

The Influence of Discipline and Competence on the Performance of Army Psychology Department Employees

Wiji Santoso

Universitas Jenderal Achmad Yani
WijiSantoso_8521211109@mm.unjani.ac.id

Rini Mulyani Sari

Universitas Jenderal Achmad Yani
Email : rinimulyasari@mn.unjani.ac.id

Abstract

This study aims to find the influence of work discipline and competence on employee performance at the Dinas Psikologi Angkatan Darat (DISPSIAD). This research is based on the gap between theory and reality. The data shows that the average Dispsiad employee discipline score is still very low, namely 65.75 points out of 100 points. The data used in this study is primary data collected using a questionnaire. The total population is 52 and by using a sampling technique that is purposive sampling so that a sample of 38 respondents is obtained. Technical data analysis with the help of the IBM SPSS Version 22 tool used is multiple regression analysis. The hypothesis test shows that the partial test (t test) for the work discipline variable H_0 is rejected and H_1 is accepted, as well as the competency variable H_0 is rejected and H_2 is accepted. This means that partially there is a significant influence on the performance of Army Psychology Service employees. Simultaneously there is a significant influence between work discipline and competence on the performance of Army Psychology Service Employees with a large influence of 48.70%.

Keywords: *work discipline, competency, employee performance*

I. PENDAHULUAN

In military operations, the role of civil servants is crucial, as they serve as state apparatus responsible for governance and development in pursuit of national objectives. Human resources are a vital component of any organization, as individuals actively contribute to its functions. A competent and well-prepared workforce ensures the smooth operation of military institutions. To develop high-quality human resources, it is essential to provide quality education, mental guidance, training programs, and adequate job opportunities. Most importantly, organizations must focus on fostering human resources capable of delivering optimal performance to achieve collective goals.

The Army Psychology Department (Dispsiad) is a central executive body at the Army Headquarters (Mabesad) level, operating directly under the Chief of Staff of the Army (Kasad). Its primary duty is to conduct personnel psychological development to support the core missions of the Indonesian Army (TNI AD) (dispsiad.mil.id). The achievement of an institution or organization's goals is not solely dependent on modern equipment, facilities, and infrastructure but primarily on the individuals (employees) who carry out the work. In the

The Influence of Discipline and Competence on the Performance of Army Psychology Department Employees

context of the Army Psychology Department (Dispsiad), high-quality employees are those who perform their duties effectively and deliver excellent results, demonstrating the high level of discipline required by the institution to achieve its objectives and maximize productivity. Therefore, Dispsiad strives to recruit employees actively engaged in activities that contribute to strong performance, ensuring the organization meets its established targets.

Performance is generally defined as an individual's success in carrying out a task. According to Agus Dharma in his book *Manajemen Prestasi*, employee performance is "what an employee achieves, the work performance observed by the employee, and work capability in relation to the use of office equipment." Every organization or institution aims to implement programs efficiently to achieve its objectives, one of which is by improving employee performance. Employees can work effectively if they demonstrate high performance, leading to quality outcomes. Each individual possesses varying levels of quality and productivity, and this also applies to employees at the Army Psychology Department (Dispsiad). To assess both quality and productivity, Dispsiad conducts performance evaluations. The performance evaluation of Civil Servants (PNS) is a periodic assessment of an employee's job execution. The purpose of this evaluation is to measure an employee's success or shortcomings and to identify strengths and areas for improvement.

In the context of personnel and military service performance, civil servants (PNS) at the Army Psychology Department (Dispsiad) are expected to uphold a strong professional image, particularly in terms of their conduct and reputation. As administrators handling personnel and military affairs that directly impact the careers and futures of both civil servants and soldiers, Dispsiad employees must execute their roles and responsibilities with professionalism, which requires strong discipline as a fundamental prerequisite for organizational success. Employee training plays a vital role in enhancing both work discipline and competency, significantly influencing the incentives received (Sibagariang, Manalu & Girsang, 2019). The performance of civil servants is shaped by key factors such as discipline and competency, which are crucial in fostering optimal performance and enabling employees to contribute effectively to maintaining the sovereignty of the Republic of Indonesia. A study by Putra (2021) found that soldier discipline and their work environment significantly impact military personnel performance. Work discipline is one of the most critical aspects of human resource operations, as greater discipline leads to better employee performance. Without proper work discipline, achieving optimal organizational outcomes becomes challenging. Rivai (2011:825) defines work discipline as a managerial tool used to communicate with employees, encouraging behavioral change while fostering awareness and willingness to comply with all regulations.

