

Workplace Competence and Discipline's Effects on Career Development and Performance

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ABSTRACT

It is hoped that the performance of the National Police in providing protection, protection and community service from day to day will continue to be improved. Career development is urgently needed by members of the Denpasar Police to be more motivated to work optimally. With this aim in this study to analyze competence, work discipline, career development and performance. To answer the above objectives, a descriptive method with a quantitative approach is needed, with a sample of 214 respondents, the sampling method used is probability sampling. This study uses a linear regression analysis design, validity test and classical assumption test. The results of this study show that there is a positive and significant influence between competence on performance, work discipline on performance, and career development on performance.

Keywords: Competency, Work Discipline, Career Development, Performance

INTRODUCTION

The existence of the Denpasar Police provides a high value of benefits for the people of Denpasar City in general. Especially in order to realize the situation of kamtibmas is increasingly conducive. Members of the Denpasar Police have a strong commitment and improve the quality of their services to the community. Law No. 22 of 2002 concerning the Police, states that the National Police of the Republic of Indonesia is a state instrument that plays a role in maintaining public security and order, enforcing the law, and providing protection, protection and services to the community in the context of maintaining domestic security. Police are said to be at the forefront of law enforcement. If you look at the reality, the performance of the Police is in the public's spotlight. Police behavior that often gets criticism from the public is related to its performance. The community is not too satisfied with the services provided. Regarding criticism from the public against the police, generally the police are ready to deal with it.

The performance of the National Police in providing protection, protection and community services from day to day is expected to continue to be improved. Likewise,

the quality of its human resources (HR) must be improved in order to be able to carry out their duties properly. With good performance, it will support the function of this institution, in accordance with Law no. 2 of 2002 concerning the National Police, namely, as one of the functions of the state government in the field of maintaining security and public order, law enforcement, protection, shelter, and service to the community.

There are several factors that can affect the performance of Polri members, namely career development, competence, discipline and work environment. the first factor is career development, according to (Jayanti, 2021) career development is the process of increasing individual work abilities achieved in order to achieve the desired career. The existence of an agency depends on aspects of human resources, where members of the National Police as one of the main and dominant elements in the agency, of course, human attention and conversation as members of the Police are very important.

Factors that can affect the performance of the next Polri member are competence, competence describes the basic knowledge and performance standards required to successfully complete a job or hold a position (Shidiq, et, al., 2019).

The competence of Polri members is adjusted to the field of work required by the organization, so as to produce outstanding performance of Polri members. Competence is the most difficult thing to imitate, because its characteristics are indeed different and specific for each individual. In an effort to increase professional human resources, the Denpasar Police carry out professional certification through a Competency Test for Police Educators at Pusdik/Schools and SPN Polda conducted by LSP Lemdiklat Polri.

Factors that can affect the performance of the next Polri members are work discipline, discipline is the key to the success of an organization or agency in achieving its goals (Nuriyah, et, al., 2022). Discipline is an operative function of human resource management which is very important because the better the discipline of members of the National Police of an organization, the higher the work performance they will achieve and will create quality members of the Police. Without high discipline, the organization will find it difficult to get what the organization wants, namely success.

Discipline is very important for organizational growth, used primarily to motivate Polri members to be self-disciplined in carrying out work both individually and in groups. Besides that, discipline is useful in educating Polri members to comply with and enjoy existing regulations, procedures, and policies, so that they can produce good performance.

Surveys around Indonesia have shown that people nowadays prefer not only for the Police to protect them but now it has developed further where people want and have expectations that the Police will solve various kinds of social problems, public safety and so on. So that the police are always required to be a firm posture but still humane in dealing with the community, meaning that a patrol officer must be able to change the character of a protective figure who seems to be feared by criminals but becomes a protector, servant and friend for people who need help. So far, the National Police has not remained silent in the face of the rapid flow of information and the rapid development of science and technology, where it is hoped that in the future the Police will be able to become an institution that is trusted to protect, protect and serve the community and enforce the law in order to maintain security and public order in a professional and proportional manner.

THEORETICAL BASIS

Management

Etymologically the word management is taken from the old French language, namely “management”, which means the art of organizing and implementing. Management can also be defined as an effort to plan, coordinate, organize and control resources to achieve goals efficiently and effectively.

According to (Rahadi, & Ocktaliani, 2019) Management is categorized as a profession like the medical profession or accountants that require certain skills, tools, methods and talents, and more importantly need to be practiced in the field. Furthermore, according to (Sanjaya, 2021) management is a process in order to achieve goals by working together through people and other organizational resources.

