



THE ROLE OF WORK COMPETENCE AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE AT PT. ASTRA INTERNATIONAL TBK-TSO

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Abstract

Study this aim to know the influence of competence work and discipline work on the performance of employee PT. ASTRA INTERNATIONAL TBK-TSO (Auto 2000) Jombang area . This study uses a quantitative approach. The population in the survey is the employee marketing section _ as many as 30 employees. Sample study using saturated sampling (census). Data used is the primary data obtained through a questionnaire. Analysis Tool is analysis multiple linear regression using SPSS. The results show that competent and disciplined work can increase the performance of employees at PT. Astra International Tbk -TSO Jombang region .

Keywords: Work competence, Work Discipline, Employee performance, Astra International, Jombang

A. INTRODUCTION

In a company, one critical success in the current era depends on human resource performance. Human resource is the essential thing in an organization. The company needs good employee performance to help the company progress. Management of human resources within the company is demanded optimally. Companies are also required to be able to coordinate all components that exist within a company. It is essential to have employees who are capable at work. Employees will work well if they fully understand what has been assigned by the company with full responsibility. Good employees are employees who have discipline and high enthusiasm at work. An employee's compliance can be seen when employees comply with existing arrangements in the company, obey leaders, and can work together as a team.

Auto2000 is the largest Toyota *retailer* in Indonesia, which controls about 45% of Toyota's total sales. Auto 2000 has 101 outlets consisting of a 14V outlet (only serving sale vehicles), 71 VSP outlets (serving sales and service vehicles), and 16 VSPBP outlets (serving sales, service, repair, and painting body vehicles). All Auto 2000 outlets are spread throughout Indonesia except Sulawesi, Maluku, Papua, Jambi, Riau, Bengkulu, Central Java, and Yogyakarta. In addition, Auto 2000 also cooperates with 840 part shops scattered in various places around Indonesia to guarantee the authenticity of Toyota product parts.

Astra International Tbk -TSO, or in Jombang, also known as Auto 2000 Jombang, is still new if compared with another Auto 2000 branch. Auto 2000 Jombang was founded in 2018. Although still a new department, however, During four years, Auto 2000 Jombang could develop nicely. It shows that the performance of employees, especially the marketing department of Auto 2000 Jombang, is in a suitable category so that it can increase the number of consumers of Auto 2000 Jombang.

Several things affect employee performance. Widodo (2015) revealed that several factors influence employee performance: internal (personal) and external factors. Work competence and discipline are included in the internal factors (individual). Work competence greatly influences performance (Murgianto et al., 2016; Nguyen, et al, 2020). Employees will look professional if they have good work competence. With the competence of employees, they can optimize their work according to the standards set by the company. Without the competence of work carried out by all employees, employees cannot carry out their work optimally

In addition to work competence in achieving a company goal, it is also necessary to have an attitude of discipline and responsibility that every employee must own. Sutrisno (2016) states that discipline is an attitude of a person's willingness to obey and comply with the regulatory norms that apply around him.

This study aims to determine the effect of work competence and employee discipline on the performance of Auto 2000 Jombang employees in the marketing department. The results of this study are expected to be helpful information for the management of Auto 2000 Jombang.

B. LITERATURE REVIEW

1. Work Competence

There are several definitions of work competence, according to experts. Rivai (2014) states that competence is an observable ability of a person, including knowledge, skills, and attitudes, to complete work or tasks according to predetermined performance. According to Dessler (2017), competence is a personal characteristic that can be shown, such as knowledge, skills, and individual behaviour, such as leadership. Wibowo (2016) suggests that the ability to carry out or perform a job or task based on skills and knowledge is supported by the work attitude demanded by the job. According to Edison, Anwar and Komariyah (2016), competence is an individual's ability to carry out a job properly and has advantages based on knowledge, skills, and attitudes. According to Moehariono (2014), the benefits of Competency Development are that employees can develop themselves as widely as possible to develop their human resource management.

Wibowo (2016) states that several things can be used to measure work competence, including 1) work experience, 2) education, 3) knowledge, and 4) skills.

