Research Paper

Effect of Work Discipline and Competency on Employee Performance at Goddes Bakery Bali-Indonesia

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ABSTRACT

The purpose of this study was to examine the impact of the skills and abilities of Goddes Bakery Bali employees and their compliance with all applicable regulations in the company. There are some employees who work in the production department often experience errors with the lack of knowledge and skills of employees, so many breads are rejected which results in a lack of efficiency in raw materials, employees are often absent for no reason even though the company has carried out daily briefings before and after doing work. This will clearly affect the performance of employees and also the performance of the company. Based on this, it is deemed necessary to examine the effect of competence and discipline on employee performance. Data was collected by distributing questionnaires which were used as research instruments. Sampling was carried out using the saturated sample method or the census method, with 34 respondents. Respondents. Data analysis used multiple linear regression analysis. The results show that Work discipline has a positive and significant effect on employee performance at Goodes Bakery Bali. Which means, the higher the employee's work discipline, the employee's performance will increase. Competence has a positive and significant effect on employee performance at Goodes Bakery Bali. Which means, the higher the competence of employees, the performance of employees will increase.

Keywords: Performance, Discipline, Competence

INTRODUCTION

The development of the industrial world in the service sector in this globalization era continues to increase, this causes increasingly fierce competition, thus requiring companies to optimize existing resources in their companies. Hotel is one of the industries that is engaged in services that provide accommodation/lodging services. The hospitality industry today is experiencing very rapid development, with these developments, of course, having an impact on competition. One way that can be done to overcome this problem is to maximize the performance of human resources within the company in order to be able to provide excellent service to tourists.

Employee performance is the result of work achieved by individuals in accordance with their roles or duties within a certain period, which is associated with certain values or standards and the organization where the individual works. Work Discipline is important in employee performance, in order to have discipline, and be obedient in carrying out work. Having work discipline can have an impact on the personal lives of employees that affect the company. The implementation of work discipline will help educate employees to comply with and obey the rules, procedures, and policies that exist in a company.

Quality human resources within the company is one of the important aspects that can encourage the company to move

forward and continue to grow in the midst of increasingly fierce competition. Superior human resources and professionals who have competence in their fields are needed to support the sustainability of the goals and objectives set by an organization. Human Resources (HR) is a resource that is needed by an organization. Because, human resources have an active role in the running of a company organization. Human resources include all people in an organization who are involved in the operational activities of the organization starting from the lowest level (lower management) to the top level (top management). Top, Middle and Lower Management both have an important role for an organization in achieving its goals, for that an organization needs quality resources because having quality resources will result in high performance so that organizational goals will be achieved according to the organization's expectations.

Today's business in the culinary field is currently being discussed. The culinary world does not only revolve around food, but also drinks, which are also known as food and beverage. In the tourism sector, Bali is a tourist destination that is in demand by foreign and domestic tourists, thus providing business opportunities for investors in culinary. Goddes Bakery Bali is a business engaged in the culinary field, which is located on Jl Danau Buyan No 5B Sanur, which has 4 departments including: Restaurant, kitchen, pastry, and Bakery. Because Goddes Bakery serves consumers well, namely by having Wi-Fi, meeting rooms and a smoking area. To support this, Goddes Bakery Bali has 34 employees.

In order for the company to develop to achieve the company's long-term goal of survival, the company expects employees to create high performance. Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Mangkunegara, 2016:20). To achieve high performance from employees, the company will always move employees to work according to company rules so that employee discipline needs to be considered where work discipline is attitudes, behavior in accordance with company regulations (Wibowo 2018).

Based on the results of interviews and observations in the field at Goddes Bakery, a presentation of attendance levels and average employee performance for the year 2020.

