



THE INFLUENCE OF COMPETENCE AND WORK DISCIPLINE ON THE PERFORMANCE OF SARI ATER HOT SPRING RESORT SUBANG EMPLOYEES

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ABSTRACT

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Sari Ater Hot Spring Resort is one of the popular tourist destinations in Indonesia. It is known for its natural hot springs and is located in the Subang region of West Java. These hot springs are formed from volcanic activity in the area. The mineral-rich hot water is believed to have various health benefits, making it an attraction for people seeking relaxation, relief from muscle pain, or simply a place to unwind. This study aims to determine the influence of competence and work discipline on employee performance at Sari Ater Hot Spring Resort Subang, both partially and simultaneously. The method used in this research is a quantitative method with a descriptive and verification approach.

Data was collected by distributing questionnaires to 250 respondents, using confirmatory factor analysis (CFA) SEM AMOS, and hypothesis testing. This study's results indicate no significant influence between competence and employee performance at Sari Ater Hot Spring Resort. However, there is a significant influence between work discipline and employee performance at Sari Ater Hot Spring Resort. Furthermore, the simultaneous statistical test results show that competence and work discipline together impact on employee performance at Sari Ater Hot Spring Resort

Keywords: Competence; Work Discipline; Employee Performance

INTRODUCTION

The Sari Ater Hot Spring Resort Subang hot spring bath tourism destination is one of the well-known tourist attractions in West Java Province. Every month, the Sari Ater hot spring can bring in approximately 70,000 visitors (Susanto et al., 2019). In improving the Company's performance to be even better monitoring employee performance is crucial to assess how well a job has been executed. Therefore, management must effectively manage high-quality human resources to support company development and improve service quality. Human resources are a crucial element in the company's development process because good performance can improve service quality. As stated (Abdullah, 2017), human resources play a crucial role in large or small companies. Human resource performance also indicates a strong and quality work ethic. Human resources are a valuable tool for organizations



because they are known as "system management." However, for the system to function effectively, organization employees must contribute to organizational competence, discipline, education, tasks, and organizational comfort, enabling them to contribute to overall organizational success. According to (Mulia, 2021), examples obtained from employee performance assessments indicate a reciprocal correlation between an employee's level of education and work experience and their performance in the workplace.

At Sari Ater Hot Spring Resort Subang, employees' education levels and work experience vary. Although they are expected to provide the best service, some have yet to reach optimal performance, especially in quantity, as they have not been able to complete tasks on schedule. The limitations in education and work experience of employees contribute to suboptimal performance, particularly in quality and quantity. Therefore, education and work experience improve employee performance (Basyit et al., 2020). Employees who meet organizational requirements and can carry out tasks set by the organization are crucial for achieving its goals. With the hope that the organization achieves its goals, every business will always strive to improve employee performance (Tamsah & Nurung, 2021). A total of 393 employees working at Sari Ater Hot Spring Resort Subang have diverse educational backgrounds, with more high school graduates than other levels of education. However, the issue found lies in the relevance of their majors, where employees with a high school background are not fully skilled in tourism compared to those with education ranging from D1 to S1, who have received more comprehensive practical experience and learning about tourism. Therefore, employee performance at Sari Ater Hot Spring Resort Subang is not aligned with their expertise due to a lack of competence in tourism. The lower level of education employees hold results in limitations in knowledge and skills, which can then affect their performance (Tarwiyah & Parma, 2022).

Another factor that can affect employee performance is work discipline (Hustia, 2020). An employee's personal life can be influenced by work discipline, which impacts the business. The organization should monitor employees' actions and behavior during work (Wahyudi, 2019). Signs of a worker with a high level of work discipline include arriving on time, proficiency in using office equipment, having a high level of responsibility, and compliance with company rules (Yantika et al., 2018). Based on the data obtained, Sari Ater Hot Spring Resort Subang employees had unexplained absences throughout the year, with the highest frequency of receiving Warning Letters occurring at the end of 2021. This fact indicates that employee absenteeism can hinder work, cause many activities to be disrupted, and impact the overall performance of employees.

With these issues, the researcher conducted several interviews or direct observations with 30 employees of Sari Ater Hot Spring Resort Subang. The results showed that the employees felt that their competence was not maximized overall because the workers at Sari Ater Hot Spring Resort Subang mostly have only completed high school education, which is not sufficient in terms of broad knowledge and experience. Regarding work discipline, employees felt a lack of motivation while working, which resulted in a decrease in work discipline. Ideally, supervisors or managers should always provide encouragement to employees to ensure good work discipline and employee performance. Employees felt that their performance was still suboptimal due to a lack of knowledge in their field of

expertise and a lack of motivation, which led to a decrease in employee discipline and significantly affected employee performance.

