

ANALYSIS OF WORK SKILLS AND WORK DISCIPLINE IN IMPROVING EMPLOYEE PERFORMANCE AT KAYUMANIS JIMBARAN PRIVATE ESTATE & SPA

Ni Kadek Diana Puspita^{1*}, Nyoman Mastiani Nadra², I Gusti Putu Sutarma³

^{1,2,3}Politeknik Negeri Bali, Indonesia

*Corresponding: dianapuspita491@gmail.com

Diajukan 15-09-2022	Direvisi 22-09-2022	Diterima 25-09-2022
------------------------	------------------------	------------------------

ABSTRACT

Purpose: This research discusses work skills and work discipline in improving the performance of Kayumanis Jimbaran Private Estate & Spa employees. This study aims to determine the influence of work skills and work disciplines both partially and simultaneously on the performance of employees of Kayumanis Jimbaran Private Estate & Spa and to find out the most dominant variables between work skills and work disciplines in affecting employee performance at Kayumanis Jimbaran Private Estate & Spa.

Methods: The population of this study is the employees of Kayumanis Jimbaran Private Estate & Spa, which amounts to 83 people. Data collection techniques in this study are through interviews, observations, questionnaires, and literature studies – data analysis using quantitative primary data analysis processed using multiple regression analysis using the SPSS 25.0 program.

Results and discussion: The results of this study show that there is a partial and simultaneous influence of variable work skills and work disciplines on employee performance. The coefficient of determination shows a value of 0.754, which means that Work Skills and Disciplines contributed to influencing Employee Performance by 75.4%, and the remaining 24.6% was influenced by other factors not studied.

Implication: The effective contribution shows that the variable Work Skills has a more significant influence on Employee Performance than Work Discipline at 45.44%.

Keywords: Work skills, work discipline, employee performance.

INTRODUCTION

The development of tourism today is rapid and is a global phenomenon involving millions of people in the tourism industry community and its users. Human Resources (HR) is an essential supporting factor and becomes one of the sharpest highlights in a company. When managing human resources, companies need to pay attention to the competence of human resources. This aims as the basis for human resource managers to put the employees in the company's work by their competence or abilities. If the human resources placed are by the competence owned by the human resources, it will have a positive impact on the performance of employees.

Performance can be interpreted as the result of work in quality and quantity achieved by an employee in carrying out his duties according to the responsibilities given to him (Sedermayanti, 2011, p. 273). Karyoto (2016: 21) states that skill is an ability employees use to perform a particular activity and provide optimal results. Each employee has a different skill level. Therefore, the company needs to provide skills training to employees for employees to adjust to the performance that has been set in the company. Employee performance is not only

influenced by work skills but also strongly influenced by work discipline. According to Suhartini (2015) in Sitio (2019), discipline is the level of compliance and adherence to the applicable rules and willingness to accept sanctions or punishment if it violates the laws set out in the discipline. To avoid various problems in employee performance, employees who have job skills specifications and also good work discipline to achieve the expected goals.

At the end of 2019, the world faced a deadly virus disaster, Covid-19. Almost all countries worldwide are affected by this virus, including Bali. This resulted in the government issuing warnings to work from home and restrictions on working hours to minimize the occurrence of crowds. Kayumanis Jimbaran Private Estate & Spa is one of the hotels affected by this virus. The satisfaction of guests determines the quality of a hotel. Therefore, employees of Kayumanis Jimbaran Private Estate & Spa are expected to provide satisfactory service to guests during the pandemic. In the process of achieving good performance quality, employees encounter obstacles such as low skills and work discipline that impact the work performance of employees.

Table 1. Employee Attendance Data at Kayumanis Jimbaran Private Estate & Spa

Year	Number Of Employees	Explanation			
		Late	Alpha (Without Explanation)	Sick	Paid Leave
2017	143 employees	37%	18%	21%	13%
2018	130 employees	43%	19%	17%	12%
2019	139 employees	39%	21%	27%	16%
2020	83 employees	47%	21%	20%	23%

(Source: Human Resource Kayumanis Jimbaran Private Estate & Spa, 2021)

As shown in Table 1, every year, there is an increase or decrease in employees who are late and only attend with an explanation (alpha). In 2020, the rate of delays and absences without description (alpha) was higher than the previous year, most likely due to pandemic conditions resulting in low occupancy and fewer guests. The level of delay and absence without explanation (alpha) will undoubtedly interfere with the implementation of work activities to affect the performance of employees. This, if left continuously, will later provide severe problems for the overall organization. So, it is essential to know that work skills and discipline can affect the work performance of employees at Kayumanis Jimbaran Private Estate & Spa.

