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The Influence of Competence and Work Discipline on Employee Performance at PT Kaisar Putra Perkasa

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ABSTRACT

This study aims to determine the effect of competence and work discipline on employee performance at PT Kaisar Putra Perkasa, both partially and simultaneously. The study uses an associative quantitative approach with deductive thinking. The population is 53 people, with all members of the population being sampled (*saturated sampling*). Primary data were collected through a closed questionnaire with a *Likert scale of* 1–5 that measures three variables: Competence (X_1), Work Discipline (X_2), and Employee Performance (Y). Data analysis includes validity and reliability tests, classical assumption tests (Kolmogorov – Smirnov normality, multicollinearity, heteroscedasticity), multiple linear regression analysis, and the delta coefficient of determination test (ΔR^2) using SPSS 22. The results of the study show: (1) competence has a positive and significant effect on employee performance with $\beta = 0.312$ ($p = 0.011$) and a contribution of $\Delta R^2 = 0.098$ (9.8%); (2) work discipline has a positive and significant effect on employee performance with $\beta=0.287$ ($p=0.019$) and a contribution of $\Delta R^2=0.081$ (8.1%); (3) simultaneously, competence and work discipline have a positive and significant effect on employee performance with a total contribution of $\Delta R^2=0.179$ (17.9%). Competence has a more dominant contribution (9.8%) than work discipline (8.1%), but both are equally important. This research contributes to the leadership of PT Kaisar Putra Perkasa in formulating strategies to improve employee performance based on competency development and discipline enforcement, as well as being an academic reference in the field of Human Resource Management in the project equipment supply sector.

1. Introduction

In the era of globalization, organizations and companies face increasingly intense competition and strive to achieve superior performance (Luqmanul Khakim et al., 2026). In this competitive environment, human resources represent a crucial organizational asset because they serve as the driving force behind organizational activities, innovation, and decision-making (Putri Dianur et al., 2026). The quality of human resources is therefore closely associated with organizational performance, as employees with appropriate capabilities can support the achievement of organizational objectives, whereas inadequate human resource quality may constrain organizational effectiveness (Icha & Rizky, 2026). Human resources are also considered an indispensable organizational asset that cannot be fully replaced by other resources (Solihah et al., 2022). Accordingly, human resource management must ensure that employees perform effectively and contribute to organizational goals (Andi Putra Utama et al., 2026). Financial resources, raw materials, machinery, systems, and markets cannot be optimally utilized without competent employees, even in an increasingly technology-driven business environment (Tata et al., 2026).

Employee performance is consequently a fundamental determinant of organizational progress and sustainability (Wibowo et al., 2026). Employees constitute an important organizational asset whose performance requires continuous attention to support productivity and organizational success (Wibowo et al., 2026). Employee performance can be understood as the work outcomes achieved in terms

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of quality and quantity in accordance with assigned duties, responsibilities, and organizational expectations (Lukman et al., 2026; Kumalasari & Wibowo, 2025). Maintaining satisfactory performance therefore requires organizations to identify and manage the factors that influence employees' ability and willingness to perform their jobs effectively. Among these factors, competence and work discipline are particularly relevant because competence relates to employees' capacity to perform their tasks, whereas discipline concerns their adherence to organizational rules, procedures, and working-time requirements.

This issue is particularly relevant at PT Kaisar Putra Perkasa, a company engaged in the sale of project equipment for contractors and similar businesses in Tuban Regency, Indonesia. The company's operational activities require employees to demonstrate adequate competence and discipline to support service quality, operational efficiency, and the achievement of sales targets. However, sales performance data for July 2024 to July 2025 indicate that employee performance achievements fluctuated and consistently remained below the company's target of 100%. The highest achievement levels were recorded in February and July 2025, at 98% each, whereas the lowest levels occurred in October 2024 and June 2025, at 42%. Furthermore, employee performance assessment results declined from an average of 80% in 2024 to 75.6% in 2025, representing a decrease of 4.4 percentage points. The decline was particularly evident in work quality, work quantity, responsibility, cooperation, and initiative. These findings indicate a performance-related problem that warrants further investigation into the factors potentially associated with employees' achievement of organizational targets.

One factor that may influence employee performance is competence (Wibowo et al., 2026). Competence refers to the combination of knowledge, skills, and attitudes or behaviors required to perform occupational responsibilities professionally, effectively, and efficiently (Zhou et al., 2025). It also encompasses the ability to perform work based on relevant knowledge and skills, supported by appropriate work attitudes (Krhistian & Sohilauw, 2025). Employees with adequate competence are expected to understand work procedures, solve job-related problems, and complete assigned responsibilities in accordance with organizational standards. Previous research by Krhistian and Sohilauw (2025) and Jayanti (2016) reported a positive relationship between competence and employee performance. Nevertheless, the extent to which competence contributes to performance may depend on the characteristics of the organization, the nature of employees' responsibilities, and the demands of the work environment.

