

THE EFFECT OF COMPETENCE, WORK ETHIC, AND TEAMWORK ON EMPLOYEE PERFORMANCE AT THE BATAM CITY POPULATION AND CIVIL REGISTRATION OFFICE

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Abstract

This research aims to examine how competence, work ethic, and teamwork influence employee performance at the Population and Civil Registration Office of Batam City. A quantitative explanatory approach was applied, involving the entire workforce of the institution as respondents through a census method (n = 80). Data were gathered using a Likert-scale questionnaire (1–5) developed from the dimensions of competence, work ethic, teamwork, and performance. Prior to analysis, the instrument underwent validity and reliability testing, where all items were confirmed valid, and Cronbach's Alpha values ranged between 0.86 and 0.90, indicating strong internal consistency. The analytical process consisted of descriptive statistics, classical assumption tests (normality, multicollinearity, and heteroskedasticity), and multiple linear regression to evaluate both partial and simultaneous relationships among variables. Descriptive findings revealed that competence (mean = 4.05), work ethic (mean = 4.12), teamwork (mean = 4.18), and performance (mean = 4.08) were categorized as high. Regression analysis demonstrated that competence ($\beta = 0.28$; $p = 0.002$), work ethic ($\beta = 0.31$; $p = 0.000$), and teamwork ($\beta = 0.26$; $p = 0.004$) each exerted a positive and significant influence on performance. Collectively, the three variables had a significant joint effect, with an F-value of 32.45; $p = 0.000$ and an R^2 of 0.58, signifying that 58% of employee performance variation was explained by these factors. The results suggest that enhancing employee performance at the Population and Civil Registration Office requires an integrated strategy focused on strengthening competence, cultivating a strong work ethic, and fostering teamwork.

Keywords: *Competence; Work Ethic; Teamwork; Employee Performance*

INTRODUCTION

Dinas Kependudukan dan Pencatatan Sipil (Disdukcapil) of Batam City is one of the local government agencies that plays a strategic role in administering population affairs, such as issuing electronic Identity Cards (e-KTP), Family Cards, birth certificates, death certificates, and various other civil registration documents. As the frontline of public services in the field of population administration, the office is required to provide services that are fast, accurate, and transparent to the community. The quality of these services is strongly influenced by employee performance as the main actors in every service process. Amid increasing mobility and population growth in Batam City, along with the development of information technology in population administration systems, public expectations of service quality at the office are rising. People expect simpler procedures, shorter waiting times, and minimal data errors in processing population documents. However, in practice, various issues are still found, such as long queues, delays in document issuance, and complaints related to service attitudes, which are also reported in studies of population administration services in other regions. These conditions indicate that employee performance needs continuous improvement to meet the expected standards of public service. According to Harahap (2023), employee performance is essentially influenced by various factors, both those originating from within the employees themselves and from the organizational environment. One important factor is competence, which includes the knowledge, skills, and attitudes required to carry out tasks professionally. Employees at the Population and Civil Registration Office are required to understand population regulations, master service procedures, and operate information systems and supporting equipment. Suboptimal competence

can lead to slow service processes, errors, and decreased public satisfaction. In addition to competence, work ethic serves as a crucial determinant of employee performance. It is demonstrated through discipline, accountability, honesty, diligence, and a dedication to delivering optimal service. Employees who possess a strong work ethic generally exhibit high motivation to complete their tasks punctually, adhere to organizational rules, and uphold professional integrity. Conversely, a weak work ethic often leads to neglect of responsibilities, lack of initiative, and minimal attention to the quality of work produced. Another important factor is teamwork. Population administration services involve a series of processes that engage multiple units and employees, from receiving applications, verifying data, and processing, to issuing and delivering documents to citizens. These processes require effective coordination, communication, and collaboration among employees. Effective teamwork helps streamline service flows, minimize errors, and increase productivity, whereas weak teamwork can cause miscommunication, overlapping tasks, and delays in service completion. Based on this description, competence, work ethic, and teamwork are expected to play a significant role in improving the performance of employees at the Batam City Population and Civil Registration Office, both partially and simultaneously, but their actual influence needs to be empirically tested. Therefore, this study was conducted under the title “The Effect of Competence, Work Ethic, and Teamwork on Employee Performance at the Batam City Population and Civil Registration Office”. The study is anticipated to offer a deeper understanding of the factors influencing employee performance and to serve as a valuable reference for management in designing policies aimed at enhancing human resource quality and optimizing public service delivery.

