

The Influence of Competency, Organizational Culture, and Discipline on Employees' Performance at The Education and Culture Agency, Aceh Tenggara Regency

Ichwanul Ramadhan¹, Rahim Matondang², Iskandarini³

¹(Universitas Sumatera Utara, Indonesia)

²(Universitas Sumatera Utara, Indonesia)

³(Universitas Sumatera Utara, Indonesia)

Corresponding Author: Ichwanul Ramadhan

Abstract: Government employees are demanded to have capacity and skill as well as competency in interpreting people's aspiration and needs in their activities and service program. Employees with good performance will yield good performance, too. They should have good, organized, and coordinated organizational culture to support their performance. They should also be disciplined to develop the sense of responsibility in doing their job. The research problem was how about the influence of Competency, Organizational Culture, and Discipline on the Employees' Performance at the Education and Culture Agency of Aceh Tenggara Regency. The objective of the research was to find out and to analyze 1) the influence of Competency on Employees' Performance, 2) the influence of Organizational Culture on Employees' Performance, 3) the influence of Discipline on Employees' Performance, and 4) the influence of Competency, Organizational Culture, and Discipline on Employees' Performance at the Education and Culture Agency of Aceh Tenggara Regency. The research used descriptive quantitative research method which was aimed to explain or to describe the characteristics of an object or a condition by gathering and analyzing the data through statistic test. The population was 62 employees at the Education and Culture Agency, and all of them were used as the samples (total sampling). The data were gathered by conducting a survey and distributing questionnaires. The result of the research showed that, partially, Competency had significant and dominant influence on Employees' Performance (4.850), Organizational Culture had significant influence on Employees' Performance (9.768), and Discipline had significant influence on Employees' Performance (4.272). Simultaneously, there was significant influence of Competency, Organizational Culture, and Discipline on Employees' Performance at the Education and Culture Agency of Aceh Tenggara Regency, with Adjusted R_{square} value of 0.883 or 88.3% which indicated that the variables which contributed explained that Employees' Performance was 88.30% while the remaining 11.70% were influenced by the other factors excluded from the research.

Keywords: Competency, Discipline, Organizational Culture, Employees' Performance

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I. Introduction

Civil servants are domiciled as elements of the state apparatus whose duty is to provide services to the community in a professional, honest, fair and equitable manner in the implementation of state, government and development tasks to the community based on loyalty and obedience to Pancasila and the 1945 Constitution. good, it is necessary to guide employees to improve the quality of human resources in order to have attitudes and behaviors that are devoted to service, honesty, responsibility, discipline and authority so that they can provide services according to the demands of community development.

Civil servant apparatus is required to have the ability and expertise in the form of skills and educational background or competence in translating the aspirations and needs of the community into service activities and programs. In the process one will see one's competence through knowledge and educational background, skills through education and training, so acquired skilled, intelligent, productive, creative and innovative apparatus.

Efforts to realize clean governance include the provision of public services, which certainly require basic elements, including professionalism of government actors and organizers and public services. Professionalism in the ability to provide good, fair and inclusive services is not just a match with assignments. HR has an important role for the organization because human resources as the system manager, so that the system continues to run, of course, in its management must pay attention to important aspects such as discipline, work culture, organizational climate, education and training and comfort level so employees can be encouraged

give all abilities according to what is needed by the organization. HR with good performance will ultimately result in good employee performance.

Seeing the importance of employee performance in government agencies in supporting the smooth running of the agency's work, efforts must be made to improve employee performance. This is reinforced by Hariandja (2002) after human resources have been obtained, the government also needs to pay attention to the importance of developing employees such as training evenly to hone work skills in accordance with their fields of work.

Based on the data shows that the utilization of the quality of human resources available at the Southeast Aceh District Education and Culture Office still has a number of problems, including still a high number of employees with equivalent high school education qualifications of 16 people or 25.81% of the number of employees potentially affecting basic tasks and functions in achieving the goals of the organization.

