

FACTORS THAT EFFECT EMPLOYEE PRODUCTIVITY WITH WORK COMPETENCY AS INTERVENING VARIABLE AT FOOD AND BEVERAGE MSMEs IN BATAM

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Abstract

Labour is one of the most important things in measuring the competitiveness of a country. Indonesia's workforce is ranked 51 out of 63 studied by the International Institute for Management Development (IMD) in the World Talent Ranking in 2022. This can be seen based on statistical data on the level of labor productivity released in 2022 by the ILOSTAT (International Labor Organization) agency that Indonesia is still in 107th place out of 185 countries at US \$ 13.1 per hour. This study was conducted to examine the effect of work discipline and work motivation on employee productivity with work competence as mediation in Food and Beverage MSMEs in Batam. The research method used is a quantitative approach. The research collected respondents using a questionnaire method through Gform for 400 samples. The data were analyzed using SPSS to analyze descriptive data and Smart PLS to test research hypotheses. The results showed that the variables of work discipline and work motivation directly affect employee productivity and indirectly affect through work competency

Keywords: Employee Productivity, Work Discipline, Work Motivation, Work Competency

Introduction

Labor acts as one of the factors of production by an organization that serves an important function in terms of welfare and competitiveness of the country. Labor's ability is to create a product in the form of goods or services that can stimulate the country's economy by increasing state income (Nuraeni et al., 2021). Based on research by the International Institute for Management Development (IMD) in the World Talent Ranking 2022, the level of Indonesian labor is ranked 51 out of 63 countries, which proves that Indonesian labor is still too far away when compared to another Southeast Asian countries. Workforce reduction is influenced by various aspects such as the economy, infrastructure, especially on productivity which is inadequate in providing opportunities to increase the level of labor because employment growth is dominated by low productivity jobs (fiscal. kemenkeu, 2021). Likewise, it was published on January 17, 2022 by the ILOSTAT (International Labor Organization) agency that the productivity level of Indonesian employees with an income of US \$13.1 in an hour was ranked 107th out of 185 countries. This is not compatible with the fact that Indonesia has a vision to occupy the status of a developed country, which is seen from one of the indicators of human resources (kompas, 2020). MSMEs in Indonesia play a contributing role in increasing GDP (Gross Domestic Product), especially in the context of the Industrial Age 4.0 (Rosita, 2020). MSMEs contribute 97% of employment, 60% of the country's GDP, 58% of all investment, and 14% of all exports (kominfo, 2020). According to the Asian Development Bank, MSME productivity in Indonesia only reached US\$0.005 million per worker in 2018 and didn't have any significant increase from 2015 to 2018, while Singapore's productivity reached US\$0.060 million per worker. This difference is a benchmark for Indonesia to accelerating the growth of its MSME productivity (ADB, 2021).

Marlapa & Mulyana (2020) argue that the quality of employee productivity affects the company in achieving long-term success so most the company demands a high productivity. Employee productivity is closely related to elements of motivation, work discipline and competency at work. Motivation can foster self-development that leads to high productivity (Opatha, 2020). Competency and work discipline are two elements that have an impact on productivity. According to Fitiriasari & Wulansari (2020), highly competent individuals can improve the quality of their performance. Work discipline can be reflected in its performance where the better the performance of an employee, the more disciplined they are in carrying out their duties.

Literature Review

Employee Productivity

Marlapa & Mulyana (2020) suggest that productivity is determined by the ratio of input and output, which illustrates the effectiveness and efficiency of the production process. The quality of employee productivity is the key to the company's success so that basically the company demands on maximum productivity (Siagian, 2021). Productivity is a skill that creates products in the form of goods and services derived from various aspects of production to optimize the quantity and quality of products (Rulianti & Herdidayanti, 2021). Kristianti & Sunarsi (2020) define productivity as a parameter of production results with capital over a certain period of time with evaluation methods mainly on utilized assets usually including various types and different proportions. Meanwhile, Sunarto & Maulana (2021) describe productivity as a match of results and

capital from the company in utilizing the available workforce to complete the work on time. Productivity for Yudhy & Nur'aeni (2020) is expressed as the ratio of effort in creating a product.

