Work Discipline, Competence, Empowerment, Job Satisfaction, and Employee Performance

Yuliandi, Rusdin Tahir

Abstract: The results of the study indicate that employees were not satisfied with their work discipline, competence, and empowerment. Thus, job satisfaction cannot be compared to employee performance. Applying a survey method to reveal the perceptions of 376 employees of the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency of the Republic of Indonesia, starting from August 2016 - August 2017, this study reveals work discipline, competence, and empowerment had implications for job satisfaction in improving employee performance. Data were analysed descriptively (weighted mean score) and inferentially (Structural Equation Modeling). The results showed that: (1) Work discipline, competence, empowerment, job satisfaction and performance of the civil servants at the Ministry of Agrarian and Spatial Planning/National Land Agency of the Republic of Indonesia were in "good" category, albeit not optimal; (2) Work discipline, competence, and empowerment simultaneously and partially had significant effect on civil servants' job satisfaction at the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency of the Republic of Indonesia; and (3) Work discipline, competence, and empowerment both directly and indirectly (through Job Satisfaction) were simultaneously and significantly related to the performance of civil servants of the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency of the Republic of Indonesia.

Keywords : Competence, employee performance, empowerment, job satisfaction, work discipline.

I. INTRODUCTION

The results of the UNDP study (2015)[1] concluded that Indonesia's Human Development Index (HDI) for 2014 was 0.684, placing Indonesia in the 110th rank out of 188 countries studied. Indonesia's HDI from 1980 to 2014 only increased by 44.3% (47.4% in 1980 and 68.4% in 2014), or by an average of 1.08%/year[1]. The HDI of a country is the result of collaboration of all parties, especially the government and society. Each member of the country has a direct or indirect contribution to the achievement of HDI, including the civil servants.

Yuliadi*, Ph.D Student of Univeritas Syiah Kuala, Banda Aceh, Indonesia. Head of National Land Agency, Indonesia, email: yuliadi@artbpn.go.id
Rusdin Tahir, PhD of Business Administration, Universitas Padjadjaran, Bandung, Indonesia. Email: rusdin@unpad.ac.id

Performance appraisal of civil servants is a systematic process carried out by appraisal officials on civil servants' work goals and work behaviour. In other words, performance is the work outcome of each civil servant in an organizational unit assessed based on the employee's work goals and work behaviour. This definition is in line with that of [2][3][4][5][6], in which performance is defined as the record of outcome produced on specified job function or activity during a specified time period.

Poor performance of Civil Servants has been reported by the Coordinator of the Politics of Indonesian Corruption Watch, Adek Irawan, in the Voice of America on September 8, 2015. He reported that the bad performance of civil servants has been a prolonged issue, but it is expected that the increasingly critical public attitudes can change the performance. Although many negative predicates are attributed to civil servants, there are still many civil servants with a spirit of dedication and high commitment to continue to do their duties very well and who are even willing to work overnight to complete their task and improve their performance. The findings of a documentary study conducted at the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency of the Republic of Indonesia show that some employees still experience a decline in their performance caused, among others, by the frequent delays in completing tasks, hindrance to the attainment of work targets, work standards that are not according to expectation, and inoptimal problem solving at work.

The findings are reinforced by the results of the performance appraisal of the Ministry of Agrarian Affairs and Spatial Planning/Badan Pertanahan Nasional (BPN/National Land Agency) of the Republic of Indonesia, also often reported to the Ombudsman. They are further confirmed by the report of National Commission of Corruption Eradication on March 6, 2014, to the National Land Agency on the result of the Corruption Perception Index of 6.38, which is still relatively low compared to other vertical agencies.

The reports indicate that performance of National Land Agency employees is still not optimal. This conclusion is in line with the results of Rusdin Reaserach[7], which shows that the performance of employees, especially middle managers at State-Owned Enterprises, is not optimal. The lack of optimal performance is caused by: weak employee empowerment, lack of opportunities to learn from mistakes, lack of opportunities to help improve themselves and their jobs, lack of assistance to improve employees themselves and the organization, and lack of integration of customer needs into the daily activities of employees.

