

# Analysis of the Influence of Discipline, Competence and Workload on the Employee Performance at Kelas Pintar Startup

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*Abstract : Kelas Pintar is a technology-based educational solution designed to increase students' understanding of subject matter and aims to improve the quality of human resources with the best educational reference for a better nation. To achieve this goal, maximum performance is required by employees. Therefore, the authors conducted research with the hypothesis that there is a significant influence between discipline, competence, and workload on the performance of Kelas Pintar Startup employees. The purpose of this study was to find out how much influence discipline, competence and workload have on the performance of Kelas Pintar Startup employees, both partially and simultaneously. The research method used is quantitative. The sampling technique used was proportionated stratified random sampling, where the sample was obtained by the portion of the population, namely 168 respondent. This research uses Structural Equation Modeling with Partial Least Square Technique (SEM-PLS). While the research analysis uses descriptive analysis, making path models, analyzing outer models, analyzing inner models, and testing hypotheses. The results of the study prove that the path coefficient (original sample) for discipline (X1) is 0.440 or 44%, competence is 0.344 or 34.4% and workload is 0.208 or 20.8%. So it can be interpreted that the variables of discipline, competence and workload have a significant positive effect on employee performance.*

**Keywords :** *Discipline, Competence, Workload, Performance*

## 1. Introduction

Human resources in an organization is a valuable asset for the organization. Human resources are a source of competitive advantage. Therefore, companies need to maximize all available resources. One of them is developing quality human resources who have skills and are highly competitive in global competition [1]. Performance is the result or level of success of a person as a whole during a certain period in carrying out tasks compared to various possibilities, such as work standards, targets or targets or criteria that are determined in advance and have been mutually agreed upon. The term performance or work appearance is often equated with another term, namely job performance. The theory of job performance is a psychological theory about the process of a person's work behavior so that he produces something that is the goal of his work. Performance is a result of work achieved by a person or group of people in an organization, in accordance with their respective authorities and responsibilities, in order to achieve the goals of the organization concerned legally, not violating the law and in accordance with morals and ethics [2]

Discipline, competence and workload are factors that can influence every employee working in a company or organization to work better. As according to Nabila and Dujija [3] to improve employee performance, namely by paying attention to and managing work discipline possessed by employees so that it can assist employees in optimizing their work performance. This is also proven based on research by Anggara and

Ruslan [4] explaining that one of the factors that has an influence on an employee's performance is discipline and the presence dimension has the greatest correlation with employee performance. According to Hesnawanto and Wahyuningtyas [5] in their research, it was stated that employees are expected to work well if they have adequate competence, it is expected to produce performance according to the targets set by the company because competence has a direct influence on employee performance. According to Adani and Dujia [6] that high performance helps organizations obtain results as expected and achieve organizational goals then based on their research, to improve employee performance, namely by managing and paying attention to workload properly because it can help improve employee performance.

This research focuses on how the level of discipline, competence and workload and employee performance at Smart Class Startup. To explain the phenomena that exist in Smart Class Startups, we obtain primary and secondary company data. With that in mind, the authors conducted a study using the title "Analysis of the Influence of Discipline, Competence and Workload on the Employee Performance at Kelas Pintar Startup".

## **2. Literature Review**

### **2.1. Discipline**

According to Hasibuan [7] said discipline is defined when employees always come and go home on time, do all their work well, comply with all company regulations and applicable social norms. There is an opinion that discipline is a person's awareness and willingness to comply with all company regulations and applicable social norms. Based on the above understanding, it can be concluded that work discipline is an attitude, behavior, and action that is in accordance with both written and unwritten rules, and if it violates there will be sanctions for the violation.

### **2.2. Competence**

According to Wibowo [8] who argues that competence is an ability to carry out or carry out a job or task that is based on skills and knowledge and is supported by the work attitude demanded by the job. Thus competence shows skills or knowledge characterized by professionalism in a particular field as the most important thing as the superiority of that field. According to Kaswan [9], it is written that Spender and Spencer mention the meaning of competence is "Competency is an underlying characteristic of a person which results in effective and/or superior performance in a job or situation." This definition states that competency is an underlying characteristic of a person that results in effective or superior performance in a particular job or situation. He added that competencies are characteristics that are causally related to effective or superior performance in a job.

