

THE INFLUENCE OF COMPETENCY, COMPENSATION, AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE AT PT. HAPPY JAYA PROPEROUS CITY OF BOGOR

Aldi Apriana¹, Titiek Tjahja Andari², Erni Yuningsih³

¹ Management Study Program, Universitas Djuanda, Indonesia

² Management Study Program, Universitas Djuanda, Indonesia

³ Management Study Program, Universitas Djuanda, Indonesia

Corresponding Author: aprianaaldi14@gmail.com

Abstract

Background: Employees are an important part in determining the success of a company. The performance achieved by employees contributes to the overall success of the company. If the company has quality human resources, the performance achieved by the company will also increase

Purpose: This is to analyze employee performance with competency, compensation and work discipline as influencing factors

Methodology: The research sample is all employees who work in the production section at a small industrial company that produces agricultural machinery and equipment in 2022 with a total of 66 employees. Using the multiple regression method, the results obtained confirm the hypothesis of the influence of competence, compensation and work discipline on employee performance.

Results: The results of this research show that:

(1) Competency, compensation, work discipline have a positive and significant effect on employee performance. (2) Competency has a positive and significant effect on employee performance. (3) Compensation has a positive and significant effect on employee performance. (4) Work discipline has a positive and significant effect on employee performance.

Keywords: *Employee performance, competency, compensation, work discipline, company*

I. INTRODUCTION

According to Sedamaryanti, et al (2019), the concept of employee performance is the achievement of a person or group in a company who completes tasks and is responsible for achieving company goals.

Competence is a person's characteristic that is related to effective or superior performance in certain work situations (Rahmat, 2010). Good competence is one of the factors that has a positive impact on performance in a business.

Compensation is income received by employees in the form of money, direct or indirect goods provided by the company as compensation for services provided to the company, facilities for employee performance. According to Hasibuan (2019), the aim of providing compensation for employee performance is for employee job satisfaction which will later maintain the stability of the employees themselves so that they can reduce the turn-over rate.

Work discipline can influence employee performance in a company. Work discipline is the attitude of a person or group who intends to follow the rules that have been set, both in terms of punctuality and work targets that have been determined. Based on research by Hasibuan (2019), discipline is the most important operational function of human resource management because it gets better employee discipline, the higher the performance they can achieve.

Employee performance at PT Bahagia Jaya Sejahtera can be seen from employee performance indicators. One indicator of employee performance is quantity and quality. The quantity of work expected by the company is the amount of production that is in line with the target or could even be more than the previously determined target. The following is data on the quantity of work output (production data) of PT Bahagia Jaya Sejahtera in 2021.

Table 1. 1 Target Data and Production Realization of PT. Happy Jaya Prosperous Year 2022

Month	Target Production (Units)	Production Realization (Units)	Achievement (Percentage)	Information
January	100	50	50 %	Not achieved
February	50	50	100%	achieved
March	50	39	78%	Not achieved
April	50	30	60%	Not achieved
May	50	45	90%	Not achieved
June	100	75	75%	Not achieved
July	45	45	100%	achieved
Agust	40	40	100%	achieved
September	30	30	100%	Achieved
October	50	15	70%	Not achieved
November	100	35	35%	Not achieved
December	100	75	75%	Not achieved
Average		44	78%	Not achieved

Source: PT Bahagia Jaya Sejahtera, 2022

Table 1 shows that the production produced by employees (realized production) cannot fulfill orders (production targets). Based on data on average production realization in 2022 of 78%, target

achievement in February was 100%, July-September was 100%, while in other months production was not achieved. The failure to achieve production targets is thought to be caused by several factors, namely competency or training that is not carried out resulting in low employee skills, compensation that is not in accordance with government regulations, and high employee absenteeism. High absenteeism is thought to be caused by wages that are too low, causing employee performance to decline.

II. METHODOLOGY

The data analysis method used in this research uses descriptive analysis and path analysis. For path analysis in this research, ordinal scale data was converted into interval scale data using the interval succession method. According to Sarwono (2012:250) the method of successful intervals (MSI) is the process of changing ordinal data into interval data. Cardinal data is qualitative data or not actual numbers.

III. RESULTS AND DISCUSSION

Multiple Linear Regression Test

Multiple regression analysis is used to predict the influence of more than one independent variable on one dependent variable, either partially or simultaneously.

Hypothesis Test Results

Table 2. t test results
Coefficients^a

	Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	6,567	3,071		2,138	0,035
	Kompetensi	.271	.100	.227	2,698	.0,08
	Kompensasi	.194	.070	.218	2,769	0,07
	Disiplin kerja	.428	.080	.461	5,353	

a. Dependent Variable: kinerja

Source: Processed data, 2023

1. The competency regression coefficient (X1) of 0.261 is positive, indicating that if there is an increase in the competency variable, employee performance will increase with the assumptions (X2) and (X3) remaining constant.
2. The compensation regression coefficient (X2) of 0.120 is positive, indicating that if there is an increase in the compensation variable it will increase employee performance with the assumption that compensation (X1) and (X3) are fixed.
3. The work discipline regression coefficient (X3) of 0.483 is positive, indicating that increasing the work discipline variable will increase employee performance with the assumptions (X1) and (X2) remaining constant.

