



# Communication, Work Discipline And Competence On Increasing Value Of Evaluation Results On Performance Report Of Government Institutions (Lakip) Kabupaten Kerinci Government

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## ABSTRACT

Yusmala Juita, 2018. This study aimed to determine and analyze the partial and simultaneous effect of Communication, Work Discipline and Competence on increasing value of evaluation results in Accountability and Performance Report of Government Institution (LAKIP) Kabupaten Kerinci Government. This research was carried out in the Regional Government of Kabupaten Kerinci, with 96 respondents which consisted of the Head of the OPD, the Sub-division Head of the OPD Program and the facilitation preparing team of performance report in the Kabupaten Kerinci Government. To collect the data, this study used observations, questionnaires and interviews. The analysis technique used in this study was multiple linear regressions to test the correlation between variables, between dependent and independent variables. The results of the study shown that partially and simultaneously, communication, work discipline and competence have a significant effect on the increasing value of the evaluation results in Accountability and Performance Report of Government Institutions (LAKIP) the Kabupaten Kerinci Government.

**Keywords:** Communication, Work Discipline, Competence, Performance

## INTRODUCTION

Regulation of the Minister of Empowerment of State Apparatus and Bureaucratic Reform (MenPAN-BR) of the Republic of Indonesia Number 11 year 2015 concerning the 2015-2019 Bureaucratic Reform Road Map has established 3 (three) targets and 8 (eight) areas of change for 2015-2019 Bureaucratic Reform. One of the 8 (eight) areas of change specified was ***Accountability and Performance***.

Presidential Regulation Number 29 year 2014 concerning the Government Institutional Accountability and Performance System mandates each regions to submit accountability for the implementation of its performance in the form of Local Government Performance Reports. Submission of this accountability report aims to create transparent information for the public in an effort to realize *good government*. This, as stated in the General Provisions of the Presidential Regulation (dictum 14) that: Accountability and Performance are the realization of the obligation of a government agency to account for the success / failure of the implementation of Programs and Activities mandated by stakeholders in order to achieve measurable organizational goals / targets performance that have been set through the performance reports of government institutions that are arranged periodically.

The Government of Kabupaten Kerinci has periodically carried out its obligations as a Reporting Entity because the Local Government Performance Report is a media of accountability for regional government performance which is a community trustee in the implementation of development and also as a media to improve the performance of government administration in a sustainable manner, which explains the evaluation of

performance achievement, policies, programs, and activities for 1 (one) fiscal year as well as evaluating the aspects of financial use that have been implemented for 1 (one) year.

The result of evaluation Accountability and Performance of Government Institutions of Kabupaten Kerinci period 2014-2017 are as follows:

No	Year	Value	Predicate	Interpretation
1.	2014	37,58	C	Less
2.	2015	38,31	C	Less
3.	2016	50,79	CC	Fair
4.	2017	60,98	B	Good

**Source: Organization Section of Regional Secretary of Kerinci**

Categories and numbers belonging to the selected and set in PERMENPAN RB No. 12 of 2015 about Evaluation Guidelines on the Implementation of Government Accountability and Performance System. With the categories and numbers the values are as follows:

No	Category	Score	Interpretation
1.	AA	>90 -100	Very satisfactory
2.	A	>80 – 90	Satisfying, Leading change, high performance, and very accountable
3.	BB	>70 – 80	Very good, Accountable, performing well, has a reliable performance management system.
4.	B	>60 – 70	Well, Accountability has a good performance, has a system that can be used for performance management, and needs a little improvement.
5.	CC	>50 – 60	Fair (Adequate), Accountability is quite good, obedient to the policy, has a system that can be used to produce performance information for accountability, needs a lot of basic improvements.
6.	C	>30 - 50	Less, The system and order are less reliable, have a system for performance management but need a lot of minor improvements and fundamental improvements.
7.	D	0 - 30	Very less, Systems and orders cannot be relied upon for the application of performance management; need a lot of improvement, a very basic change.