Table 1. Percentage of Goddes Bakery Bali's Employee Attendance Level2020

No	Month	Total manpower (person)	Number of working days (Day)	The number of working days should be (day)	Number of working days lost (Day)	Actual number of working days (Day)	Percentage Attendance (%)
A	B	C	D	E= (CxD)	F	G = (EF)	H= (F:E)
1	January	34	29	918	27	914	0.43
2	February	34	28	816	26	812	0.49
3	March	34	28	884	26	879	0.56
4	April	34	28	886	27	882	0.45
5	May	34	27	918	26	914	0.43
6	June	34	28	884	27	880	0.45
7	July	34	27	918	26	914	0.43
8	August	34	28	918	26	914	0.43
9	September	34	30	884	28	880	0.45
10	October	34	27	918	26	914	0.43
11	November	34	26	884	26	880	0.45
12	December	34	28	918	27	914	0.43
Amount			342	10,746	318	10,697	5.43
Average							3.40

Source: Goddes Bakery Bali

The problem faced by the company is that the performance standards set by Goddes Bakery Bali cannot be achieved. Based on the number of samples taken for 12 months, it can be seen that employees have not been able to achieve 100% of the performance standards set by the company with an average absence of 3.40 with a

tolerance limit of 3. This shows that employees lack discipline. Suswardji, et al. (2012) which states that work discipline is a person's mental attitude, awareness, willingness, and ability to submit and obey in implementing the rules and norms set by the organization in an effort to achieve organizational goals. The higher a person's work discipline, the higher the person's performance (Sinambela, 2012).

Likewise in terms of performance where the results of employees in quantity have not met the company's expectations because of skills and skills problems from employees so that many breads are rejected during the production process which has an impact on the company's losses so that the problem of human resource competence needs attention. The problem occurred allegedly caused by the competence of the employees not in accordance with the competency standards set by Goddes Bakery Bal. Wibowo (2012) states that competence is the ability possessed by a person to carry out the work given to him well.

Based on this background, it is deemed necessary to conduct a study entitled "The Effect of Competence and Work Discipline on Employee Performance at Goddes Bakery Bali". Through this research, the company can apply discipline to its employees and try to improve employee competence in improving employee performance.

LITERATURE REVIEW
Competence

Wibowo (2012: 325) which states that competence is a fundamental characteristic of every individual associated with criteria that are referenced to superior or effective performance in a job or situation. Another opinion was also expressed by Santiasih (2013) which states that competence is the knowledge, ability, and skills or personal characteristics of a person that determines the level of behavior and individual expertise in carrying out their

work which is expected to provide superior performance in their work.

Handoko (2017) states that competence is the ability to carry out or perform a job or task based on skills and knowledge and supported by the work attitude required by the job. Thus, competence shows skills or knowledge that are characterized by professionalism in a particular field as the most important thing, as the most important thing, as the superior of the field.

Competence also shows the characteristics of knowledge and skills possessed or required by each individual that enable them to perform their duties and responsibilities effectively and raise professional quality standards in their work. According to Spencer (1993) states that the basic characteristics of people indicate how to behave or think, equate situations, and support for a long period of time. There are five types of competency characteristics, namely as follows: Motives, Traits, Self-concept, Knowledge, Skills. The dimensions of competence used in this study are in accordance with the opinion of Listio (2010) which states that competence consists of (1) intellectual competence, (2) emotional competence, (3) social competence, and (4) spiritual competence.

Work discipline

According to Pandi Afandi (2018:78) discipline is a tool or means for an organization to maintain its existence. This is because with high discipline, employees or subordinates will wait for all existing regulations so that the implementation of the work can be in accordance with the predetermined plan.

To condition company employees to always be disciplined, there are several disciplinary principles according to (Pandi Afandi 2018) namely 1) Discipline is carried out personally, 2) Discipline must be constructive, 3) Discipline must be carried out by direct superiors and is immediate. 4) Justice in discipline is very necessary. 5) Leaders should not give discipline when

subordinates are absent. Factors that affect work discipline, According to Afandi (2018), they are 1) Leadership factor, 2) Compensation factor, 3) Reward factor, 4) Ability factor, 5) Justice factor, 6) Supervision factor, 7) Environmental factor, 8) Punishment factor, 8) Factor loyalty. Sinambela (2012) states that work discipline is a person's ability to work regularly, persistently and work in accordance with applicable rules without violating the rules that have been set. Another opinion was also expressed by Rumondor (2013) stating that work discipline is defined as a condition that is created and formed through the process of a series of behaviors that show the values of obedience, obedience, loyalty, and order.

