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## The Effect of Competence, Discipline and Work Ethic on Employee Performance of the Civil Service Police Unit and the Kerinci District Firefighters Department

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**ABSTRACT :** This research is motivated by the low competence of employees, disciplinary violations that are still considered normal by employees, employee work ethics that do not support employee performance, so that employee performance annually experiences instability and tends to decline which has an impact on the performance of the Civil Service Police Unit and the Firefighters Department. Kerinci Regency. 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 were 55 employees at the Civil Service Police Unit and the Kerinci District Firefighters Department. The sampling method used was the method total sampling where 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 is 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, and simultaneously competence, work discipline, and work ethic together have a significant effect on performance. officers of the Civil Service Police Unit and the Kerinci District Firefighter Department.

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

### I. INTRODUCTION

The existence of the Department of Civil Service Police Unit and Firefighters Referring to Law No. 6 of 2010 on Regional Government Article 148 paragraph 1 to support Regional Heads in Enforcing Regional Regulations and Implementing Public Order and Public Order, a Civil Service Police Unit is formed in Government Regulation Number 6 Year 2010 Regarding the Guidelines for the Civil Service Police Unit. Government Regulation of the Republic of Indonesia Number 18 of 2016 concerning Regional Apparatus, namely article 40 paragraph (3) Merger of Government Affairs in 1 (one) regency / city Regional service as referred to in paragraph (1) is based on the classification of Government Affairs with the following criteria: proximity characteristics Government Affairs; and / or b. linkages between the administration of Government Affairs. And paragraph (4) Group of Government Affairs as intended in paragraph (3) includes: a. Education, culture, youth and sports, and tourism; b. health, social affairs, women's empowerment and child protection, population control and family planning, population administration and civil registration, and community and village empowerment; c. peace, public order and protection of the community, sub-affairs of peace and public order and sub-affairs of fire; Implementing Autonomy Based on Law Number 32 Year 2006 which emphasizes the principles of: Democracy, Community Participation, Government and Justice Paying attention to regional potential and cultural diversity.

Performance is a function of ability, motivation and opportunity. Performance is a result of work achieved by a person in carrying out the tasks assigned to him based on skills, experience and sincerity and time (Hasibuan, 2013). Meanwhile, according to Sedarmayanti (2013, p.50), it is stated that *performance* is translated into performance, it also means work performance or work performance or work performance. responsible.

The level of achievement of performance requires a process, at this stage of the process the subordinates are more dominant in doing it, while the output is the level of achievement of the results, whether or not the performance of the most influential institution is the member in the organization / agency / company,

however, the leadership sometimes doesn't care With the potential conditions of existing employees, especially issues of competence, work environment, work discipline, work ethic and employee performance, this of course will have an impact on the low performance of the organization. It can be concluded that there are problems that occur in the performance of Civil Service police unit and Firefighters Kerinci Regency employees both from the system and implementation, so that the target and realization of work program achievements from year to year have decreased.

One of the agencies' efforts in maintaining employee performance is by paying attention to employee competencies. According to Simanjuntak (2009, p.113) competence can deepen and expand work ability. The more often someone does the same job, the more skilled and the faster he will finish the job. Sudarmanto (2011) states that competence as an attribute of human resource quality has a significant effect on individual performance. Competence affects employee performance, that the higher the competency possessed by employees in accordance with the duties they are assigned, will always encourage employees to work effectively, efficiently, and productively. And Safwan (2014) states that competence is the knowledge and skills and ability of a person to carry out cognitive, effective and psychomotor behavior by seriously implementing it in accordance with established performance standards.

Personnel competence can be achieved by increasing personnel discipline at work. Work discipline is also a factor that effect personnel performance and agency performance. 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. The criteria based on responsibility is the ability to run duties and regulations in the company. Discipline is positive behavior, which in essence is in the form of attitudes, behavior and actions in accordance with applicable regulations, both written and unwritten (Nitisemito, 2011, p.123).

Work discipline is also important in improving employee performance. The results of research by Revita, M., (2015) show that competence has a positive and significant effect on the performance of the employees of the Department of Energy and Mineral Resources of Sigi Regency. And the results of research from Wahid, IA, (2016) show that work discipline has a positive and significant effect on the performance of civil servants at the Satpol PP and Damkar Kerinci Regency.