In the study of Setiawan and Kartika (2014) that employees who have high performance are characterized by several things, among others: employees can complete tasks quickly and quickly, employees are willing to comply with applicable regulations in the company, employees are able to work within a specified time, employees can work with other employees in completing work or a task determined by the company. But in reality, the performance of employees at the Southeast Aceh District Education and Culture Office is still low. In an effort to achieve optimal work results, organizations must take a variety of ways to obtain high quality human resources where an employee must have a strong organizational culture and a good and coordinated organizational culture to support the performance of the organization's employees. To realize a good performance it is necessary to take into account the strong organizational culture towards professional service direction and be responsible for the greatest prosperity of the people.

A good organization must have a strong organizational culture and have organizational members who support in carrying out organizational culture in every activity. Strong organizational culture also does not necessarily run easily, so there needs to be adjustments in it. Every individual always has a different nature from one another. This trait can be a characteristic for someone so that we can know how it is. As with humans, organizations also have certain traits. Through these traits we can also know how the character of the organization. We know these traits with organizational culture.

Culture provides identity for the members of the organization and generates commitment to beliefs and values that are greater than itself. Although these ideas have become part of the culture itself. Strengths in the external environment of the organization can signal the need for cultural change, for example with competition the increasingly sharp in an environment of institutions requires changes in organizational culture to always be able to respond to people's desires more quickly. Besides coming from the external environment, the power of cultural change can also come from within / internally, for example if the head of the office applies new approaches to organizational management to create good performance.

Organizations with a strong culture will influence the behavior and effectiveness of employee performance in carrying out their daily tasks. Employee performance will run according to the culture inherent in the organization. In addition, the application of culture in a government institution will also shape the character of the employee by himself in carrying out his duties and achieving the goals of the organization where he works.

Besides a number of variables that affect performance, there are also factors that have an important role in terms of fluency and achievement of an organization's performance, namely discipline problems. Work discipline can have an impact on employees' personal lives that affect the organization. Organizations need to monitor every action and behavior carried out by employees when working. If there are acts of fraud that are not in accordance with the rules or something annulled from the facts, the organization should determine the punishment for its employees. Superiors should also know and implement existing rules (Belizzi and Hasty, 2000).

Based on the data it is known that there are still many employees who do not carry out good discipline even though such absences cannot be objective benchmarks because the Department of Education and Culture still uses manual attendance which allows for fraud committed by absent or late employees.

In addition, there were still many employees returning home that were not in accordance with the working hours set by the government and there were also those who came only to fill in the absences in the morning and evening, in the event that employee absence could interfere with work, which resulted in many activities being hampered and affecting performance employees as a whole, this action shows that there are still weak applications and penalties for employees who are not disciplined.

In accordance with Government Regulation of the Republic of Indonesia Number 11 of 2017 concerning Management of Civil Servants which regulates the rights and obligations of Civil Servants. The civil servant leave rights consist of annual leave, major leave, sick leave, maternity leave, leave for important reasons, joint leave, and leave of absence outside the state, so that civil servants who leave assignments without information or not from the right to take leave are considered lost /absent.

To find out the performance of government agencies, one of the instruments that can be used as a benchmark is budget realization. Based on the Decree of the Head of the State Administration Agency Number 589 of 1999 concerning Guidelines for Preparation of Performance Accountability Reports of Government Agencies that have set the scale of performance scores as follows:

1. Achievements <55% including good categories.
2. Outcomes of 55% - 69% including moderate / quite successful categories.
3. Outcomes of 70% - 85% are categorized as good or successful.
4. The achievement level value above 85% is categorized as very good or very successful.

General Purpose of Research

The general objective of this research is to analyze the influence of competency, organizational culture and discipline on employee performance at the Southeast Aceh District Education and Culture Office.

Specific Objectives of Research

In accordance with the formulation of the problems above, the objectives to be achieved in this study are:

1. Know and analyze the influence of Competence on Employee Performance at the Southeast Aceh District Education and Culture Office.
2. Knowing and analyzing the influence of Organizational Culture on Employee Performance at the Southeast Aceh District Education and Culture Office.
3. Know and analyze the influence of Discipline on Employee Performance at the Southeast Aceh District Education and Culture Office.
4. Know and analyze the influence of Competence, Organizational Culture and Discipline on Employee Performance at the Southeast Aceh District Education and Culture Office.

II. Theoretical Review

2.1 Competence

According to Wibowo (2007) states that competence is an ability to carry out or do a job or task based on skills and knowledge and is supported by work attitudes demanded by work and characterized by professionalism in a particular field.