To improve the competence of the employees of the Republic of Indonesia National Land Agency (BPN), efforts are continuously made in the form of a combination of skills, knowledge, and behavior that can be observed and applied critically for the success of an organization and work performance and personal contributions of employees to the organization. These efforts are implemented in the form of education and training to both structural and functional officials.

Another factor considered to influence employee performance is employee empowerment. Empowerment of human resources greatly determines the performance of organizations and individuals. Hence, efforts are needed to improve human resources' capabilities and create a culture of empowerment [8][9][3][6].

Based on the findings of preliminary observations, the problems in empowering employees at the BPN/National Land Agency are: (1) low trust in employees in delegating tasks and giving credibility; (2) low authority granted to employees in solving a problem; (3) low responsibility in delegating tasks and low credibility given to employees.

Based on the results of research [10][11][12][13], employee empowerment can be done by the company (leaders) by focusing on desire, trust, confidence, credibility, accountability, and communication. Employee empowerment in organizations can provide benefits in the forms of employee optimization and employee performance improvement; thus, the problems related to employee empowerment must be resolved by the organization [14][15][16][17].

The previous studies have the following limitations: (1) there was no uniform definition of employee performance; (2) employee performance is built from different constructs; (3) no research included empowerment as a construct in building employee performance, and (4) discipline was not included as a variable that influenced employee performance.

II. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Many studies have supported the argument that psychological empowerment is related to performance and job satisfaction[18][19][20] The effects of perceived authentic leadership and core self-evaluations on organizational citizenship behavior: The role of psychological empowerment as a partial mediator. The research conducted by research[21][22][23][24] in particular reported that empowerment has positive and significant influence on employee performance through employee job satisfaction, so that it can be stated that empowerment encourages employees to be more active and triggers their creativity. Employees who feel empowered then will have satisfaction in their job. Employees who have a sense of job satisfaction will then be productive and able to improve their performance. However, theoretically not much research has investigated the relationship among work discipline, competence, empowerment, and job satisfaction and their effect on employee performance through job satisfaction. Hence, this study is conducted drawing upon the previous study by Setyaningdyah[25] who suggested the development of a model using a mediation analysis by exploring whether job satisfaction mediates between independent variables and dependent variable.

A person's response to a particular job can be reflected in morality, discipline and fulfillment of tasks assigned Greenberg and Baron[26]. Haris [27]show that work discipline is measured by the indicators of: (1) Quality of work discipline, including: coming and returning on time, time utilization for the implementation of tasks, and ability to develop self-potential based on positive motivation; (2) Quantity of work, including: volume of output and contribution; (3) Compensation needed, including advice, direction and improvement; (4) Location of work or residence; and (5) Conservation, including respect for rules with courage to always prevent the occurrence of actions that conflict with the rules and negatively affect the performance of employees.

In other words, good discipline reflects the amount of one's responsibility towards the tasks assigned to him or her. This encourages work passion, enthusiasm for work, and the realization of the goals of the company and its employees. Therefore, managers always try to make their subordinates always have good self-discipline. A manager is said to be effective in his/her leadership if subordinates have a high level of discipline.

To maintain and improve high discipline is difficult, because many factors influence it. But discipline must be enforced in a company or organization. Without the support of good employee discipline, it will be difficult for the company to realize its goals, namely achieving optimal performance[28].

Another problem allegedly related to the performance of the employees of National Land Agency (BPN) is the lack of knowledge and ability of employees and supporting infrastructure in the form of training on technology that has been widely used in order to improve service to the community. Competence is needed in the performance of employees[29][30][31][32][33]. Competence describes a combination of behaviours between knowledge, skills, and characteristics needed by employees to effectively demonstrate their role in the organization and appropriate performance within the organization [34][35][36]. Competence is a set of specific behaviors that can be observed and needed by a person to succeed in performing roles and achieve company goals/targets[37][38][39].

III. RESEARCH METHOD

This research employed the explanatory survey method, aimed to test previously formulated hypotheses. Despite being explanatory, this relational research focused on the relationships among variables. Consequently, the study required operational variables focused more on the construct and indicators. In accordance with the hypotheses proposed, this study used inferential hypothesis testing/verification with Structural Equation Modeling (SEM), given that this model is an integrated model, combining Confirmory Factor Analysis, Structural Model, and Path Analysis.