In various research literature, there is a research gap through inconsistencies in research results between competency variables, work discipline and employee performance. The study (Nyoman et al., 2023) highlights that competence and work discipline have no effect on employee performance. Conversely, in several other studies (Esthi & Savhira, 2019; Flavia Reva Noel et al., 2017; Maizar et al., 2023; Yuliandi & Tahir, 2019) showed different results where competence and work discipline had a significant effect on employee performance. Different results are shown in the study (Amiroso & Mulyanto, 2015) where competence affects employee performance, while work discipline shows good results. The need for further study of human resources at PT Sari Ater Hot Spring Resort to examine the influence of these two factors on performance, considering the role of employees is very important in the hospitality industry, where satisfaction is strongly influenced by the service factors provided.

LITERATURE REVIEW

Performance refers to the outcome of an employee's efforts in terms of both the quality and quantity of work completed while fulfilling their responsibilities (Mangkunegara & Setyono, 2021). Performance outcomes achieved from a specific procedure within a defined timeframe, in accordance with established terms or arrangements (Prasetyo & Marlina, 2019). Meanwhile, Bernardin and Russel clarify that performance represents the results of specific job functions or activities over a designated period. (Muizu et al., 2019). Furthermore, performance productivity is influenced by three key elements: the skills and enthusiasm of an employee, their understanding and acceptance of assigned tasks and responsibilities, and their level of motivation. (Feriansyah et al., 2023). Several factors strongly influence employee performance. These factors are critical to pay attention to so that performance does not slacken for the smooth running of the company's business. One of these factors is competence.

Competence is an essential component of human quality, along with the ability to recognize behaviours or ways of thinking, analogous states, and ongoing assistance (Adiba, 2022). Competence encompasses more than just possessing knowledge and skills. It entails meeting intricate requirements by utilizing and mobilizing psychosocial resources, including skills and attitudes, within a specific context (Nur & Fatonah, 2022). Competence describes a person's trust and confidence in the ability to carry out a task or job successfully (Yumhi, 2021). Competence is a person's fundamental characteristic that directly affects or can predict excellent performance (Bagus et al., 2019). The competencies possessed by the skills and abilities held by employees should be capable of aiding the execution of organizational strategies and any alterations implemented by management. In simpler terms, the competencies possessed by individuals can facilitate a team-based work system. Competence significantly impacts employee performance. It refers to the capacity to carry out a job or task based on skills and knowledge, supported by the work attitude required for the job (Prayogi et al., 2019).

Another element that may influence the performance of employees within an organization is their work discipline. Saydam asserts that discipline refers to an

individual's attitude and willingness to adhere to all regulatory norms in their surroundings (Kodja et al., 2022). The most critical factors of work discipline are attitudes and behaviours that are obedient and subject to existing regulations with full awareness. Discipline is the awareness and willingness of an employee to obey all the rules and norms in a government organization (Syahputra et al., 2020). Work discipline refers to the strategies and methods that managers employ to effectively communicate with employees, encouraging them to modify their behavior and enhance their understanding and willingness to adhere to company policies and relevant social norms (Nabella et al., 2021). The adherence to work discipline within a company is crucial for its overall performance. A high level of work discipline is associated with improved employee performance, leading to increased productivity. Furthermore, it contributes to enhanced work efficiency (Kristanti & Lestari, 2019).. Many studies show that work discipline can affect employee performance. Studies conducted by (Fitri & Artanti, 2021) work discipline affects employee performance. Based on the study that has been stated, the research model framework can be seen in the following figure.:

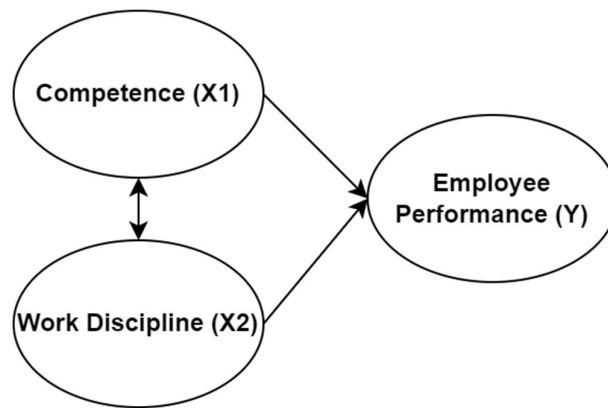


Figure 1. Research Framework
Source: Author Elaboration, (2024)

