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The Influence of Competence and Delegation of Authority on Employee Work Effectiveness at the Government Office of Sitahuis District, Central Tapanuli Regency

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ABSTRACT

In the era of modern bureaucracy, employee work effectiveness is a crucial factor in supporting fast, accurate, and efficient public services. Sitahuis District, as the frontline of public service in Central Tapanuli Regency, faces challenges of low work effectiveness, marked by delays in task completion, suboptimal service delivery, and lack of employee initiative. The main factors contributing to this condition are insufficient employee competence and a centralized delegation of authority that remains heavily dependent on the leadership. This study employs a quantitative approach using survey methods through questionnaires distributed to employees of the Sitahuis District Government Office. Data were analyzed using regression tests to examine the influence of competence and delegation of authority on employee work effectiveness. The results reveal that both competence and delegation of authority significantly affect work effectiveness, either partially or simultaneously. Descriptive analysis further indicates that both variables fall into the "good" category, although their implementation in daily practice has not yet reached optimal levels. The findings highlight that improving employee competence—such as technical and administrative skills—alongside implementing a clear, proportional, and accountable delegation of authority, can enhance productivity and service quality. This study is expected to provide theoretical contributions to the development of human resource management and practical recommendations for district-level leaders to improve employee effectiveness through targeted competence development programs and proper authority delegation mechanisms

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INTRODUCTION

In the era of modern bureaucracy that demands fast, accurate, and efficient public services, employee work effectiveness has become a crucial element that must be prioritized in government management, particularly at the sub-district level as the frontline of community services. Sitahuis Sub-district, as part of the governmental structure of Central Tapanuli Regency, holds significant responsibility in delivering public services and administrative governance directly to the community.

Employee competence, which includes knowledge, skills, and work attitudes, serves as the fundamental basis for carrying out duties and responsibilities. Employees who lack adequate competence will face difficulties in achieving work targets efficiently and accountably. On the other hand, improper or disproportionate delegation of authority can lead to excessive dependence on superiors, slow decision-making processes, and reduced sense of responsibility among operational staff.

In practice, not all authority held by leaders should be exercised solely by them, considering the large volume of tasks that must be completed. A leader entrusted with authority may not be able to manage all emerging problems independently. Therefore, leaders must delegate part of their authority to capable and competent staff members who are able to carry out the delegated tasks effectively.

The rapid advancement of science and technology today has made it easier for individuals to perform various tasks; however, not all knowledge and technologies can be utilized simultaneously due to potential distortions, such as time, space, and capability constraints. This is where the core issue lies: delegation of authority must be implemented while still ensuring accountability from those receiving the delegated tasks, and leaders, as the ultimate persons in charge, must remain accountable to those who grant them authority.

The delegation of authority, as described above, must be assigned appropriately to individuals who possess the necessary capabilities and must be granted proportionally. Competence in the workplace has become an organizational demand, as competition across various sectors of organizational life has grown

increasingly intense and complex. Therefore, competence has become a key factor in achieving competitive advantage.

However, field realities reveal persistent challenges related to employee work effectiveness. Public service performance is frequently criticized due to slow service processes, lack of initiative in completing tasks, and insufficient responsibility in executing duties. Furthermore, overly centralized bureaucratic patterns and limited delegation of authority from superiors to subordinates often result in excessive dependence, leading to low productivity and operational inefficiency.

One of the fundamental causes of these issues is the low level of employee competence. Many employees have not been adequately equipped with the technical knowledge, administrative skills, and work attitudes required by their roles. Training and employee development programs are often not continuous and are not based on objective needs assessments. This situation creates an imbalance between the workload assigned and the individual capacity to complete it.

In addition, delegation of authority remains a significant issue. In many cases, superiors are reluctant to delegate tasks due to lack of trust or fear of procedural errors. On the other hand, subordinates often feel unprepared or lack confidence in assuming greater responsibilities. As a result, decision-making processes become slow, coordination is hindered, and overall work effectiveness declines.

Employee work effectiveness itself is an important indicator that reflects the extent to which organizational goals are achieved through efficient, timely, and high-quality task execution. Without adequate competence and clear, structured delegation of authority, work effectiveness will be difficult to attain and may even lead to stagnation in public services.

