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THE INFLUENCE OF DISCIPLINE, KNOWLEDGE MANAGEMENT AND COMPETENCE ON THE PERFORMANCE OF OUTSOURCING EMPLOYEES PLASA TELKOM BOGOR REGIONAL 2

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Abstract

Performance management is management about creating relationships and ensuring effective communication between employees and their superiors. This study aims to analyze the influence of discipline, knowledge management and competence on the performance of outsourced employees at Plasa Telkom Bogor Bogor Regional 2. This research uses quantitative research with a descriptive approach. The sampling method used in this study was simple random sampling. The number of samples to be used in this study were 30 outsourced employees. The results showed that all variables had a significant effect on variable Y. The work discipline variable (X1) had a significant effect on employee performance because the results of the t significance test showed that the sig value of X1 was 0.036, this shows a significance value of less than 0.05. The Knowledge Management variable (X2) has a significant effect on Employee Performance (Y), this can be seen from the t significance test which shows the sig value of X2 is 0.035 (smaller than 0.05). Competency variable (X3) has a significant effect on employee performance (Y), this can be seen from the t significance test which shows the sig value of X3 is 0.015 (smaller than 0.05).

Keywords: Competence, Discipline, Knowledge Management, Performance of Employees.

INTRODUCTION

Human resources are part of management which is an element of management in which there are workers in the company. Humans are always active and dominant in every organizational activity, because humans become planners, actors and determinants of the realization of organizational goals. Human resource management is a strategic area of the organization. Human resource management should be seen as an extension of the traditional view of managing people effectively and to do so requires knowledge of human behavior and the ability to manage it. According to Mangkunegara (2013:2), "Human resource management is a planning, organizing, coordinating, implementing, and supervising the procurement, development, provision of remuneration, integration, and separation of labor in order to achieve organizational goals. The resources needed to run the company cannot be seen as independent parts, but must be seen as a strong unit forming a synergy. In this case the role of human resources is crucial.

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PT Telkom is committed to providing services with a guarantee, that customers will get the best quality service, in the form of product convenience and quality networks at competitive prices. Therefore, PT Telkom carries out the process of digitizing human resources by preparing strategic plans, implementation and evaluation. Through the concept of The Telkom Way, digitization of human resources based on technical functional competencies, digital leadership competencies, and professional competencies is intended so that all human resource planning can be measured and have a direct impact on the company's business.

An organization is formed to achieve common goals, but to achieve goals effectively requires good management or performance as well as correct leadership. Performance management is management about creating relationships and ensuring effective communication between employees and their superiors. According to preference, performance is the ability to work or an achievement that is achieved and what is needed. Thus performance can be seen from several different dimensions, the first is performance as a result or output, namely assessing performance to see what has been achieved by a person. The second is performance seen from the aspect of the process, how are the procedures that have been passed and carried out by someone in completing their duties. If the employee cannot achieve the performance, the company is unlikely to make a profit. Therefore, managers regulate employee performance so that they can achieve the expected company performance. In connection with the importance of employee performance in determining whether or not company goals are achieved, various methods are used to improve employee performance, including contract employees (outsourcing).

In this case PT Telkom also entrusts several types of work to outsourcing service providers, this is of course to reduce costs, efficiency and effectiveness of the company. In Law No. 13 of 2003 concerning Manpower, outsourcing or outsourcing means handing over part of the work to another company through a work charter agreement or the provision of worker/employee services. Competition is getting tougher in the current era of globalization, encouraging outsourced employees to improve their quality of work. Employees should have good performance so that they can help the company achieve its goals. Companies currently have a choice in implementing policies to employ employees on a permanent basis and on a contract basis.

The real situation is that many employees oppose the policy of hiring employees on a contractual basis and really want to abolish the policy. The phenomenon of companies using contract labor (outsourcing) is due to the large number of companies and the many types of work which of course require many types of expertise so that it is not possible for companies to provide the workforce as a whole. To determine the level of employee performance, a performance appraisal is needed. A fair performance appraisal requires a benchmark standard that can be used as a comparison of performance between employees. In addition to the factors in performance, there are also several criteria that can be used to assess whether an employee's performance is good or not. And these criteria include the quality of work,Soedjono, 2009).

