

## EXAMINING THE ROLE OF COMPETENCE, JOB SATISFACTION, AND WORK DISCIPLINE IN ENHANCING EMPLOYEE PERFORMANCE AT KUTA PURI BUNGALOWS VILLA & RESORT

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### ABSTRACT

Human resources are a major factor in determining the success of an organization, so companies need to ensure that employee performance is optimized. Employee performance is influenced by several important factors, such as competence, job satisfaction, and work discipline. This study aims to analyze the influence of competence, job satisfaction, and work discipline on employee performance at Kuta Puri Bungalows Villa & Resort, which is motivated by the phenomenon of low competence standards, lack of employee satisfaction with career opportunities, and high absenteeism as an indicator of low work discipline. The population of this study was all 31 employees of Kuta Puri Bungalows Villa & Resort. The type of data used in this study is quantitative. The sample size was determined using saturated sampling technique with a sample size of 31 employees. The data analysis technique used is multiple linear regression which includes validity test, reliability test, classical assumption test, and t-test using SPSS program.

**Keywords:** competence, job satisfaction, work discipline, employee performance

### 1. INTRODUCTION

Source Human resources are a very important factor in every organization or company, acting as an inseparable driving force that determines the success or failure of an organization. The formation of a company has the main objective of making a profit, because the objectives of an organization can run smoothly depending on the human factor itself, which acts as the person who plans, controls, and implements Subakti, et al. (2023). Source manusia merupakan aset utama dalam organisasi, maka sudah sepatutnya karyawan diperlakukan secara layak dan adil sehingga dapat melaksanakan tugas dengan sungguh-sungguh dan penuh tanggung jawab serta memiliki disiplin yang tinggi yang menunjukkan adanya kinerja.

Employee performance is a determining factor in the success of an organization. Performance is a manifestation of an employee's work, which is usually used as the basis for employee evaluation. Good performance is a step towards achieving organizational goals, so it is necessary to improve employee performance Nurhayati (2023). Company goals will be achieved with quality human resources if the employees of the company perform well to produce the best results. Employee performance is one of the most dominant factors in improving performance organizational Permatasari et al. (2023). To enhance employee performance, organizations must understand the factors that drive or influence such improvements.

Factors influencing employee performance include work competence. Work competence ( ) is defined as a ability to perform or carry out a job based on the skills and knowledge and supported by the work attitude required by the job Burhan, et al. (2024). Competency describes that knowledge and standards of performance set by the company can be met by employees so that employees are able to complete a task or hold a position Asmini, et al. (2022). Employees with high competency tend to be able to work effectively, efficiently, and produce satisfactory output. Companies that are able to place employees according to their competencies will find it easier to achieve organizational goals.

Another factor that influences employee performance is job satisfaction. Employees who are satisfied with their jobs tend to be more motivated, have higher levels of engagement, and are more committed to the organization. Someone with a high level of job satisfaction has a positive attitude toward their work, while someone who is dissatisfied with their job has a negative attitude toward their work. In job satisfaction as an emotional response in the form of pleasure, when desires are fulfilled, good coworkers, promotions, and desired salaries are in line with expectations Suryadi & Karyono(2022). There are several impacts or issues related to satisfaction that often arise in the work performed by employees. The following are some of the issues related to employee job satisfaction at Kuta Puri Bungalows Villa & Resort in Table 1.

**Table 1. Pre-Survey of Job Satisfaction at Kuta Puri Bungalows Villa & Resort**

No	Question	Agree	Disagree	Total
1	Are employees satisfied with their current job?	58.06%	41.94%	100
2	Are employees satisfied with their salary in line with their expectations?	45.16%	54.84%	100
3	Do employees feel satisfied with the supervision of their superiors to ensure the success of their work?	61.29%	38.71%	100
4	Are employees satisfied because they are given opportunities for promotion?	35.48%	64.52%	100
5	Are employees satisfied with the harmony of relationships among coworkers?	70.97%	29.03%	100

Source: Pre-Survey Data of Employees at Kuta Puri Bungalows Villa & Resort (2025)

Based on the pre-survey results, employee job satisfaction levels are still relatively low. This can be seen from the job indicator itself, where 58.06% of employees at stated that they disagree that the work they do is in line with their interests and abilities. In addition, on the compensation or salary indicator, 54.84% of employees stated that they disagree that the salary they receive is commensurate with the workload assigned to them. Employee job dissatisfaction is also evident in the promotion opportunity indicator, where 64.52% of employees disagree that they have the opportunity to develop their careers and obtain promotions. This situation shows that employee job satisfaction is not optimal and can reduce employee morale.

