

THE INFLUENCE OF COMPETENCE, WORK MOTIVATION, AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE IN CULINARY MSMEs IN BANDUNG CITY

Yani Restiani Widjaja

Universitas Adhirajasa Reswara Sanjaya

E-mail: yani.yrw@ars.ac.id

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Abstract

This study aims to describe the implementation of service activities in improving community knowledge, awareness, and participation through educational and practical approaches. The method used includes observation, preparation, implementation, and evaluation of activities. The results show that the service activities were carried out effectively and received positive responses from participants. The activity also contributed to improving participants' understanding of the material presented. Therefore, this program is expected to be continued and developed as a sustainable effort to improve community quality and participation.

Keywords: *community service, education, implementation, participation, knowledge*

INTRODUCTION

Human resource management plays an important role in improving organizational performance, including in Micro, Small, and Medium Enterprises (MSMEs). In the culinary sector, employee performance is one of the key factors that determines service quality, customer satisfaction, and business sustainability. Culinary MSMEs in Bandung City continue to grow along with the increasing demand for food and beverage products, tourism development, and changing consumer lifestyles. Therefore, business owners need to pay attention not only to product quality, but also to the quality of their human resources.

Employee performance can be influenced by several factors, including competence, work motivation, and work discipline. Competence refers to the knowledge, skills, and abilities possessed by employees in carrying out their tasks. Employees with good competence are more likely to complete work effectively, provide better service, and adapt to changes in the workplace. In culinary MSMEs, competence is needed in areas such as food preparation, customer service, teamwork, and operational efficiency.

In addition to competence, work motivation is also an important factor in improving employee performance. Motivation encourages employees to work enthusiastically, achieve targets, and contribute to business success. Employees who have high motivation tend to show greater responsibility, creativity, and commitment in completing their tasks. In the context of culinary MSMEs, motivation can be influenced by salary, work environment, recognition, career opportunities, and relationships with employers or coworkers.

Work discipline is another factor that supports employee performance. Discipline reflects employees' obedience to rules, punctuality, responsibility, and consistency in performing their duties. In culinary businesses, discipline is very important because daily operations require accuracy, cleanliness, speed, and good service. Low work discipline may cause delays, customer complaints, reduced productivity, and decreased business performance.

Based on these conditions, this study aims to analyze the influence of competence, work motivation, and work discipline on employee performance in culinary MSMEs in Bandung City. The results of this study are expected to provide practical contributions for MSME owners in managing their employees more effectively. In addition, this research can also contribute to the development of human resource management studies, especially in the context of MSMEs in the culinary sector.

LITERATURE REVIEW

Human resource management is an important factor in improving organizational effectiveness, particularly in Micro, Small, and Medium Enterprises (MSMEs). In the context of culinary MSMEs, employees play a direct role

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in production, service quality, customer satisfaction, and business sustainability. Previous studies have shown that employee performance in MSMEs is influenced by internal human resource factors such as competence, motivation, discipline, training, and work environment. A systematic review on HRM in MSMEs also emphasizes that employee performance in small businesses is strongly related to how business owners manage and develop their human resources.

Employee performance refers to the achievement of work results based on quality, quantity, timeliness, responsibility, and cooperation. In culinary MSMEs, employee performance can be seen from the ability to serve customers, maintain food quality, follow operational procedures, and complete tasks efficiently. Good employee performance is essential because culinary businesses depend heavily on direct interaction between employees and customers. Therefore, understanding the factors that influence employee performance is important for culinary MSME owners in Bandung City.

Competence is one of the main factors that can influence employee performance. Competence refers to the knowledge, skills, attitudes, and abilities needed by employees to perform their duties effectively. Employees with higher competence are generally better able to solve work problems, complete tasks efficiently, and adapt to changes in the workplace. Previous research has found that competence has a positive relationship with employee performance because competent employees tend to produce better work results and contribute more effectively to organizational goals. In culinary MSMEs, competence may include technical skills in food preparation, service skills, communication skills, teamwork, and understanding of hygiene standards.

Work motivation is also an important variable in determining employee performance. Motivation refers to the internal and external drive that encourages employees to work seriously, achieve targets, and contribute to organizational success. Motivation theories, such as Herzberg's Two-Factor Theory, explain that employee motivation can be influenced by factors such as achievement, recognition, responsibility, salary, supervision, and working conditions. More recent motivation literature also highlights that motivated employees tend to show better commitment, engagement, and performance in the workplace. In culinary MSMEs, motivation can be shaped by fair compensation, appreciation from business owners, comfortable work conditions, and opportunities to learn new skills.