2. Work Discipline

Sutrisno (2017) defines discipline as an attitude of a person's willingness to obey and comply with the regulatory norms that apply around him. Fathoni (2011) stated that discipline is the attitude of employees who always come home on time, do all work to the fullest and comply with all rules and social norms within the organization. Discipline is a form of employee responsibility and obligation to comply with established laws (Jepri & Mardika, 2020). Meanwhile, according to Onsardi & Putri (2020), Work discipline is essential in improving employee performance. Work discipline is a tool used by managers to communicate with their employees that they are willing to change their behavior and to increase one's awareness and willingness to comply with all company regulations and applicable social norms.

Hasibuan (2011) states that several indicators can be used to measure work discipline, including 1) Punctuality, 2) Use of office equipment, 3) Responsibility, and 4) Compliance with regulations

3. Employee Performance

Mangkunegara (2015) explains that employee performance is the result of work in quality and quantity that employees must achieve in carrying out their duties following their fields of responsibility given by the company. Employee performance in an organization has a significant role in assisting the organization in achieving the vision and mission set by the company, which is reflected in performance appraisal. Performance appraisal always assumes that employees understand their performance standards, and supervisors also provide employees with the necessary feedback, development, and incentives to help the person concerned eliminate poor performance or continue good performance (Dessler 2017). According to Robbins and Coulter (2018), employee performance results from the end of an activity carried out by development employees.

According to Robins (2016) are: 1) Quality, 2) Quantity, 3) Timeliness, 4) Effectiveness, 5) Independence, and 6) Commitment. Employee work competence will significantly impact when employees can apply for a job according to the specified field. The higher the employee competency level, the better the employee can avoid or overcome a problem when there are obstacles in doing the job. Employees always willing to learn for self-development will add insight and knowledge to improve their competence.

H1: Work competence has a positive effect on employee performance

Employees who understand the duties and responsibilities given are employees who do their willingness to comply with all the rules that the company has set. So employees who work well are employees who have high work discipline.

Good work discipline will improve employee performance. The discipline of employees can be able to increase the loyalty of a company.

H2: Work Discipline Has a Positive Influence on Employee Performance

C. RESEARCH METHOD

This research was conducted to find an explanation for the influence of work competence and work discipline on employee performance at PT. Astra International Tbk-TSO (Auto 2000 Jombang). The approach used in this research is a quantitative approach. The population in this study were marketing employees at PT. Astra International Tbk-TSO (Auto2000 Jombang), totaling 30 people. The population is used as a research or a saturated sample, given the relatively small number. The data used is primary data in the form of a questionnaire where respondents are given several statements in the form of questionnaire using a Likert Scale. The analytical method used is a descriptive method and multiple linear regression analysis with the help of SPSS software. In addition, it is also equipped with secondary data in the form of information that supports research. The analytical method used is a descriptive method and multiple linear regression analysis with the help of SPSS software.

In this study, the independent variables are:

- a. Work Competency (X1) as measured by indicators: 1) Work experience, 2) Education, 3) Knowledge, 4) Skills
- b. Work discipline (X2) as measured by indicators: 1) Punctuality, 2) Use of office equipment, 3) Responsibility, 4) Compliance with regulations

While the dependent variable is employee performance (Y) as measured by indicators: 1) Quality, 2) Quantity, 3) Timeliness, 4) Effectiveness, 5) Independence, 6) Commitment

D. RESULTS AND DISCUSSION

1. Validity Test

Validity test used Product Moment correlation test on Corrected item Total Correlation with SPSS software assistance. This technique used a method to correlate each item score with the total score. This test was conducted with the trial method to 30 respondents based on deciding whether an item is valid or invalid. Sugiyono (2016) could be known if the r-correlation is above 0.30, then could conclude that the grain is valid; otherwise, when the r-correlation is below 0.30, then could conclude that the instrument item is invalid.

