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Competence, Work Discipline, and Work Facilities Contribute to Improving Employee Performance

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ABSTRACT

In the increasingly modern era of globalization, companies must compete fiercely to maintain their existence and achieve success. The realization of success is certainly not without various challenges, one of which relates to employee performance. This is often influenced by competence, work discipline, and workplace facilities. This research aims to determine the influence of competence, work discipline, and work facilities on the performance of production employees at PT. Romi Violeta Sidoarjo. The population and sample consisted of 38 employees. Data collection was conducted through a questionnaire, which was then processed using SmartPLS. The results indicate that competence, work discipline, and work facilities have a positive effect on employee performance. The higher the competence of the employees, the better their performance. Furthermore, the greater the discipline applied by employees, the higher their performance will be. Similarly, the more available and adequate the work facilities are to support their tasks, the faster the performance process will be.

INTRODUCTION

1.1 Research Background

Human resources are a key component with significant potential in carrying out organizational activities, making them the driving force behind all operations within a company, including production, sales, finance, marketing, and the future success of the organization. [1] Success is marked by a company's ability to manage its human resources effectively and efficiently. This is because the company depends on the capacity of its workers [2]. The success and sustainability of an organization are closely linked to the roles and performance of employees based on the quality of work they produce. Therefore, achieving success is certainly influenced by employee performance.

Employee performance is the actual behavior related to work results in the company, with each employee achieving different outcomes compared to their peers [3]. Performance is the result

of employees, either individually or in groups, in achieving the vision, mission, and objectives of the organization. Understanding the importance of human resources and realizing an effective performance system requires efficiency, effectiveness, and high quality. Conversely, if a company fails to manage these aspects well, it will show declining performance. This, in turn, affects the overall system of the company, necessitating efforts to improve performance. Such efforts will enable an increase in employee performance, ensuring that employees take full responsibility for their assigned tasks in achieving the company's goals.

PT Romi Violeta Sidoarjo is a leading manufacturing company and exporter of furniture that produces quality furnishings for the global market. The company specializes in indoor furniture made from wood and rattan, primarily targeting the United States and European markets. It not only offers a diverse range of products and services but also strives to provide personalized services to gain a competitive advantage and expand its market. However, in meeting market demand, the company



sometimes encounters challenges. Initial observations revealed significant declines in production output. Over the past three years, the company has struggled to meet its targets. This decline is attributed to insufficient competence, low levels of discipline, and inadequate work facilities.

From the interview with the head of the human resources department, it was conveyed that the issues related to competence at PT Romi Violeta Sidoarjo involve several senior-level employees in the production division, specifically in wood processing. These employees, who play a crucial role in the production process, are less responsive to the use of technology, particularly with CNC machines, which not all employees can operate. Given the responsibilities assigned to production staff, the company expects its employees to possess the appropriate competencies in their field. According to research conducted [4] competence has a positive and significant impact on employee performance.

The high levels of employee absenteeism and tardiness also hinder the company from achieving its objectives. The rates of absenteeism and lateness in daily work are relatively high, affecting the company's ability to meet its goals. Employees tend to arrive after the designated working hours, and some frequently miss work for various reasons such as leave, illness, family events, and others. This leads to tasks being neglected and not completed on time. According to research conducted [5], work discipline has a positive impact on employee performance.

Furthermore, there are issues related to work facilities that are considered inadequate. Some production machinery is of poor quality due to its old age. This aging equipment affects performance, causing the machines to not operate optimally, which impacts production output. Additionally, the company is still using old computer systems, which affects the efficiency of work. These problems related to work facilities hinder employees in fulfilling their responsibilities, potentially leading to a decline in work quality that affects the company's performance. This is supported by research conducted [6] which emphasizes that work facilities have a positive and significant impact on employee performance.

Based on the background above, the researcher wants to examine the influence of competence, work discipline, and work facilities on employee performance.

1.2 Literature Review

1.2.1 Employee performance

Performance can be defined as both efficiency and work results, but it can also be understood more broadly as a process of working. Employee performance is the output achieved by an individual in fulfilling their responsibilities by carrying out their functions according to the assigned tasks, successfully in both quality and quantity. Employee performance can be assessed through aspects of quality, quantity, time, and teamwork [7] [8]. Performance is the output produced by individuals or groups within an organization based on authority and responsibility as part of organizational goals [9].

