The Effect Of Competence, Work Experience, Work Environment, And Work Discipline On Employee Performance

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Abstract

This study aims to determine the effect of competence, work experience, work environment, discipline on employee performance. The sampling method uses the census method with a total sample of 46 people. Data collection using the method of observation, interviews and questionnaires. The collected data will be processed in several stages. The first is descriptive analysis. Both multiple linear analyzes. The three data quality tests consist of a validity test and a reliability test. The four classical assumption tests consist of the normality test, heteroscedasticity test, autocorrelation test and multicollinearity test. The five hypothesis tests consist of a T test (partial test), F test (simultaneous test) and a test of the coefficient of determination. The results show that partially the competence variable has no significant effect on employee performance. Work experience variable has no significant effect on employee performance. Work environment variables have a significant effect on employee performance. The work discipline variable has no significant effect on employee performance. Simultaneously all the variables used in this study have a significant effect on performance.

Keywords Competence, Work Experience, Work Environment, Work Discipline, Employee Performance

1   INTRODUCTION

Human resources are one of the resources that most determine the success or failure of an organization. Organizations are required to manage their human resources well for the survival and progress of the organization, thus success in organizational

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operational processes is largely determined by the quality of human resources owned (Jumady et al., 2021). To encourage employee performance, organizations need human resources who have unique skills and abilities in accordance with the vision and mission of the organization (Firman, 2017). Human resources with good performance will eventually produce good employee performance as well. Therefore, work standards need to be used as a benchmark in making comparisons between what was done with what was expected (Gasmadia, Firman & Hamzah, 2022).

Competence is an ability to carry out or carry out a job or task that is based on skills and knowledge and is supported by the work attitude required by the job. Determination of the level of competence is needed in order to know the level of achievement expected for the good or average category. Determinants of the required competencies will certainly be used as a basis for evaluation of work performance. With this competence, human resources are seen as human beings with their uniqueness that need to be developed. HR competence plays a critical and essential role because on the one hand it is human capital and an active agent for the development of an organization as well as a determinant of the capability to manage organizational resources. Creation of competent human resources demands participation from the academic world. This means that the main role of teaching staff is very important in efforts to improve student performance.

One factor that can also affect employee performance is work experience. Work experience is knowledge that a person gains directly through the daily work process according to the type of work (Muslim et al., 2020). Because work experience is obtained from employees who have had more working hours. Experienced employees perform better because they have a greater knowledge base and are more adept at organizing their knowledge.

The work environment can affect an employee's performance because a human being will be able to carry out his activities properly, so that optimal results are achieved if supported by an appropriate environmental condition. Environmental conditions are said to be good or appropriate if humans can carry out their activities optimally, healthy, safe and comfortable. Unfavorable environmental conditions can also demand more energy and time and do not support the creation of an efficient work system design. Availability of a good work environment can provide comfort for employees, because the role of employees as workforce. For this reason, in carrying out activities, employees must be able to feel comfortable at work, so they can concentrate fully on performing according to their duties and SOPs.

The success of an organization is strongly influenced by the performance of individual employees. Performance measures can be seen in terms of quantity and quality, according to organizational or company standards (Hidayat & Latief, 2018). This is closely related to the function of the organization and/or actors. The measurement of performance in the world of research and development is the quality of research results, the rate of

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adoption and diffusion of research results, and their impact on people's welfare. So, performance can be seen from the process, results, and outcomes. In order to obtain results according to company and industry standards, performance needs to be managed. For this reason, companies need to manage the factors that affect employee performance.

2. LITERATURE REVIEW

2.1 Human Resource Management

The term human resources refers to people within the organization (Boon et al., 2018). When managers with human resource activities as part of their jobs, they seek to facilitate contribution proposed by people to achieve organizational goals (Mitchell et al., 2013). The importance of human resource efforts boils down to the fact that humans are an element that is always there in every organization. They set goals and find innovations to achieve organizational goals and objectives. According to Wright & Ulrich, (2017) human resource management is a field of general management which includes aspects of planning, organizing, implementing and controlling processes in the function or field of production, marketing, finance and staffing. Human resources are considered to have an increasingly important role in achieving company goals, then various experiences and research results in the field of human resources are collected systematically which is known as management (Hamadamin & Atan, 2019). Human resource management is a collection of knowledge about how to manage human resources. Boons et al. (2018) revealed that human resources are the potential value possessed by humans to empower, utilize and utilize all abilities to produce great benefits for shared prosperity and welfare.