At PT Kaisar Putra Perkasa, employee education data show that 67.9% of employees hold a senior high school qualification, 11.3% hold a diploma, and 20.8% hold a bachelor's degree. These educational profiles provide relevant background information but do not, by themselves, establish employees' actual competence. Competency assessment data for 2024–2025 also indicate a decline in the average score from 81.2% to 80.7%. Although indicators related to knowledge, understanding, and values decreased, indicators of ability, attitude, and interest increased. Initial interviews further suggested that some employees, particularly those with fewer than four years of work experience, experienced difficulties performing tasks effectively and efficiently, made frequent work-related errors, and demonstrated lower productivity than more experienced colleagues. These conditions suggest the need to examine whether employee competence is associated with performance outcomes in the company.

In addition to competence, work discipline is another factor potentially associated with employee performance (Arisanti et al., 2019). Work discipline concerns the implementation and enforcement of organizational policies and rules to guide employees' conduct and ensure compliance with established requirements (Nathasya, 2024). Employees who fail to maintain appropriate discipline may experience difficulties meeting organizational expectations, potentially resulting in lower performance (Krhistian & Sohilauw, 2025). Work discipline is also an important operational function of human resource management because stronger employee discipline is expected to support higher performance (Soejarminto & Hidayat, 2022). Furthermore, adherence to workplace rules reflects employees' sense of responsibility for the duties entrusted to them (Fachrezi Hakim & Hazmanan, 2024).

Attendance records at PT Kaisar Putra Perkasa for July 2024 to July 2025 documented 411

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instances of lateness, 54 instances of sick leave, 42 instances of leave, and four absences. The highest number of lateness incidents occurred in October 2024, with 54 cases. Although the company established working hours from 7:30 a.m. to 4:00 p.m., lateness remained a recurring problem. In addition, the average work discipline assessment score declined from 81.25% in 2024 to 80.25% in 2025. The decline was particularly evident in compliance with working-time regulations, which decreased by five percentage points, and compliance with company regulations, which decreased by three percentage points. These findings indicate that compliance with workplace requirements remains an issue requiring managerial attention and further empirical examination of its relationship with employee performance.

Previous studies have examined competence and work discipline in relation to employee performance. Research by Marliana Budhiningtias Winanti reported a positive and significant effect of competence on employee performance at PT Frisian Flag Indonesia in West Java. Similarly, Bachtiar Arifudin Husain found that work discipline had a positive and significant effect on employee performance at PT Bank Danamon, Bintaro Branch. Research by Nirma Rosalia, Muin Sibuea, and Syahyuman also reported significant positive effects of competence and work discipline on employee performance at Regional Office VI of the State Civil Service Agency (BKN) in Medan. These findings provide a basis for examining the relevance of competence and work discipline to employee performance. However, the cited studies were conducted in different organizational settings, and the available background literature provides limited evidence concerning these relationships in companies supplying project equipment to contractors. Moreover, the performance, competency, and discipline data at PT Kaisar Putra Perkasa indicate that these issues coexist within the same organizational context. This provides a practical and contextual justification for examining the individual and combined relationships of competence and work discipline with employee performance in this company.

Accordingly, this study addresses three research questions: (1) Does competence influence employee performance at PT Kaisar Putra Perkasa? (2) Does work discipline influence employee performance at PT Kaisar Putra Perkasa? and (3) Do competence and work discipline simultaneously influence employee performance at PT Kaisar Putra Perkasa? The study aims to analyze the individual effects of competence and work discipline on employee performance and to examine their simultaneous effect. Theoretically, this research is expected to contribute context-specific empirical evidence to the human resource management literature concerning the relationships between employee competence, work discipline, and performance. Practically, the findings are expected to provide an evaluative basis for the management of PT Kaisar Putra Perkasa in designing competency development initiatives, strengthening compliance with workplace regulations, and formulating more targeted employee performance improvement strategies. The novelty of this study lies in its examination of competence and work discipline, both individually and simultaneously, within the specific context of a project equipment supplier, using the company's documented performance, competency, and attendance conditions as the basis for the research problem.

2. Literature Review

2.1. Conceptual and Theoretical Foundations

2.1.1. Competence

The term *competence* refers to the ability or skill required to perform a particular task. Lufitasari et al. (2023) define competence as the ability necessary to perform a job effectively. Wibowo et al. (2026) further explain that competence comprises a set of employee characteristics, including knowledge, skills, and attitudes or behaviors required to perform job responsibilities professionally, effectively, and efficiently.

Ramadhan et al. (2025) describe competence as the ability to perform work based on relevant skills and knowledge, supported by the work attitudes required for a particular position. Khristian et al. (2025) further emphasize the practical dimension of competence, which is reflected in the application of employees' capabilities and the performance demonstrated by employees or leaders in carrying out their responsibilities.

According to Wibowo et al. (2026), competence can be measured using six indicators: (1) knowledge, (2) understanding, (3) ability, (4) values, (5) attitudes, and (6) interests. These six indicators

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are adopted in the present study to measure the competence variable ((X_1)).

2.1.2. Work Discipline

The term *discipline* originates from the word *disciple*, which is associated with learning. Discipline can be understood as a process of guidance intended to train individuals and shape their behavior in a more appropriate direction (Rosiawan et al., 2025). Hidayat (2023) defines discipline as an attitude of respecting and complying with applicable regulations, whether written or unwritten, implementing these regulations consistently, and accepting sanctions for violations. In an organizational context, work discipline represents the application of management practices intended to reinforce company policies (Nugroho & Wibowo, 2024).