Table 1: Validity Test

Variable	question	R Count	$r_{critical}$	Information
Work	X 1 .1	0.597	0.3	<i>Valid</i>
Competence (X1)	X 1 .2	0.510	0.3	<i>Valid</i>
	X1.3	0.659	0.3	<i>Valid</i>
	X1.4	0.594	0.3	<i>Valid</i>
	Work	X2.1	0.583	0.3
Discipline (X2)	X2.2	0.498	0.3	<i>Valid</i>
	X2.3	0.590	0.3	<i>Valid</i>
	X2.4	0.441	0.3	<i>Valid</i>
	Performance (Y)	Y 1	0.726	0.3
Y2		0.662	0.3	<i>Valid</i>
Y3		0.634	0.3	<i>Valid</i>
Y4		0.636	0.3	<i>Valid</i>
Y5		0.704	0.3	<i>Valid</i>
Y6		0.386	0.3	<i>Valid</i>

2. Reliability Test

The level of data reliability can be seen from the value of Cronbach's Alpha; if Cronbach's Alpha > 0.6, then it can be said that the instrument is reliable, conversely if the value of Cronbach's Alpha < 0.6, then the instrument is not reliable (Sugiyono, 2013). Reliability testing was carried out on 30 employees

Table 2: Reliability Test

Variable	Number of Items	of α Cronbach	Coefficient α	Information
Work Competence (X1)	4	0.713	0.6	<i>Reliable</i>
Work Discipline (X2)	4	0.655	0.6	<i>Reliable</i>
Performance (Y)	6	0.673	0.6	<i>Reliable</i>

3 Multiple Linear Regression Test

Multiple regression analysis was carried out to determine the effect of Work Competency (X1) and Work Discipline (X2) variables on Performance (Y) and create a regression equation. The results of multiple regression analysis calculations were processed using the SPSS program. Regression results can be seen in the table below:

Table 3: Multiple Linear Regression

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	std. Error	Betas			tolerance	VIF
1	(Constant)	.064	1,277		.050	.961		
	X1	.292	.139	.199	2,093	.046	.283	3,532
	X2	1,290	.155	.791	8,320	.000	.283	3,532

a. Dependent Variable: Y

Based on table three above, the constant value is 0.64, the regression coefficient of the Work Competency Variable (X1) is 0.292, and Work Discipline (X2) is 1.290 so that a multiple linear regression equation can be formed as follows: $Y = 0.064 + 0.292 X1 + 1.290 X2$

Based on the results of the equation obtained, it can be explained that the constant value is 0.064 (Positive), indicating that if Work Competence (X1) and Work Discipline (X2) is zero (0), then Employee Performance (Y) in Marketing at PT. Astra International Tbk-TSO (Auto 2000 Jombang) fixed/constant.

Regression coefficient $b1 = 0.292$ has a positive value, meaning that the higher the work competence of the employee, the higher the employee's performance.

The regression coefficient $b2 = 1.290$ is positive, meaning that the higher the work discipline an employee has, the employee's performance will also increase.

4. T-Test

The t-test partially tests the independent variables' effect on the dependent variable. The significant degree used is 5% or 0.05. The alternative hypothesis is accepted if the considerable value is less than the degree of significance. The results of important values can be seen in the following table four:

Table 4: Partial Test Results (t)

No	Variable	t value	Significant
1	Work Competence (X1)	2,093	.046
2	Work Discipline (X2)	8,320	.000

Based on table four so could explain that

Work Competency Variable (X1) has t_{sig} value = $0.046 > 0.05$, so it could be concluded that H1 is accepted, which means there is an effect of X1 on Y.

Work Discipline Variable (X2) has t_{sig} value = $0.000 > 0.05$. So it could be concluded that H2 is accepted, which means there is an effect of X2 on Y.

