The Impact of Work Discipline and Competency on Production Employees' Performance Indonesian

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Abstract
The dynamic landscape of the automotive industry, organizations such as PT. Adient Automotive Indonesia play a pivotal role in supplying essential spare parts. The success and sustained growth of such companies hinge upon the performance and quality of their human resources. PT. Adient Automotive Indonesia has a good reputation, the business must pay attention to the performance of each employee and the quality of its human resources to maintain consistent results in every production carried out. This study aims 1) to analyze the influence of competence on the performance of production employees at PT. Adient Automotive Indonesia 2) Analyze the influence of work discipline on employee performance at PT. Adient Automotive Indonesia 3) Analyze the effect of competence and work discipline simultaneously on employee performance at PT. Adient Automotive Indonesia. 88 people were sampled for this study. The research findings are: 1) Competence has a positive and significant effect on the performance of production employees at PT. Adient Automotive Indonesia; and 2) Work Discipline has a positive and significant effect on the performance of the same employee. Furthermore, when considered together, competence and work discipline collectively exert a substantial influence on employee performance. The simultaneous impact of these factors emphasizes the need for a holistic approach in managing and enhancing the capabilities of the workforce.

Keyword: competence, work discipline, production employee performance

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1. Introduction

The performance of Indonesia's automotive industry is a mainstay industrial sector that acts as a support and locomotive for the revival of the national economy. The performance of the automotive industry in 2021 had experienced a decline with car sales falling 48.35% with a total of only 550,000 units sold, while motorbikes were no less significant, namely by 43.57% on an annual basis, said Trade Minister Muhammad Lutfi in Bisnis.com coverage. Data from the Ministry of Trade stated that there was a 23% decline in sales of automotive spare parts. The decline experienced by the automotive industry is reflected in the level of production which is no worse than the decline in consumption. There are several problems or challenges in the performance of the automotive industry, including the availability of raw materials, operations, logistical constraints, transportation, and human resources as well as high energy costs.

The management and development of the automotive industry requires an evaluation in the results of the performance and competence of employees in one of the automotive industries, namely PT. Adient Automotive Indonesia Cirebon which focuses on spare parts found a performance problem in several aspects such as the availability of goods and logistical constraints that cause the availability of raw materials to experience delays so that the performance of the production process has decreased, the availability of available raw materials is not in accordance with what management has planned. The next problem is in the operational aspect where in the management of production factors the use of machinery or equipment is hampered by the condition of the machine that has been used for a long time such as the press and cutting machine, this makes employee work activities hampered because the machine often undergoes repairs.

An organization in dealing with problems is one of the most effective strategies to achieve an organizational goal, namely by improving the quality of human resources (Samsuni, 2017). The performance of employees with high quality is able to demonstrate the superiority of their competencies, of course, in displaying these advantages will affect achieving organizational goals. PT. Adient Automotive Indonesia Cirebon itself is committed to caring about the quality of products produced and the environmental impact of company operations. Good cooperation is also needed in terms of work, both quality and quantity, so that workers can carry out their work effectively. Not only competence affects the performance of an employee, but good work discipline will also have an impact on employee performance (Jufrizen, 2018).

Strong performance activities are desired by every company, high employee performance performance supports the quantity of production that will be achieved in a company, so that production targets can be achieved in accordance with company goals (Sanuddin & Widjojo, 2013). Based on the production target at PT Adient Automotive Indonesia Cirebon, it can be said that in the 2019, 2021 and 2022 periods the production of PT Adient Automotive Indonesia Cirebon has increased and decreased between targets and achievements. The production generated in the 2019, 2021 and 2022 periods did not reach the predetermined target, with the realization of 347,111 or 63.44% in the 2022 period being the largest comparison between realization and target of 547,148 units. The decline in target achievement at PT Adient Automotive Indonesia Cirebon is due to several problems including the less than optimal performance of production employees.
Weak employee work activities can be seen from the assessment of employee performance with a very good category totaling 15 or 13%, in the good category totaling 42 or 37%, then in the less category totaling 45 or 40% and in the very less category totaling 11 or 10%. Employee performance assessment is obtained from activities carried out by each production employee such as work attitude, work quality, work knowledge and skills, initiative, responsibility, cooperation, work safety, attendance and cleanliness. Improving employee performance there are several factors that influence, among others, the level of competence and work discipline that has been standardized by the company.