Work discipline also reflects an individual's willingness to comply with the norms and regulations applicable in the surrounding environment (Nurmeisya & Prayekti, 2023). Furthermore, it functions as a means of communication between managers and employees to encourage behavioral change, increase awareness, and strengthen employees' willingness to comply with company regulations (Romi et al., 2022).

According to Wibowo et al. (2026), work discipline can be measured using four indicators: (1) adherence to working-time regulations, (2) adherence to company regulations, (3) adherence to behavioral standards in the workplace, and (4) adherence to other applicable regulations. These indicators are used in this study to measure the work discipline variable (X2).

2.1.3. Employee Performance

Performance refers to work achievements or outcomes, measured in terms of quality and quantity, that individuals accomplish in accordance with their assigned responsibilities (IWBagia & KDK, 2021). Anggono and Sauh (2024) similarly define performance as the quality and quantity of work achieved by employees while carrying out their duties and fulfilling their assigned responsibilities. Employee performance can also be understood as the work outcomes employees achieve in accordance with the tasks assigned by the company, as assessed through quality and quantity.

Khristian et al. (2025) explain that competence describes the capabilities employees demonstrate at different levels of the workplace, including the standards applicable to each level. It identifies the knowledge and skills individuals require to perform their tasks and responsibilities effectively, thereby supporting good performance. In the present study, employee performance is measured using five indicators adopted from Wibowo et al. (2026): (1) quality of work, (2) quantity of work, (3) responsibility, (4) cooperation, and (5) initiative.

2.2. Review of Empirical Studies

Previous empirical studies have examined the effects of competence and work discipline on employee performance across various organizational contexts. These studies can be classified into three main research streams based on their primary findings.

The first stream examines the effect of competence on employee performance. Study of PT Telekomunikasi Indonesia Tbk, Witel Bandung, found that competence had a positive and significant effect on employee performance. Study conducted at PT Frisian Flag Indonesia in West Java, reported similar findings. These results are consistent with the theoretical proposition of Spencer and Spencer that competence can serve as an important predictor of superior performance.

The second stream focuses on the effect of work discipline on employee performance. Study at the PT Pos Indonesia Cipondoh Office, found that work discipline had a positive and significant effect on employee performance. Husain reported similar findings among employees at PT Bank Danamon Tbk, Bintaro Branch. These results highlight the importance of enforcing workplace discipline as a potential means of improving employee performance.

The third stream investigates the simultaneous effects of competence and work discipline on employee performance. Study at the Regional Revenue Agency Technical Implementation Unit (UPT) in Gunung Malela District, Simalungun Regency, found that competence and work discipline simultaneously influenced employee performance and that both variables also had significant partial effects. Similarly, study at PT Kayaba Indonesia, found that competence and work discipline jointly had a significant effect on employee performance. Study at Regional Office VI of the State Civil Service

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Agency (BKN), also reported positive and significant effects of competence and work discipline on the performance of civil servants.

However, previous findings are not entirely consistent. Study at the Karanganyar Community Health Center (UPT Puskesmas) in Lebak Regency, found that competence did not have a significant effect on employee performance, although work discipline had a significant effect and both variables jointly influenced performance. This inconsistency suggests that the relationship between competence and employee performance may vary according to organizational characteristics, industry sector, or workplace conditions.

A synthesis of these empirical studies reveals three important observations. First, most previous studies were conducted in government institutions, including regional revenue agencies, community health centers, and civil service organizations; large corporations, such as Telkom, Frisian Flag, Bank Danamon, and Pos Indonesia; or manufacturing companies, such as Kayaba Indonesia. Second, the studies generally employed quantitative approaches and multiple regression analysis to examine the relationships between the variables. Third, inconsistencies remain in the empirical findings, particularly regarding the effect of competence on employee performance. These inconsistencies provide a basis for further investigation in different organizational settings, including private companies operating in regional markets.

2.3. Identification of the Research Gap

Based on the theoretical foundations and synthesis of previous empirical findings, this study identifies three research gaps that justify further investigation.

First, a contextual gap exists in the application of previous findings to different organizational settings. Although numerous studies have examined the effects of competence and work discipline on employee performance, most have focused on government institutions, state-owned enterprises, multinational corporations, or large companies located in major urban areas. Research specifically examining these variables in medium-sized private companies operating in regional areas, particularly in the project equipment trading and contractor-support sector in Tuban Regency, remains limited. Differences in organizational structure, supervisory practices, compensation systems, and competitive pressures may affect how competence and work discipline relate to employee performance. Consequently, findings from previous organizational settings cannot automatically be generalized to PT Kaisar Putra Perkasa.

Second, an empirical inconsistency gap arises from the differences in previous research findings. Most studies reported that competence had a positive and significant effect on employee performance. In contrast, Wandi and Hakiki found that competence did not have a significant effect on employee performance. This inconsistency warrants further examination in the context of PT Kaisar Putra Perkasa. Initial employee performance assessment data for 2024–2025 indicate that performance achievements remained below the company's target of 100%. This condition raises questions about whether competence, work discipline, or the combination of both variables is associated with the observed performance outcomes.