At the Sitahuis Sub-district Government Office, the researcher found that employee work effectiveness remains relatively low. This is evidenced by delays in task completion, suboptimal public services, and a lack of initiative among employees. Work effectiveness has not been fully achieved, as indicated by low productivity levels, unsatisfactory public service quality, and suboptimal utilization of working time by some employees.

The hypotheses of this study are as follows:

1. Hypothesis 1 (H1): There is a significant effect of competence on employee work effectiveness at the Sitahuis Sub-district Government Office, Central Tapanuli Regency.
2. Hypothesis 2 (H2): There is a significant effect of delegation of authority on employee work effectiveness at the Sitahuis Sub-district Government Office, Central Tapanuli Regency.
3. Hypothesis 3 (H3): There is a simultaneous significant effect of competence and delegation of authority on employee work effectiveness at the Sitahuis Sub-district Government Office, Central Tapanuli Regency.

METHODS

This study employed a quantitative approach with an associative research design. Quantitative research aims to measure and analyze relationships among variables in numerical form using statistical analysis tools. In this study, the independent variables were competence (X1) and delegation of authority (X2), while the dependent variable was employee work effectiveness (Y). Thus, the study sought to statistically examine and analyze the extent to which competence and delegation of authority, both partially and simultaneously, influence employee work effectiveness at the Sitahuis Sub-district Government Office, Central Tapanuli Regency.

The research was conducted at the Sitahuis Sub-district Government Office, located at Jl. Sibolga–Tarutung No. 24, from May 2025 to July 2025. During this period, the researcher collected data through questionnaires, observations, and interviews to support the completeness of the research data.

The population of this study consisted of all 31 employees within the Sitahuis Sub-district Government, including 14 civil servants, 5 honorary staff, 10 village heads, and 2 urban village officials. Referring to Arikunto (2012:104), if the population is fewer than 100 individuals, the entire population should be used as the sample. Since the population in this study was less than 100, all 31 employees were included as respondents. Therefore, this study applied a census technique, in which the entire population was used as the unit of observation without sampling.

The study primarily utilized primary and quantitative data. Primary data were obtained directly from respondents through questionnaires distributed to employees of the Sitahuis Sub-district Government Office.

The questionnaire was designed to measure competence, delegation of authority, and work effectiveness using a five-point Likert scale. Quantitative data were used to statistically measure the relationships among variables, and the responses were analyzed using statistical software to determine the influence of competence and delegation of authority on employee work effectiveness.

In addition to primary data, secondary data were collected from supporting documents such as organizational structure records, annual reports, scientific journals, literature, and other relevant references. These data were used to complement and strengthen the analysis of the research problem.

The data collection techniques used in this study included: (1) questionnaires as the main instrument, distributed to employees and developed based on the indicators of each research variable; (2) documentation study, involving the review of relevant documents such as organizational structures, employee data, and activity reports; (3) structured observation, conducted using an observation sheet to directly examine events, behaviors, and activities at the research site in order to confirm questionnaire and interview findings; and (4) interviews conducted directly with all research respondents to obtain additional primary data.

The independent variables (X1 and X2) were competence and delegation of authority, which were assumed to influence other variables. The dependent variable (Y) was employee work effectiveness, which was presumed to be affected by the independent variables.

The data analysis technique applied in this study was quantitative statistical analysis aimed at testing the relationship and influence of competence and delegation of authority on employee work effectiveness. The analysis was conducted using statistical software such as SPSS (Statistical Package for the Social Sciences).

RESULTS AND DISCUSSION

Results

Respondent identity data include the distribution of respondents based on age, employment status, education, and years of service.