Independent Variable

Work discipline is defined as an action or attitude with a sense of 'respect' by employees towards applicable company regulations. Thus the level of discipline of a worker can be measured by how they behave towards the rules. Work motivation is a condition that encourages employees to be able to achieve the goals of their desires at work. Competence reflects the insight base and performance standards needed to handle a job desk in accordance with its position (Marlapa & Mulyana, 2020).

Work Discipline on Employee Productivity

The results of research by Marlapa & Mulyana (2020) are that work discipline affects employee productivity are based on employee character described through how disciplined and responsible they are. Hutaeruk et al., (2022) found that there is a substantial relationship that can increase productivity through increased work discipline which leads to increased expertise, quality, morale, and efficiency. Fitriarsari & Wulansari (2020) explain that work discipline and productivity are strongly correlated where the more disciplined an employee is, the higher their productivity. Sunarto & Maulana (2021) suggest that discipline is the main function of HRM that maximizes regulatory compliance in achieving organizational targets. Siagian (2021) states that discipline is the key to success in developing employees to meet organizational demands to advance productivity. Meanwhile, through research by Rulianti & Herdidayanti (2021), it was found that work discipline does not affect productivity where discipline has little impact on productivity because discipline consists of various actions that illustrate obedience and order that require self-awareness.

Work Motivation on Employee Productivity

In the Komar Priatna et al., (2020) which found that productivity will be higher if employees are motivated by their field of work. Motivation is enhanced through meeting financial needs, job security and safety, and work quality which can affect employee productivity (Andi, 2020). Yudhy & Nur'aeni (2020) reviewed that motivating employees' awareness of the importance of efficient work can optimize their productivity. Motivation in employees can spur the mindset of employees to realize company success (Prasada et al., 2020). According to Marlapa & Mulyana (2020), motivation stimulates productivity by mobilizing employee potential to adjust needs and engage themselves to focus on organizational development. Alam et al., (2020) found that the level of productivity depends on the motivation possessed if the employee is motivated, the output will be of higher quality.

Work Discipline on Work Competency

Haudi et al., (2022) suggests that by being accustomed to discipline, a sense of responsibility will grow to complete the tasks assigned. This is similar to research by Marlapa & Mulyana (2020) which shows that there is a significant relationship between work discipline and competence and in Nawangwulan (2022)'s research which found a positive relationship between the two variables.

Work Motivation on Work Competency

Motivation drives employees' self-enthusiasm to continue to be eager to improve their abilities, such as participating in training and development (Kariza et al., 2022). However, in a study conducted by Nawangwulan (2022) states that motivation at work is not one of the factors that affect employee competence. The results prove that competence is a 'core' that should be present by every employee.

Work Competency on Employee Productivity

According to Kariza et al., (2022), competence is the main factor of employees related to a person's capacity to work which has an impact on productivity. Marlapa & Mulyana (2020) describe competency as the value of human resource quality that affects labor productivity. Sutarman (2022) found that competence affects work productivity because competent workers can complete work quickly and accurately. In the findings of Pattihahuan & Mukti (2022), it is evident that the concept of competence is based on a person who seeks to recognize, develop, and use skills to produce a high productivity. Employees' knowledge, abilities, and work ethic are called "competencies" (Sutarman, 2022). This is in line with Nawangwulan (2022) who states that increasing competence can develop the quality of their output so that it affects productivity.

Work Competency mediates Work Discipline and Employee Productivity

Nawangwulan (2022) examined that adherence to rules and procedures can increase work productivity indirectly through competence. This is also in accordance with research conducted by Marlapa & Mulyana (2020) that competence affects work discipline variables on work productivity.

Work Competency mediates Work Motivation and Employee Productivity

Motivation encourages employees to improve their abilities by attending training and then using them on their work so that motivation is related to competence and productivity (Kariza et al., 2022). According to research conducted by Nawangwulan (2022) motivation on employee can help improve their competence where motivation can encourage employees to continue develop their abilities which can directly affect productivity levels. This is similar to research conducted by Marlapa & Mulyana (2020) that competence is a mediation that connects a person's motivation which leads to increased productivity.