The operational variables in this study consisted of: Employee Performance (EP), measured through indicators characteristic of this variable, operationalized into 21 statements/questions and grouped into 8 dimensions using an instrument in the form of a questionnaire.

The variable of Work Discipline (WD) was measured through 15 indicators operationalized into 15 statements/questions and grouped into 5 dimensions. Competence (C), measured by indicators characteristic of this variable, was operationalized into 24 statements/questions and grouped into 7 dimensions. Job Satisfaction (JS), measured through indicators characteristic of this variable, was operationalized into 17 statements/questions and grouped into 3 dimensions. All of these operational variables were measured using an instrument in the form of a questionnaire.

The data in this study were divided into primary and secondary data. Primary data were concerned with the perceptions of employees at the Republic of Indonesia National Land Agency (BPN) along with the phenomenon that was happening, collected through surveys. The primary data for descriptive and verification research were collected from the same respondents and simultaneously with documentary study, limited interviews, and questionnaires. The sample comprised of 376 BPN employees.

IV. FINDINGS AND DISCUSSION

The model in this study was developed based on results of investigation of certain phenomena in the field, using variables derived from real problems in the field. The model is developed based on a partial theory of several models and supporting theories, resulting in a comprehensive model.

Goodness-of-Fit Testing

The results of the accuracy of the model obtained (simultaneous or overall model testing) indicated by Goodness-of-fit statistics is summarized in Table 2.

Hypothesis Testing

The results of the first hypothesis testing, regarding the effect of work discipline (WD), Competence (C), and Empowerment (E) on Job Satisfaction (JS) of employees at the Ministry of Agrarian Affairs and Spatial Planning, National Land Agency (BPN) show the following results:

Based on the results of LISREL data processing with structural model 1, according to the proposed hypothesis, the results can be seen in Table 3.

Table 3 indicates that for the five supporting hypotheses proposed to support the first hypothesis, all H0s were rejected, so the research hypothesis was accepted (H1 was accepted).

The test on the effect of exogenous variables (Work Discipline, Competence, and Empowerment) on the endogenous variable of Job Satisfaction yielded a determination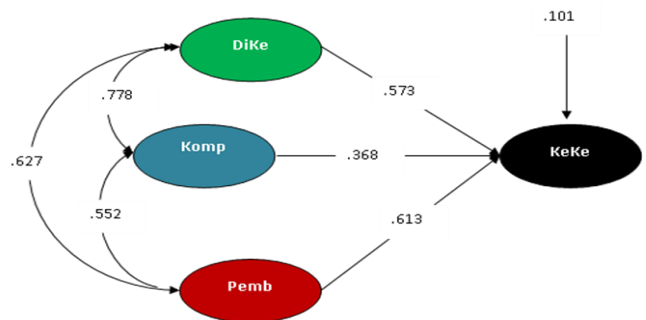 coefficient value of 89.9%. Thus, it can be said that Work Discipline, Competence, and Empowerment simultaneously had influence on Job Satisfaction of Indonesian BPN employees for 89.9%. The findings also indicate that Work Discipline partially had influence on Job Satisfaction by 34.0%, Competence partially on Job Satisfaction by 17.4%, and Empowerment partially on job satisfaction by 38.4%.

The results of the second hypothesis testing can be formulated as follow:

Job Satisfaction = 0.573Work Discipline + 0.368Competence + 0.613Empowerment + 0.101

The test also obtained the value of $R^2 = 0.899$ or 89.9%. The value indicates that there are other factors influencing employee job satisfaction besides work discipline, competence, and empowerment, as shown by an error variance of 0.101 or 10.1%. The additional factor is presumed to be government policy, politics, and/or certain elements of organizational goals.

The results of the first hypothesis testing is shown in Figure 1 as follows:

Chi-Square=217.79, p-value=.000, RMSEA=.151

Figure 1. Diagram of First Hypothesis Testing: The Influence of Work Discipline, Competence, and Empowerment on Job Satisfaction

Second Hypothesis Testing

The second hypothesis testing was to find both direct and indirect influence of Work Discipline, Competence, and Empowerment (through Job Satisfaction) on Employee Performance. The hypothesis states: "Work Discipline, Competence, and Empowerment directly or indirectly (through Job Satisfaction) have influence on Employee Performance, both partially and simultaneously."

