The Effect Of Competence And Organizational Climate On Discipline And Its Impact On Performance Of Country Civil Apparatus In The Regional Financial Agency Of District, Dharmasraya

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ABSTRACT
This study tries to examine the effect of competency, organizational climate and discipline on the performance of state civil apparatus at the Regional Finance Agency in the Regency of Dharmasraya. This study uses descriptive quantitative methods. The study population consisted of 54 people from employees. To obtain a valid and realistic instrument, the validity and reliability test, normality test, multicollinearity test and heterocedasticity test were tested. The data analysis technique used is linear regression analysis, t test, f test, determination coefficient, and path analysis using the SPSS program, with α = 0.05. The results showed that testing the Effect of Competence and Organizational Climate had a partially significant effect on the Discipline Performance of State Civil Apparatus at the Regional Finance Agency of the Regency of Dharmasraya .These empirical findings indicate that competence, organizational climate, and discipline are proven to be well implemented. It is expected that the leadership can maintain the performance of the Regional Financial Apparatus (ASN) of the Regional Finance Agency of the Dharmasraya Regency.

Keywords: Competence, Organizational Climate, Discipline, Performance

INTRODUCTION
The position and role of the State Civil Apparatus (ASN) as an element of the state apparatus that serves as a public servant must provide fair service to the community based on loyalty and obedience to Pancasila and the 1945 Constitution. To be able to carry out the task well, the guidance of the apparatus is directed at improving the quality of human resources in order to have attitudes and behaviors that have core service, honesty, responsibility, discipline and authority so that they can provide services according to the demands of community development.

Performance is very important for organizations, especially Government organizations. By measuring the performance of an organization, it can utilize and improve the effectiveness and efficiency of its human resources, as a basis for distributing awards, assisting in efforts to consider and make decisions and identify training needs and development of apparatus resources.

Table 1
BKD Renstra 2016 Dharmasraya Regency 2019

Aim	Destination Indicator	Target	Target indicators	Unit	Target performance targets					
					In the year					
					2016	2017	2018	2019	2020	2021
Increased effectiveness and efficiency of implementation of development	BKP Opinion on LKPD	Increased fiscal independence and quality of regional financial management	BPK Opinion to Financial Statements	Opinion	WTP	WTP	WTP	WTP	WTP	WTP
			Average dependency on transfer funds	%	90	90	90	90	90	90
			Percentage of PAD development	0%	10.23	73,78	10	10	15	20
			Percentage of SILPA to APBD	%	3%	3%	3%	3%	3%	3%

Source: BKD Renstra Kab. Dharmasraya 2018

Research purposes

1. Test the influence of Competence partially on the performance of the Regional Civil Apparatus of the Regional Finance Agency of the Regency of Dharmasraya.
2. Test the influence of the Organizational Climate partially on the performance of the Regional Civil Apparatus of the Regional Finance Agency of the Regency of Dharmasraya.
3. Test the influence of the discipline partially on the performance of the Regional Civil Service Regional Finance Agency Dharmasraya Regency.
4. Test the influence of Competence, Organizational Climate and discipline simultaneously on the performance of the Regional Financial Apparatus of the Regional Finance Agency of the Dharmasraya Regency .

LITERATURE REVIEW

Understanding of Performance

Mathis dan Jackson, (2011), define that performance is basically what employees do and don't do. Employee performance is what influences how many employees contribute to the organization which includes, among others : output quantity, output quality, output period, workplace presence and cooperative attitude.

Performance or performance is the result or output of a process (Nurlaila, (2010). Jobs almost always have more than one job criterion or dimension. Job criteria are the most important factor of what people do at work. In a sense, job criteria explain what people do at work. Therefore these criteria are important, individual performance in the work must be measured, compared to existing standards, and the results communicated to each employee.

