

## **The Effect of Competence, Work Discipline, Work Ethic and Motivation on Employee Performance of Investment and One Stop Integrated Service Office of Dharmasraya District**

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**Abstract:** The purpose of the study is to determine the effect of competence, work discipline, work ethic and motivation on employee performance. This research is motivated by competencies that are considered less supportive in the implementation of work, low work discipline, low work ethic on employees, poor motivation to increase employee's productivity, and unstable and decreasing employee performance at the Investment and One Stop Integrated Service Office of Dharmasraya District. This type of research uses a quantitative approach with multiple linear regression methods. Data collection techniques using questionnaires, observation and interviews. Respondents of this study are 42 employees at the Investment and One Stop Integrated Service Office of Dharmasraya District. The sampling method used was the total sampling method in which the entire population in this study was used as the research sample. Hypothesis testing is calculated using the IBM Statistical Package for Social Science (SPSS) program version 24.0. From the results of this study it was found that partially competence has a significant effect on employee performance, work discipline has a significant effect on employee performance, work ethic has a significant effect on employee performance, motivation has a significant effect on employee performance, and competence, work discipline, work ethic and motivation together- have the same significant effect on the performance of employees at the Investment and One Stop Integrated Service Office of Dharmasraya District.

**Keywords:** *competence, work discipline, work ethic, work motivation, employee performance*

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### **1. INTRODUCTION**

Government Human Resources (HR) is often the sharpest spotlight in government implementation. This is quite reasonable because it concerns the readiness of employees in running good governance, especially when it is related to the implementation of regional autonomy. It is very necessary to support the readiness of a solid apparatus and high professionalism of employees. For the Investment and One Stop Integrated Service Office of Dharmasraya District, employee performance will greatly effect the success of regional management, especially in regional autonomy.

The selection of the Investment and One Stop Integrated Service Office of Dharmasraya District as the focus of research is based on the decline and instability of institutional performance achievements in 2017, 2018 and 2019. The results of the performance achievements of the programs / activities carried out at the Investment and One Stop Integrated Service Office of Dharmasraya District, as shown in the following table:

**Table 1. Target and Realization of Work Programs**

TAHUN	TARGET ( % )	REALIZATION ( % )	DEFICIENCY ( % )
2017	100	68	32
2018	100	73	26
2019	100	63	38
<b>Rata-rata</b>	<b>100</b>	<b>68</b>	<b>32</b>

Source: Pra-Survey, PMPTSP Office of Dharmasraya District (2020).

From the table above, the realization of the Investment and One Stop Integrated Service Office of Dharmasraya District work program for the last 3 (three) years is not stable. In 2017, from 100 percent of the planned target, only 68 percent could be achieved. And the increase in 2018 can be realized by 73 percent and the decrease in realization in 2019 can only be realized by 63 percent of the 100 percent target. From these data it can be concluded that there are problems that occur in the performance of the Investment and One Stop Integrated Service Office of Dharmasraya District, either from the system or its implementation, so that the target and realization of the achievement of work programs from year to year has decreased and is unstable.

The performance of the bureaucratic apparatus or civil servants is an important factor in the government bureaucracy, because civil servants are the implementing elements and functions of government activities, including in service activities. However, in reality the performance of employees at the Investment and One Stop Integrated Service Office of Dharmasraya District is still low, as evidenced in the table below:

**Table 2. Performance Employee Report**

No.	Phenomenon	Total (people)	percentage (%)
1.	Employees do not complete assigned tasks on time.	13	30
2.	Employees work not in accordance with the set working hours.	9	21
3.	Employees whose absences have never been carried out by other employees, except in certain conditions.	11	25
4.	Procrastinating work, when the time is near then it will be done hastily	7	16
5.	Cooperation between employees is not good and not harmonious.	15	34
6.	Many employees don't take advantage of useful activities when working hours are empty.	15	34

Source: Pre-Survey. PMPTSP Office of Dharmasraya District, year of 2020.

