



THE EFFECT OF COMPETENCY AND WORK ENVIRONMENT ON THE PERFORMANCE OF EMPLOYEES IN THE OPERATIONAL DIVISION OF PT. BIJB KERTAJATI MAJALENGKA

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Abstract. The purpose of this research is that the author wants to collect data and various information related to the influence of competence and work environment on the performance of Operational Division employees PT. BIJB Kertajati, Majalengka. The method used in this research is descriptive and verification methods. The research sample consisted of 63 employees, and the sampling technique used was non-probability sampling. The contribution of competence and work environment to the increase or decrease in employee performance is 89.6% and the remaining 10.4% is the contribution of other variables that are not included in the model proposed in the research. Therefore, organizations aiming to improve employee performance should invest in developing employee competencies and fostering a conducive work environment, as these elements are crucial for achieving optimal performance and overall organizational success.

Keywords: competency; work environment; performance.

1. Introduction

Companies need to implement programs related to their operational activities, specifically improving the quality of employee performance to enable them to implement work plans and programs. In various fields, particularly in organizational life, the human factor is a key issue in every activity within it. Robbins (2019:4) An organization is a consciously coordinated social entity with identifiable reactive boundaries, working continuously to achieve goals. As one of the primary components of an organization, human resources are both planners and active participants in every organizational activity. They possess potential such as ideas or thoughts, skills, feelings, desires, status, and educational background, which, when brought into an organization, can be utilized and optimized to achieve organizational goals. People who hold positions within an organization, whether as leaders or members, are the most important interconnected factors in every organization or agency, whether government or private. This occurs because the success or failure of an organization is largely influenced by the human factor as the executor of the work.

Many factors influence employee performance, including leadership, motivation, work environment, compensation, organizational culture, job satisfaction, competence, and work discipline. Gibson (2017:124) suggests that several factors influence employee performance. These include individual factors, including skills and work discipline; psychological factors, namely motivation; and organizational factors, including leadership and the work environment. These factors should be considered by leaders to optimize work performance.

Airport transportation is a crucial infrastructure expected to accelerate economic growth. Airports function as hubs for the movement of passengers and goods from air to land transportation, or vice versa. Increasing passenger and freight movement is expected to boost the economy. Air traffic growth directly supports economic growth, along with the increasing need for transportation that can reach remote areas or areas difficult to reach by

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land transportation. After conducting a pre-survey of 20 employees in the Operations Division of PT. BIJB Kertajati, Majalengka Regency, it was determined that the following factors contributed the most to employee performance:

Table 1 Factors Suspected of Influencing Declining Employee Performance in the Operations Division of PT. BIJB Kertajati, Majalengka Regency

Variables	Value		
	Frequency (F)	Respondent (n)	Score (%)
Compensation	2	20	10%
Motivation	2	20	10%
Work Environment	7	20	35%
Leadership	1	20	5%
Organizational Culture	0	20	0%
Job Satisfaction	2	20	10%
Competence	5	20	25%
Work Discipline	1	20	5%
Total	20	20	100%

Source : Primary Data 2024

Table 1 shows that the factors suspected to have the greatest influence on employee performance variables according to respondents in the Operational Division of PT. BIJB Kertajati, Majalengka Regency are the work environment variable at 35% and competence at 25%. This is also reinforced by the results of the author's observations and interviews with several employees of the Operational Division of PT. BIJB Kertajati, Majalengka Regency, which show that employee performance has decreased, which is influenced by a lack of skills in carrying out tasks. The attitudes of some employees who are not yet professional in carrying out their tasks. Quality human resources are people who have skills, knowledge, attitudes and are supported by good work behavior so they can complete their work well. In other words, competence can indicate how professional an employee is in working in a particular field. Therefore, each employee must be placed according to their competence, so they can make a significant contribution to the agency. Efforts to improve employee performance require adequate competence. Competence has a very important role, because in general, competence concerns a person's basic ability to perform a job that is based on skills and knowledge. In addition to the competence factor, another factor that influences performance is the work environment. The work environment is everything that is around employees and can affect the work process including lighting arrangements, noise control, workplace cleanliness and workplace safety, according to Sukanto and Gitosudarmo (2020:29). Meanwhile, according to Moekijat (2017:67) agencies that have a good and comfortable work environment will provide more motivation for their employees to improve their performance, in addition, good work environment conditions will help reduce boredom and fatigue at work, so it is expected to improve employee performance. The work environment is a working condition to provide a comfortable atmosphere and work situation for employees in the process of achieving the goals desired by an agency or company. Poor working conditions will potentially cause employees to easily fall ill, easily stressed, have difficulty concentrating and cause a decline in employee performance. It can be imagined if the work space is hot, uncomfortable, has poor air circulation, is dirty and too crowded, it will affect comfort at work, this is what will result in decreased performance. Therefore, it is important to maintain the existing infrastructure within the agency/company, if necessary, adding the necessary facilities to support performance.