Table 3. F Test Results
ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	428,707	3	142,902	25,999	.000 ^b
	Residual	511,169	93	5,496		
	Total	939,876	96			

a. Dependent Variable: kinerja

b. Predictors: (Constant), kompetensi, kompensasi, disiplin kerja

Sumber: Data diolah, 2023

Based on the results of simultaneous data processing and analysis tests, it shows that all the variables used in this research, namely individual factor variables, external factors, study program reputation, and career expectations, have a positive effect on the decision variable for selecting an accounting study program. x has a positive effect on variable y simultaneously.

Table 4. Coefficient of Determination Results

Model Summary				
Model	R	R Square	Adjusted Square	Std. Error of the Estimate
1	.675 ^a	.526	.500	2.34445

a. Predictors: (Constant)

Source: Processed data, 2023

Based on table 4, the relationship between competency, compensation and work discipline on employee performance shows a correlation figure of 0.675 in table 4.22, which means there is a strong relationship. This shows that the higher the competency, compensation and work discipline, the higher the performance of PT Bahagia Jaya Sejahtera employees. The results of this research support research conducted by Febrianningtias (2021) which states that competence and work discipline have a strong and positive relationship, if competence and work discipline increase, employee performance will also increase. Then research conducted by Abdi et al (2019) stated that if competence increases, this will be followed by an increase in employee performance.

IV. CONCLUSIONS

Based on the results of the analysis and discussion, it can be concluded that there is influence, competency, compensation and work discipline on employee performance at PT. Happy Jaya Prosperous. This can be seen from the research results as follows:

1. Employee responses to competency, compensation and work discipline are as follows:
 - a. The competency of employees has an appropriate average, while the highest in the interpretation of the competency variable is understanding how to work using machine tools, and the lowest is having skills in providing machine tools.
 - b. Compensation for employees has an appropriate average, while the highest in the interpretation of the compensation variable is that I get a bonus every year, and the lowest is that the company participates in the BPJS health program.
 - c. Work discipline among employees has a high average, while the highest in the

interpretation of the work discipline variable is being responsible for work that has been instructed by the company and the lowest is being absent from work without reason and using equipment in accordance with company rules.

- d. The performance of employees has a high average, while the highest in the interpretation of performance variables is that I am able to work as a team and the lowest is that I have thoroughness in the tasks given by the company.

2. Competence, compensation and work discipline simultaneously have a positive and significant influence on the performance of PT Bahagia Jaya Sejahtera employees.

3. Competence, compensation and work discipline partially have a positive and significant impact on the performance of PT Bahagia Jaya Sejahtera employees.

V. REFERENCES

- Afandi. (2018). *Manajemen Sumber Daya Manusia (Teori, Konsep dan Indikator)*. Riau: Zanaf Publishing.
- Arifin. (2017). *Pengaruh budaya organisasi, motivasi, kompensasi dan kepuasan kerja terhadap kinerja karyawan pt. Meratus line surabaya*. (doctoral dissertation, stie mahardhika surabaya).
- Aksiapang dkk. (2018). *Pengaruh Kompetensi, Kompensasi Dan Lingkungan Kerja Non Fisik Terhadap Kinerja Pegawai Pada Pt. Bank Negara Indonesia (Persero) Tbk Kantor Cabang Utama Palu*. *Katalogis*, 6(4), 182-194.
- Amstrong. (2006). *Performance Management : a strategic and integrated approach to achieve succes*. Mumbai: Jaico Publishing House.
- Arikunto. (2016). *Prosedur Penelitian Suatu Pendekatan Praktik*. Jakarta: Rineka Cipta.
- Barnawi. (2020). *Micro Teaching*. Jogjakarta: Ar-Ruzz Media, 2020 Edisi 2 Cetakana ke 2.
- Busro. (2018). *Teori-Teori Manajemen Sumber Daya Manusia*. Jakarta: Prenadameidia Group.
- Badriyah. (2015). *Manajemen Sumber Daya Manusia*, Cetakan 1. Bandung:VPustaka Setia.
- Chuzaaimah. (2009). *ANALISIS FAKTOR-FAKTOR YANG MEMPENGARUHI KINERJA KARYAWAN PADA PERUSAHAAN FURNITURE (Studi Pada Karyawan Perusahaan Furniture Di Kecamatan Gemolong)*. 34–56.
- Dewi, D.P., & Harjoyo. (2019). *Manajemen sumber daya manusia* (Issue 1). Unpan Press.
- Dwianto dkk. (2019). *Pengaruh Kompensasi Terhadap Kinerja Karyawan Pada PT. JAEIL INDONESIA*.
- Echdar. (2017). *Metode Penelitian Manajemen dan Bisnis*. Bogor : Ghalia Indonesia. Edisi 1. Cetakan 1.
- Edison. (2017). *Edison 2017, Manajemen Sumber Daya Manusia*, Bandung : Alfabeta.