Ref. [2] Divides performance measurement tools into several categories: (a) Work Quantity; (b) Work Quality; (c) Knowledge; (d) Creativity; (e) Cooperation; (f) Independence; (g) Initiative; (h) Reliability. Bernardin and Russel (in Budiasa, 2021) also categorize indicators that can be used as benchmarks for employee performance: (a) Quality; (b) Quantity; (c) Timeliness; (d) Effectiveness; (e) Supervision; (f) Employee Relationships.

1.2.2 Competence

Competence can be understood as the ability of employees to apply their skills in the workplace. [10] Competence is an essential element in an organization, serving as the foundation for an individual's ability to meet work standards, reflecting attitudes and behaviors that may not be possessed by others.

With the tight industrial competition, many companies pay attention to the competence levels of their employees to maintain their existence. Competence can be measured using the following indicators: (a) Attitude; (b) Skills; and (c) Knowledge [11]. Meanwhile, also categorizes competence indicators as follows: (a) Work Quantity; (b) Work Quality; (c) Knowledge; (d) Creativity; (e) Cooperation; (f) Independence; (g) Initiative; (h) Reliability [12]. Indicators that can be used as benchmarks for employee performance: (a) Knowledge awareness in the cognitive realm; (b) Understanding cognitive and emotional depth; (c) Values and behavioral standards believed to be embedded within; (d) Attitude; (e) Interest and tendencies in performing tasks [2].

1.2.3 Work Discipline

Work discipline is the attitude of employees to comply with and adhere to workplace policies based on awareness rather than coercion, enabling them to improve themselves for the better. Orderliness and smooth operations in a company, it not only achieve optimal results but also create a pleasant work atmosphere [13].

Indicators for measuring work discipline can be assessed in various ways as follows: (a) Attendance rate; (b) Work procedures; (c) Compliance with supervisors; (d) Awareness of work; and (e) Responsibility [14]. Indicators for measuring employee work discipline, include (a) Attendance; (b) Compliance; (c) Adherence to work standards; (d) High level of vigilance; and (e) Ethical work practices [15].

1.2.4 Work Facilities

Work facilities are the resources and infrastructure provided by the company to support employees in performing their tasks, thereby facilitating the execution of their duties and positively impacting performance improvement. Work facilities are indeed one of the supporting factors for the smooth functioning of an organization in achieving success [16].

The indicators are as follows: (a) Work tools; (b) Work equipment; and (c) Social facilities [17]. Meanwhile, [18] also categorizes work facility indicators as (a) Meeting needs; (b) Equipment and supplies; (c) Easy to use; and (d) Accelerating the work process.

1.3 Conceptual Research

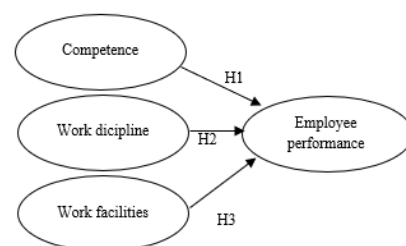


Fig. 1. Conceptual Research

1.4 Hypothesis

- H1: Competence has a positive influence on the performance of production employees at PT. Romi Violeta Sidoarjo.
- H2: Work discipline has a positive influence on the performance of production employees at PT. Romi Violeta Sidoarjo.
- H3: Work facilities have a positive influence on the performance of production employees at PT. Romi Violeta Sidoarjo.

2 RESEARCH METHODS

In this study, a quantitative approach was used. Data sources were obtained directly through the distribution of questionnaires to production employees at PT. Romi Violeta Sidoarjo. The questionnaire employed a weighting scale of 1 to 5 (from strongly disagree to agree). The data were processed using Smart PLS (Partial Least Square) for validity, reliability, and hypothesis testing.

2.1 Population and Sample

2.1.1 Population

Population is a general area consisting of objects or subjects whose specific characteristics are determined by the researcher, and intended for study and conclusions [19]. Meanwhile, defines population as the extent to which generalizations can be measured, including specific entities or subjects that will be studied and drawn conclusions [20]. In this research, the population has been categorized as all production employees, comprising 38 employees from three divisions: CPP (Central Park Preparation), Wood Process, and Painting and Packing.