Work ethic is also a factor affecting performance. Ethos is formed by various habits, cultural effect, and the value system that they believe in (Tasmara, 2002. p.15). Sinamo (2011, p.26), the term ethos implies not only the typical behavior of an organization or community, but also includes the motivations that drive them, main characteristics, basic spirit, basic thoughts, code of ethics, moral code, code of behavior, attitudes, aspirations, beliefs, principles and standards. The same thing is also conveyed by Tebba (2003, p.1) that work ethic is the spirit and mental attitude of a person or group of people as long as there is moral pressure.

Observations from Wahid, IA, (2016) show that work ethic has a positive and significant effect on the performance of civil servants at the Regional Forestry and Plantation Service of Morowali Regency. Meanwhile, research results from Bawelle, M and Sepang, J., (2016) that work ethic partially has a significant positive effect on employee performance at PT. BRI Annual Branch. Research results from Rakhmatullah., AE, et al. (2018) Work ethic has a significant effect on performance through professionalism.

With this work ethic, it is hoped that the achievement of agency goals will be better and more accurate. In addition, it is very important for every agency to provide a motivating factor or work motivation to its employees, so that what is desired can be achieved. Robbins (2008, p.43) explains that motivation is the willingness to try as optimal as possible in achieving organizational goals which are affected by the ability of efforts to satisfy several individual needs. According to Hasibuan (2013, p.141), motivation questions how to direct the power and potential of subordinates so that they are willing to work together productively to achieve and achieve predetermined goals. From the description above, it can be concluded that work motivation is a process where the need to encourage someone to carry out a series of activities that lead to the achievement of certain goals.

Based on the description of the problem and several theories as well as the existence of previous research that has been described above, it can be seen the importance of improving the performance of the employees of the Civil Service Police Unit and the Kerinci District Firfighters Department and researchers are interested in choosing the title: "The Effect of Competence, Work Discipline, and Ethos. Work on Employee Performance of Civil Service Police Unit and Firfighters Kerinci Regency ".

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

1. Knowing the effect of competence on the performance of Civil Service Police Unit and Firefighters Kerinci Regency employees
2. Knowing the effect of work discipline on the performance of Civil Service Police Unit and Firefighters Kerinci Regency employees
3. Knowing the effect of work ethic on the performance of Civil Service Police Unit and Firefighters Kerinci Regency employees
4. Knowing the effect of work ethic on the performance of Civil Service Police Unit and Firefighters Kerinci Regency employees. Knowing the effect of competence, work discipline, and work ethic, and motivation on the performance of Civil Service Police Unit and Firefighters Kerinci Regency.

## II. LITERATURE REVIEW

### Performance

According to Mangkunegara (2012, p.67), performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities assigned to him. The indicators of performance according to Mangkunegara (2012, p.67), are: (a) Quality; (b) Quantity; (c) Timeliness; (d) Effectiveness; and (e) Independence.

### Competence.

According to Mc. Lelland in Moehariono (2012) states that competence is a basic characteristic of personnel that is a determining factor for a person's success or failure in doing a job or in certain situations. The indicators of competence according to Rucky Ahmad (2006) 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; and (8) Directing.

### Work Discipline

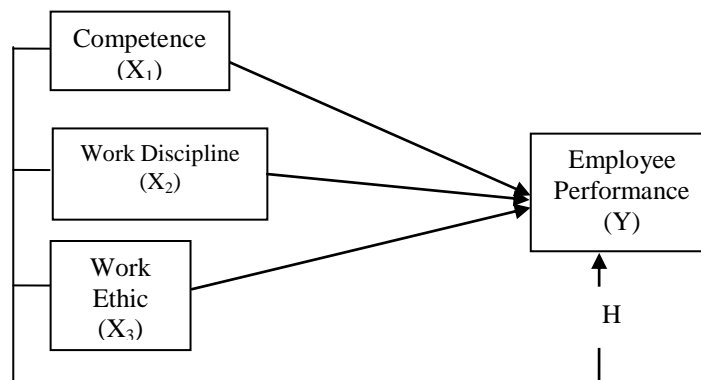
According to Siswanto (2013, p.291), work discipline is an attitude of respect, respect, obedience and obedience to the applicable regulations, both written and unwritten and able to carry them out and not avoid receiving sanctions if he violates his duties authority given to him. The indicators of work discipline according to Siswanto (2013, p.291), are: (1) Attendance and On Time; (2) Accuracy and Calculation; (3) Comply with Regulations and Responsibilities; (4) Compliance and Smoothness; (5) An atmosphere of harmony and mutual respect.