- Faka dan nuridin. (2018). Penelitian ini dilakukan karyawan Bank Index Cabang Bekasi, dengan judul “Pengaruh Kompetensi Dan Dsiplin Kerja Terhadap Kinerja Pegawai Bank Index Cabang Bekasi”.
- Febrianningtiyas, dkk. (2021). Pengaruh Kompetensi, Disiplin Kerja dan Lingkungan Kerja Terhadap Kinerja Karyawan Pada UD. Sumber Ayam Kediri.
- Gibson. (2021). Organisasi dan Manajemen, Perilaku Struktur dan Proses. Jakarta: Penerbit Erlangga. Edisi 4. Cetakan 5
- Ghozali. (2018). *“Aplikasi Analisis Multivariate Dengan Pogram IBM SPSS” Edisi Sembilan. Semarang: Badan Penerbit Universitas Diponegoro.*
- Ginting. (2018). *Pengaruh Disiplin Kerja dan Komunikasi Terhadap Kinerja Karyawan di PT. Sekar Mulia Abadi Medan. AJIE - Asian Journal of Innovation and Entrepreneurship, 3(2), 130–139.*
- H Jopanda. (2019). “Pengaruh Komptensi, Disiplin Kerja, Dan Lingkungan Kerja Terhadap Kinerja Karyawan Pada Hotel Maharadja.
- Hasibuan. (2017). *Hasibuan, 2017, Manajemen Sumber Daya Manusia, cetakan kesembilan. Bumi Aksara, Jakarta.*
- Hamali. (2016). Pemahaman Manajemen Sumber Daya Manusia (Strategi Pengelola Karyawan). (S. Bala, Ed.) (Cetakan pe). Jakarta: CAPS (Center for Academic Publishing Service).
- Keith & Wether. (2019). *Administración del capital humano.*
- Kusnita, Harini, S., & Sudarijati. (2015). Pengaruh Pengawasan Dan Disiplin Kerja Terhadap Kinerja Karyawan Pada Pt. Dwi Cipta Usaha, Jakarta. *Visionida, 1(1), 74–86.*
<https://ojs.unida.ac.id/index.php/Jvs/article/view/41>
- Mangkunegara. (2017). *Manajemen Sumber Daya Manusia Perusahaan, Bandung: Remaja Rosdakarya. Cetakan 1*
- Mujanah, S. (2019). *Manajemen Kompensasi. CV. Putra Media Nusantara (PMN).*
- Nurhayati, L. (2022). (Studi Kasus Pt Lastana Express Cabang Raden Inten). 17, 95–106.
- Mulyapradana. (2020). *Pengaruh Penggunaan Media Daring dan Motivasi Belajar Terhadap Kepuasan Mahasiswa Pada Saat Pandemi Covid-19. Volume 4 No. 2 September 2020. ITS NU Pekalongan.*
- Nurhayati, L. (2022). (Studi Kasus Pt Lastana Express Cabang Raden Inten). 17, 95–106.
- Nurudin., K. (2020). PT. Pedagang Unggul Indonesia (X-SEEL), dengan judul “Pengaruh Kompensasi Dan Disiplin Kerja Terhadap Kinerja Karyawan PT. Pedang Unggul Indonesia (X-SELL).
- Purnomo. (2017). *Metodologi Penelitian Sosial. Jakarta: PT Bumi Aksara. Edisi 3. Cetakan 1.*