The table above shows that the low employee performance is indicated by the presence of 13 employees who do not complete their duties on time (30 percent), 9 employees (21 percent) who do not work according to the set working hours. employees whose absences have never been carried out by other employees, except in certain conditions are 11 people (25 percent), employees who postpone their work when the time is near then it will be done hastily are 7 people (16 percent), employees who do not cooperation between employees is not good and not harmonious are 15 people (34 percent) and employees don't take advantage of useful activities when working hours are empty are 15 people (34 percent).

There is something underlying or said characteristics that are more important in predicting job success. It is more valuable than academic intelligence. This can be determined accurately. It can be a critical factor for an employee or employee which is also known as competence. Competence is an individual's ability to carry out tasks with the skills, knowledge and behavior they have. The use of competence as a principle for various aspects of human resource management is now increasingly becoming a trend in creating a learning organization. The following are the results of the pre-survey regarding the competence of employees at the the Investment and One Stop Integrated Service Office of Dharmasraya District obtained by researchers:

**Table 3. Pre-survey Regarding Employee Competence**

No.	Statement Material	Agree	Doubtful	Disagree	Total
1.	Tasks carried out in accordance with their abilities / expertise.	40%	25%	35%	100%
2.	Having sharpness in observing each information on the work being carried out.	45%	15%	40%	100%
3.	Think critically on information relating to the implementation of a task or job.	52%	18%	30%	100%
4.	In carrying out their duties, it can adjust to the situation and conditions required by the agency.	20%	13%	67%	100%
5.	Having special skills and expertise that other people don't have.	15%	25%	60%	100%

Source: Pre-survey, PMPTSP Office of Dharmasraya District (data processed by the writer, 2020).

The competence of employees at the PMPTSP Office of Dharmasraya District is not yet fully good. It can be seen from the employees in carrying out their duties, not being able to adapt to the situations and conditions required by the agency and lack of special skills and skills in carrying out work. According to the opinion of the Head of the PMPTSP Office of Dharmasraya District, the decline in employee performance in terms of indicators of mismatching working hours can be seen from employees who often come late. The high delays in employee work can be proven in the following data:

**Table 4. List of Employee Delays**

Bulan	Time of Lateness (people)			Total Lateness (People)	Percentage (%)
	< 10 minutes	10-15 minutes	> 15 minutes		
January	5	2	4	12	27
February	7	5	3	15	34
March	8	3	5	16	36
April	9	3	2	14	32

Source: Secondary Data, PMPTSP Office of Dharmasraya District, year of 2020.

From the table above, it can be said that there are still some employees of the PMPTSP Office of Dharmasraya District who are late coming to work, this shows the lack of responsibility of the employees for the work given to them. A low level of employee discipline occurs when employees are not paid much attention to existing regulations, there are no serious sanctions for employees who violate, and lack of attention from superiors to subordinates. According to Hasibuan (2013), an employee is said to have high work discipline if he meets criteria based on attitudes, norms and responsibilities. Attitude-based criteria refer to the employee's mental and behavior that comes from his own awareness or willingness to carry out his duties and company regulations. Criteria based on norms related to regulations regarding what employees can and cannot do while in the company.

Based on the results of research conducted by Edy and Risambessy (2018), that work discipline will affect the performance of employees of the Ambon Religious Education and Training Center. The same thing was also conveyed by Yuliarti (2016), from the results of his research that work ethic and work discipline have a positive and significant effect on employee performance at the Housing and Regional Spatial Planning Office of Morowali District. It is also supported by research conducted by Pomalingo, et al. (2015), states that work discipline has a positive and significant effect on employee performance at the Regional Disaster Management Agency Office of North Sulawesi Province. According to information from the Head of the PMPTSP Office of Dharmasraya District, it is known that so far the low work discipline of employees can be caused by several factors that are presented in the Table below:

**Table 5.** *The Result of Pre-Survey Indication of Low Work Discipline*

No.	Indication	Total (People)	Percentage (%)
1.	Related to Attitudes: lack of awareness of employees in carrying out tasks.	15	34
2.	Related to Norms: Employees often violate regulations.	17	39
3.	Related to Responsibilities: the lack of ability of employees to carry out their duties.	15	34

*Source: Pre-Survey, Writer of 2020.*

The results of the pre-survey table conducted by the writer above show that there are 15 people (34 percent) who have low work discipline due to a lack of employee awareness in carrying out their duties, 17 people (39 percent) show low employee work discipline due to regulatory violations. Meanwhile, 15 people (34 percent) stated that the low work discipline of employees is caused by the lack of ability of employees to carry out their duties.

According to Sinamo (2011), work ethic is a set of positive work behaviors that are rooted in strong collaboration, fundamental beliefs, accompanied by total commitment to an integral work paradigm. When it is related to a situation in human life that is developing, a high work ethic will be used as an absolute requirement, which is grown in life. Because it will open up views and attitudes to people to highly value hard and earnest work, so that it can erode careless work attitudes.

The work ethic of the PMPTSP Office of Dharmasraya District employees can be seen from their hard work such as working over times, however some employees do not take advantage of existing working hours and tend to reduce their working hours. From the observations made, many of these employees spend their work time sitting around chatting, or leaving the office for matters that are not related to their job duties. Employees also have low persistence. Judging from the unfinished work because it is effect by low discipline in work, low compliance, low sense of responsibility and does not show professional ability at work. The results of research from Marlina (2015) show that work ethic has a significant effect on the performance of high school teachers in Baolan District, Tolitoli District. And from the results of Yuliarti's research (2016), it was found that work ethic has a positive and significant effect on employee performance at the Housing and Regional Spatial Planning Office of Morowali District.

Apart from competence, work discipline, work ethic and work motivation is also important in improving employee performance. Motivation (motivation) is a process that explains the intensity, direction and persistence of individual to achieve their goals. The three main elements in the definition are intensity, direction and persistence. Intensity is related to how hard a person tries. This is the element that gets the most attention when it comes to motivation. However, high intensity is unlikely to result in satisfactory work performance unless the effort is linked in a direction that benefits the organization. The hierarchy of needs follows the plural theory, that is, people behave / work, because of the urge to meet various needs.

Herzberg argues that there are two types of factors that the effect work motivation, namely intrinsic factors and extrinsic factors. Thus, we must consider the quality as well as the intensity of effort together. Effort that is directed and consistent with the goals of the organization is the kind of effort we should make. Motivated individuals stay put on a task long enough to achieve their goal (Robbins, 2008: p. 214). At the PMPTSP Office of Dharmasraya District there is still a lack of motivation given by superiors to subordinates, so that one of the causes is the decline in employee performance. With the lack of motivation given, employees feel less needed or considered less, so they feel that the work they have been doing so far is not meaningful and also causes them to be less enthusiastic about doing a job assigned to them.

Based on the description of the problem and several theories as well as the existence of previous research that has been described above, the researcher is interested in choosing the title "The Effect of Competence, Work Discipline, Work Ethic and Motivation on Employee Performance of the Investment and One Stop Integrated Service Office of Dharmasraya District".

The objectives to be achieved in this study are to identify and analyze:

1. The effect of competence on the performance of the employees of the Investment and One Stop Integrated Service Office of Dharmasraya District.
2. The effect of work discipline on the performance of the employees of the Investment and One Stop Integrated Service Office of Dharmasraya District.
3. The effect of work ethic on the performance of the employees of the Investment and One Stop Integrated Service Office of Dharmasraya District.
4. The effect of motivation on the performance of the Investment and One Stop Integrated Service Office of Dharmasraya District.
5. The effect of competence, work discipline, work ethic and motivation on the performance of the employees of the Investment and One Stop Integrated Service Office of Dharmasraya District.