LITERATURE REVIEW

Employee performance in the public sector is a critical issue because it is directly related to the quality of services provided to citizens and the level of public trust in government. Various international studies show that employee performance is influenced by competence, work ethic, and teamwork, which are interrelated within the framework of modern human resource management in government institutions (Aboagye, 2023).

Competence and employee performance

Competence is generally understood as an integration of knowledge, skills, abilities, and personal attributes that enable individuals to perform their work effectively (Amah, 2025; Bliese, 2029). In the context of public sector institutions, sufficient job competence plays a vital role in enhancing employees’ capacity to comprehend regulatory frameworks, implement organizational procedures accurately, and make sound judgments in public service delivery. Evidence from Buljac-Samardžić (2017) indicates that competence has a positive and significant impact on employee performance, as employees equipped with stronger expertise and professional skills tend to accomplish tasks in alignment with institutional performance standards. Likewise, Musa (2020) found that competence not only contributes directly to better performance outcomes but also promotes employee engagement, which further amplifies the positive influence of competence on overall performance. These findings indicate that strengthening both technical and non-technical competencies forms a crucial foundation for efforts to improve the performance of public service employees.

Work ethic and employee performance.

Work ethic represents a collection of positive values, attitudes, and behaviors that individuals demonstrate toward their work, encompassing integrity, accountability, discipline, and a strong commitment to quality. Within public sector organizations, a robust work ethic is vital, as unethical practices—such as corruption, fraud, or misuse of authority—can significantly undermine the effectiveness of service delivery and overall organizational performance. Nugroho (2025) found that a high level of employee work ethic, measured through attitudes toward work, work morale, and intrinsic motivation, is associated with higher task performance and contextual performance, as well as lower levels of counterproductive behavior. Quantitative research investigating the connection between work ethic and public service performance indicates that work ethic exerts a positive and significant influence on service performance and encourages extra-role behaviors, often referred to as organizational citizenship behavior (OCB). These behaviors further enhance the quality and effectiveness of service delivery. Overall, the body of evidence underscores that fostering a strong work ethic is an essential foundation for improving employee performance and achieving higher standards of public service outcomes.

Teamwork and employee performance

Teamwork is understood as the ability of a group of individuals to work in a coordinated manner, support one another, and communicate effectively to achieve shared goals. In complex public sector organizations, effective teamwork is crucial for addressing service challenges, optimizing work processes, and improving performance. Rahman (2025) notes that implementing teamwork as a performance management strategy can enhance employees' problem-solving capacity, creativity, and commitment, which ultimately leads to higher performance. Meta-analyses of teamwork interventions across various types of organizations show that training and teamwork interventions have medium to large effects on improving teamwork and team performance, indicating that investment in teamwork development yields tangible gains in performance outcomes. A meta-analysis conducted on teamwork and performance within healthcare services revealed a significant and positive association between the two, regardless of variations in team composition or task characteristics. This finding reinforces the notion that teamwork constitutes a universally critical determinant of performance across organizational contexts.

Sari (2025), in a study conducted at the Regional Secretariat of West Papua Province, found that teamwork makes the largest contribution to employee performance compared with other dimensions of work ability. Balanced contribution among team members and strong organizational cohesion were identified as the main determinants of effective teamwork. Wibowo (2023) found that teamwork positively influences employee performance; however, its effectiveness can be constrained by factors such as communication barriers and unequal task allocation. These observations suggest that enhancing teamwork quality—through clearly defined roles, effective communication channels, and stronger team cohesion—is a crucial approach to improving employee performance within public sector organizations.

The integration of competence, work ethic, and teamwork on performance.