- Rahmat, A. (2010). *Manajemen Sumber Daya Manusia*. Jakarta: PT RajaGrafindo Persada.
- Rivai dan sagala. (2013). *Manajemen Sumber Daya Manusia Untuk Perusahaan Dari Teori ke Praktik. Edisi Kedua. Cetakan Kelima*. Jakarta: PT. RajaGrafindo Persada.
- Robbins. (2016). *Perilaku Organisasi Edisi 16*. Jakarta : Salemba Empat.
- Ruky, A. S. (n.d.). *Ruky, Ahmad S. 2017. Sistem Manajemen Kinerja, Gramedia, Jakarta. Edisi 1 Cetakan 1*.
- Ramanyah., A. (2019). Penelitian ini dilakukan karyawan PT. Christalenta Pratama, dengan judul “Pengaruh Kompetensi Dan Disiplin Kerja Terhadap Kinerja Karyawan PT.Christalenta”.<https://ojs.ekonomiunkris.ac.id/index.php/JMBK/article/view/354>
- Sedamaryanti dkk. (2019). *Sumber Daya Manusia : Reformasi Birokrasi dan Manajemen Pegawai Negri Sipil Edisi Revisi*: Bandung: Refika Aditama. Edisi 5. Cetakan 5
- Sinambela. (2019). *Manajemen Kinerja: Pengelolaan, Pengukuran Dan Implikasi Kinerja*. Depok: Rajawali Pers. Edisi 1 . Cetakan 1
- Sumaki. (2015). *Pengaruh Disiplin Kerja, Budaya Organisasi, dan Komunikasi terhadap Kinerja karyawan PT. PLN (Persero) Wilayah Suluttenggo Area Manado. Jurnal Berkala Ilmiah Efisiensi, 15(5), 538–549*.
- Sekaran, B. (2017). *Metode Penelitian untuk Bisnis: Pendekatan Pengembangan-Keahlian*, Edisi 6, Buku 1, Cetakan Kedua, Salemba Empat, Jakarta Selatan 12610.
- Siagian. (2011). *manajemen sumber daya manusia* . Jakarta: Penerbit Bumi Aksara. Edisi 1 Cetakan 1
- Simamora. (2015). *Manajemen Sumber Daya Manusia Edisi ke-5*. Yogyakarta: Bagian Penerbitan Sekolah Tinggi Ilmu Ekonomi YKPN.
- Sudarijati, Priyambada. (2021). PT. Maduroointernasional DKI Jakarta, dengan judul “Pengaruh Kompetensi Dan Motivasi Pegawai Terhadap Kinerja Pegawai PT. Maduoointernasional DKI Jakarta.
- Sudaryono, Y., Ariwibowo, A., & Sofiati, N. A. (2018). Cetakan 4. *Manajemen Sumber Daya Manusia, Kompensasi Tidak Langsung dan Lingkungan Kerja Fisik*. ANDI.
- Sugiyono. (2018). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. Edisi Kesatu. Cetakan 1
- Suharsaputra. (2010). *Administrasi Pendidikan*, Bandung: PT Raftika Aditama. Edisi Kedua. Cetakan 2
- Sutrisno. (2017). *Manajemen Sumber Daya Manusia*. Jakarta: Kencana. Cetakan 9
- Taufik., D. (2021). *Pengaruh Kompensasi, Lingkungan Kerja, Gaya Kepemimpinan, Dan Beban Kerja Terhadap Turnover Intention*.

- Yuningsih, E., Harini, S., & Rifky, M. G. (2020). Pengaruh Motivasi Kerja Dan Kompensasi Terhadap Kinerja Karyawan Pada Divisi Produksi Pt. Kusuma Kaisan Sentul-Bogor. *Jurnal Visionida*, 6(1), 47. <https://doi.org/10.30997/jvs.v6i1.2746>
- Wairooy. (2017). *Pengaruh Disiplin Kerja dan Kompensasi Terhadap Kinerja Karyawan pada PT Pertamina Pemasaran Region VII Makassar, Jurnal Pemikiran Ilmiah dan Pendidikan Administrasi Perkantoran*, Vol. 4, No. 1.
- Wibowo. (2016). *Manajemen Kinerja, Edisi kelima, Jakarta : Rajawali Pers*.
- Wahyuni. (2018). *Kompetensi Merupakan Parsial Mediator Diklat Terhadap Mpkp Di RS Puri Cinere Jakarta. Yume: Journal of Management*, 1(3).
- wairooy. (2017). *Pengaruh Disiplin Kerja dan Kompensasi Terhadap Kinerja Karyawan pada PT Pertamina Pemasaran Region VII Makassar, Jurnal Pemikiran Ilmiah dan Pendidikan Administrasi Perkantoran*, Vol. 4, No. 1.
- Wibowo. (2016). *Manajemen Kinerja, Edisi kelima, Jakarta : Rajawali Pers*.
- Yuningsih dkk. (2019). "Pengaruh Kompetensi Dan Motivasi Terhadap Kinerja Pegawai Pada PT. XXX." *Jurnal Visionida* 5(1): 32.
- Yuningsih, E., Harini, S., & Rifky, M. G. (2020). Pengaruh Motivasi Kerja Dan Kompensasi Terhadap Kinerja Karyawan Pada Divisi Produksi Pt. Kusuma Kaisan Sentul-Bogor. *Jurnal Visionida*, 6(1), 47. <https://doi.org/10.30997/jvs.v6i1.2746>
- Yuwanto. (2010). *uwanto, L. (2010). Panduan Wawancara Kerja. Surabaya: Putra Media Nusantara*.
- Zainal. (2018). *Manajemen Sumber Daya Manusia untuk Perusahaan. PT. RajaGrafindo Persada*.