Performance can be defined as the quality and quantity of work results achieved by an employee in carrying out their duties. Factors that can influence performance include

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employee competence and the work environment. A lack of employee skills or abilities significantly impacts their performance. Likewise, the more comfortable an employee feels in their workspace, the better their performance will be. Conversely, if employees feel uncomfortable or facilities are inadequate, their performance will decline. This is supported by previous research conducted by Salam, Djazuli, and Choiriyah (2022) entitled "The Effect of Compensation, Competence, and the Work Environment on Employee Performance at the South Sumatra Provincial Health Office," which demonstrated the simultaneous influence of compensation, competence, and the work environment on employee performance. It is important for employees to feel comfortable in their work environment and to establish good relationships with coworkers and superiors to create a positive work environment and enhance their competencies. Furthermore, this research is also supported by research conducted by Yudani (2019) entitled "The Influence of Leadership, Work Environment, and Competence on Employee Performance at the Cooperatives, Small and Medium Enterprises, and Trade Office of Badung Regency," which concluded that the work environment and competence simultaneously have a positive and significant effect on employee performance.

Based on the description above, the author proposes the following partial and simultaneous hypotheses:

1. The competency of employees in the Operations Division of PT. BIJB Kertajati, Majalengka Regency, has achieved at least 60% of the expected criteria.
2. The work environment in the Operations Division of PT. BIJB Kertajati, Majalengka Regency, has achieved at least 60% of the expected criteria.
3. The performance of employees in the Operations Division of PT. BIJB Kertajati, Majalengka Regency, has achieved at least 60% of the expected criteria.
4. Competence has a positive and significant effect on the performance of employees in the Operations Division of PT. BIJB Kertajati, Majalengka Regency.
5. The work environment has a positive and significant effect on the performance of employees in the Operations Division of PT. BIJB Kertajati, Majalengka Regency.
6. Competence and the work environment together have a positive and significant effect on the performance of employees in the Operations Division of PT. BIJB Kertajati, Majalengka Regency.

2. Research Method

This research method uses descriptive and verification research methods. Through descriptive research, a description can be obtained regarding employee responses to competency, work environment and performance, which take place in the Operational Division of PT. BIJB Kertajati, Majalengka Regency, as well as the performance of employees of the Operational Division of PT. BIJB Kertajati, Majalengka Regency. As the theory according to Sugiyono (2022: 53), states that descriptive research is research conducted to determine the value of independent variables, either one or more variables (independent) without making comparisons or connecting other variables. In addition to descriptive research, the author also uses verification research. Through verification research, it is used to determine how much influence competency and work environment have on the performance of employees of the Operational Division of PT. BIJB Kertajati, Majalengka Regency, both partially and simultaneously. The population in this study was all employees of the Operational Division of PT. BIJB Kertajati, Majalengka Regency in 2023, totaling 172 people. Determination of the sample size used in this study using the formula from Taro Yamane, so that a sample of 63 respondents was obtained. The sampling

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technique used simple random sampling. This study employed a survey method to obtain a sample from a population and used a questionnaire as the primary data collection tool.

3. Result

Performance can be defined as the quality and quantity of work results achieved by an employee in carrying out their duties. Factors that can influence performance include employee competence and the work environment. A lack of employee expertise or ability significantly impacts their performance. Likewise, the more comfortable an employee feels in their workspace, the better their performance will be. Conversely, if employees feel uncomfortable or facilities are inadequate, their performance will decline.

3.1 Normality Test

The Kolmogorov-Smirnov test was used to test data normality for each variable in this study.