One of the things that must be considered in carrying out work is achieving good performance, in accordance with the performance standards applied and desired by the organization, and in accordance with the vision and mission of the organization. However, in order for all employees to achieve the desired performance, many factors may influence employees such as leadership style, organizational culture, compensation, motivation, awards

or rewards, organizational commitment, and so on. Previous research conducted by Kurniawan (2018) found that knowledge management has an effect on employee performance. Based on the results of the joint work discipline and job satisfaction variable tests conducted by Prambanan (2018) it shows that there is a significant influence on employee performance variables. In addition, research conducted by Putro (2017) shows that work discipline has a significant positive effect on employee performance.Revita (2015)states that competence has a significant positive effect on employee performance. In this regard, this study will discuss three identified factors, namely discipline, knowledge management, and competencies that might affect the performance of outsourced employees at Plasa Telkom Bogor Regional 2.

METHOD

This research was conducted at Plaza Telkom Bogor Regional 2 from October to December 2018. This study used quantitative research with a descriptive approach.Sugiono (2013: 13) argues that quantitative research is a research method based on the philosophy of positivism used to examine certain populations or samples, sampling techniques are generally carried out randomly, data collection uses research instruments, data analysis is quantitative/statistical in nature with the aim of testing hypotheses which have been set. The method used in collecting data in the field for research is the survey method. According toSugiono (2013: 11) what is meant by the survey method is "The survey method is a research method carried out on large and small populations, but the data studied is data from samples taken from that population, so that relative events, distribution, and relationships are found between sociological and psychological variables".

The sampling method used in this study was simple random sampling. The population defined in this research is contract employees as many as 33 people. Based on calculations using the slovin technique, the number of samples to be used in this study were 30 outsourced employees. The data collection method that is commonly used in a study is observation by conducting direct research on the environmental conditions of the research object that supports research activities, so that a clear picture of the condition of the research object is obtained. The tool used to collect primary data in this study is a questionnaire. The scale used in this study is the Likert scale, this scale has an interaction of 1-5 and with a choice of answers.

RESULTS AND DISCUSSION

Sample Characteristics

Based on the results of the study, the ages of the respondents were all classified as productive age and also the difference in the age range was not that significant. The diagram presents that the majority of respondents are between the ages of 22-24 years as many as 8 respondents, then followed by the age range of 28-30 years as many as 6 respondents, then aged 25-27 years as many as 5 respondents and the last is the least number of respondents, namely 31- 33 years there are only 2 respondents.

Based on gender, the dominance of women who became respondents was 97% compared to men, only 3%. Based on the results of this description it can be concluded that in the scope of Plasa Telkom Bogor Regional 2, outsourcing employees are dominated by women. All

respondents are classified as having received a minimum education at the Diploma 3 level, it is clear that as many as 12 D3 graduates and 18 S1 graduates. This means that the condition of the respondents or employees of Plasa Telkom Bogor Regional should have a better level of performance because all of the respondents had received education at the tertiary level.

Question Category Index

Table 1. Question Category Index

VARIABLE	INDICATOR	AVERAGE VALUE	SCORE	CATEGORY
work discipline	1	18,4	92	GOOD
	2	18,8	94	GOOD
	3	17,4	87	GOOD
	4	18,6	93	GOOD
	5	19,8	99	GOOD
	6	16,6	83	GOOD
	7	17,6	88	GOOD
	8	18,4	92	GOOD
	9	18	90	GOOD
	10	17,4	87	GOOD
	11	18	90	GOOD
	12	18,2	91	GOOD
	13	19	95	GOOD
	14	17,4	87	GOOD
	15	16,6	83	GOOD
Knowledge	1	18,4	92	GOOD
management	2	19,4	97	GOOD
	3	15,2	76	GOOD
	4	19,6	98	GOOD
	5	19,8	99	GOOD
	6	18	90	GOOD
	7	18,8	94	GOOD
	8	17,8	89	GOOD
	9	15,6	78	GOOD
	10	17	85	GOOD
	11	18,8	94	GOOD
	12	15,4	77	GOOD
	13	18,8	94	GOOD
	14	17,6	88	GOOD
	15	18,4	92	GOOD
	16	18	90	GOOD
	17	18,4	92	GOOD
competence	1	17,4	87	GOOD
	2	18,6	93	GOOD
	3	18	90	GOOD
	4	16,2	81	GOOD

	5	16,2	81	GOOD
	6	17,6	88	GOOD
	7	18	90	GOOD
	8	17,8	89	GOOD
	9	19,2	96	GOOD
	10	19,2	96	GOOD
	11	19,2	96	GOOD
	12	18	90	GOOD
	13	18,4	92	GOOD
	14	17,8	89	GOOD
	15	16,6	83	GOOD
	16	16	80	GOOD
	17	17	85	GOOD
	18	16,6	83	GOOD
	19	17,8	89	GOOD
	20	17,2	86	GOOD
	21	19,2	96	GOOD
	22	19,2	96	GOOD
	23	18	90	GOOD
	24	16,2	81	GOOD

Based on Table 5.4 all indicators show good results. This can be seen from the question category index table which presents that all indicator categories are good. Therefore, the question category index can be concluded that the overall perception of respondents to the questions asked is good.