Third, a specific object and empirical phenomenon gap concerns the conditions observed at PT Kaisar Putra Perkasa. Preliminary company data indicate declining employee performance during 2024–2025, accompanied by indications of suboptimal competence and work discipline. However, the extent to which each factor contributes to employee performance, both individually and simultaneously, has not been empirically established in this organizational context. Addressing this gap is important for providing context-specific evidence concerning employee performance in regional private companies and for clarifying the inconsistencies identified in previous research.

Taken together, these three gaps establish the rationale for examining the effects of competence and work discipline on employee performance at PT Kaisar Putra Perkasa. The study is expected to provide empirical evidence that can clarify the relationships among these variables within the company's specific organizational context.

2.4. Development of the Conceptual Framework

Based on the theoretical foundations and empirical findings discussed above, this study conceptualizes competence and work discipline as independent variables that influence employee performance as the dependent variable. Competence (X1) represents employees' knowledge,

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understanding, ability, values, attitudes, and interests, whereas work discipline (X2) represents employees' compliance with working-time regulations, company regulations, workplace behavioral standards, and other applicable rules. Employee performance (Y) is assessed in terms of work quality, work quantity, responsibility, cooperation, and initiative.

The conceptual framework proposes that competence and work discipline may each influence employee performance individually and may also exert a simultaneous effect. The relationships among the variables are illustrated in Figure 1.

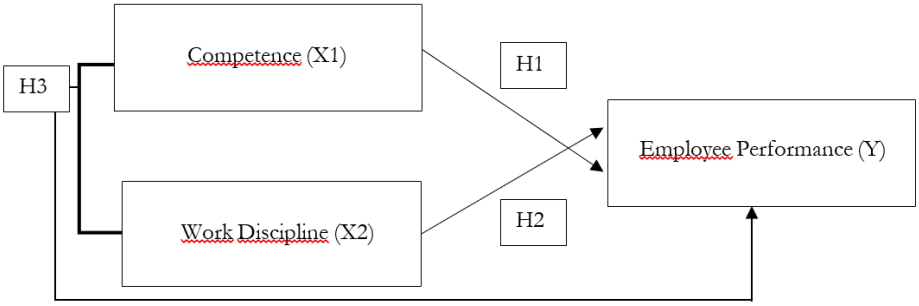


Fig. 1. Conceptual Framework

2.5. Hypotheses or Research Propositions

Based on the theoretical foundations, previous empirical findings, and conceptual framework, the following research hypotheses are formulated:

H1: Competence has a positive and significant effect on employee performance at PT Kaisar Putra Perkasa.

H2: Work discipline has a positive and significant effect on employee performance at PT Kaisar Putra Perkasa.

H3: Competence and work discipline simultaneously have a significant effect on employee performance at PT Kaisar Putra Perkasa.

3. Research methods

3.1. Research Design

This research uses an associative quantitative approach with deductive thinking, where theory is applied as the main starting point to answer the problems raised, and the research process is carried out in stages following a straight line/linear. According to (Sugiyono, 2021b) , the quantitative research method is a research method based on the philosophy of positivism, used to research a specific population or sample, data collection using research instruments, and data analysis is quantitative/statistical with the aim of testing the hypothesis. The associative design is used to analyze the effect of competence (X_1) and work discipline (X_2) on employee performance (Y) at PT Kaisar Putra Perkasa.

3.2. Research Context and Setting

Given the importance of human resources, every company must pay attention to the level of competence possessed by its employees. High performance is needed within the company to improve quality and quality in order to achieve company goals. Therefore, to improve employee performance, PT Kaisar Putra Perkasa needs to pay attention to the competence and work discipline of its employees because these two variables significantly influence employee performance. Competence is the ability to carry out a task, skills, attitudes, and appreciation required to support success. Work discipline is the behavior of an employee in the company to always obey, respect, and honor all regulations and norms that have been determined by the company.

3.3. Population and Sample / Research Participants

The population in this study was all employees of PT Kaisar Putra Perkasa located at Jl. Sejahtera Perum Grand Villa Sejahtera Number 6, Karang Village, Semanding District, Tuban Regency, totaling 53 people. The sampling technique used saturated sampling, where all members of the population were sampled. So the sample in this study amounted to 53 employees.

3.4. Data Sources and Data Collection

Primary data were collected through: (a) direct observation at the research location; (b) a closed questionnaire with a *Likert scale* of 1–5 (Strongly Agree=5, Agree=4, Neutral=3, Disagree=2,

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Strongly Disagree=1); and (c) library research *through* literature, journals, and books as secondary data. The research instrument was developed based on indicators for each variable: competence, work discipline, and employee performance.

3.5. Measurement of Research Variables and Instruments

Before conducting the regression analysis, instrument quality testing was first conducted, including validity testing (with Pearson Correlation) and reliability testing (with Cronbach's Alpha, minimum limit 0.70). Next, classical assumption tests were conducted, including normality tests (with histogram graphs, normal PP plots, and Kolmogorov-Smirnov), multicollinearity tests (with tolerance values > 0.1 and VIF < 10), and heteroscedasticity tests (with scatterplot graphs). After passing the classical assumption tests, hypothesis testing was conducted through partial tests (t-tests), simultaneous tests (F-tests), and coefficient of determination (R^2) tests.