Previous research used as a reference in this study is 1) Research by Neni Marlina (2018) titled "Influence of Skills on Employee Performance of PT. Bank Sumsel Syariah Palembang." The result of his research is that skills affect employee performance by 44.8%. 2) Sitio (2019) with the title "Review of Discipline and Work Motivation on Employee Performance (Case Study of Ibis Styles Gajah Mada Hotel Jakarta)." The result of this study is that work discipline and motivation have a significant effect both partially and simultaneously on the performance of employees of Ibis Style Hotel Jakarta. 3) Susanto (2019) with the title "The Influence of Work Skills and Work Discipline on Work Productivity" (Study on Employees of CV Production Department. Asa Putra Purworejo). The results of this study stated that work skills have a positive and significant effect on the work productivity of CV Asa Putra employees; work discipline significantly affects employee work productivity, and work skills and work disciplines together positively and significantly affect the work productivity of CV Asa Putra employees. 4) I Ketut Sirna (2017) with the title "The Influence of Discipline & Motivation on Work Productivity" (Study on Patra Jasa Bali Resort & Villas Hotel). The result of this study is that disciplinary variables (X1) affect employee work productivity (Y) positively and significantly. The motivation variable (X2) has a positive and significant influence on work productivity (Y). 5)

*Analysis of Work Skills and Work Discipline in Improving Employee Performance
at Kayumanis Jimbaran Private Estate & Spa*

Sarfilianty Anggiani (2017) with the title "Skill Influence on Employee Performance (Empirical Study of Frontlines Three Star Hotels In Jakarta)".

The study results show that hard skills (hard skills and soft skills) have a significant effect on employee performance. Soft skill variables were the most dominant variable affecting employee performance. The difference between this study and previous research is independent variables and research objects.

METHODS

This research was conducted at Kayumanis Jimbaran Private Estate & Spa, located at Jalan Yoga Perkanthi, Jimbaran, Kec. Kuta Selatan, Badung Regency, Bali 80361. The selection of Kayumanis Jimbaran Private Estate & Spa as a research site was conducted based on existing problems, consideration of data availability, and willingness of hotel management to be researched on work skills and work discipline in improving the performance of Kayumanis Jimbaran Private Estate & Spa employees. This study uses two data, namely quantitative data and qualitative data. Quantitative data is numerical data or numbers that can be analyzed using statistics (Sugiyono, 2013), and qualitative data is data in words, schemes, and images (Sugiyono, 2015). The data source used is primary data, that is, data obtained directly from research objects (Sugiyono, 2014) in the form of questionnaires, and secondary data that is secondary data is data obtained not directly from research objects (Sugiyono, 2017) in the form of interviews with the head of human resources. The data used was obtained through observations, discussions, and questionnaires to 83 respondents, namely all employees of Kayumanis Jimbaran Private Estate & Spa. The data analysis technique used is linear regression analysis and processed using SPSS version 25. The independent variables to be analyzed are X1 work skills and X2 work disciplines.

RESULTS AND DISCUSSION

Results

To find out the effect of work skills and work discipline on employee performance at Kayumanis Jimbaran Private Estate & Spa, it will be examined and analyzed through several quantitative analysis tests using SPSS version 25. The first step is a validity test, reliability test, normality test, partial correlation analysis, double correlation analysis, double regression analysis, determination coefficient analysis, beta standardized coefficients statistical analysis, and hypothesis testing. The results of the validity test data are described in Table 2.

Table 2. Validity Test

Variable	Statements Items	Coefficients	R Table	Explanation
X1	X1.1	0,559	0,181	Validity
	X1.2	0,713	0,181	Validity
	X1.3	0,789	0,181	Validity
	X1.4	0,685	0,181	Validity
	X1.5	0,804	0,181	Validity
	X1.6	0,682	0,181	Validity
X2	X2.1	0,688	0,181	Validity
	X2.2	0,671	0,181	Validity
	X2.3	0,664	0,181	Validity
	X2.4	0,559	0,181	Validity
	X2.5	0,629	0,181	Validity
Y	Y1	0,724	0,181	Validity
	Y2	0,841	0,181	Validity
	Y3	0,826	0,181	Validity
	Y4	0,741	0,181	Validity
	Y5	0,752	0,181	Validity

(Source: Data Processing Result SPSS 25, 2021)

Table 2 shows that the entire correlation coefficient of the variable indicator tested in this study had a calculated r value more significant than r table = 0.181. This indicates that all hands contained in this study are valid.