2.1.2 Sample

A sample is a small part of the quantity and characteristics of a population. If a researcher is unable to study the entire population due to its large size and limited time and resources, they can use a representative sample from the population [19]. In this research, the population has been categorized within the production division, totalling 38 employees. This number of employees serves as the sample, and the technique used is saturated sampling. Saturated sampling is a determination technique that involves taking all members of the population as respondents [21].

3 RESULTS AND DISCUSSION

3.1 Characteristics of Respondents

The respondents in this study are classified based on several characteristics such as work unit, gender, age, and length of employment. The majority of respondents are from the wood processing unit, totalling 16 employees or 42%, with most respondents being male, accounting for 36 employees or 95%. A large portion of the production employees, totalling 21 employees or 55%, are aged between 31 and 40 years, indicating that the employees are still of productive working age and capable of meeting their work targets. Meanwhile, the majority of respondents, totalling 18 employees or 47%, have worked for more than six years.

3.2 Description Variable

Employee perceptions regarding competence fall into the high category, with an average score of 4. Most employees feel they have carried out their responsibilities diligently. Furthermore, employees agree that skills are necessary for optimal task execution. Additionally, they express confidence in their knowledge and understanding of the tasks assigned by the company. Based on this, employees demonstrate a high level of competence, with the highest average factor being skills at 3.50.

Employee perceptions regarding work discipline fall into the high category, with an average score of 3. Most employees feel they are always on time before working hours and comply with company policies. Additionally, the majority of respondents claim they can complete their tasks and responsibilities diligently. Thus, employees exhibit a high level of work discipline, with the highest average factor being responsibility at 3.16.

Employee perception regarding work facilities falls into a low category, with an average score of 2. The majority of respondents reported being unable to complete tasks without the availability of work equipment. Most respondents believe they cannot improve work quality without complete work facilities. Additionally, many respondents stated that they cannot expedite work processes due to poorly functioning facilities. Thus, work facilities are rated with the highest average factor being work equipment at 2.92.

The perception of employees regarding their performance falls into the high criteria category, with an average score of 3. Most respondents reported that they could complete tasks according to the targets set by the company. The majority believe they have finished their work within the designated time. Additionally, most respondents agree that they have been able to utilize the available company resources effectively as a determinant of performance success. Therefore, employee performance is characterized by a high average factor, with timeliness being the highest at 3.34.

3.2 Interpretation data

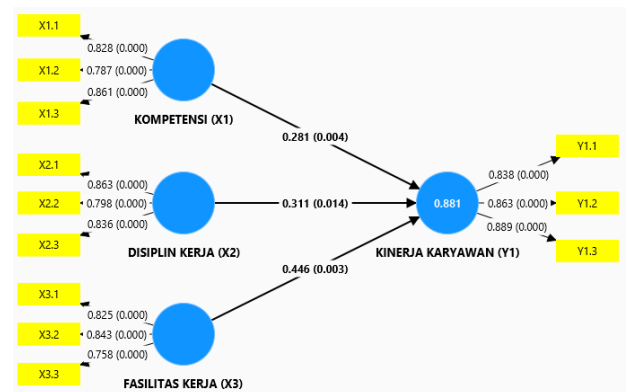


Fig. 2. Outer models and Inner models

Based on the PLS output, the factor loading values for each indicator are shown by arrows connecting the construct to its indicators. Factor loading is the value that indicates a question related to the indicator measuring that construct [22]. For the competence indicator, the highest factor loading value is for knowledge, with a contribution value of 0.861. This means that production employees at PT Romi Violeta Sidoarjo consider knowledge to be the strongest measure of competence. Meanwhile, the factor loading value for the work discipline indicator is attendance, at 0.863. For employees, attendance is the strongest measure of work discipline. Next, the work facilities indicator has the highest factor loading value of 0.843. Similarly, the employee performance indicator with the highest factor loading value of 0.889 is related to effectiveness. With effectiveness, employees can utilize the company's resources maximally, resulting in optimal performance outcomes.

Table 1. Average Variance Extracted (AVE)

	Average Variance Extracted (AVE)
Competence (X1)	0.683
Work discipline (X2)	0.694
Work facilities (X3)	0.655
Employee performance (Y)	0.746

Source: processed by the author, 2024

The Average Variance Extracted (AVE) values for all variables are greater than 0.50. Therefore, it is stated that each variable has good validity. Meanwhile, the composite reliability values are

greater than 0.70. Thus, it can be concluded that the constructs have been measured consistently by their indicators.