Discipline is also an important factor in supporting employee morale. Discipline reflects responsibility and commitment to the tasks assigned. Work discipline is useful for reducing carelessness or mistakes in performing a job Arifah, et al.(2020). The purpose of employee discipline is to create or maintain mutual respect and trust between supervisors and their subordinates Suciningrum, et al. (2021). Employees with good work discipline can create a productive, efficient, and professional work culture, as well as reduce the risk of mistakes or violations that can harm the organization.

This research was conducted at Kuta Puri Bungalows Villa & Resort, located on Poppies Lane 1, Kuta District, Badung Regency, Bali. This research was conducted at Kuta Puri Bungalows Villa & Resort, located on Poppies Lane 1, Kuta District, Badung Regency, Bali. With its strategic location near Kuta and Legian Beaches, this resort offers comfortable Balinese-style accommodation for tourists. Within an organization, human resources always play the most important role in a large organization that influences employee performance.

Based on the findings, the researcher was interested in conducting research on " Examining the Role of Competence, Job Satisfaction, and Work Discipline in Enhancing Employee Performance at Kuta Puri Bungalows Villa & Resort."

## 2. LITERATURE AND HYPOTHESIS

### Competence

According to competence is the main characteristic of individuals to produce optimal performance in doing work that includes motives, traits, self-concept, knowledge, and expertise. According to Ismail & Nugroho, (2022) competency is the work ability possessed by an individual to perform their job in accordance with existing standards, accompanied by related aspects (knowledge, understanding, skill, values, attitude, interest). According to Competence is defined as the personal aspects of an employee that enable them to achieve superior performance.

### Job Satisfaction

According to job satisfaction is a person's feelings towards their job as a whole or various aspects of their job. According to Saputra(2021) Job satisfaction is defined as a person's attitude, where the amount of reward received by the worker is proportional to the amount of work they do. According to Safrila & Oktiani, (2024) , job satisfaction is a significant human resource issue . Each employee has their own individual job and experiences different levels of job satisfaction.

### Work Discipline

According to work discipline is a tool used by managers to communicate with employees so that they are willing to change certain behaviors and as an effort to increase awareness. According to work discipline is something that must be continuously maintained and improved so that employees become accustomed to working with discipline and responsibility in accordance with the tasks assigned by the company.

### Employee Performance

According to Performance is the work results achieved by an individual or group of people within an organization, in accordance with their respective authorities and responsibilities, in order to achieve the organization's goals. According to To improve performance, there needs to be good cooperation, the removal of rules that can hinder performance, the application of sanctions (*punishment*), and the organization of periodic training to improve work skills.

### Hypothesis

#### The Influence of Work Competence on Employee Performance

Employee competence reflects a combination of abilities, skills, and knowledge, which play a significant role in driving performance improvement. This means that the higher the level of employee competence, the more positive the indirect impact on the improvement and enhancement of their work performance. According to Andri Wibowo et al. (2023), competency can be defined as a combination of knowledge, skills, and personality that can improve employee performance so that they are able to contribute to the success of their organization. Thus, competency will affect a person's performance. Research conducted by Krisnawati and Bagia, (2021) states that competency has a positive effect on employee performance. Lumanauw, (2022) and research Bagudek and Rosita, (2021) show that work competency has a positive and significant effect on employee performance. Meanwhile, research conducted by Hidayat, (2021) and Kitta et al., (2023) shows that competence has a negative and insignificant effect on employee performance. Based on previous research, the following hypothesis can be concluded:

H<sub>1</sub>: Competence has a positive effect on employee performance at Kuta Puri Bungalows Villa & Resort

#### The Influence of Job Satisfaction on Employee Performance

Job satisfaction reflects employees' perceptions or views of their work, which can be seen from their positive attitude towards their tasks, which can encourage improved employee performance. Conversely, employees who do not feel job satisfaction may exhibit aggressive behavior, or even choose to withdraw

from social interaction in their environment. According to Work satisfaction is an attitude toward work, in other words, work satisfaction is an affective or emotional response to various aspects of a person's work. Research conducted by Nurrohmat and Lestari, (2021) states that job satisfaction has a positive effect on employee performance. Similarly, research conducted by Paparang et al., (2021) and Abdul Rahman et al., (2021) states that job satisfaction has a positive and significant effect on employee performance. Meanwhile, research conducted by Basri and Rauf, (2021) and research Fauziek, (2021) shows that job satisfaction has no effect and is not significant on employee performance. Based on previous research, the following hypothesis can be concluded:

H<sub>2</sub> : Job satisfaction has a positive effect on employee performance at Kuta Puri Bungalows Villa & Resort.