Table 3. Reliability Test

Variable	Reliability Coefficient	Cronbach Alpha	Explanation
Work Skills	6 question items	0,793	Reliable
Work Discipline	5 question items	0,611	Reliable
Employee performance	5 question items	0,836	Reliable

(Source: Data Processing Result SPSS 25, 2021)

Table 3 shows each Cronbach Alpha value of work skills, work discipline, and employee performance in a total study of (> 0.6). This indicates that all reliable variables are accepted so that the instrument can be used for research.

Table 4. Partial Correlation Analysis

Coefficients

Model	Unstandardized Coefficients	
	Pearson correlation	Sig. (2 tailed)
Work Skills	.859	.000
Work Discipline	.638	.000

(Source: Data Processing Result SPSS 25, 2021)

Based on the table above, a partial correlation relationship between work skills was obtained of 0.859 and a work discipline of 0.638, which is in the coefficient range of 0.80 – 1.000, which means that skill and discipline variables explain a solid correlation relationship partially to the performance of employees at Kayumanis Jimbaran Private Estate & Spa.

Table 5. Multiple Coefficient Correlation

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change
1	.868 ^a	.754	.747	1.35206	.756

(Source: Data Processing Result SPSS 25, 2021)

In Table 5, the result showed that the value of multiple correlation coefficients or R-Value is 0.868, which is in the coefficient range of 0.80 – 1.000. This means that there is a solid correlation relationship collectively between work skills (X1) and work discipline (X2) to employee performance (Y).

Table 6. One-Sample Kolmogorov-Smirnov Test

	Unstandardized Residual
Test Statistic	.131
Asymp. Sig. (2-tailed)	.208 ^e

(Source: Data Processing Result SPSS 25, 2021)

Based on Table 6, the data has been distributed generally because of the column Asymp.Sig (2-tailed) higher than 5% ($0.208 > 0.05$).

Table 7. Multicollinearity Test

Coefficients

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Work Skills	.942	1.062
	Work Discipline	.942	1.062

(Source: Data Processing Result SPSS 25, 2021)

Based on Table 7, the result showed tolerance values > 0.1 and VIF values < 10 for all independent variables. It can be concluded that there is no multicollinearity correlation between independent variables.

Table 8. Heteroscedasticity Test

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	7.530	1.736		4.338	.103
	Work Skills	-.173	.055	-.335	-3.148	.112
	Work Discipline	-.070	.061	-.121	-1.140	.258

(Source: Data Processing Result SPSS 25, 2021)

Based on Table 8, significant values for work skills variables of 0.112 ($0.112 > 0.05$) and significant discounts for work discipline variables of 0.258 ($0.258 > 0.05$). All free variables have a significance value of > 0.05 , so there is no heteroskedasticity in the regression model.

Table 9. Linearity Test
ANOVA^a

Deviation From Linearity	Sum of Squares	Df	Mean Square	F	Sig.
Work Skills	246.005	13	18.923	7.227	.166
Work Discipline	56.190	11	5.108	1.211	.296

(Source: Data Processing Result SPSS 25, 2021)

Based on calculations obtained through the SPSS 25.0 Lineritas test on work skills of $0.166 > 0.05$ and work discipline of $0.296 > 0.05$, variable work skills and work disciplines explain linear or straight relationships to employee performance.

Table 10. Multiple Regression Analysis Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	11.722	2.451		13.966	.000		
Work Skills	.382	.078	.529	9.928	.000	.942	1.062
Work Discipline	.322	.086	.464	5.410	.000	.942	1.062

(Source: Data Processing Result SPSS 25, 2021)

In Table 10, multiple linear regression equations can be as follows:

$$Y = 11.722 + 0.382X_1 + 0.322X_2$$

- The constant (a) of 11,722 means that if the variable of work skills and work discipline has a constant value at zero, the employee's performance value will be worth 11,722.
- The coefficient of regression of the work skills variable of 0.382 positive value means that if the work skill is worth 1 unit, the employee's performance will also increase by 0.382, assuming another variable is constant at zero.
- The coefficient of regression of the work discipline variable of 0.322 positive value means that if the work discipline is worth 1 unit, the employee's performance will increase by 0.322, assuming other variables are constant at zero.