The composition of employee education shapes the abilities possessed by employees at work, while competencies that match employees have not been successful in improving employee performance. The relationship between employee competence itself and work activities is very continuous, has a close relationship (Akbar, 2018). Competence as knowledge possessed by employees will affect what they do. Competence is one of the important factors in an organization or company that describes the knowledge base and size determined to successfully complete a job. The ability of an employee lies in the results of work or the quality of goods produced (Pohan et al., 2021).

Based on the resulting production quality, one type of defect produces a different number of defective products in each type of product, both Honda and Mitsubishi. Honda products there are 111 pcs of defective products produced with the type of defect, namely folded stitches, this type of defect is the largest contributor to Honda products. Mitsubishi product types as the largest contributor to defective products in the type of loose / loose thread defect with a total of 92 pcs. Based on the data presented, it shows that employee competence is still less supportive or classified as low, because it still produces a lot of defective products.

Another problem that arises from an employee's performance level is work discipline. The relationship between work discipline and performance is very related, employees who have good work discipline will get the right performance. The work discipline of PT Adient Automotive Indonesia Cirebon employees is still relatively low, this is supported by the results of interviews with HR staff Mr. Didi Rosyadi that there are still employees who enter not according to predetermined working hours, employee discipline is not only seen from the number of absences at work. There are other factors that are included in the category of undisciplined employees at work such as employees who do not wear uniforms in accordance with company policy, employees who ask for permission when working, and employees who put personal items in the production area. Based on these interviews, it shows that employee discipline needs to be improved again in order to smooth the course of company activities because it can have an influence on employee performance in the company.

The grand theory underlying this research is the theory of achievement needs according to (McClelland, 1973; Ochoa Pacheco & Coello-Montecel, 2023) states that motivation varies, according to the strength of a person's need for achievement. Individual characteristics are underlying, deepest and most salient, and can be motivations, traits, self-image, attitudes or values - any individual characteristics that can be reliably measured or quantified and that significantly differentiate high performance from average performance. The emphasis of this theory is the need to rank high, so human resources who have high achievement needs will show good work performance so that the possibility of achieving success in achieving company
goals is very high. The theory is in line with the phenomenon of companies that require their employees to have a high level of performance, integrity, loyalty and work performance in accordance with what is being desired from the results of the work performed by employees. The employee performance variable is determined by the researcher as a variable that needs to be examined, therefore the researcher describes the effect of competence and work discipline on employee performance. Research gap based on previous research by (Rosmiati et al, 2021) which obtained the results that employee competence at PT. IN has a significant effect on employee performance, based on linear regression analysis, it proves empirically that it accepts the hypothesis which states that there is a suspected influence of competence on the performance of PT. IN employees. Based on this previous research, there is a relationship between each variable that displays consistently. Seeing from research conducted by researchers by (Puspita & Prahiawan, 2018) found that preventive discipline did not have a sig. This previous research can be seen that the research shows inconsistency or lack of influence on the variables used. The relationship between competence and work discipline is very important to see as a factor that affects performance, this agrees with (Abdi & Rasmansyah, 2019). Seeing this research, the results of the sig influence of competence and discipline simultaneously on the performance of employees of PT. CP. Observing the discussion of the data phenomena described above at PT. Adient Automotive Indonesia Cirebon, the researcher is interested in conducting this research and has raised the research title entitled "The Effect of Competency and Work Discipline on Production Employee Performance at PT Adient Automotive Indonesia Cirebon".

2. Material and Method
2.1 Research design
This type of associative research is to determine between variables that affect (free) variables that are affected (bound). This research method is quantitative. This study uses associative research to determine between variables that affect (independent) variables that are affected (dependent). The method used for this research is quantitative. The population taken for this study were production employees of PT Adient Automotive Indonesia, totaling 113 employees. Sugiyono (2016) states that: "The sample is part of the number of characteristics that the population has". To determine the number of samples, Slovin's opinion was used in Sekaran and Bougie (2010) using the following formula:

\[
n = \frac{N}{1 + Ne^2}
\]

Source: Umar (2014:78)

Description:
\( n \) = number of samples
\( N \) = total population
\( e \) = tolerable error in sampling which is 5%

Based on the formula above, the number of samples in this study can then be calculated as follows:
After the above calculations, the determination of the number of samples in this study was 88 respondents. Researchers also used nonprobability sampling in determining the sample because the total population of PT Adient Automotive Indonesia employees was 113 respondents. So that researchers make the number of employees randomly and use the Slovin formula to be sampled in this study.

