

COMPETENCE, SELF-EFFICACY, AND WORK DISCIPLINE AS DETERMINANTS OF EMPLOYEE PERFORMANCE: EVIDENCE FROM PT RUMAH DESA BALI, TABANAN

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ABSTRACT

Employee performance evaluation is essential for both organizations and employees, as it provides a basis for assessing work achievement, planning career development, and determining promotion opportunities. This study aims to examine the influence of competence, self-efficacy, and work discipline on employee performance at PT. Rumah Desa Bali, Tabanan. The population of this study consisted of all 33 employees of PT. Rumah Desa Bali. Since the population was relatively small, a saturated sampling technique was applied, in which all members of the population were included as research respondents. Data were collected through questionnaires and analyzed using multiple linear regression analysis. The results of hypothesis testing show that competence has a positive and significant effect on employee performance. Self-efficacy also has a positive and significant effect on employee performance. In addition, work discipline has a positive and significant effect on employee performance. These findings indicate that improving employee competence, strengthening employees' confidence in their abilities, and maintaining strong work discipline are important factors in enhancing employee performance at PT. Rumah Desa Bali.

Keywords: competence, self-efficacy, work discipline, employee performance

1. INTRODUCTION

Bali is an island located in Indonesia, famously known as the "Island of the Gods," and has long been a premier global tourist destination. The island offers a captivating blend of natural beauty, cultural richness, and the warmth of its people. With its stunning beaches, beautiful coral reefs, and lush green mountains, Bali is a paradise for nature lovers and adventurers. The island's breathtaking natural beauty attracts tourists to explore its wonders through various activities such as surfing, snorkeling, trekking, and sunbathing on the beach.

Human resources (HR) are a crucial element within an organization. Consequently, the management and development of HR play a vital role for the organization (Yuliyati, 2020). Meanwhile, according to Simamora (2021), human resource management is the process of planning, organizing, coordinating, implementing, and supervising the recruitment, development, service provision, integration, retention, and separation of the workforce—including HR personnel, some of whom serve as leaders and others as members/employees—to achieve organizational goals (Simamora, 2021). Every company must operate more effectively and efficiently to compete in an ever-changing competitive and economic environment.

The success or failure of an organization's established goals is referred to as organizational performance (Simamora, 2021). Hasibuan (2020) defines performance as the result of an individual's work in completing tasks according to their capacity, experience, and commitment, within a specified timeframe and in accordance with established criteria or standards. Employee performance has a significant impact on a company's success. Source: The most valuable resource for a company's success is its employees (Pranata et al., 2022).

Competence is one of many factors that can influence employee performance. Competence is the capacity to perform tasks or work based on knowledge and ability, supported by a work attitude that aligns with the demands of the job (Wibowo, 2021). Competence is an individual's ability to perform the

duties of a specific position within an organization so that the organization can achieve its objectives (Priansa, 2020). According to Sutrisno (2020), competence is the ability to perform tasks and duties at the workplace in accordance with job requirements. Competence is built upon skills and knowledge, supported by work attitudes.

Research on the influence of competencies on employee performance, such as the study by Asmini et al. (2022), demonstrates that employee performance is positively and significantly influenced by competencies. Similarly, Kurnia and Andi (2022) reported similar findings. Furthermore, the study by Yanti and Mursidi (2021) shows that employee performance is positively and significantly influenced by competence. Similarly, the study by Yanti et al. (2022) demonstrates that employee performance is positively and significantly influenced by competence. Additionally, Sarumaha (2022) makes a similar assertion.

Another factor that can impact employee performance is self-efficacy. Bandura (2020) defines self-efficacy as an individual's belief in their own capacity to perform a task or take the necessary actions to achieve a specific outcome. According to Baron and Byrne (2021), self-efficacy is an individual's belief in their own ability or competence to perform a given task to achieve a goal or to overcome an obstacle. Sumaila and Rossanty (2022) explain that self-efficacy is the belief each person holds regarding their capacity to perform well and achieve their goals. Consequently, success can be achieved through this growing self-confidence.