The results of LISREL data processing with structural model 2 can be seen in Table 4.

Table 1. Latent/Observed Variables

	LATENT VARIABLE/ OBSERVED VARIABLE	ACTUAL SCORE	IDEAL SCORE	%
1.	**Employee Performance (EP)**	**30397**	**41360**	**73.49**
	a. Quantity of Work	3808	5640	67.52
	b. Quality of Work	2831	3760	75.29

	c. Job Knowledge		5638	7520	74.97
	d. Creativity		4031	5640	71.47
	e. Cooperation		4229	5640	74.98
	f. Dependability		4211	5640	74.66
	g. Initiative		1420	1880	75.53
	h. Personal Quality		4229	5640	74.98
2.	**Work Discipline (WD)**		**23948**	**33840**	**70.77**
	a. Personal Mastery		4123	5640	73.10
	b. Mental Model		5367	7520	71.37
	c. Shared Vision		4073	5640	72.22
	d. Team Learning		3931	5640	69.70
	e. Thinking System		6454	9400	68.66
3.	**Competence (Comp)**		**29367**	**41416**	**70.91**
	a. Commitment		3951	5640	70.05
	b. Desire to excel		6393	9400	68.01
	c. Serving		2713	3760	72.15
	d. Cooperation		5384	7520	71.60
	e. Proactiveness		5427	7520	72.17
	f. Leading		2636	3760	70.11
	g. Adaptability		5443	7520	72.38
4.	**Empowerment (Empo)**		**10934**	**15040**	**72.70**
	a. Desire		2780	3760	73.94
	b. Trust		1278	1880	67.98
	c. Confidence		1413	1880	75.16
	d. Credibility		2781	3760	73.96
	e. Accountability		1393	1880	74.10
	f. Communication		1289	1880	68.56
5.	**Job satisfaction (WS)**		22458	31960	70.27
	a. Extrinsic Job Satisfaction		10498	15040	69.80
	b. Intrinsic Job Satisfaction		9325	13160	70.86
	c. General Job Satisfaction		2635	3760	70.08

Source: Primary Data, Weighted Mean Score (MMS) Method, 2017

Table 2. Evaluation of Goodness-of-Fit Indices

Criteria	Result	Testing Criteria	Implication for H_0	Model Evaluation	Conclusion
χ^2 (CMIN) Df = 5352	3065.652	Expected to be small	Not Rejected	Marginal	Model Fit
CMIN/DF	1,325	≤ 2.00	Rejected	Good	
Significance Probability (p-Value)	.000	< 0.05	Rejected	Good	Model Fit
Root Mean Square Error of Approximation (RMSEA)	.0258	≤ 0.08	Rejected	Good	
Goodness of Fit Index (GFI)	.729	≥ 0.90	Rejected	Marginal	Model Fit
Adjust Goodness of Fit Index (AGFI)	.678	≥ 0.90	Rejected	Marginal	
Normed Fit Index (NFI)	.917	≥ 0.90	Not Rejected	Good	
Non Nomed Fit Index (NNFI)	.983	≥ 0.90	Not Rejected	Good	
Comparative Fit Index (CFI)	.978	≥ 0.90	Not Rejected	Good	

Source: Primary Data, SEM Analysis Method, 2017

Table 3. The Influence of Work Discipline, Competence, and Empowerment on Job Satisfaction

Coefficient R and Coefficient β	p-Value (Sig.)	F Change dan t_{test}	R$_{Square}$ (R^2)	Ket
Simultaneous influence of Work Discipline, Competence, and Empowerment on Job Satisfaction =.948	.000	1430.901	.899	H_0 Rejected
Partial influence of Work Discipline on Job Satisfaction =.573	.000	15.968	.340	H_0 Rejected
Partial influence of Competence on Job Satisfaction =.368	.000	9.382	.174	H_0 Rejected

Partial influence of Empowerment on Job Satisfaction =.613	.000	21.382	.384	H_0 Rejected

Source: Primary Data, SEM Analysis Method, 2017

Table 4. The Direct and Indirect Influence of Work Discipline, Competence, and Empowerment (through Job Satisfaction) on Employee Performance