Table 1. Frequency and Percentage Distribution of Respondents by Age

No	Age (Years)	Civil Servants (ASN)		Village Heads / Honorary Staff	
		Number	Percentage (%)	Number	Percentage (%)
1	18 – 30	5	16,1	4	12,9
2	31 – 40	5	16,1	7	22,8
3	41 – 50	2	6,5	4	12,9
4	51 – 58	2	6,5	2	6,4
Total		**14**	**45,2**	**17**	**54,8**

Based on the research findings, the distribution of respondents by age shows that among civil servants (ASN), 5 respondents (16.1%) were aged 18–30 years, 5 respondents (16.1%) were aged 31–40 years, 2 respondents (6.5%) were aged 41–50 years, and 2 respondents (6.5%) were aged 51–58 years, totaling 14 respondents (45.2%). Meanwhile, among village heads/honorary staff (Kades/Honorary), 4 respondents (12.9%) were aged 18–30 years, 7 respondents (22.8%) were aged 31–40 years, 4 respondents (12.9%) were aged 41–50 years, and 2 respondents (6.4%) were aged 51–58 years, totaling 17 respondents (54.8%). Overall, the majority of respondents were in the 31–40 year age group, particularly among village heads/honorary staff.

Table 2. Frequency and Percentage Distribution of Respondents by Gender

No	Gender	Number of Respondents	%
1	Male	23	74,19%
2	Female	8	25,80%
Total		**31**	**100 %**

Based on Table 2, it is known that out of 31 respondents, 23 respondents (74.19%) were male, which is higher than female respondents totaling 8 people (25.80%).

Table 3. Frequency and Percentage Distribution of Respondents by Education Level

NO	Education Level	Number of Respondents	%
1	Master's Degree (S-2)	1	3,22 %
2	Bachelor's Degree (S-1)	12	38,70%
3	Senior High School / Equivalent	18	58,06%
Total		**31**	**100 %**

Based on Table 3, it is known that out of 31 respondents, the majority had a Senior High School education (18 respondents or 58.06%), followed by those holding a Bachelor's degree (12 respondents or 38.70%), and 1 respondent (3.22%) holding a Master's degree.

Table 4. Validity Test Results of Research Instrument Variables

Item No	r-count	r-critical	Conclusion
Competence Variable (X1)			
P01	0,64	0,344	Valid
P02	0,57	0,344	Valid
P03	0,64	0,344	Valid
P04	0,64	0,344	Valid
P05	0,57	0,344	Valid
P06	0,64	0,344	Valid
P07	0,64	0,344	Valid
P08	0,57	0,344	Valid
P09	0,64	0,344	Valid
P10	0,64	0,344	Valid
P11	0,57	0,344	Valid
P12	0,64	0,344	Valid
P13	0,64	0,344	Valid
P14	0,57	0,344	Valid
P15	0,64	0,344	Valid
Delegation of Authority Variable (X2)			
P01	0,66	0,344	Valid
P02	0,84	0,344	Valid
P03	0,61	0,344	Valid
P04	0,79	0,344	Valid
P05	0,75	0,344	Valid
P06	0,65	0,344	Valid
P07	0,84	0,344	Valid
P08	0,70	0,344	Valid
P09	0,66	0,344	Valid
P10	0,79	0,344	Valid
P11	0,75	0,344	Valid
P12	0,65	0,344	Valid
P13	0,84	0,344	Valid
P14	0,70	0,344	Valid
P15	0,66	0,344	Valid
Work Effectiveness Variable (Y)			
P01	0,49	0,344	Valid
P02	0,77	0,344	Valid
P03	0,75	0,344	Valid
P04	0,77	0,344	Valid
P05	0,75	0,344	Valid
P06	0,77	0,344	Valid

Item No	r-count	r-critical	Conclusion
P07	0,75	0,344	Valid
P08	0,80	0,344	Valid
P09	0,75	0,344	Valid
P10	0,77	0,344	Valid
P11	0,77	0,344	Valid
P12	0,75	0,344	Valid
P13	0,80	0,344	Valid
P14	0,75	0,344	Valid
P15	0,77	0,344	Valid

The validity test results for the Competence (X1), Delegation of Authority (X2), and Work Effectiveness (Y) variables show that all r-count values are greater than the critical value (0.344) and exceed the minimum validity threshold of 0.30. Therefore, all questionnaire items are declared valid and suitable for use in this study.

Table 5. Reliability Test Results of Research Instrument Variables

No	Variable	Cronbach's alpha	Description
1	Competence	0,88 > 0,60	Highly Reliable
2	Delegation of Authority	0,93 > 0,60	Highly Reliable
3	Work Effectiveness	0,94 > 0,60	Highly Reliable

Based on Table 5, with a significance level of 5%, the Cronbach's Alpha coefficients for all research variables are greater than 0.60. Therefore, the questionnaire instrument is considered reliable and appropriate to be distributed to respondents as a research instrument.