Table 1. Composite Reliability

	Composite Reliability
Competence (X1)	0.
Work discipline (X2)	0.
Work facilities (X3)	0.
Employee performance (Y)	0.

Source: processed by the author, 2024

The results of the composite reliability show that each construct has a composite reliability value greater than 0.70. Therefore, it can be concluded that the constructs have been measured consistently by their indicators.

Table 3. R – Square Adjusted

	R – Square Adjusted
Employee performance (Y)	0.870

Source: processed by the author, 2024

The Adjusted R Square value in this study is 0.870, which means that 87% of employee performance (Y) is influenced by competence (X1), work discipline (X2), and work facilities (X3). Furthermore, 13% of employee performance is influenced by other constructs such as work motivation, leadership style, organizational culture, job satisfaction, work environment, loyalty, organizational commitment, work targets, communication, work relationships, work climate, and career opportunities.

Table 4. Path Coefficient

	Original Sample (o)	Sample Mean (M)	Standard deviation (STDEV)	T Statistic (O/STDEV)	P Values
Competence (X1) -> Employee Performance (Y)	0.281	0.276	0.098	2.868	0.004
Work discipline (X2) -> Employee performance (Y)	0.311	0.313	0.126	2.467	0.014
Work facilities (X3) -> Employee performance (Y)	0.446	0.446	0.149	2.990	0.003

Source: processed by the author, 2024

Below are the results of the hypothesis testing conducted in this research using the inner model:

H1: Competence positively affects employee performance, which is accepted. The obtained parameter coefficient is 0.04 < 0.05 and the T-statistics value is 2.868 > 1.96. This means that competence has a positive and significant influence on employee performance.

H2: Work discipline positively affects employee performance, which is accepted. The obtained parameter coefficient is 0.014 < 0.05 and the T-statistics value is 2.467 > 1.96. This means that work discipline has a positive and significant influence on employee performance.

H3: Work facilities positively affect employee performance, which is accepted. The obtained parameter coefficient is 0.003 < 0.05 and the T-statistics value is 2.990 > 1.96. This means that work facilities have a positive and significant influence on employee performance.

3.3 Influence Of Competence On Employee Performance

Based on this research, the main factor contributing to employee performance is knowledge. Employees with good knowledge are manifested when they follow all instructions from the company to enhance their competencies, enabling them to complete tasks effectively according to the established targets. Knowledge refers

to the ability to complete assigned tasks [23]. Competent employees are expected to accomplish these tasks [24]. This aligns with the study conducted [25], which states that competence contributes to employee performance. Therefore, the success of the company can be achieved more easily. Conversely, suggests that if the level of employee competence decreases, it tends to result in low-performance quality [26].

3.4 Influence of work discipline on employee performance

Based on the research findings, the strongest factor of work discipline that contributes to employee performance is attendance. Having employees who arrive on time enhances overall work effectiveness. Work discipline is a way for employees to adhere to organizational guidelines while performing their tasks [27]. Employees with good work discipline will accelerate the company's achievements. Conversely, employees who lack discipline may lead to unfinished tasks and delays, impacting the company's goals. This aligns with the findings of [28], which emphasize that work discipline contributes to employee performance. Having good work discipline improves performance, while the absence of discipline can hinder organizational success [29].

3.5 Influence of work discipline on employee performance

based on this research, it was found that the completeness of work facilities is a key factor contributing to performance. Having comprehensive work facilities enables employees to meet their needs in fulfilling their responsibilities, thereby enhancing work quality and achieving the company's success. Work facilities significantly impact employee performance because good equipment facilitates work activities and improves effectiveness and efficiency by established work standards [30]. Similarly, findings from [6] argue that work facilities contribute to employee performance. In this context, even if employees possess good skills and experience, as well as discipline, a lack of adequate work facilities will lead to difficulties and hinder the company's achievements.

4 CONCLUSION

From the data analysis using Smart PLS, it was found that: (1) Competence has an impact on employee performance at PT. Romi Violeta Sidoarjo. The higher or lower the competence, the higher or lower the employee performance; (2) Work discipline has an impact on employee performance at PT. Romi Violeta Sidoarjo. The higher the work discipline, the better the employee performance. 3. Work facilities have an impact on employee performance at PT. Romi Violeta Sidoarjo. The more adequate the work facilities, the higher the quality of employee performance.

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