According to Andrews and Higson (2007) in the journal "Role of Undergraduate Work Placement in Developing Employment Competencies: Result From a 5 year Study of Employers", competency indicators include:

1. Communication Skills, the ability to communicate clearly and concisely using various oral and written methods
2. Team-working and Relationship Building Skills, which are the ability to work in teams and the ability to utilize appropriate interpersonal skills to build relationships with coworkers, team members and external stakeholders
3. Self and Time Management Skills, the ability to manage yourself, one's time and one's schedule effectively in every situation related to the work given.
4. Ability to see the Bigger Picture, the ability to see how things are interconnected and to approach issues related to work strategically and innovatively
5. Influencing and Persuading Abilities, the ability to communicate at all levels using influencing techniques and negotiation skills to positively influence others
6. Problem Solving Abilities, the ability to analyze problems and situations critically and logically and the ability to apply the best and logical solutions to problems
7. Abilities Leadership, the ability to lead a team, take responsibility for tasks, provide direction, provide structure and assign responsibility to others
8. Presentation Skills, the ability to prepare and deliver effective information to different audiences in various situations with the intention of introducing a product or program of activities

2.2 Organizational Culture

Defined by Schein (1985) in Riani (2011) organizational culture as a pattern of basic assumptions found, created, or developed by a particular group with the intention that the organization learns to overcome or overcome problems arising from external adaptation and integration internal affairs that have run quite well, so that it needs to be taught to new members as the right way to understand, think and feel regarding these problems. Organizational culture is formed by a group of organizations to move in overcoming challenges in the future.

Indicators of organizational culture according to Robbins and Coulter (2012) consist of:

1. Innovation and risk taking means that innovative attitude and risk taking must be in the organization.
2. Paying attention to detail means that within the organization you must pay attention to all provisions, analysis, and pay attention to more details about things around.
3. The orientation of the results is interpreted as focusing on results or income rather than the techniques and processes used to achieve these results.
4. Individual orientation is interpreted to take into account the effect of results on employees in the organization.
5. Orientation to the team means the ability to work in teams.
6. Aggressiveness that individuals or people in organizations have a competitive nature.
7. Stability means that organizational activities are emphasized to maintain the status quo to continue to grow and develop.

2.2 Discipline

According to Hasibuan (2004) discipline of awareness and willingness of someone to obey all company regulations and social norms that apply. Based on the above understanding it can be concluded that work discipline is an attitude, behavior, and action that is in accordance with both written and unwritten regulations, and if it violates there will be sanctions for violations.

According to Singodimejo in Sutrisno (2011) indicators of employee discipline are as follows:

1. Comply with the rules of time, seen from the hours of work, hours of return, and the right time to rest in accordance with the rules that apply in the company.
2. Obey company rules Basic rules on how to dress, and behave in work.
3. Obey the rules of behavior in work, indicated by ways of doing jobs in accordance with positions, duties, and responsibilities and how to relate to other work units.
4. Comply with other regulations in the company Rules about what is allowed and what should not be done by employees in the company.

2.3 Employee Performance

The factors that influence employee performance are as follows (Anwar, 2000) are: 1) ability factors, 2) motivational factors. Employee ability consists of potential abilities (IQ) and knowledge skills (knowledge). Employees who have an IQ above the average with adequate education for their positions and are skilled in doing daily tasks, will be easier to achieve the expected performance.

The government has performance indicators for civil servants in particular, namely in Law Number 43 of 1999 concerning the assessment of the implementation of civil servant work. These indicators are (Jitra, 2007):

- a) Loyalty, namely determination and ability to obey, implement, and practice something that is adhered to with full patience and responsibility.
- b) Work performance, namely the work achieved by the employee in carrying out the tasks given to him.
- c) Responsibility, namely the ability of employees to carry out the work submitted to him as well as possible and timely, and dare to bear the risk of decisions that have been taken.
- d) Obedience, namely the ability of employees to comply with all applicable laws and regulations and regulations.
- e) Honesty, namely the sincerity of employees in carrying out and the ability not to abuse their authority.
- f) Collaboration, namely the ability of employees to cooperate with others in carrying out their duties.
- g) Initiative, namely the ability of employees to make decisions on steps or carry out all necessary actions in carrying out basic tasks without waiting for orders from superiors.
- h) Leadership, namely the ability to influence others so that they can be directed optimally to carry out tasks.