Conceptual Framework

Based on the background discussion and the relationship between variables, the research model was developed as follows:

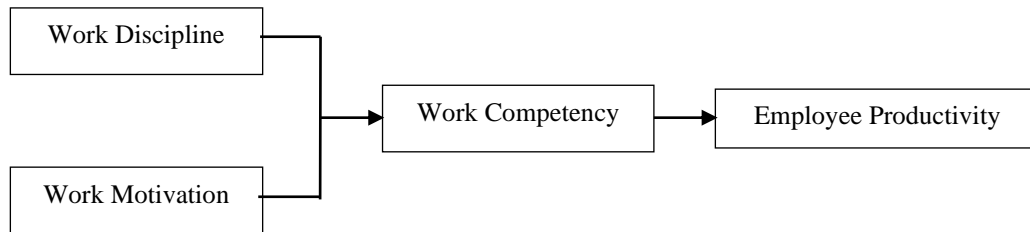


Figure 1 Conceptual Framework

- H1 : Work Discipline has a significant effect on Employee Productivity.
- H2 : Work Motivation has a significant effect on Employee Productivity.
- H3 : Work Discipline has a significant effect on Work Competency.
- H4 : Work Motivation has a significant effect on Work Competency.
- H5 : Work Competency has a significant effect on Employee Productivity.
- H6 : Work Competency significantly mediates the relationship between Work Discipline and Employee Productivity.
- H7 : Work Competency has a significant effect on mediating the relationship between Work Motivation and Employee Productivity.

Methods

This research uses quantitative research that will provide output results in the form of numerical data that describes related research testing through descriptive and statistical analysis methods. The population in this study are all employees who are working in an MSME (Micro, Small and Medium Enterprises) business entity in the Food and Beverage industry in Batam City. The determination of this population is based on the statement that MSMEs have an influence that can encourage economic growth in Batam City (BP Batam, 2021).

As for the data obtained on the number of MSME units in Batam City engaged in the F&B industry, it is not listed in detail with numerical data in various national publications, so researchers use the method of determining the target of the sample using the method put forward by Sarstedt et al., (2020) that the measurement of the number of samples is calculated based on the number of statements of each variable with the formula $n \times 10$ respondents, with the number of statements in this research model as many as 40 statements so that the calculation results in 400 samples. the source of data collection in the researcher used is primary data obtained through direct sources. Researchers will distribute questionnaires through a link in the form of gform to employees in the F&B MSME sector located in Batam City. Secondary data used in this study is data obtained through journals, government websites, news, and others. The research applied the analysis method with SPSS to analyze the demographic data of respondents and SmartPLS which was used to analyze the research model by describing the alignment of direct and indirect relationships by each variable (Zeng et al., 2021).

Result and Discussion

Descriptive Statistics

Based on the collection of respondents, there were 421 questionnaires distributed, 21 respondents did not meet the criteria due to inconsistent data filling so that 400 respondents were used. Of the 400 respondents studied, 52% were male which dominated compared to female respondents by 48%. In the age classification, there are 15.5% aged under 20 years, 34.5% aged 20-25 years, 31.5% aged 26-35 years, and 18.5% aged over 35 years. This shows that filling out the questionnaire is dominated by respondents with an age range of 20-25 years. Based on the processed data, it can be seen that respondents are dominated by the latest high school / K / equivalent graduates as much as 51.3%, there are 5% of respondents who graduated from elementary school, 16.5% graduated from junior high school / equivalent, 5.8% graduated from diploma, 21% graduated from bachelor (S1) and 0.5% graduated from master (S2). The classification of MSME positions processed can be seen that the position of full-time staff is dominant with a percentage of 46%, the position of MSME