Table 2. Results of the Normality Test for Research Instruments and Variables

One-Sample Kolmogorov-Smirnov Test				
		Competency	Work Environment	Performance
N		63	63	63
Normal Parameters ^{a,b}	Mean	34.29	35.14	30.94
	Std. Deviation	4.206	3.500	3.311
Most Extreme Differences	Absolute	.108	.152	.165
	Positive	.072	.152	.165
	Negative	-.108	-.142	-.114
Test Statistic		.108	.152	.165
Asymp. Sig. (2-tailed)		.266 ^a	.201 ^a	.248 ^a

a. Test distribution is Normal.

b. Calculated from data.

Based on the results of the normality test presented in Table 2, the significance values for the research variables are greater than $\alpha = 0.05$, namely 0.266 for the competency variable, 0.201 for the work environment variable, and 0.248 for the performance variable. Thus, it can be concluded that the three research variables are normally distributed and can therefore be analyzed further.

3.2 Multiple Regression Coefficient Analysis

The regression analysis used is multiple regression analysis, because there is more than one independent variable. This analysis aims to determine whether there is a relationship between variables X_1 (competence) and X_2 (work environment) and Y (performance). Using SPSS software, the following results were obtained:

Table 3. Regression Coefficients

Coefficients ^a					
		Unstandardized Coefficients		Standardized Coefficients	t
Model		B	Std. Error	Beta	
1	(Constant)	.568	1.392		.408
	Competency	.337	.056	.429	6.046
	Work Environment	.535	.067	.565	7.976
					.685

a. Dependent Variable: Performance

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Through the data processing results described above, a prediction model can be formed for the variables of competency and work environment on employee performance as follows:

$$Y = 0.568 + 0.337X_1 + 0.535X_2 \quad (1)$$

Based on the prediction equation above, the regression coefficients for each independent variable can be interpreted as follows:

1. A constant of 0.568 means that if both competency and work environment are zero, employee performance will be 0.568.
2. The competency regression coefficient of 0.337 indicates that each increase in the competency score will increase employee performance by 0.337, assuming the independent variable, work environment, remains constant.
3. The work environment regression coefficient of 0.535 indicates that each increase in the work environment score will increase employee performance by 0.535, assuming the independent variable, competency, remains constant.

3.3 Coefficient of Determination

The coefficient of determination (KD) is the square of the correlation coefficient (R), also known as R-Square. The coefficient of determination is used to determine the extent to which competency and the work environment influence employee performance. Using SPSS, the coefficient of determination is obtained, as shown in the following output table:

Table 4: Coefficient of Determination

Model Summary					
Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.946 ^a	.896	.892		1.087

a. Predictors: (Constant), Work Environment, Competency

Based on the calculations in Table 4 above, it is known that the joint influence of competence and work environment on employee performance is 0.896, or 89.6%. The remaining 0.114 ($1-R^2$), or 11.4%, is the contribution of other factors not examined (epsilon).

3.4 t-Test

Table 5. Results of Partial Hypothesis Testing (t-Test)

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	.568	1.392		.685
	Competency	.337	.056	.429	.000
	Work Environment	.535	.067	.565	.000

a. Dependent Variable: Performance

Based on the above, the calculated t-value for competency is 6.046. This calculated t-value will be compared with the t-value in the t-distribution table, with an α of 0.05 and df ($n-k-1$) of 60 for the two-party test, the t-value is 1.67065. Because the calculated t-value (6.046) is greater than the t-value (1.67065) and is in the H_0 rejection area, thus, according to the hypothesis testing criteria, H_0 is rejected and H_a is accepted, meaning that competency has a positive and significant effect on employee performance in the Operational Division of PT. BIJB Kertajati, Majalengka Regency.

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Furthermore, the calculated t-value for the work environment is 7.976. This calculated t-value will be compared with the t-value in the t-distribution table, with an α of 0.05 and df (n-k-1) of 90 for the two-party test, the t-value is 1.67065. Because the calculated t value (7.976) is greater than the t table value (1.67065) and is in the H_0 rejection area, so that according to the hypothesis testing criteria, it is necessary to reject H_0 and accept H_a , which means that the work environment has a positive and significant effect on employee performance in the Operational Division of PT. BIJB Kertajati, Majalengka Regency.

