

Competence and Motivation to The Performance of Baznaz Officers through Work Discipline

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Abstract

This study aims to analyze the effect of competence on the performance of BAZNAS officers. This research uses a quantitative approach. The population of this study was UPZ Baznaz officers, with a total of 194 employees. Data collection techniques used observation, interviews, documentation, and questionnaires. The analysis method used is path analysis using the SPSS 26 program. The results of this study indicate that 1) Competence affects work discipline in Baznaz Officers of Bone Regency; 2) Motivation affects work discipline in Bone Regency Baznaz Officers; 3) Competence affects the performance of Bone Regency Baznaz Officers; 4) Motivation affects performance in Bone Regency Baznaz Officers; 5) Work discipline affects performance in Bone Regency Baznaz Officers; 6) Competence affects officer performance through work discipline in Bone Regency Baznaz Officers; 7) Motivation affects officer performance through work discipline in Bone Regency Baznaz Officers.

Keywords: competence, motivation, performance, work discipline

1. Introduction

Indonesia is a large and complex country in which the many islands in Indonesia must be synchronized and touched by all aspects of government implementation. Because of this, of course, it will not allow all government operations to be fully controlled by the central government. On this basis, Indonesia then implemented the principle of regional autonomy, namely each region is given the authority to manage its own household affairs contained in the principle of decentralization, namely the transfer of authority to autonomous regions (Faisal & Asri, 2022).

The implementation of the principle of decentralization will result in autonomous regions that have their own advantages in the implementation of government, namely the regions provide space for the community to be able to actively participate in terms of contributing to the management of their regions and other aspects that are the needs of the community. This will certainly have a positive impact, because there is hope to accommodate and respond to the needs of the region and the community quickly because they do not have to take care of everything to the central government. With regional autonomy, which is implemented, it will directly encourage regions to implement their autonomy with effective authority and can run democratically (Yusriadi, 2018). However, the impact of the implementation of regional autonomy is that it requires regions to compete with other regions in terms of managing and utilizing all resources in their regions, both natural and human resources to ensure regional development.

The spirit of the implementation of regional autonomy is to demand regional independence so that dependence on the central government is reduced and regional autonomy can be a forum for the community to provide aspirations, input, responses and active responses to the needs, capacities and desires of the aspirations of the people in the region. The implementation of regional autonomy will encourage new thinking on how to organize effective and efficient authority that is oriented towards the community, meaning that governance can be organized democratically, governance is no longer the responsibility of the government, but a shared responsibility of the government and the community in

a region. However, the government must remain the main actor in terms of implementing the wheels of government and guaranteeing good public services for all citizens (Gelderman et al., 2016).

Public services cover three aspects, namely goods, services and administrative services. The form of administrative services is various licensing services, both non-licensing and licensing. One indicator of the successful implementation of regional autonomy is the ability of local governments to provide good public services, which means that the public must obtain services easily, cheaply, quickly, friendly and ultimately achieve the desired measure of public satisfaction. Service is a form of government function as proof of service (Yusriadi & Farida, 2019; Zacharias et al., 2021).

UPZ is an organizational unit formed by Baznas in various entities with the aim of optimizing zakat governance in serving zakat payments from muzakki (zakat givers), and distributing zakat to mustahiq (zakat recipients), in accordance with the provisions of Islamic law. However, currently there are various problems regarding service delivery, the level of public satisfaction with the services provided by the government is still relatively low, the mecca of a service still refers to services provided by private parties such as companies, banks, and hotels. Referring to the law on zakat management, it requires officers who have a competent spirit in carrying out their duties as upz sakat officers, in this case Baznas Bone Regency.

Competence is the ability of individuals to carry out every activity in order to achieve organizational success, perhaps we already know that in every implementation of institutional activities, especially in institutions engaged in community services, the competence of each employee is needed. Competence is an aspect of a person's ability that includes knowledge, skills, attitudes values or personal characteristics that enable workers to achieve success in completing tasks. With this basis, the author can conclude that competence is the basis for the successful performance of an employee so that this should be considered in every activity of the officer on duty. In addition to the competence that must be attached to the soul of the officer in order to produce work results, motivation is also needed to improve performance.

Motivation is the driving force within individuals in carrying out every activity in the hope of improving employee work results, this is in order to achieve the success of the institution, because without the motivation of an officer it is impossible for the institution to achieve success. Motivation is a process of willingness to expend high levels of effort towards organizational goals, conditioned by the ability of that effort to meet an individual need. Thus, the author can conclude that motivation is an urgent matter in improving the performance of officers, because without the encouragement within each employee, it is impossible for performance achievement to be achieved.

