly influence member performance. This indicates that improved performance is not determined by a single factor, but by a combination of compliance with regulations and professional competence in carrying out duties. This finding supports the research of Rustandi (2025) and Madiistriyatno (2025), which stated that discipline and competence together significantly contribute to improving employee performance. Thus, the synergy between strengthening discipline and developing competence is an effective strategy for improving police organizational performance.

Partially, work discipline and employee competence each significantly influence member performance. Discipline plays a role in maintaining consistency, order, and compliance with work procedures, while competence contributes to improving the quality of task completion and the ability to adapt to work dynamics. These results align with the findings of Azwar and Heikal (2024) and Hanum, Munandar, and Purwono (2020), which confirmed that discipline and competence have a positive influence on both individual and organizational performance. Therefore, efforts to improve the performance of Polri members

in West Sulawesi need to focus on strengthening a culture of discipline and developing continuous competence through structured education, training, and performance evaluation.

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