## **2. LITERATURE REVIEW**

### **Performance**

According to Mangkunegara (2013, p.67), performance is the result of work in quality and quantity achieved by individual employees in carrying out their duties in accordance with the responsibilities assigned to them. The indicators of performance according to Mangkunegara (2013, p.75), are: (a) Quality of work; (b) Quantity of work; (c) Responsibilities; (d) Cooperation and (e) initiative.

### **Competence**

According to Ruky (2006), competence is a basic characteristic of a person (individual) that affects how to think and act makes generalizations about all situations faced and lasts long enough in humans. The indicators of competence according to Ruky (2006, p.260) are: 1) Consistent; 2) Attitude; 3) Value System; 4) Information; 5) Scope of Work; 6) Ability to Complete Technical Tasks; 7) Ability to Complete Managerial Tasks; 8) Directing and 9) Guiding.

### **Work Discipline**

According to Siswanto (2013, p.291), work discipline is an attitude of respecting, appreciating, obeying and obeying the applicable regulations both written and unwritten and being able to carry them out and not avoiding receiving sanctions if he violates his duties and Writery given to him. The indicators of work discipline according to Siswanto (2013, p.291), are: a) Absence; b) Be on time; c) Accuracy, d) Calculation, e) Obeying regulations; f) Responsibilities; g) Compliance; h) Smoothness; i) Harmonious atmosphere and j) Mutual respect.

### **Work Ethic**

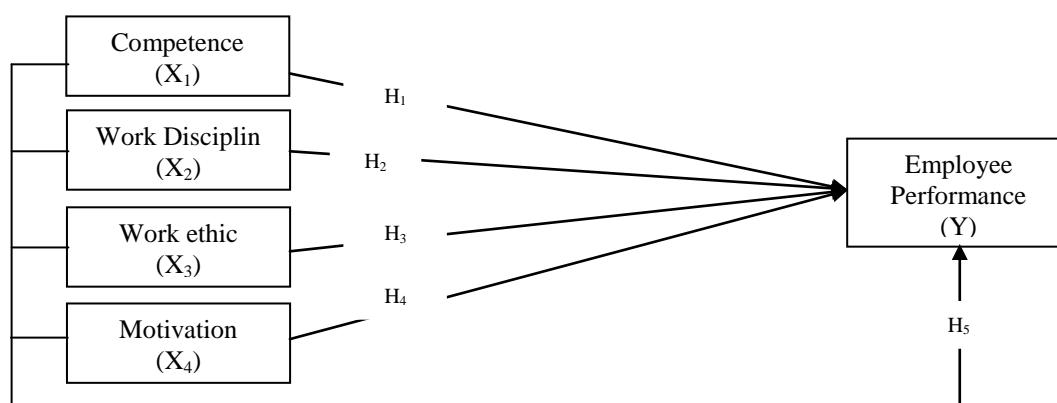
According to Sinamo (2011, p.26), Work Ethics is a set of positive behaviors rooted in fundamental beliefs accompanied by a total commitment to an integral work paradigm. The Work Ethic indicators according to Sinamo (2011, p.45), consisting of: 1) Work is a gift; 2) Work is a mandate; 3) Work is a vocation; 4) Work is actualization; 5) Work is worship; 6) Work is an art; 7) Work is honor and 8) Work is service.

### **Motivation**

According to Robbins and Judge (2012, p.222), motivation is a process that explains the intensity, direction, and persistence of individual people to achieve their goals. As for the motivational indicators according to Robbins (2006, p.172), namely: a) Can motivate yourself, take initiative, can fulfill your own needs and stimulate yourself, have a high sense of commitment, b) persevere, work productively on a task until it finishes well, can finish the job even though there are obstacles, has a strong will to work, c) works with or without supervision, d) sees things that must be done and takes necessary actions, e) likes challenges, wants to test his abilities and likes intellectual pursuits, f) Demonstrates constructive dissatisfaction, always thinks about improving something, is oriented towards goals / achievement of results, is always on time, is disciplined, g) High levels of energy and can always direct that energy effectively, h) Feel satisfied if have done a good job, i) Believe that work needs to be balanced with a reasonable salary and j) Give more than expected.