5. Test the Coefficient of Determination

The Coefficient of Determination test measures the ability of the independent variables, namely intensity, content, positive opinions, and negative opinions, to explain the variations in the dependent variable, namely earnings management. A value close to one means that the independent variables provide almost all the information needed to predict the interpretation of the dependent variable (Ghozali, 2016:98). From the results of the calculation of the termination efficiency, the following results are obtained as table five:

Table 5: Coefficient Test Results Determination

Model	R	R Square	Adjusted R Square	std. Error of the Estimate
1	.965 ^a	.931	.926	.83606

b. Dependent Variable: Y

Based on table above, is obtained Adjusted R Square value (coefficient determination) of 0.926 which means influence Independent variable (X) to Variable dependent (Y) of 92.6%. It means Employee Performance Variables PT. Astra International Tbk -TSO (Auto 2000 Jombang) less more of 92.6% influenced by Competence work and Discipline work. And the rest of 7.4% performance employee influenced by other variables that are not there is in study this.

6. The Effect Of Work Competence On Employee Performance

The research results show a difference between the company's secondary data and the respondents' answers, stating that employee work competence is high. Therefore, the employee's work competence will have a significant impact when the employee can apply for a job according to the specified field. The higher the employee competency level, the better the employee can avoid or overcome a problem when there are obstacles in doing the job. Employees who are always willing to learn for self-development will add insight and knowledge to improve their competence (Murgianto et al., 2016; Nguyen, et al, 2020; Parashakti et al., 2020; Chuang, et al, 2019)

Competence possessed by employees of the marketing division of PT. Astra International Tbk-TSO (Auto 2000 Jombang) is one of the factors that can support employees to work well. It can be seen from work competencies related to the intellectual abilities and skills of marketing department employees PT. Astra International Tbk-TSO (Auto 2000 Jombang), which is quite good. From the respondents' answers, it is known that the majority agreed or gave positive responses to statements regarding employee work competencies consisting of work experience. It can be used as a basis for reference to a person's level of competence; education influences the abilities possessed by employees to understand theories related to work well (Alexandri et al., 201; Syamsir, 2020; Fay, et al, 2012).

Competence is an observable ability of a person, including knowledge, skills, and attitudes, to complete work or tasks according to predetermined performance (Rivai, 2014). Work competence will have a significant impact when employees can apply for a job according to the specified field. The higher the level of employee competence, the better employees can avoid or overcome a problem when there are obstacles to doing work (Rahardjo, 2014; Dewi et al., 2020; Wahyudi, 2018).

5. The Effect of Work Discipline on Employee Performance

The research results show a difference between the company's secondary data and the respondents' answers, stating that employee work discipline is high. Employees who understand the duties and responsibilities given are employees who do their willingness to comply with all the rules that the company has set. So employees who work well are employees who have high work discipline. The existence of employee work discipline can increase the loyalty of a company (Manoochehri et al., 2015; Esthi et al., 2019; Heriyanto et al., 2018; Prayetno & Ali, 2020; Thalib, 2016; Kim, et al, 2009)

Work discipline is very closely related to responsibility. It can be seen from the time discipline and attitude to enforce the rules attached to the employees of the marketing division of PT. Astra International Tbk-TSO (Auto 2000 Jombang) who are classified as good. It can be seen from the respondents' answers that they mostly agreed regarding the statement of the Work Discipline variable. The relationship between discipline and performance is carried out to increase the quality of the company's HR performance (Pasae et al., 2021, Mutiarni & Hidayati, 2018, Mutiarni et al., 2022; Sutrisno et al., 2022).

Work discipline can prevent delays in starting or ending work too early; it can affect performance. If the higher the level of discipline of an employee, the better the quality of his work.

6. CONCLUSION

Based on the results of the analysis and discussion that has been done, it can be concluded that work competence and discipline are proven to improve employee performance at PT. Astra International Tbk-TSO (Auto 2000 Jombang). Thus it can be supposed that the better the work competence and discipline possessed by employees, the better the performance of employees at PT. Astra International Tbk-TSO (Auto 2000 Jombang). Vice versa.

Based on the conclusions above, it is suggested that PT. Astra International Tbk-TSO (Auto 2000 Jombang) pays attention to its employees' competence and work discipline to get the best performance. For further research, they can develop this research by expanding the reach of the research population or adding other variables discussed in this study.

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