Understanding Competence

To be able to complete work in a particular field of work, adequate competence is required. Competence has a very important role, because competency generally concerns a person's basic ability to do a job. Without competence, someone will have difficulty completing the work in accordance with the required standards. Therefore companies can achieve success if supported by highly competent employees. According to Robbins, (2006) competence is an individual capacity to work on various tasks in a job. In addition, it is also stated that all the abilities of an individual are essentially composed of two sets of factors, namely intellectual abilities and physical abilities. According to Rivai, (2014) a person's ability refers to an individual's capacity to work on various tasks in a job and all an individual's abilities are

essentially arranged in two sets of factors, namely: a. Intellectual Ability A person's intellectual abilities are related to IQ levels or concerning intelligence in terms of knowledge. In addition to dealing with IQ (*Intellegence Quotient*) also associated with EQ (*Emotional Quotient*) or emotional intelligence. There are seven dimensions that can shape intellectual abilities, namely: (a) Numerical intelligence, namely the ability to count quickly and precisely; (b) Verbal understanding, namely the ability to understand what is read and heard and connect one word to another; (c) Conceptual speed, namely the ability to recognize similarities and visual differences quickly and precisely; (d) Inductive reasoning, namely the ability to recognize a logical sequence in a problem and then solve the problem; (e) Deductive reasoning, namely the ability to use logic and assess the implications of an argument; (f) Visualization of space, namely the ability to imagine how an object will appear if its position in space is changed; (g) Memory, namely the ability to hold back and recall past experiences b. Physical Ability. Physical abilities have special significance for doing less demanding skills. For example work that requires stamina, hand dexterity, or talent. Competence needed by a person in a job can be measured based on five characteristics / characteristics and can be seen from thoughts, attitudes, and behavior. According to Vathanophas and Thaingam Rivai, (2014) the basic characteristics possessed by competencies are: knowledge, skills, temperament, and self-concept. Each of these competency characteristics can be explained as follows: (a) Knowledge, is information that a person has in a specific field; (b) Skills, is the ability to perform physical or mental tasks; (c) temperament or nature, namely physical characteristics and consistent responses to information or situations; (d) Self-concept, including attitudes, values or self-*image* of someone.

According to Rivai, (2014), competency is a basic characteristic of a person that allows employees to produce superior performance in their work. Based on the description above the meaning of competency contains a part of personality that is deep and attached to someone with predictable behavior in various situations and work tasks. Predict who is performing well and not good can be measured by the criteria or standards used.

Understanding Organizational Climate

Experts from the West interpret the organizational climate as a physical element, where climate can be an attribution of the organization or as an attribution rather than an individual's own perception. Dessler, (2012) characterizes organizational climate as a whole of physical and social factors found in an organization. According to the Dessler, (2012), the work climate of an organization can be measured through four dimensions asfollows:
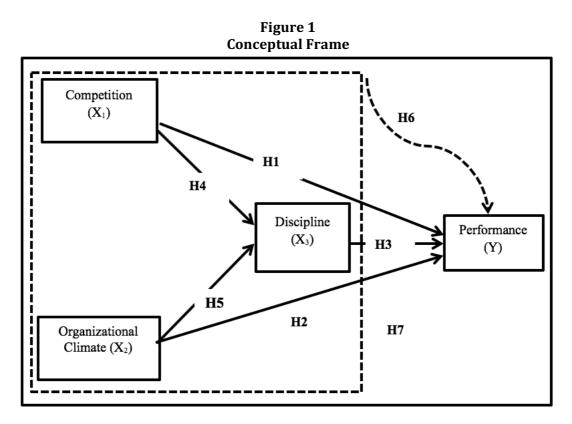   a. Psychological dimensions, which include variables such as workload, lack of autonomy, lack of self-fulfillment (self-fulfillment), and lack of innovation.
   b. Structural Dimensions, which include variables such as physical, sound and the degree of harmony between work requirements and physical structure.
   c. The Social Dimension, which includes aspects of interaction with clients (in terms of quantity and characteristics of the problem), colleagues (level of support and cooperation), and supervisors (support and rewards).
   d. The bureaucratic dimension, which includes laws and regulations on role conflict and role obscurity.

Then proposed by Simamora, (2006) stated that the organizational climate is an internal environment or organizational psychology. Organizational climate influences HR practices and policies that are accepted by members of the organization. Please note that each organization will have a different organizational climate. The diversity of work designed within the organization, or the nature of existing individuals will illustrate these differences. All

organizations certainly have a strategy in managing HR. An open organizational climate encourages employees to express their interests and dissatisfaction without fear of retaliation and attention. Such dissatisfaction can be dealt with in a positive and wise manner. The climate of openness, however, is only created if all members have a high level of confidence and trust in the justice of action.

