

## THE EFFECT OF EMPLOYEE COMPETENCY AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE WITH WORK MOTIVATION AS INTERVENING VARIABLE AT COLUMBIA HOSPITAL ASIA MEDAN

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### ABSTRACT

*Employees are one of the most important resources in a company's life. Although it has good facilities and infrastructure, but if the company does not have employees who have competence then it will be difficult for the company to compete with potential competitors. This study aims to find out whether employee competence and employee discipline affect performance through work motivation as a mediation variable at Columbia Asia Medan Hospital. The study was conducted on 128 medical employees with permanent status using simple random sampling techniques and solving techniques with a 5% leeway percentage and the result was as many as 97 respondents. The data collection technique used is primary data in the form of questionnaires and secondary data obtained through documentation studies Data analysis techniques using quantitative data processed with the SPSS program version 25, namely the t test and coefficient of determination (R<sup>2</sup>). The results obtained in this study show 1) There is a significant influence between employee competency variables, work discipline, work motivation and performance, 2) there is a significant influence between work discipline variables with performance, 3) there is a significant influence of work motivation on performance, 4) work competency variables can affect work motivation variables on performance.*

Keywords: Work Competence, Work Discipline, Work Motivation, Performance

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### INTRODUCTION

The competence of an employee to carry out his work and his duties is very important so that the responsibility in carrying out the task can be fulfilled. With competence, there will be more work that can be done by employees, more and more extensive work experience, and the most important and main thing is to improve performance. Competence is related to what employees always do at work and at various levels and standards of each level, identifying the characteristics, knowledge and skills needed by employees to carry out tasks and responsibilities effectively so that professional quality standards in work can be achieved. The standards in question are all aspects of performance management reports, specific skills and knowledge, attitudes, communication, applications as well as development.

The standards in question are all aspects of performance management reports, specific skills and knowledge, attitudes, communication, applications as well as development. Employees as a support for achieving goals, but employees also have thoughts, feelings and desires that affect their attitudes towards their work. This attitude will be and determine his work performance, dedication and love in the work charged to him. These employee attitudes are known as job satisfaction, stress and frustration caused by work, equipment, environment, needs and so on.

Performance is a function of motivation and ability. In order to complete a task or work one should have a certain degree of willingness and level of ability. A person's willingness and skills are not effective enough to do something without a clear understanding of what to do and how to do it.

Performance is a real behavior that everyone displays as work performance produced by employees in accordance with their role in the company. Employee performance is a very important thing in the company's efforts to achieve its high goals and coupled with low motivation will cause dissatisfaction.

This goal can be achieved if supported by good human resources in the form of employees who are able to produce good work and have a level of performance that can be relied on by the Company. Good employee performance is expected by the company, with good employee performance will encourage the employee to have achievements in the company. The company can develop well because of the support of employees in it. So that the Company can be more advanced and employees are also more prosperous and prosperous with a fairly large or high compensation.

An assessment of work at Columbia Asia Medan Hospital was conducted on Permanent Medical Employees. Assessment of Medical Employees is carried out on an annual basis. The assessment of the work involves two parties, namely direct superiors and from the HR department. The results of medical employee performance assessment in 2021 for the Permanent Medical Employees category can be seen in Table 1.1

**Table 1.1. Medical Employee Performance Assessment Results for 2021**

| No           | Final Score | Januari s/d Juli 2021 | 850-above | 750-849        | 600-749   | 401-599        | 400-below |
|--------------|-------------|-----------------------|-----------|----------------|-----------|----------------|-----------|
|              |             |                       | 5 (10%)   | 4 (8%)         | 3 (7%)    | 2 (5%)         | 1 (0%)    |
| 1            | > 9         | 11.11%                | 10        | 16.67%         | 15        | 13.33%         | 12        |
| 2            | 6 – 9       | 16.67%                | 15        | 26.67%         | 24        | 33.33%         | 30        |
| 3            | 3 – 5       | 38.89%                | 35        | 44.44%         | 40        | 35.56%         | 32        |
| 4            | < 3         | 33.33%                | 30        | 12.22%         | 11        | 17.78%         | 16        |
| <b>Total</b> |             | <b>100.00%</b>        | <b>90</b> | <b>100.00%</b> | <b>90</b> | <b>100.00%</b> | <b>90</b> |

Competence is the employability of any individual that includes aspects of knowledge, skills and work attitudes that conform to established standards. Competence is a combination of skills, knowledge and behavior that can be observed and applied critically to the success of an organization and the work performance and personal contribution of employees to their organization (Watson Wyatt in Ruky, 2003).