## Research Conceptual Framework

Based on the research objectives, the conceptual framework of this study can be seen as follows:



**Figure 1.** Research Conceptual Framework

## Hypothesis

Based on the conceptual framework above, the hypothesis in this study can be formulated as follows:

- H1 :** Competence has a significant effect on the performance of the employees of the Investment and One Stop Integrated Service Office of Dharmasraya District.
- H2 :** Work discipline has a significant effect on the performance of the employees of the Investment and One Stop Integrated Service Office of Dharmasraya District.
- H3 :** Work ethic has a significant effect on the performance of the employees of the Investment and One Stop Integrated Service Office of Dharmasraya District.
- H4 :** Motivation has a significant effect on the performance of the employees of the Investment and One Stop Integrated Service Office of Dharmasraya District.
- H5 :** Competence, work discipline, work ethic and motivation together (simultaneously) have a significant effect on employee performance of the Investment and One Stop Integrated Service Office of Dharmasraya District.

## Research Methods

### Type of Research

Based on the formulation, objectives and research hypotheses, the method used in this research is quantitative research with correlational research, which is a type of research that looks at the relationship between one variable and one or more other variables (Muri, 2015: p.64). The same thing is expressed by Sumadi (2014, p.82) that correlational research aims to detect the extent to which variations in a factor are related to variations in one or more other factors based on the correlation coefficient. From the description of the expert's opinion, this study analyzes the relationship between competence, work discipline, work ethic and motivation on employee performance.

### Population and sample

Population and sample in a study have a central and decisive role (Muri, 2015: p.144). Population is the whole object of study that provides an accurate description of the research. According to Hamid (2014, p.55), population is the total total of objects or subjects that are used as data sources in a study that have the same characteristics or characteristics. Thus, the population in this study were employees of the Investment and One Stop Integrated Service Office of Dharmasraya District.

The research sample is a limited total and a part of the population, a portion of the population that is selected and represents the population (Muri, 2015: p.150). Meanwhile, according to Sugiyono (2017, p.120), the sample is part of the total and the characteristics possessed by the population and what is learned from the sample, the conclusion will be applicable to the population. However, because the sample used is the entire

population, the sample in this study is the same as the population, namely all employees of the Investment and One Stop Integrated Service Office of Dharmasraya District totaling 42 (fortytwo) people.

The technique of taking this sample uses total sampling technique (whole sample), total sampling is a sampling technique where the total sample is the same as the population (Sugiyono, 2017). The reason for taking total sampling is because according to Sugiyono (2017), the total population is less than 100 of the entire population as the research sample.

### 3. DATA ANALYSIS

Respondents of this study were personnel of the Investment and One Stop Integrated Service Office of Dharmasraya District who were sampled where respondents had various ages as seen in the following table:

**Table 6.** *Distribution of Respondents by Age*

No	Age Interval (years)	Total (People)	Percentage (%)
1	< 25 years old	4	9,52
2	25 - 35 years old	19	45,24
3	35 - 50 years old	15	35,71
4	> 50 years old	4	9,52
<b>Total</b>		<b>42</b>	<b>100</b>

*Source: Pirmary Data, 2020.*

Based on the table above, the most respondents are aged between 25-35 years, namely 19 people with a percentage of 45.24 percent, then those aged between 35-50 are 15 people with a percentage of 35.71 percent, and those aged more than 50 years are 4 people with a percentage of 9.52 percent, while those who were less than 25 years old were 4 people with a percentage of 9.52 percent. Thus it can be concluded that the majority of respondents are of productive age.