**Source: Permenpan Number 12 Year 2015**

From the data above, it can be seen that evaluation results of Government Accountability and Performance of Kabupaten Kerinci is low compared with the category and number value set in PERMENPAN RB Number 12 year 2015.

This low value of the evaluation results AKIP of Kabupaten Kerinci Government is caused by several matter, it can be seen from the recommendations given by evaluators team from Ministry of PAN and RB which want to be improved on the results of the evaluation in 2017, they are:

1. ODP Planning Documents (Renstra, IKU, Performance Agreements, Action Plans and Cascading that less of quality)
2. There is no use of applications that support the implementation of SAKIP

3. Lack of quality level of the evaluation of Accountability and Performance SKP by the Inspectorate
4. Lack of quality measurement of outputs and outcomes on a regular basis
5. Lack of information on ODP performance reporting
6. Lack of utilization of information technology
7. Lack of understanding of the Head of ODP towards management the organization performance

To achieve a better value target, the Kabupaten Kerinci Government must work harder which being supported by good SDM. PNS are one of SDM which operates the government bureaucracy in implementing policies, programs, and activities in the administration of government affairs consisting of obligatory affairs related to basic services, obligatory matters not related to basic services and matters of choice.

In this case, a civil servant who has the ability to carry out the duties and responsibilities properly can help the organization to continue to grow in improving performance. The strength of an organization lies in its SDM, not only on systems, technology, procedures or funding sources. So, the functioning of the parts in the organization depends on the human ability in the organization to move towards the direction of achieving the goals set. To move it, humans must interact (communicate) with others so that cooperation is formed.

Robbins (2006: 392) says that one of the strengths that most inhibits the success of employee performance is the lack of effective communication. Only through effective communication or transfer of meaning from one person to another, then information and ideas be delivered well. Communication within an organization are provide many direct benefits that facilitate the work of the members of the instructions given by the superior, reducing misunderstandings in the work and communication also can improve the coordination of various activities / different tasks within the organization.

Besides the communication, work discipline is also a major factor in improving performance. Sutrisno (2013: 88) said that "Work discipline is very necessary to support the smooth running of all organizational activities so that organizational goals can be achieved optimally". For the organization, the existence of work discipline will ensure the maintenance of order and smooth execution of tasks, so that optimal results are obtained. While for employees there will be a pleasant working atmosphere so that it will increase morale in carrying out their work.

Furthermore, in addition to communication and work discipline, competence is also a very important thing in improving performance. Wibowo (2012: 324) explains that competence is "An ability to carry out a job that based on skills and knowledge and supported by the work attitude demanded by the job". Every organization both government and private is formed to achieve certain goals, and if achieved, it can be said to be successful. To achieve success, a strong foundation is needed in the form of competence.

The hypothesis proposed in this study are: 1) Communication has an influence towards increasing value of the results of the LAKIP of Kabupaten Kerinci Government; 2) Work Discipline gives effect to the increasing value of the LAKIP evaluation of Kabupaten Kerinci Government; 3) Competence gives effect to the increasing value of the LAKIP evaluation of Kabupaten Kerinci Government; 4) Communications, Work Discipline and Competence give influence on the increasing value of LAKIP evaluation of Kabupaten Kerinci Government.

## METHODS

This type of research is descriptive causality research which is classified into quantitative research. Descriptive causality research is a study conducted to describe the influence of one variable on another variable or how variables affect other variables, which explaining the influence of Communication, Work Discipline and Competence on the Increasing Value of LAKIP Evaluation Results of Kabupaten Kerinci Government.

This research is located on Local Government of Kabupaten Kerinci, and the population are PNS within the scope of government of Kabupaten Kerinci. The samples in this study were all the heads of the OPD, the Sub-division Head OPD Program, and the Facilitation Team for the Preparation of Kabupaten Kerinci Government Performance Reports in amount 96 people.

In this study, the techniques of data collection carried out to measure the variables under study are: 1) Observations; 2) Interviews; 3) Questionnaires. The data analysis techniques in this study are: 1) Descriptive data analysis; 2) Respondent Achievement Analysis; 3) Classic assumption test which consists of: Normality test, linearity test, multicollinearity test, heterocedasticity test; 4) Statistical Analysis which consists of: Multiple Linear Regression, T-Test (partial) , and F-Test (simultaneous ).