Validation Test

Validity testing is carried out to test whether the measuring instrument or questionnaire used is valid or invalid. The validity used in this study (content validity) describes the suitability of a data meter with what will be measured(Ferdinand, 2006). The basic decision making used to test the validity of the questionnaire items is if r count is positive and r count > r table then the variable is valid and if r count is not positive and r count <r table then the variable is invalid. If the results show a significant value, then each question indicator is valid.

Table 2. The results of the questionnaire validity test

Variable	Indicator	r	Validity
Work Discipline	1	0.783207	Valid
	2	0.308787	Valid
	3	0.683207	Valid
	4	0.447955	Valid
	5	0.418739	Valid
	6	0.528691	Valid
	7	0.675224	Valid
	8	0.424658	Valid

	9	0.342997	Valid
	10	0.575224	Valid
	11	0.455068	Valid
	12	0.462716	Valid
	13	0.642997	Valid
	14	0.675224	Valid
	15	0.355068	Valid
Knowledge Management	1	0.763291	Valid
	2	0.431432	Valid
	3	0.563291	Valid
	4	0.342997	Valid
	5	0.575224	Valid
	6	0.455068	Valid
	7	0.432765	Valid
	8	0.307756	Valid
	9	0.503786	Valid
	10	0.652567	Valid
	11	0.420206	Valid
	12	0.304931	Valid
	13	0.780654	Valid
	14	0.737839	Valid
	15	0.493488	Valid
	16	0.342997	Valid
	17	0.575224	Valid
Competence	1	0.455068	Valid
	2	0.403786	Valid
	3	0.452567	Valid
	4	0.520206	Valid
	5	0.304931	Valid
	6	0.780654	Valid
	7	0.737839	Valid
	8	0.333623	Valid
	9	0.479583	Valid
	10	0.393179	Valid
	11	0.333416	Valid
	12	0.422703	Valid
	13	0.502883	Valid
	14	-0.40652	Valid
	15	0.532561	Valid
	16	0.502883	Valid
	17	0.488333	Valid
	18	0.533789	Valid
	19	0.621423	Valid
	20	0.737839	Valid

	21	0.333623	Valid
	22	0.493488	Valid
	23	0.520206	Valid
	24	0.393179	Valid

Reliability Test

Reliability means that a high level of data trust occurs if the facts that have been collected do not change when repeated observations are made. This reliability is mainly related to the ability of researchers to find data, the ability of respondents to answer the questions asked, and the ability of researchers to interpret the answers given by respondents (Sumarsono, 2004).

Table 3. Reliability test results

Case Processing Summary

		N		%
Cases	Valid	21		100.0
	Excluded		0	.0
	Total	21		100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.762	56

Source: Processed primary data (SPSS)

Case Processing Summarythis shows that the total questions are valid with the number (N) 21 and 100% used as a reliability test. Based on the reliability test above, the Cronbach alpha value is 0.762 (greater than 0.6), it can be concluded that the variable is reliable.

Classic assumption test

This test aims to determine whether the regression test is distributed. There are four tests, namely the normality test, multicollinearity test, heteroscedasticity test, and autocorrelation test.

Normality test

The normality test is used to test whether the data in the regression model, confounding variables or residuals have a normal distribution. To test whether a data is normally distributed or not, it can be determined by using a normal plot graph. Normality can be detected by looking at the distribution of data (points) on the diagonal axis of the graph or by looking at the histogram of the residuals(Ghozali, 2006).