The effect of self-efficacy on employee performance is consistent with the findings of Masruroh and Prayekti (2021), who demonstrated that self-efficacy has a positive and significant effect on employee performance. Similarly, Wiranegara and Kartini (2022) showed that performance is positively and significantly influenced by self-efficacy. Battu and Susanto (2022) also state that the performance of intern employees is positively and significantly influenced by self-efficacy. Kabakoran et al. (2023) conducted a study whose results show that employee performance is positively and significantly influenced by self-efficacy. The research by Yuniarti and Muhtamar (2022) demonstrates a similar finding

Another factor that can impact employee performance is work discipline. This refers to an individual's awareness and willingness to comply with all company policies and prevailing social norms (Hasibuan, 2020). An individual's willingness to adhere to the rules and norms in their surroundings is termed work discipline (Singodimedjo, 2021). Work discipline is a force that arises within employees and motivates them to adapt to rules, behavioral standards, and high-value work (Hamali, 2023). Work discipline is a process of correcting or punishing subordinates for violations of rules or procedures (Budiana et al., 2021).

Work discipline has a very significant influence on employee performance; for instance, Rachmaniah's (2022) study showed that employee performance is positively and significantly influenced by work discipline. Indriani et al. (2023) also stated that employee performance is positively and significantly influenced by work discipline. Wau et al. (2021) demonstrated similar findings in their research. In line with Putra and Fernos (2023), their research showed that employee performance is positively and significantly influenced by work discipline. The study by Semita et al. (2023) also demonstrated similar findings.

Rumah Desa is a tourism business that promotes and preserves the culture and traditions of the village. Its concept and services are supported by professionals in their respective fields in developing tourist attractions, accommodations, food and beverages, restaurants, attractions, and service standards

tailored to foreign tourists. The target and actual visitation data for PT. Rumah Desa Bali in 2024 are shown in Table 1.

Table 1. Visitor Targets and Actuals for 2024

No	Months	Target (people)	Actual (people)	Percentage (%)
1	January	2000	1867	93.3
2	February	1500	1256	83.7
3	March	1500	1345	89.6
4	April	1500	1423	94.8
5	May	1500	1321	88.0
6	June	1500	1245	83.0
7	July	2000	1950	97.5
8	August	2000	1754	87.7
9	September	1500	1423	94.8
10	October	1500	1245	83.0
11	November	2000	1777	88.8
12	December	2000	1859	92.9
Total		20500	18465	1007.1
Averages		1708	1539	89.75

Source: PT. Rumah Desa Bali, 2025

From Table 1 above, it can be seen that the target and actual visitor numbers at PT. Rumah Desa Bali have not been met, with an average of 89.75% per month. This indicates that employee performance at the company has not been optimal, which is likely due to issues with competence, self-efficacy, and work discipline. In addition to failing to meet targets, there are still issues regarding employee competencies, as reflected in the company's guest comments, including an increase in guest complaints. Guest complaint data is shown in Table 2.

Table 2. Guest Complaint Data for 2024

No	Subject	Number of Complaints
1	Skills and knowledge regarding tourist attractions	8
2	Proficiency and expertise in using a foreign language	7
3	Attitude and behavior in providing service	5
Total		20

Source: PT. Rumah Desa Bali, 2025

Based on Table 2 above, it is evident that the highest number of complaints pertains to skills and knowledge regarding tourist attractions. This is followed by proficiency and expertise in using foreign languages, and lastly, attitude and behavior in providing service. From the overall analysis in Table 2, it is clear that the company should further enhance employee skills to improve overall performance.

The issues faced by PT. Rumah Desa Bali, as indicated by the suboptimal guest complaint data above, may stem from various factors, including employees' self-efficacy—which arises from a lack of confidence in their ability to handle workplace challenges. This lack of confidence hinders their ability to fully maximize their potential.

Employee work discipline at PT. Rumah Desa Bali is evident, in part, through absenteeism rates. Employee absenteeism rates are shown in Table 3.