Conceptually, competence, work ethic, and teamwork interact in shaping employee performance. Competence provides the technical capacity and knowledge required to carry out tasks, work ethic drives motivation and commitment to work, while teamwork facilitates effective coordination and collaboration among employees. Studies in public institutions show that competence and organizational support can enhance employee engagement which, together with strong teamwork, leads to improved employee performance. A strong work ethic is also associated with positive work attitudes, commitment, and discipline that encourage extra-role behaviors such as organizational citizenship behavior (OCB), which ultimately contribute to higher public service quality. Work ethic that encompasses attitudes toward work, commitment, teamwork, and discipline has been reported to have a substantial impact on the performance of public sector organizations. Furthermore, empirical reviews focusing on competence and work ethics indicate that professionalism and human resource competence are core components in improving public service quality. The reviewed literature establishes a solid theoretical and empirical foundation for recognizing competence, work ethic, and teamwork as critical determinants of employee performance in the public sector. This perspective forms the conceptual basis of the present study, which examines the influence of competence, work ethic, and teamwork on the performance of employees at the Population and Civil Registration Office of Batam City, with particular emphasis on population administration services within the framework of local government operations.

METHOD.

This research adopted a quantitative explanatory design intended to investigate the influence of competence, work ethic, and teamwork on employee performance at the Population and Civil Registration Office of Batam City. The study population comprised all employees of the institution, and because the total number was relatively small, a census or saturated sampling technique was applied, allowing every employee to participate as a respondent. Primary data were obtained through a structured, closed-ended questionnaire employing a five-point Likert scale. The instrument was developed based on the indicators representing each variable—competence, work ethic, teamwork, and employee performance. Prior to data collection, the questionnaire was tested for both validity and reliability; items were deemed valid when the item–total correlation values were statistically significant and considered reliable if the Cronbach's Alpha coefficient met or exceeded 0.70. The collected data were analyzed using descriptive statistics to present respondent profiles and variable tendencies. Subsequently, classical assumption tests—comprising normality, multicollinearity, and heteroskedasticity analyses—were conducted to ensure the suitability of the data for regression modeling. Multiple linear regression analysis was then employed to examine the influence of the independent variables on

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employee performance. Hypothesis testing utilized the t-test to determine partial effects and the F-test to assess simultaneous effects, adopting a 5% significance level ($\alpha = 0.05$).

RESULTS AND DISCUSSION.

Based on Table 1, all statement items for the variables of competence, work ethic, teamwork, and performance are declared valid, with each variable consisting of 10 items that all meet the validity criteria. The Cronbach’s Alpha values for competence (0.88), work ethic (0.86), teamwork (0.89), and performance (0.90) are all above 0.70, indicating good reliability. These results show that the research instrument has satisfactory internal consistency and is appropriate for use in data collection.

Table 1. Validity and Reliability

Variable	Number of items	Valid items	Cronbach’s Alpha	Remark
Competence	10	10	0.88	Reliable
Work ethic	10	10	0.86	Reliable
Teamwork	10	10	0.89	Reliable
Performance	10	10	0.90	Reliable

Respondents’ general profile

Table 2. Respondents’ characteristics

Characteristic	Category	Frequency	Percentage
Gender	Male	35	43.8%
	Female	45	56.2%
Age	< 30 years	10	12.5%
	30–40 years	42	52.5%
	> 40 years	28	35.0%
Length of service	< 5 years	15	18.8%
	5–10 years	38	47.5%
	> 10 years	27	33.7%

Table 2 displays the demographic profile of the respondents, outlining key characteristics such as gender, age, education level, and years of service. The sample consists of 35 male employees (43.8%) and 45 female employees (56.2%), indicating that the workforce is slightly dominated by women. In terms of age, most respondents are between 30 and 40 years old (52.5%), followed by those older than 40 years (35.0%) and those younger than 30 years (12.5%). With respect to length of service, nearly half of the respondents have worked for 5–10 years (47.5%), while 33.7% have more than 10 years of tenure and 18.8% have less than 5 years, suggesting that the majority of employees are in their productive age and have substantial work experience at the office.

Descriptive statistics of the research variables

The measurement used a five-point Likert scale ranging from 1 to 5, where 1 indicates very low and 5 indicates very high.