In improving employee performance, it is needed high employee motivation. Motivation provides a person's reason for working well in accordance with established procedures, standards and targets. Motivation is a person's drive to work, for example, a large salary, a good leader, adequate work facilities, a comfortable work environment and fun coworkers and others. As is known in the journal that has been researched by Brahmasari and Suprayetno (2008) which states that motivation is very important in improving employee performance.

## **THEORETICAL FRAMEWORK**

### **PERFORMANCE**

According to Anwar Prabu Mangkunegara (2014: 67) stated that the performance of employees in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. According to Moeheriono (2012: 95) performance is an overview of the level of achievement of the implementation of an activity program or policy in realizing the goals, objectives, vision and mission of the organization as outlined through the strategic planning of an organization.

### **COMPETENCE**

Competence is a basic characteristic of a person that allows them to expend superior performance in their work. According to Trotter in Saifuddin (2004) defines that a competent person is a person who with his skills to do the job easily, quickly, intuitively and very rarely or never make mistakes. Webster's Ninth New Collegiate Dictionary (2005) is the skill of an expert, in which an expert is defined as someone who has a certain level of skill or high knowledge in a particular subject gained from training and experience.

### **WORK DISCIPLINE**

Work discipline is a person's attitude and behavior that shows obedience, compliance, loyalty, order and order to company or organizational regulations and applicable social norms. According to Sastrohadiwiry (2003), work discipline is an attitude of respect, respect, obey and obeying the applicable rules, both written and unwritten and able to carry them out and do not avoid accepting his sanctions if he violates the duties and authority given to him.

### **MOTIVATION**

Motivation is a will or desire that arises in employees that raises the spirit or drive to work optimally to achieve goals. Motivation comes from the basic word motive, which means a stimulant, desire and driving force of one's will to work. Motivation develops with a person's level of awareness of the goals he wants to achieve. Based on this explanation that the motivation of achievement does not always arise by itself. Motivation can be generated, developed and strengthened by other factors. The stronger a person's motivation, the stronger his efforts to achieve goals. This means that motivation can change.

## **RESEARCH METHODS**

The population in this study is all permanent employees of medical personnel who work at Columbia Asia Medan Hospital which amounted to 128 people. In this study, the authors narrowed the population to 128 medical permanent employees and took data using simple random sampling by calculating sample sizes conducted using the Slovin technique according to Sugiyono (2011: 87).

This research uses associative quantitative research methods. According to Husein (2013: 149) Quantitative research is a process of finding knowledge that uses data in the form of numbers as a tool to analyze information about what you want to know. According to Sugiyono (2003: 11) Associative research is a study that aims to find out the influence or relationship between two or more variables. This study has the highest level compared to the cryptic and comparative because with this study can be built a theory that can function to explain, predict and control a symptom.

| Variabel                 | Definition   | Indicators   | Likert |
|--------------------------|--|--|--------|
| Employee Motivation (Z)  | It is a process that explains the intensity, direction and perseverance of an individual to achieve his goals.   | 1. Responsibility<br>2. Willingness<br>3. Punctuality<br>4. Initiative<br>5. Ability   | Likert |
| Work Performance (Y)     | the results of work that is in quality and quantity that has been achieved by an employee or employee in carrying out his duties in accordance with the responsibilities that have been given to him | 1. Quality<br>2. Quantity<br>3. Punctuality<br>4. Effectiveness<br>5. Love work<br>6. Work Performance   | Likert |
| Work Competence (X1)     | A combination of knowledge, expertise and habits that affect his work performance  | 1. General ability to perform a job<br>2. Ability that exhibits stable characteristics<br>3. Maximum physical and mental ability<br>Motivation ability<br>4. Ability to work and process the information provided          | Likert |
| Employee Discipline (X2) | An attitude and behavior of a person who demonstrates obedience, obedience, loyalty, order and order to company or organization regulations and applicable social norms                              | 1. Time Discipline<br>2. Discipline of responsibility<br>3. Obey the rules that apply in the company<br>4. Obey the rules of time<br>5. Obey the rules of conduct within the company<br>6. Obey other rules in the company | Likert |

## RESULTS AND DISCUSSION

### Classic assumption test

#### Normality Test Results

There are two ways to detect whether residual distribution is normal or not, namely by graph analysis and statistical tests. A reliable method is to look at normal probability plots that compare the cumulative distribution of real data with the cumulative distribution of normal distributions.

