



# The Influence of Work Discipline, Work Skills and Work Motivation on The Performance of Regional Disaster Management Agency Employees Konawe Selatan District”

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Received: 08/06/2022

Accepted: 25/07/2023

Published: 05/09/2023

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## ABSTRACT

*Management Study Program (S2) Master Program, Faculty of Economics and Business, Halu Oleo University This study aims to examine and explain the simultaneous and partial effects of work discipline, work skills and work motivation on the performance of the employees of the South Konawe District Regional Disaster Management Agency. This research approach is a survey with explanatory research design. The sample of this study were 43 employees of the Konawe Selatan Regency Regional Disaster Management Agency. The data collection method used a questionnaire. The analytical tool used is Multivariate Regression Analysis. The results of the study show that work discipline, work skills and work motivation have a positive and significant effect on the performance of the employees of the South Konawe Regency Regional Disaster Management Agency, both simultaneously and partially. Thus, it can be concluded that work discipline, work skills and work motivation have a positive and significant contribution to improving employee performance as reflected in employee work goals (quantity, quality, time) and work behavior (service orientation, integrity, commitment, work initiative, work equals and leadership).*

**Keywords:** *Work Discipline, Work Skills, Work Motivation and Employee Performance*

## I. INTRODUCTION

Organization is an activity that consists of parts of the system that are interrelated with one another. Hasibuan (2013: 24), states that an organization is a group of people who have specific goals with a formal and structured union system. This means that the organization is a collection of roles, relationships and responsibilities that are clear and fixed. Organizations have various kinds of resources to produce the goods or services needed, such as human resources, and others

The most important element in the organization is human resources, because this is one of the benchmarks for organizational success. Including organizations related to government or government agencies to achieve goals. The behavior that exists in human resources arises because of the driving factors or motives of the man himself. According to Rivai, et al (2014: 4), human resources are considered to have an increasingly important role in achieving goals. Organizations or agencies in achieving their goals must have good or optimal performance and in accordance with organizational standards and support the creation of organizational or agency goals

Human resources in the organization must have work discipline, work skills and high work motivation so that they are able to achieve good performance to support the success of the organization in providing services to the community. Performance is basically what employees do or don't do. Good performance is performance that is capable of producing useful activities for the organization or for the local community. Bernardin and Russel in Setiawan (2015) performance is a record of the results obtained from specific job functions or certain activities over a certain period of time.

The South Konawe Regency Regional Disaster Management Agency is the object of this research. The Regional Disaster Management Agency (BPBD) was formed based on Presidential Regulation Number 8 of 2008 and South Konawe Regent Regulation Number 70 of 2022 that the Regional Disaster Management Agency, hereinafter referred to as BPBD, is a non-departmental government agency that carries out disaster management tasks in both the Province and Regency/ The city is guided by the policies set by the National Disaster Management Agency. Regency

Regional Apparatuses that carry out government affairs in the field of disaster are accommodated in the form of bodies. BPBD is also an element of executing tasks, functions, the authority and responsibility of the regional government in the field of disaster management is led by a Head of Agency who is held ex officio by the Regional Secretary and whose position is under responsibility to the Regent. Regional apparatus is the main element of human resources that determines the success of governance at the district level in particular. Based on the Konawe Selatan Regent Regulation Number 70 of 2022 the main tasks of the Regional Disaster Management Agency are (1) to establish guidelines and directions for disaster management efforts which include disaster prevention, emergency management, rehabilitation and reconstruction in a fair and equitable manner, (2) establish standards and implementation requirements disaster management based on laws and regulations, (3) compiling,

It is hoped that the achievement of optimal performance for the employees of the South Konawe Regency Regional Disaster Mitigation Agency can be achieved through work discipline, work skills and work motivation which are developed jointly with the Head of the Agency, so that the government is able to achieve the targeted goals through optimizing employee performance. Performance is an issue that is quite interesting to discuss, because it will be very useful for law enforcement which is also beneficial for both the interests of the individual, society, nation and state.

Employee performance is a result of work and work behavior that has been achieved in completing the tasks and responsibilities given within a certain period, with the standards of mutual agreement and the targets and goals to be achieved. In this study, it is suspected that efforts to improve performance include work discipline, work skills and work motivation.