owners reaches 30.5%, the position of manager or manager is 10.5%, and the position as part-time staff reaches 13%. In the category of income per month, respondents with income below Rp4,500,000 dominate as much as 51%, as many as 27% who have income of Rp4,500,000 to Rp7,000,000, as many as 12% who have income of Rp7,000,000 to Rp10,000,000, and respondents with income above Rp10,000,000 reach 10%. In the data processing carried out, there are respondents whose tenure has not reached 1 year amounting to 29%, 52.8% for the length of service with a range of 1 to 5 years dominating and respondents who have worked for more than 5 years reaching 18.3%. Based on the data obtained, there are 40.3% with the number of employees under 5 employees in MSMEs that dominate, 37.3% with the number of employees in the range of 5 to 10 employees, 15.5% with the number of employees in the range of 10 to 20 employees, and 7% with more than 20 employees. From the data obtained on the location of MSMEs sub-districts, it was found that respondents were predominantly located in Batam Kota (42%), 2% in Batu Aji, 6.8% in Bengkong, 4% in Nongsa, 30.3% in Lubuk Baja, 5.5% in Sekupang, 2% in Sagulung, 6.5% in Batu Ampar, 0.8% in Sei Beduk, and 0.3% in Galang.

Convergent Validity

Based on Hair et al., (2020), the provisions that apply to outer loading testing must be worth < 0.6 in each indicator to be considered valid. Table 1 below shows the results that the outer loading test contains several indicators that do not meet the criteria because the value is below 0.6, namely WD4, WD5, WD6, WD7, WM3, WM4, WM8, WC4, WC7, WC9 and EP2 so that these indicators will be removed or not included in further testing. Indicators WM5, EP1, and EP3 were removed to meet the criteria for the AVE value.

Table 1 Outer Loadings and AVE Result

Indicators	Outer Loadings	AVE	Conclusion		
WD1	0,783	0,590	Valid		
WD2	0,766				
WD3	0,796				
WD8	0,759				
WD9	0,714				
WD10	0,787				
WM1	0,876				
WM2	0,836				
WM6	0,784			0,699	Valid
WM7	0,857				
WM9	0,847				
WM10	0,813				
WC1	0,849				
WC2	0,811				
WC3	0,818				
WC5	0,786	0,629	Valid		
WC6	0,824				
WC8	0,772				
WC10	0,682				
EP4	0,688				
EP5	0,695				
EP6	0,617				
EP7	0,634			0,508	Valid
EP8	0,707				
EP9	0,716				
EP10	0,731				

Discriminant Validity

Fornell Larcker is one of the testing criteria for discriminant validity to observe the comparison of the square root of the AVE of each construct with the correlation between components in the model. The provisions of Fornell Larcker are the value of the square root of the AVE to be greater than the correlation

between the components in the model (Roemer et al., 2021). It can be seen in the table that the model has met the discriminant validity of the Fornell Larcker Criterion.

Table 2 Discriminant Validity (Fornell Larcker Criterion)

	<i>Employee Productivity</i>	<i>Work Competency</i>	<i>Work Discipline</i>	<i>Work Motivation</i>
Employee Productivity	0,713			
Work Competency	0,433	0,793		
Work Discipline	0,396	0,420	0,768	
Work Motivation	0,406	0,496	0,438	0,836

Henseler et al., (2015) explain HTMT as an alternative criterion carried out in looking at the discriminant validity value where the requirement is a value lower than 0.90 so that the HTMT test in table 4. can be said to produce a good discriminant validity value.

Table 3 Discriminant Validity (HTMT)

	<i>Employee Productivity</i>	<i>Work Competency</i>	<i>Work Discipline</i>	<i>Work Motivation</i>
Employee Productivity				
Work Competency	0,473			
Work Discipline	0,459	0,457		
Work Motivation	0,454	0,535	0,487	

Reliability Test

This test is conducted to observe the level of consistency of variables which are declared reliable if they have a Cronbach's Alpha or Composite Reliability value of more than 0.6 (Henseler & Chin, 2010). Variable reliability testing is declared valid which can be seen in the table below.

Table 4 Reliability Test

Variable	<i>Cronbach's Alpha</i>	<i>Composite Reliability</i>	<i>Conclusion</i>
WC	0,902	0,922	Reliable
WD	0,861	0,896	Reliable
WM	0,914	0,933	Reliable
EP	0,839	0,878	Reliable

Inner Model

Hair et al., (2020) explain that the provisions used in testing the direct and indirect effects between variables are in the T-Statistic value greater than 1.96 at a P-Value not exceeding 0.05, it can be stated that the direct variable relationship is significant and the determination of positive and negative significance values is seen in the Sample Mean shown.

