

THE EFFECT OF WORK COMPETENCY, WORK MOTIVATION AND WORK DISCIPLINE ON WORK PERFORMANCE

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Abstrak

Penelitian ini bertujuan untuk mengetahui pengaruh kompetensi kerja, motivasi kerja dan kedisiplinan kerja terhadap prestasi kerja (studi kasus pada karyawan The Sun Hotel Madiun). Jenis penelitian yang digunakan dalam penelitian ini adalah pendekatan kuantitatif. Pada penelitian menggunakan teknis regresi linear berganda. Pengambilan sampel menggunakan teknik *Purposive Sampling*. Sampel yang digunakan sebanyak 128 responden. Berdasarkan hasil pengujian secara statistik menunjukkan bahwa secara parsial kompetensi kerja berpengaruh positif dan signifikan terhadap prestasi kerja, secara parsial motivasi kerja berpengaruh positif dan signifikan terhadap prestasi kerja dan secara parsial kedisiplinan kerja berpengaruh positif dan signifikan terhadap prestasi kerja.

Kata Kunci: Kompetensi Kerja, Motivasi Kerja, Kedisiplinan Kerja Dan Prestasi Kerja

Abstract

This study aims to determine the effect of work competence, work motivation and work discipline on work performance (case study on employees of The Sun Hotel Madiun). The type of research used in this study is a quantitative approach. In this study using multiple linear regression techniques. Sampling using Purposive Sampling technique. The sample used was 128 respondents. Based on the results of statistical testing, it shows that partially work competence has a positive and significant effect on work performance, partially work motivation has a positive and significant effect on work performance and partially work discipline has a positive and significant effect on work performance.

Keywords: *Work Competence, Work Motivation, Work Discipline and Work Performance*

A. INTRODUCTION

In the era of globalization, human resource management is not easy. The superstructure and infrastructure must be prepared to support the development of quality human resources (Mansir et al., 2021). Companies that want to remain viable and maintain a positive public image will not neglect their human resource quality development. Therefore, the role of

human resource management within an organization is significant, serving as the central manager and provider of human resources for other departments (N. S. Anggraini & Rosidin, 2021). Good employee performance can positively impact the company as a whole.

Job performance is an individual's achievement in completing their assigned tasks, based on their ability, knowledge, and perseverance (Oppong & Zhau, 2020). Job performance is crucial for every organization (Bano et al., 2022). Job performance is the quality and quantity of work an employee achieves in carrying out their duties per their assigned responsibilities (Costinot & Oskooee, 2023). Several indicators, such as work ability, time utilization, and expected results influence job performance. In this regard, many employees lack responsibility in their work. The manager of The Sun Hotel Madiun revealed that many employees at The Sun Hotel Madiun are currently losing their enthusiasm or lack motivation due to the large number of employees.

Competence is a fundamental characteristic of a person (individual) that influences how they think and act, generalizes across situations, and persists for a long time (Oppong & Zhau, 2020). Research conducted by Oppong & Zhau (2020) explains that competence positively and significantly impacts job performance. The work competencies possessed by employees at The Sun Hotel Madiun have also influenced their performance. Work competencies are the actions employees will take and the obligations they must carry out according to their responsibilities, with results commensurate with the effort put in. Work competencies can be used as an indicator of whether a job is running smoothly. Problems between employees and superiors can lead to a disregard for work attitudes.

Motivation is the process of empowering the driving force to inspire enthusiasm within an individual to work collaboratively and effectively, in an integrated manner, striving for satisfaction (Bano et al., 2022). Research conducted by [[Bano et al., 2022]] demonstrates that motivation has a positive and significant impact on employee performance (Bano et al., 2022). Motivation is crucial in employee management. Motivation is externally encouraging an individual or work group to carry out a predetermined objective. Work motivation itself is a factor that determines employee loyalty.