HYPOTHESIS

H1: Competence affect on employee performance

H2: Work discipline affect on employee performance

H3: Competence and work discipline affects on employee performance

METHOD

The research method uses a quantitative analysis approach to measure the interaction between competency variables, work discipline, and employee performance at PT Sariater Hot Spring Resort. The analytical technique used to test the research hypothesis is Structural Equation Modeling (SEM), which requires a minimum of 100-200 data points to determine the sample size. According to (Haryono & Wardoyo, 2012), this number includes the sample used in AMOS SEM. Research data analysis uses 2 stages of testing, namely Confirmatory analysis test to measure convergent validity and discriminant validity of research. Then conduct AMOS hypothesis testing to see the value of the influence between variables using Amos 23 software.

Data Collection

The independent variables are Competence, Work Discipline, and Employee Performance. The population in this research consists of 393 employees at Sari Ater Hot Spring Resort Subang. A sample of 250 respondents will be used. The data collection method, called sampling, is used to select the sample for the research (Sugiyono, 2019). The data of the research respondents are presented in table 1.

Table 1. Respondent Characteristics

| Characteristics | | Frequency | Persentation |
|-------------------------------|--------------------------|-----------|--------------|
| Gender | Women | 110 | 44% |
| | Men | 140 | 56% |
| Age | < 20 year | 4 | 2% |
| | 20 – 27 year | 66 | 26% |
| | 28 – 35 year | 122 | 49% |
| | >35 year | 58 | 23% |
| Last Education | Junior High School (SMP) | 18 | 7,20% |
| | Senior High School (SMA) | 194 | 77,60% |
| | D1 | 4 | 1,60% |
| | D2 | 2 | 0,80% |
| | D3 | 12 | 4,80% |
| | Bachelor (S1) | 20 | 8% |
| | Postgraduate (S2) | 0 | 0% |
| Duration of Employment | <1 year | 35 | 14% |
| | 2 – 3 year | 67 | 26,80% |
| | 4 – 5 year | 144 | 57,60% |
| | >5 year | 4 | 1,60% |
| Position | Engineering | 34 | 13,60% |
| | Field | 118 | 47,20% |
| | Resort | 65 | 26% |
| | Administration | 15 | 6% |
| | Cashier | 8 | 3,20% |
| | Marketing | 6 | 2,40% |
| | Directorate | 4 | 1,60% |

Source: Processed Data, (2023)

RESULTS AND DISCUSSION

The results of the confirmatory factor analysis (CFA) test of the research model are presented in Figure 2. Using the Structural Equation Modelling (SEM) approach shows that the research model criteria have met the goodness of fit, where the RMSEA value of 0.078 is less than the requirement limit of 0.80, and the CFI & TLI values are higher than 0.90.

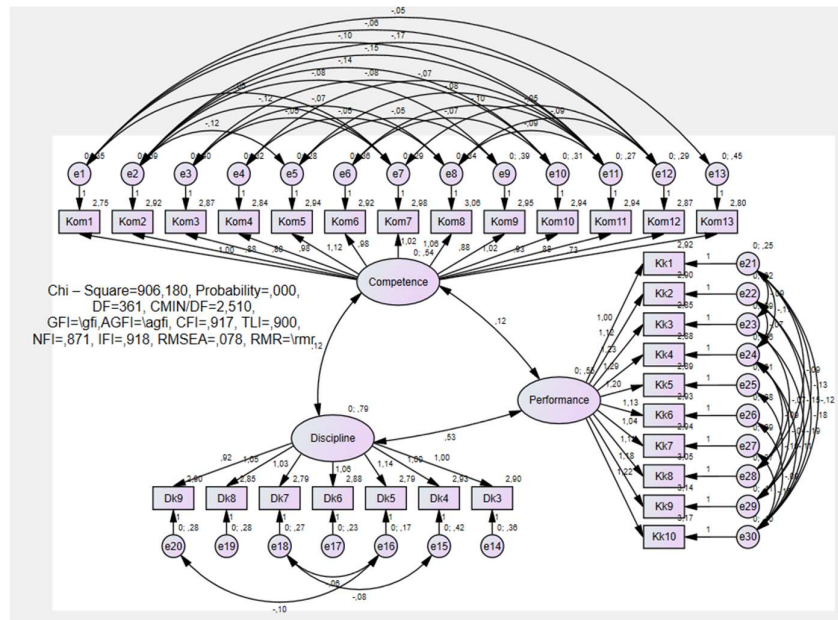


Figure.2 Confirmatory factor Analysis
Source: Statistical Data Processing Results, (2024)