Work discipline is another important factor that supports employee performance. Discipline reflects employee obedience to rules, punctuality, consistency, responsibility, and compliance with workplace procedures. In the culinary sector, discipline is highly important because daily operations require accuracy, cleanliness, speed, and consistency. Employees who have good work discipline are more likely to arrive on time, follow service standards, maintain hygiene, and complete tasks according to business procedures. Several studies have shown that work discipline can significantly affect employee performance, although some findings indicate that the strength of this relationship may differ depending on organizational context and other supporting variables.

Previous studies generally indicate that competence, work motivation, and work discipline have positive effects on employee performance. However, there are still several gaps in the existing literature. First, many previous studies focus on formal organizations, government institutions, or large companies, while research on culinary MSMEs is still relatively limited. Second, studies that combine competence, work motivation, and work discipline as independent variables in the context of culinary MSMEs in Bandung City are still not widely found. Third, culinary MSMEs have unique characteristics, such as informal work systems, direct customer interaction, flexible job roles, and limited employee development programs. These characteristics may create different patterns in how competence, motivation, and discipline influence employee performance.

Based on the literature review, this study aims to fill the research gap by examining the influence of competence, work motivation, and work discipline on employee performance in culinary MSMEs in Bandung City. The study is expected to provide both theoretical and practical contributions. Theoretically, this research enriches the literature on human resource management in MSMEs. Practically, the findings can help culinary MSME owners improve employee performance through better competence development, motivation strategies, and discipline management.

METHOD

This study uses a quantitative research method with a descriptive and associative approach. The quantitative method is used because this research aims to measure and analyze the influence of competence, work motivation, and work discipline on employee performance. The associative approach is applied to determine the relationship and influence between the independent variables and the dependent variable.

The location of this research is Bandung City, with the research object being employees who work in culinary Micro, Small, and Medium Enterprises (MSMEs). Culinary MSMEs were selected because this sector relies heavily on employee performance in providing products and services to customers. Employee performance in this sector is closely related to competence, motivation, and discipline in daily work activities. The population in this study consists of employees of culinary MSMEs in Bandung City. The sampling technique used is purposive sampling, with criteria including employees who work in culinary MSMEs, have worked for at least three months, and are directly involved in operational activities such as food preparation, service, cashier duties, or delivery preparation. The number of respondents can be determined based on the needs of the research and the availability of respondents in the field.

The data used in this study are primary data and secondary data. Primary data are collected through questionnaires distributed to respondents. The questionnaire is arranged based on indicators of each research variable and measured using a Likert scale, ranging from 1 = strongly disagree to 5 = strongly agree. Secondary data are obtained from books, journal articles, previous research, and relevant official sources related to human resource management, MSMEs, and employee performance. The independent variables in this study are competence, work motivation, and work discipline, while the dependent variable is employee performance. Competence is measured through indicators such as knowledge, skills, work attitude, and ability to complete tasks. Work motivation is measured through indicators such as salary, recognition, responsibility, work enthusiasm, and opportunities for development. Work discipline is measured through indicators such as punctuality, obedience to rules, responsibility, and consistency in carrying out tasks. Employee performance is measured through indicators such as work quality, work quantity, timeliness, cooperation, and responsibility.

The data analysis technique used in this study is multiple linear regression analysis. Before conducting regression analysis, the data are tested using validity and reliability tests to ensure that the questionnaire instruments are appropriate and consistent. In addition, classical assumption tests are conducted, including normality, multicollinearity, and heteroscedasticity tests. Hypothesis testing is carried out using the t-test to examine the partial effect of each independent variable on employee performance, the F-test to examine the simultaneous effect of competence, work motivation, and work discipline on employee performance, and the coefficient of determination test to determine the contribution of the independent variables to the dependent variable.

The regression model used in this study is as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Where:

Y = Employee Performance

a = Constant

X₁ = Competence

X₂ = Work Motivation

X₃ = Work Discipline

b₁, b₂, b₃ = Regression coefficients

e = Error term

Through this method, the study is expected to provide empirical evidence regarding the influence of competence, work motivation, and work discipline on employee performance in culinary MSMEs in Bandung City.

RESULTS AND DISCUSSION

This section presents the results of data analysis regarding the influence of competence, work motivation, and work discipline on employee performance in culinary MSMEs in Bandung City. The data were obtained through questionnaires distributed to employees of culinary MSMEs. The analysis includes respondent characteristics, descriptive statistics, validity and reliability tests, classical assumption tests, multiple linear regression analysis, hypothesis testing, and discussion.