Work discipline is a management process implemented to strengthen all existing rules and authorities within a company (Costinot & Oskooee, 2023). Research conducted by

[[Costinot & Oskooee, 2023]] demonstrates that work discipline has a positive and significant impact on work performance. Employees who are disciplined at work will continuously improve their work performance to help achieve company goals. Therefore, work discipline can be an indicator in determining employee attitudes towards the company. Work discipline positively influences employee performance, meaning that better employee discipline leads to improved employee performance.

Work discipline has several influencing indicators, such as goals and abilities, leadership role models, rewards, fairness, and assertiveness. At The Sun Hotel Madiun, employees feel mutually disciplined in carrying out their work at The Sun Hotel Madiun. Furthermore, the working conditions at The Sun Hotel Madiun are very supportive. However, these conditions have led to a decline in employee performance at The Sun Hotel Madiun. Management at The Sun Hotel Madiun has provided employees with facilities, including guaranteed job security. Based on the explanation above, the researcher intends to conduct a study entitled "The Influence of Work Competence, Work Motivation, and Work Discipline on Work Performance (Case Study of Employees at The Sun Hotel Madiun)"

B. METHOD

The approach used in this study is quantitative. The population in this study is all employees at The Sun Hotel Madiun, with a total of 128 employees. The following is the employee population at The Sun Hotel Madiun, using saturated sampling, which is a sampling technique where all members of the population are used as samples. The sample used in this study was 128 people from the total number of employees at The Sun Hotel Madiun. This study used a Non-Probability Sampling technique, namely a sampling technique that was not selected randomly. Sampling techniques are techniques used to determine samples. Saturated samples use a relatively small population even though both use the same population for sampling (Sugiyono, 2023).

C. RESULTS AND DISCUSSIONS

Research Data Description

In this study, the data analyzed were data on work competency, work motivation, and work discipline, affecting employee performance at The Sun Hotel Madiun. The respondents selected for this study were 128 of the total number of employees at The Sun Hotel Madiun. In this study, the instrument used was a previously validated questionnaire.

Validity Test

The validity test was conducted by comparing the calculated r value with the r table value. If the calculated r value is greater than the r table and the r value is positive, then the item, statement, or indicator is considered valid. Based on the validity test results table, the correlation between each question item is greater than the r table, with $\alpha = 0.05$ and r table = 0.1723. It can be concluded that all items and all variables are valid.

Validity Test of Competency Variable (X1)

Based on the SPSS output, the calculated r value (product-moment correlation in the Pearson Correlation column) for the work competency variable is::

Table 1. Results of the Validity Test of the Work Competency Variable (X1)

Item Variabel	Nilai r_{hitung}	Nilai $r_{tabel} = 0,1723$	Keterangan
X1.1	0,450	$r_{hitung} > r_{tabel}$	Valid
X1.2	0,700	$r_{hitung} > r_{tabel}$	Valid
X1.3	0,499	$r_{hitung} > r_{tabel}$	Valid
X1.4	0,527	$r_{hitung} > r_{tabel}$	Valid
X1.5	0,627	$r_{hitung} > r_{tabel}$	Valid
X1.6	0,637	$r_{hitung} > r_{tabel}$	Valid
X1.7	0,630	$r_{hitung} > r_{tabel}$	Valid
X1.8	0,556	$r_{hitung} > r_{tabel}$	Valid
X1.9	0,372	$r_{hitung} > r_{tabel}$	Valid
X1.10	0,461	$r_{hitung} > r_{tabel}$	Valid

Sumber: *Output SPSS*

Validity Test of the Work Motivation Variable (X2)

Based on the SPSS output, the calculated r value (product-moment correlation in the Pearson Correlation column) for the work motivation variable is::

Table 2 Results of the Validity Test of the Work Motivation Variable (X2)