Table 3. Employee Absenteeism Rate in 2024

No	Months	Employees (people)	Workdays (day)	Regular Workdays (day)	Absent (day)	Normal Workdays (day)	Percentage (%)
1	January	33	27	891	32	859	3.59
2	February	33	27	891	21	870	2.35
3	March	33	25	825	31	794	3.75
4	April	33	27	891	37	854	4.15
5	May	33	26	858	32	826	3.72
6	June	33	27	891	35	856	3.92
7	July	33	27	891	25	866	2.80
8	August	33	26	858	29	829	3.37
9	September	33	26	858	30	828	3.49
10	October	33	27	891	38	853	4.26
11	November	33	27	891	27	864	3.03
12	December	33	27	891	28	863	3.14
Total			319		365	10162	41.57
Averages			26.58		30.41	846.82	3.46

Source: PT. Rumah Desa Bali, 2025

From Table 3, it can be seen that the average employee absenteeism rate in 2024 was 3.46%. A reasonable attendance rate is less than 3%, and rates higher than 3% up to 10% are considered high. (Mudiarta et al., 2020). Consequently, the employee absenteeism rate at PT. Rumah Desa Bali is considered high since it exceeds 3%. This indicates that employee discipline remains low. Additionally, many employees arrive late and fail to comply with rules, such as using mobile phones while working and not wearing the required work uniform.

Based on research by Permadi et al (2023) and Rachman & Widiartanto (2022), it was shown that employee performance is not significantly influenced by competence. Similarly, Jamal et al. (2022) indicated that competence is not significant in relation to employee performance. Furthermore, Ali and Wardoyo (2021) demonstrated in their study that employee performance is not influenced by self-efficacy. Fauziyyah and Rohyani (2022) found that employee performance is not influenced by self-efficacy. Muna and Isnawati (2022) revealed that employee performance is not significantly influenced by work discipline. Furthermore, Kitta et al. (2023) demonstrated in their study that employee performance is not significantly influenced by work discipline.

Thus, based on the aforementioned issues and the results of previous studies, the author is interested in addressing the topic "The Influence of Competence, Self-Efficacy, and Work Discipline on Employee Performance at PT. Rumah Desa Bali, Tabanan."

2. LITERATURE AND HYPOTHESIS

Employee Performance

Employee performance is the result of an employee's work over a specific period of time in relation to various criteria, including standards, goals, or targets, as well as criteria jointly determined by Sedarmayanti (2020). According to Samsuddin (2020), employee performance is the level of an employee's success in carrying out tasks and responsibilities.

Competence

According to Wibowo (2021), competency is the capacity to perform or complete a job or task based on knowledge and skills supported by work attitudes as required by the job. Competency is an individual's

capacity to perform job tasks within an organization, enabling the organization to achieve its goals (Priansa, 2020).

Self-Efficacy

A crucial element of social cognitive theory is self-efficacy, defined as the belief that one can achieve one's goals independently. According to Baron and Byrne (in Ariska et al., 2020), self-efficacy is a psychological term for an individual's belief and confidence in their capacity to plan, carry out an activity, achieve goals, create something, and perform tasks to demonstrate specific skills.

Work Discipline

Discipline is crucial for an organization to thrive, particularly in motivating employees to practice self-discipline in their work, whether individually or in groups. Work discipline refers to an individual's awareness and willingness to adhere to all company policies and relevant social norms (Hasibuan, 2020). An individual's readiness and willingness to comply with the rules and norms in their environment is termed work discipline. (Singodimedjo, 2021)

Hypotheses

The Influence of Competence on Employee Performance

Competence refers to an individual's knowledge, skills, and work attitudes that directly impact employee performance. Employee performance will be low when competence is low, and conversely, performance will be good when competence is high. Consequently, competence influences each employee's ability to perform better (Ardiansyah and Sulistiyowati, 2020).

Research by Asmini et al. (2022) shows that employee performance is positively and significantly influenced by competence. Research by Kurnia and Andi (2022) shows that employee performance is significantly influenced by competence. Research by Yanti and Mursidi (2021) shows that employee performance is significantly influenced by competence. The study by Yanti et al. (2022) shows that employee performance is significantly and influenced by competence. The study by Sarumaha (2022) shows that employee performance is positively and significantly influenced by competence.

H1: "Competence has a positive and significant effect on employee performance at PT. Rumah Desa Bali."

The Effect of Self-Efficacy on Employee Performance

Medhayanti, as cited in Iwan Restu (2020), states that self-efficacy also influences how a person acts and makes decisions to achieve their goals. Self-motivation is not driven by objective truth, but rather by confidence in one's own abilities. Believing in oneself to act in handling situations and achieving desired outcomes is called self-confidence. One aspect of the self that can influence a person's choice of activities, level of effort, and perseverance in facing challenges is self-confidence.