3.6. Data Analysis Techniques

The data analysis technique used is multiple linear regression analysis with the help of SPSS software version 26. The multiple linear regression equation is formulated as follows:

$$Y=a+b1\ X1 + b2\ X2 + e \quad (1)$$

Where Y is employee performance; a is a constant; b1 and b2 are the regression coefficients of each variable; X1 is organizational culture; X2 is organizational commitment; and e is the residual value.

3.7. Validity, Reliability, and Trustworthiness

Because this research uses an associative quantitative approach, the quality of the research instruments and models is guaranteed through validity, reliability, and classical assumption tests, all of which are carried out using SPSS version 25 software.

Validity testing is conducted to measure the extent to which the questionnaire instrument is able to measure the intended construct. According to Sugiyono (2021), the test uses construct validity with the Pearson Bivariate correlation technique (Pearson Product Moment). The score for each item is correlated with the total score of the variable. Decision-making criteria: if the calculated r ≥ r ≥ table r in a two-tailed test with a significance level of 0.05, then the statement item is declared valid and significantly correlated with the total score.

Reliability testing is conducted to ensure that the instrument provides consistent results when used repeatedly on the same object (Sugiyono, 2021a). The test uses the Cronbach's Alpha (α) coefficient. Decision criteria: an instrument is declared reliable if the Cronbach's Alpha value is > 0.60.

The classical assumption test was conducted to ensure that the multiple linear regression model meets the BLUE (Best Linear Unbiased Estimator) requirements, including four tests. (a) Normality test using the Kolmogorov-Smirnov Test with the criteria of normally distributed residuals if the significance value is > 0.05. (b) Multicollinearity test using the Tolerance and Variance Inflation Factor (VIF) values, with the criteria that multicollinearity does not occur if Tolerance > 0.10 and VIF < 10. (c) Heteroscedasticity test using a scatterplot, with the criteria that heteroscedasticity does not occur if the points are spread randomly and do not form a certain pattern. (d) Autocorrelation test using Durbin-Watson, with the criteria that autocorrelation does not occur if the DW value is between −2 and 2.

This combination of validity, reliability, and classical assumption testing ensures that the research instrument is suitable for use and the regression model produces unbiased, efficient, and reliable estimates for hypothesis testing.

3.8. Ethical Considerations

This research upholds the principles of research ethics in the entire interaction process with respondents at PT Kaisar Putra Perkasa.

First, the principle *of informed consent* was implemented by communicating the purpose, scope, procedures, and estimated time for completing the questionnaire to all employees before distributing the instrument. Researchers first obtained an official letter of permission from the management of PT Kaisar Putra Perkasa as a form of institutional approval. Employee participation was voluntary, and respondents were given the freedom to opt out of completing the questionnaire if they felt they had any objections without any consequences to their employment status.

Second, the principles of confidentiality and anonymity are maintained by not explicitly listing respondents' names in the questionnaire.

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Respondent identities are used only at the demographic level (gender, age, length of service, education level) for descriptive analysis purposes and are not linked to individual responses. Data will be used solely for academic research purposes and will not be published in a form that allows individual identification.

Third, the principle of data protection is implemented by securely storing questionnaire results, both in physical and digital form, and accessing them only by researchers for analysis purposes. After the research process is complete, the raw data is not disseminated to any third party for purposes other than academic purposes.

Fourth, the principle of academic integrity is applied by citing all sources in accordance with scientific writing standards, reporting analysis results honestly, including findings that contradict the hypothesis, and transparently acknowledging the research's limitations. Researchers also respect respondents' professional time by compiling questionnaires concisely and efficiently to avoid disrupting company operations.

3.9. Research Procedures

The research procedure was systematically structured in six sequential stages, thus ensuring methodological transparency and enabling future replication.

The first stage is research planning, which includes identifying the phenomenon of declining employee performance at PT Kaisar Putra Perkasa, formulating the problem, determining the research objectives, and developing a conceptual framework based on a literature review on employee competency, work discipline, and performance. *The second stage* is developing a research instrument in the form of a closed-ended questionnaire with a Likert scale of 1–5 (Strongly Agree to Strongly Disagree).

The third stage is data collection. The study used a saturated *sampling technique*, with all 53 employees of PT Kaisar Putra Perkasa being selected as respondents. *The fourth stage* is data processing, starting with tabulating respondents' answers, assigning scores according to the Likert scale, and inputting the data into SPSS version 25.

The fifth stage is statistical data analysis which includes: (a) descriptive analysis to describe the characteristics of respondents and the distribution of answers; (b) classical assumption tests (normality, multicollinearity, heteroscedasticity, autocorrelation); (c) multiple linear regression analysis with the model $Y = a + b_1 X_1 + b_2 X_2 + e$; (d) determination coefficient test (R^2) to measure the model's ability to explain variations in the dependent variable; (e) partial hypothesis test (t-test) and simultaneous hypothesis test (F-test) at a significance level of 5%.

The sixth stage is interpretation of the results, discussion of the findings by linking them to theory and previous research, drawing conclusions, developing managerial implications for PT Kaisar Putra Perkasa, and formulating recommendations for further research. Each stage is documented to allow for audit traceability and replication.