#### **Respondents Based on Work Period**

Respondents of this study were employees of the Investment and One Stop Integrated Service Office of Dharmasraya District who are sampled where respondents are divided based on length of work, as shown in the following table:

**Table 7.** *Distribution of Respondents by Work Period*

No	Work Period	Total (People)	Percentage (%)
1	5 - 10 years	19	45,24
2	10 - 20 years	19	45,24
3	> 20 years	4	9,52
<b>Total</b>		<b>42</b>	<b>100</b>

*Source: Primary Data, 2020.*

Based on the length of work, the respondents who worked for the longest over 20 years were 9.52 percent, then for 10-20 years there were 45.24 percent and 5-10 years there were 45.24 percent. This data shows that tenure affects employee performance. Thus the employees of the Investment and One Stop Integrated Service Office of Dharmasraya District can fulfill the criteria in increasing work performance.

#### **Multiple Linear Regression Analysis**

This analysis is used to determine the magnitude of the effect of the independent variables on the dependent variable, and the magnitude of the effect of the independent variables and the dependent variable can be calculated through a multiple regression equation (Ghozali, 2011). The following table recap for the results of



the regression coefficient,  $t_{count}$ , significance value,  $F_{count}$  value, and R Square ( $R^2$ ) value. The results can be seen in the following table:

**Table 8 Multiple Linear Regression Analysis Test**

Variable	Regression coefficient	$t_{count}$	Sig.
Constant	2,364		
Competence	0,334	2,664	0,011
Work Discipline	0,505	3,059	0,004
Work Ethic	0,557	4,237	0,000
Motivation	0,742	5,824	0,000
$F_{count} = 38,402$	<b>Sig. 0,000</b>		
$R^2 = 0,806$			

Source: Primary Data, Data Processing Results of IBM SPSS Ver. 24.0, Year of 2020.

From the table above, the form of the regression equation model for the effect of Competence, Work Discipline, Work Ethic, and Motivation on Employee Performance of the One Stop Investment Service and One Stop Service in Dharmasraya District is as follows:

$$Y = 2,364 + 0,334X_1 + 0,505X_2 + 0,557X_3 + 0,742X_4 + e$$

Description of the equation above:

- $\alpha = 2,364$ ; it means that without the effect of Competence, Work Discipline, Work Ethic and Motivation, there is already a Performance of 2.364 percent.
- $b_1 = 0,334$ ; it means that there is a positive effect between Variable Competence ( $X_1$ ) on Performance ( $Y$ ). This shows that the more increasing or increasing Competence, the more performance will be increased. The value of Competence's regression coefficient is 0.334, which means that for each increase of one unit of Competence, Performance increases by 33.4 percent.
- $b_2 = 0,505$ ; it means that there is a positive effect between Variable Work Discipline ( $X_2$ ) on Performance ( $Y$ ). This shows that the increasing or increasing of Work Discipline, it will increase Performance. The value of the Work Discipline regression coefficient is 0.505, which means that for each increase of one Work Discipline unit, the Performance increases by 50.5 percent.
- $b_3 = 0,557$ ; it means that there is a positive effect between the Variable Work Ethic ( $X_3$ ) on Performance ( $Y$ ). This shows that the increase or increase in Work Ethics, it will increase Performance. The regression coefficient value for the Work Ethic is 0.557, which means that for each increase of one Work Ethic unit, Performance increases by 55.7 percent.
- $b_4 = 0,742$ ; it means that there is a positive effect between Variable Motivation ( $X_4$ ) on Performance ( $Y$ ). This shows that the increase or increase in motivation, it will increase performance. The regression coefficient of Motivation is 0.742, which means that for each increase of one unit of Motivation, Performance increases by 74.2 percent.