Discipline
One of the most important factors in supporting the success of development, especially governance, is the factor of employee discipline, namely employees who have good and right attitude and behavior in fulfilling all aspects of life in society, nation and state. In addition, employee discipline is an embodiment of compliance and compliance with the law and employees will strive to leave all forms of violations in accordance with applicable regulations.

In (Saydam, 2011) , discipline is an attitude of willingness and willingness to obey and obey all the norms of regulations that apply around it.Whereas Atmosudirdjo, (2005) defines discipline as a unity of certain mental attitudes which is obedient and orderly. An agency or organizational unit is said to be good if the employee or employee complies with the applicable provisions in the organization with full awareness of all the rules and working norms that govern it.

Figure 1
Conceptual Frame

Based on the theoretical basis, the previous research and the framework of thinking above, the research hypothesis can be formulated as follows:
1. Allegedly there is influence partially on the performance of Competence of the Regional Civil Service Agency of the Regional Finance Board of Dharmasraya Regency?
2. Allegedly there is an influence of the Organizational Climate partially on the performance of the Regional Civil Service Regional Finance Agency of the Dharmasraya Regency?
3. Allegedly there is a partial influence of Discipline on the performance of the Dharmasraya Regency Regional Finance Agency?

4. Allegedly there is an influence of Partial Competence on the Discipline of the State Finance Agency of the Regional Finance Agency of the Regency of Dharmasraya?
5. Allegedly there is an influence of the Organizational Climate partially on the Discipline of the Regional Civil Service of the Regional Finance Agency of the Regency of Dharmasraya?
6. Allegedly there is an influence of Competence, Organizational Climate and Discipline simultaneously on the performance of the Regional Civil Service Agency of the Regional Finance Agency of the Regency of Dharmasraya?
7. It is suspected that there is an influence of Discipline as an intervening variable between Organizational Climate towards the performance of the Regional Financial Apparatus of the Regional Finance Agency of the Regency of Dharmasraya.

RESEARCH METHODOLOGY

Population and sample determination

Population is a collection of all possible people, objects and other sizes of objects of concern. While the sample is a part of a particular population that is of concern (Arikunto, 2014) .

The population in this study were all employees of the Regional Finance Agency of Dharmasraya Regency, which amounted to 54 people.

 The sample is part of a population that has the same properties of the object under study. The sample is part of the object of research that represents the population (Sugiyono, 2017).

According (Mangunsidi, 2012) in research methodology for thesis, thesis and dissertation, the determination of the number of samples for the thesis can be tolerated that the large number is used 5% to 50% and below 100 used all of the population as a sample (census). Furthermore Sugiyono, (2017) states that the large number of samples approaching the population, the chances of generalization errors are smaller and conversely the smaller the number of samples (away from the population), the greater the generalization error.

Based on the opinions outlined above, because the population is smaller than 100, the authors in this study set the entire population as a sample of 54 people as saturated samples

Place and time of research

The study was conducted at the Regional Finance Agency of the Dharmasraya Regency . The time of the study is planned for 1 month, namely January 2019, but some preparations have been made before.

Descriptive statistics

Descriptive statistics are statistical methods used to describe or describe the data that has been collected into information (Kuncoro, 2010) .

a. Describe the profile of respondents according to: sex, age, education, work period and class.
b. Frequency distribution of respondents' answers to each question in the research variable and average value.

To find out the respondent's achievement level (TCR) and the respondent's criteria used formulations or formulas developed by (Sudjana, 2013) as follows:

$$TCR = \frac{\text{Average score}}{\text{Maximum Score}} \times 100\%$$

Data Analysis Techniques

A. Partial hypothesis testing (t test)

The t test is intended to determine whether or not there is a partial (own) influence given by the independent variable (X) to the dependent variable (Y). The basis of decision making is if the value of sig <0.05, or t-count> t-table then there is an influence of variable X partially on variable Y, and vice versa.