### Work Ethic

According to Sinamo (2011, p.55), work ethic is a set of positive behaviors rooted in fundamental beliefs accompanied by total commitment to an integral work paradigm. The indicators of work ethic according to Sinamo (2011, p.55) are: 1) Work is art, smart work is full of creativity; 2) Work is honor, to work diligently with excellence; 3) Work is actualization, work hard with passion; 4) Work is a mandate, to work properly with full responsibility; 5) Work is a calling, to work thoroughly with integrity; 6) Work is a grace, work is sincere with gratitude; 7) Work is worship, serious work is full of love; and 8) Work is service, full-time work with humility.

### Research Conceptual Framework

Based on the research objectives, the conceptual framework of this study:



**Figure 1.** Research Conceptual Framework**Hypothesis**

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

- H1:** Competence has a significant effect on the performance of Civil Service Police Unit and Firefighters Kerinci Regency.
- H2:** Work Discipline Has a Significant Effect on the Performance of Civil Service Police Unit and Firefighters Kerinci Regency.
- H3:** Work Ethic Has a Significant Effect on the Performance of Civil Service Police Unit and Firefighters Kerinci Regency.
- H4:** Competence, Work Discipline and Work Ethic Have a Significant effect on the Performance of Civil Service Police Unit and Firefighters Kerinci Regency.

**III. RESEARCH METHODS**

Based on the formulation, objectives and research hypotheses, the method used in this study is quantitative research to determine the effect between variables. This study aims to determine the effect of competence (X1), work discipline (X2) and work ethic (X3) on employee performance (Y). The object of this research is all Satpol PP and Damkar Kerinci Regency.

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 number 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 all Satpol PP and Damkar employees of Kerinci Regency.

The research sample is a limited number and part of the population, a portion of the population that is selected and is representative of that population (Muri, 2015, p.150). Meanwhile, according to Sugiyono (2017, p.120), the sample is part of the number and characteristics possessed by the population and what is learned from the sample, the conclusions 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 Satpol PP and Damkar Kerinci Regency totaling 55 (fifty five) people.

The sampling technique uses *total sampling technique* (whole sample), *total samplingsampling* is a technique where the sample size 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, the entire population is used as the research sample.

**IV. RESULTS AND DISCUSSION****Characteristics of Respondents**

Respondents in this study were employees of Satpol PP and Damkar Kerinci Regency who were sampled where respondents had various characteristics as seen in the following table.

**Table 1.** Characteristics of Research Respondents (n = 55 people)

NO	Gender	Grade	Age (years)	Education	Work Period	Total (People)
1	Male	IV	55-60	Bachelor - Master	30-35	5
2	Female	IV	55-60	Bachelor - Master	30-35	-
3	Male	III	30-50	Bachelor	7-30	24
4	Female	III	30-50	Bachelor	7-30	2
5	Male	II	30-50	Senior Sch-Diploma	7-30	21
6	Female	II	30-50	Senior Sch-Diploma	7-30	3
<b>Total</b>						<b>55</b>

Source: Secondary Data, Dinas Satpol PP and Damkar Kab. Kerinci, Author processed in 2020.

Based on table 1 above, more of the respondents were male, as much as 70 percent and the rest were 30 percent female. When viewed from age, more respondents aged 30-50 years were 91 percent, respondents aged

55-60 were 9 percent. From the education research respondents, it can be seen that the results of the D-IV / SI education respondents are 47 percent, 9 respondents of S1-S2 education and the rest are SMA / SMK respondents as much as 44 percent. The respondents who worked for 30-35 years were 9 percent and respondents 7-30 years were 91 percent.

### Descriptive Research Results

The results of this study are based on the results of the instruments given to respondents, amounting to 55 (fifty five) respondents. In general, the results of this study can be seen in the following table:

*Table 2. Results of Variable Descriptive Analysis*

	N	Min	Max	Sum	Mean	Std. Dev	Item Of Question	TC R (%)	Des c.
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic			
Competence	55	48,00	70,00	3532,00	64,2182	3,92377	16	80,27	Good
Work Discipline	55	30,00	44,00	2212,00	40,2182	2,06102	10	80,44	Good
Work Ethic	55	48,00	69,00	3572,00	64,9455	2,98402	16	81,18	Good
Performance	55	30,00	50,00	2214,00	40,2545	2,36657	10	80,51	Good
<b>Valid N (listwise)</b>	55								

Source: Primary Data, Processed by IBM SPSS 24.0, 2020.