The dimensions of work discipline used in this study refer to the opinion of Novitasari (2008: 13) which states that the dimensions of work discipline are as follows. (1) effective use of time, including: (a) punctuality in carrying out tasks, (b) saving time in carrying out tasks. (2) compliance with established regulations, including: (a) adherence to working hours, (b) obedience to leadership, (c) adherence to work procedures and methods. (3) responsibilities in work and duties, including: (a) doing work according to plan, (b) evaluating work results, (c) courage to accept the risk of mistakes.

Company performance

According to (Mulyadi, 2007:328 in Nugrahayu and Retnani, 2015), company performance is the overall success of the company in achieving strategic goals that have been set through selected strategic initiatives. Company performance is defined as the company's ability to achieve its goals through efficient and effective use of resources and describes how far a company achieves its results after being compared with previous performance. *Performance* and benchmarking the performance of other organizations, as well as how far to achieve the goals and targets that have been set. Factors that affect company performance,

effectiveness and efficiency, authority (authority), discipline, initiative.

Lewa and Subowo (in Wiratama and Sintaasih, 2013) state that employee performance is the result of work achieved by a person in carrying out assigned tasks including the quality and quantity of output and reliability at work. Another opinion was also expressed by Amins, (2012: 47) which states that performance is the result, both quantity and quality achieved by a person in carrying out the tasks that are his responsibility.

The dimensions of performance in this study refer to the opinion of Husnan (2002: 126) which determines performance measures based on four dimensions with interpretations, namely (1) quality of work includes punctuality, accuracy, ability and skills of employees, (2) quantity of work includes meeting work standards and routine work is carried out quickly, (3) the level of reliability includes initiative, diligence and ability to work, and (4) attitude includes employee loyalty and responsibility as well as teamwork

Previous Research

Dana Yoga (2019) with the title the influence of competence, work discipline on employee satisfaction at Gumuh Sari Recreation in Darmasaba Badung Job satisfaction as a positive feeling about one's work which is the result of an evaluation of its characteristics. The population used was 41 people who were taken by the census or sampling method. The data analysis technique used multiple linear regression analysis. The results showed that there was a significant influence between communication, work discipline and competence on employee performance at Gumuh Sari Recreation in Darmasaba Badung.

Deswarta, (2017) with the title The Influence of Competence and Motivation on Job Satisfaction and Performance of Lecturers of the Tarbiyah and Teacher Training Faculty of UIN Sultan Syarif Kasim Riau. This research was conducted

with the aim of knowing the simultaneous and partial effect of competence and motivation on job satisfaction and performance on tarbiyah faculty and teacher training at UIN Sultan Syarif Kasim Riau. The population in this study was 191 people. The sampling technique used was purposive sampling as many as 129 people. The research method used is a quantitative descriptive method of partial and simultaneous analysis with the help of the SPSS Ver program. 17.

Research Concept Framework

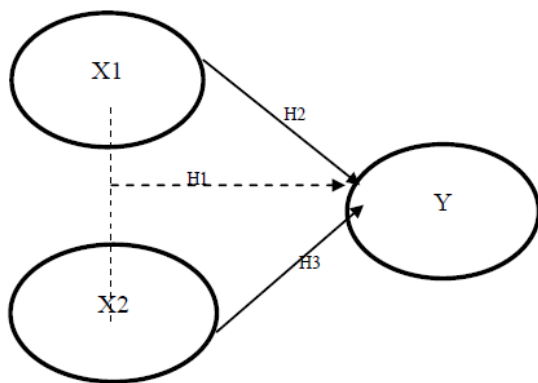The conceptual framework is stated in the following figure:

Figure 1. Research Concept Framework

III. RESEARCH METHOD

This study uses a causal quantitative research design. The subjects in this study were employees who worked for Goddes Bakery Bali. Meanwhile, the object of this research is competence, work discipline and employee performance. The population in this study amounted to 34 people and samples were taken using the saturated sample method. The types of data in this study include primary data and secondary data. Primary data were obtained directly from interviews and the results of filling out questionnaires regarding competence, work discipline and employee performance which were obtained directly from employees Goddes Bakery Bali. Secondary data is obtained directly from the operational manager Goddes Bakery Bali, such as data on the number of employees, education level and employee attendance data. The

data collection techniques in this study were: questionnaires, document recording, and interviews, then the data were analyzed using multiple linear regression analysis.