B. Simultaneous Hypothesis Testing (FTest)

The F test aims to determine whether or not there is an influence simultaneously (together) given the independent variable (X) to the dependent variable (Y). The basis of decision making is if the value of sig <0.05, or F count> F table then there is the influence of X variable simultaneously on variable Y, and vice versa.

C. Path Analysis

Path analysis alone does not determine causal relationships and also cannot be used as a substitute for researchers to see causality between variables. Inter-variable causality relationships have been formed with models based on theoretical foundations. What is done by path analysis is to determine the pattern of relationships between three or more variables and cannot be used to confirm or reject the hypothesis of imaginary causality.

D. Test Direct and Indirect Effects

Besides using independent variables (X) more than one variable, this study also uses intervening variables. Intervening variable is a intermediate / mediating variable, its function mediates the relationship between the independent variable and the dependent variable. To test the effect of intervening variable analysis method path *(path analysis).*

RESULTS AND DISCUSSION

T test

The t test is intended to determine whether or not there is a partial (own) influence given by the independent variable (X) to the dependent variable (Y).The basis of decision making is if the value of sig <0.05, or t-count> t-table then there is an influence of variable X partially on variable Y, and vice versa.

It is known that t table = t (α / 2; nk-1) = t (0,025; 51) = 2,007, then the table will be obtained as follows: Table 2

Table 2
T test

Hubungan Variabel		t-hitung	t-tabel	Sig.	Alpha	Hasil
Competition	Performance	3.108	2.007	0,03	0,05	signifikan
Organizational Climate	Performance	3.117	2.007	0,03	0,05	signifikan
Discipline	Performance	7.273	2.007	0,00	0,05	Signifikan
Competition	Discipline	72,285	2.007	0,00	0,05	signifikan
Organizational Climate	Discipline	12,198	2.007	0,00	0,05	Signifikan

Source: 2018 Primary Data processed

Based on the table above can be explained as follows:

a. Testing the first hypothesis (H_1) is accepted.
Because the value of t count is greater than t table (3,108> 2,007) then there is a partial effect between the Competence and Performance variables. This means that competency has an influence on the performance of employees at the Regional Finance Agency (ASN) of the Regional Finance Agency of the Dharmasraya Regency.

b. Testing the second hypothesis (H_2) is accepted.
Because the value of t count is greater than t table (3.117> 2.007) then there is a partial effect between variables Organizational Climate and Performance. This means that the organizational climate has an influence on the performance of employees at the Regional Finance Agency (ASN) of the Regional Finance Agency of the Dharmasraya Regency.

c. The third hypothesis testing (H_3) is accepted.
Because the value of t count is greater than t table (7,273> 2,007) then there is a partial effect between the variables of Discipline and Performance. This means that the discipline has an influence on the performance of employees at the Regional Finance Agency (ASN) of the Regional Finance Agency of the Dharmasraya Regency.

d. Testing the fourth hypothesis (H_4) is accepted.
Because the value of t count is greater than t table (72,285> 2,007) then there is a partial effect between the variables of Competence and Discipline. This means that competency has an influence on employee discipline in the Regional Financial Institution (ASN) of the Regional Finance Agency of the Dharmasraya Regency.

e. Testing the fifth hypothesis (H_5) is accepted.
Because the value of t count is greater than t table (12,198> 2,007) then there is a partial effect between the variables of Organizational Climate and Discipline. This means that the Organizational Climate has an influence on employee discipline at the Regional Finance Agency (ASN) of the Regional Finance Agency of the Dharmasraya Regency.

F Test

The F test aims to determine whether or not there is an influence simultaneously (together) given the independent variable (X) to the dependent variable (Y). The basis of decision making is if the value of sig <0.05, or F count> F table then there is the influence of X variable simultaneously on variable Y, and vice versa.