Data analysis is the act of verifying and analyzing data so that it can be converted into information and help solve problems. This research uses SPSS 22.0 for Windows software. According to Sugiyono (2016: 142) states that: "Questionnaires or questionnaires are data collection techniques that are carried out by giving a set of questions or written statements to respondents to answer". This research uses a literature study based on related theories sourced from books, journals, and previous research.

The data sources used in this study are as follows:
1. Primary Data
   Primary data is data obtained directly from respondents, obtained directly through direct interviews with respondents or obtained through distributing questionnaires.
2. Secondary Data
   Secondary data is data obtained indirectly, sourced from books, journals, organizational data, literature and others.

### 2.2 Data Analysis

#### 2.2.1 Validity Test

Correlation analysis is useful for determining a quantity that states how strong the relationship between a variable and another variable is. To calculate the correlation between the data in each statement and the total score, using the product moment correlation formula, the formula is as follows:

\[
\rho_{xy} = \frac{n \sum X_i Y_i - (\sum X_i)(\sum Y_i)}{\sqrt{(n \sum X_i^2 - (\sum X_i)^2)(n \sum Y_i^2 - (\sum Y_i)^2)}}
\]

**Source:** (Sugiyono, 2021)
Description:
\[ r = \text{Correlation Value} \]
\[ n = \text{Number of Respondents} \]
\[ X = \text{Statement score} \]
\[ Y = \text{Number of statement scores per respondent} \]
\[ df = n-2 \text{ with } a = 0.05 \]

To see whether the data is valid or not, it can be seen by the criteria that the researcher concluded from the SPSS 23.0 for windows Gozali book (2018: 52) as follows:

a. If \( r_{\text{count}} > r_{\text{table}} \) then the statement is said to be valid (suitable for use in research).

b. If \( r_{\text{count}} < r_{\text{table}} \) then the statement is said to be invalid (not suitable for use in research).

\( r_{\text{count}} \) is seen from the Cronbach Alpha results in the Correlated Item-Total Correlation Column.

2.2.2 Reliability Test

According to Sugiyono (2017: 130) states that: "Reliability test is the extent to which the measurement results using the same object will produce the same data". In this study, the Cronbach Alpha formula was used to measure the reliability test:

\[
r_{11} = \left( \frac{k}{k-1} \right) \left( 1 - \frac{\sum \sigma_b^2}{\sigma^2_t} \right)
\]

Source: (Sugiyono, 2021)

Description:
\[ r_{11} = \text{questionnaire reliability} \]
\[ k = \text{number of questionnaire items} \]
\[ \Sigma = \text{sum of item variances} \]
\[ \sigma^2_t = \text{total variance} \]

The following are the criteria for determining reliability by looking at the Cronbach Alpha value:

a. If the Cronbach Alpha value is more than 0.70, the statement used to measure the variable is considered reliable.

b. If the Cronbach Alpha value is less than 0.70, the statement used to measure the variable is considered unreliable.

2.2.3 Multicollinearity Test

The multicollinearity test aims to test whether the regression model found a correlation between independent variables. A good regression model should not have a correlation between the independent variables (Ghozali, 2018). This study conducted a multicollinearity test by looking at the tolerance and VIF values.

2.2.4 Test T (Partial)

The t statistical test basically shows how far the influence of one explanatory / independent variable individually is in explaining the variation in the dependent variable (Ghozali, 2018).
Sugiyono (2017) explains that the partial coefficient test can be calculated using the following formula:

\[
t = \frac{r\sqrt{n - 2}}{\sqrt{1 - r^2}}
\]

**Description:**
- \( t \) = Distribution \( t \)
- \( n \) = Sample Size
- \( r \) = Correlation Coefficient Value

To determine whether \( H_0 \) is rejected or accepted, namely by comparing \( t_{\text{count}} \) with \( t_{\text{table}} \), the test criteria are as follows:

a. If \( t_{\text{count}} > t_{\text{table}} \), then \( H_0 \) is rejected, and \( H_a \) is accepted. This means that there is an effect of Variable (X) partially or each on the dependent variable (Y).

b. If \( t_{\text{count}} < t_{\text{table}} \), then \( H_0 \) is accepted, and \( H_a \) is rejected. This means that there is no effect of Variable (X) partially or each on the dependent variable (Y).

