

(Research) Article

# The Influence of Competence, Work Discipline, and Organizational Climate on Employee Performance at the Kayon Resort Ubud, Gianyar

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**Abstract:** Employee performance is one of the key indicators in assessing the quality of human resources within an organization or company. To improve performance, companies generally implement various strategies, such as training programs, educational development, enforcement of work discipline, motivational efforts, and the management of a supportive work environment. This study aims to analyze the influence of competence, work discipline, and organizational climate on employee performance at The Kayon Resort Ubud. This research involved all employees of The Kayon Resort Ubud as the population. The sampling technique used was a saturated sampling method, in which the entire population was included as the research sample, totaling 71 respondents. To analyze the relationships between variables and test the hypotheses, multiple linear regression analysis was employed. The results of the study indicate that competence has a positive and significant effect on employee performance. Likewise, work discipline and organizational climate also have a positive and significant influence on employee performance at The Kayon Resort Ubud. Based on these findings, future researchers are encouraged to expand the study by including other variables that may affect employee performance.

**Keywords:** Competence; Employee Performance; Human resources quality; Organizational Climate; Work Discipline.

## 1. Introduction

Employee performance is the result of task completion and serves as a key indicator of a program's effectiveness and the achievement of organizational goals (Suntari, 2023). Poor performance can disrupt overall organizational productivity. According to Irianto (2020), competence, motivation, and organizational climate are the main factors influencing employee performance.

Competence is a crucial element that reflects the knowledge, skills, attitudes, and values required to perform tasks effectively (Gordon in Sutrisno, 2012). Several studies (Silitonga & Safaria, 2023; Parahsakti et al., 2020) have shown that competence has a positive and significant effect on performance. However, Kharisma and Rosia (2022) found a negative influence in their research.

Work discipline also plays a vital role in improving employee compliance with rules and enhancing work efficiency (Rivai, 2018). A high level of discipline can lead to increased productivity (Gulzar et al., 2019). Studies by Mulana et al. (2023) and Arifin et al. (2022) demonstrated a positive relationship between discipline and performance, although Pratama (2022) found a negative effect.

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Organizational climate influences employee perceptions and behavior, affecting morale, creativity, and organizational effectiveness (Putra & Satrya, 2019; Goh et al., 2020). Diab et al. (2022) reported that organizational climate positively impacts employee performance, while Violita (2020) found the effect to be insignificant.

**Table 1.** Room Sales Report of The Kayon Resort Ubud Gianyar for the Year 2023.

No	Month	Rooms Sold	Occupancy Rate
1	January 2023	120	80%
2	February 2023	130	82%
3	March 2023	150	88%
4	April 2023	160	90%
5	May 2023	140	85%
6	June 2023	160	87%
7	July 2023	170	90%
8	August 2023	180	92%
9	September 2023	140	83%
10	October 2023	120	80%
11	November 2023	150	85%
12	December 2023	150	86%
<b>Total</b>		<b>1,500</b>	<b>85% (avg.)</b>

Source : The Kayon *Resort* Ubud Gianyar.

**Table 2.** Employee Absenteeism Rate at The Kayon Resort Ubud Gianyar in 2023.

No	Month	Number of Employees	Working Days	Expected Work Days (Employees × Days)	Days Absent	Actual Work Days	Absenteeism Rate (%)
1	January	71	27	1,917	58	1,859	3.02
2	February	71	24	1,704	55	1,649	3.22
3	March	71	26	1,846	65	1,781	3.52
4	April	71	26	1,846	68	1,778	3.68
5	May	71	27	1,917	50	1,867	2.60
6	June	71	26	1,846	55	1,791	2.97
7	July	71	27	1,917	67	1,850	3.49
8	August	71	27	1,917	63	1,854	3.28
9	September	71	26	1,846	48	1,798	2.60
10	October	71	27	1,917	56	1,861	2.92
11	November	71	26	1,846	48	1,798	2.60
12	December	71	27	1,917	68	1,849	3.54
<b>Total</b>			<b>316</b>	<b>22,436</b>	<b>701</b>	<b>21,735</b>	<b>3.74</b>
<b>Average</b>			<b>26.3</b>	<b>1,870</b>	<b>58.41</b>	<b>1,811</b>	<b>3.11</b>

Source : The Kayon *Resort* Ubud Gianyar.

This study was conducted at The Kayon Resort Ubud Gianyar, a luxury hotel that plays an important role in the tourism sector. Based on interviews with the Human Resources Department and internal data, fluctuations in room sales and a relatively high employee absenteeism rate were observed in 2023. For example, the highest occupancy rate was only 92% in August, while the average absenteeism rate reached 3.11%. These figures suggest that employee performance has not yet reached an optimal level.

In addition, issues such as a lack of staff skills in guest service, frequent tardiness, and weak communication and managerial support in some departments were identified. These issues reflect challenges related to competence, work discipline, and organizational climate, all of which directly affect employee performance.

Therefore, the researcher is interested in examining the influence of competence, work discipline, and organizational climate on employee performance at The Kayon Resort Ubud Gianyar in order to provide solutions to these problems.