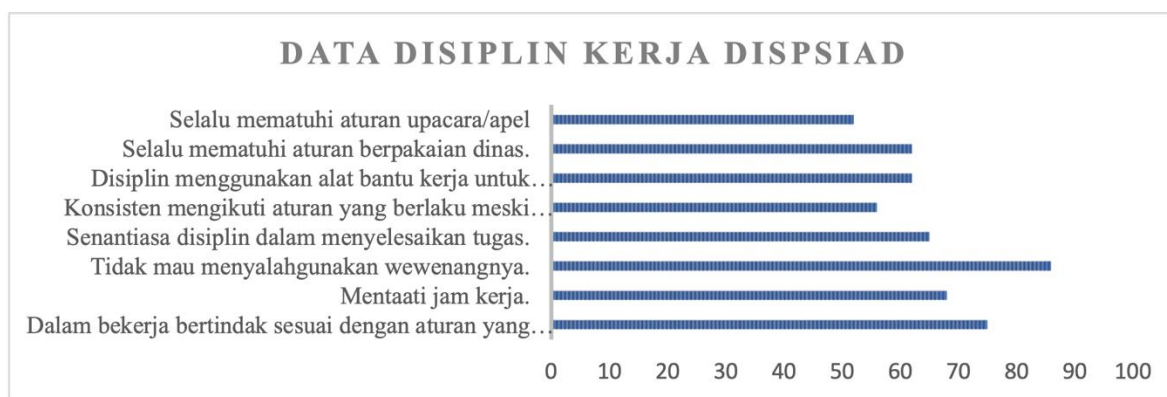


Figure 1 – DISPSIAD Work Discipline Graph

According to Figure 1, obtained from the personnel division of Dispsiad, the average discipline score of Dispsiad employees remains relatively low, at 65.75 out of 100 points. This work discipline assessment is measured using the following indicators: (a) consistently adhering to ceremony/roll-call regulations, (b) working in accordance with applicable rules, (c) complying with working hours, (d) refraining from abusing authority, (e) maintaining discipline in completing tasks, (f) consistently following regulations even in an environment with weak legal enforcement, (g) using work tools efficiently to support job performance, and (h) adhering to official dress code regulations. Among these indicators, the lowest score—52 points—was recorded for compliance with ceremony/roll-call regulations. The researcher found this low level of work discipline particularly compelling, prompting further investigation into its relationship with employee performance.

Table 1.1 Competency Assessment Data of Civil Servants in Dispsiad

No	Assessment Indicator	Score
1	Mastery of tasks, functions, and job descriptions	74.12.00
2	Understanding of the organization's vision, mission, and goals	68.87
3	Mastery of concepts, theories, and regulations in carrying out tasks	70.31.00
4	Relevance of formal education to the job and position	77.81
5	Relevance of training and education to the job and position	82.19.00
6	Ability to identify work-related problems	67.54.00
7	Ability to solve work-related problems	63.87
8	Ability to draft official documents and/or staff analyses	75.65
9	Understanding of the tools required for task execution	68.92
10	Proficiency in operating equipment to perform tasks	67.97
	Total	717.25.00
	Average	71.73

The Influence of Discipline and Competence on the Performance of Army Psychology Department Employees

Based on Table 1, it is evident that the average competency score of civil servants (PNS) at Dispsiad remains relatively low at 71.73 points, indicating several areas that require further attention. The lowest scoring indicator, "the ability to resolve work-related problems," received only 63.87 points. This finding highlights a crucial area for improvement and serves as the basis for the researcher's interest in studying competency in relation to employee performance.

Ichsan, R.N. et al. (2018), in their study on work discipline and employee performance at Ajendam-1 Bukit Barisan, found that work discipline has a significant impact on civil servant performance. This finding aligns with the research conducted by Feel, N.H. et al. (2018), which also concluded that work discipline influences employee performance at the Sekar Putih Urban Village, Tegallampel District, Bondowoso Regency. However, a different result was reported by Rahayu & Ajimat, who found that work discipline does not significantly affect employee performance at the Secretariat of the Deputy for Tourism Destination Development at the Ministry of Tourism, with a significance level of 5% (0.05).

Hafid (2018) found that work discipline and competency have a positive and significant impact on employee performance at SAMSAT Polewali Mandar. Similarly, Ardiansyah and Sulistiyowati concluded that competency positively and significantly influences employee performance at the Department of Education and Culture in Kuningan Regency. However, conflicting results were reported by Abari, M. et al. (2019), Rosmaini and Tanjung (2019), and Swanson, E. et al. (2020), who stated that competency does not have a significant effect on employee performance. While numerous studies have examined employee performance, inconsistencies remain in the findings, and no single variable has been identified as the most dominant factor. Therefore, this study aims to revisit this topic under the title: "The Influence of Work Discipline and Competency on Employee Performance at the Army Psychology Department (Dispsiad)."

II. THEORETICAL FRAMEWORK AND HYPOTHESIS DEVELOPMENT

Theoretical Background

Work discipline plays a crucial role in shaping employee performance. Hasibuan, as cited in Sinambela (2016:335), defines work discipline as an individual's ability to work in an orderly and persistent manner, continuously adhering to applicable regulations without violating established rules. Similarly, Latainer, as cited in Sutrisno (2019:87), describes discipline as a force that develops within employees, enabling them to voluntarily conform to decisions, regulations, and high standards of work and behavior. Rivai and Sagala (2013:825) further elaborate that work discipline serves as a tool for managers to communicate with employees, encouraging them to modify their behavior and fostering awareness and willingness to comply with company regulations and social norms. From these perspectives, it can be concluded that discipline reflects an individual's awareness and commitment to following organizational rules while avoiding violations.

Competence is another critical factor influencing employee performance. Wibowo (2014, in Wardhani, 2017) defines competence as the ability to perform a job or task based on

skills and knowledge, supported by the required work attitude. This concept emphasizes that competence is characterized by professionalism in a specific field. According to Hutapea and Thoha (2008:28), competence consists of four main components: knowledge, ability, experience, and individual behavior. Knowledge refers to the information an individual possesses, ability pertains to the practical application of knowledge, experience represents accumulated learning over time, and behavior reflects attitudes that influence job performance. Yuniarsih and Suwatno (2008:23) further highlight that knowledge is a fundamental element of competence, particularly in specialized fields.

Performance is the outcome of an individual's work efforts and is often used to assess their effectiveness. Wibowo (2012:7) defines performance as the act of carrying out a task and the results achieved from it. Rivai & Basri, as cited in Masram (2017:138), describe performance as the overall success of an individual in a specific period, measured against standards, targets, or predetermined criteria. Similarly, Mangkunegara (2015:67) states that performance encompasses both the quality and quantity of work achieved by an employee in fulfilling their responsibilities. Based on these definitions, performance can be summarized as the measurable results of an individual's work efforts, reflecting both efficiency and effectiveness in achieving organizational goals.