To find out the results of the t test hypothesis between variable X and variable Y, it can be seen in the following figure:

**Figure 1. Acceptance and Rejection Areas of the T Test**

2.2.5 **F Test (Simultaneous)**

This F test is used to test the significance of the influence of the independent variables together on the dependent variable. If the test result \( F_{\text{count}} > F_{\text{table}} \) means that the variable is significant enough to explain the dependent variable. To test the multiple correlation coefficient, it is calculated using the formula:

\[
F_n = \frac{R^2/K}{(1 - R^2)/(n - k - 1)}
\]

**Description:**
- \( R \) = Multiple Correlation Coefficient.
- \( K \) = Number of Independent Variables.
- \( n \) = Number of Sample Members.
To find out whether Ho is rejected or accepted, namely by comparing Fcount with Ftable.

Testing Criteria:

a. If Fcount > Ftable then Ho is rejected and Ha is accepted, meaning that statistically variable X1 with variable X2 together have a significant influence on variable Y.

b. If the value of Fcount < Ftable, then Ho is accepted and Ha is rejected, meaning statistically that variable X1 with variable X2 together do not have a significant effect on variable Y.

Source: Sugiyono (2017)

Figure 2 Acceptance and Rejection Areas of the F Test

3. Result

3.1 Validity Test Analysis

A measuring instrument is said to be valid if it can accurately reveal data from the variable under study.

<table>
<thead>
<tr>
<th>Competence</th>
<th>DK</th>
<th>Performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Statement</td>
<td>r count</td>
<td>Statement</td>
</tr>
<tr>
<td>x1p1</td>
<td>.605</td>
<td>x2p1</td>
</tr>
<tr>
<td>x1p2</td>
<td>.467</td>
<td>x2p2</td>
</tr>
<tr>
<td>x1p3</td>
<td>.628</td>
<td>x2p3</td>
</tr>
<tr>
<td>x1p4</td>
<td>.566</td>
<td>x2p4</td>
</tr>
<tr>
<td>x1p5</td>
<td>.575</td>
<td>x2p5</td>
</tr>
<tr>
<td>x1p6</td>
<td>.547</td>
<td>x2p6</td>
</tr>
<tr>
<td>x1p7</td>
<td>.682</td>
<td>x2p7</td>
</tr>
<tr>
<td>x1p8</td>
<td>.656</td>
<td>x2p8</td>
</tr>
<tr>
<td>x1p9</td>
<td>.666</td>
<td>x2p9</td>
</tr>
<tr>
<td>x1p10</td>
<td>.600</td>
<td>x2p10</td>
</tr>
<tr>
<td>x1p11</td>
<td>.664</td>
<td>x2p11</td>
</tr>
<tr>
<td>x1p12</td>
<td>.641</td>
<td>x2p12</td>
</tr>
<tr>
<td>x1p13</td>
<td>.669</td>
<td>x2p13</td>
</tr>
<tr>
<td>x1p14</td>
<td>.617</td>
<td>x2p14</td>
</tr>
<tr>
<td>x1p15</td>
<td>.713</td>
<td>x2p15</td>
</tr>
<tr>
<td>x1p16</td>
<td>.602</td>
<td>x2p16</td>
</tr>
<tr>
<td>x1p17</td>
<td>.588</td>
<td>x2p17</td>
</tr>
</tbody>
</table>
All statements of competency, dk and performance variables are valid, so it can be concluded that all valid statement instrument variables can be used during data analysis procedures.

3.1 Reliability Analysis

A reliable instrument is an instrument that will produce the same results when used repeatedly to measure the same object.

**Table 2. Reliability Analysis**

<table>
<thead>
<tr>
<th>Variables</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Competence</td>
<td>.949</td>
</tr>
<tr>
<td>Work Discipline</td>
<td>.778</td>
</tr>
<tr>
<td>Production Employee Performance</td>
<td>.900</td>
</tr>
</tbody>
</table>

Based on table 2, the CA value > 0.70 or 0.949 > 0.70 for competence (X1), then the dk variable has a value of 0.778 > 0.70, and the CA value is 0.900 > 0.70 for the production employee activity variable. So that each variable is reliable.