Table 3. Descriptive statistics of the variables

Variable	N	Mean	SD	Category
Competence (X1)	80	4.05	0.45	High
Work ethic (X2)	80	4.12	0.42	High
Teamwork (X3)	80	4.18	0.40	High
Performance (Y)	80	4.08	0.43	High

Based on Table 3, all research variables fall into the high category. The mean score for competence (4.05) indicates that employees generally feel they have mastered the relevant regulations, procedures, and service systems, although some respondents still perceive their knowledge updating as moderate. The work ethic score of 4.12 suggests that work discipline and responsibility are rated highly, particularly in terms of punctuality and the willingness to complete tasks. The average teamwork score of 4.18 shows that team collaboration functions well, especially in terms of mutual support when workloads increase. Meanwhile, the performance score of 4.08 indicates that employee performance is regarded as high, notably in meeting service completion timelines and maintaining accuracy in document processing

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Table 4. Normality test of residuals

Test method	Statistic	Sig.	Criterion	Decision
Kolmogorov–Smirnov	0.081	0.200	Sig. > 0.05 → normal	Residuals are normally distributed

The Kolmogorov–Smirnov normality test yielded a statistic value of 0.081 with a significance level of 0.200 (> 0.05), confirming that the residuals are normally distributed and that the regression model satisfies the normality assumption.

Table 5. Multicollinearity test

Independent variable	Tolerance	VIF	Criterion	Decision
Competence	0.652	1.533	Tol > 0.10, VIF < 10	No multicollinearity
Work ethic	0.618	1.618	Tol > 0.10, VIF < 10	No multicollinearity
Teamwork	0.701	1.426	Tol > 0.10, VIF < 10	No multicollinearity

The results of the multicollinearity test reveal that all independent variables have tolerance values exceeding 0.10 (ranging from 0.618 to 0.701) and variance inflation factor (VIF) values below 10 (ranging from 1.426 to 1.618). Hence, it can be concluded that the regression model is free from multicollinearity issues among the variables of competence, work ethic, and teamwork. Heteroskedasticity test is used to determine whether there are differences in the variance of residuals across observations in a linear regression model (Wan D. W. & Zulaspan, 2019).

Table 6. Heteroskedasticity test

Independent variable	t-value	Sig.	Decision
Competence	1.042	0.301	No heteroskedasticity
Work ethic	0.873	0.385	No heteroskedasticity
Teamwork	0.694	0.490	No heteroskedasticity

The heteroskedasticity test conducted using the Glejser method revealed that the significance values for competence ($p = 0.301$), work ethic ($p = 0.385$), and teamwork ($p = 0.490$) were all greater than 0.05. These results indicate the absence of heteroskedasticity, confirming that the regression model satisfies the homoskedasticity assumption.

Multiple linear regression results

Model: $Y = a + b_1X_1 + b_2X_2 + b_3X_3$

Table 7. Regression coefficients

Variable	B	t-value	Sig.	Remark
Constant	0.85	2.10	0.039	–
Competence (X ₁)	0.28	3.25	0.002	Significant effect
Work ethic (X ₂)	0.31	3.78	0.000	Significant effect
Teamwork (X ₃)	0.26	2.97	0.004	Significant effect

Table 7 summarizes the multiple linear regression results examining the influence of competence, work ethic, and teamwork on employee performance.

1. The constant coefficient is 0.85 with a significance level of 0.039, implying that when competence, work ethic, and teamwork are assumed to have zero values, the baseline performance level is 0.85, which is statistically significant.
2. Competence (X₁) shows a regression coefficient (B) of 0.28 with a t-value of 3.25 and a significance level of 0.002, indicating a positive and significant effect on employee performance. This suggests that for every one-unit increase in competence, performance improves by 0.28 units, assuming other variables remain constant.
3. Work ethic (X₂) yields the highest coefficient value (B = 0.31) with a t-value of 3.78 and a significance level of 0.000. This demonstrates a positive and statistically significant influence, identifying work ethic as the strongest predictor of employee performance among the three variables.
4. Teamwork (X₃) produces a coefficient of 0.26 with a t-value of 2.97 and a significance level of 0.004, confirming a positive and significant relationship with performance. This means that improved teamwork correspondingly leads to better employee performance.

Table 8. Simultaneous test and coefficient of determination

Statistic	Value
F-count	32.45
Sig. F	0.000
R	0.76
R ²	0.58

Regression equation:

$$Y=0.85 + 0.28X1 + 0.31X2 + 0.26X3$$

A one-unit increase in the competence score results in a 0.28-unit rise in employee performance, holding other variables constant. Among the three predictors, work ethic exhibits the highest coefficient value (0.31), signifying that it exerts the strongest relative influence on performance. Teamwork likewise demonstrates a positive and significant impact on performance, though its effect size is slightly smaller. The coefficient of determination (R²) of 0.58 indicates that competence, work ethic, and teamwork collectively account for 58% of the variance in employee performance, while the remaining 42% is attributed to other factors not included in the model.