Theoretical Framework

To assess the level of discipline among civil servants in Dispsiad, several key indicators of discipline, as outlined by Hasibuan (2017:194), can be considered:

1. **Goals and Capabilities**

Clearly defined and achievable goals play a crucial role in influencing employee discipline. The objectives assigned to employees should align with their capabilities, ensuring that they are motivated to work diligently and maintain discipline in executing their tasks.

2. **Leadership Example**

A leader's behavior significantly impacts employee discipline. Leaders serve as role models for their subordinates, and their discipline, honesty, fairness, and consistency between words and actions set the standard for employees. If leaders demonstrate strong discipline, employees are likely to follow suit; conversely, poor leadership behavior can result in low employee discipline.

3. **Compensation and Benefits**

Fair compensation (salary and welfare benefits) affects employee discipline by fostering job satisfaction and commitment to the organization. Employees who feel adequately compensated tend to exhibit higher discipline, whereas insufficient compensation may lead to lower motivation and discipline, especially if their basic needs are not met.

4. **Fairness**

Fair treatment in the workplace encourages discipline, as employees naturally seek recognition and equitable treatment. Managers who implement justice in rewarding or penalizing employees can foster a disciplined workforce. Ensuring fairness in organizational policies is essential for maintaining high levels of employee discipline.

The Influence of Discipline and Competence on the Performance of Army Psychology Department Employees

5. Supervisory Control (Waskat)

Close supervision is one of the most effective ways to maintain employee discipline. Leaders should be actively involved in monitoring employee behavior, work ethics, motivation, and performance. Being present at the workplace allows managers to provide guidance, support, and immediate direction to employees facing difficulties in their tasks.

6. Sanctions and Punishment

Disciplinary measures play a vital role in maintaining order and compliance. Strict and consistent enforcement of sanctions discourages employees from violating rules, thereby reducing instances of indiscipline and misconduct.

7. Firmness in Leadership

Strong and decisive leadership enhances workplace discipline. Leaders must be courageous and firm in enforcing disciplinary actions against employees who violate company regulations. When leaders uphold discipline with consistency, they earn respect and authority, ensuring adherence to established rules.

8. Interpersonal Relationships

A harmonious work environment fosters discipline among employees. Positive relationships, both vertically (between supervisors and subordinates) and horizontally (among peers), contribute to a disciplined and productive workforce. Managers should strive to create an engaging and supportive workplace culture that enhances team cohesion and encourages adherence to company policies.

In addition to discipline, it is essential to address the issue of employee competency. One of the factors influencing performance is an employee's level of competency. Employees with high competency tend to demonstrate superior performance, consistency, and efficiency compared to those with average or inadequate competency in their job roles. According to Law No. 13 of 2003 on Manpower, Article 1, Paragraph 10, work competency is defined as an individual's ability to perform tasks, encompassing aspects of knowledge, skills, and work attitudes that align with established standards.

Edy Sutrisno (2014:204) identifies several key aspects of competency indicators, including:

1. Knowledge – Awareness in the cognitive domain, such as an employee's ability to identify learning needs and implement appropriate training methods based on the company's requirements.
2. Understanding – The depth of cognitive and affective comprehension possessed by an individual. For instance, an employee should have a solid understanding of workplace characteristics and conditions to carry out tasks effectively and efficiently.
3. Ability – The capability to perform assigned duties or responsibilities. This includes an employee's skill in selecting the most effective and efficient work methods.
4. Values – Behavioral standards that an individual adheres to, which are psychologically embedded in their personality. For example, employees are expected to uphold values such as honesty, transparency, and fairness in performing their duties.
5. Attitude – A reaction or emotional response (positive or negative) toward external stimuli, such as economic crises or salary adjustments.
6. Interest – An individual's inclination to engage in specific tasks or activities, such as proactively taking on work responsibilities.

Based on this conceptual framework, the following diagram illustrates the research paradigm.

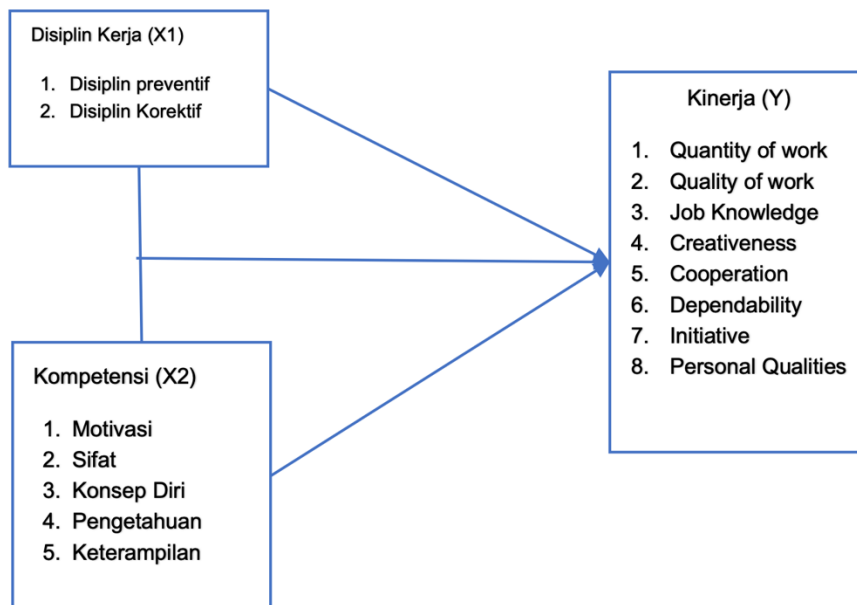


Figure 2 – Research Paradigm

Research Hypotheses

The researcher formulates the following hypotheses for this study:

- H1 : Work discipline has a positive partial effect on the performance of employees at the Army Psychology Department.
- H2 : Competency has a positive partial effect on the performance of employees at the Army Psychology Department.
- H3 : Work discipline and competency have a simultaneous effect on the performance of employees at the Army Psychology Department.