Research on the influence of self-efficacy on employee performance aligns with the study by Masruroh and Prayekti (2021), which demonstrates that self-efficacy has a significant impact on employee performance. The study by Wiranegara and Kartini (2022) shows that performance is positively and significantly influenced by self-efficacy. Research by Battu and Susanto (2022) shows that the performance of interns is partially influenced by self-efficacy. Research by Kabakoran et al. (2023) shows that employee performance is positively and significantly influenced by self-efficacy. The study by Yuniarti and Muhtamar (2022) shows that employee performance is significantly influenced by self-efficacy.

H2: "Self-efficacy has a positive and significant effect on employee performance at PT. Rumah Desa Bali."

The Influence of Work Discipline on Employee Performance

Discipline is crucial for achieving goals. A disciplined workplace enables an organization or institution to carry out its work plans and achieve its goals, making work discipline essential in a company. A type of training called discipline aims to shape and foster employees' attitudes, behaviors, and knowledge while motivating them to be willing to collaborate with others and perform better at work. (Siagian, 2021).

Rachmaniah's (2022) study demonstrates that employee performance is significantly influenced by work discipline. Indriani et al.'s (2023) study demonstrates that employee performance is significantly influenced by work discipline. Wau et al.'s (2021) study demonstrates that there is a significant relationship between work discipline and employee performance. Putra and Fernos's (2023) study demonstrates that employee performance is positively and significantly influenced by work discipline. Semita et al.'s (2023) study demonstrates a similar finding.

H3: "Work discipline has a positive and significant effect on employee performance at PT. Rumah Desa Bali."

3. RESEARCH METHODODO

This study was conducted at PT. Rumah Desa Bali, located on Jl. Raya Apuan-Baturiti, Banjar Baru, Desa Baru, Marga District, Tabanan Regency, Bali. The study focused on examining employee competence, self-efficacy, work discipline, and employee performance. The population consisted of all 33 employees of PT. Rumah Desa Bali. Since the total population was relatively small, this study employed a census or saturated sampling technique, in which all members of the population were selected as respondents. Thus, the sample consisted of 33 employees. Data were collected through observation, interviews, documentation, and questionnaires. The collected data were analyzed using instrument validity and reliability tests, descriptive statistics, classical assumption tests, multiple linear regression analysis, multiple correlation analysis, the coefficient of determination test using adjusted R^2 , the F-test, and partial hypothesis testing using the t-test.

4. RESULTS AND DISCUSSION

Research Instrument Test

a. Validity Test

Table 4. Results of the Instrument Validity Test

No	Variable	Item Statement	Pearson Correlation	Description
1	Competence	X1.1	0.625	Valid
		X1.2	0.878	Valid
		X1.3	0.774	Valid
2	Self-efficacy	X2.1	0.724	Valid
		X2.2	0.762	Valid
		X2.3	0.775	Valid
3	Work Dicipline	X3.1	0.643	Valid
		X3.2	0.893	Valid
		X3.3	0.741	Valid
		X3.4	0.811	Valid
		X3.5	0.859	Valid
4	Employee Performance	Y1.1	0.850	Valid
		Y1.2	0.787	Valid
		Y1.3	0.572	Valid
		Y1.4	0.791	Valid
		Y1.5	0.838	Valid

Table 4 shows that all correlation coefficients of the tested variable indicators exceed 0.30 ($r > 0.3$). This means that all indicators in this study are considered valid.

b. Reliability Test

Table 5. Instrument Reliability Test Results

Variable	Cronbach's Alpha	Description
Competence	0.624	Reliable
Self-efficacy	0.617	Reliable
Work Dicipline	0.849	Reliable
Employee Performance	0.827	Reliable

Table 5 shows that all Cronbach's Alpha values for each instrument exceed 0.60 (Cronbach's Alpha > 0.60), specifically 0.624, 0.617, 0.849, and 0.827. This means that all instruments are reliable and can be used to conduct the research.