Coefficient R and β	Direct	Indirect	R-square (R^2)	Notes
Work Discipline, Competence, dan Empowerment directly and indirectly (through Job Satisfaction) on Employee Performance = .844	.543	.169	.712	H_0 Rejected
Work Discipline directly and indirectly (through Job Satisfaction) on Employee Performance = .458	.155	.053	.209	H_0 Rejected
Competence directly and indirectly (through Job Satisfaction) on Employee Performance = .597	.280	.077	.356	H_0 Rejected
Empowerment directly and indirectly (through Job Satisfaction) Employee Performance = .383	.108	.039	.147	H_0 Rejected

Source: Primary Data, SEM Analysis Method, 2017

The results of second hypothesis testing is illustrated by Figure 2.
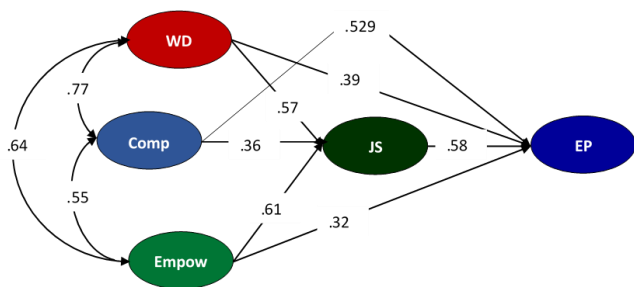

Figure 2. Diagram of Second Hypothesis Testing Results

As Table 3 and Figure 2 demonstrate, work discipline, competence and empowerment had positive and significant influence both directly and indirectly (through Job Satisfaction) on employee performance, both partially and simultaneously.

In addition, the results of data processing show the value of R^2 = 0.712 or 71.2%. This value indicates that there are still other factors that directly and indirectly influence employee performance in addition to work discipline, competence, and empowerment (through Job Satisfaction) with a variance error of 0.288 or 28.8%. The contributing factors are assumed to be government interference and policy.

This analysis was carried out because the variables of Employee Performance, Work Discipline, Competence, Empowerment and Job Satisfaction were measured directly through a number of indicators that would reveal the effective contribution to these five variables.

Employee Performance = 0.394Work Discipline (.587Job Satisfaction) + 0.459Competence (.587Job Satisfaction) + 0.152Empowerment.(.587Job Satisfaction) + 0.288

Work discipline, competence, empowerment, job satisfaction, and employee performance at the Ministry of Agrarian Affairs and Spatial Planning of the National Land Agency (BPN) were identified to be in "good" category. Good work discipline is indicated by the results of a measurement to 15 indicators grouped into 5 (five) dimensions as manifest variables, namely: personal mastery, mental model, shared vision, team learning, and thinking system, which were all in "good" category. However, there were still a number of indicators that did not show optimal results, such as: Work Discipline3, Work Discipline6, Work Discipline12, and Work Discipline15.

The competence of the employees at the Ministry of Agrarian Affairs and Spatial Planning of the National Land Agency (BPN) was in "good" category. It was measured through 24 indicators, grouped into 7 dimensions, namely: commitment to the organization, desire to achieve, serving, cooperation, proactiveness, leading, and adaptation to show good values. However, there were still indicators with less than optimal results, such as: Competence3, Competence4, Competence7, Competence8, Competence9, Competence11, Competence15, Competence19, and Competence21 at a value below 70%.

In terms of empowerment, the employees at the Ministry of Agrarian Affairs and Spatial Planning of the National Land Agency (BPN) had made "good" efforts, as measured through 8 (eight) indicators grouped into 6 dimensions, namely good trust, high confidence, good credibility, good accountability, and smooth communication. However, two indicators did not reach 70%, namely: Empowerment3 and Empowerment8.

Regarding satisfaction, the employees at the the Indonesian Ministry of Agrarian Affairs and Spatial Planning of the National Land Agency were satisfied with their job. This result was based on a measurement of 17 indicators grouped into 3 (three) dimensions, namely: External satisfaction, internal satisfaction, and general satisfaction. However, some indicators were still found to fall under the score of 70%, such as: Job Satisfaction1, Job Satisfaction2, Job Satisfaction4, Job Satisfaction7, Job Satisfaction8, Job Satisfaction10, Job Satisfaction11, and Job Satisfaction6.