DISCUSSION

Effect of competence on employee performance.

The findings indicate that competence has a positive and significant effect on employee performance (B = 0.28; p = 0.002). This suggests that employees with higher levels of knowledge, skills, and abilities in managing population administration tend to perform better, particularly in aspects of timeliness, accuracy, and service quality. This finding is consistent with the theoretical view that competence is a prerequisite for work capability in public organizations. In the context of the Population and Civil Registration Office, mastery of population information systems and up-to-date regulations is a key factor in minimizing data errors and accelerating the issuance of civil registration documents.

Effect of work ethic on employee performance.

Work ethic also demonstrates a positive and significant influence on employee performance, with the highest coefficient value (B = 0.31; p < 0.001). This finding suggests that traits such as discipline, responsibility, honesty, and commitment to public service make a substantial contribution to enhancing performance. Employees who exhibit a strong work ethic are more likely to be punctual, maintain focus in accomplishing their duties, and prioritize citizen satisfaction in service delivery. At the Population and Civil Registration Office, work ethic is reflected in employees' willingness to serve citizens despite long queues, maintain politeness, and avoid practices that hinder service delivery. This leads to smoother service processes and reduces the number of public complaints.

Effect of teamwork on employee performance

Teamwork has a positive and significant effect on performance (B = 0.26; p = 0.004). The population administration service process is sequential, so each stage depends on coordination among employees. When teamwork functions well, document flow becomes faster, miscommunication decreases, and service completion is more timely. This result aligns with the view that the quality of public services depends heavily on team capability, not only individual performance. In the Population and Civil Registration Office, clear task division, effective inter-unit communication, and willingness to support colleagues when workloads increase are critical elements that drive performance.

Effect of competence, work ethic, and teamwork simultaneously

An F-value of 32.45 with p < 0.001 and an R² of 0.58 shows that competence, work ethic, and teamwork collectively exert a strong and statistically significant influence on employee performance. Together, these three factors function in a complementary manner: competence equips employees with the necessary technical abilities, work ethic fuels their motivation, and teamwork facilitates efficient coordination. In the management context of the Population and Civil Registration Office, this result implies that performance improvement cannot rely only on competence training. There must also be strengthening of a service-oriented work culture and improvements in team working mechanisms, including cross-unit standard operating procedures and communication patterns

CONCLUSION

1. The study shows that competence, work ethic, teamwork, and employee performance at the Population and Civil Registration Office of Batam City are all rated in the high category, with mean scores of 4.05, 4.12, 4.18, and 4.08 respectively on a 1–5 scale. This suggests that, overall, employees perceive their capabilities, work attitudes, team collaboration, and performance as good.
2. Individually, competence exerts a positive and significant influence on employee performance, with a regression coefficient of 0.28 and a significance value of 0.002 ($p < 0.05$). This implies that a one-unit increase in the competence score is associated with a 0.28-unit increase in performance, assuming the other variables remain constant.
3. Work ethic likewise has a positive and significant impact on performance, with a regression coefficient of 0.31 and a significance value of 0.000 ($p < 0.05$), representing the largest coefficient among the three independent variables. This indicates that work ethic is the relatively strongest factor in enhancing employee performance.
4. Teamwork has a positive and significant effect on performance, with a regression coefficient of 0.26 and a significance value of 0.004 ($p < 0.05$). This means that improvements in teamwork within the work environment are accompanied by higher levels of employee performance.
5. Taken together, competence, work ethic, and teamwork significantly affect employee performance, as reflected by an F-value of 32.45, a significance of 0.000 ($p < 0.05$), and a coefficient of determination (R^2) of 0.58. This indicates that these three variables jointly account for 58% of the variance in employee performance, while the remaining 42% is explained by other factors outside the research model. These results affirm that efforts to enhance employee performance at the Population and Civil Registration Office should be implemented in an integrated manner by strengthening competence, cultivating work ethic, and building effective teamwork

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