The phenomenon that occurs within the scope of the Regional Disaster Management Agency for South Konawe Regency cannot be said to be good as a whole. This condition occurs due to the low performance of employees in carrying out their main tasks and functions (tupoksi) in government. It can be seen that employees within the Konawe Selatan Regency Regional Disaster Management Agency office do not always stand out in terms of performance, the resulting performance is quite mediocre when compared to the scope of employees in other Regional Disaster Management Agencies. If viewed in terms of age, it is sufficient and has a high educational background which of course is also accompanied by work experience. This raises big questions about the process of how agencies create work discipline and motivation and increase the work skills of employees in government agencies that serve the community in terms of disaster management. In the initial review it was found that employees were not in place during office hours, their break time exceeded the specified break time, they did not wear the set uniforms, this elicited responses from other employees who were actively working, such as jealousy, even conflicts with co-workers. On the other hand, there are also employees who cannot complete their work on time because they spend a lot of working time at the office relaxing or telling stories. In the initial review it was found that employees were not in place during office hours, their break time exceeded the specified break time, they did not wear the set uniforms, this elicited responses from other employees who were actively working, such as jealousy, even conflicts with co-workers. On the other hand, there are also employees who cannot complete their work on time because they spend a lot of working time at the office relaxing or telling stories.

Furthermore motivation can also be said to be still low due to low recognition from leaders for success (achievement) and lack of development of employees. Another factor that is quite influential on employee motivation is work relations between people in organizations, such as relationships with fellow co-workers, cooperation, and even disharmonious work relationships can cause morale and morale to collapse.

From a skill perspective, it was found that employees were still lacking in the field of operating office equipment related to their work. To improve organizational performance, employees are required to have skills as a provision for work in order to produce optimal performance. In fact, not all employees have good skills in their field of work, especially skills in the aspects of perception of their work and skills in self-control (attitudes, emotions and motives at work). Employees who do not have better perceptions and attitudes towards their work, cause themselves to be unable to improve the quality of their work, even though every employee should be able (ready) to deal with environmental changes, both changes in the internal environment (employees,

It can further be said that work discipline, motivation and skills for employees at work are very important, especially in improving performance because in reality not all employees have good skills and abilities at work, especially skills in the aspect of perception of their work and skills in self-control (attitudes, emotions and motives at work).

## II. LITERATURE REVIEW

Theory of Human Resource Management (HR) HR management relates to the formal design system of the organization to determine the effectiveness and efficiency of employee talent to realize organizational goals Malthis and Jackson (2011:14). Consistent with the opinion of Dessler (2019:2), the same opinion was expressed, explaining that HR Management is the process of acquiring, training, appraising, compensating employees, paying attention to

work relations, health, safety and justice issues. HR Management is a strategic, integrated and coherent approach to the implementation of employee work, development and welfare of employees working in the Armstrong organization (2020:3). The main objective of HR management is to ensure the availability of the right employees for the right jobs so that organizational goals are achieved effectively.

Armstrong (2009:17) states that human resource management relates to all aspects of how people work and are managed in organizations, including human resource planning, performance management, learning and human resource development. Meanwhile, the view of Rivai and Sagala (2013: 18) states that human resource management is one of the areas of general management which includes aspects of planning, organizing, implementing and controlling, human resources in an organization.

## **2.1 Work Discipline Concept**

### **2.1.1 Definition of Work Discipline**

The factor of the level of discipline of human resources can be used as a benchmark for achievement and work productivity that can be achieved by employees which in turn influences the goals expected by the organization. This level of discipline is one of the most important functions of human resource management activities and must be given more attention, because the better the employee discipline, the higher the work performance that can be achieved. It is difficult for human resources to achieve the expected work performance without good and responsible work discipline shown by the employee concerned

Hasibuan (2019: 193), "discipline is a person's awareness and willingness to comply with all organizational or company regulations and applicable social norms". Latainer in Sutrisno (2019: 87) defines "discipline as a force that develops within the employee's body and causes employees to adjust voluntarily to decisions, regulations, and high values of work and behavior. The goals of disciplinary action should be positive, educational and corrective. The goal of disciplinary action is not a negative action that can bring down employees who do wrong. The purpose of disciplining itself is to improve future activities instead of punishing past activities.