3.5 F-Test (Simultaneous)

Simultaneous Hypothesis Testing (F-Test) To simultaneously test the significance of the influence of competency and work environment on employee performance. The following output:

Table 6. Simultaneous Hypothesis Test

		ANOVA ^a				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	608.880	2	304.440	257.759	.000 ^b
	Residual	70.866	60	1.181		
	Total	679.746	62			

a. Dependent Variable: Performance

b. Predictors: (Constant), Work environment, Competency

Based on the output table above, the calculated F value is 257.759. This value will be compared with the F-table value. With $\alpha = 0.05$, $db1 = 2$, and $db2 = 90$, the F-table value is 3.15. From the above values, the calculated F value (257.759) is greater than the F-table (3.15), so H_0 is rejected and H_a is accepted. This means that competence and the work environment jointly have a positive and significant effect on employee performance in the Operations Division of PT. BIJB Kertajati, Majalengka Regency.

4. Discussion

Performance can be defined as the quality and quantity of work results achieved by an employee in carrying out their duties. Factors that can influence performance are employee competence and the work environment. Lack of employee expertise or ability in the work environment certainly significantly impacts their work results. Likewise, with the work environment, the more comfortable employees feel in the workspace, the better their work results will be. Conversely, if employees feel uncomfortable or facilities are inadequate, work results will decline. This is supported by previous research conducted by Salam, Djazuli, and Choiriyah (2022) entitled "The Effect of Compensation, Competence, and Work Environment on Employee Performance at the South Sumatra Provincial Health Office," which demonstrated the simultaneous influence of compensation, competence, and work environment on employee performance. It is important for employees to feel comfortable in their work environment and to establish good relationships with coworkers and superiors to create a positive work environment and enhance their competencies. Furthermore, this research is supported by research conducted by Yudani (2019) entitled "The Effect of Leadership, Work Environment, and Competence on Employee Performance at the Cooperatives, Small and Medium Enterprises, and Trade Office of Badung Regency," which concluded that the work environment and competence simultaneously have a positive and significant effect on employee performance.

The influence of competence and work environment on employee performance indicates that both factors play a crucial role in increasing employee productivity and effectiveness. According to Robbins and Judge (2019), high competence, encompassing

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knowledge, skills, and attitudes, can improve employees' ability to complete tasks efficiently and accurately. On the other hand, a conducive work environment, including a supportive work atmosphere, adequate facilities, and harmonious relationships between employees, also contributes to employee motivation and job satisfaction, thus positively impacting their performance (Sutrisno, 2020). These two factors are interrelated and can simultaneously accelerate the achievement of organizational goals. In the last decade, numerous studies have shown that increasing competence through training and development, as well as creating a supportive work environment, can significantly improve employee performance. According to research conducted by Pratama and Yuliana (2022), organizations that are able to integrate employee competence development with good work environment management will excel in achieving competitive advantage. Human resource development theories and work motivation theories support this finding, emphasizing that both factors must be managed simultaneously to achieve maximum effectiveness. Therefore, effective human resource management must simultaneously consider both competence and work environment aspects to ensure optimal and sustainable employee performance.

5. Conclusion and Recommendations

Based on the research results above, the researcher drew the following conclusions: that employee competency in the Operations Division of PT. BIJB Kertajati, Majalengka Regency is categorized as good. The employee work environment in the Operations Division of PT. BIJB Kertajati, Majalengka Regency is categorized as good. Employee performance in the Operations Division of PT. BIJB Kertajati, Majalengka Regency is categorized as good. Employee competency has a positive and significant impact on employee performance in the Operations Division of PT. BIJB Kertajati, Majalengka Regency. The work environment has a positive and significant impact on employee performance in the Operations Division of PT. BIJB Kertajati, Majalengka Regency. Employee competency and the work environment together have a positive and significant impact on employee performance in the Operations Division of PT. BIJB Kertajati, Majalengka Regency.

The company is recommended to continuously improve employee competency through training or seminars that can enhance employee skills, knowledge, and insight. Companies should pay more attention to conditions around the workplace, which can directly and indirectly impact employee performance. Future research is expected to expand and expand the data and reference materials studied to ensure more accurate and broader-ranging results.

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