Table 5 Direct Effect

<i>Direct Effect Variable</i>	<i>Sample Mean (M)</i>	<i>T Statistics</i>	<i>P Value</i>	<i>Conclusion</i>
WD → EP	0,209	3,660	0,000	H1: Significantly Positive
WM → EP	0,193	3,584	0,000	H2: Significantly Positive
WD → WC	0,256	4,609	0,000	H3: Significantly Positive
WM → WC	0,383	6,860	0,000	H4: Significantly Positive
WC → EP	0,254	4,401	0,000	H5: Significantly Positive

Table 6 Indirect Effect

<i>Indirect Effect Variable</i>	<i>Sample Mean (M)</i>	<i>T Statistics</i>	<i>P Value</i>	<i>Conclusion</i>
WD → WC → EP	0,065	2,995	0,003	H6: Significantly Positive
WM → WC → EP	0,098	3,511	0,000	H7: Significantly Positive

Hypothesis 1

In table 5, it can be seen that the results of H1 have a T-Statistic value of 3.660, at a P-Value of 0.000 with a positive significance on the Sample Mean with a value of 0.209. So hypothesis 1 can be proven that work discipline has a significant positive effect on employee productivity in Food and Beverage MSMEs' employees in Batam City. The results of this study are in line with those studied by Marlapa & Mulyana (2020), Hutauruk et al., (2022), Fitiriasari & Wulansari (2020), Sunarto & Maulana (2021), Siagian (2021). However, research from Rulianti & Herdidayanti (2021) shows that discipline has little effect on increasing productivity because discipline comes from actions that show one's obedience on the basis of self-awareness.

Hypothesis 2

In table 5, it can be seen that the results of H2 have a T-Statistic value of 3.584, a P-Value of 0.000 with a positive significance on the Sample Mean with a value of 0.193. So hypothesis 2 can be proven that work motivation has a significant positive effect on employee productivity in Food and Beverage MSMEs' employees in Batam City. The results of this study are in line with those studied by Komar Priatna et al., (2020), Yudhy & Nur'aeni (2020), Marlapa & Mulyana (2020), Alam et al., (2020), Prasada et al., (2020), and Andi (2020).

Hypothesis 3

In table 5, it can be seen that the results of H3 have a T-Statistic value of 4.609, a P-Value of 0.000 with a positive significance on the Sample Mean with a value of 0.256. So hypothesis 3 can be proven that work discipline has a significant positive effect on work competency in MSMEs' employees of Food and Beverage in Batam City. The results of this study are in line with those studied by Haudi et al., (2022), Marlapa & Mulyana (2020), and Nawangwulan (2022).

Hypothesis 4

In table 5, it can be seen that the results of H4 have a T-Statistic value of 6.860, at a P-Value of 0.000 with a positive significance on the Sample Mean with a value of 0.383. So hypothesis 4 can be proven that work motivation has a significant positive effect on work competency in MSMEs' employees of Food and Beverage in Batam City. This is in line with research conducted by Kariza et al., (2022), while Nawangwulan (2022)'s shows that motivation has no effect on competence because quality competence is reflected in a professional attitude at work.

Hypothesis 5

In table 5, it can be seen that the results of H5 have a T-Statistic value of 4.401, a P-Value of 0.000 with a positive significance on the Sample Mean with a value of 0.254. So hypothesis 5 can be proven that work competency has a significant positive effect on employee productivity by employees of MSME Food and Beverage in Batam City. The results of this study are in line with those conducted by Kariza et al., (2022), Marlapa & Mulyana (2020), Sutarman (2022), Pattihahuan & Mukti (2022), and Nawangwulan (2022).

Hypothesis 6

In Table 6, it can be seen that the results of H6 have a T-Statistic value of 2.995, a P-Value of 0.003 with a positive significance on the Sample Mean with a value of 0.065. So hypothesis 6 can be proven that work competency has a significant positive effect on mediating work discipline on employee productivity by employees of MSMEs Food and Beverage in Batam City. This is in line with research conducted by Nawangwulan (2022) and Marlapa & Mulyana (2020).