Finally, in terms of performance, the employees at the Indonesian Ministry of Agrarian Affairs and Spatial Planning of the National Land Agency perceived their performance to be good. This was measured by 22 indicators grouped into 8 (eight) dimensions, namely: quantity of work, quality of work, understanding of work procedures, creativity, cooperation, delegating ability, initiative, and personal quality. However, two indicators fell below the score of 70%, namely:

Employee Performance3 and Employee Performance12.

Work discipline, competence, and empowerment directly and indirectly (through job satisfaction) affect the performance of employees in the Ministry of Agrarian Affairs and Spatial Planning of the National Land Agency (BPN) in Indonesia, both partially and simultaneously, but not optimally. This is quite reasonable. The influence is not considered optimal. Some indicators of work discipline that were still not optimal included: WD3, WD4, WD7, WD8, WD9, WD11, WD15, WD19, and WD21. For competence, the less than optimal indicators were: Competence3, Competence4, Competence7, Competence8, Competence9, Competence11, Competence15, Competence19, and Competence21. Finally, for Empowerment indicators of Empowerment3 and Empowerment8 were not optimal.

V. CONCLUSION

The employees at Indonesian National Land Agency (BPN) perceived that their work discipline, competence, empowerment, job satisfaction, and employee performance were appropriate.

Work discipline, competence, and empowerment affected their job satisfaction both partially and simultaneously. This means that an increase in work discipline, competence, and empowerment will be followed by an increase in job satisfaction.

Work discipline, competence, and empowerment directly and indirectly (through job satisfaction) affected the performance of employees at the Ministry of Agrarian Affairs and Spatial Planning of the National Land Agency (BPN) in Indonesia, both partially and simultaneously, but not optimally.

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AUTHORS PROFILE

Yuliandi, PhD Student of Univeritas Syiah Kuala, Banda Aceh, Indonesia. Wrote an article on the application of Land consolidation in the area of Development through the cooperative of the PNG Regional Office of the Regional Office of Aceh Province (2007). Speaker at the Event 4th Annual International conference Syiah Kuala University (AIC-UNSYIAH) in conference with 9th Annual International Workshop Thunami disaster and Recovery-AIWEST-DR (2014). Speaker at the Event National Economic Seminar 2014, Theme "Regional Readiness to face the Asian Economic community 2015" Universitas Malikussaleh, Lhokseumawe, Indonesia. Influence of competency, Knowledge and Role Ambiguity on Job Performance and Implication for PPAT Performance. The International Institute for Science, Technology and Education (IISTE). Journal of Economic an sustainable Development (2014). Empowerment to performance: Relationship of teamwork and competency-based Approach in management of change (Study on Aceh BPN in Post Tsunami). The 4th 4th Annual International conference Syiah Kuala University (AIC-UNSYIAH) in conference with 9th Annual International Workshop Thunami disaster and Recovery-AIWEST-DR (2014). Influence of Leadership and Work Environment to Job Satisfaction to employee Performance (Study on Aceh Governance in Post-Tsunami), Indonesia (2014). Repair work productivity through compensation, Motivation and Work Environment BULOG Aceh. Prosiding Seminar Nasional Ind Indonesia (2014). Speaker at the Event The 1th International Joint conference of Indonesia - Malaysia - Bangladesh-Ireland (IJCIMBI) 2015 Univeritas Ubudyah, Banda Aceh Indonesia.

Rusdin T (www.rusdintahir.com). Expert in the field of organizational behavior and human resource strategies. Undergraduate & Post-graduate school: Business Administration, Indonesian Education University (1992); Master Degree in Padjadjaran University (2000); Doctor Degree in Padjadjaran University (2013). Area of Interest: Management Science and Business Administration Science. Scientific Work: The Influence of Implementation of Quality Control Circle on The Job Performance of Employees (1991); Human Resource Strategy Dimension & Technology Transfer Strategy As Determinant of Corporate Performance based Balanced Scorecard (1999); Quality of work life, Organizational Citizenship, Employee engagement, total performance scorecard (2012).