Table 11. T Test Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	11.722	2.451		13.966	.000		
Work Skills	.382	.078	.529	9.928	.000	.942	1.062
Work Discipline	.322	.086	.464	5.410	.000	.942	1.062

(Source: Data Processing Result SPSS 25, 2021)

To look up the value of the t-table, use the formula as follows:

$$Df = n - k - 1$$

$$= 83 - 2 - 1 = 80$$

So the t-table obtained is (0.05; 80), which is 1,664

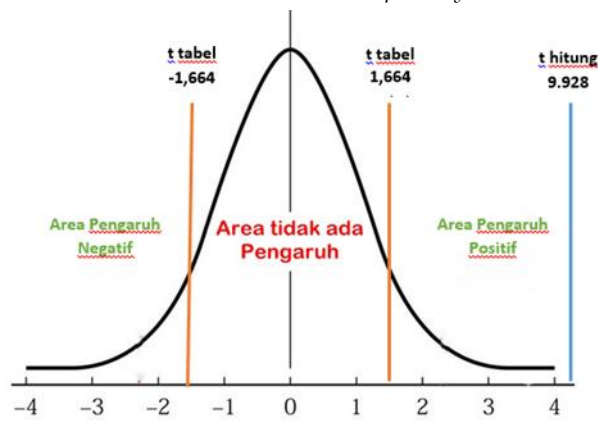


Figure 1. Regression Curve T Test Work Skills

Based on the regression curve picture above, it can be seen that the significance value for work skills (X1) to employee performance (Y) is $0.000 < 0.05$, and the t count value of $9,928 > t\text{-table } 1,664$. From the calculation results, the H_0 is rejected, which can be interpreted as having a positive and significant effect on employee performance. The initial hypothesis of H_1 , which states that there is a positive and significant influence between work skills and employee performance at Kayumanis Jimbaran Private Estate & Spa, is accepted.

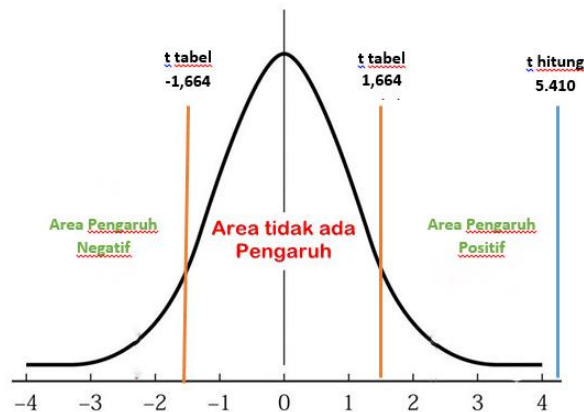


Figure 2. Regression Curve T-Test Work Discipline

In Figure 4.2, you can see the significance value for work discipline (X2) to employee performance (Y) of $0.000 < 0.05$ and t count value of $5,410 > t\text{ table of } 1,664$. From the results of these calculations, the H_0 is rejected, which can be interpreted as having a positive and significant effect on employee performance. The initial hypothesis of H_1 , which states that there is a positive and significant influence between work discipline and employee performance at Kayumanis Jimbaran Private Estate & Spa, is accepted.

Table 12. F Test ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	446.140	2	223.070	122.025	.000b
	Residual	146.245	80	1.828		
	Total	592.386	82			

(Source: Data Processing Result SPSS 25, 2021)

According to Table 12, the resulting significance value is 0.000, and the $F_{\text{calculate}}$ is 122.025. Suppose the significance of the F test is less than 0.05 ($0.000 < 0.05$) and $F_{\text{hitung}} > F_{\text{tabel}}$ ($122.025 > 3.109$). In that case, it can be concluded that Work Skills (X1) and Work Discipline (X2) have a positive and significant effect simultaneously on Employee Performance (Y).