RESULTS AND DISCUSSION
Research result
Characteristics of respondents

The research has reached this stage starting from the process of applying for a permit from the company, namely Goddes Bakery on Jl. Kutat Lestari Gg. VI No. 8 Sanur up to data collection and testing of research instruments. Table 2 shows the characteristics of respondents by gender, education level, age and years of service

Table 2. Characteristics of Research Respondents

Category	Number of Respondents (Persons)	Percentage
Gender		
Man	22	64.71
Woman	12	35.29
Amount	34	100
Age		
< 20 years	7	20.59
20-35 years old	11	32.35
36-45 years old	8	23.53
> 45 years old	8	23.53
Amount	34	100
Last education		
SMA/SMK	22	64.71
D1	12	35.29
Amount	34	100
Years of service		
1-2 years	9	26.47
2-5 years	20	58.82
> 5 years	5	14.71
Amount	34	100

From the table above, it can be explained that the number of respondents was 34 people. Consisting of 22 people (64.74%) were male and 12 people (35.29%) were female. Judging from the age of the respondents, as many as 7 people (20.59%) were less than 20 years old, 11 people (32.35%) were between 20-35 years old, 8 people (23.53%) were 36-45 years old and as many as 8 people (23.53%) aged over 45 years. Judging from the level of education as many as 22 people (64.71%) of respondents have high school/vocational education, and 12 people (35.29%) have diploma education. Judging from the years of service, as many as 9 people (26.47%) with 1-2 years of service, 20 people

(58.82%) with 2-5 years of service, and 5 people (14.71%) with more than 5 years of service.

Validity and Reliability Test Results
Validity test

Table 3. Validity and Reliability Test Results

Variable	Items	Pearson Correlation Value	Note:	Alpha Cronbach	Note:
Work Discipline (X1)	X2.1	0.558	Valid	0.804	Reliable
	X2.2	0.735	Valid		
	X2.3	0.596	Valid		
	X2.4	0.598	Valid		
	X2.5	0.535	Valid		
	X2.6	0.624	Valid		
	X2.7	0.767	Valid		
	X2.8	0.794	Valid		
Competence (X2)	X3.1	0.811	Valid	0.816	Reliable
	X3.2	0.673	Valid		
	X3.3	0.753	Valid		
	X3.4	0.594	Valid		
	X3.5	0.670	Valid		
	X3.6	0.778	Valid		
	X3.7	0.603	Valid		
Performance (Y)	Y1	0.778	Valid	0.844	Reliable
	Y2	0.682	Valid		
	Y3	0.836	Valid		
	Y4	0.830	Valid		
	Y5	0.818	Valid		

Based on table 3 all variables have a product moment correlation coefficient above 0.3 so it can be said that all research instruments are valid.

Reliability Test

Table 4 Reliability Test Results

No	Variable	CronbachAlpha	Information
1	Work discipline	0.804	Reliable
2	Competence	0.816	Reliable
3	Performance	0.844	Reliable

Based on table 4 all variables have coefficient values *Cronbach Alpha* above 0.70 so it can be said that all the research instruments are reliable

Classic assumption test

Based on the test results, such as the normality test, heteroscedasticity and multicollinearity test, it shows that all assumptions are met, so that the next regression analysis can be continued.

Multiple Linear Regression Analysis

This analysis is used to determine the impact of financial and non-financial compensation systems on employee performance Goddess Bakery.

Table 5 Multiple Linear Regression Analysis

Coefficientsa						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,752	2,555		.686	.498
	X1	.287	.150	.391	2,316	.045
	X2	.305	.152	.411	2.414	.033
Dependent Variable: Y						

Simultaneous Test

Table 6 Simultaneous Test

ANOVAb						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	98.467	2	49,234	21,987	.000a
	Residual	69,415	31	2.239		
	Total	167,882	33			
a. Predictors: (Constant), X1, X2						
b. Dependent Variable: Y						