III. Materials and Method

3.1 Types of Research

This type of research is correlational research that has a relationship between an element / element with other elements / elements to produce new forms and forms that are different from before. The quantitative associative method in this study aims to determine the relationship between Pancur Batu Community Health Center staff skills in carrying out the skills of explaining and asking questions with the implementing party (Sugiyono, 2014).

3.2 Location and Time of Research

This research was conducted at the Southeast Aceh District Education and Culture Office, while the research period was conducted from October to December 2018.

3.3 Research Population and Samples

According to Sugiyono (2014) population is an area consisting of objects / subjects that have certain qualities and characteristics set by researchers to be studied and then conclusions drawn. The sampling technique in this study is the census method or sampling with a saturated sampling method, according to saturated sampling is a sample that represents the population, usually done if the population is considered small or less than 100, another term of this method is saturated sampling .

The population in this study were all employees of the Southeast Aceh District Education and Culture Office, amounting to 62 people, thus the entire population became a research sample or total sampling so that the total sample size was 62 people.

3.3 Data Analysis Method

This study uses descriptive qualitative analysis method to determine the existence of relationships between dependent variables and independent using inductive statistics correlation with multiple regression analysis. The qualitative descriptive objective in this study is to provide a systematic, factual and accurate description of certain facts.

a. Descriptive Analysis

Sugiyono (2014) explains that qualitative research methods are research methods used to examine natural objects, where researchers are key instruments, while data collection techniques are conducted by interview methods, data analysis is inductive, and the results of qualitative research emphasize meaning rather than generalization.

b. Multiple Linear Regression Analysis

This analysis is conducted to see if there is a causal relationship between the two variables or examine how large one variable affects the other variables. Relationship between variables that describe the function, namely: $y = f(x)$. This function explains the relationship between the dependent variable (Y) and the free variable (X). Hypothesis testing using t test, F test, r squared test.

IV. Results and Discussion

4.1 Descriptive Statistics Analysis

Descriptive analysis in this study is a description or explanation of the results of primary data collection in the form of a questionnaire that has been filled in by respondents who are personal statements about questionnaires. As for the number of samples in this study are respondents who are Civil Servants of the Southeast Aceh District Education willing to be a sample of as many as 62 people. The characteristic in question is the identity of the respondents who filled out the questionnaire as samples in this study.

The characteristics of the respondents consisted of gender, age, education, and length of work. Data relating to the characteristics of the respondents were then processed with descriptive analysis. This descriptive analysis was used to be able to get an idea of the identity or characteristics of respondents. Characteristics of respondents.

Based on the data, the majority of respondents in this study were male sex of 35 people (56.45%) .The respondents aged 28-37 years were the most respondents as many as 26 people (41.94%), indicating that respondents were generally productive age and had high innovation in work. Furthermore, the majority of respondents in this study were undergraduate education level (S1) of 38 people (61.29%) and registered as active employees, and loyal in completing the tasks and responsibilities given by the leadership. Respondents with a working duration of 11-20 years were the largest respondents with 34 people (54.84%) representing Civil Servants of the Southeast Aceh District Education and Culture Office with proven loyalty and service.

4.2 Results and Discussion

a. Effect of Competence on the Employees' Performance of the Southeast Aceh District Education and Culture Office

The value of t partially from the Competency variable results obtained, namely the sig value < 0.05 ($0.001 < 0.05$), so it can be concluded that Competence partially has a significant effect on the Southeast Aceh District Education and Culture Officer, at 4,850.

Competence carried out by company management is an important role for each of its employees, even every employee makes Competence an imipian and a goal that is always expected by employees. With the existence of Competence, it is expected to improve employee attitudes towards their work and build a high Organizational Culture. Employees are able to establish a systematic plan based on planned each field that has been prepared, employees are able to think creatively on work as instructed, employees are able to convey ideas

and ideas about problems the competencies they have so that they produce performance as expected. Thus, employees will be motivated to be more active and more disciplined in their work to produce good performance. Competence explains what people do at work at various levels and details the standards of each level, identifies characteristics of knowledge and skills needed by individuals that enable them to carry out their duties and responsibilities effectively so as to achieve professional quality standards at work. Competence is a fundamental characteristic of each individual is connected with criteria that are referenced against superior or effective performance in a job or situation

Giving competencies that are more feasible and accepted by employees because in accordance with the energy and abilities that are issued and respecting the hard work of employees, will make employees more professional by working diligently and making various efforts to achieve better work results so that their performance can be more increase.