That's asymp value. Sig is 0.713, this value indicates that the value is greater than 0.05, so it can be concluded that the data has qualified normal distributed residual data.

#### Multicollinearity Test Results

Multicollinearity is a condition in which there is a significant correlation between its free variables. If there is a relatively perfect symptom of multicollinearity, then the interpretation through the smallest square becomes insane and the variance and standard deviation becomes undefined. This leads to increasing deviations regarding the accuracy of free variables in explaining bound variables.

The results of multicollinearity testing can be known that the value of VIF and tolerance is as follows: Employee competency variables have a VIF value of 4,209 and tolerance of 0.238. The work discipline variable has a VIF value of 3,236 and a tolerance of 0.309. The work motivation variable has a VIF value of 4,795 and a tolerance of 0.209. From the provision that if the value of  $VIF < 10$  and tolerance  $> 0.10$  then there are no symptoms.

#### Heteroscedasticity Test Results

The heteroskedasticity test aims to test whether in the pathway model there is variance from residual one observation to another. If the variance from residual one observation to another observation remains, it is called homoskedasticity, whereas different is called heteroskedasticity.

Visible results show that the parameter coefficient for independent variables i.e. employee competency variables  $1 > \alpha = 0.05$ ; work discipline variable  $1 > \alpha = 0.05$ ; The working motivation variable  $0.1 > \alpha = 0.05$  because the significance value (Sig.) of the three variables above is greater than 0.05, it can be concluded that the regression model has no symptoms of heteroskedasticity.

## DISCUSSION

### The Effect of Employee Competence on Employee Performance

Employee competency variables have a significant effect on the performance of employees of Columbia Asia Medan Hospital. Employee competition variables have a regression coefficient value of 0.149 has a unidirectional influence, which means that each addition or increase in the value of one unit of employee competency variable score will increase the performance value of Columbia Asia Medan Hospital employees by 0.149 per one unit of score.

Based on the results of the third hypothesis test, it is known that employee competence has a meaningful influence on the performance of employees of Columbia Asia Medan Hospital. Thus, employee performance will increase if the company is able to provide additional employees with education to improve their competence through training from both internal and external.

### The Effect of Work Discipline on Employee Performance

Work discipline variables had a positive but insignificant effect on employee performance at Columbia Asia Medan Hospital. The work discipline variable has a regression coefficient value of 0.526 has a unidirectional influence, which means that each addition or increase in the value of one unit of work discipline variable score will increase the performance value of Columbia Asia Medan Hospital employees by 0.526 per one unit of score.

Work discipline has a positive effect on employee performance, variable work discipline (X2), with a probability level of 0.000. Thus it can be concluded  $P = 0.000 < \alpha = 0.05$ , then accept the hypothesis that the variable of work discipline has a significant effect on employee performance.

### The Effect of Employee Competence on Work Motivation

Employee competency variables have a significant effect on work motivation at Columbia Asia Medan Hospital. Employee competency variables have a regression coefficient value of 0.577 has a unidirectional influence, which means that each addition or increase in the value of one unit of employee competency variable score will increase the work motivation value of Columbia Asia Medan Hospital employees by 0.577 per unit of score.

Based on the results of the first hypothesis test, it is known that employee competence has a meaningful influence on the work motivation of Columbia Asia Medan Hospital employees. This means that employee competence is one of the important factors that can affect work motivation.

A close and helpful relationship with colleagues and with leaders is very important and has a strong relationship with work motivation, the better the leader in taking charge of his employees the more comfortable and satisfied also the employees in doing their work, and vice versa.

### The Effect of Employee Work Discipline on Work Motivation

Work discipline variables have a significant effect on work motivation at Columbia Asia Medan Hospital. The work discipline variable has a regression coefficient value of 0.361 has a unidirectional influence, which means that each addition or increase in the value of one unit of employee discipline variable score will increase the work motivation value of Columbia Asia Medan Hospital employees by 0.361 per one unit of score.

Based on the results of the second hypothesis test, it is known that work discipline has a meaningful influence on the work motivation of Columbia Asia Medan Hospital employees. This means that good employee discipline between superiors and subordinates is decisive because employees feel cared for by their superiors. Therefore, a superior must be able to build communication with his subordinates in order to create harmonious relationships so as to increase the employee's work motivation.