Item Variabel	Nilai r_{hitung}	Nilai $r_{tabel} = 0,1723$	Keterangan
X2.1	0,450	$r_{hitung} > r_{tabel}$	Valid
X2.2	0,700	$r_{hitung} > r_{tabel}$	Valid
X2.3	0,499	$r_{hitung} > r_{tabel}$	Valid
X2.4	0,527	$r_{hitung} > r_{tabel}$	Valid

Item Variabel	Nilai r_{hitung}	Nilai r_{tabel} = 0,1723	Keterangan
X _{2.5}	0,637	$r_{hitung} > r_{tabel}$	Valid
X _{2.6}	0,630	$r_{hitung} > r_{tabel}$	Valid
X _{2.7}	0,562	$r_{hitung} > r_{tabel}$	Valid
X _{2.8}	0,486	$r_{hitung} > r_{tabel}$	Valid

Sumber: *Output SPSS*

Validity Test of the Work Discipline Variable (X3)

Based on the SPSS output, the calculated r value (product-moment correlation in the Pearson Correlation column) for the work discipline variable is::

Table 3 Results of the Validity Test of the Work Discipline Variable (X3)

Item Variabel	Nilai r_{hitung}	Nilai r_{tabel} = 0,1723	Keterangan
X _{3.1}	0,458	$r_{hitung} > r_{tabel}$	Valid
X _{3.2}	0,764	$r_{hitung} > r_{tabel}$	Valid
X _{3.3}	0,602	$r_{hitung} > r_{tabel}$	Valid
X _{3.4}	0,499	$r_{hitung} > r_{tabel}$	Valid
X _{3.5}	0,527	$r_{hitung} > r_{tabel}$	Valid
X _{3.6}	0,557	$r_{hitung} > r_{tabel}$	Valid
X _{3.7}	0,584	$r_{hitung} > r_{tabel}$	Valid
X _{3.8}	0,511	$r_{hitung} > r_{tabel}$	Valid
X _{3.9}	0,601	$r_{hitung} > r_{tabel}$	Valid
X _{3.10}	0,641	$r_{hitung} > r_{tabel}$	Valid

Sumber: *Output SPSS*

Validity Test of the Job Performance Variable (Y)

Based on the SPSS output, the calculated r value (product-moment correlation in the Pearson Correlation column) for the employee performance variable is::

Table 4 Results of Validity Test of Work Performance Variable (Y)

Item Variabel	Nilai r_{hitung}	Nilai r_{tabel} = 0,1723	Keterangan
Y _{1.1}	0,500	$r_{hitung} > r_{tabel}$	Valid
Y _{1.2}	0,623	$r_{hitung} > r_{tabel}$	Valid
Y _{1.3}	0,559	$r_{hitung} > r_{tabel}$	Valid
Y _{1.4}	0,651	$r_{hitung} > r_{tabel}$	Valid
Y _{1.5}	0,629	$r_{hitung} > r_{tabel}$	Valid
Y _{1.6}	0,671	$r_{hitung} > r_{tabel}$	Valid

Sumber: *Output SPSS (Lampiran 3)*

Uji Reliabilitas

The reliability test used by the researcher was SPSS version 25 using Cronbach's Alpha (Ghozali, 2023). The following are the results of the reliability test:.

Table 5 Reliability Test Results

Variabel	Cronbach's Alpha	Nilai Standar	Keterangan
Kompetensi Kerja (X ₁)	0,819	0,7	Reliabel
Motivasi Kerja (X ₂)	0,825	0,7	Reliabel
Kedisiplinan Kerja (X ₃)	0,841	0,7	Reliabel
Prestasi Kerja (Y)	0,817	0,7	Reliabel

Sumber: *Output SPSS*

Classical Assumption Test

Multicollinearity Test

According to Ghozali (2023), the general way to determine the presence or absence of multicollinearity is by examining the Variance Inflation Factor (VIF) and Tolerance values. If the VIF is less than 10 and the Tolerance is greater than 0.1, multicollinearity is not present (Ghozali, 2023). The following are the results of the multicollinearity test:.