2.2 Employee Performance

Performance is a process related to activities related to the elements involved in a process to produce an output (Nabawi, 2020). According to Audenaert et al. (2019) that performance is the result of work that can be achieved by a person or group of people in an organization according to their respective authorities and responsibilities in an effort to achieve the goals of the organization concerned (Audenaert et al., 2019). Operational performance references are speed, accuracy, cooperation, quality and integration of the output obtained (Nabawi, 2020). Performance is an activity carried out by employees in carrying out their daily tasks according to the provisions that have been determined based on standard assessments (Tirtayasa, 2019). In staffing, this refers to the list of employee evaluation guidelines (DP3) (Nabawi, 2020). Indicators of standard performance are performance in speed, accuracy, cooperation, quality, and integration of work results. If the goals of the organization are clearly known and accompanied by sufficient ability to complete the work in order to achieve the goals of the organization (Audenaert et al., 2019).

2.3   Competence

Organizational success is largely determined by the quality of the people who work in it (Gunawan et al., 2019). The role of human resource management in an organization is not just administrative but rather focuses on how to be able to develop the potential of human resources to become creative and innovative (Tarigan & Setiawan, 2020). Every organization needs competent human resources in order to be able to provide excellent and valuable services (Otoo, 2020). Discipline of each member and individual is the key to achieving productivity (Tarigan & Setiawan, 2020). Competence refers to the characteristics that underlie behavior that describe motives, personal characteristics (characteristics), self-concept, values, knowledge or skills brought by someone who is a superior performer (Otoo, 2020) and what they can do. Not what they might do (Tarigan & Setiawan, 2020).

2.4   Work experience

The work experience of individual human resources is strongly influenced by their work activities (Irwin et al., 2019). Work experience in HR management has many different interpretations as suggested by experts (Van Iddekinge et al., 2019). Work experience is a process experienced by individual HR which can form a series of attitudes and behaviors in carrying out work activities in accordance with the demands of the process experienced (Puyod & Charoensukmongkol, 2019). This concept colors the view that experience will be obtained if someone has done an activity in which there is an impression or privilege in overcoming and providing certain solutions or activities (Puyod & Charoensukmongkol, 2019).

2.5   Work environment

The work environment in a company is very important to note management. Even though the work environment does not carry out the production process within a company, the work environment has a direct influence on the employees who carry out the production process (Al Sabei et al., 2020). A work environment that focuses on employees can improve performance. Conversely, an inadequate work environment will reduce performance. Conversely, an inadequate work environment will reduce performance and ultimately reduce employee motivation (Badrianto & Ekhsan, 2020). Havaei et al. (2020) defines the work environment as everything that is around workers who can influence them in carrying out their assigned tasks.

2.6   Work Discipline

Discipline includes obedience and respect for agreements made between employees and the rules that have been set (Prayogi et al., 2019). In all aspects of life, wherever we are, rules and regulations are needed that regulate and limit every movement and behavior

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(Sudirman et al., 2019). Employees with good work discipline mean that benefits will also be achieved that are useful for both the organization and the employees themselves (Putri et al., 2019). Every organization needs to have various provisions that must be obeyed by its members, standards that must be met (Putri et al., 2019). Employee discipline is a form of training that seeks to work cooperatively with other employees and improve their work performance (Sudirman et al., 2019). According to Prayogi et al.

Based on the background and research objectives, the research hypothesis is proposed as follows:

H1: Competency factors have a positive and significant effect on employee performance
PT. Makassar Megaputra Prima Distribution Center Makassar

H2: The experience factor has a positive and significant effect on employee performance
PT. Makassar Megaputra Prima Distribution Center Makassar

H3: Work environment factors have a positive and significant effect on performance PT employees Makassar Megaputra Prima Distribution Center Makassar.

H4: The work discipline factor has a positive and significant effect on the performance of employees of PT. Makassar Megaputra Prima Distribution Center Makassar.