The results of this study are in line with Ningsih et al's (2015) research that Competence has a significant and positive effect on the Employee Performance of PT PLN (Persero) Kendari Area.

b. Effect of Organizational Culture on the Employees' Performance of the Southeast Aceh District Education and Culture Office

The value of t partially from the variable Organizational Culture results obtained sig value < 0.05 ($0.003 < 0.05$), so it can be concluded that Organizational Culture partially has a significant effect on Civil Servants Performance in the Southeast Aceh District Education and Culture Office for 9,886.

Organizational culture is related to how employees perceive the characteristics of an organization's culture, not what they like that culture or not. That is, culture is a descriptive term. Organizational culture is a shared perception shared by all members of the organization. Robbins and Coulter (2012) states that organizational culture is referring to a system of shared meanings shared by members that distinguishes the organization from other organizations.

c. Effect of Discipline on the Employees' Performance of the Southeast Aceh District Education and Culture Office

The sig value is < 0.05 ($0,000 < 0,05$), so that it can be concluded that Competence partially has a significant effect on Civil Servants Performance in the Southeast Aceh District Education and Culture Office of 4,272.

Discipline is a labor activity that relates to the process of transferring the functions, responsibilities, and employment status of labor to certain situations with the aim that the workforce concerned obtain an in-depth Organizational Culture and can provide maximum achievements to the company (Sastrohadiwirjo, 2002).

d. Effect of Competence, Organizational Culture and Discipline on Civil Servants' Performance in the Southeast Aceh District Education and Culture Office

Sig value < 0.05 ($0,000 < 0,05$). Thus, simultaneously there is a significant influence between Competence, Disiplinan Organizational Culture on the Employee Performance of the Southeast Aceh District Education and Culture Office.

4.3 Managerial Implications

1. Based on the results of the distribution of the distribution of Competency questionnaires the highest respondent answers obtained in statement number 2 are employees understand in carrying out their duties, the majority of employees amount to 30.65% of respondents strongly agree and minority answers of respondents disagree on statement number 9 that is employee knowledge in accordance with standards The State Civil Apparatus is 29.03%. Therefore it is expected that the leaders encourage DISDIK Service Offices of Southeast Aceh District to be able to improve existing employee competencies. Competence consisting of motives, traits, self-concepts), knowledge, and skills. The leadership is to motivate employees to be able to understand the problem situation in the office by trying to understand in depth the factors that cause problems in the office, so that problems that arise can be resolved effectively and efficiently, employees must be better able to improve mastery of knowledge related to their work. , employees to be able to carry out persuasive actions in supporting their main tasks and functions as a unit of the work community, not with ego centric, namely working out of the expected control. In addition, leaders motivate employees to be able to express positive expectations about others in all other employees' shortcomings and strengths. In addition, so that employees are able to understand something with understanding, because it is certain that between one employee and the other employees have their own characteristics and characteristics that are brought from outside and mingled within an organization. Therefore the differences that arise must be can turn weakness into strength.

2. Based on the results of the distribution of the distribution of questionnaires Organizational culture obtained the highest respondent's answer in statement number 6, namely the leader explained about the goals and vision of the organization, the majority of employees amounted to 38.71%) respondents strongly agreed, and minority respondents' answers were less agree on statement number 8 namely leaders provide clear communication to employees in working to help smooth the achievement of organizational performance, amounting to 24.19%). Therefore, it is expected that the leaders of the Education and Culture Office will increase their attention to aspects of communication by prioritizing the delivery of fast and accurate information, employees are supported to prioritize ethical manners at work
3. Based on the results of the distribution of the distribution of the Discipline questionnaire the highest respondent's answer was obtained in statement number 6, namely doing the task to hone skills, the majority of employees as many as 40 people (50.00%) respondents agreed, and the minority respondents' answers disagree on statement number 6 which is working the task is to sharpen skills, as many as 12 people (14.63%), therefore it is expected that the leadership of the Southeast Aceh District Education and Culture Office will give employees the opportunity to develop skills by providing training both internally and externally.
4. Based on the results of the distribution of frequency distribution of the DISDIK Service Staff Performance questionnaire, Kab. Southeast Aceh obtained the highest respondent's answer in statement number 3, namely the work volume of employees was sufficient in their capacity, the majority of employees as much as 46.77%) strongly agreed, and the minority of respondents' answers disagreed on the statement number 6 leaders asked employees to always be responsible for 19 tasks, 35%) Therefore, the management of the Southeast Aceh District Education and Culture Service Office is expected to support the staff of the Southeast Aceh District DISDIK Office in enhancing capabilities by providing opportunities to improve performance and provide training in stages and periodically.