### **2.1.2 Work Discipline Indicator**

In this research, the measurement work discipline was adopted from RI Government Regulation No. 53 of 2010, namely: (1) Compliance with applicable regulations, (2) Compliance with working hours both when arriving and leaving the office; (3) Compliance with predetermined work standards; (4) Compliance with dress uniforms; (5). Compliance in the use of office facilities and infrastructure; and (6) Work according to procedure (SOP). Furthermore, distensis theory of work discipline put forward by Terry, (2001), Dessler (2015), and Siagian (2014).

## **2.2 Job Skills Concept**

### **2.2.1 Definition of Job Skills**

Skill comes from the word skilled which means capable, capable, and agile. Iverson, (2016) said "skills require training and basic abilities that everyone has can help produce something more valuable more quickly. Meanwhile, according to Notoadmodjo, (2017) says "skill is the application of knowledge so that a person's skill level is related to the level of knowledge, and knowledge is influenced by the level of education, age, experience".

Lian (2013) states that skill is a person's ability to perform an activity or job. More about skills, Dunnett's (cited by Lian Arcynthia, 2013), skills are as the capacity needed to carry out a series of tasks that develop from the results of training and experience.

### **2.2.2 Job Skills Indicator**

In this research the measurement of work skills was adopted from Mulyadi (2011: 66) with several indicators as follows:

1. Determine how to complete the task / job.
2. Determine the best procedure in carrying out the task/job.
3. Complete the task well.
4. Determine the best size/volume of tasks that can be completed.
5. Determine the best quality measure of work that can be completed.
6. Predicting the results of the implementation of tasks or jobs

## **2.3 Work Motivation Concept**

### **2.3.1 Definition of Work Motivation**

According to Robbins (2016; 201) motivation is a willingness to carry out high efforts to achieve organizational goals conditioned by the ability of efforts to meet certain individual needs. According to Wibowo (2016: 322) Motivation is the encouragement of a series of processes of human behavior in achieving goals. Meanwhile, according to Sedarmayanti (2017, p.154) motivation is the force that drives a person to take an action or not which is essentially positive or negative internally and externally, work motivation is something that gives rise to encouragement/enthusiasm for work/enthusiasm for work.

### **2.3.2 Work Motivation Indicator**

In this study the indicators for measuring work motivation were adopted from the theory of McClelland (1961), (Robbins & Judge, 2008), Robbin and Coulter (2012: 462) and quoted by Ansyari and Kasmir (2018), that this theory focuses on three needs, namely:

- 1) Kthe need for achievement (achievement need)
- 2) Kthe need for power (power need), and

3) Kthe need for affiliation (affiliation need).

**2.4 Employee Performance Concept**

**2.4.1 Definition of Employee Performance**

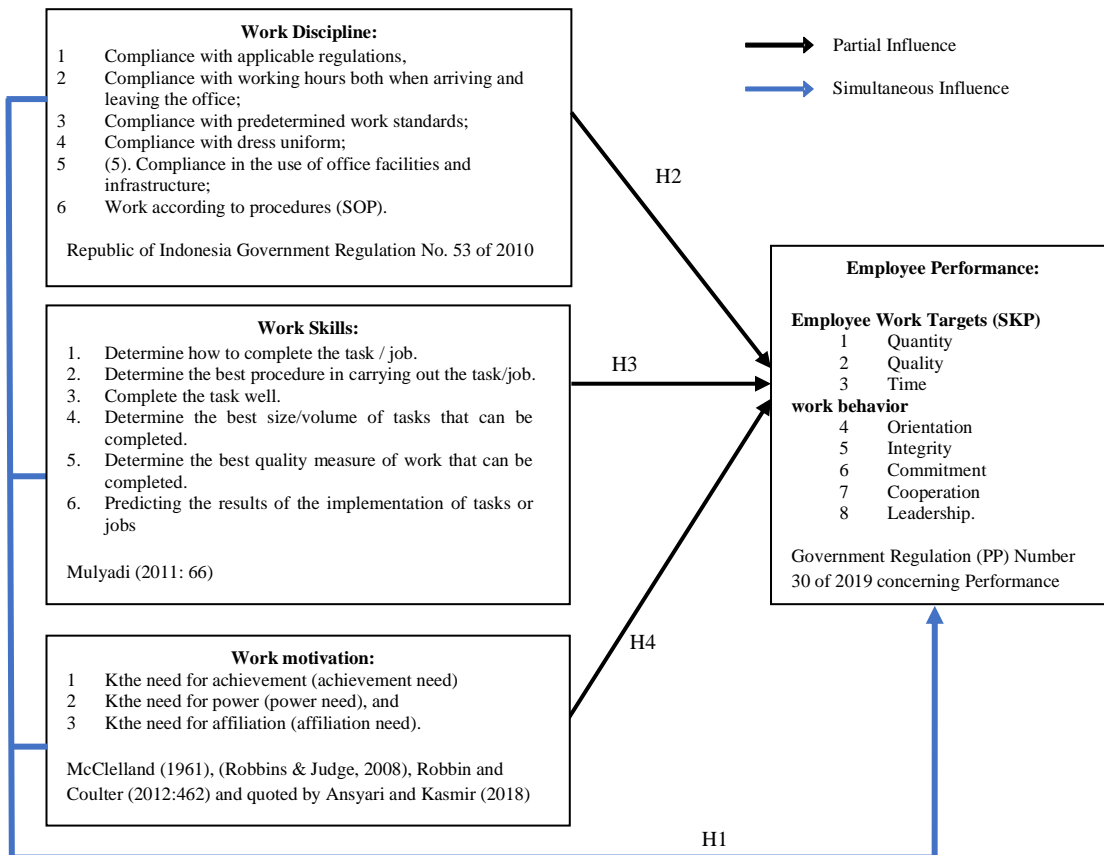
Performance is also referred to as work performance or performance which means "to achieve", so in Indonesian it is often interpreted as "attainment" or "what is achieved". Organizational performance is intended as the level of achievement (achievement) of the organization in carrying out its activities within a certain period (usually within one year). Performance is a measure of organizational success, both the business sector and the public or service provider organizations. The focus of this study is the public sector engaged in the service sector which also requires "performance" as a measure of its success. Performance can be understood by individuals and groups if the criteria to be achieved from organizational or individual success have been determined in advance.