### The Effect of Work Discipline on Employee Performance

Discipline is one of the important factors in an organization. It is considered an important factor because discipline will affect employee performance in the organization. The higher the employee discipline, the higher the work performance that can be achieved. In general, good discipline means that employees arrive and leave work on time, do all their work well, and comply with all company rules and applicable social norms. Through high discipline, employee productivity can be increased. According to Sutrisno, (2021) states that work discipline is an employee's obedience to rules or regulations that apply in a company based on awareness or consciousness, not coercion. Therefore, it is necessary to instill high discipline in every employee. Research conducted by Utami et al. states that work discipline has a positive effect on employee performance. Similarly, research conducted by Susanti and Aesah (2022) and states that work discipline has a positive effect on employee performance. Meanwhile, research conducted by Adnyana, et al. (2025) , Muna and Isnowati, (2022) shows that work discipline has a negative and significant effect on employee performance . Based on previous research, the following hypothesis can be concluded:

H<sub>3</sub> : Work discipline has a positive effect on employee performance at Kuta Puri Bungalows Villa & Resort.

## 3. RESEARCH METHOD

This research was conducted at Kuta Puri Bungalows Villa & Resort, located at Jalan Poppies Lane 1, Kuta District, Badung Regency, Bali. The subjects of this research were work competence, job satisfaction, work discipline, and employee performance at Kuta Puri Bungalows Villa & Resort. The sample in this study consisted of all 31 employees at Kuta Puri Bungalows Villa & Resort. Given that the population in this study consisted of 31 people, all 31 members | the population were used as respondents. The data collection methods used in this study were observation, interviews, documentation, and questionnaires. The data analysis techniques used were Research Instrument Testing, Descriptive Statistical Testing, Classical Assumption Testing, Multiple Linear Regression Analysis, Multiple Correlation Analysis, Coefficient of Determination Testing (adjusted R<sup>2</sup>), and Hypothesis Testing (t-test).

## 4. RESULTS AND DISCUSSION

### Research Instrument Test

#### a. Validity Test

Table 2. Results of Instrument Validity Testing

Statement	Pearson Correlation	Standard	Note
Competency (X <sub>1</sub> )			
X1.1	0.938		Valid
X1.2	0.949		Valid
X1.3	0.948	0.30	Valid
X1.4	0.949		Valid
X1.5	0.943		Valid
X1.6	0.956		Valid

Job Satisfaction ( $X_2$ )		
X2.1	0.945	Valid
X2.2	0.958	Valid
X2.3	0.931	Valid
X2.4	0.954	Valid
X2.5	0.931	Valid
X2.6	0.966	Valid
X2.7	0.965	Valid
X2.8	0.949	Valid
X2.9	0.912	Valid
X2.10	0.934	Valid
Work Discipline ( $X_3$ )		
X3.1	0.929	Valid
X3.2	0.936	Valid
X3.3	0.961	Valid
X3.4	0.967	Valid
X3.5	0.964	Valid
X3.6	0.970	Valid
X3.7	0.962	Valid
X3.8	0.931	Valid
X3.9	0.918	Valid
X3.10	0.898	Valid
Employee Performance (Y)		
Y1.1	0.962	Valid
Y1.2	0.983	Valid
Y1.3	0.983	Valid
Y1.4	0.987	Valid
Y1.5	0.945	Valid
Y1.6	0.919	Valid
Y1.7	0.987	Valid
Y1.8	0.987	Valid
Y1.9	0.885	Valid
Y1.10	0.906	Valid

Source: Processed data, 2025

Table 2 shows that all Pearson Correlation values are above 0.30. This means that all instruments used to collect data in the form of questionnaires are valid.