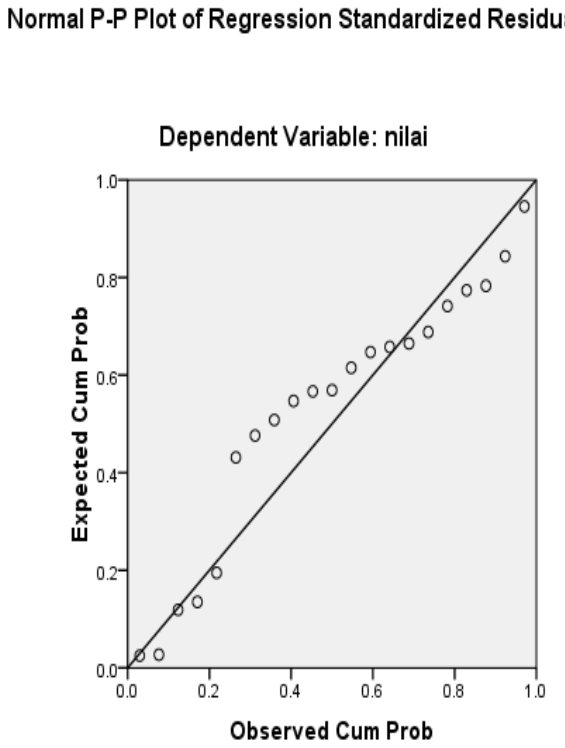

Figure 1. Normality test

In the figure above it can be concluded that the data spreads around the line and follows the direction of the line, this means that the regression model meets the assumption of normality.

Multicollinearity Test

The multicollinearity test aims to test whether the regression model found a correlation between the independent (independent) variables. A good regression model should not have a correlation between the independent variables. Multicollinearity can be seen from the tolerance value and its opposite Variance Inflation Factor (VIF). Tolerance measures the variability of the selected independent variables which are not explained by other independent variables. So, a low tolerance value is the same as a high VIF value because VIF = 1/ tolerance. Values that are commonly used to indicate the presence of multicollinearity are tolerance values <0.10 or the same as VIF values > 10(Ghozali, 2006).

Table 4. Multicollinearity test results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics
	B	std. Error	Betas			VIF
(Constant)	79,289	12,927		6.134	.000	
X1	4,564	2,975	.341	1,534	.143	1,372
X2	7,004	3,457	.491	2026	059	1633
X3	-7,318	2,585	-.672	-2,831	012	1,568

From the VIF value for each variable, it is found that none of the VIF values exceeds 10. So it can be concluded that there is no multicollinearity in the data.

Heteroscedasticity Test

The heteroscedasticity test is used to test whether in the regression model there is an inequality of variance from one residual observation to another. If the residual variance from one observation to another observation remains, then it is called homoscedasticity and if it is different it is called heteroscedasticity. A good regression model is homoscedasticity or there is no heteroscedasticity (Ghozali, 2006). To detect whether there is heteroscedasticity, it can be seen from the scatterplot graph between the predicted value of the dependent variable, namely ZPRED and the residual SRESID. Detecting whether there is heteroscedasticity can be done by looking at whether there is a certain pattern on the scatterplot graph between SRESID and ZPRED, where the Y axis is the predicted Y and the X axis is the studentized residual (Y prediction – Y actually) (Ghozali, 2006).

Table 5. Heteroscedasticity test results

Coefficientsa					
Model	Unstandardized Coefficients		Standardized Coefficients	t	**Sig.**
	B	std. Error	Betas		
(Constant)	2,210	6,410		.268	.608
X1	-2,771	1,722	-.454	-1,721	.622
X2	.769	1892	.218	.503	.656
X3	3,055	1624	.332	1,276	.778
a. Dependent Variables: res2					

If the significance value (Sig.) > 0.05, there is no symptom of heteroscedasticity. From the output above, it can be concluded that the three variables have no symptoms of heteroscedasticity because Sig. > 0.05, namely 0.622 (Sig X1), 0.656 (Sig X2) and 0.778 (Sig X3)

Autocorrelation Test

Autocorrelation test is a statistical analysis conducted to find out whether there is a correlation between the variables in the prediction model with changes in time.The Durbin Watson Count value is 3,026. If the Durbin Watson Count value is greater than the Durbin Watson table, then there is no autocorrelation. In this case the Durbin Watson Count value of 3.026 is greater than the value of 2.338 so it can be concluded that there is no autocorrelation in the data.

Table 6. Autocorrelation test results

Model	R	R Square	Adjusted R Square	Sig. FChange	Durbin-Watson
1	.724a	.495	.430	.025	2,238

Goodness of Fit test

The Goodness of Fit test or model feasibility test is used to measure the accuracy of the sample regression function in estimating the actual value. Statistically the Goodness of Fit test

can be carried out by measuring the value of the coefficient of determination, the value of the F statistic and the value of the t statistic. According to Ghozali (2006), the statistical calculation is called statistically significant if the statistical test value is in the critical area (area where Ho is rejected). Conversely, statistical calculations are said to be insignificant if the statistical test values are in the area where Ho is accepted. The value of the coefficient of determination is between zero and one. A small R2 value means that the ability of the independent variables to explain the dependent variable is very limited. The results above show that the value of R2 is 0.684, meaning that the independent variable can explain 68.4% of the dependent variable.