Based on the results of statistical test calculations with the help of SPSS 22.0 in Table 6, it shows that competence and work discipline on employee performance together have a positive effect on employees. Goddes Bakery Bali. The contribution of the influence of competence and work discipline on employee performance is 66.00%, while the relationship between the influence of other factors on employee performance is 34.00%. Other factors that are thought to affect employee performance according to Wibowo (2012) are compensation, leadership, work environment, job satisfaction and job stress. The results of statistical test calculations with the help of SPSS 22.0 in Table 5, show that there is a positive influence of competence on employee performance. The magnitude of the influence of competence on employee performance is 59.30% while the contribution of competence to employee performance is 35.20%. The results of statistical tests with the help of SPSS 22.0 in Table 5, show that there is a positive influence of work discipline on employee performance.

DISCUSSION

Based on the research that has been done, it is found that the variables of competence and work discipline have a positive effect on employee performance in Goddes Bakery Bali. The results of this study are in line with the theory expressed by Simanjuntak (in Parukawa, 2014) which states that individual performance is influenced by competency factors, the higher the employee's competence, the higher the performance achieved. Work discipline also has an influence on performance, the higher a person's work discipline, the higher the person's performance (Sinambela, 2012). This statement is supported by the results of previous research conducted by Suswardji, et al. (2012) which states that there is a significant relationship between competence and work discipline on employee performance.

Research on the effect of the competence variable on employee performance, the results obtained that the competence variable has a positive effect on employee performance in Goddes Bakery Bali. The results of this study are in line with the theory expressed by Sujana (2012) which states that the higher the competence possessed by employees and in accordance with the demands of the job, the employee's performance will increase because competent employees usually have the ability and willingness to quickly overcome the work problems they face, do work calmly and full of confidence, view work as an obligation that must be done sincerely, and openly improve self-quality through the learning process. According to Simanjuntak (in Parukawa, 2014) which states that individual performance is influenced by competency factors, the higher the employee's competence, the higher the performance achieved.

The results of further research obtained are work discipline variables have a positive effect on employee performance in Goddess Bakery Bali. The results of this study are in line with the theory that the higher a person's work discipline, the higher the person's performance (Sinambela, 2012). If employees are not disciplined at work, of course, this can result in a decrease in employee performance because there is a positive and significant relationship between work discipline and performance, as stated in the results of previous research conducted by Hindri Hestisani (2014) which stated that there was a positive and significant effect of work discipline on performance

CONCLUSION, LIMITATIONS AND SUGGESTIONS
Conclusion

Based on the results and discussions that have been carried out, some conclusions can be drawn as follows. (1) There is a positive and significant influence of competence and work discipline on

employee performance at Goddes Bakery Bali. (2) There is a positive and significant influence of competence on employee performance at Goddes Bakery Bali. (3) There is a positive and significant effect of work discipline on employee performance at Goddes Bakery Bali.

Research limitations

The limitation of this study is that observations were only made on one company, the number of population used in this study was still narrow, so it is hoped that other researchers will use larger companies with broader research subjects. Besides that, the variables studied are still limited, so it is also expected to test other variables that are strongly suspected to affect employee performance

Suggestion

Based on the results of the research, discussion, and conclusions that have been put forward, some suggestions can be made as follows. (1) For the management Goddes Bakery Bali, in order to further improve employee performance by taking into account the competence and discipline of employees, because this study has proven that the competence of employees and the discipline of employees can affect employee performance.

To get employees who have competence in their fields, the management must do the following (a) recruiting employees must be in accordance with the competencies required by the hotel, (b) it is recommended for employees to take training and development programs seriously, and (c) company leaders are advised to provide training and development programs for employees in accordance with their respective fields.

Meanwhile, employee work discipline also needs to be improved in the following ways (a) socializing company regulations and instilling awareness in employees, (b) supervising employee disciplinary violations, and (c) providing appropriate sanctions for disciplinary violations. as well as giving awards to employees who have high work discipline. Therefore, high competence and work discipline will be able to affect the achievement of performance that has been set by the company to employees.

For further researchers who are interested in studying similar aspects, namely competence, work discipline, and employee performance, it is expected to develop this research using a wider dimension and population so that the results of the research are more tested in depth, besides that it is also recommended to examine variables that are strongly suspected to be able to affect employee performance.

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