H5: The work environment factor is the variable that has the most dominant influence
on the performance of employees of PT. Makassar Megaputra Prima Distribution Center Makassar

3.   METHOD

The research was conducted at the PT. Makassar Megaputra Prima Distribution Center Makassar. The sampling method used in this study is the census method, which is a sampling technique in which all members have the same opportunity to be sampled because the population is not too large, namely 46 people. Data collection using the method of observation, interviews and questionnaires. The collected data will be processed in several stages. The first is descriptive analysis. Both multiple linear analyzes. The three data quality tests consist of a validity test and a reliability test. The four classical assumption tests consist of the normality test, heteroscedasticity test, autocorrelation test and multicollinearity test. The five hypothesis tests consist of a T test (partial test),

Table 1. Operational Variables

Variable	Code	Indicator	Reference
Competence(X)	X1.1	Knowledge	(Prayogi et al., 2019; Sudirma et al., 2019)
	X1.2	Skills	
	X1.3	Behavior	
ExperienceWork (X2)	X2.1	Length of working time	(Puyod & Charoensukmongko 2019; Van Iddekinge et a 2019)
	X2.2	The number of tasks that hav been done	
Work Environment (X3)	X3.1	Facilities and comfort	(Al Sabei et al., 2020; Badrian & Ekhsan, 2020)
	X3.2	Relations between colleagues	
Work Disciplin (X4)	X4.1	Punctuality	(Putri et al., 2019; Sudirman al., 2019)
	X4.2	Execution of procedures	
	X4.3	Be careful when using offi supplies	
	X4.4	Neatness	
	X4.5	High responsibility	
	X4.6	Work quality	
Employee Performance (Y)	Y1.1	Work result	(Badrianto & Ekhsan, 2019; L et al., 2019)
	Y1.2	independence	
	Y1.3	initiative	
	Y1.4	Adaptation	
	Y1.5	Cooperation	

4.   RESEARCH RESULT

In this study, the characteristics of the respondents were explained based on gender, age, last education, and marital status.

Table 2. Demographic Data

Variable	Measurements	N	%
Gender	Man	25	54,3
	Woman	21	45,7
Age	< 30 years	42	91.3
	31-40 years	4	8,7
Level of education	SD/MI Equivalent	0	0
	SMP/MTs Equivalent	0	0
	SMA/SMK/MAN Se.	24	52,2
	Bachelor (S1/D-IV)	20	43.5

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Marital status	Marry	12	26,1
	Not married yet	34	73.9

Table 2 shows the results of the questionnaire distributed to 46 respondents. It is known that the majority of respondents were male, 25 respondents (54.3%), and female, 21 respondents (45.7%). Most of the respondents aged <30 years were 42 respondents (91.3%), 31-40 years were 4 respondents (8.7%) 41-50 years as many as 0 respondents (0%), and >50 years as many as 0 respondents (0%). It is known that the majority of respondents with SD/MI education were 0 respondents (0%), SMP/MTS were 0 respondents (0%), SMA/SMK/MA were 24 respondents (52.2%), DIV/SI as many as 20 respondents (43.5%) and others as many as 2 respondents (4.3%). The results of the questionnaire distributed to 100 respondents, it is known that most of the respondents were married as many as 12 respondents (26.1%) and not married as many as 34 respondents (73.9%).

The purpose of conducting a validity test is to find out whether each question posed to the respondent has been declared valid or not. The validity of the instrument items is known by comparing the corrected item-total correlation obtained or rcount with 0.03. If rcount is greater than 0.03, then the question item is declared valid against the indicator. In a construct or variable it is said to be reliable if it gives a Cronbach's Alpha value> 0.6 and if the results are the other way around, then it is declared unreliable. The test results in Table 3 show that the variables of competency, work experience, work environment, work discipline and employee performance have a valid status, because the value of rcount (Corrected Item-Total Correlation) > rtable is 0.291.

Table 3. Validity Test and Reliability Test

Variables	instruments	r-calculated	Cronbach Alpha	Results
Competence	X1.1	0.647	0.682	Valid and reliable
	X1.2	0.624		
	X1.3	0.522		
	X1.4	0.680		
	X1.5	0.668		
ExperienceWork	X2.1	0.666	0.866	Valid and reliable
	X2.2	0.799		
	X2.3	0.688		
	X2.4	0.762		
	X2.5	0.801		
Work	X3.1	0.627		
	X3.2	0.647		