The AMOS approach was used to assess convergent validity in this study. An indicator is considered valid if the standard regression weight projection value is equal to or greater than 0.50. Based on the test results in Table 2, the average value on the competence, work discipline, and employee performance variables exceeds the 0.5 value limit, so the convergent validity requirement has been met.

| Table 2. Convergent Validity | | |
|------------------------------|-------|-------|
| Construct | CR | AVE |
| Competence | 0,946 | 0,578 |
| Discipline | 0,953 | 0,744 |
| Performance | 0,956 | 0,685 |

Source: Statistical Data Processing Results, (2024)

The results of the confirmatory analysis test show that the discriminant validity value of the research in Table 3 for the variables of competence, work discipline, and employee performance exceeds 0.70. So this study has met the requirements of discriminant validity research.

| Table 3. Discriminant Validity | | | |
|--------------------------------|--------------|--------------|--------------|
| | Competence | Discipline | Performance |
| Competence | 0,760 | | |
| Discipline | 0,189** | 0,863 | |
| Performance | 0,219*** | 0,803*** | 0,828 |

Source: Statistical Data Processing Results, (2024)

After confirmatory analysis testing, the hypothesis testing results in Figure 3, the C.R. value shows the strength of the relationship between Competence and

Employee Performance. A p-value of 0.103 means that this relationship is not significant at the 0.05 significance level (because $P > 0.05$). This means that competence does not have a significant effect on employee performance in this model. Then the high C.R. value (13.325) shows that Work Discipline has a strong influence on Employee Performance. A very significant P-value ($P < 0.001$) means that this relationship is highly statistically significant. This means that the higher an employee's work discipline, the better their performance.

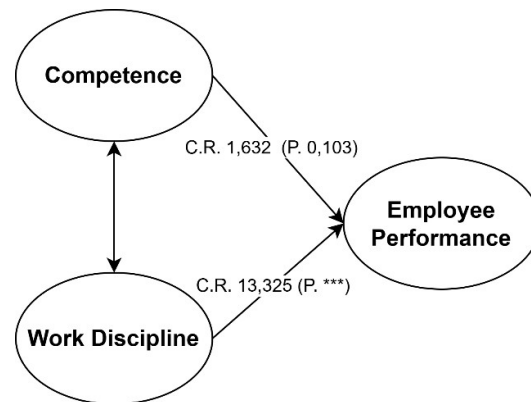


Figure 3. Hypothesis Testing
Source: Statistical Data Processing Results, (2024)

The results of the statistical testing for the Employee Competence and Discipline at Work variables in relation to Employee Performance at Sari Ater Hot Spring Resort Subang have a significance value of 0.000, which does not exceed the established significance value threshold of 0.05. Therefore, Employee Competence and Discipline at Work together have a significant influence on Employee Performance at Sari Ater Hot Spring Resort Subang.

Table 4. Simultaneous Test

| | Work_Discipline | Competence | EMP_PMC |
|---------|-----------------|------------|---------|
| EMP_PMC | ,097 | ,075 | ,000 |

Source: Statistical Data Processing Results, (2024)

The research findings show that competence has a negative effect on the performance of PT Sari Ater Hot Spring Resort employees. This result is in line with the study (Tambingon et al., 2019; Wondal et al., 2019) that competence has a negative effect on employee performance. Employee competence plays an important role in human resource theory, as it directly impacts organizational performance and success. Transformational leadership, training, and development opportunities, and constructive feedback are key factors that contribute to employee competence (Serenko et al., 2024). In the tourism industry, according to (Wudhikarn et al., 2024) human resources are critical to the tourism industry as they directly impact business performance and sustainability. The tourism sector relies heavily on a skilled workforce to deliver exceptional services, and investing in human resources through training and development can improve employee

competencies, leading to improved organizational performance (Ambarwati et al., 2023; Cahyono, 2024).