Rivai and Sagala (2014: 14) state that performance is the level of success where an organization achieves its goals or positive feelings that develop from officials because of evaluations of work results and individual work experiences that exceed standards, targets or targets. Meanwhile, Robbins & Judge (2015: 127) performance is the level of work achievement achieved by officials because they have carried out the work according to plan or target. Furthermore, Sedarmayanti (2016: 76) performance is the result of the work or work achievements of the apparatus because they have aligned their duties and responsibilities including known factors such as time, speed and efficiency.

**2.4.2 Employee Performance Indicators**

Employee performance measurement can be carried out using Government Regulation (PP) Number 30 of 2019 concerning Civil Servants (PNS) Performance Assessment confirming that the SKP that has been prepared and agreed upon as intended is signed by the PNS and determined by the PNS Performance Appraiser Officer, set annually on January. Furthermore, the SKP assessment is carried out using the results of performance measurements carried out by the Civil Servants Performance Appraiser. Specifically for functional officials, the assessment of SKP can consider the assessment of the Functional Position Credit Score Assessment Team. Employee performance is the work of an employee in planning work and targets to be achieved by an employee. Work targets are set by employees at the beginning of the year with reference to the annual work plan of the institution where the employee is assigned. Indicators for measuring employee performance in this research include 2 (two) indicators: Employee work objectives (SKP) and work behavior. (According to Government Regulation (PP) Number 30 of 2019 concerning the performance appraisal of Civil Servants (PNS). Employee Work Objectives (SKP) consist of quantity, quality and time, while work behavior consists of orientation, integrity, commitment, cooperation and leadership.

**2.5 Conceptual Framework and Hypotheses**





### 2.5.1 Research Hypothesis

- H1 Work discipline, work skills and work motivation have a significant effect on the performance of the employees of the South Konawe Regency Regional Disaster Mitigation Agency
- H2 Work discipline has a significant effect on the performance of the employees of the South Konawe Regency Regional Disaster Mitigation Agency
- H3 Work skills have a significant effect on the performance of the employees of the South Konawe Regency Regional Disaster Management Agency
- H4 Motivation has a significant effect on the performance of the employees of the South Konawe Regency Regional Disaster Management Agency

## III. RESEARCH METHOD

### 3.1 Object of research

The object of this research was carried out on employees of the South Konawe Regency Regional Disaster Management Agency.

### 3.2 Population and respondents

The population of this study is the employees of the South Konawe Regency Regional Disaster Mitigation Agency, totaling 43 people. Because the population in this study was relatively small and the researchers were easy to reach, the entire population of 43 people was used as respondents, meaning that all populations were used as research respondents.