It is known that F table = F (k; nk) = F (2; 52) = 3.18

Table 3
F Test
ANOVA [a]

Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	922,462	3	307,487	26,614	, 000 [b]
1	Residual	577,686	50	11,554		
	Total	1500,148	53			

a. Dependent Variable: PERFORMANCE
b. Predictors: (Constant), DISCIPLINE, ORGANIZATIONAL CLIMATE, COMPETENCE
Source: 2018 Primary Data processed

Based on the table above can be explained as follows:

Sixth hypothesis testing (H6) is accepted.
Based on the output above, it is known that the significance values for the influence of X_1, X_2, and X_3 simultaneously on Y are 0,000 <0,05 and F count 26,614> 3,18, so it can be concluded that there is a simultaneous influence of Competence, Organizational Climate and Discipline on the performance.

Effect of Competence (X_1) on Employee Performance (Y)
The second hypothesis which states that Competence partially has a positive effect on ASN Performance in the Regional Finance Agency of Dharmasraya Regency can be seen and proven from table 2 above

From table above shows a significant level of less than alpha (0.03 <0.05), then Ho is rejected and H_a accepted. That is, partially there is a positive and significant influence between Competence (X_1) on Apparatus performance (Y). Therefore the second hypothesis which states "Partial competence has a positive and significant effect on the performance of ASN in the Regional Finance Agency of the Regency of Dharmasraya " was *accepted* .

Based on Table 2 above about regression coefficients, can diinterpetasikan that each increase of 1 unit **se** Competence variables will improve the performance of employees amounted to 3.108 units, as well as with the opposite situation

Effect of Organizational Climate (X_2) on Apparatus Performance (Y)
The second hypothesis which states that Organizational Climate partially has a positive effect on ASN Performance in the Regional Finance Agency of Dharmasraya Regency can be seen and proven from table 2 above.

From table 2 above shows a significant level of less than alpha (0.03 <0.05), then Ho is rejected and H_a accepted. That is, partially there is a positive and significant influence between Organizational Climate (X_2) on Apparatus Performance (Y). Therefore, the second hypothesis which states "Partial organizational climate has a positive and significant effect on the performance of ASN in the Regional Finance Agency of Dharmasraya Regency " *accepted.*

Effect of Discipline (X_3) on Apparatus Performance (Y)
The second hypothesis which states that discipline partially has a positive effect on ASN performance in the Regional Finance Agency of the Regency of Dharmasraya can be seen and proven from table 2 above.

From table above shows a significant level of less than alpha (0.00 <0.05), then Ho is rejected and H_a accepted. That is, partially there is a positive and significant influence between disciplines (X_3) on Apparatus Performance (Y). Therefore, the second hypothesis which states "partial discipline has a positive and significant effect on the performance of ASN in the Regional Finance Agency of the Regency of Dharmasraya " is *accepted.*

Based on Table 2 above about regression coefficients, can diinterpetasikan that each increase of 1 unit **se** discipline variables will improve the performance of Apparatus of 7273 units, as well as with the opposite situation.

PATH ANALYSIS
Path Model Coefficient 1
Multiple linear regression analysis was used in this study with the aim to determine whether there is an influence of independent variables on the dependent variable. The statistical

calculation in multiple linear regression analysis used in this study is to use the IBM SPSS computer program ver. 21.0. The summary of the results of data processing using the SPSS program are as follows:

Table 4
Significant level results
Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2,321	,773		3,005	,004
	COMPETITION	,913	,025	,960	36,794	,000
	ORGANIZATION CLIMATE	,044	,028	,041	1,566	,123

a. Dependent Variable: DISCIPLINE

Based on the table above, it was obtained that:
1. the significance value of the competency variable (X_1) = 0,000 <0,05, this means that directly there is an influence of Competency significance (X1) on Discipline (X_3).
2. While the Organizational Climate variable (X_2) = 0.123> 0.05 which means Organizational Climate (X_2) This means that there is no direct influence of Organizational Climate significance (X_2) on the quality of Discipline (X_3).

Table 5
Significant level results
Model Summary

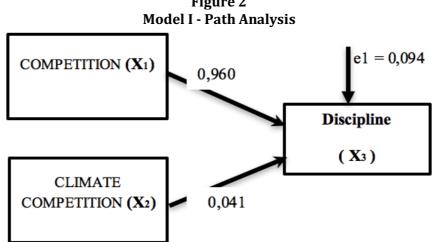| Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,995[a]	,991	,990	,76918

a. Predictors: (Constant), ORGANIZATION CLIMATE, COMPETITION

3. While the value of R^2 found in the Summary Model table is 0.991 which gives the meaning that the contribution of variables X_1 and X_2 to I is 99.1% and the remaining 0.9% is the contribution of other variables that are not included in the study. And from the value of R^2, obtained e_1 by means of $e1 = \sqrt{(1 - 0.991)} = 0.094$.