Descriptive Analysis of Research Variables

In this study, the descriptive analysis explains how respondents provided their responses regarding the relationship between competence and employee work effectiveness.

Table 6. Distribution of Respondents' Tabulated Responses for Competence Variable (X1)

Z	Competence (X1)															Total
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	
1	5	4	4	5	4	4	5	4	4	5	4	4	5	4	4	65
2	5	3	3	5	3	3	5	3	3	5	3	3	5	3	3	55
3	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	60
4	4	4	3	4	4	3	4	4	3	4	4	3	4	4	3	55
5	2	5	2	2	5	2	2	5	2	2	5	2	2	5	2	45
6	4	3	5	4	3	5	4	3	5	4	3	5	4	3	5	60
7	4	3	4	4	3	4	4	3	4	4	3	4	4	3	4	55
8	4	3	4	4	3	4	4	3	4	4	3	4	4	3	4	55
9	4	3	4	4	3	4	4	3	4	4	3	4	4	3	4	55
10	4	4	3	4	4	3	4	4	3	4	4	3	4	4	3	55
11	5	4	3	5	4	3	5	4	3	5	4	3	5	4	3	60
12	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	45
13	4	4	3	4	4	3	4	4	3	4	4	3	4	4	3	55
14	5	2	5	5	2	5	5	2	5	5	2	5	5	2	5	60
15	2	2	3	2	2	3	2	2	3	2	2	3	2	2	3	35
16	3	4	3	3	4	3	3	4	3	3	4	3	3	4	3	50
17	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	45
18	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	45
19	4	2	3	4	2	3	4	2	3	4	2	3	4	2	3	45
20	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	45

21	4	2	3	4	2	3	4	2	3	4	2	3	4	2	3	45
22	4	5	5	4	5	5	4	5	5	4	5	5	4	5	5	70
23	4	5	4	4	5	4	4	5	4	4	5	4	4	5	4	65
24	4	5	4	4	5	4	4	5	4	4	5	4	4	5	4	65
25	5	4	3	5	4	3	5	4	3	5	4	3	5	4	3	60
26	5	4	3	5	4	3	5	4	3	5	4	3	5	4	3	60
27	4	3	3	4	3	3	4	3	3	4	3	3	4	3	3	50
28	5	3	3	5	3	3	5	3	3	5	3	3	5	3	3	55
29	4	3	5	4	3	5	4	3	5	4	3	5	4	3	5	60
30	5	3	3	5	3	3	5	3	3	5	3	3	5	3	3	55
31	5	2	3	5	2	3	5	2	3	5	2	3	5	2	3	50
Y	**124**	**105**	**107**	**124**	**105**	**107**	**124**	**105**	**107**	**124**	**105**	**107**	**124**	**105**	**107**	**1680**

Table 7. Distribution of Respondents' Tabulated Responses for Variable X2 (Delegation of Authority)