## RESULTS OF THE RESEARCH

In the correlation with this research, the Parametric Statistical Analysis of Multiple Linear Regression tool used to measure the influence of Communication (X1), Work Discipline (X2) and Competence (X3), on the increasing value of the evaluation of the Accountability and Performance Report of Government Institution (LAKIP) of Kabupaten Kerinci Government.

According to the results of multiple linear regression analysis with techniques of data analysis using SPSS version 25.00, obtained results report from 96 respondents with suspected influence of the three independent variables (communication, work discipline and competence) on increasing the value of the evaluation results of Government Institutions Accountability and Performance Reports (LAKIP) Kabupaten Kerinci Government, which the multiple regression equation can be wrote as follows:

$$Y = 22,620 + 0,536 X_1 + 0,326 X_2 + 0,378 X_3$$

This equation shows that the independent variable gives effect to the dependent variable, with the following explanations:

1. The constant value of 22.620 indicates the value of the dependent variable before or without being influenced by the independent variable. This is in the situation that if the Communication, Work Discipline and Competence variables are 0, then the variable performance already totalled 22.620.
2. Communication variable regression coefficient of 0.536 which is positive indicates that the positive influence of communication towards work performance. If the communication variable increases by one unit, it will increase the performance by 0.536 in each unit or (53.6%), assuming other variables are constant.
3. Variable regression coefficient value of discipline work 0.326 which is positive indicates that the positive influence of work discipline towards work performance. If the discipline variable work increasing by one unit will increase performance by 0.326 in each unit or (32,6%), assuming other variables are constant.
4. Regression coefficient variable competency 0.378 which is positive indicates that the positive influence of competence towards work performance. If the competence

variable increases by one unit will increase the performance of 0.378 in each unit or (37,8%), assuming other variables constant.

## DISCUSSION

### **The Influence of Communication towards Increasing Value of Evaluation Results LAKIP Kabupaten Kerinci Government**

Most of communications are forms of mutual acceptance of messages, which have to be known of a professional apparatus that must be open to accepting directions, input and advice from leaders, and colleagues in the organization, or with other work units related to the field of work carried out. Listening to the input and then taking action to improve whatever is still not achieved is the most appropriate step to improve performance. When communication in organization goes well, then the mistakes are not expected to be able, will be minimized so that the work can run well too, so communication is very important in an organization on the objective goals to be achieved.

According to Harjana (2003: 78), the effective communication depends on the quality of the communication process, both at the individual level and the organizational level. Improving communication within the organization related to performance improvement, process accurate start delivering messages, parsing and feedback on the level of interpersonal communication, which is at the level of the organization is to create and monitor the appropriate communication channels so that the performance do not hampered and run according aims.

Based on the results of the research that had been conducted, the results of the effect of communication towards work performance are positive and significant. This shows that Communication has a positive and significant influence on work Performance. Thus Communication will affect performance. So if communication increases the performance will also increase. Likewise, vice versa if communication decreases, performance also decreases. So that it can be said that communication is an important variable in improving performance. This is evident in the multiple linear regression analysis which states that every increase of the Communication variable will cause an increase in the Performance Evaluation Results of Government Institutions in Kabupaten Kerinci .

### **The Influence of Work Discipline towards Increasing Value of Evaluation Results LAKIP of Kabupaten Kerinci Government**

Discipline in work is a factor that must be owned by employees who want to achieve satisfaction in their work. Work discipline can be in the form of timeliness in work, obedience to the tasks given to him, and good utilization of facilities. With the discipline of work will increase the landlady at and excitement of tin ggi employee who will encourage employees to work more productively, which in turn will increase the produktivita s employee. The paradigm of current institutions that want to develop and advancing greatly requires highly disciplined employees in their work. Those who have a high spirit, adhere to the rules established organization, kreati f and can benefit from the facilities well be able to compete dala m current conditions increasingly competitive.