III. METODE PENELITIAN

Research Methodology

The researcher conducted this study using methods based on previous research, focusing on the variables under investigation. According to Sugiyono (2019:2), research methodology is a scientific approach to obtaining data with specific purposes and benefits. This definition highlights four key aspects: scientific approach, data, objectives, and benefits. A scientific approach means that research is based on academic principles—rational, empirical, and systematic. Rationality implies that the research is conducted logically and supported by theory. Empirical research relies on observations and experiences, while a systematic approach ensures that all steps follow a structured and logical sequence.

Research Object

The Influence of Discipline and Competence on the Performance of Army Psychology Department Employees

This study aims to examine how employee performance is influenced by work discipline and competency. The independent variables in this study are work discipline and competency, while the dependent variable is employee performance. The research subjects are Civil Servants (PNS) working at the Army Psychology Service (DISPSIAD).

Population and Sample

According to Sugiyono (2019:126), "A population is a generalization area consisting of objects or subjects with specific qualities and characteristics determined by the researcher for study and conclusion." The population in this study consists of 52 civil servants working at DISPSIAD. A sample, as defined by Sugiyono (2019:127), is "a subset of the population that possesses the same characteristics." The sampling technique used in this study is non-probability sampling with purposive sampling, which involves selecting samples based on specific criteria (Sugiyono, 2018:85). The criteria applied in this study include civil servants in Golongan I and II. Based on these criteria, 38 respondents were selected as the study sample.

Data Collection Technique

This study utilizes primary data. According to Sugiyono (2016:225), "Primary data is data obtained directly from the source." Data collection techniques, as described by Sugiyono (2016:193), include interviews, questionnaires, observations, or a combination of these methods. The researcher employed a questionnaire to collect primary data, which was later analyzed using statistical hypothesis testing.

Data Measurement Technique

The measurement scale used in this study is the Likert scale, which is commonly used to measure attitudes, opinions, and perceptions of individuals or groups regarding social phenomena. Each response option is assigned a score, allowing respondents to indicate whether they agree (positive response) or disagree (negative response) with a given statement (Sugiyono, 2017).

Data Analysis Technique

Data Testing

In this study, the researcher conducted data testing through validity testing and reliability testing. According to Ghozali (2018:51), a validity test is used to determine whether a questionnaire is valid. A questionnaire is considered valid if the questions effectively measure what they are intended to measure. This means that each question must accurately reflect the concept being studied to ensure the collected data is meaningful and useful for analysis. Ghozali (2018:45) defines a reliability test as a tool used to measure the consistency of a questionnaire, which serves as an indicator of a variable or construct. A questionnaire is considered reliable if respondents' answers remain consistent or stable over time. Reliability testing ensures that the measurement tool produces consistent results when used repeatedly. A questionnaire is deemed reliable if respondents provide consistent answers across different occasions, avoiding random or fluctuating responses.

Classical Assumption Tests

1. Normality Test

The normality test is conducted using the One Sample Kolmogorov-Smirnov test. This test assesses whether the residual data follows a normal distribution. The hypotheses for this test are as follows:

H₀: The residual data is normally distributed.

H_A: The residual data is not normally distributed.

The decision-making criteria are based on the significance value. If the significance value (Sig.) is greater than 0.05, then H₀ is accepted, meaning the residual data is normally distributed. Conversely, if the significance value (Sig.) is less than 0.05, then H₀ is rejected, indicating that the residual data is not normally distributed (Ghozali, 2018:167).

2. Heteroscedasticity Test

To test for heteroscedasticity, this study employs the Spearman test. Heteroscedasticity occurs when the variance of residuals is not constant, which can lead to biased statistical results. The hypotheses for this test are:

H₀: No heteroscedasticity problem exists.

H_A: Heteroscedasticity problem exists.

The decision-making criteria depend on the significance value. If the significance value (Sig.) is greater than 0.05 (alpha = 5%), then H₀ is accepted, indicating no heteroscedasticity problem. However, if the significance value (Sig.) is less than 0.05, then H₀ is rejected, suggesting the presence of a heteroscedasticity problem.

3. Multicollinearity Test

Multicollinearity is a condition where independent variables are highly correlated, which can distort regression estimates. This study assesses multicollinearity using Tolerance Values and the Variance Inflation Factor (VIF). A tolerance value greater than 0.10 suggests that a variable is not highly correlated with other independent variables. Meanwhile, a VIF value below 10 indicates the absence of multicollinearity. According to Sekaran & Bougie (2016:316), if the tolerance value is above 0.10 and the VIF is less than 10, then the regression model is considered free from multicollinearity issues.

The general equation for multiple linear regression in this study is formulated as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \varepsilon$$

Where:

Y = Employee performance (dependent variable)

α = Constant value (Y when X = 0)

β = Regression coefficient (indicates the effect of independent variables on the dependent variable)

ε = Error term (random disturbance or unexplained variance)

X₁ = Work discipline (independent variable)

X₂ = Competency (independent variable)

Constant (a)

$$a = \frac{(\sum Y)(\sum X^2) - (\sum X)(\sum XY)}{n \sum X^2 - (\sum X)^2}$$

Regression Coefficient of Variable X (b)

The Influence of Discipline and Competence on the Performance of Army Psychology Department Employees

$$b = \frac{n \sum XY - (\sum X)(\sum Y)}{n \sum X^2 - (\sum X)^2}$$

Where:

n : Number of samples

Y : Dependent variable

X : Independent variable

The value of b (regression coefficient) is a function of the correlation coefficient. If the correlation coefficient is high, the value of b will also be large. Conversely, if the correlation coefficient is low, the value of b will also be small. Additionally, if the correlation coefficient is negative, then the regression coefficient b will also be negative, indicating an inverse relationship between the independent and dependent variables. Conversely, if the correlation coefficient is positive, then b will also be positive, showing a direct relationship between the independent and dependent variables.