### Hypothesis Test

The t test (partial) is intended to determine the partial effect (individual) of Competence, Work Discipline, Work Ethic and Motivation on Performance. From the table, it can also be done partially test (t test) for each causal variable (free) on the consequential variable (bound) as follows:

- Effect of Competence ( $X_1$ ) on Performance ( $Y$ )  
The results of the analysis of the effect of variable competence ( $X_1$ ) on variable performance ( $Y$ ) obtained the value of  $t_{count} = 2,664$  ( $df = 42-5 = 37$ ;  $t_{table} = 2,02619$ ); ( $t_{count} > t_{table}$ ), with a significant level of  $0.011 < 0.05$ , as a result, hypothesis one ( $H_1$ ) is accepted. the results of the analysis show that partially there is a significant effect between variable competence on the performance of the employees of the Investment Service and One Stop Services of Dharmasraya District.
- Effect of Work Discipline ( $X_2$ ) on Performance ( $Y$ )



The results of the analysis of the effect of variable work discipline ( $X_2$ ) on variable performance (Y) obtained the value of  $t_{count} = 3.059$  ( $df = 42-5 = 37$ ;  $t_{table} = 2.02619$ ); ( $t_{count} > t_{table}$ ), with a significant level of  $0.004 < 0.05$ , consequently the second hypothesis (H2) is accepted. the results of the analysis show that partially there is a significant effect between the variable work discipline on the performance of the employees of the Investment Service and One Stop Services of Dharmasraya District.

3. Effect of Work Ethics ( $X_3$ ) on Performance (Y)

The results of the analysis of the effect of variable Work Ethics ( $X_3$ ) on variable performance (Y) obtained the value of  $t_{count} = 4.237$  ( $df = 42-5 = 37$ ;  $t_{table} = 2.02619$ ); ( $t_{count} > t_{table}$ ), with a significant level of  $0.000 < 0.05$ , as a result, hypothesis three (H3) is accepted. the results of the analysis show that partially there is a significant effect between the variable work ethics on the performance of the employees of the Investment Service and One Stop Services of Dharmasraya District.

4. Effect of Motivation ( $X_4$ ) on Performance (Y)

The results of the analysis of the effect of variable motivation ( $X_4$ ) on variable performance (Y) obtained the value of  $t_{count} = 5.824$  ( $df = 42-5 = 37$ ;  $t_{table} = 2.02619$ ); ( $t_{count} > t_{table}$ ), with a significant level of  $0.000 < 0.05$ , consequently hypothesis four (H4) is accepted. the results of the analysis show that partial ly there is a significant effect between the variable motivation on the performance of the employees of the Investment Service and One Stop Services of Dharmasraya District.

The summary results of testing the first, second, third and fourth hypotheses can be shown in the following table:

**Table 9. Summary of Partial Hypothesis Testing Results**

Hypothesis	Statement	Test Result
H <sub>1</sub>	Competence has a significant effect on the performance of the employees of the Investment and One Stop Integrated Service Office of Dharmasraya District.	Accepted
H <sub>2</sub>	Work Discipline has a significant effect on the performance of the employees of the Investment and One Stop Integrated Service Office of Dharmasraya District.	Accepted
H <sub>3</sub>	Work Ethic has a significant effect on the performance of the employees of the Investment and One Stop Integrated Service Office of Dharmasraya District.	Accepted
H <sub>4</sub>	Motivation has a significant effect on the performance of the employees of the Investment and One Stop Integrated Service Office of Dharmasraya District.	Accepted

Source: Primary Data, Processed by Writer of 2020.

### F Test (Simultaneous)

F test (model feasibility) is intended to determine the effect of independent variables simultaneously (together) on the dependent variable. From the table, a simultaneous test (F test) of the independent variable can be carried out simultaneously on the dependent variable. The results of the analysis of the effect of Competence ( $X_1$ ), Work Discipline ( $X_2$ ), Work Ethic ( $X_3$ ), and Motivation ( $X_4$ ) simultaneously (together) on Performance (Y), obtained an  $F_{count}$  of 38.402 with a significance probability of  $0.000 < 0, 05$ . With  $df1 = (k - 1) = 4$ ,  $df2 = 42 - 5 = 37$ ,  $F_{table} 2.63$ , then  $F_{count} > F_{table}$  or  $38.402 > 2.63$ , consequently the hypothesis is accepted. The results of the analysis show that simultaneously (together) there is a significant effect between Variable Competence, Work Discipline, Work Ethics, and Motivation on the performance of the employees of the Investment and One Stop Integrated Service Office of Dharmasraya District. The summary results of testing the fifth hypothesis can be shown in the following table:

**Table 10. Summary of Simultaneous Hypothesis Testing Results**

Hypothesis	Statement	Test Result
H <sub>5</sub>	Competence, Work Discipline, Work Ethic, and Motivation simultaneously have a significant effect on the performance of the employees of the Investment and One Stop Integrated Service Office of Dharmasraya District.	Accepted

Source: Primary Data, Processed by Writer of 2020.

### Coefficient of Determination ( $R^2$ )

The analysis of the coefficient of determination for Variable Competence, Work Discipline, Work Ethic and Motivation on the Performance of the employees of the Dharmasraya District One Stop Investment and Integrated Service was carried out using the IBM SPSS for Windows Version 24.0 program with the output form of SPSS as stated below:

**Table 11.** Result of R Square

#### Model Summary

Model	R	R Square	Adjusted Square	Std. Error of the Estimate
1	0,898 <sup>a</sup>	0,806	0,785	1,875

Source: Primary Data, Data Processing Results of IBM SPSS Ver. 24.0, Year 2020.

Based on the calculation of regression estimation, the adjusted coefficient of determination or R Square is 0.806, meaning that 80.6 percent of the variation of all independent variables can explain dependent variables, while the remaining 19.4 percent is explained by other variables not examined in this study. It is because the value of  $R^2$  is close to 0 (zero), the contribution (effect) of the independent variable simultaneously to the dependent is small.

## 4. CONCLUSION AND SUGGESTION

### Conclusion

Based on the results of research and data processing that have been done before, several conclusions can be drawn as follows:

1. Competence has a significant effect on the performance of the employees of the Investment and One Stop Integrated Service Office of Dharmasraya District.
2. Work Discipline has a significant effect on the performance of the employees of the Investment and One Stop Integrated Service Office of Dharmasraya District.
3. Work Ethics has a significant effect on the performance of the employees of the Investment and One Stop Integrated Service Office of Dharmasraya District.
4. Motivation has a significant effect on the performance of the employees of the Investment and One Stop Integrated Service Office of Dharmasraya District.
5. Competence, Work Discipline, Work Ethic, and Motivation together have a significant effect on the performance of the employees of the Investment and One Stop Integrated Service Office of Dharmasraya District.

### Suggestion

Based on the findings and research conclusions. That is why, the Writer suggest the following suggestions:

1. To the Head of the Investment and One Stop Integrated Service Office of Dharmasraya District in order to improve programs that support high employee competency enhancement, tighten employee discipline, and motivate employees to work so that maximum performance is created.
2. To the Regent of Dharmasraya District to support the provision of programs to increase competence, ethos, motivation, and discipline for every employee who works, so that the maximum work potential can be realized.
3. To the employees of the Investment and One Stop Integrated Service Office of Dharmasraya District to always take the initiative to develop their knowledge and competencies.
4. To the employees of the Investment and One Stop Integrated Service Office of Dharmasraya District are able to utilize their skills to complete all accountable managerial work.
5. To the employees of the Investment and One Stop Integrated Service Office of Dharmasraya District to maintain a harmonious atmosphere in the workplace environment which can affect the performance of each employee.

6. To the employees of the Investment and One Stop Integrated Service Office of Dharmasraya District to always be ready to carry out their respective responsibilities properly and correctly even under pressure. Always provide improvement suggestions and discuss problems with superiors to correct imbalances that occur in the workplace. Every employee must also have high ambition to always excel in carrying out their duties.

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