From the table above, it can be seen that each variable has an average between 40.22 percent - 64.95 percent and the Respondents' Achievement Rate (TCR) between 80.27 percent - 80.51 percent with an average TCR of 80.60 percent . This means that each respondent variable has a good average response.

### Multiple Linear Regression Analysis

This analysis is used to determine the effect of the independent variables on the dependent variable (dependent), and the effect of the independent variables and the dependent variable can be calculated through a multiple regression equation. Based on computer calculations using the IBM SPSS for Windows Version 24.0 program.

Following is a recap table 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 3. Multiple Linear Regression Analysis Test*

Variable	Coef. Regresi	$t_{count}$	Sig.
Constant	12,744		
Competence	0,195	3,581	0,001
Work Discipline	0,282	3,403	0,000
Work Ethic	0,448	5,166	0,000
$F_{count} = 98,161$	<b>Sig. 0,000</b>		
$R^2 = 0,852$			

Sumber: Data Primer, Hasil Olah Data IBM SPSS Ver. 24.0, Tahun 2020.

From the table above, the form of the regression equation model for the effect of competence, work discipline and work ethic on the performance of the employees of the Civil Service Police Unit and the Kerinci District Fire Department are as follows:

$$Y = 12,744 + 0,195X_1 + 0,282X_2 + 0,448X_3 + e$$

Description of the above equation:

$\alpha = 12.744$ ; it means that without the effect of competence, work discipline, work ethic, the performance is already 12.744 percent.

$b_1 = 0.195$ ; it means that there is a positive effect between the competency variable ( $X_1$ ) on performance (Y). This shows that the increase or increase in competence, it will increase performance. The

competency regression coefficient value is 0.195, which means that for each increase of one competency unit, the performance increases by 19.5 percent.

$b_2 = 0.282$ ; it means that there is a positive effect between the work discipline variable ( $X_2$ ) on performance (Y). This shows that the increase or increase in work discipline, it will increase performance. The regression coefficient value for work discipline is 0.282, which means that for each increase in one unit of work discipline, the performance increases by 28.2 percent.

$b_3 = 0.448$ ; it means that there is a positive effect between work ethic variables ( $X_3$ ) on performance (Y). This shows that the increase or increase in work ethic, it will increase performance. The regression coefficient value for work ethic is 0.448, meaning that for each increase in one unit of work motivation, the performance increases by 44.8 percent.

### Hypothesis

#### t Test (partial)

t test (partial) is intended to determine the effect of partially (individual) competence, work discipline work and ethic on performance, and partial test (t test) of each causal variable (independent) on the consequent (dependent) variable can be carried out as follows:

*Table 4. The results of t-test*

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	12,744	3,845		3,314	0,002
Competence	0,195	0,054	0,278	3,581	0,001
Work Discipline	0,282	0,083	0,310	3,403	0,000
Work Ethic	0,448	0,087	0,441	5,166	0,000

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

From the table above it can be concluded that:

- Effect of competence ( $X_1$ ) on performance (Y)  
The results of the analysis of the effect of the competency variable ( $X_1$ ) on the performance variable (Y) obtained the value of  $t_{count} = 3.581$  ( $df = 55 - 4 = 51$ ;  $t_{table} = 2.00758$ ); ( $t_{count} > t_{table}$ ), with a significant level of  $0.001 < 0.05$ , as a result, hypothesis one (H1) is accepted. The results of the analysis show that partially there is a significant effect between the competency variables on the performance of the employees of the Civil Service Police Unit and the Kerinci District Fire Department.
- Effect of work discipline ( $X_2$ ) on performance (Y)  
The results of the analysis of the effect of the work discipline variable ( $X_2$ ) on the performance variable (Y) obtained the value of  $t_{count} = 3.403$  ( $df = 55 - 5 = 51$ ;  $t_{table} = 2.00758$ ); ( $t_{count} > t_{table}$ ), with a significant level of  $0.000 < 0.05$ , consequently the second hypothesis (H2) is accepted. The results of the analysis show that partially there is a significant effect between work discipline variables on the performance of the employees of the Civil Service Police Unit and the Kerinci District Fire Department.
- Effect of work ethic ( $X_3$ ) on performance (Y)  
The results of the analysis of the effect of the work ethic variable ( $X_3$ ) on the performance variable (Y) obtained the value of  $t_{count} = 5.166$  ( $df = 55 - 4 = 51$ ;  $t_{table} = 2.00758$ ); ( $t_{count} > t_{table}$ ), 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 work ethic variables on the performance of the employees of the Civil Service Police Unit and the Kerinci District Fire Department.