Human Resource Management

According to (Zainuddin, & Riswati, 2020), HRM is "The process of human management, through planning, recruitment, selection, training and development, compensation, career, safety and health as well as maintaining industrial relations to termination of employment in order to achieve company goals. and improvement of stakeholder". Meanwhile, according to (Sihombing, et, al., 2020) HRM is defined as the process of managing, motivating, and building human resources to be able to support organizational activities effectively and efficiently in accordance with the strategic

objectives of the organization.

Competence

According to (Syamsidar, et, al., 2021), the notion of competence is the ability to carry out work or tasks based on skills and knowledge and supported by work attitudes determined by the job. Competence shows certain knowledge, skills and attitudes of a profession in certain skill characteristics, which are the characteristics of a professional.

The definition of competence by Spencer cited by Moeheriono (Fauzi, & Siregar, 2019) is as a characteristic that underlies a person related to the effectiveness of an individual's performance in his work or the basic characteristics of individuals who have a causal relationship or as a cause and effect with the criteria used as a reference. According to Spencer, competence lies on the inside of every human being and is forever in the personality of a person who can predict behavior and performance in a broad range of situations and work tasks.

Discipline

Good discipline reflects a person's sense of responsibility for the tasks assigned to him. This encourages work enthusiasm, morale, and the realization of the goals of the company, employees, and society. Therefore, every manager always tries to make his subordinates have good discipline. Discipline is a person's awareness and willingness to obey all company regulations and applicable social norms.

According to (Yuswardi, 2019) states: "Work discipline is a person's awareness and willingness to obey all company regulations and applicable social norms." Meanwhile, according to (William, et, al., 2020) work discipline can be interpreted as the implementation of management to strengthen organizational guidelines.

Career Development

Career development is an effort carried out by every employee or organization to spur themselves to do optimally in serving and improving abilities/skills in the implementation of the main tasks and functions of profit and non-profit organizations and all jobs (Halifasya, & Ramdani, 2022).

Career development is an effort made by the organization in planning the careers of its employees, which is referred to as career management, including planning, implementing, and supervising careers (Jayanti, 2021). Career development is a personal improvement made by a person to achieve a career plan and improvements by the

personnel department to achieve a work plan in accordance with the path or level of the organization.

Employee Performance

The ultimate goal to be achieved in an organization is the high performance of each employee. The high performance expected from employees is not only at the top level of the head office, but also at the middle level and subordinates. If only the head of the office has high performance, but his subordinates do not have high performance, then the quality of service perceived by the community will be low. Therefore, improving performance is considered important.

Performance according to (Jayanti, 2021) states that "Performance refers to the success of employees in the tasks given". (Nuriyah, et, al., 2022) states about "Performance is the application of competence to achieve the success of company goals through the implementation of a job task".

METHOD

This research was designed using a descriptive method with a quantitative approach, used to explain the phenomena that occur regarding the research data. While the quantitative method is used to explain the effect of the dependent variable in this study.

According to (Rahadi, & Ocktaliani, 2019) population is a generalization area, objects/subjects that have certain qualities and characteristics determined by researchers to be studied and then drawn conclusions. From this understanding, the population in this study is 460 members of the National Police at the Denpasar Police.

Sampling technique is a way of taking a representative sample of the population (Rahadi, & Ocktaliani, 2019). The sampling method used is Probability Sampling, which means that each element of the population has the same probability of being selected through systematic calculations. sampling technique is Proportional Stratified Sampling, because the samples are taken based on the strata of the Personnel Ranking Group. technique Proportional Stratified Sampling is because the population of Polri personnel at the Denpasar Police is divided into several rank groups. The sample obtained amounted to 214 respondents.

RESULT

The Effect of Competence on Career Development

From the statistical calculation results, the Competence variable (X_1) has a significant effect on the Career Development variable (Y). This can be proven by the t-test value of the Work Discipline variable (X_1) t_{count} of 11.838 and a significance of 0.000. Because $t_{\text{arithmetic}}$ is greater than t_{table} ($11.838 > 1.971$) and significantly less than 5% ($0.000 < 0.05$) then H_a accepted and H_0 is rejected, it can be stated that Competence (X_1) has a positive and significant effect on Career Development (Y).

This research is supported by According to (Fauzi, & Siregar, 2019) explaining that competence is knowledge, skills and basic values that are reflected in the habits of thinking and acting. The habit of thinking and acting consistently and continuously allows an employee to be competent in the sense of having the skills, knowledge, skills, basic values to do something.