Classical Assumption Test

a) Normality Test

Table 6. Normality Test Results
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		33
Normal Parameters ^{a, b}	Mean	0.00000
	Std. Deviation	15.97028396
Most Extreme Differences	Absolute	0.112
	Positive	0.112
	Negative	-0.085
Test Statistic		0.112
Asymp. Sig. (2-tailed)		0.200 ^{c, d}

Table 6 shows that the Kolmogorov-Smirnov sig. value is 0.200. This value exceeds the alpha value of 0.05, indicating that the research data is normally distributed

b) Test for Multicollinearity

Table 7. Multicollinearity Test Results

Variable	Collinearity Statistic		Description
	Tolerance	VIF	
Competence	0.148	6.773	Free of Multicollinearity
Self-efficacy	0.239	4.190	Free of Multicollinearity
Work Dicipline	0.164	6.102	Free of Multicollinearity

Table 7 above shows that there are no independent variables with a tolerance value < 0.10 and a VIF value > 10 . In conclusion, there is no multicollinearity among the independent variables. Consequently, the model is suitable for use.

c) Heteroscedasticity Test

Table 8. Heteroscedasticity Test Results

Variable	Sig	Description
Competence	0.199	Free of Heteroscedasticity

Self-efficacy	0.123	Free of Heteroscedasticity
Work Dicipline	0.938	Free of Heteroscedasticity

Table 8 shows that each model has a significance level (sig) > 5% (0.05), specifically 0.199, 0.123, and 0.938. This means that this study is free from heteroscedasticity.

Data Analysis Results

Table 9. Summary of Multiple Linear Regression Analysis Results

Model	Unstandardized Coefficients		Standar dized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Contant)	9.306	1.368		2.536	0.096
Competence	0.422	0.161	0.404	2.619	0.014
Self-efficacy	0.274	0.126	0.264	2.176	0.038
Work Dicipline	0.291	0.133	0.322	2.197	0.036

a) Results of Multiple Linear Regression Analysis

$$Y = 9.306 + 0.422 X1 + 0.274 X2 + 0.291 X3$$

The multiple linear regression equation can be expressed as:

b1 = 0.422, indicating that “competence has a positive effect on employee performance at PT. Rumah Desa Bali,” meaning that employee performance increases as competence increases.

b2 = 0.274, indicating that “self-efficacy has a positive effect on employee performance at PT. Rumah Desa Bali,” meaning that employee performance increases as self-efficacy increases.

b3 = 0.291, indicating that “work discipline has a positive effect on employee performance at PT. Rumah Desa Bali,” meaning that employee performance will increase as work discipline improves

b) Results of Multiple Correlation Analysis

Table 10. Results of Multiple Correlation Analysis

Model Summary ^a				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.948 ^a	0.898	0.888	16.77601

Table 10 shows that the R value of 0.948 for the multiple correlation in this study falls within the range of 0.80–1.00, which is classified as a very strong level. This means that X1 (competence), X2 (self-efficacy), and X3 (work discipline) have a very significant correlation (relationship) with the dependent variable Y (employee performance).

c) Results of the Coefficient of Determination (R²)

Table 10 shows that the Adjusted R² value is 89.8%, meaning that 89.8% of the variation in employee performance is explained by competence, self-efficacy, and work discipline, while the remaining 10.2% is attributed to other variables outside the scope of this study.

d) F-Test

Table 11. F-Test Results

Model	Sum of Squares	Df	Mean Square	F	Sig.
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1	Regression	71935.371	3	23978.457	85.201	0.000 ^b
	Residual	8161.599	29	281.434		
	Total	80096.970	32			

Table 11 shows that $F_{sig} 0.000 < 0.05$, so H_0 is rejected. This means that competence, self-efficacy, and work discipline have a significant simultaneous effect on employee performance at PT. Rumah Desa Bali.

e) t-Test

Table 11. Results of the t-Test

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
	1 (Contant)	9.306	1.368		
Competence	0.422	0.161	0.404	2.619	0.014
Self-efficacy	0.274	0.126	0.264	2.176	0.038
Work Dicipline	0.291	0.133	0.322	2.197	0.036

Based on the analysis results in Table 11, the following conclusions can be drawn:

- 1) The Effect of the Competence Variable (X1) on Employee Performance
The regression coefficient β_1 (competence variable) is 0.422 with a significance level of $0.014 < 0.05$, so H_1 is accepted, meaning that “the competence variable has a positive and significant effect on employee performance at PT. Rumah Desa Bali.”
- 2) The Effect of the Self-Efficacy Variable (X2) on Employee Performance
The regression coefficient β_2 (self-efficacy variable) is 0.274 with a significance level of $0.038 < 0.05$, so H_2 is accepted, meaning “the self-efficacy variable has a positive and significant effect on employee performance at PT. Rumah Desa Bali.”
- 3) The Effect of the Work Discipline Variable (X3) on Employee Performance
The regression coefficient β_3 (work discipline variable) is 0.291 with a significance level of $0.036 < 0.05$, so H_3 is accepted, meaning “the work discipline variable has a positive and significant effect on employee performance at PT. Rumah Desa Bali.”