3.10. Methodological Limitations

This study acknowledges a number of methodological limitations that need to be considered in interpreting the findings and provide input for further research.

First, there are limitations to generalizability. This study used a saturated sample of 53 employees at PT Kaisar Putra Perkasa. Although the saturated sample ensures representation of the internal population, the relatively small sample size and focus on a single medium-sized company in Tuban Regency limit the generalizability of the results to other companies with different characteristics (business scale, industry sector, geographic region, and organizational culture).

Second, limitations in time, effort, and research resources. The limited research period (September–November 2025) limited the depth of exploration and the repeatability of measurements. These limitations serve as input for future research to add other independent variables, expand the research object, use a *mixed-methods approach* that combines questionnaires with interviews, and conduct *longitudinal research* to capture the dynamics of employee performance changes over time.

4. Results and Discussion

4.1. Research Results

4.1.1 Sample Description and Descriptive Statistics

a. General Description of PT Kaisar Putra Perkasa

PT Kaisar Putra Perkasa is a company engaged in the sale of project equipment (contractors) located at Jl. Sejahtera Perum Grand Villa Sejahtera Number 6, Karang Village,

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Semanding District, Tuban Regency. This company focuses its activities on selling various project equipment needed by contractors and similar companies in various cities. The company has 53 employees spread across various fields, including administration officers, marketing, and expedition services (couriers).

b. Respondent Characteristics

Primary data was collected from 53 respondents, employees of PT Kaisar Putra Perkasa. Respondent characteristics are presented as follows.

Table 1. Respondent Characteristics

Characteristics	Category	Frequency	Percentage
Gender	Man	34	64.2%
	Woman	19	35.8%
Age	20–30 years	22	41.5%
	31–40 years	21	39.6%
	> 40 years	10	18.9%
Education	High School	36	67.9%
	Diploma	6	11.3%
	Bachelor degree)	11	20.8%
Years of service	1–4 years	24	45.3%
	5–10 years	20	37.7%
	> 10 years	9	17.0%

Source: Processed primary data (2026)

The majority of respondents were male (64.2%), aged 20–30 years (41.5%), had a high school education (67.9%), and had worked for 1–4 years (45.3%). These characteristics indicate that the majority of PT Kaisar Putra Perkasa employees are relatively young and have a secondary education, thus requiring ongoing competency development programs.

4.1.2. Data Quality and Preliminary Analysis

a. Data Instrument Test Results

Table 2. Validity and Reliability Test Results

Variables	Number of Items	Range of r-count	Information	Cronbach's Alpha	Reliability
Competence (X_1)	12	0.412 – 0.781	Valid	0.847	Reliable
Work Discipline (X_2)	8	0.438 – 0.762	Valid	0.823	Reliable
Employee Performance (Y)	10	0.451 – 0.789	Valid	0.861	Reliable

Source: Processed primary data (2026)

All questionnaire items had a calculated r value > r table (0.271) and were therefore declared valid. *The Cronbach's Alpha value* for all variables was > 0.6, thus the instrument was declared reliable.

b. Results of the Classical Assumption Test

1) Normality Test

Table 3. Results of the Kolmogorov–Smirnov Normality Test

Variables	Significance	Conclusion
Competence	0.082	Normal
Work Discipline	0.091	Normal
Employee performance	0.076	Normal

Source: Processed primary data (2026)

All three variables have Asymp. Sig. (2-tailed) values > 0.05, so the data are normally distributed.

2) Multicollinearity Test

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Table 4. Multicollinearity Test Results

Variables	Tolerance	VIF	Information
Competence (X_1)	0.782	1,279	There is no multicollinearity
Work Discipline (X_2)	0.782	1,279	There is no multicollinearity

Source: Processed primary data (2026)

Tolerance values > 0.1 and VIF < 10 for both independent variables indicate that multicollinearity does not occur.

3) Heteroscedasticity Test

Based on the scatterplot, the points are randomly distributed above and below zero on the Y-axis, without forming any particular pattern. This indicates that there is no heteroscedasticity in the regression model.

4.1.3. Main Analytical Results

Table 5. Summary of Multiple Regression Analysis Results

Variables	Model 1 (β)	Model 2 (β)	Model 3 (β)
Competence (X_1)	0.342*		0.312*
Work Discipline (X_2)		0.315*	0.287*
Constant (a)	8,214	9,362	6,145
R^2	0.117*	0.099*	0.179*
ΔR^2	0.117	0.099	0.179
F-count	6,761	5,592	5,437
Sig. F	0.012	0.022	0.007

** p < 0.05*

Source: Processed primary data (2026)

The multiple linear regression equation obtained is:

Y = 6.145 + 0.312

4.1.4. Hypothesis Testing Results / Key Findings

a. **Hypothesis Test 1 (H1) – The Effect of Competence on Employee Performance**
   The partial test results show that competence has a positive effect on employee performance with β = 0.312 (t = 2.617; p = 0.011 < 0.05) and a contribution of Δ R^2 = 0.098 (9.8%). Thus, **H1 is accepted**.
b. **Hypothesis Test 2 (H2) – The Effect of Work Discipline on Employee Performance**
   The partial test results show that work discipline has a positive effect on employee performance with β = 0.287 (t = 2.417; p = 0.019 < 0.05) and a contribution of Δ R^2 = 0.081 (8.1%). Thus, **H2 is accepted**.
c. **Hypothesis Test 3 (H3) – The Simultaneous Effect of Competence and Work Discipline on Employee Performance**
   The results of the simultaneous test (F test) showed an F-count of 5.437 with Sig. F=0.007 <0.05, meaning that simultaneously, competence and work discipline have a positive and significant effect on employee performance with a total contribution of Δ R^2=0.179 (17.9%). Thus, **H3 is accepted**.