V. Conclusion and Suggestion

Conclusion

Based on the results of the research and discussion above, research on the influence of Competence, Organizational Culture and the Performance of Employees of the Southeast Aceh District Education and Culture Office can be concluded. Conclusions include:

1. Competence has a positive and significant effect on Employee Performance. This is indicated by the significance value smaller than the significance level of 0.05. Employee Performance must be balanced with the competency of an employee, so that the ability will be very supportive in completing work. Civil Servants of the Southeast Aceh District Education and Culture Office who have high competencies such as knowledge, skills, abilities, and attitudes that are in accordance with the positions they carry out are always motivated to work effectively, efficiently and productively, able to make breakthroughs in solving obstacles that arise, employees have the confidence to not make mistakes so that work can be completed quickly and precisely both to achieve work performance, thus encouraging employees to improve their performance better.
2. Discipline has a positive and significant influence on the performance of employees of the Southeast Aceh District Education and Culture Office. This is indicated by the significance value smaller than the significance level of 0.05. Discipline is based on situational and relationship behaviors and responsibilities. Discipline shows a condition or respect that is in the employee's own rules and regulations. Thus, if the regulations or provisions in the institution are ignored or often violated, then the civil servant have poor work discipline. Conversely, if the employee is subject to the provisions of the agency, it describes a condition of good discipline
3. Organizational Culture has a positive and significant effect on the performance of employees of Civil Servants of the Southeast Aceh District Education and Culture Office, this is indicated by the significance value smaller than the significance level of 0.05 and is the dominant variable affecting the District Education and Culture Office Staff Performance Southeast Aceh. Therefore, it is expected that the leaders renew or create a new system of rewards for employees who have high performance which can make employees more enthusiastic and motivated in work so as to improve good work outcomes. Organizational culture is said to be strong if values, attitudes, and beliefs together it is understood and adhered firmly and high commitment, so that a sense of togetherness can be created. Conversely, a weak organizational culture is reflected in the lack of employee commitment to values, beliefs and shared attitudes that are commonly done or agreed upon.

Suggestion

Regarding the results of the research, the research suggestions that can be given to the Southeast Aceh District Education and Culture Office are:

1. The leadership of the Southeast Aceh District Education and Culture Office is advised to pay more attention to employee competencies. This can be given by motivating employees to be willing to deepen and expand their work capabilities. The more often a person does the same job, the more skilled and faster he completes the work. The more work a person does, his work experience gets richer and wider, and allows his work to increase
2. The Southeast Aceh District Education and Culture Office is advised to improve the delivery of information in order to obtain fast and accurate information, in addition to the need to use website-based informatics media and use of social media more broadly and to deliver information faster, reliably and accurately received by employees.
3. The Head of Southeast Aceh District Education and Culture Office is advised to be able to maintain and improve the Discipline pattern that has been applied so far by enforcing regulations such as hours of entry and return to work, also through financial compensation such as meal allowances and transportation allowances, supporting employees get a scholarship, to develop knowledge and work skills
4. The Head of Southeast Aceh District Education and Culture Office is advised to pay more attention to Employee Performance. This can be done by motivating employees to be achievement oriented, and can also be done by providing benefits for employee performance, giving operational vehicles, so that they are expected to increase employee performance. In addition to making new breakthroughs in the form of online services and more encouraging employees to work properly, such as the policy of the Office of Public Relations does not burden the employees and communication and relations between employees such as in a family atmosphere.
5. It is expected that the next researcher can develop the results of this study by adding several other variables not examined in this study.

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