#### b. Reliability Test

Table 3. Instrument Reliability Test Results

Variable	Cronbach's Alpha	Standard	Note
Competency ( $X_1$ )	0.976		Reliable
Job Satisfaction ( $X_2$ )	0.987		Reliable
Work Discipline ( $X_3$ )	0.986	0.60	Reliable
Employee Performance (Y)	0.989		Reliable

Source: Processed data, 2025

Based on the analysis results in Table 3, the calculation of Cronbach's Alpha for each variable is greater than 0.60. This means that the instrument is valid and the research can be continued.

**Classical Assumption Test**

## a. Normality Test

Table 4. Normality Test Results

	Unstandardized Residual
N	31
Asymp. Sig. (2-tailed)	0.157

Source: Processed data, 2025

Table 4 shows that the Asymp. Sig. (2-tailed) value is 0.157. This value is greater than 0.05, which means that the variable is normally distributed.

## b. Multicollinearity Test

Table 5. Multicollinearity Test Results

Independent Variables	Tolerance	VIF Value
Competency	0.248	4.035
Job Satisfaction	0.241	4,152
Work Discipline	0.275	3,640

Source: Processed data, 2025

Table 5 shows that the value is greater than 0.10 and the VIF value is less than 10. Therefore, it can be concluded that there is no multicollinearity in the regression model.

## c. Heteroscedasticity Test

Table 6. Heteroskedasticity Test Results

Variable	Sig
Competence	0.205
Job Satisfaction	0.419
Work Discipline	0.416

Source: Processed data, 2025

From Table 6, it can be seen that the significance value between the independent variables and the absolute value of the residual (ABS\_RES) is greater than 0.05. This means that there is no evidence of heteroscedasticity in the regression model.

**Data Analysis Results**

Table 7. Summary of Multiple Linear Regression Analysis Results

Model	B	Beta	t	Sig.
Constant	3.157		1.368	0.183
Competency	0.573	0.388	2.759	0.010
Job Satisfaction	0.288	0.321	2.246	0.033
Work Discipline	0.261	0.281	2.103	0.045
R	0.931			
Adjusted R-Square	0.853			
F	58.861			
Sig. F	0.000			

Source: Processed data, 2025

## a. Multiple Linear Regression Analysis Results

Based on the values in Table 7, the multiple linear regression equation will be:

$$Y = 3.157 + 0.573 X_1 + 0.288 X_2 + 0.261 X_3$$

Based on the multiple linear regression equation above, the regression line equation provides the following information:

- 1)  $b_1 = 0.573$ , indicating that work competence has a positive effect on employee performance, meaning that the higher the work competence, the higher the employee performance.
- 2)  $b_2 = 0.288$ , indicating that job satisfaction has a positive effect on employee performance, meaning that the higher the job satisfaction, the higher the employee performance.
- 3)  $b_3 = 0.261$ , indicating that work discipline has a positive effect on employee performance, meaning that the higher the work discipline, the higher the employee performance.

Positive regression coefficients indicate a direct influence, whereby an increase in work competence, job satisfaction, and work discipline will be followed by an increase in employee performance at Kuta Puri Bungalows Villa & Resort.

#### b. Coefficient of Determination

Based on the analysis results in Table 7, the coefficient of determination (*Adjusted R*) is 0.853. This means that the contribution of work competence, job satisfaction, and work discipline to employee performance is 85.3%, while the remaining 14.7% is influenced by other variables not discussed in this study.

#### c. T-test

Based on the results of the analysis in Table 7 above, the following conclusions can be drawn:

- 1) **The Influence of Competence on Employee Performance**  
Based on the results of the analysis, the competency variable has a coefficient of 0.573 with a positive direction, the t-test is calculated at 2.759, and based on the results of the analysis, a significance value of  $0.010 < 0.05$  is obtained. This shows that competency has a significant positive effect on employee performance, meaning that  $H_0$  is rejected and  $H_1$  is accepted.
- 2) **The Influence Satisfaction on Employee Performance**  
Based on the analysis results, the job satisfaction variable has a coefficient of 0.288 with a positive direction, the t-test is calculated at 2.246, and based on the analysis results, a significance value of  $0.033 < 0.05$  is obtained. This indicates that job satisfaction has a positive and significant effect on employee performance, which means that  $H_0$  is rejected and  $H_2$  is accepted.
- 3) **The Influence of Work Discipline on Employee Performance**  
Based on the analysis results, the work discipline variable has a coefficient of 0.261 with a positive direction, the t-test is calculated at 2.103, and based on the analysis results, a significance value of  $0.045 < 0.05$  is obtained. This shows that work discipline has a significant effect on employee performance, which means that  $H_0$  is rejected and  $H_3$  is accepted.