### **2.3. Workload**

According to Munandar [10] workload can be interpreted as a situation faced by workers with tasks that must be completed at a certain time, workload is something that feels burdensome, goods or something that is carried, which is difficult to do as a burden. According to Utomo [11] workload is a group or number of activities that must be completed.

### **2.4. Performance**

According to Mangkunegara [12], work performance or performance (performance management system) is a process used to identify, encourage, measure, evaluate, improve and reward employee performance. Basically

performance is human behavior in playing the role they do in an organization to meet a predetermined standard of behavior in order to produce the desired action and results. Employee performance thinking 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.

### 2.5. Framework Analysis

The author will present a discussion of research variables, such as discipline, competence and workload as variables (X) and performance as variables (Y). The framework of thought can be seen in Figure 1:

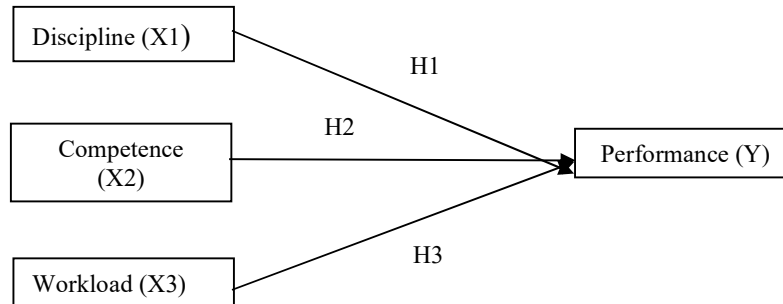


Figure 1 Framework

Research Hypothesis:

H1: Discipline affects the performance of Kelas Pintar Startup employees

H2: Competence affects the performance of Kelas Pintar Startup employees

H3: Workload affects the performance of Kelas Pintar Startup employees

### 3. Research Methods

#### 3.1. Sample

The sample in this study were Kelas Pintar Startup employees where the number was determined using the proportionated stratified random sampling technique using the slovin formula calculation as follows:

$$n = \frac{289}{1+289 (0,05 \times 0,05)}$$

$$n = \frac{289}{1+289 (0,0025)}$$

$$n = \frac{289}{1+0,7225}$$

$n = 167,77 \approx 168$  respondent.

Based on the following slovin formula, the resulting number of samples used in this study were 168 respondents.

#### 3.2. Data Analysis Technique

Data analysis used in this study is a multivariate analysis method. Multivariate analysis is an analysis of several variables in one relationship or set of relationships [13]. Multivariate analysis used in this study is by using Structural Equation Modeling with Partial Least Square (SEM-PLS) technique.

#### 3.3. Operational Variables

The operationalization of this research variable is described in the following table 4.1:

Table 4.1

No	Variable	Sub Variable	Item Number	Validity	Realibility
1	Discipline (X1) Putra (2016)	1. Work rules	X1.1	0.779	0.794
			X1.2	0.907	
			X1.3	0.788	
			X1.4	0.704	
		2. Work ethic	X1.5	0.715	
			X1.6	0.816	
			X1.7	0.832	
2	Competence (X2) Edison et al. (2017)	1. Knowledge	X2.8	0.744	0.767
			X2.9	0.923	
			X2.10	0.738	
			X2.11	0.813	
		2. Skill	X2.12	0.706	
			X2.13	0.772	
			X2.14	0.720	
		3. Attitude	X2.15	0.730	
			X2.16	0.736	
X2.17	0.763				
3	Workload (X3) Koesomowidjojo (2017)	1. Condition of works	X3.18	0.719	0.757
			X3.19	0.748	
		2. Use of working time	X3.20	0.749	
			X3.21	0.772	
			X3.22	0.748	
		3. Targets to be achieved	X3.23	0.796	
			X3.24	0.799	
X3.25	0.718				
4	Performance (Y) Mangkuperwira (2012:223)	1. Quality	Y.26	0.865	0.818
			Y.27	0.874	
		2. Quantity	Y.28	0.855	
			Y.29	0.769	
		3. Responsibility	Y.30	0.726	
			Y.31	0.788	
		3. Teamwork	Y.32	0.793	
			Y.33	0.825	
		4. Initiative	Y.34	0.914	
Y.35	0.755				