Z	**Delegation of Authority (X2)**															**Total**
	1	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**10**	**11**	**12**	**13**	**14**	**15**	
1	4	4	4	4	3	4	4	3	4	4	3	4	4	3	4	56
2	3	3	3	3	4	4	3	4	4	3	4	4	3	4	4	53
3	3	4	3	4	4	3	4	4	3	4	4	3	4	4	3	54
4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	60
5	3	4	3	5	4	3	4	4	3	5	4	3	4	4	3	56
6	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	60
7	4	3	4	3	3	4	3	3	4	3	3	4	3	3	4	51
8	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	45
9	3	4	3	4	4	3	4	4	3	4	4	3	4	4	3	54
10	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	60
11	4	4	4	5	4	4	4	4	4	5	4	4	4	4	4	62
12	4	4	4	4	4	5	4	2	4	4	4	5	4	2	4	58
13	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	60
14	4	3	4	3	3	4	3	3	4	3	3	4	3	3	4	51
15	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	45
16	3	2	3	2	2	3	2	2	3	2	2	3	2	2	3	36
17	4	3	4	3	3	4	3	3	4	3	3	4	3	3	4	51
18	5	3	5	3	3	5	3	3	5	3	3	5	3	3	5	57
19	4	3	4	3	3	4	3	3	4	3	3	4	3	3	4	51
20	2	3	2	3	3	2	3	3	2	3	3	2	3	3	2	39
21	4	5	4	5	5	4	5	5	4	5	5	4	5	5	4	69
22	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	60
23	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	60
24	3	4	3	4	4	3	4	4	3	4	4	3	4	4	3	54
25	4	4	2	4	2	4	4	4	4	4	2	4	4	4	4	54
26	4	3	4	3	3	4	3	3	4	3	3	4	3	3	4	51
27	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	45
28	5	4	5	4	4	5	4	4	5	4	4	5	4	4	5	66
29	3	4	3	4	4	3	4	4	3	4	4	3	4	4	3	54
30	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	60
31	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	60
Total	**114**	**112**	**112**	**114**	**110**	**116**	**112**	**110**	**115**	**114**	**110**	**116**	**112**	**110**	**115**	**1692**

Table 8. Distribution of Respondents' Tabulated Responses for Variable Y

Z	**(Work Effectivenes (Y)**															
	1	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**10**	**11**	**12**	**13**	**14**	**15**	**Total**
1	4	4	3	4	3	4	3	4	3	4	4	3	4	3	4	54

2	4	3	4	3	4	3	4	3	4	3	3	4	3	4	3	52
3	3	4	3	4	3	4	3	4	3	4	4	3	4	3	4	53
4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	60
5	3	4	4	4	4	4	4	4	4	4	4	4	4	4	4	59
6	4	5	5	5	5	5	5	5	5	5	5	5	5	5	5	74
7	4	3	3	3	3	3	3	3	3	3	3	3	3	3	3	46
8	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	45
9	3	3	2	3	2	3	2	3	2	3	3	2	3	2	3	39
10	4	4	2	4	2	4	2	4	2	4	4	2	4	2	4	48
11	4	4	5	4	5	4	5	4	5	4	4	5	4	5	4	66
12	3	4	4	4	4	4	4	4	4	4	4	4	4	4	4	59
13	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	60
14	4	5	4	5	4	5	4	5	4	5	5	4	5	4	5	68
15	3	5	3	5	3	5	3	5	3	5	5	3	5	3	5	61
16	3	3	4	3	4	3	4	3	4	3	3	4	3	4	3	51
17	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	60
18	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	60
19	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	60
20	4	4	5	4	5	4	5	4	5	4	4	5	4	5	4	66
21	4	4	5	4	5	4	5	4	5	4	4	5	4	5	4	66
22	4	4	2	4	2	4	2	4	2	4	4	2	4	2	4	48
23	4	4	3	4	3	4	3	4	3	4	4	3	4	3	4	54
24	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	45
25	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	45
26	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	60
27	4	5	4	5	4	5	4	5	4	5	5	4	5	4	5	68
28	4	5	3	5	3	5	3	5	3	5	5	3	5	3	5	62
29	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	60
30	4	3	4	3	4	3	4	3	4	3	3	4	3	4	3	52
31	3	2	4	2	4	2	4	3	4	4	2	4	3	4	4	49
Total	114	119	113	119	113	119	113	120	113	121	119	113	120	113	121	1750

To ensure that the multiple linear regression model qualifies as a good model in accordance with the BLUE (Best Linear Unbiased Estimator) criteria, several classical assumption requirements must be satisfied.