IV. RESULT AND DISCUSSION

Respondents' feedback on the work discipline variable, after performing calculations, resulted in an average score of 4.18 for the work discipline variable (X1). This indicates that the work discipline variable at DISPSIAD falls under the "very good" category. This suggests that the organization does not need significant improvements, as it is already in the "very good" category.

Respondents' feedback on the competence variable, after performing calculations, resulted in an average score of 4.37 for the competence variable (X2). This indicates that the competence of DISPSIAD employees falls under the "very good" category. This suggests that the organization does not need significant improvements, as it is already in the "very good" category.

Respondents' feedback on the performance variable, after performing calculations, resulted in an average score of 4.22 for the performance variable (Y). This indicates that the performance of DISPSIAD employees falls under the "very good" category. This suggests that the organization does not need significant improvements, as it is already in the "very good" category.

Validity and Reliability Tests

Validity Test

The results of the validity test show that every statement in the research questionnaire used in this study is declared valid because all significance values (sig) < α (5%). This means that every statement in the questionnaire is considered valid.

Reliability Test

Table 4 – Reliability Test Result

Variabel	Cronbach's Alpha	R Tabel ($\alpha = 5\%$)	Keterangan
X1	0.665	0.320	RELIABEL
X2	0.747		RELIABEL
Y	0.885		RELIABEL

Source: Processed Data, 2022

Based on the table above, it can be concluded that all variables have Cronbach's Alpha values greater than the R Table value at 5%, indicating that the reliability of the instruments is deemed satisfactory. Thus, the reliability used in this study is free from errors and ensures consistent measurements if conducted at different times.

Classic Assumption Test

Normality Test

Table 5 – Normality Test Result

One-Sample Kolmogorov-Smirnov Test				
		Disiplin Kerja	Kompetensi	Kinerja
N		38	38	38
Normal Parameters ^{a,b}	Mean	33.4737	34.9474	67.5526
	Std. Deviation	2.77768	2.96782	6.62794
Most Extreme Differences	Absolute	.180	.155	.096
	Positive	.133	.155	.093
	Negative	-.180	-.150	-.096
Test Statistic		.180	.155	.096
Asymp. Sig. (2-tailed)		.230 ^c	.152 ^c	.200 ^{c,d}

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

The normality test results in this study were conducted using the Kolmogorov-Smirnov test, presented with a significance value criterion greater than 0.05. Based on the normality test results shown in Table 4.6, the significance value for work discipline is $0.230 > 0.05$, for competence is $0.152 > 0.05$, and for performance is 0.200 . This indicates that the data in the multiple regression model is normally distributed.

Heteroscedacity Test

Table 6 – Heteroscedasticity Test Result

The Influence of Discipline and Competence on the Performance of Army Psychology Department Employees

Correlations			AbsRes	Disiplin_Kerja	Kompetensi
Spearman's rho	AbsRes	Correlation Coefficient	1.000	.144	.024
		Sig. (2-tailed)	.	.390	.886
		N	38	38	38
	Disiplin_Kerja	Correlation Coefficient	.144	1.000	.683**
		Sig. (2-tailed)	.390	.	.000
		N	38	38	38
	Kompetensi	Correlation Coefficient	.024	.683**	1.000
		Sig. (2-tailed)	.886	.000	.
		N	38	38	38

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Processed Data, 2022

The heteroscedasticity test was conducted using the Spearman rank test. Based on Table 4.7 above, it can be concluded that H_0 is accepted and H_a is rejected, which means that heteroscedasticity does not occur. This is evident from the significance values (sig) being greater than alpha, namely the significance value for work discipline is $0.390 > 0.005$, and the significance value for competence is $0.886 > 0.005$.

Multicollinearity Test

Table 7 – Multicollinearity Test Result

Coefficients ^a			Collinearity Statistics		
Model		Tolerance	VIF		
1	(Constant)				
	Disiplin_Kerja	.513	1.951		
	Kompetensi	.513	1.951		

Source: Processed Data, 2022

The detection of multicollinearity symptoms in this study was conducted by examining the Variance Inflation Factor (VIF) values. Table 4.8 above shows that the VIF values for variables X_1 and X_2 are 1.951, which is less than 10. Therefore, it can be concluded that there is no multicollinearity in the model.

Results of Multiple Linear Regression Test

Table 8 – Results of Multiple Linear Regression Test

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	8.577	10.404		.824	.415
	Disiplin_Kerja	1.309	.403	.549	3.246	.0015
	Kompetensi	.434	.377	.194	1.149	.024

a. Dependent Variable: Kinerja

Based on Table 8 Above, the Multiple Linear Regression Equation is as Follows:

$$Y = 8.577 + 1.309 \text{ Work Discipline} + 0.434 \text{ Competence} + e$$

The multiple linear regression equation above can be interpreted as follows:

1. Constant Value (a):

The constant value is positive at 8.577. A positive sign indicates a direct (positive) relationship between the independent variables and the dependent variable. This means that if all independent variables are 0, the performance value will be 8.577.

2. Regression Coefficient of Work Discipline (X1):

The regression coefficient for the work discipline variable is 1.309. This value indicates a direct relationship between work discipline and performance. This means that if the work discipline variable increases by 1 point, performance will increase by 1.309, assuming other independent variables remain constant.