## Discussion

### The Influence of Work Competence on Employee Performance

The analysis results indicate that competence has a positive and significant effect on employee performance at Kuta Puri Bungalows Villa & Resort. This is shown by the positive regression coefficient value of the Competence variable, which is 0.573, and a significance value of  $0.010 < 0.05$ . Positive and significant results also mean that the better the employee competency, the higher the employee performance. Thus, the first hypothesis ( $H_1$ ) is accepted. This is supported by research conducted by Krisnawati & , which states that competency has a positive effect on employee performance. This is also supported by research conducted by and research conducted by & Rosita, (2021) which shows that work competence has a positive and significant effect on employee performance.

### The Influence of Job Satisfaction on Employee Performance

The analysis results indicate that job satisfaction has a positive and significant effect on employee performance at Kuta Puri Bungalows Villa & Resort. This is shown by the positive regression coefficient value of the job satisfaction variable, which is 0.288, and a significance value of  $0.033 < 0.05$ . The positive and significant results also mean that the better the employee job satisfaction, the higher the employee performance. Therefore, the second hypothesis ( $H_2$ ) is accepted. This is supported by research conducted by Nurrohmat & , which states that job satisfaction has a positive effect on employee performance. This means that employees who are satisfied with their work tend to be more motivated, have higher levels of engagement, and are more committed to the organization. This is also supported by research conducted by Paparang, et al.. (2021) and, et al.. (2021) , which states that job satisfaction has a positive and significant effect on employee performance.

### **The Influence of Work Discipline on Employee Performance**

The analysis results show that work discipline has a positive and significant effect on employee performance at Kuta Puri Bungalows Villa & Resort. This is indicated by the positive regression coefficient value of the work discipline variable, which is 0.261, and a significance value of  $0.045 < 0.05$ . The positive and significant results also mean that the better the work discipline in the company, the higher the employee performance. Therefore, the third hypothesis ( $H_3$ ) is accepted. This is supported by research conducted by Utami, et al.. (2024) , which states that work discipline has a positive effect on employee performance. This means that the higher the work discipline of employees, the higher their performance. This is also supported by research conducted by Susanti& Aesah(2022) and Gunawan(2022) , which states that work discipline has a positive effect on employee performance.

## **5. CONCLUSION AND LIMITATIONS**

Based on the problem formulation and data analysis that has been carried out, as well as the discussion presented in the previous chapter, it can be concluded from this study that competence has a positive and significant effect on employee performance at Kuta Puri Bungalows Villa & Resort. This means that the better the competence, the higher the employee performance at Kuta Puri Bungalows Villa & Resort. Conversely, the lower the competency, the lower the employee performance at Kuta Puri Bungalows Villa & Resort. Job satisfaction has a positive and significant effect on employee performance at Kuta Puri Bungalows Villa & Resort, which means that the higher the job satisfaction, the higher the employee performance at Kuta Puri Bungalows Villa & Resort. Conversely, the lower the job satisfaction of employees, the lower the performance of employees at Kuta Puri Bungalows Villa & Resort will be. Work discipline has a positive and significant effect on employee performance at Kuta Puri Bungalows Villa & Resort, which means that the better the work discipline, the better the performance of employees at Kuta Puri Bungalows Villa & Resort will be. Conversely, the lower the work discipline, the lower the employee performance at Kuta Puri Bungalows Villa & Resort.

Based on the lowest average score for competency, namely the statement "Employees behave well at work" with a score of 3.03, which falls into the poor category, the lowest average score for job satisfaction, namely the statement "Employees feel satisfied because they are given the opportunity for promotion" with a score of 3.19, falls into the poor category, and based on the lowest average score for work discipline, namely the statement "Employees always arrive on time according to the predetermined working hours" with a score of 3.10, falls into the poor category. For further research, additional variables should be included. Considering that there is still a 14.7% ce from variables outside the scope of this study, such as organizational culture, work stress, and other independent variables, the study should be conducted in larger companies and with a larger number of respondents.

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