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environment	X3.3	0.653	0.782	Valid and reliable
	X3.4	0.623		
	X3.5	0.829		
Work Disciplin	X4.1	0.751	0837	Valid and reliable
	X4.2	0.848		
	X4.3	0.616		
	X4.4	0.615		
	X4.5	0.699		
Employee Performance	Y1.1	0.633	0.699	Valid and reliable
	Y1.2	0.774		
	Y1.3	0.761		
	Y1.4	0.677		
	Y1.5	0.677		

Table 4. Normality Test Results
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residuals
N		46
Normal Parameters, b	Means	.0000000
	std. Deviation	1.41430645
Most Extreme Differences	absolute	086
	Positive	.078
	Negative	-.086
Test Statistics		086
asymp. Sig. (2-tailed)		.200c,d

Testing the normality of each variable to determine if there is no normal distribution or not, then decision making is used by detecting the residuals using the Kolmogorov Smirnov method. If the significant value is > 0.05, then the residuals are normally distributed. If the significant values are <0.05, then the residuals are not normally distributed. Based on table 4 with a value of n = 46, the Kolmogorov Smirnov value of 0.200 is greater than the significant value of α (0.05). So it can be concluded that the Kolmogorov Smirnov normality test) the residuals are normally distributed.

A good regression model should not have heteroscedasticity in multiple linear regression analysis. The basis for making decisions on the heteroscedasticity test is if the significance value is greater than 0.05. then there is no heteroscedasticity. If the significance value is less than 0.05. then there is heteroscedasticity.

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Table 5. Heteroscedasticity Test Results

Coefficientsa

Model		UnstandardizedCoefficents		standardizedCoeficients			
		B	std. Error	Betas		Q	Sig.
1	(Constant)	1,388	1631			0.851	.401
	Competence	-0.071	0.107	-0.116		-0.664	.557
	Work experience	0.067	0.088	0.164		0.761	.491
	Work environment	0.043	0.097	0.089		0.443	.732
	Work Discipline	-0.051	0.105	-0.086		-0.486	.691

a. Dependent Variable: ABS_Res1

Based on table 5 on variable X1 (competence) with a significant value of 0.557 greater than 0.05, variable X2 (work experience) with a significant value of 0.491v> 0.05, variable X3 (work environment) with a significant value of 0.732 > 0.05 , and variable X4 (work discipline) with a significant value of 0.691 greater than 0.05, it can be concluded that all variables do not have heteroscedasticity.

A good regression model should not have a correlation between the independent variables. If the tolerance value is less than 0.10, it means that there is multicollinearity. If the VIF value is less than 10.00, it means that there is no multicollinearity. If the VIF value is greater than 10.00, it means that there is multicollinearity.

Table 6. Multicollinearity Test Results Coefficientsa

Model		Collinearity Statistics	
		tolerance	VIF
1	(Constant)		
	Competence	.521	1892
	Work experience	.484	2055
	Work environment	.453	2,187
	Work Discipline	.413	2,399

a. Dependent Variable: Performance

Based on table 6, the tolerance value of all variables is greater than the significant value of 0.10, while the VIF value of all variables is less than the significant value of 10.00. it can be concluded that there is no multicollinearity.

Table 7. Autocorrelation Test Results
Summary modelb

Model	R	R Square	Adjusted R Square	std. Error of the Estimates	Durbin-Watson
1	.789a	0.623	.552	1.4772	2046

Based on table 7, the value of Durbin Watso (d) is 2.046. By looking at the Durbin Watson test table, the value of d is greater than DU, which is 1.7201, and smaller than 4-DU, which is 2.6552. Thus it can be concluded that the regression model is free from autocorrelation.

Table 8. Multiple Linear Regression Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	Q	Sig
	B	std. error	Betas		
Competence	-.052	.173	-.024	-.301	.813
Work experience	.174	.140	.196	1,243	.233
Work environment	.415	.156	.437	2,660	008
Work Discipline	.235	.168	.263	1,399	.126