3. Regression Coefficient of Competence (X2):

The regression coefficient for the competence variable is 0.434. This value indicates a direct relationship between competence and performance. This means that if the competence variable increases by 1 point, performance will increase by 0.434, assuming other independent variables remain constant.

Hypotesis Testing

Partial Test (t-Test)

Work Discipline (X1)

The significance value (sig) is 0.0015, which is less than 0.05 ($\alpha = 5\%$). Thus, H0 is rejected, and H1 is accepted. This means that work discipline has a positive influence on the performance of Dispsiad employees.

Competence (X2)

The significance value (sig) is 0.024, which is less than 0.05 ($\alpha = 5\%$). Thus, H0 is rejected, and H2 is accepted. This means that competence has a positive influence on the performance of Dispsiad employees.

Simultaneous Test (F-Test)

Based on Table 9, the significance value (sig) is 0.00, which is less than 0.05 ($\alpha = 5\%$). Thus, H0 is rejected, and H3 is accepted. This indicates that work discipline and competence together have a significant influence on the performance of Dispsiad employees.

The Influence of Discipline and Competence on the Performance of Army Psychology Department Employees

Table 8 – Results of Simultaneous Test

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	792.286	2	396.143	16.642	.000 ^b
	Residual	833.109	35	23.803		
	Total	1625.395	37			

a. Dependent Variable: Kinerja

b. Predictors: (Constant), Kompetensi, Disiplin_Kerja

Based on Table 9, the significance value (sig) is 0.00, which is less than 0.05 ($\alpha = 5\%$). This means H_0 is rejected, and H_3 is accepted. In other words, work discipline and competence together significantly influence the performance of Dispsiad employees.

Determination Coefficient

Table 10– Results of Determination Coefficient Test

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.698 ^a	.487	.758	4.87884

a. Predictors: (Constant), Kompetensi, Disiplin_Kerja

b. Dependent Variable: Kinerja

Based on Table 10, the R Square value is 0.487 (48.70%). This indicates that 48.70% of Dispsiad employees' performance is influenced by work discipline and competence together, while the remaining 51.30% is affected by other factors not examined in this study.

Discussion

Based on the statistical testing results, it can be observed that both partially and simultaneously, the independent variables—work discipline and competence—significantly influence the dependent variable, employee performance at DISPSIAD. Below is an explanation of each variable:

1. The Effect of Work Discipline on Employee Performance at DISPSIAD

The t-test results in Table 4.9 indicate that the significance value for the work discipline variable (X_1) on employee performance (Y) is $0.0015 < 0.05$, with a β_1 value of 1.309. This means there is a positive effect of work discipline on the performance of DISPSIAD employees. Work discipline plays a crucial role in employee performance at DISPSIAD. Discipline is implemented to encourage employees to adhere to various standards and regulations, thereby preventing deviations. The primary objective is to foster self-discipline among employees, ensuring punctuality and adherence to tasks, which ultimately improves performance. Individuals with high discipline are more likely to succeed in their work. Discipline prevents delays in starting work or finishing tasks too early, which could negatively affect performance. The higher an employee's level of discipline, the better their performance quality. To build a strong organization, employee

discipline must be established and upheld as a key factor for achieving organizational success. This research is supported by previous studies by Setiawan (2013), Iman et al. (2014), Ichsan et al. (2020), and Priatna & Ariska (2021), which state that work discipline has a significant effect on employee performance.

2. The Effect of Competence on Employee Performance at DISPSIAD

The t-test results in Table 4.9 show that the significance value for the competence variable (X2) on employee performance (Y) is $0.024 < 0.05$, with a β_2 value of 0.434. This means there is a positive effect of competence on the performance of DISPSIAD employees. Competence has a strong impact on employee performance at DISPSIAD. Competence refers to the ability to carry out tasks based on skills, knowledge, and the appropriate work attitude required for the job. The more competent the human resources within an organization, the greater the organization's ability to compete in a rapidly evolving business environment. Employees are expected not only to possess technical skills but also to maintain discipline to ensure efficient use of time for task completion. High competence is demonstrated through job performance, while low competence tends to result in poor performance. This research aligns with findings from Syah et al. (2021), which indicate a positive relationship between competence and the performance of employees at the Banyuasin Regency KPU.

3. The Combined Effect of Work Discipline and Competence on Employee Performance at DISPSIAD

Table 4.10 shows that the significance value is $0.00 < 0.05$, meaning work discipline and competence together have a significant impact on employee performance at DISPSIAD. The relationship between competence, discipline, and performance indicates that an increase in either competence or discipline leads to improved employee performance. This suggests that both variables significantly affect performance when combined. This study is supported by previous research by Prayogi et al. (2019), which found a significant influence of competence and work discipline on employee performance. Additionally, Arif et al. (2020) also concluded that there is a strong correlation between competence, work discipline, and employee performance.

V. CONCLUSION AND RECOMMENDATIONS

Conclusion

Based on the research findings and discussion on the influence of work discipline and competency on employee performance at the Army Psychology Department (DISPSIAD), the following conclusions can be drawn:

1. The work discipline, competency, and performance of employees at the Army Psychology Department (DISPSIAD) are categorized as excellent.
2. Work discipline has a positive partial effect on the performance of employees at DISPSIAD.
3. Competency has a positive partial effect on the performance of employees at DISPSIAD.

The Influence of Discipline and Competence on the Performance of Army Psychology Department Employees

4. Work discipline and competency have a simultaneous effect on the performance of employees at DISPSIAD.

Recommendations

Based on the conclusions above, the following recommendations are proposed:

- a. Recommendations for DISPSIAD

Although work discipline and competency levels at DISPSIAD are already excellent, it is recommended that the institution maintain the existing discipline standards while continuously providing periodic training to enhance employee competencies. This will help sustain and further improve the already high performance levels.