Table 13. Determination Coefficient Analysis Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change
1	.868 ^a	.754	.747	1.35206	.756

(Source: Data Processing Result SPSS 25, 2021)

Based on Table 4.17, an Adjusted R Square value of 0.747 shows that variations in work skills variables and work disciplines can only explain 74.7% of employee performance variable variations. The remaining 25.3% was influenced by factors outside this study that could affect employee performance.

Table 14. Effective Contribution

Variable	Multiple Coefficients	Collaboration Coefficients	R Square
Work Skills	.529	.859	.754
Work Discipline	.464	.638	

(Source: Data Processing Result SPSS 25, 2021)

a. Effective contribution of Variable Work Skills (X1) to Employee Performance (Y)

$$SE(X1) = \text{Beta } X1 \times r_{xy} \times 100\%$$

$$SE(X1) = 0.529 \times 0.859 \times 100\%$$

$$SE(X1) = 45.44\%$$

b. Effective contribution of Occupational Discipline variable (X2) to Employee Performance (Y)

$$SE(X2) = \text{Beta } X2 \times r_{xy} \times 100\%$$

$$SE(X2) = 0.464 \times 0.638 \times 100\%$$

$$SE(X2) = 29.60\%$$

c. Effective Contributions (SE) in total can be calculated as follows:

$$SE \text{ total} = SE(X1) + SE(X2)$$

$$SE \text{ total} = 45.44 + 29.60$$

$$SE \text{ total} = 75.4\%$$

Based on the above comparison, the value of effective contribution on both variables is free from work skills and disciplines. The most dominant free variable impacting employee performance at Kayumanis Jimbaran Private Estate & Spa was work skill, with the highest value of effective contribution of 45.44%.

Discussion

1. The Partial Effect of Work Skills and Work Discipline on Employee Performance

a. The Effect of Work Skills on Employee Performance

The results of this study show that there is an influence of work skills on employee performance at Kayumanis Jimbaran Private Estate & Spa. This is evidenced by the statistical results of the t-test with a threshold value of 9,928 with a significance value of 0.000, more diminutive than 0.05 ($0.000 < 0.05$), and a coefficient value of 0.382.

This result means that Work Skills (X1) have a positive and significant effect on Employee Performance (Y). In other words, H1 is accepted. Effective contribution (SE) showed a result of 45.44%, which means that work skills (X2) affect employee performance (Y) by 45.44%. Thus, the better work skills provided, the more employee performance will be improved at Kayumanis Jimbaran Private Estate & Spa. This is supported by the theory, according to Sedarmayanti (2013:72), in certain aspects, if employees are more skilled, they will be better able to work and use work facilities well to improve employee performance.

b. The Effect of Work Discipline on Employee Performance

Based on the results of the data analysis, work discipline positively affects the performance of employees at Kayumanis Jimbaran Private Estate & Spa. This is derived from a significance value 0.000 with a regression coefficient value of 0.322 positive value. The thing value $> t$ table is $5,410 > 1,664$, and the significance value is $0.000 < 0.05$, then H0 is rejected, and H1 is accepted. This suggests a significant influence between work discipline and employee performance. Effective contribution (SE) showed a result of 29.60%, which means that work discipline (X1) affects employee performance (Y) by 29.60%. Thus, it can be interpreted that the better the work discipline given, the more improved employee performance at Kayumanis Jimbaran Private Estate & Spa. This is supported by Sutrisno's theory (2011:86), which states that the better the work discipline of an employee, the better the work (performance) will be achieved.

2. The Effect of Simultaneous Work Skills and Work Discipline on Employee Performance

Based on the results of data analysis that has been done, work skills and work disciplines together or simultaneously have a positive and significant effect on employee performance. The value of the F calculation of 122,025 evidences this. Then F calculates $> F$ table is $122,025 > 3,109$, and the significance of F is 0.000, then the significance value is $0.000 < 0.05$.

Based on the results of the calculation of the coefficient of determination obtained R Square value of 0.754, which shows that variations in work skills variables and work disciplines are only able to explain 75.4% of the interpretation of employee performance variables, and the remaining 24.6% influenced by other factors outside this study that can affect employee performance.