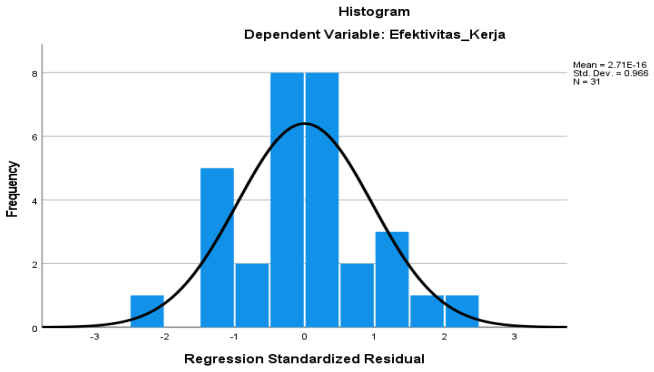

Figure 1. Normality Histogram Test

Based on the graph above, it can be concluded that the data are normally distributed because the histogram shows a normal distribution pattern. Therefore, the regression model meets the normality assumption. Conversely, if the data points spread far from the diagonal line and/or do not follow the direction of the diagonal line, or if the histogram does not display a normal distribution pattern (either skewed to the right or skewed to the left), then the normality assumption would not be satisfied. Thus, it can be stated that the residual data are normally distributed.

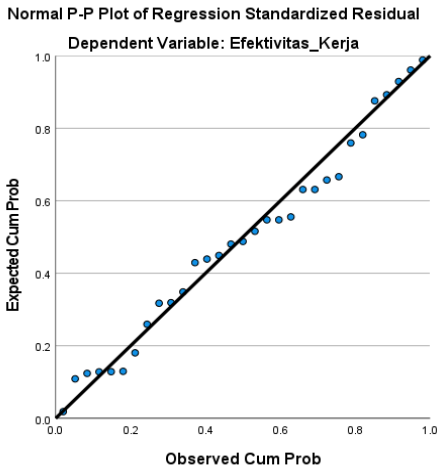

Figure 2. Normality Graph Test

Based on Figure 2, it can be observed that the data points are distributed around and follow the direction of the diagonal line, indicating that the standardized residual values are normally distributed. Therefore, the regression model for the first hypothesis satisfies the normality assumption. In other words, the regression equation model in this study has met the normality requirement.

The result of the Kolmogorov–Smirnov test shows a significance value of 0.557 > 0.05. This means that the residual data are normally distributed, and the regression model meets the normality assumption.

Table 9. Multicollinearity Test Results

Model	Variable	Collinearity Statistics	
		Tolerance	VIF
1	Competence	0.922	1.085
	Delegation of Authority	0.922	1.085

The tolerance values for the competence and delegation of authority variables are 0.922, indicating that the tolerance values for all research variables are greater than 0.10 (Tolerance > 0.10). The Variance Inflation Factor (VIF) values for both competence and delegation of authority are 1.085, meaning that the VIF values for all research variables are less than 10 (VIF < 10). Therefore, it can be concluded that the regression model is free from multicollinearity assumptions.

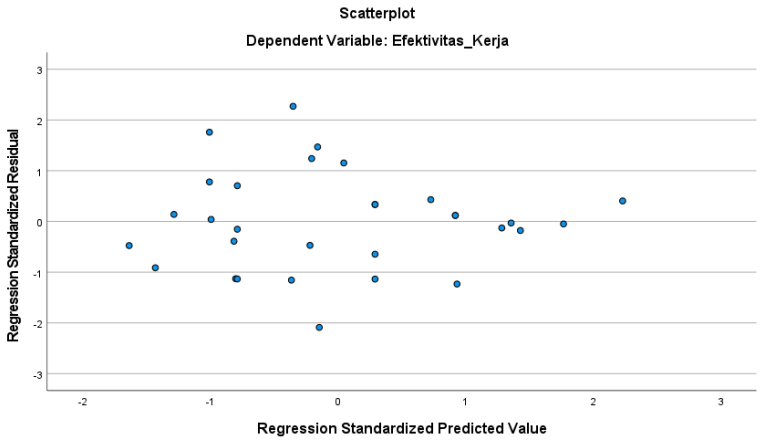

Figure 3. Heteroscedasticity Test

Based on Figure 3 above, it can be seen that the points are randomly distributed and spread both above and below the value of 0 on the Y-axis. This indicates that there is no heteroscedasticity in the regression model, meaning that the regression model is appropriate for use. Furthermore, a statistical test was conducted to ensure the accuracy of the results. The statistical test used to detect the presence or absence of heteroscedasticity was the Glejser test.

The results show that the competence and delegation of authority variables do not have a statistically significant effect on the dependent variable (work effectiveness) in the Glejser test, where the significance values for competence (0.79) and delegation of authority (0.349) are above the 5% significance level (0.05). Therefore, it can be concluded that the regression model does not indicate the presence of heteroscedasticity.