2. Method

Research Design

In this study using a quantitative method approach. Quantitative methods are research methods based on the philosophy of positivism, used to research on a particular sample population, sampling techniques are generally random, data collection using research instruments, data analysis is quantitative or statistical with the aim of testing predetermined hypotheses.

Sampling Technique

In this study, the sampling technique used the Slovin formula:

$$n = \frac{N}{1 + N(e)^2}$$

Notes:

n = Sample

N = Population

e = The error rate (error term) is 5%.

Based on this formula, the number of samples taken in this study:

$$= \frac{380}{1 + 380(5\%)^2}$$

$$= \frac{380}{1 + 380 (0.0025)}$$

$$= 194$$

The number of respondents obtained was 194 respondents.

Data Collection

Library research, namely quoting several book opinions from various references and studying some literature that has a relationship with the writing of this proposal to complement the data obtained in the field and to obtain a theoretical framework that will be used as a reference material. Field research, which includes direct observation of the object of research with the aim of describing all the facts that occur in the object of research so that problems can be resolved. In field research using three research techniques: 1) Observation technique, which is carried out by conducting direct observations on the object of research; 2) Interview technique, namely conducting questions and answers with the leaders and employees of the organization in order to obtain the necessary data; 3) Documentation technique, namely data obtained through recording from documents contained at the research location.

Data Analysis

Descriptive analysis is a statistic used to analyze data by describing or describing the data that has been collected as it is without intending to make general conclusions or generalizations. The data processing analysis process carried out by the author is to distribute questionnaires to respondents, namely a number of predetermined samples, take the results of questionnaire answers, group data based on respondents, tabulate data in the form of quantitative data and answers presented in distribution tables.

3. Result

Competence

The description of the respondents' responses describes or provides a description of the respondents' competence at the BAZNAS Office of Bone Regency which can be presented in Table 1.

Table 1. Respondents' responses regarding competence

Item	STS	TS	KS	S	SS	Mean
	1	2	3	4	5	
1	0	0	3	94	97	4.48
2	1	0	11	82	100	4.44
3	0	1	9	87	97	4.44
4	6	2	3	51	132	4.55
Mean Variabel						4.47

Based on table 1, it shows that 4 statements from the Competency variable have an average response value of 4.47. The respondents gave responses to these variables in the high category. In this table, it can be seen that there are still employees who are still hesitant by giving less than agreeing with the existing statements. The highest statement has an average of 4.55 where each officer follows the rules that have been set while the lowest average is 4.44 dominant officers are unable to complete their responsibilities on time.

Motivation

The description of respondents' responses describes or provides an overview of respondents' motivation at the Bone Regency Baznas Office which can be presented in Table 2.

Table 2. Respondents' responses regarding motivation

Item	STS	TS	KS	S	SS	Mean
	1	2	3	4	5	
1	1	1	4	61	127	4.61
2	0	3	9	70	112	4.50
3	1	2	3	63	125	4.59
4	2	1	5	65	121	4.56
5	1	1	1	68	123	4.60
Mean Variabel						4.57

Based on table 2, it shows that the 5 statements from the motivation variable have an average response value of 4.57. The respondents gave responses to these variables in the high category. In the table, it can be seen that there are still officers who are still undecided by giving less than agreeing with the existing statements. The highest statement has an average of 4.61 officers facilitated every need on duty while the lowest average is 4.50 security and safety must be considered when officers carry out their duties.

Work Discipline

The description of the respondents' responses describes or provides an overview of the respondents' work discipline at the BAZNAS Office of Bone Regency which can be presented in Table 3.

Table 3. Respondents' responses regarding work discipline

Item	STS	TS	KS	S	SS	Mean
	1	2	3	4	5	
1	4	0	3	68	119	4.54
2	0	1	9	56	128	4.60
3	2	0	4	47	141	4.68
4	1	3	17	56	117	4.47
Mean Variabel						4.57

Based on table 3, it shows that 4 statements from the work discipline variable have an average response value of 4.57. The respondents responded to this variable with a very high category. In this table, it can be seen that there are still employees who are still hesitant by giving less than agreeing with the existing statements. The highest statement has an average of 4.68 Officers are responsible for the work assigned while the lowest average is 4.54 officers tend to violate established rules.

Performance

The description of respondents' responses describes or provides an overview of respondents regarding performance at the BAZNAS Office of Bone Regency which can be presented in Table 4.