### 3.3 Data Collection and Analysis Methods

Data collection techniques used in this study were questionnaires and documentation. The data analysis method used in this study is descriptive analysis and inferential statistics, namely multivariate regression analysis using SPSS and MS Excel software.

## IV. RESEARCH RESULTS AND DISCUSSION

Based on the results of multiple regression analysis and to answer research problems, hypothesis testing can be explained as follows:

### 4.1 Work discipline, work skills and work motivation together have a significant effect on the performance of the employees of the Regional Disaster Management Agency for South Konawe Regency

The results of the study can be proven by the results of the F test obtained by a significance value of  $F$  ( $p$ -value) =  $0.000 < \alpha = 0.05$ . These results indicate work discipline, work skills and work motivation on employee performance so that the first hypothesis in this study can be accepted. Furthermore, it can also be supported by the coefficient of determination ( $R^2$ ) = 0.926. This means that the diversity of all the variables analyzed in this study, namely the variables of work discipline, work skills and work motivation on employee performance can be explained by the model of 92.6% and the remaining 7.4% explained by other variables outside this research model.

### 4.2 Work Discipline has a significant effect on the Employee Performance of the Konawe Selatan Regency Regional Disaster Management Agency

The results of testing the effect of work discipline on employee performance can be proven by the estimated path coefficient value of 0.161 with a significance value of  $t$  of  $0.014 < \alpha = 0.05$ . The test results prove that work discipline has a positive and significant effect on employee performance which is acceptable. This means that the better the implementation of work discipline, the performance of the employees of the Konawe Selatan Regency Regional Disaster Management Agency will increase.

### 4.3 Work Skills have a significant effect on the Employee Performance of the Konawe Selatan District Regional Disaster Management Agency

The results of testing the effect of work skills on employee performance can be proven by the estimated path coefficient value of 0.107 with a significance value of  $t$  of  $0.001 < \alpha = 0.05$ . The test results prove that work skills have a positive effect on employee performance. This means that the increase in good work skills of the employees of the South Konawe Regency Regional Disaster Management Agency is in a positive and significant direction towards improving employee performance, so that the third hypothesis proposed can be accepted.

### 4.4 Work Motivation has a significant effect on Employee Performance at the Konawe Selatan Regency Regional Disaster Management Agency

The results of testing the effect of work motivation on employee performance can be proven by the estimated path coefficient value of 0.129 with a significance value of  $t = 0.005 < \alpha = 0.05$ . The test results prove that work motivation has a positive and significant effect on employee performance. This means that the increase in work motivation is in a positive and significant direction towards the performance of the Regional Disaster Management Agency for South Konawe Regency, so that the fourth hypothesis proposed can be accepted.

### 4.5 Discussion of Research Results

The discussion of this study refers to the results of data analysis and combines empirical facts, theoretical studies and the results of previous research to verify findings, strengthen or reject theories and results.

previous research. The discussion of the results of this research is focused on the study of human resource development in the government sector, especially the employees of the South Konawe Regency Regional Disaster Management Agency in relation to efforts to photograph facts or conditions whether or not good or high or low levels of work discipline, work skills, work motivation and employee performance. Discussion of the results of the research includes the characteristics of the respondents, descriptive variables, testing the hypotheses which are presented as follows:

#### **4.5.1 The Effect of Simultaneous Work Discipline, Work Skills and Work Motivation on the Performance of the Employees of the Regional Disaster Management Agency of South Konawe Regency**

The results of testing hypothesis 1 simultaneously found that work discipline, work skills and work motivation have a positive and significant impact on the performance of the Employees of the South Konawe Regency Regional Disaster Management Agency. This shows that the increasing work discipline, work skills and work motivation, the employee performance will increase. This means that changes in increasing work discipline, work skills and work motivation simultaneously have a significant effect on increasing employee performance. Facts in the field based on the description of the respondents' answers obtained the variable of work discipline as the variable with the highest average, followed by work motivation and work skills which are the variables with the lowest average.

The results of this study can confirm the consistency of the application or implementation of Government Regulation (PP) Number. 30 of 2019. Furthermore, this research proves the truth of the performance theory put forward by Dessler (2019) performance is a comparison between actual work results and set work standards. Then it is reinforced by the opinion of Robbins & Judge (2018) that performance is the result achieved by employees in their work according to certain criteria that apply to assigned work. The same opinion was expressed by Armstrong (2020) that employee performance is a formal assessment of individuals by leaders on the achievement of work results within a certain period of time.