Based on the results above, the structural equation is obtained:

$$X3 = 0.960.X_1 + 0.041.X_2 + 0.094$$

From the processing of the data above, it can be obtained Model I Path Diagram, as follows:

Figure 2
Model I - Path Analysis

Path Model 2 coefficient

Multiple linear regression analysis is still used in the next study to obtain the two model path coefficients, with the aim of knowing whether there are influences of independent variables (policy implementation and employee motivation) and intervening variables (service quality) on the dependent variable (community satisfaction). Can be seen in the table below:

Table 6
Linear regression test results
Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	22,973	3,704		6,202	,000
	COMPETITION	-,197	,575	-,304	-,343	,733
	CLIMATE COMPETITION	,473	,128	,638	3,694	,001
	DISCIPLINE	,318	,619	,466	,515	,609

a. Dependent Variable: PERFORMANCE

Based on the table above obtained :

1. The significance value of the Work Environment variable (X_1) = 0,332 > 0.05, This means that directly the Work Environment (X_1) does not have a significant effect on Performance (Y).
2. The significance value of the Work Discipline variable (X_2) = 0.451 > 0.05 which means that it is directly Work Discipline (X_2) does not have a significant effect on Performance (Y).
3. The value of significance of the variable Work Spirit (I) = 0.00 5 < 0.05 which means that directly Work Discipline (X_2) has a significant effect on Performance (Y) .

Model Summary

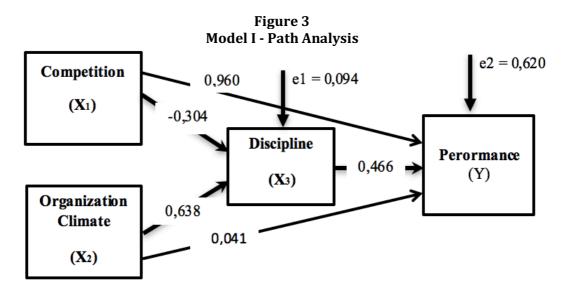| Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,784[a]	,615	,592	3,39908

Predictors: (Constant), DISCIPLINE, CLIMATE COMPETITION, COMPETITION

4. The value of R2 found in the Model Summary table is 0.615 which gives the meaning that the contribution of variables X_1, X_2 and X_3 to Y is 61.5% and the remaining 38.5% is the contribution of other variables not included in the study. And from the value of R^2, obtained e_1 by means of $e_1 = \sqrt{(1 - 0,615)} = 0,620$

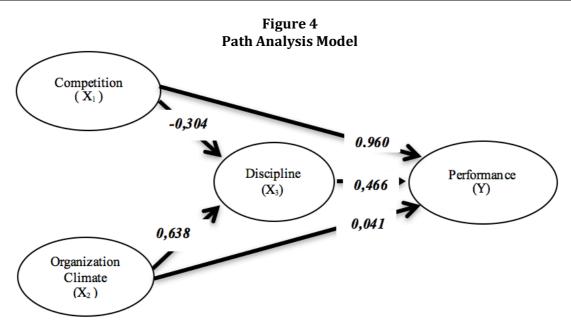Based on the results above, the structural equation is obtained:

$$Y = -0,304.X_1 + 0,638.X_2 + 0,466.X_3 + 0,620$$

From the processing of the data above, we can obtain the Model X_3 Path Diagram, as follows:

Figure 3
Model I - Path Analysis

Test Direct and Indirect Effects

Besides using independent variables (X) more than one variable, this study also uses intervening variables. Intervening variable is a intermediate / mediating variable, its function mediates the relationship between the independent variable and the dependent variable. To test the effect of intervening variables, path analysis method is used. Path analysis is an extension of regression analysis to estimate causality relationships between variables that have been predetermined based on theory (Ghazali 2013). The following is the path analysis to examine the relationship between policy implementation and employee motivation towards community satisfaction and whether the relationship between policy implementation and employee motivation towards community satisfaction is mediated by the quality of service with the image below:

Figure 4
Path Analysis Model

Based on the picture above can be calculated indirect effects between independent and bound variables through intervening variables as follows:

Testing the seventh hypothesis (H₇) is accepted.