- b. Recommendations for Future Researchers

This study, despite its contributions, has certain limitations. Future researchers conducting similar studies are encouraged to incorporate additional theories from other experts and explore new theoretical frameworks. This will enrich the understanding of work discipline, competency development, and employee performance, ultimately benefiting both academia and organizational practices.

Reference

- Astuti, Windi, and Ocky Sundari Rahardjo. 2021. "Pengaruh Disiplin Kerja Dan Lingkungan Kerja Terhadap Kinerja Karyawan (Intervening : Kepuasan Kerja)." *Jurnal EMBA* Vol.9 No.2:Hal. 1185-1196.
- Aziz, Andi Abdul. 2020. "Soldier Performance: The Role Of Leadership Style, Work Environment, And Work Discipline (Finding From Navy Command Fleet, Indonesia)." *Jurnal Dinamika Manajemen Dan Bisnis (JDMB)* Vol. 03 No:Hal. 37-57.
- Bintoro, and Daryanto. 2017. *Manajemen Penilaian Kinerja Karyawan*. Cetakan 1. Yogyakarta: Gava Media.
- Darmadi. 2020. "Pengaruh Lingkungan Kerja Dan Disiplin Kerja Terhadap Kinerja Karyawan Pada Indomaret Cabang Kelapa Dua Gading Serpong Kabupaten Tangerang." *Jurnal Ilmiah Manajemen Forkamma* Vol.3, No.:Hal. 240-247.
- Dea, Gita, Ocky Sundari, and Johnson Dongoran. 2020. "Pengaruh Disiplin Kerja Dan Lingkungan Kerja Terhadap Kinerja Karyawan Pada PT PLN (Persero) Unit Induk Distribusi Jawa Tengah Dan D.I Yogyakarta Unit Pelaksana Pelayanan Pelanggan Salatiga." *International Journal of Social Science and Business* Volume 4,:144–54.
- Ghozali, Imam. 2018. *Aplikasi Analisis Multivariate Dengan Program IBM SPSS 25*. Semarang: Badan Penerbit Universitas Diponegoro.
- Hakim, Muhammad Fikri. 2020. "The Influence Of Work Motivation, Work Discipline And Work Environment On Job Satisfaction (Case Study On Employees Of Bri Sharia Bank Kc Jakarta Wahid Hasyim)."
- Halim, Hilmi Abdul. 2020. "Gaya Hidup Hingga Tekanan Bisa Picu TNI Pakai Narkoba, Polres: Penedar Senang Anggota Jadi Pengguna." *Pikiran Rakyat*. Retrieved (<https://www.pikiran->

- rakyat.com/jawa-barat/pr-01583579/gaya-hidup-hingga-tekanan-narkoba-polres-pengedar-senang-anggota-jadi-pengguna). bisa-picu-tni-pakai-
- Hasibuan, H. Malayu S. .. 2017. *Manajemen Sumber Daya Manusia*. Jakarta: Bumi Aksara.
- Hidayati, Siti Karlina, Badia Perizade, and Marlina Widiyanti. 2019. "Effect Of Work Discipline And Work Environment To Performance Of Employees (Case Study at the Central General Hospital (RSUP) Dr. Mohammad Hoesin Palembang)." *International Journal of Scientific and Research Publications* Volume 9(Issue 12):391–98.
- Imam Ghozali. 2016. *Aplikasi Analisis Multivariate Dengan Program IBM SPSS 23*. Semarang: Badan Penerbit Universitas Diponegoro.
- Irawan, Doni, Gatot Kusjono, and Suprianto. 2021. "Pengaruh Disiplin Kerja Dan Lingkungan Kerja Terhadap Kinerja Pegawai Negeri Sipil Pada Kantor Kecamatan Serpong." *Jurnal Ilmiah Mahasiswa (JIMAWA)* Vol. 1, No:Hal. 176-185.
- Iswara, Aditya Jaya. 2022. "Kronologi Konflik Di Laut Natuna, China Tuntut Indonesia Setop Pengeboran Migas, Klaim Sebagai Wilayahnya." *KOMPAS.Com*. Retrieved (<https://www.kompas.com/global/read/2021/12/04/070338470/kronologi-konflik-di-laut-natuna-china-tuntut-indonesia-setop-engeboran?page=all>).
- Khamid, Abdul, and Tajuddin Pogo. 2019. "Pengaruh Beban Kerja, Iklim Kerja Dan Lingkungan Kerja Terhadap Kinerja Prajurit Koramil 02/Batu Ceper Tangerang." *Jurnal Ilmiah Manajemen & Bisnis* Vol. 3, No:Hal. 1-25.
- Kriyantono, Rachmat. 2009. *Teknik Praktis Riset Komunikasi*. Malang: Prenada Media Group.
- Mangkunegara, A. A. Anwar Prabu. 2015. *Manajemen Sumber Daya Manusia*. Bandung: Rosdakarya.
- Masram. 2017. *Manajemen Sumber Daya Profesional*. Sidoarjo: Zifatama Publisher.
- Oktarianisa, Sefti. 2022. "Kronologi & Penyebab Mengapa Rusia Menyerang Ukraina." *CNBC Indonesia*. Retrieved (<https://www.cnbcindonesia.com/news/20220225052726-4-318218/kronologi-penyebab-mengapa-rusia-menyerang-ukraina/3>).
- Ong, Sherly, Hendry, Vivi Winata, and Monika. 2021. "The Influence of Discipline, Work Environment, and Work Commitment on Job Satisfaction." *International Journal of Social Science and Business* Volume 5,:174–79.
- Pereira, Santiago, and Syahnur Said. 2019. "Pengaruh Disiplin Kerja, Lingkungan Kerja, Dan Motivasi Kerja Terhadap Kinerja Pegawai." *PARADOKS : JURNAL ILMU EKONOMI* Volume 2 N:Hal. 47-59.
- Putra, Nicodemus Pradipta. 2021. "Analisis Motivasi Prajurit, Lingkungan Kerja Dan Disiplin, Terhadap Kepuasan Kerja Dan Kinerja Prajurit Di Kapal Perang Republik Indonesia Bung Tomo." *PUBLIC ADMINISTRATION JOURNAL* Volume 3 (:Hal. 97-120.
- Putra, Septa, and Edy Liswani. 2020. "The Influence of Discipline and Work Environment on Employees' Performance." *Jurnal Ilmu Manajemen* Volume 10(Issue 1):Page 25-32.
- Putranto, Wahyu Gilang. 2022. "Pernyataan Sikap Indonesia Terhadap Serangan Militer Rusia Di Ukraina Artikel Ini Telah Tayang Di Tribunnews.Com Dengan Judul Pernyataan Sikap Indonesia Terhadap Serangan Militer Rusia Di Ukraina, <https://www.tribunnews.com/Nasional/2022/02/25/Pernyataan->" *TribunNews.Com*.