3. Dominant Variables Affect Employee Performance

Based on the results of the processing of statistical data, Effective Contribution (SE) can be known that the variable work skills (X1) to employee performance (Y) of 45.44%. While effective contribution (SE) erratic work discipline (X2) to employee performance (Y) amounted to 29.60%. Thus, it can be concluded that variable X1 has a more dominant influence on variable Y than variable X2. The total SE is 75.4% or equal to the coefficient of determination (R Square) analysis of 75.4%.

CONCLUSION

Based on the results of the research analysis and the effects of discussions that have been described earlier, it can be concluded as follows:

1. Based on the results of data analysis, Work skills, and work disciplines partially affect the performance of employees at Kayumanis Jimbaran Private Estate & Spa.
2. Work skills and work discipline jointly have a positive (simultaneous) and significant effect on the performance of kayumanis jimbaran private estate spa employees. Based on the results of the calculation of the coefficient of determination obtained, an Adjusted R Square value of 0.756 shows that variations in work skills variables and work disciplines are only able to explain 75.4% variation of employee performance variables, and the remaining 24.6% influenced by other factors outside of this study that can affect employee performance.

3. The more dominant variable between work skills and work discipline in influencing the performance of Kayumanis Jimbaran Private Estate & Spa employees is work skills. This can be seen from the value of effective contributions (SE). The value of effective contribution (SE) of work skills was 45.44%, while the importance of influential contributions (SE) of work discipline was 29.60%.

REFERENCES

- Anggiani, S. (2017). "Skill Influence On Employee Performance (Empirical Study Of Frontlines Three Star Hotels In Jakarta)." *International Journal of Management and Applied Science, Volume-3, Issue-12, Dec.-2017, 3, 14-18.*
- Ghozali, I. (2018). *Aplikasi Analisis Multivariate dengan Program IBM SPSS*. Semarang: Badan Penerbit Universitas Diponegoro.
- Karyoto. (2016). *Dasar-Dasar Manajemen*. Yogyakarta: Andi Publise.
- Mahardika, P. A. (2016). "Pengaruh Kompensasi dan Disiplin Kerja Terhadap Kinerja Karyawan Pada Hotel Puri Bagus Lovina". *e-Journal Bisma Universitas Pendidikan Ganesha, Vol 4, 88-96.*
- Marlina, N. (2018). "Pengaruh Keterampilan Terhadap Kinerja Karyawan PT. Bank Sumsel Syariah Palembang". *Repository Universitas Raden Fatah Palembang, Vol. 2 No. 3, 31-45.*
- Nora Cetisia, W. (2017). "Pengaruh Disiplin Kerja Terhadap Kinerja Karyawan Pada Hotel Grand Rocky Bukittinggi". *Journal, Vol 15 No 2, 2017, 1-13.*
- Rivai, V. (2018). *Manajem Sumber Daya Manusia untuk Perusahaan : Dari Teori ke Praktik*. Jakarta: PT. Rajagrafindo Persada.
- Sedarmayanti. (2011). *Manajemen Sumber Daya Manusia, Reformasi Birokrasi Manajemen Pegawai Negeri Sipil*. Bandung: Rafika Aditama.
- Sirna, I. K. (2017). "Pengaruh Kedisiplinan & Motivasi Terhadap Produktivitas Kerja (Studi Pada Hotel Patra Jasa Bali Resort & Villas)". *Jurnal Ekonomi dan Pariwisata, Vol.12 No.2, 31 Agustus 2017, 12, 147-152.*
- Siswanto, B. (2019). "Pengaruh Motivasi Kerja dan Disiplin Kerja Terhadap Kinerja Karyawan (Studi pada Karyawan Bagian Produksi CV. Asa Putra Purworejo)". *Jurnal Administrasi Bisnis, Vol. 7 No. 2 Juni 2019, 7, 77-87.*
- Sitio, R. (2019). "Kajian Disiplin dan Motivasi Kerja terhadap Kinerja Karyawan (Studi Kasus Hotel Ibis Styles Gajah Mada Jakarta)". *Journal of Technopreneurship on Economics and Business Review, Vol. 1 No. 1,2019, 1, 69-78.*
- Sugiyono. (2013). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. Bandung: Alfabeta.
- Sugiyono. (2014). *Metode Pendekatan Kuantitatif, Kualitatif, dan R&D*. Bandung: Alfabeta.
- Sugiyono. (2015). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. Bandung: Alfabeta.
- Sugiyono. (2017). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. Bandung: Alfabeta.