Increasing work discipline, work skills and work motivation simultaneously affect employee performance. The findings of this study are able to prove the validity of the theory of HR Management put forward by Armstrong (2020) that HR management is an integrated and coherent strategic approach to the implementation of employee work, development and welfare of employees working in an organization. Furthermore, consistent with Desler (2019: 2), HR management is a process for employees to establish work relations, health, safety and justice issues.

#### **4.5.2 The Influence of Work Discipline on Employee Performance at the Konawe Selatan Regency Regional Disaster Management Agency**

The results of this study indicate that work discipline has a positive and significant effect on the performance of the employees of the South Konawe Regency Regional Disaster Management Agency. This means that there is a change in increasing work discipline significantly to improving employee performance. Changes in increasing work discipline reflected through compliance with rules, compliance with working hours, compliance with work standards, compliance with uniform dress, compliance with the use of facilities and work according to SOP procedures have a positive and significant contribution to improving employee performance as reflected through quantity, quality, time, orientation service, integrity, commitment, work initiative, cooperation, and leadership. Thus the results of this study can prove that the implementation of good work discipline can make a positive and significant contribution to improving employee performance. This means that proper work discipline will affect performance in a positive direction.

Work discipline has a positive effect on employee performance, meaning that if the work discipline variable is increased, employee performance will increase. this gives the meaning or meaning that the performance that occurs in the employees of the South Konawe Regency Regional Disaster Management Agency can be explained by work discipline. This is consistent with Aryoko et al. (2020) that work discipline plays an important role in workers' daily work. A disciplined individual can still work well even without supervision from superiors.

Hasibuan (2019: 93) discipline is the most important HRM operational function because the better the employee discipline, the higher the work performance that can be achieved. Without good employee discipline, it will be difficult for organizations to optimally achieve the desired results. Consistent with Siagian (2016: 305) reveals that employee discipline is a form of training that seeks to improve and shape knowledge, attitudes and behaviors that make employees try to work together with other employees and improve performance. With this it can be said that work discipline shows a condition or attitude of respect that exists in each individual towards the applicable rules and regulations.

#### **4.5.3 The Influence of Work Skills on Employee Performance at the Regional Disaster Management Agency of South Konawe Regency**

The results of the study show that work skills have a positive and significant effect on employee performance. Thus, the results of this study can prove that employees who have skills can make a significant contribution to improving performance. The results of this study reflect that good work skills are reflected through determining how to complete tasks, determining the best procedures for carrying out tasks, completing tasks properly, determining the size or volume of the best tasks that can be completed and determining the best quality measures of work that can be completed have a significant contribution. positive and significant in improving employee performance.

The results of this study confirm the consistency of Verson, 2016 that skills require training and basic abilities that everyone has can help produce something more valuable more quickly. Employee skills are one of the factors to

achieve the success of achieving organizational goals. The purpose of work skills is to facilitate a job in completing each job effectively and efficiently without any difficulties so that it will produce good employee performance.

Agree with Amirullah and Budiyono (2014), skill or proficiency is an ability to translate knowledge into practice so that the desired goals are achieved. Consistent with Hari Amirullah (2003) skills will greatly help an employee complete his work easily and without any mistakes skills in other languages refer to dexterity. Performance results increase if the skills possessed by human resources are qualified. Skill is "a person's ability to perform an activity or job". High employee skills will result in high employee performance as well.

#### **4.5.4 The Influence of Work Motivation on Employee Performance at the Regional Disaster Management Agency of South Konawe Regency**

The results showed that work motivation has a positive and significant effect on employee performance. This means that there is a change in increasing work motivation significantly to improving employee performance. Changes in increased motivation as reflected through the need for achievement, the need for power and the need for affiliation, have a positive and significant contribution to improving employee performance as reflected in aspects of employee work goals (quality, quality, and time) and employee work behavior (service orientation, integrity, commitment work, work initiative, cooperation and leadership). Thus, the results of this study can prove that the implementation of good work motivation can make a positive and significant contribution to improving employee performance.