#### F test (Simultaneous)

F test (model feasibility) is intended to determine the effect of the independent variables simultaneously (together) on the dependent variable. From this table, simultaneous test (F test) of the independent variables can be carried out together on the dependent variable, it can be seen from the table below:

*Table 5. Test Results of F*

ANOVA					
Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	201,627	3	67,209	98,161	0,000 <sup>b</sup>

Residual	34,919	51	0,685		
Total	302,436	54			

Source: Primary Data, Processed by the Writer, 2020.

The results of the analysis of the effect of the work environment ( $X_1$ ), work discipline ( $X_2$ ), and work motivation ( $X_3$ ) simultaneously (together) on performance (Y), the value  $F_{count}$  is 98,161 with a significance probability  $0.000 < 0.05$ . With  $df_1 = (k - 1) = 3$ ,  $df_2 = 55 - 4 = 51$ ,  $F_{table} 2.79$ , then  $F_{count} > F_{table}$  or  $98,161 > 2.79$ ; consequently the Hypothesis is accepted. The results of the analysis show that simultaneously (together) there is a significant effect between the variables of competence, work discipline, and work ethic on the performance of the employees of the Civil Service Police Unit and the Kerinci District Fire Department.

### The coefficient of determination ( $R^2$ )

Analysis of the coefficient of determination for competency variables, Work discipline work and ethic on the performance of employees of the Civil Service Police Unit and the Kerinci District Fire Department are carried out using the IBM SPSS for Windows Version 24.0 program with the output form of SPSS as stated below:

Table 6. Results of R Square

#### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,923 <sup>a</sup>	0,852	0,844	2,4827

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

Based on the results of the regression estimation calculation, the adjusted coefficient of determination or R Square is 0.852 which means that 85.2 percent of the variation of all independent variables can explain the dependent variable, while the remaining 14.8 percent is explained by other variables not examined in this study.

Due to the value of  $R^2$  close to 1 (one), then the contribution (affected) independent of the dependent variables simultaneously is very big effect.

## Discussion

### Effect of Competence on Employee Performance

The first objective of this study was to determine the effect of competence on the performance of the Civil Service Police Unit and the Kerinci District Fire Department. The results of the analysis of the effect of the competency variable ( $X_1$ ) on the Performance variable (Y) obtained the value of  $t_{count} = 3,581$  ( $df = 55 - 4 = 51$ ;  $t_{table} = 2.00758$ ); ( $t_{count} > t_{table}$ ), with a significant level of  $0.001 < 0.05$ , as a result, hypothesis one (H1) is accepted. The results of the analysis show that partially there is a significant effect between the competency variables on the performance of the employees of the Civil Service Police Unit and the Kerinci District Fire Department.

Based on the results of research conducted by Sartika, A., (2015) that competence has a significant effect on the performance of the employees of the Office of Revenue, Financial Management and Regional Assets in Palu City. While the results of research conducted by Revita, M., (2015) show that competence has a positive and significant effect on the performance of the employees of the Sigi Regency Energy and Mineral Resources Office. And the research results of Pujoraharjo, P., et al (2015) that Competence has a more dominant effect on employee performance Department of Oral and Dental Rsup Dr. Mohammad Hoesin Palembang.

So it can be concluded that competence will improve *performance* or employee performance.