Table 6 Multicollinearity Test Results

Coefficients ^a		Collinearity Statistics	
Model		Tolerance	VIF
1	(Constant)		
	Kompetensi Kerja	,372	8,920
	Motivasi Kerja	,451	7,911
	Kedisiplinan Kerja	,491	8,591

a. Dependent Variable: Prestasi Kerja

Sumber: *Output SPSS*

Autocorrelation Test

According to Ghozali (2023), the autocorrelation test is used to determine whether there is a correlation between observed data. The following are the results of the autocorrelation test.

Table 7 Autocorrelation Test Results

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,942 ^a	,961	,971	1,22738	1,982

a. Predictors: (Constant), Kedisiplinan Kerja, Motivasi Kerja, Kompetensi Kerja
b. Dependent Variable: Prestasi Kerja
Sumber: *Output SPSS*

From the results of the autocorrelation test, the Durbin-Watson value is 1.982, while the dw table theory with $\alpha = 0.05$, with the number of data $n = 128$ and $k = 4$, the dl value is 1.6476 and du is 1.7763. The dw value is in the $du < d < 4 - du$ area, namely $1.7763 < 1.982 < 2.2237$, thus it is stated that there is no autocorrelation.

Heteroscedasticity Test

The heteroscedasticity test aims to check for differences in variance between residuals from one observation to another within a regression model. A good regression model is one that does not exhibit heteroscedasticity (Ghozali, 2023). Heteroscedasticity testing can be performed using the Glejser test. The following are the results of the heteroscedasticity test:

Table 8 Heteroscedasticity Test Results

Variabel	Sig.	Kesimpulan
Kompetensi Kerja (X ₁)	0,792	Tidak Terjadi Heteroskedastisitas
Motivasi Kerja (X ₂)	0,861	Tidak Terjadi Heteroskedastisitas
KedisiplinanKerja (X ₃)	0,752	Tidak Terjadi Heteroskedastisitas

Sumber: Output SPSS

Normality Test

In this study, the researchers used the One Sample Kolmogorov Smirnov Test, where the instrument is considered normal if the probability $\alpha > 0.05$ (Ghozali, 2023). The following are the results of the normality test..

**Table 9 Normality Test Results
One-Sample Kolmogorov-Smirnov Test**

		Unstandardized Residual
N		128
Normal Parameters ^{a,b}	Mean	,0000000
	Std. Deviation	1,09891922
Most Extreme Differences	Absolute	,171
	Positive	,052
	Negative	-,178
Test Statistic		,178
Asymp. Sig. (2-tailed)		,168 ^{c,d}

a. Test distribution is Normal.

b. Calculated from data.

- c. Lilliefors Significance Correction.
 - d. This is a lower bound of the true significance.
- Sumber: *Output SPSS*

Based on the table, the results of the normality test using the One Sample Kolmogorov-Smirnov test show that the Asymp.Sig (2-tailed) value of 0.168 is above $\alpha = 0.05$. This indicates that the data is normally distributed.

Multiple Linear Regression Analysis

According to Ghozali (2023), multiple regression analysis is used to predict changes in the dependent variable (Y) explained or related by two or more independent variables (X) as manipulated predictor factors. The following are the results of the multiple linear regression test:.