Table 10. Coefficient of Determination (R^2) Test Results

Model Summary[b]				
Model	**R**	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**
1	0.334	0.648	0.684	8.161

a. Predictors: (Constant), Delegation_of_Authority, Competence
b. Dependent Variable: Work_Effectiveness

Based on the data in Table 10, the coefficient of determination shows that the independent variables simultaneously influence the dependent variable by 68%. This means that 68% of the variation in the dependent variable (work effectiveness) is explained by the independent variables (competence and delegation of authority), while the remaining 32% is influenced by other variables not examined in this study.

Table 11. F-Test Results (Simultaneous Test)

Model	Source of Variation	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	234.846	2	117.423	5.763	0.001[b]
	Residual	1864.832	28	66.601		
	Total	2099.677	30			

The F significance value is 0.000, where α is smaller than 5% or 0.05. Since the significance value of 0.000 < 0.05, H_0 is rejected. Thus, it can be concluded that there is a linear relationship between competence (X1) and delegation of authority (X2) on work effectiveness. The ANOVA test results show that the calculated F-value (Fcount) is 5.76, with degrees of freedom (df) for regression equal to 2 and df for residual equal to 32. Based on this, the F-table value at the 5% significance level (α = 0.05) is 3.28. Therefore, it can be concluded that competence and delegation of authority simultaneously have a positive effect on work effectiveness at the Sitahuis Sub-district Government Office, Central Tapanuli Regency.

Table 12. t-Test Results (Partial Test)

Model	Variable	Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	64.804	13.521	–	4.793	.008
	Competence	.359	.197	.338	3.820	.000
	Delegation of Authority	.204	.214	.177	4.953	.003

Based on Table 12, the results can be explained as follows:

1. The t-value for the competence variable (3.820) is greater than the t-table value (2.04), or the significance value (0.000) is smaller than alpha (0.05). Based on these results, H_1 is accepted for the competence variable. Thus, partially, competence has a significant positive effect on work effectiveness at the Sitahuis Sub-district Government Office, Central Tapanuli Regency.
2. The t-value for the delegation of authority variable (4.95) is greater than the t-table value (2.02), or the significance value (0.03) is smaller than alpha (0.05). Based on these findings, H_0 is rejected and H_1 is accepted for the delegation of authority variable. Therefore, partially, delegation of authority has a

significant positive effect on work effectiveness at the Sitahuis Sub-district Government Office, Central Tapanuli Regency.

After determining the coefficient of determination, simultaneous test, and partial test, the multiple linear regression equation in this study is:

$$\mathbf{Y = 64.8 + 0.361X_1 + 0.366X_2}$$

From this equation, the constant value of 64.8 indicates that if competence (X_1) and delegation of authority (X_2) are equal to zero, the work effectiveness value remains 64.8. The regression coefficient for competence (X_1) is positive (0.361), indicating that competence has a positive and direct relationship with work effectiveness. In other words, higher competence leads to increased work effectiveness at the Sitahuis Sub-district Government Office.

Similarly, the regression coefficient for delegation of authority (X_2) is positive (0.366), showing that delegation of authority also has a positive and direct effect on work effectiveness. If employees are consistently involved and entrusted in various aspects of the work process, work effectiveness at the Sitahuis Sub-district Government Office will improve.

Discussion

The Effect of Competence on Work Effectiveness

Based on the partial hypothesis testing, competence has a significant effect on work effectiveness, where the t-value for the competence variable (3.82) is greater than the t-table value (2.04), or the significance value (0.00) is smaller than alpha (0.05).

Descriptive analysis shows that the frequency of respondents' answers for all items regarding competence falls into the high category. The average index value obtained is 3.61, which is considered good. This indicates that employees at the Sitahuis Sub-district Government Office, Central Tapanuli Regency, generally carry out their main duties and functions related to competence, although its implementation in daily activities is still not fully optimal.