Based on table 8, it can be seen that the constant value is 4.568, the X1 variable (competence) is -.039, and the X2 variable (work experience) is 0.161, the X3 variable (work environment) is 0.402 and the X4 variable (work discipline) is 0.248 . Then it is transformed into a logarithmic regression equation (double log), namely

$$Y = 4.522+ -0.052X1 + 0.174X2 + -0.415X3 + 0.235X4 + e.$$

Based on table 8 the results of multiple linear regression analysis, the t-count value for the competency variable is -0.301, less than t-table 2.020 and a significance value (sig.) of 0.813 is greater than 0.05. So it can be concluded that the competency variable has no significant effect on the performance variable. The calculated t value of the Work Experience variable is 1,243 which is smaller than t-table 2,014 and the significance value (sig.) of 0.233 is greater than 0.05. So it can be concluded that the work experience variable does not significantly influence the performance variable. The calculated t value of the Work Environment variable is 2,660 greater than t-table 2,020 and a significance value (sig.) of 0.008 is less than 0.05. So it can be concluded that the Work Environment variable has a significant effect on the Y variable (Performance). The calculated t value of the Work Discipline variable is 1,399 which is smaller than t-table 2,014 and the significance value (sig) of 0.126 is greater than 0.05. So it can be concluded that the Work Discipline variable

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has no significant effect on the Performance variable.

If the significant value is greater than the value of 0.05, it does not have a significant effect. Based on table 9, it is known that the f-count value is 12.500 with a significant value of 0.000 which is less than the value of 0.05, so it can be concluded that variable X1 (Competence), variable X2 (Work Experience), variable X3 (Work Environment) and variable X4 (Work Discipline) simultaneously has a significant effect on variable Y (Performance).

Table 9. Simultaneous Test Results

Model	Sum of Squares	df	MeanSquare	F	Sig
1 Regression	110,977	4	27,744	12,500	.000b
residual	90,999	41	2,219		
Total	201,976	45			

Table 10. Test Results for the Coefficient of Determination
Summary modelb

Model	R	R Square	Adjusted R Square	std. Error of th Estimate	Durbin-Watson
1	.789a	0.623	.552	1,482	2046

5.   DISCUSSION

The results of the study show that partially the competency variable has no significant effect on employee performance. Work experience variable has no significant effect on employee performance. Work environment variables have a significant effect on employee performance. The work discipline variable has no significant effect on employee performance. Simultaneously all the variables used in this study have a significant effect on performance. The results of this study provide an illustration that competency indicators need to be re-evaluated by the leadership to place employee competencies in accordance with the field of work carried out in an effort to improve employee performance. Why is that, this is proven after conducting research that most of the respondents or employees are not very suitable or not suitable for the placement of positions they receive because competence does not have a significant influence on employee performance. Competence is not always able to have a significant influence on performance, with the assumption that if a company's employees get the right position and according to their competence then there may be a significant influence and if it is the other way around then there is no significant effect on performance as in this study.

Regardless of the nature of the task, experience has the potential to enhance a person's ability to excel. But this possibility is realized if the experience gained is positive. Basic knowledge is usually a prerequisite for effective use of one's experience. The results

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of the study provide an assumption that the work experience possessed by office employees of PT. Makassar Megaputra Prima Telkomsel Distribution Center Makassar, does not have a positive impact, therefore, experience will remind more types of task items that have been done so that they do not yet have the ability to complete the tasks given and have not had a significant influence on the achievement of performance.

The work environment will cause a decrease in employee performance. The work environment is an attitude of respect, respect, obedience and adherence to the regulations that apply both written and unwritten and is able to carry them out and not avoid receiving sanctions if he violates the duties and authority given to him. The work environment is needed to maintain employee performance

Work discipline has been identified as the most studied variable in organizational research. This concept has been the target of most scrutiny because the hypothesized relationship between work discipline and performance is interrelated and is something that can be manipulated for the benefit of organizations and individuals. According to respondents' responses regarding this matter, the determination of discipline at the PT. Makassar Megaputra Prima Telkomsel Distribution Center Makassar needs to be improved again. Because there are still things that need to get attention, such as a statement of working according to the rules, this means that there are still many employees who, for example, leave work for various reasons, even though the job is done well.

6.   CONCLUSION

These results indicate that partially the competency variable has no significant effect on employee performance. Work experience variable has no significant effect on employee performance. Work environment variables have a significant effect on employee performance. The work discipline variable has no significant effect on employee performance. Simultaneously all the variables used in this study have a significant effect on performance.

For office leaders PT. Makassar Megaputra Prima Telkomsel Distribution Center Makassar is expected to first evaluate the competence of each employee and adapt their work experience and be firm and clean to work discipline. For further research, it is expected to be able to use other independent variables to determine the factors that influence employee performance.

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