4.2. Research Discussion

a. **The Influence of Competence on Employee Performance**

The results of the study showed that competence had a positive and significant effect on employee performance at PT Kaisar Putra Perkasa, with a β of 0.312 (p=0.011) and a contribution of 9.8%. This finding confirms the theory Wibowo et al. (2025) which states that competence describes the characteristics of knowledge and skills that enable individuals to carry out tasks and responsibilities effectively, resulting in good performance.

The competency of PT Kaisar Putra Perkasa employees is evident in their ability to master their respective fields of work: *administration officers* master computer administration and operations; *marketing officers* possess market analysis skills, *marketing*

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research skills, and good communication skills; and the expedition services sector possesses workplace communication and equipment management skills. However, the 9.8% contribution indicates a significant but not yet dominant influence, so there are still many other variables that influence employee performance.

This finding is consistent with Marliana Budhiningtias Winanti's research at PT Frisian Flag Indonesia, West Java, which found a significant positive effect of competence on employee performance. Competence positively impacts employee performance. Competence based on higher education can improve employee performance.

b. The Influence of Work Discipline on Employee Performance

The results showed that work discipline had a positive and significant effect on employee performance, with a β of 0.287 (p=0.019) and a contribution of 8.1%. This finding supports the theory Hasibuan and Ayuningtyas (2021) that discipline is the most important operative function of human resource management because the better an employee's work discipline, the higher their performance can be achieved.

Attendance data for PT Kaisar Putra Perkasa from July 2024 to July 2025 showed a total of 411 cases of lateness, indicating that employee discipline is suboptimal. These delays result in work delays and a backlog of activities. This is consistent with the explanation Rasyid et al. (2024) that employees who ignore discipline will have low performance. This finding also aligns with Bachtiar Arifudin Husain's research at PT Bank Danamon Bintaro Branch, which demonstrated the significant influence of work discipline on employee performance.

Improved work discipline, including adherence to work-related rules of conduct (up 2%) and adherence to other regulations (up 2%), is a positive sign. However, adherence to time regulations (down 5%) and adherence to company regulations (down 3%) remain key concerns for PT Kaisar Putra Perkasa management.

c. The Simultaneous Influence of Competence and Work Discipline on Employee Performance

Simultaneously, competence and work discipline have a positive and significant impact on employee performance, contributing 17.9%. This indicates that these two variables provide a synergistic effect in improving employee performance at PT Kaisar Putra Perkasa. Employees who possess competence appropriate to their profession and good work discipline will be better able to improve their performance, because competence provides opportunities for employees to expand their work capabilities, while work discipline ensures the implementation of work programs to achieve established targets (Umar et al., 2025).

This finding is consistent with research by Nirma Rosalia, Muin Sibuea, and Syahyuman at the Regional Office VI of the State Civil Service Agency (BKN) in Medan, which demonstrated a significant positive influence of competence and work discipline simultaneously on employee performance. A comparison of beta coefficients indicates that competence (β = 0.312) has a more dominant influence than work discipline (β = 0.287). This indicates that competency development is a top priority that needs to be addressed by the management of PT Kaisar Putra Perkasa.

However, the total contribution of 17.9% indicates that 82.1% of the variation in employee performance is still explained by variables outside the model, such as work motivation, compensation, work environment, organizational culture, leadership, and job satisfaction. This creates room for further research to expand the model.

4.2.2. Comparison with Previous Studies

The positive and significant effect of competence is consistent with the findings of Marliana Budhiningtias Winanti at PT Frisian Flag Indonesia, West Java, as well as also demonstrated a positive relationship between competence and employee performance. The finding concerning work discipline similarly supports the results of Bachtiar Arifudin Husain's study at PT Bank Danamon, Bintaro Branch, which identified a significant effect of work discipline on employee performance. Furthermore, the simultaneous influence of competence and work discipline is consistent with the findings of Nirma Rosalia, Muin Sibuea, and Syahyuman at Regional Office VI of the State Civil Service Agency (BKN) in Medan. The consistency of these findings suggests that competence and discipline are relevant performance-

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related factors across different organizational settings. However, the relative contribution of each factor may differ depending on organizational conditions. At PT Kaisar Putra Perkasa, competence has a slightly higher standardized coefficient (β = 0.312) than work discipline (β = 0.287), suggesting that competence is the stronger predictor among the two variables in the estimated model.