The relationship between employee competencies and employee performance is an important research area that has received significant attention in human resource studies. Employee competencies, which include knowledge, skills, and attitudes, are fundamental to improving performance. Good studies (Campion et al., 2011) emphasize that competency fit reflects behavior and performance outcomes, indicating that employees who have the right competencies are more likely to perform well. So human resource practices in developing employee competencies become an important aspect that needs to be considered by companies. Competencies tailored to the specific needs of the organization are critical to achieving outstanding performance (Yolanda et al., 2021). This skilled employees provide a competitive advantage for businesses, which emphasizes the need for effective recruitment and training strategies (Varfi, 2014). The integration of soft skills in improving employee competence is an important factor in improving performance. Studies (Jones, 2016; Sidharta, 2024) show that resilience skills, as part of employee competencies, have a positive impact on contextual performance, thus benefiting the organization as a whole.

Further research findings work discipline has a positive effect on the performance of employees of PT Sari Ater Hot Spring Resort. The study (Pawirosumarto et al., 2017) states that work discipline has a significant positive effect on employee performance, which emphasizes that higher levels of discipline lead to improved performance in fulfilling job responsibilities. This finding is supported by a study (Dehotman, 2023) which highlights that high levels of employee discipline indicate greater effectiveness and productivity in carrying out tasks. In addition, the study findings (Mawardi et al., 2024) further corroborate the positive relationship between work discipline and employee performance, indicating that when employees' work discipline increases, so does their performance. Work discipline correlates with higher levels of employee performance, thus reinforcing the idea that disciplined work behavior is critical to achieving organizational goals (Nurhabibah et al., 2023)

Reinforcement theory provides a valuable framework for understanding how employee discipline can be improved in organizations, particularly in the context of the work environment. The theory states that behavior is a function of its consequences, suggesting that positive reinforcement can encourage desirable behavior, while negative reinforcement or punishment can deter undesirable actions. Positive reinforcement has been shown to significantly influence employee performance. The study (Wei & Yazdanifard, 2014) found that intrinsic and extrinsic positive reinforcement was positively related to employee performance, indicating that recognizing and rewarding disciplined behavior can increase motivation and productivity. The important role of a leader in the company is to use rewards to reinforce preferred behavior, thus fostering a culture of discipline (Nguyen & Truong, 2021).

Further research findings competence and work discipline simultaneously affect employee performance at PT Sari Ater Hot Spring Resort. The research findings are supported by a study (Malik et al., 2023) highlighting that competence and work discipline have a significant positive effect on employee performance in a

government environment. Employees who consistently demonstrate discipline in their work processes tend to achieve better performance outcomes. Adherence to rules and regulations during working hours correlates with effective performance, reinforcing the notion that work discipline is an important component of employee success (Rostina et al., 2020). This is further supported by Kurniawan, who argues that good work discipline reflects a strong sense of responsibility, thus enabling employees to complete assigned tasks effectively and efficiently (Kurniawan, 2023). Later studies (Kasmaniar et al., 2023; Nuraeni et al., 2022) showed that competence, when combined with strong work discipline, has a positive impact on employee performance. This shows that although work discipline is very important, the competence of employees has an equally important role in achieving high levels of employee performance.

CONCLUSIONS

Employee performance at Sari Ater Hot Spring Resort Subang falls into the category of below average or satisfactory. An aspect that needs improvement is the understanding of job processes, as indicated by the lowest item score for the question, "I understand the workflow from start to finish.". Employee competence in tourism at Sari Ater Hot Spring Resort Subang is categorized as below-average. An area that requires improvement is the understanding of the tasks assigned or undertaken, as reflected in the lowest item score for the question, "I understand the tasks assigned by my superiors.". Work discipline at Sari Ater Hot Spring Resort Subang falls into the category of below average or satisfactory. An area that needs improvement is compliance or commitment to completing tasks thoroughly, as indicated by the lowest item score for the question, "I always adhere to completing tasks.".

There is no significant influence of competence on employee performance at Sari Ater Hot Spring Resort Subang. However, management and employees, especially, should pay more attention to enhancing both individual and team performance competencies for the advancement of the destination. There is a significant influence of work discipline on employee performance at Sari Ater Hot Spring Resort Subang. This aspect should be improved, as mentioned in the conclusions and recommendations, as there is still a low level of commitment in completing tasks. It is recommended that the management or administrators provide more comprehensive instructions about what is expected of employees, encourage employees to be more active and open, establish a feedback mechanism to promote mutual understanding between supervisors and employees. Build more effective communication, conduct more extensive training for employees who lack competence or specialized knowledge, especially in the field of tourism, to make employees more competent and knowledgeable in their work. Assist in strengthening employees' awareness of the importance of discipline, conduct regular monitoring, and provide feedback on achievements, organize monthly events such as Islamic studies. Also, pay attention to more precise performance competence, both individually and as a team

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