The results of this study can confirm the truth of the theory "Mc. Clelland's Achievent Motivation Theory", which explains a person's desire to achieve high performance. According to Robbins & Judge (2018: 127), states that motivation is the willingness to expend a high level of effort for organizational goals conditioned by the ability of that effort to fulfill some individual needs. Style, 2018). Motivation is a condition that stimulates other parties including employees to behave and behave by utilizing all their potential to achieve certain goals including organizational goals. Meanwhile, Cashmere (2016) motivation is a factor that encourages a person to carry out certain activities by which motivation is sometimes interpreted as a driving factor for a person's behavior in doing a job. Consistent with Mangkunegara (2013) motivation "is formed from the attitudes (attitudes) of employees in changing jobs in the company (situation). Motivation is a condition or energy that moves employees who are directed or directed to achieve organizational goals. mental attitude of employees who are pro and positive towards work that supports motivation to achieve maximum performance. In this case motivation plays a role in improving employee performance. what is meant by motivation with performance. Consistent with Mangkunegara (2013) motivation "is formed from the attitudes (attitudes) of employees in changing jobs in the company (situation). Motivation is a condition or energy that moves employees who are directed or directed to achieve organizational goals. mental attitude of employees who are pro and positive towards work that supports motivation to achieve maximum performance. In this case motivation plays a role in improving employee performance. what is meant by motivation with performance. Consistent with Mangkunegara (2013) motivation "is formed from the attitudes (attitudes) of employees in changing jobs in the company (situation). Motivation is a condition or energy that moves employees who are directed or directed to achieve organizational goals. mental attitude of employees who are pro and positive towards work that supports motivation to achieve maximum performance. In this case motivation plays a role in improving employee performance. what is meant by motivation with performance.

## **V. CONCLUSIONS AND SUGGESTIONS**

### **5.1 Conclusion**

Based on the results of the discussion and research findings, several conclusions can be put forward in this study as follows

1. Work discipline, work skills and work motivation together have a positive and significant impact on the performance of the employees of the South Konawe Regency Regional Disaster Management Agency. This shows that the increasing work discipline, work skills and work motivation, the employee performance will increase. This means that changes in work discipline, work skills and work motivation simultaneously have a significant effect on improving the performance of employees of the South Konawe Regency Regional Disaster Management Agency
2. Work discipline has a positive and significant influence on employee performance. This proves that the better the implementation of work discipline, the performance of the employees of the South Konawe Regency Regional Disaster Management Agency will significantly increase. This means that changes in increasing work discipline have a positive and significant contribution to improving employee performance.
3. Work skills have a positive and significant effect on employee performance. These results prove that the implementation of good work skills has a positive and significant contribution to improving the performance of the employees of the South Konawe Regency Regional Disaster Management Agency. This means that good work skills make a positive and significant contribution to improving employee performance.
4. Work motivation has a positive and significant effect on the performance of the Regional Disaster Management Agency of South Konawe Regency. These results prove that the better and increase the employee's work motivation, the employee's performance will increase. This means that work motivation is reflected through the

need for achievement, the need for power and the need for affiliation to have a positive and significant contribution to improving employee performance.

## 5.2 Suggestion

Based on the findings and conclusions of this study, suggestions can be put forward that become recommendations for management at the Village Office of Kolono District, Konawe Selatan Regency as follows:

1. The policy makers and the Head of the Agency at the South Konawe Regency Regional Disaster Management Agency pay attention and receive serious attention to improve work skills. The results of this study the work skills variable has a lower average compared to the other three variables according to the respondents' perceptions. The indicator of this variable which has a low average determines the best measure of the quality of work that can be completed. Thus, strategically and operationally this can be done through encouragement and support for employees to improve good work skills according to the needs of the Regional Disaster Management Agency Office of South Konawe Regency.
2. The results of this study in order to further improve employee performance according to respondents' responses the time and cooperation indicators need to be improved because they have the lowest average value. Therefore, what needs to be done by the head of the agency and management at the Konawe Selatan Regency Regional Disaster Mitigation Office is to increase employee awareness of completing work on time, and producing quality work according to work standards and building good teamwork.
3. For future researchers, the results of this study can be used as a comparison and reference material for research and as material for consideration to further deepen further research. Then you can add other different variables such as work environment, organizational culture and education and training that affect employee performance by expanding the object of research. Because based on the value of Rsquare (R<sup>2</sup>) employee performance can be explained by other factors outside the analyzed regression.

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