Discussion

The Effect of Competence on Employee Performance at PT. Rumah Desa Bali

The research findings show that “competence has a positive and significant effect on employee performance,” meaning that employee performance will improve as competence increases. Competence refers to an individual’s knowledge, skills, and work attitude that directly impact the performance of PT. Rumah Desa Bali employees. The competence of PT. Rumah Desa Bali employees, as reflected in guest feedback, has led to an increase in guest complaints. The highest number of complaints pertains to skills and knowledge regarding tourist attractions. This is followed by proficiency in foreign languages, and lastly, attitude and behavior in providing service.

Research by Asmini et al. (2022) shows that employee performance is positively and significantly influenced by competencies. Research by Kurnia and Andi (2022) shows that employee performance is significantly influenced by competencies. Research by Yanti and Mursidi (2021) shows that employee performance is significantly influenced by competencies. Research by Yanti et al. (2022) shows that employee performance is significantly influenced by competence. Research by Sarumaha (2022) shows similar results.

The Effect of Self-Efficacy on Employee Performance at PT. Rumah Desa Bali

The research findings indicate that “self-efficacy has a positive and significant effect on employee performance,” meaning that employee performance will improve as self-efficacy increases. Self-efficacy is lacking at PT. Rumah Desa Bali because employees are unsure they can resolve all workplace issues, which prevents them from utilizing their skills to the fullest. Self-efficacy also influences how people behave and make decisions to achieve their goals. Employees at PT. Rumah Desa Bali are self-motivated not because of something objectively true, but because they believe in their own abilities.

Research on the influence of self-efficacy on employee performance aligns with the study by Masrurroh and Prayekti (2021), which shows that self-efficacy has a significant impact on employee performance. The study by Wiranegara and Kartini (2022) demonstrates that performance is positively and significantly influenced by self-efficacy. Research by Battu and Susanto (2022) shows that the performance of interns is partially influenced by self-efficacy. Research by Kabakoran et al. (2023) shows that employee performance is positively and significantly influenced by self-efficacy. Research by Yuniarti and Muhtamar (2022) shows that employee performance is significantly influenced by self-efficacy.

The Effect of Work Discipline on Employee Performance at PT. Rumah Desa Bali

The research findings indicate that “work discipline has a positive and significant effect on employee performance,” meaning that employee performance will improve as work discipline increases. Work discipline is essential in a company because it enables an institution or organization to execute its work plans in accordance with established targets. The employee absenteeism rate at PT. Rumah Desa Bali is relatively high, exceeding 3%. This indicates that employee discipline remains low. Additionally, many employees arrive late and fail to adhere to regulations, such as using mobile phones while working and not wearing the required work uniform.

Rachmaniah’s (2022) study shows that employee performance is significantly influenced by work discipline. Indriani et al.’s (2023) study shows that employee performance is significantly influenced by work discipline. Wau et al.’s (2021) study demonstrates that there is a significant relationship between work discipline and employee performance. Putra and Fernos’s (2023) study demonstrates that employee performance is positively and significantly influenced by work discipline. Semita et al.’s (2023) study demonstrates that employee performance is positively and significantly influenced by work discipline.

5. CONCLUSIONS AND LIMITATIONS

Based on the research findings, it can be concluded that competence, self-efficacy, and work discipline have positive and significant effects on employee performance at PT. Rumah Desa Bali. This indicates that employees with higher competence are able to carry out their tasks more effectively, while stronger self-efficacy encourages employees to be more confident in completing their work responsibilities. In addition, better work discipline supports consistency, responsibility, and efficiency in achieving organizational goals. Therefore, improving employee competence, strengthening self-efficacy, and maintaining work discipline are important factors in enhancing employee performance at PT. Rumah Desa Bali.

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