Analysis of the effect of X_2 through X_3 on Y. It is known that the direct effect of X_2 on Y is 0.041. While the indirect effect of X_2 through I on Y is the multiplication of the value of beta X_1 to I with the value of beta X_3 to Y, namely: 0.638 x 0.466 = 0.297. Then the total effect given X_2 to Y is the direct effect added by indirect effects, namely: 0.041 + 0.297 = 0.338. Based on the results of these calculations it is known that the direct effect value is 0.041 and the indirect effect is 0.338 which means that the value of indirect influence is greater than the value of direct influence, these results indicate that indirectly Organizational Climate through Discipline has a significant influence on Performance.

Determination Coefficient Test

To find out the magnitude of the influence of competence (X_1) Organizational Climate (X_2) on Apparatus Performance can be seen from table 7 below.

Table 7
Determination Test
Model Summary ᵇ

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	, 784 ᵃ	, 615	, 592	3,39908	1,819

a. Predictors: (Constant), DISCIPLINE, ORGANIZATIONAL CLIMATE, COMPETENCE
b. Dependent Variable: PERFORMANCE

Source: 2018 Primary Data processed

Based on the table 7 above obtained that the coefficient of R is 0.784 which is a strong and positive relationship between Competence, Organizational Climate and Discipline simultaneously on Apparatus performance and the Adjusted R Square value is 0.592 which means that the contribution of the Organizational Competence and Climate together or simultaneously Apparatus performance is 59.20% and the remaining 40.80% is influenced by other factors not included in the scope of this research.

CONCLUSION

Based on the results of testing and discussion of the hypotheses described in the previous chapter, some conclusions can be drawn as follows:

1. There is a partial effect of competency variables on performance. This means that competency has an influence on the performance of employees at the Regional Finance Agency (ASN) of the Regional Finance Agency of the Dharmasraya Regency.
2. There is a partial effect of organizational climate variables on performance. This means that the organizational climate has an influence on the performance of employees at the Regional Finance Agency (ASN) of the Regional Finance Agency of the Dharmasraya Regency.
3. There is a partial effect of the discipline variable on performance. This means that the discipline has an influence on the performance of employees at the Regional Finance Agency (ASN) of the Regional Finance Agency of the Dharmasraya Regency.
4. There is a partial effect of the variable competence on discipline. This means that competency has an influence on employee discipline at the Regional Finance Agency (ASN) of the Regional Finance Agency of the Dharmasraya Regency.
5. There is a partial effect of organizational climate variables on discipline. This means that the organizational climate has an influence on employee discipline at the Regional Finance Agency (ASN) of the Regional Finance Agency of the Dharmasraya Regency.
6. There is a partial influence of competency, organizational climate and discipline variables. This means that competency, organizational climate and discipline have an influence on the performance of employees at the Regional Finance Agency (ASN) of the Regional Finance Agency of the Dharmasraya Regency.
7. There is an indirect influence greater than the value of direct influence, these results indicate that indirectly the Organizational Climate through Discipline has a significant influence on Performance.

SUGGESTION

1. In an effort to improve employee performance, it is expected to improve competence, organizational climate and discipline. This is because the three variables have a positive and significant effect on the performance of the Regional Financial Apparatus (ASN) of the Regional Finance Agency of the Regency of Dharmasraya
2. If viewed from the average TCR value above 80.00%, it shows that competency, organizational climate and discipline can be maintained and improved properly in determining the division of tasks in accordance with applicable procedures towards the performance of the Regional Financial Apparatus (ASN) of the Regional Finance Agency of Dharmasraya
3. In the variables of competence, organizational climate, and discipline proven to be implemented properly. It is expected that the leadership can maintain and improve the performance of the Regional Financial Apparatus (ASN) of the Regional Finance Agency of the Dharmasraya Regency..

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