Table 10 Results of Multiple Linear Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	,758	,736		1,073	,009
Kompetensi Kerja	,855	,194	1,005	5,839	,000
Motivasi Kerja	,493	,193	1,462	7,921	,000
Kedisiplinan Kerja	,665	,195	1,532	5,128	,000

a. Dependent Variable: Prestasi Kerja
Sumber: *Output SPSS*

From the results of the multiple linear regression test in the table, the multiple linear regression equation can be formulated as follows:

$$Y = 0,758 + 0,855X_1 + 0,493X_2 + 0,665X_3 + e$$

- a. The constant value (a) is 0.758, indicating that employee loyalty will be 0.758 if the variables of work competence, work motivation, and work discipline are equal to zero or constant.
- b. The work competence variable (X1) has a value of 0.855 (positive), indicating a positive influence of the work competence variable on work performance. If work competence (X1) increases by one unit, employee work performance at The Sun Hotel Madiun will also increase by 0.855 times.
- c. The work motivation variable (X2) has a value of 0.493 (positive), indicating a positive influence of the work motivation variable on work performance. If work motivation

(X2) increases by one unit, employee work performance at The Sun Hotel Madiun will also increase by 0.493 times.

- d. The work discipline variable (X3) has a value of 0.665 (positive), indicating a positive influence of the work discipline variable on work performance. If work discipline (X3) increases by one unit, then employee work performance at The Sun Hotel Madiun will also increase by 0.665 times..

Analysis of the Coefficient of Determination

The coefficient of determination (R²) is used to test a model's ability to explain variations in the dependent variable. Based on the test results using SPSS, the following values were obtained:

Table 11 Results of Determination Coefficient Analysis

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,862 ^a	,829	,891	1,11357

a. Predictors: (Constant), Kedisiplinan Kerja, Motivasi Kerja, Kompetensi Kerja

Sumber: *Output SPSS*

Partial Test using T Test

A partial test is a statistical test for regression coefficients where only one regression coefficient affects the dependent variable (Y) (Ghozali, 2023). The following are the results of the partial test:

Table 12 t-Test Results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	,758	,736		1,073	,009
	Kompetensi Kerja	,855	,194	1,005	5,839	,000
	Motivasi Kerja	,493	,193	1,462	7,921	,000
	Kedisiplinan Kerja	,665	,195	1,532	5,128	,000

a. Dependent Variable: Prestasi Kerja

Sumber: *Output SPSS*

Based on the results of the t-test using the SPSS program, the following results were obtained.:

The Influence of Work Competence on Employee Performance at The Sun Hotel Madiun. The test results in the table show a calculated t-value of 5.839, greater than the t-table value of 1.979, with a Sig. (0.000) <0.05. Therefore, H0 is rejected and H1 is accepted. This means the hypothesis is accepted. This means that work competence has a significant effect on employee performance at The Sun Hotel Madiun.

The Influence of Work Motivation on Employee Performance at The Sun Hotel Madiun. The test results in the table show a calculated t-value of 7.921, greater than the t-table value of 1.979, with a Sig. (0.000) <0.05. Therefore, H0 is rejected and H2 is accepted. This means the hypothesis is accepted. This means that work motivation has a significant effect on employee performance at The Sun Hotel Madiun.

The Influence of Work Discipline on Employee Performance at The Sun Hotel Madiun. The test results in the table show a calculated t-value of 5.128, which is greater than the t-table of 1.979, and a Sig. (0.000) value <0.05. Therefore, H0 is rejected and H3 is accepted. This means the hypothesis is accepted. This means that work discipline has a significant effect on employee performance at The Sun Hotel Madiun.

D. CONCLUSIONS

Based on the results of the research and testing of the proposed hypothesis regarding the influence of work competence, work motivation and work discipline on employee work performance at The Sun Hotel Madiun, the following conclusions can be drawn: 1) A positive and significant influence between work competence and employee work performance at The Sun Hotel Madiun; 2) A positive and significant influence between work motivation and employee work performance at The Sun Hotel Madiun; 3) A positive and significant influence between work discipline and employee work performance at The Sun Hotel Madiun.

E. SUGGESTIONS

For future researchers, it is hoped that this research can be used as additional knowledge and information and can be used as a foundation that has a theme that is in accordance with work competence, work motivation and work discipline towards employee work performance. Improving good organizational change can be increased through good work competence, work motivation and work discipline because it is one of the effective ways to improve employee work performance to achieve company goals.

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