4.2.3. Theoretical Contributions

The findings contribute to the human resource management literature by providing empirical evidence concerning the relationships between competence, work discipline, and employee performance in a project equipment supply company in Tuban Regency. The positive effect of competence supports the proposition that employees' knowledge and skills enable them to fulfill their responsibilities effectively, while the positive effect of work discipline reinforces the importance of compliance with organizational rules in supporting performance. These findings are consistent with the theoretical perspectives discussed by Hasibuan and Ayuningtyas (2021). Furthermore, the simultaneous findings suggest that employee performance should be understood in relation to both employees' capabilities and their workplace behavior. However, because the two variables explain 17.9% of the variation in performance, the results also indicate that competence and discipline represent only part of the broader set of factors associated with employee performance.

4.2.4. Practical and Policy Implications

The findings provide several practical implications for the management of PT Kaisar Putra Perkasa. First, competency development should be strengthened through targeted training, particularly for employees with fewer than four years of work experience, to improve their ability to perform tasks accurately and efficiently and to reduce productivity differences between newer and more experienced employees. Second, management should address persistent lateness by strengthening monitoring of working hours and considering the implementation of digital attendance systems, such as fingerprint or facial recognition technology, where appropriate. Third, a balanced system of rewards for employees who demonstrate strong performance and discipline, together with consistent and proportionate sanctions for violations, may help reinforce compliance with company regulations. Fourth, management should periodically evaluate the effectiveness of competency development and discipline enforcement by monitoring changes in employee performance, attendance, work quality, and productivity. These measures should be implemented in accordance with the company's operational requirements and evaluated to determine whether they produce measurable improvements.

4.2.5. Integration with the Research Gap

This study addresses the contextual research gap by examining competence and work discipline in a private project equipment supply company in Tuban Regency, a setting that differs from the government agencies, large corporations, and other organizations represented in the previous studies. The findings also provide evidence relevant to the empirical inconsistency concerning the effect of competence on employee performance by demonstrating a positive and significant relationship in the context of PT Kaisar Putra Perkasa. In addition, the analysis responds to the company's specific performance concerns by examining the individual and simultaneous effects of competence and work discipline. The results therefore extend the contextual evidence available in the literature, although they do not establish that the relationships will be identical in other organizations or industries.

4.2.6. Acknowledgement of Study Limitations

Several limitations should be considered when interpreting these findings. First, the study relied on questionnaire data, which may be affected by response bias and differences in respondents' perceptions. Second, competence and work discipline jointly accounted for 17.9% of the variation in employee performance, leaving 82.1% associated with factors outside the estimated model. These factors may include work motivation, compensation, the work environment, organizational culture, leadership, and job satisfaction, although their individual contributions were not tested in this study. Third, the research was conducted at a single company, limiting the extent to which the findings can be generalized to other project equipment suppliers or organizations in different regions. Finally, the study was conducted over a three-month period, limiting its ability to capture longer-term

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changes in employee performance. Future research could address these limitations by incorporating additional explanatory variables, expanding the sample to include several companies, adopting mixed-methods approaches, and conducting longitudinal investigations to examine performance changes over time.

5. Conclusion

5.1. Summary of Key Findings

Based on the results of the research and discussion, it can be concluded that: (1) Competence has a positive and significant effect on the performance of PT Kaisar Putra Perkasa employees (β=0.312; p=0.011; ΔR^2=0.098). Employee performance increases along with the increase in employee competence; (2) Work discipline has a positive and significant effect on employee performance (β=0.287; p=0.019; ΔR^2=0.081). Performance increases if employees have high discipline; (3) Simultaneously, competence and work discipline have a positive and significant effect with a total contribution of 17.9% on employee performance. The better the competence and work discipline applied, the higher the performance of PT Kaisar Putra Perkasa employees.

5.2. Theoretical Contributions

This research strengthens the Human Resource Management literature, particularly on the relatively understudied topics of employee competency, work discipline, and performance in the project equipment supply sector (contractors). These findings confirm the theories of Hasibuan and Ayuningtyas (2021) while expanding the theory's application to the construction supply industry in Tuban Regency.

5.3. Practical and Policy Implications

For the management of PT Kaisar Putra Perkasa: (a) Improve employee training and competency development programs, especially for new employees with less than 4 years of service so that their productivity is equal to that of senior employees; (b) Tighten the enforcement of work time regulations by implementing a digital *fingerprint* or *face recognition attendance system* in the morning, afternoon, and evening to close the gap for lateness; (c) Provide *rewards* for employees who excel and are disciplined, as well as strict sanctions for rule violators; (d) Conduct periodic evaluations of the effectiveness of competency development programs and the implementation of discipline.

5.4. Limitations of the Study

Some limitations of the study: (a) the data collection method only used questionnaires so it is susceptible to response bias; (b) the contribution of the two independent variables was only 17.9% to employee performance, meaning that there are still 82.1% of other variables that have not been studied; (c) the sample was limited to PT Kaisar Putra Perkasa so the results cannot necessarily be generalized to other companies in the same industry; (d) the time constraints of the study which only lasted for 3 months.

5.5. Future Research Directions

It is recommended that future researchers: (a) add other independent variables such as work motivation, compensation, work environment, organizational culture, or leadership; (b) expand the sample by including several project equipment providers in various regions; (c) use a *mixed-methods approach* to gain a more comprehensive understanding; (d) conduct *longitudinal research* to capture the dynamics of changes in employee performance over time.

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