The Effect of Discipline on Career Development

From the results of statistical calculations the Discipline variable (X_2) has a significant influence on the Career Development variable (Y). This can be proven by the t-test value of the Motivation variable (X_2) with a t_{count} of 15,762 and a significance of 0.000. Because $t_{\text{arithmetic}}$ is greater than t_{table} ($15.762 > 1.971$) and significantly less than 5% ($0.000 < 0.05$) then H_a is accepted and H_0 is rejected, it can be stated that Discipline (X_2) has a positive and significant effect on Career Development (Y).

This research is supported by the theory proposed by (Silalahi, 2019) work discipline can be interpreted as the implementation of management to strengthen organizational guidelines. Work discipline is one of the important working capitals for an employee to improve his career, without discipline difficult to achieve success for anyone. Employee career development can be realized, if employees have a strong desire to advance arising from within the employee himself by showing a disciplined attitude and behavior at work and good work performance by taking advantage of the opportunities and facilities provided by the company carefully at the right time.

The Effect of Competence and Discipline on Career Development

Based on the results of the analysis in the table above, namely the ANOVA test, the $F_{\text{calculated}}$ 158,387 while the F_{table} ($\alpha 0.05$) for $n = 211$ is 2.42. So $F_{\text{count}} >$ from F_{table} (0.05) or $158.387 > 2.42$, with a significant level of 0.000 because $0.000 < 0.05$, it can be said

that Competence (X_1) and Discipline (X_2) jointly affect positive and significant to Career Development (Y).

This research is supported by the theory proposed according to (Mattinetta, et, al., 2022) Work achievement is the most important factor to improve and develop the career of an employee. Based on the explanation above, the results of research conducted in several agencies or organizations, that competence, work discipline and work performance have a significant effect on employee career development.

The Effect of Career Development on Performance

From the results of statistical calculations the Career Development variable (Y) has a significant influence on the Career Development variable (Y). This can be proven by the t-test value of the Motivation variable (X_2) with a t_{count} of 12,303 and a significance of 0.000. Because $t_{\text{arithmetic}}$ is greater than t_{table} ($12.303 > 1.971$) and significantly less than 5% ($0.000 < 0.05$) then H_a is accepted and H_0 is rejected, it can be stated that Career Development (Y) has a positive and significant effect on Member Performance (Z).

This research is supported by the theory proposed according to (Madina, 2021) stated that: "Employees will produce good performance if they have high personal motivation, each motive is characterized by a strong desire to achieve certain types of targets, for example career development". Furthermore (Halifasya, % Ramdani, 2022) said that: In the context of career development, in accordance with the number and quality of employees, it must be connected with the proper placement of people in positions and times, so as to obtain efficiency and effectiveness in the organization. Based on this opinion, it is clear that career development is closely related to performance improvement, where in performance measurements, namely quantity, quality and punctuality are used as one of the considerations to determine employees in the right position and rank.

CONCLUSION

The research found a positive and significant influence of competence on the career development of the Denpasar Police. This conclusion is supported by the t-test value (t_{count}) of the competence variable, which is 11.838, greater than the critical t-value (t_{table}) of 1.971. Additionally, the significance value (0.000) is less than 0.05, indicating statistical significance. The coefficient of determination suggests that competence

strengthens career development by 39.8%.

The study also reveals a positive and significant influence of discipline on the career development of the Denpasar Police. The t-test value (tcount) for the discipline variable is 15.762, exceeding the critical t-value (ttable) of 1.971. The significance value (0.000) is less than 0.05, indicating statistical significance. The coefficient of determination suggests that discipline strengthens career development by 54%.

The research shows that both competence and discipline have a positive and significant influence on the career development of the Denpasar Police. The calculated F-value (158.387) is greater than the critical F-value (2.42) at a significance level of 0.05. The significance value (0.000) is less than 0.05, indicating statistical significance. The coefficient of determination suggests that competence and discipline together strengthen career development by 60%.

Furthermore, the study finds a significant positive influence of career development on the performance of members of the Denpasar Police. The t-test value (tcount) for the career development variable is 12.303, greater than the critical t-value (ttable) of 1.971. The significance value (0.000) is less than 0.05, indicating statistical significance. The coefficient of determination suggests that career development reinforces performance by 41.7%.

In summary, the research highlights the importance of competence, discipline, and career development in the context of the Denpasar Police. The findings indicate that both competence and discipline individually, as well as their combination, have a positive and significant influence on career development. Additionally, career development significantly impacts the performance of the police members. These results provide valuable insights for understanding and improving career development programs and policies within the Denpasar Police force.

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