Based on the partial hypothesis test (t-test), the competence variable has a significant effect on work effectiveness, evidenced by a t-count value of 2.652, which is higher than the t-table value of 2.028, and a significance value of 0.008, which is smaller than $\alpha = 0.05$. These findings indicate that good competence positively contributes to increasing work effectiveness.

This result aligns with human resource management theory, which states that competence helps employees maximize their potential, enhance skills, and foster work motivation, ultimately improving overall performance. A structured competence program provides opportunities for employees to expand their abilities, receive promotions, and gain greater delegation of authority.

Descriptive analysis also shows that respondents' perception of competence is in the good category, with an average index value of 3.82. This reflects that employees perceive competence-related activities at the Sitahuis Sub-district Government Office as well-implemented. However, it is still found that the application of competence in daily activities has not been fully optimal, leaving room for further improvement in work effectiveness through program optimization.

Overall, the findings indicate that employees at the Sitahuis Sub-district Government Office already possess fairly good competence, but further reinforcement is needed to ensure more consistent and effective application in daily work.

The Effect of Delegation of Authority on Work Effectiveness

Based on the results of the partial hypothesis test (t-test), the delegation of authority variable has a significant effect on work effectiveness. This is evidenced by a t-value of 4.95, which is greater than the t-table value of 2.04, and a significance value of 0.000, which is smaller than the significance level $\alpha = 0.05$. These findings indicate that the higher the delegation of authority given to employees, the higher the work effectiveness they achieve.

Based on the questionnaire data analysis, the delegation of authority variable was measured using several indicators, including clarity of task assignment, provision of responsibility, authority in decision-making, trust from supervisors, and support in task execution.

The calculation results show that the average index score for delegation of authority falls into the good category (e.g., average = 3.75 on a Likert scale of 1–5). Most respondents agreed with the statement items, indicating that employees at the Sitahuis Sub-district Government Office, Central Tapanuli Regency:

a. Receive clear tasks and responsibilities from their supervisors.
b. Are trusted to make decisions within their authority limits.
c. Receive guidance and direction while exercising their authority.
d. Feel involved in the work process, which increases motivation.

However, a small portion of respondents indicated that delegation is not yet optimal for strategic tasks. This suggests that there is still room for improvement in the equitable distribution of authority within the office.

The Effect of Competence and Delegation of Authority on Work Effectiveness

Based on the descriptive analysis, the distribution of respondents' answers shows that for the Competence variable, the average index score is 3.61, which falls into the good category. This indicates that employees at the Sitahuis Sub-district Government Office generally perform their main duties and functions according to their competence, although its application in daily activities is not yet fully optimal.

For the Delegation of Authority variable, the descriptive analysis also shows scores in the good category, indicating that the mechanism of task and responsibility delegation from supervisors to subordinates is already functioning effectively, although there is still room for improvement, particularly in the clarity of instructions and authority.

The Work Effectiveness variable shows high scores, meaning that employees are able to perform their tasks well in accordance with established targets and standards. Based on the comparison of Standardized Coefficient Beta values, competence (0.338) has a greater effect on work effectiveness than delegation of authority (0.177). This indicates that while delegation of authority is important, employee competence is the key factor in determining successful task performance.

This interpretation aligns with Rivai (2015), who emphasizes that competence is the fundamental capital that determines employees' ability to utilize the authority given. Without adequate competence, delegation of authority will not yield optimal results, as employees may be unable to execute tasks according to the expected standards.

CONCLUSION

Based on the results of the research and discussion, it can be concluded that competence has a positive and significant effect on employee work effectiveness, where the higher the level of competence possessed by employees—in terms of knowledge, skills, and attitude—the more effective their performance. Furthermore, delegation of authority is also proven to have a positive and significant effect on work effectiveness, as clear and structured delegation, accompanied by trust from supervisors, can enhance employees' sense of responsibility and motivation. Among the two independent variables, competence is the most dominant factor influencing work effectiveness, as indicated by the highest Standardized Coefficient Beta compared to delegation of authority. The simultaneous test (ANOVA) shows that competence and delegation of authority together have a significant effect on employee work effectiveness, with a coefficient of determination (R^2) of 0.648, meaning that 64.8% of the variation in work effectiveness can be explained by these two variables, while the remaining 35.2% is influenced by other factors beyond the scope of this study.

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