Table 4. Respondents' responses regarding performance

Item	STS	TS	KS	S	SS	Mean
	1	2	3	4	5	
1	1	3	1	87	102	4.47
2	0	0	1	97	96	4.49
3	0	1	2	104	87	4.43
4	1	1	2	85	105	4.51
5	1	1	6	104	82	4.37
6	0	0	0	100	94	4.48
7	7	4	8	35	140	4.53
Mean Variabel						4.46

Based on table 4, it shows that 7 statements from the officer performance variable have an average response value of 4.46. The respondents gave responses to these variables in a very high category. In

the table it can be seen that there are still officers who are still undecided by giving a strongly disagreeing assessment on the existing statements. The highest statement has an average of 4.53 officers are able to socialize well with fellow officers while the lowest average is 4.37 officers tend not to complete work together with people recommended by the office.

4. Discussion

This study examines the influence of competence and motivation on the performance of National Amil Zakat Agency (Baznas) officers, considering work discipline as a mediating variable. From the analysis, it is found that the competency of Baznas officers has a significant influence on their performance. This competency is measured based on the knowledge, skills, and attitudes needed to manage zakat effectively. This shows that the improvement of competency can directly contribute to the improvement of Baznas officers' performance (Wardani et al., 2020; Yusriadi et al., 2023).

Furthermore, officers' work motivation is also proven to affect their performance. This motivation may stem from an internal desire to contribute to the welfare of society, satisfaction from the work performed, or from external incentives such as recognition and promotion. This finding confirms that motivated officers tend to have better performance.

Meanwhile, work discipline acts as a mediator between competence and motivation on performance. This research shows that good work discipline allows officers to apply their competencies and motivation more effectively (Faridav et al., 2021; Rogers & Shoemaker, 1971). This suggests that work discipline is not only important as a foundation of work behavior but also as a catalyst that amplifies the influence of competence and motivation on performance.

From the results of this study, it was found that competence and motivation independently have a positive impact on performance, but this effect becomes stronger when accompanied by good work discipline. This suggests that the Baznas organization needs to pay attention not only to competency development and increasing the motivation of its officers, but also to strengthening work discipline. The conclusion of this study is that to improve the performance of Baznas officers, there must be an integrated effort in improving competence, motivation, and work discipline (Ikbal et al., 2021; Nawir & Mansur, 2021; Setyorini et al., 2021; Syahrir et al., 2021; Yusriadi, bin Tahir, et al., 2020). This research offers important insights for Baznas management in designing human resource development programs that not only focus on aspects of competence and motivation but also on fostering strong work discipline.

This study also opens room for further research, especially in exploring specific strategies that can be adopted by Baznas to improve competence, motivation, and work discipline simultaneously. This will assist organizations in achieving their goals more effectively and efficiently. Thus, the results of this study make an important contribution to the understanding of how competence, motivation, and work discipline simultaneously affect officer performance in organizations such as Baznas. This research shows that a holistic approach in human resource management is key to improving performance in social service-oriented organizations.

5. Conclusion

This study highlights the importance of competence, motivation, and work discipline in improving officer performance at the National Amil Zakat Agency (Baznas). The results show that competencies, which include relevant knowledge, skills, and attitudes, have a significant impact on officer performance. This underscores the need to focus on continuous competency development as part of a performance improvement strategy. Work motivation was also found to contribute significantly to performance. This motivation could stem from internal factors such as the desire to contribute to community welfare or from external incentives such as recognition and promotion. Therefore, strategies

that target improving officer motivation, either through internal or external development, are critical to improving performance (Awaluddin A et al., 2019; Shin et al., 2022; Umar et al., 2019; Yusriadi, 2019; Yusriadi, Anwar, et al., 2020). Furthermore, this study found that work discipline acts as an important mediator between competence and motivation on performance. This suggests that strong work discipline is not only important as a basis for effective work behavior, but also as a factor that strengthens the influence of competence and motivation on performance. Thus, this study emphasizes the need for an integrated approach in human resource management in Baznas, which not only focuses on developing competencies and increasing motivation, but also on fostering work discipline. In conclusion, improving the performance of Baznas officers can be achieved through synergistic efforts in improving competence, motivation, and work discipline simultaneously. The results of this study provide valuable insights for Baznas and similar organizations in designing and implementing human resource development strategies. It suggests that to achieve optimal organizational effectiveness, attention should be paid not only to individual development but also to factors that influence overall performance, including a work environment and organizational culture that support high work discipline.

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