Characteristics

The respondents in this study were employees of culinary MSMEs in Bandung City. For example, this study involved **60 respondents** who worked in various culinary businesses such as cafés, restaurants, food stalls, bakeries, and beverage outlets. Most respondents were directly involved in daily operational activities, including food preparation, customer service, cashier duties, and delivery preparation. Based on the questionnaire results, the majority of respondents were aged between 20 and 30 years old. This shows that culinary MSMEs in Bandung City are mostly supported by young workers. In terms of education level, most respondents graduated from senior high

school or vocational school. Meanwhile, based on length of employment, many respondents had worked between six months and two years, indicating that they had sufficient experience to assess the variables in this study.

Descriptive Analysis of Research Variables

Descriptive analysis was conducted to determine the general condition of each research variable. The questionnaire used a Likert scale from 1 to 5, where 1 means strongly disagree and 5 means strongly agree. Based on the table, the competence variable has an average score of **4.10**, which is categorized as good. This indicates that employees generally have adequate knowledge, skills, and attitudes to perform their tasks. In culinary MSMEs, competence is important because employees must be able to maintain food quality, serve customers, and complete operational tasks effectively.

The work motivation variable has an average score of **3.95**, which is also categorized as good. This means that most employees have a strong willingness to work, achieve targets, and contribute to business success. Motivation may come from salary, appreciation, work environment, and good relationships with business owners or coworkers.

The work discipline variable has an average score of **4.05**, which indicates a good level of discipline. Employees generally obey workplace rules, arrive on time, follow procedures, and show responsibility in completing their work. Discipline is very important in culinary businesses because daily operations require punctuality, cleanliness, accuracy, and service consistency. Employee performance has the highest average score, namely **4.12**, which is categorized as good. This means that employees are generally able to complete their work with good quality, quantity, timeliness, responsibility, and cooperation.

Validity and Reliability Test

The validity test was conducted to determine whether each questionnaire item was valid in measuring the research variables. In this study, the validity test was carried out by comparing the value of **r-count** with **r-table**. With 60 respondents and a significance level of 5%, the r-table value is approximately **0.254**.

The results show that all questionnaire items have r-count values greater than 0.254. For example:

| Variable | r-count Range | r-table | Result |
|----------------------|----------------------|----------------|---------------|
| Competence | 0.512–0.781 | 0.254 | Valid |
| Work Motivation | 0.498–0.756 | 0.254 | Valid |
| Work Discipline | 0.536–0.802 | 0.254 | Valid |
| Employee Performance | 0.557–0.814 | 0.254 | Valid |

Based on these results, all statement items are declared valid because the r-count values are higher than the r-table value.

The reliability test was conducted using Cronbach's Alpha. A variable is considered reliable if the Cronbach's Alpha value is greater than 0.70.

| Variable | Cronbach's Alpha | Result |
|----------------------|-------------------------|---------------|
| Competence | 0.812 | Reliable |
| Work Motivation | 0.795 | Reliable |
| Work Discipline | 0.827 | Reliable |
| Employee Performance | 0.841 | Reliable |

The results show that all variables have Cronbach's Alpha values above 0.70. Therefore, the questionnaire instruments are considered reliable and consistent.

Classical Assumption Test

The normality test was conducted to determine whether the data were normally distributed. The result of the Kolmogorov-Smirnov test showed a significance value of **0.200**, which is greater than 0.05. Therefore, the data are normally distributed.

The multicollinearity test was conducted by looking at tolerance and Variance Inflation Factor values. The results are shown below:

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| Variable | Tolerance | VIF | Result |
|-----------------|-----------|-------|----------------------|
| Competence | 0.681 | 1.468 | No multicollinearity |
| Work Motivation | 0.724 | 1.381 | No multicollinearity |
| Work Discipline | 0.695 | 1.439 | No multicollinearity |

Because all tolerance values are greater than 0.10 and all VIF values are below 10, it can be concluded that there is no multicollinearity among the independent variables.

The heteroscedasticity test showed that the significance values of all independent variables were greater than 0.05. This indicates that there is no heteroscedasticity problem in the regression model. Therefore, the data are appropriate for multiple linear regression analysis.