## **2. Literature Review**

### **Goal Setting Theory**

This theory explains that specific and challenging goals enhance individual motivation and performance. According to Locke & Latham (2019), goal setting helps employees stay focused and work harder to achieve their objectives. The theory was chosen as the main theoretical foundation of this study because it comprehensively explains how goal setting influences employee performance (Nurjana et al., 2023).

### **Employee Performance**

Performance refers to the quality and success of an individual in completing tasks according to company standards (Marhawati, 2022; Nurjaya, 2021). According to Silaen (2021), employee performance is measured using five indicators: quality, quantity, timeliness, effectiveness, and commitment.

### **Competence**

Competence is the ability of an individual to perform tasks based on knowledge, skills, and work attitudes (Sutrisno & Zuhri, 2019; Triastuti, 2019). Rahmat (2019) identifies five indicators of competence: knowledge, quality, self-concept, ability, and motives.

### **Work Discipline**

Work discipline plays a crucial role in organizational success (Efendi, 2020). It reflects employee compliance with company policies and workplace norms (Herwanto, 2022; Dharmawan & Pratama, 2020). Four indicators used to measure discipline include punctuality, proper use of tools, responsibility, and adherence to instructions.

### **Organizational Climate**

Organizational climate affects employee behavior and productivity (Asbari et al., 2020). According to Basri & Kadir (2019), an organization is a formal collaboration between superiors and subordinates to achieve specific goals. Zulinda & Suriadi (2023) identify five indicators of organizational climate: conflict, warmth, support, identity, and responsibility.

## **3. Research Method**

This research was conducted at The Kayon Resort Ubud, Gianyar, Bali, as it is a five-star hotel that still faces challenges related to employee competence, work discipline, and organizational climate, which affect employee performance. The research focuses on four variables: competence, work discipline, organizational climate, and employee performance. The independent variables are competence (X1), work discipline (X2), and organizational climate (X3), while the dependent variable is employee performance (Y). Each variable is measured using relevant indicators, such as motives, knowledge, and skills for competence; punctuality and obedience for discipline; and support and conflict for organizational climate. Employee performance is assessed based on quality, quantity, timeliness, effectiveness, and commitment.

The types of data used include quantitative data derived from questionnaires and qualitative data obtained through interviews and documentation. Primary data sources consist of questionnaires and interviews with employees, while secondary data includes literature and supporting documentation. The population in this study consists of all 71 employees of The Kayon Resort Ubud, who also serve as the sample, applying a saturated sampling technique since the population is fewer than 100.

Data collection methods include observation, interviews, and the distribution of questionnaires using a five-point Likert scale. The research instrument was tested for validity and reliability, with all items deemed valid ( $r$ -value  $> 0.50$ ) and reliable (Cronbach's Alpha = 0.962). Data analysis consists of descriptive analysis to summarize the data, and inferential analysis using SPSS software.

Multiple linear regression analysis was used to determine the influence of the independent variables on the dependent variable. Classical assumption tests were conducted, including normality (Kolmogorov-Smirnov test), multicollinearity (using VIF and Tolerance values), and heteroscedasticity (Glejser test). Additionally, the coefficient of determination ( $R^2$ ) was used to measure the model's explanatory power, and the t-test was applied to assess the individual significance of each independent variable, where a significance level below 0.05 indicates a statistically significant effect.

## 4. Results and Discussion

### Multiple Linear Regression Results

**Table 3.** Multiple Linear Regression Analysis.

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.
	B	Std. Error	Beta	
(Constant)	4.526	1.545		3.965
Competence (X1)	0.325	0.064	0.327	5.066
Work Discipline (X2)	0.536	0.069	0.529	7.523
Organizational Climate (X3)	0.714	0.046	0.715	15.506
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.975a	0.952	0.949	0.752

Source: Data Processing using SPSS, 2025

The table above shows that the multiple regression model developed for this study is:  $Y = 4.526 + 0.325X1 + 0.536X2 + 0.714X3$  This model has the following interpretations:

- The performance of employees (Y) will increase when the competence (X1) increases, while work discipline (X2) and organizational climate (X3) remain constant, as indicated by the positive coefficient of the competence variable (X1) of 0.325.
- The performance of employees (Y) will increase when work discipline (X2) increases, while competence (X1) and organizational climate (X3) remain constant, as indicated by the positive coefficient of the work discipline variable (X2) of 0.536.
- The performance of employees (Y) will increase when the organizational climate (X3) improves, while competence (X1) and work discipline (X2) remain constant, as indicated by the positive coefficient of the organizational climate variable (X3) of 0.714.

### Assumption Test Results

#### Normality Test Results

**Table 4.** One-Sample Kolmogorov-Smirnov Normality Test.

N	Asymp. Sig. (2-tailed)
71	0.200

Source: Data Processing using SPSS, 2025

The data presented in Table 4 shows the result of the normality test, which indicates an Asymp. Sig. of 0.200. This score suggests that the data used in this study is normally distributed as it exceeds the table value of 0.05.