Hypothesis 7

In Table 6, it can be seen that the results of H7 have a T-Statistic value of 3.511, a P-Value of 0.000 with a positive significance on the Sample Mean with a value of 0.098. So hypothesis 7 can be proven that work competency has a significant positive effect on mediating work motivation on employee productivity by employees of MSMEs Food and Beverage in Batam City. This is in line with research reviewed by Kariza et al., (2022), Nawangwulan (2022), and Marlapa & Mulyana (2020).

Goodness of Fit Model

The R Square test has provisions with a value of more than 0.75 indicating a strong model, a moderate model if in the range of 0.50 to 0.75 and a weak model if in the range of 0.25 to 0.50 (Hair et al., 2020). Data processing in table 7 displays the R Square value on the work competency variable has a value of 0.303, which means that WD and WM are able to influence the work competency variable by 30.3% while the remaining 69.7% is influenced by other variables not used in the research model. The R Square value on the Employee Productivity variable is 0.280 which means that WD, WM and WC affect Employee Productivity by 28% while the remaining 72% is influenced by other variables not used in the research model. Then the value of R Squares > 0.25 which indicates that the work competency and employee productivity variables are in the "Weak" category.

Table 7 R Square

Variable	R Square	Conclusion
Employee Productivity	0,280	Weak
Work Competency	0,303	Weak

Ghozali (2021) suggests that SRMR testing has provisions on the output sample mean smaller than 0.1 or the smaller the value, the more it shows the suitability of the data to the model. Based on table 8, the SRMR test results on the model have a value of 0.042, indicating that the data suitability has met the SRMR criteria.

Table 8 SRMR

	Orginal Sample	Sample Mean	95%	99%
Saturated Model	0,066	0,042	0,046	0,048
Estimated Model	0,066	0,042	0,046	0,048

A higher Goodness of Fit (GoF) value indicates that the model has accuracy with the data. It is classified as weak if the GoF value is equal to greater than 0.10, moderate if equal to greater than 0.25 and strong if equal to greater than 0.36 (Ghozali, 2021). The results of the GoF calculation are based on the table 9:

Table 9 Quality Index Result

Communalities	R Square	GoF	Conclusion
0,6065	0,2915	0,42047	Strong

Conclusion and Recommendations

Conclusion

At the end of the research carried out, there are several conclusions based on information and references to previous research and data processing in the previous chapter, the following conclusions are attached to the research results as follows: work discipline significantly positive affects employee productivity because the higher the level of employee discipline, the more quality work it produces. Work motivation significantly positive affects employee productivity because motivation is a driving force in doing an effort so that motivation can affect the level of productivity. Work discipline significantly positive affects work competency because a sense of employee discipline can provide a sense of responsibility that can affect the level of skill in competence. Work motivation significantly positive affects work competency because that through motivation can increase employee interest in continuing to hone their skills and knowledge so as to increase their competence. Work competency significantly positive affects employee productivity because basically in increasing productivity at work requires a qualified level of competence so that employees can provide quality work results. Work competency significantly positive mediates the relationship between work discipline and employee productivity because employee discipline can provide regularity and work enthusiasm which can provide an increase in their competence which will indirectly increase their productivity. Work competency significantly positive mediates the relationship between work motivation and employee productivity because motivation can influence employees to have work persistence in honing their competence so as to increase productivity through quality work results.

Limitations

This research was carried out basically has various limitations that make the research cannot be carried out optimally, which are attached as follows difficulty in obtaining information on MSMEs consumers in Batam City because the majority of workers or owners of MSMEs still have minimal knowledge related to the research conducted. The distribution of questionnaires only online with gform so as not to get more detailed information related to respondents. Difficulty in receiving accurate data due to the respondent's lack of seriousness in filling out a questionnaire that does not match the real situation. Having trouble finding references for certain hypotheses.

Recommendations

Based on the conclusions and limitations that have been attached, here are some recommendations that are expected to be considered by future research: it is intended that more research will clarify the questionnaire statements and include questionnaire references in order to maximize study outcomes. It is recommended that in using questionnaire instruments not only through gform but also in hardcopy. It is hoped that further research will use interview instruments with respondents to strengthen the accuracy of the data. It is expected that further research in examining the same model to add other variables that can affect Employee Productivity.

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