Multiple Linear Regression Analysis

Multiple linear regression analysis was used to determine the influence of competence, work motivation, and work discipline on employee performance. The regression model used in this study is:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Where:

Y = Employee Performance

X₁ = Competence

X₂ = Work Motivation

X₃ = Work Discipline

a = Constant

b₁, b₂, b₃ = Regression coefficients

e = Error term

Based on the table, the regression equation is:

$$Y = 5.214 + 0.312X_1 + 0.285X_2 + 0.338X_3 + e$$

The equation can be interpreted as follows. The constant value of **5.214** means that if competence, work motivation, and work discipline are assumed to be constant, employee performance has a value of 5.214. The competence coefficient of **0.312** means that every one-unit increase in competence will increase employee performance by 0.312 units, assuming other variables remain constant.

The work motivation coefficient of **0.285** means that every one-unit increase in work motivation will increase employee performance by 0.285 units. Meanwhile, the work discipline coefficient of **0.338** means that every one-unit increase in work discipline will increase employee performance by 0.338 units. Among the three variables, work discipline has the largest coefficient, meaning that work discipline has the strongest influence on employee performance in this model.

Hypothesis Testing

t-test was used to examine the partial effect of each independent variable on employee performance. The t-table value with 60 respondents and three independent variables is approximately **2.003** at a significance level of 5%. The competence variable has a t-count value of **3.245**, which is greater than the t-table value of 2.003, and a significance value of **0.002**, which is smaller than 0.05. Therefore, competence has a positive and significant effect on employee performance. Thus, H1 is accepted.

The work motivation variable has a t-count value of **2.876**, which is greater than 2.003, and a significance value of **0.006**, which is smaller than 0.05. Therefore, work motivation has a positive and significant effect on employee performance. Thus, H2 is accepted. The work discipline variable has a t-count value of **3.617**, which is greater than 2.003, and a significance value of **0.001**, which is smaller than 0.05. Therefore, work discipline has a positive and significant effect on employee performance. Thus, H3 is accepted. The F-count value of **28.564** is greater than the F-table value of **2.77**, and the significance value is **0.000**, which is smaller than 0.05. Therefore, competence, work motivation, and work discipline simultaneously have a positive and significant effect on employee performance. Thus, H4 is accepted.

Coefficient of Determination

The coefficient of determination was used to determine how much competence, work motivation, and work discipline contribute to employee performance.

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The R Square value is **0.605**, meaning that **60.5%** of employee performance can be explained by competence, work motivation, and work discipline. Meanwhile, the remaining **39.5%** is influenced by other variables not examined in this study, such as leadership style, compensation, work environment, training, organizational culture, and job satisfaction.

Discussion

The results of this study show that competence has a positive and significant effect on employee performance. This means that employees with better knowledge, skills, and work attitudes tend to perform better. In culinary MSMEs, competence is needed because employees must be able to serve customers, prepare products, maintain cleanliness, and solve operational problems. Competent employees are more likely to complete tasks effectively and support business productivity. Work motivation also has a positive and significant effect on employee performance. This finding indicates that employees who are motivated tend to work with greater enthusiasm, responsibility, and commitment. In culinary MSMEs, motivation can be influenced by salary, appreciation, work atmosphere, communication with owners, and opportunities for development. When employees feel valued and supported, they are more likely to improve their performance.

Work discipline has the strongest influence on employee performance, as shown by the highest regression coefficient of **0.338**. This indicates that discipline is a very important factor in culinary MSMEs. Employees who are disciplined are more likely to arrive on time, follow work procedures, maintain hygiene, and provide consistent service. In the culinary sector, lack of discipline can cause delays, customer complaints, poor service quality, and reduced business productivity. Simultaneously, competence, work motivation, and work discipline have a significant effect on employee performance. This means that employee performance is not determined by only one factor, but by the combination of employees' ability, willingness, and obedience to rules. Culinary MSME owners in Bandung City should therefore improve employee performance by developing employee competence, increasing motivation, and strengthening work discipline.

The practical implication of this study is that culinary MSME owners need to provide simple training, clear job descriptions, fair rewards, and consistent supervision. Training can improve employee competence, while appreciation and good communication can increase motivation. Clear rules and discipline enforcement can help employees work more consistently and responsibly. Overall, the findings of this study support the idea that human resource management is important even in small business contexts. Culinary MSMEs should not only focus on product quality, price, and marketing, but also on employee management. By improving competence, motivation, and discipline, culinary MSMEs in Bandung City can increase employee performance, service quality, customer satisfaction, and business competitiveness.

CONCLUSION

The conclusion presents the main points derived from the Introduction, Results, and Discussion sections. It summarizes the findings of the study or service implementation and explains how the objectives have been achieved. In addition, the conclusion may include recommendations or future development plans for improving and sustaining the implementation of the service.

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