According Siagian (2011: 230) the form a good discipline on the pitch mirrored the atmosphere, which are: 1) The high sense of care of employees towards achieving organizational goals; 2) The high enthusiasm and passion of work and the initiative of the employees in doing work; 3) The amount of responsibility of employees to carry out their

duties as well as possible; 4) The development of a sense of belonging and a high sense of solidarity among employees; 5) Increased efficiency and work productivity of employees.

Based on the results of the research conducted, the influence of work discipline on performance is positive and significant. Thus work discipline will affect Performance. So if work discipline increases, performance will also increase. Likewise, if the work discipline decreases, the performance also decreases. So that it can be said that work discipline is an important variable in improving performance. This is evident in the linear regression analysis which states that every every increment of work discipline variables will lead to a rise Increase of Evaluation of Accountability and Performance Report of Kabupaten Kerinci Government.

### **The Influence Competency towards Increasing Value of Evaluation Result LAKIP of Kabupaten Kerinci Government**

The Regulation of the Head of the State Civil Service Agency Number 7 year 2013 concerning Guidelines for Preparing PNS Managerial Competency Standards, states that "Competencies are Characteristics and work capabilities that cover aspects of knowledge, skills, and attitudes according to the duties and / or functions of office". An employee who has high competencies such as knowledge, skills, abilities, and attitudes that are in accordance with the position he holds is always compelled to work effectively, efficiently and productively. This happens because the competencies possessed by the employee concerned are increasingly able to carry out the tasks assigned to him, because the success of an organization is influenced by the resources within the organization, both human and financial.

The paradigm shift in governance from "*rule government*" to "*good governance*" or "*from government to governance*", from centralized to decentralized, needs to be addressed and balanced with SDM in this case PNS who have adequate competence and are in accordance with the demands of the task. This change in policy direction has implications for the professionalism of employees in responding to the challenges of the globalization era in the face of competition, because smooth or not, good or bad governance and public services are very dependent on competencies owned and controlled by PNS.

Based on the results of the research conducted, the results of the influence of competencies on performance are positive and significant. This shows that competence has a positive and significant influence on performance. Thus competency affects performance. So if competency increases, performance will also increase. And vice versa if competency decreases, performance also decreases. So that it can be said that competence is an important variable in improving performance. This is evident in the linear regression analysis which states that each increase in the competency variable will cause an increasing value of Evaluation Results of the Accountability and Performance Report Government Institutions of Kabupaten Kerinci.

## **CONCLUSIONS AND SUGGESTIONS**

### **Conclusions**

Based on the results of data analysis and discussion that had been conducted, then it can be concluded that:

1. Communication affect significantly towards increasing of evaluation results of Accountability and Performance Report of Government Institutions (LAKIP) of Kabupaten Kerinci Government.
2. Work Discipline affect significantly towards increasing of evaluation results of Accountability and Performance Report of Government Institutions (LAKIP) of Kabupaten Kerinci Government.

3. Competence affect significantly towards increasing of evaluation results of Accountability and Performance Report of Government Institutions (LAKIP) of Kabupaten Kerinci Government.
4. Communication, Work Discipline and Competence have a significant effect towards increasing of evaluation results of Accountability and Performance Report of Government Institutions (LAKIP) of Kabupaten Kerinci Government.

### **Suggestions**

1. For OPD leaders must advance effective communication with employees, with good communication leaders can convey ideas, objectives and program activities that become the main tasks and functions of the OPD clearly. As well as communication can create an open work environment so as to create a conducive working atmosphere, where good relations are established between the leadership and employees. With this condition, discipline in the workplace will increase.
2. For employees, they must prioritize communication in carrying out their work, where they can express opinions, problems/constraints they faced in the work and also ask for directions from their leaders and colleagues and/or other OPDs related to work, how the steps should be taken through the process.
3. For related institutions, in terms of placement of staff both staff and structural officials, please pay attention to the level of education and the level of knowledge possessed by the employee concerned. Because the competencies/knowledge possessed by the employees greatly influence the level of performance in completing work.

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