### Effect of Work Discipline on Employee Performance

The second objective of this study was to determine the effect of work discipline on the performance of the Civil Service Police Unit and the Kerinci District Fire Department. The analysis results of work discipline variable ( $X_2$ ) of the performance variable (Y) obtained  $t_{count} = 3,403$  ( $df = 55 - 4 = 51$ ;  $t_{table} = 2.00758$ ); ( $t_{count} > t_{table}$ ), with a significant level of  $0.000 < 0.05$ , consequently the second hypothesis (H2) is accepted. The results of the analysis show that partially there is a significant effect between work discipline variables on the performance of the employees of the Civil Service Police Unit and the Kerinci District Fire Department.

According to Hasibuan (2013, p.444) that work discipline is the awareness and willingness of a person to obey all company regulations and applicable social norms. And according to Rivai (2014, p.825) that work

discipline is a tool used by managers to communicate with employees so that they are willing to change behavior and as an effort to increase awareness and willingness to fulfill all company regulations.

Therefore we can conclude work discipline will improve the *performance* or the performance of employees.

### Effect of Work Ethics on Employee Performance

The third objective of this study was to determine the effect of work ethic on the performance of the Civil Service Police Unit and the Kerinci District Fire Department. The analysis results work ethic variable ( $X_3$ ) to the performance variable ( $Y$ ) obtained  $t_{count} = 5,166$  ( $df = 55 - 4 = 51$ ;  $t_{table} = 2.00758$ ); ( $t_{count} > t_{table}$ ), with a significant level of  $0.000 < 0.05$ , consequently the third hypothesis ( $H_3$ ) is accepted. The results of the analysis show that partially there is a significant effect between work ethic variables on the performance of the employees of the Civil Service Police Unit and the Kerinci District Fire Department.

This is also conveyed by the results of research by Wahid, IA, (2016) that work ethic has a positive and significant effect on the performance of civil servants at the Regional Forestry and Plantation Service of Morowali Regency. Therefore we can conclude work ethic will affect the *performance* or the performance of employees.

### The effect of competence, work discipline and work ethic together on performance Employee

The fourth objective of this study is to determine the effect of competence, work discipline, work ethic on the performance of the employees of the Civil Service Police Unit and the Kerinci District Fire Department. Based on the research, the performance of the officers of the Civil Service Police Unit and Fire Service of Kerinci Regency is good, seen from the respondents' responses (TCR) of 80.51 percent, stating that performance is good. This means that the employees of the Kerinci District Civil Service Police and Fire Brigade are serious enough to do their job and are trying to finish it on time.

Hypothesis testing, from the ANOVA test (Simultaneous Test / F test) obtained the  $F_{count}$  value of 98,161 with a significance probability of  $0.000 < 0.05$ . With  $df_1 = (k - 1) = 3$ ,  $df_2 = 55 - 4 = 51$ ,  $F_{table} 2.79$ , then  $F_{count} > F_{table}$  or  $98,161 > 2.79$ , consequently the hypothesis is accepted. The results of the analysis show that simultaneously (together) there is a significant effect between the variables of competence, work discipline, and work ethic on the performance of the employees of the Civil Service Police Unit and the Kerinci District Fire Department.

## V. CONCLUSION

### Conclusion

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

1. Competence has a significant effect on the performance of the employees of the Civil Service Police Unit and the Kerinci District Fire Department
2. Work discipline has a significant effect on the performance of the employees of the Civil Service Police Unit and the Kerinci District Fire Department
3. Work ethic has a significant effect on the performance of the employees of the Civil Service Police Unit and the Kerinci District Fire Department
4. Competence, work discipline, work ethic together have a significant effect on the performance of the employees of the Civil Service Police Unit and the Kerinci District Fire Department.

### Suggestion

Based on the findings and conclusions of the study. For this reason, the authors suggest the following suggestions:

1. To the Head of the Civil Service Police Unit and Fire Department of Kerinci Regency to pay more attention to the quality of the work done by employees so that later employees can improve their performance.
2. To the Regent of Kerinci in order to make a good contribution with the Service of the Civil Service Police and the Kerinci District Fire Department so that good cooperation is carried out. So that employees can increase performance.
3. To the Service of the Civil Service Police Unit and Fire Service of Kerinci Regency at the time of changing the existing work structure in the agency, in order to pay attention to the capabilities of its



employees. So that later the results of the work carried out by employees of the Civil Service Police Unit and the Kerinci District Fire Department will be better.

4. Researchers suggest to the Civil Service Police and Fire Service Officers of Kerinci Regency to pay more attention to the quality of the work done so that later they can feel satisfied when the results are given to the agency.

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