3.2 Multicollinearity Test Results

The regression model used in the multicollinearity analysis of this study to determine whether there is a correlation between variables runs well because the VIF value is less than 10. There is no multicollinearity between independent variables, according to the test results.

**Table 1. Multicollinearity test result**

<table>
<thead>
<tr>
<th>Variables</th>
<th>Value</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Competence</td>
<td>VIF = 1,920</td>
<td>No multicollinearity</td>
</tr>
<tr>
<td>Work discipline</td>
<td>VIF = 1,920</td>
<td>No multicollinearity</td>
</tr>
</tbody>
</table>

3.3 Analysis Results of the Coefficient of Determination (R-square)

Based on the results of the R Square output, namely 0.826. The value shows the impact of competence and dk simultaneously on the performance of production employees is 82.6%. The remaining 17.4% are influenced by other factors.
Table 2. R square

<table>
<thead>
<tr>
<th>Variables</th>
<th>R-square</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Production Employee</td>
<td>0.826</td>
<td>High</td>
</tr>
<tr>
<td>Performance</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

3.4 Hypothesis Test Results

The results of the hypothesis test will reveal whether there is an influence between the independent variable and the dependent variable.

Table 3. Competence and Employee Performance

<table>
<thead>
<tr>
<th>Variables</th>
<th>Value</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Competence → Production Employee Performance</td>
<td>0.326</td>
<td>Positive</td>
</tr>
<tr>
<td></td>
<td>0.000</td>
<td>Significant</td>
</tr>
</tbody>
</table>

This means that there is an influence of competence on the performance of production employees, as evidenced by sig 0.000 < 0.05. Where competence has a positive and sig impact on the work activities of production employees.

Table 4. Competence and Work Discipline

<table>
<thead>
<tr>
<th>Variables</th>
<th>Value</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work discipline → Production Employee Performance</td>
<td>2.665</td>
<td>Positive</td>
</tr>
<tr>
<td></td>
<td>0.000</td>
<td>Significant</td>
</tr>
</tbody>
</table>

This means that there is an influence of work discipline on the performance of production employees, as evidenced by sig 0.000 < 0.05. Where dk has a positive and sig impact on the work activities of production employees.

4. Discussion

Based on the test results on the competency variable, the tcount is 4.710 with a sig of 0.000 and a ttable value of 1.663. This means that there is an influence of competence on the performance of production employees, as evidenced by the sig value of 0.000 1.663. So it means that Ho is rejected and Ha is accepted, where competence has a positive and sig effect on the work activities of production employees.

The findings of this study are consistent with previous research, namely (Rosmiati, et al, 2020) regarding the performance of PT Infomedia Nusantara Jakarta is positively influenced and sig by competency characteristics, according to research analyzing the relationship.

Based on the test results on the discipline variable, the tcount is 11.046 with a significance value of 0.000 and a ttable value of 1.663. This means that there is an effect of work discipline on the performance of production employees, as evidenced by the significance value 1.663.
According to the study that examines this link, the nature of work discipline has a positive and significant influence on the performance of production employees. The findings of this study are in line with research (Hamzah, 2021) about the effect of work discipline on employee performance at PT. Palm Oil Mill Perkebunan Nusantara XIII Paser Belengkong which shows that the work discipline variable has a positive and significant effect on employee performance.

5. Conclusion, Implication, and Recommendation

Based on data analysis and research results regarding the influence of competence and work discipline on the performance of production employees that have been carried out, there are several conclusions that can be described by researchers, namely as follows:

1. Competence has a positive and significant effect on the performance of production employees at PT Adient Automotive Indonesia Cirebon. This means that the more employees have competence at work, the more competent employees will be.

2. Work discipline (DK) has a positive and significant effect on the performance of production employees at PT Adient Automotive Indonesia Cirebon. This means that the more employees apply disciplinary values, the more organized employees will be at work.

Competence and discipline simultaneously have a positive and significant influence on the performance of production employees at PT Adient Automotive Indonesia Cirebon. This means that the more employees have competence at work and apply disciplinary rules at work, the two variables will have an impact on increasing the performance of production employees.

7. References