#### Multicollinearity Test Results

**Table 5.** Multicollinearity Test.

Model	VIF
Competence (X1)	5.754
Work Discipline (X2)	4.134
Organizational Climate (X3)	2.940

Source: Data Processing using SPSS, 2025

Table 5 shows that the variance inflation factor (VIF) values for the variables are as follows: competence (X1) = 5.754, work discipline (X2) = 4.134, and organizational climate (X3) = 2.940. Since the VIF values are between 1 and 10, it can be concluded that the regression model does not exhibit multicollinearity.

### ***Heteroscedasticity Test Results***

**Table 6.** Heteroscedasticity Test Results.

<b>Model</b>	<b>Sig.</b>
(Constant)	0.867
Competence (X1)	0.306
Work Discipline (X2)	0.159
Organizational Climate (X3)	0.078

Source : Data Processing using SPSS, 2025

Table 6 shows that the significance values for the competence variable are 0.306, work discipline is 0.159, and organizational climate is 0.078. Since all these values are greater than 0.05, it can be concluded that the data does not show heteroscedasticity.

### **Coefficient of Determination (R<sup>2</sup>) Analysis**

Based on the analysis in Table 3, the adjusted R Square value is 0.949.

$$D = R^2 \times 100\% = 0.949 \times 100\% = 94.9\%$$

This result indicates that the independent variables competence (X1), work discipline (X2), and organizational climate (X3) explain 94.9% of the variance in employee performance (Y) at The Kayon Resort Ubud. Meanwhile, other factors not included in this study contribute to 5.1% of the variation.

### **Partial Test Results (T-Test)**

With correlation values greater than 0.3 and significance values less than 0.05, the indicators for competence, work discipline, organizational climate, and employee performance are valid.

#### **a. The Effect of Competence (X1) on Employee Performance.**

Based on Table 5.7, the significance value of the partial effect of competence (X1) on employee performance (Y) is 0.000, which is less than 0.05. Therefore, hypothesis H1 is accepted, meaning employee performance (Y) is influenced by competence (X1).

#### **b. The Effect of Work Discipline (X2) on Employee Performance.**

Based on Table 5.7, the significance value of the partial effect of work discipline (X2) on employee performance (Y) is 0.024, which is less than 0.05. Therefore, hypothesis H2 is accepted, meaning employee performance (Y) is influenced by work discipline (X2).

#### **c. The Effect of Organizational Climate (X3) on Employee Performance**

Based on Table 5.7, the significance value of the partial effect of organizational climate (X3) on employee performance (Y) is 0.000, which is less than 0.05. Therefore, hypothesis H3 is accepted, meaning employee performance (Y) is influenced by organizational climate (X3).

### **The Influence of Competence on Employee Performance at The Kayon Resort Ubud**

The competence variable has a positive coefficient, which means that as employees' skills at The Kayon Resort Ubud improve, their performance also increases. Based on the respondent's average answers, the criteria are "good." However, the indicators X1.1 motivation and X1.2 need more attention as they have the lowest scores compared to other indicators. Management is expected to focus on improving these indicators so that employees can be more consistent in their actions and responses to situations and information. This is in line with Silitonga & Safaria's (2023) research, which showed that competence has a positive effect on employee performance. In other words, employees perform better when they have more skills.

### **The Influence of Work Discipline on Employee Performance at The Kayon Resort Ubud**

The work discipline variable has a positive coefficient, indicating that as employees' work discipline at The Kayon Resort Ubud improves, their performance also increases. Based on the respondents' answers, the average score indicates "good" criteria. However, the indicator X2.1 punctuality needs more attention as it scored the lowest. Management should emphasize the importance of punctuality to employees so that they can complete tasks on time and contribute to achieving company goals. This is consistent with Mulana et al. (2023), which found that work discipline has a positive impact on employee performance. This implies that employee performance improves when they are more disciplined.

## The Influence of Organizational Climate on Employee Performance at The Kayon Resort Ubud

The organizational climate variable has a positive coefficient, meaning that as the organizational climate at The Kayon Resort Ubud improves, employee performance also increases. Based on the respondents' average answers, the criteria are "good." However, indicator X3.5 requires more attention as it received the lowest score of 3.4. Management is tasked with alleviating conflicts between leaders and subordinates or among employees by providing understanding through mediation by HRD, so that conflicts are resolved and employee performance improves. This is consistent with Diab et al. (2022), which found that employee performance is significantly and positively influenced by the organizational atmosphere. This suggests that employee performance can be positively affected by the organizational environment.

## 5. Conclusions

Employee performance at The Kayon Resort Ubud is positively and significantly influenced by competence, as discussed in the previous chapter. This indicates that as employees' competence increases, their performance will also improve. Furthermore, employee performance at The Kayon Resort Ubud is also positively and significantly influenced by work discipline. This suggests that employee performance will improve as their level of work discipline increases. Finally, at The Kayon Resort Ubud, the organizational climate has a positive and significant impact on employee performance. This implies that employee performance improves as the organizational climate within the company improves.

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