### The Effect of Employee Competence on Employee Performance through Work Motivation

Based on the results of the test sobel calculation, it is known that the value of t amounted to 6,515, so that the value t calculated  $6,515 > t$  table 1,660, it can be concluded that the work motivation variable is able to mediate the relationship of the influence of employee competence on employee performance. And based on track analysis, it is known that the large influence of employee competence (X1) on the performance of employees of Columbia Asia Medan Hospital is 33.6%, consisting of a direct influence of 14.9% and the indirect influence of employee competence (X1) on employee performance (Y) through work motivation (Z) of 18.7%.

The results of this calculation show that the direct influence of employee competence (X1) on performance (Y) is more insanity than indirect influence. Thus it can be said that employee competence (X1) is very effective in improving performance (Y) through work motivation (Z), in other words it can be affirmed that employee competence (X1) has influence and is increased if work motivation (Z) can improve employee performance (Y) in carrying out tasks.

### The Effect of Work Discipline on Employee Performance through Work Motivation

Based on the results of the calculation of sobel tests, it is known that the value of  $t$  amounted to 174,388, so it  $>$  can be concluded that the work motivation variable is able to mediate the relationship of the influence of work discipline on employee performance. And based on track analysis, it is known that the large influence of work discipline (X2) on the performance (Y) of Columbia Asia Medan Hospital employees is 64.3%, consisting of a direct influence of 52.6% and the indirect influence of work discipline (X2) on performance (Y) through work motivation (Z) of 17.7%. The results of this calculation show that the direct influence of work discipline (X2) on performance (Y) is greater than the indirect influence of work. Thus it can be said that directly the work discipline variable (X2) has a significant influence on employee performance (Y) without going through work motivation (Z) and more influential on employee performance (Y) if through work motivation (Z).

### CONCLUSION

1. Employee Competence has a significant effect on the performance of employees of Columbia Asia Medan Hospital. This means that this condition proves that the higher the competence obtained by employees can improve employee performance.
2. Work discipline has a significant effect on employee performance at Columbia Asia Medan Hospital. This means that this condition proves that the higher the discipline of work, performance will also increase.
3. Work competence has a significant effect on employee work motivation at Columbia Asia Medan Hospital. This means that this condition proves that the higher the competence of work can increase motivation.
4. Work discipline has a significant effect on employee motivation at Columbia Asia Medan Hospital. This means that this condition proves that the higher the discipline of work can increase motivation.
5. Work motivation has a significant effect on employee performance at Columbia Asia Medan Hospital. This means that this condition proves that the higher the motivation of work, the employee performance will also improve.
6. Work competence affects the performance of Columbia Asia Medan Hospital employees through work motivation. The direct influence of competence on performance is smaller than the indirect influence of work competence on performance. It can be concluded that the actual relationship of performance is more directly influenced by work motivation. This can be concluded that work motivation is able to mediate the influence of work competence on performance.
7. Work discipline affects the performance of Columbia Asia Medan Hospital employees through work motivation. Work discipline has improved without being done through work motivation and more influential on performance if through work motivation. It can be concluded that work motivation is able to mediate the influence of work discipline on performance.

### SUGGESTION

1. To improve employee work competence, it can in a way further increase employee knowledge because this is more dominant can improve employee performance. Increased employee knowledge can be done through education or training. Company leaders are advised to provide the same opportunity to all employees to get training / training either from internal or training from external or comparative studies to other hospitals.
2. To improve the discipline of the employees of this hospital. The company is expected to be more careful in evaluating performance. If employees who have had good discipline during work are more given appreciation and appreciation (reward) through salary increases and opportunities in promotion of positions.
3. To increase the motivation of the work of hospital employees, it is expected that the leadership will often give praise or appreciation to employees when doing work in a busy and timely manner. In addition, the provision of THR both Eid al-Fitr and New Year is more noticed, because based on the results of respondents who studied that this year THR was slightly reduced, it could be due to the condition of the pandemic covid which is very influential on the income of Columbia Asia Medan hospital.
4. To improve employee performance, what can be done is to foster high and good work discipline. One way is to provide motivation to create a good working relationship between fellow employees and superiors, such as providing facilities and attention to employees.
5. For the next researchers, so that this study is developed more broadly to get stronger empirical results, namely by adding other variables that affect performance.

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