4. Result

4.1. The Effect of Discipline, Competence and Workload on Performance

Table 4.2

	Path Coefficient (Original Sample)	P-value	Result	Conclusion
discipline → performance	0.440	0.000	Signifikan	H1 Accepted
competence → performance	0.344	0.000	Signifikan	H2 Accepted

workload → performance	0.208	0.002	Signifikan	H3 Accepted
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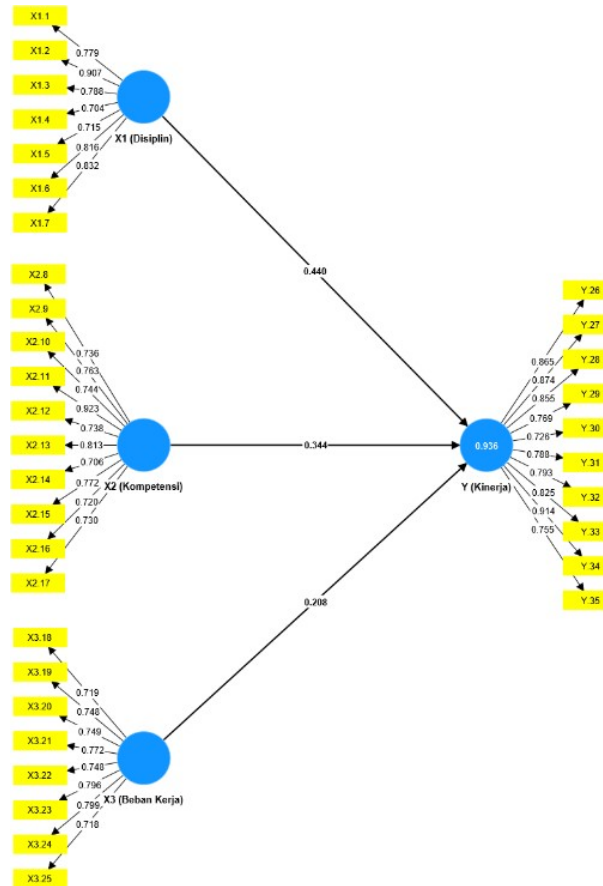


Figure 2 Path model analysis

The results of the analysis show that discipline has a positive effect of 0.440 or 44% and a significant p-value <0.05 on employee performance so that the analysis of this research model shows that better discipline will result in good employee performance. According to Calvin et al [14] organizational performance will be achieved if group performance is improved. Low discipline is also marked by employee delays in company working hours. The occurrence of employee tardiness reflects low employee discipline and the absence of supervision from the company so that it has an impact on the high number of employee tardinesses.

Competence has a positive effect of 0.344 or 34.4% and a significant p-value <0.05 on employee performance so that the analysis of this research model shows that the better competence results in good employee performance. According to Sulantara et al [15] competency is a fundamental characteristic of each individual related to criteria referred to by superiors or effective performance in a job or situation. Underlying characteristics mean competence is a part of a person that has been ingrained and lasts a long time and can predict behavior in various tasks and work situations. Reject the criterion that competence really predicts who does good or bad as measured by certain criteria or standards.

Workload has a positive effect of 0.208 or 20.8% and a significant p-value <0.05 on employee performance so that the analysis of this research model shows that the lower the workload the better employee performance. According to Norwati [16] one of the factors that have an influence on an employee's performance is workload. Therefore, a workload that is in accordance with the level and work pressure will make employees work with high performance, while a workload that is not in accordance with work pressure and also the work placement of employees will make employees work with lower work performance.

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