The Influence of Discipline and Competence on the Performance of Army Psychology Department Employees

- Retrieved (<https://www.tribunnews.com/nasional/2022/02/25/pernyataan-sikap-indonesia-terhadap-serangan-militer-rusia-di-ukraina>).
- Rahman, Arief. 2021. "Pengaruh Lingkungan Kerja Dan Disiplin Kerja Terhadap Kinerja Pegawai Di Dinas Kependudukan Dan Pencatatan Sipil Kabupaten Pandeglang." *ATRABIS: Jurnal Administrasi Bisnis* Vol. 7, No:Hal. 52-60.
- Rivai, and Ella Sagala. 2013. *Manajemen Sumber Daya Manusia Untuk Perusahaan*. Jakarta: Rajawali Pers.
- Sedarmayanti. 2014. *Sumber Daya Manusia Dan Produktivitas Kerja*. Bandung: Rafika Aditama.
- Siagian, Sondang. 2013. *Manajemen Sumber Daya Manusia*. Bandung: Bumi Aksara.
- Siagian, Sondang P. 2014. *Manajemen Sumber Daya Manusia*. Jakarta: Bumi Aksara.
- Sibagariang, O., Manalu, T., & Girsang, W. (2019). Pengaruh Pelatihan Dan Disiplin Kerja Terhadap Kinerja Karyawan Pada Pt. Sany Toga Gemilang. *Jurnal Darma Agung*, 27(2), 924–935. doi:10.46930/ojsuda.v27i2.262
- Sinambela, Lijan Poltak. 2016. *Manajemen Sumber Daya Manusia: Membangun Tim Kerja Yang Solid Untuk MeningkatkanSn Kinerja*. Jakarta: Bumi Aksara.
- Sugiyono. 2016. *Metode Penelitian Kuantitatif, Kualitatif Dan R&D*. Bandung: PT Alfabet.
- Sugiyono. 2019. *Metode Penelitian Kuantitatif, Kualitatif, Dan R&D*. Bandung: ALFABETA.
- Sunyoto, Danang. 2015. *Strategi Pemasaran*. Yogyakarta: Center for Academic Publishing Service (CAPS).
- Sutrisno, Prof. Dr. H. Edy. 2019. *Budaya Organisasi*. Jakarta: Prenada Media.
- Suyadi, Yanu Madawanto, and Salim. 2021. "Pengaruh Pelatihan Dan Disiplin Kerja Terhadap Kinerja Prajurit Satuan Kapal Eskorta Koarmada II." *Coopetition: Jurnal Ilmiah Manajemen* Vol XII No:Hal. 279-288.
- Suyadi, Yanu Madawanto, and Salim. 2021b. "Pengaruh Pelatihan Dan Disiplin Kerja Terhadap Kinerja Prajurit Satuan Kapal Eskorta Koarmada II." *Jurnal Ilmiah Manajemen* Vol XII No:Hal 279-288.
- Tim, Detikcom. 2022. "Perang Rusia Vs Ukraina, RI Harus Antisipasi Dampak Ekonomi-Keamanan." *DetikNews*. Retrieved (<https://news.detik.com/berita/d-5958940/perang-rusia-vs-ukraina-ri-harus-antisipasi-dampak-ekonomi-keamanan>).
- Wardani, Sulistyono, and Erwansyah Sjarief. 2020. "Pengaruh Budaya Organisasi, Lingkungan Kerja Dan Disiplin Kerja Terhadap Prestasi Kerja Pegawai Negeri Sipil Pusat Penerbang Angkatan Darat." *Jurnal Ilmiah Manajemen Surya Pasca Scientia* Volume 9 N:Hal. 1-14.
- Wibowo. 2012. *Manajemen Kinerja*. Jakarta: Raja Grafindo Perrada.
- Wirawan. 2015. *Evaluasi Kinerja Sumber Daya Manusia (Teori, Aplikasi, Dan Penelitian)*. Jakarta: Salemba Empat.
- Zulfikar, Muhammad. 2022. "Panglima TNI Tindak Lanjuti Penanganan Disiplin Militer Prajurit." *AntaraNews.Com*. Retrieved (<https://www.antaraneews.com/berita/2660385/panglima-tni-tindak-lanjuti-penanganan-disiplin-militer-prajurit#mobile-src>).