Table 7. Goodness of Fit Test Results

Model	R	R Square	Adjusted R Square
1	.676a	.723	.684

F Significance Test Results

The F statistic test is used to show whether all the independent variables included in the model have a joint effect on the dependent variable. If the calculated F value is greater than the F table, it can be said that all the independent variables jointly affect the dependent variable (Imam Ghozali, 2006). In this study, the F statistical test was used to determine the effect of work discipline (X1), knowledge management (X2), competence (X3) simultaneously affecting the dependent variable, namely performance (Y). From the Significance Test above it can be seen that the output significance is 0.036 which means it is less than 0.05, it can be concluded that the overall Independent variables (X) are Work Discipline (X1), Knowledge Management (X2).

Table 8. Multiple Regression Test

ANOVA b

Model		Sum of Squares	df	MeanSquare	F	Sig.
1	Regression	254,665	3	84,888	3,872	.036a
	residual	372,659	17	21,921		
	Total	637,324	20			

a. Predictors: (Constant), x3, x1, x2

b. Dependent Variable: value

Partial Testing / T Test

From the output results, all independent variables have a partial effect on the dependent variable. This can be seen in the T test table that Work Discipline (X1), Knowledge Management (X2) and Competence have a significant effect on employee performance.

Table 9. T test results

	Unstandardized Coefficients		Standardized Coefficients		
Model	B	std. Error	Betas	t	Sig.
(Constant)	77,235	12,927		6.134	.000
x1	8,552	2,861	.432	3,239	.036
x2	8,231	3,231	.524	3,336	.035
x3	-8,261	2,462	-.743	-3,621	.015

Company profile

PT Telkom Indonesia (Persero) Tbk (Telkom) is a State-Owned Enterprise (BUMN) engaged in information and communication technology (ICT) services and telecommunications networks in Indonesia. Telkom's majority shareholder is the Government of the Republic of Indonesia with 52.09%, while the remaining 47.91% is controlled by the public. Telkom's shares are traded on the Indonesia Stock Exchange (IDX) under the code "TLKM" and the New York Stock Exchange (NYSE).

Telkom continues to strive to transform into a company that continues to grow into a digital telecommunication company, TelkomGroup implements a customer-oriented business and operational strategy. This transformation will make the TelkomGroup organization more lean and agile in adapting to the rapid changes in the telecommunication industry. TelkomGroup has also developed a corporate strategy to create sustainable competitive growth and encourage Indonesia's aspirations to become the largest digital economic power in Southeast Asia:

a) Directional Strategy: Disruptive competitive growth

In the midst of a very challenging change in the industrial environment, TelkomGroup believes that market capitalization will grow significantly. This is done by providing added value to customers through product and service innovation, encouraging synergies and building a strong digital ecosystem in both the domestic and international markets.

b) Portfolio Strategy: Customer value through digital TIMES portfolio

TelkomGroup focuses on the TIMES (Telecommunication, Information, Media, Edutainment & Services) digital portfolio through the provision of convenient and convergent services so as to provide high value to customers.

c) Parenting Strategy: Strategic Control

To support business growth effectively, TelkomGroup applies a strategic control approach to align business units, functional units and subsidiaries so that processes can run more directed, synergized and effective in achieving company goals.

Discussion

The Work Discipline Variable (X1) has a significant effect on Employee Performance (Y), this can be seen from the t significance test which shows the sig value of X1 is 0.036 (smaller than 0.05). Based on observations in the Telkom Plaza environment, employees who

have high work discipline tend to get better performance or affect the quality of their performance. This is in line with research conducted by(Sanjaya, 2015)that the author found that work discipline has a significant positive effect on employee performance in the case study Hotel Ros In Yogyakarta. Similar research was also conducted by(Sarwanto, 2007), the authors' findings suggest that work discipline has a positive and significant effect on employee performance at the Department of Religion Karanganyar.

The Knowledge Management variable (X2) has a significant effect on Employee Performance (Y), this can be seen from the t significance test which shows the sig value of X2 is 0.035 (smaller than 0.05). Based on the author's observation that indicators in knowledge management such as Performance, Hard Skills, Soft Skills, Speed and Accuracy of Service and Mastery of Product Knowledge make a major contribution to Employee Performance, this is because Telkom Company is a company that serves many customer characters, serves the interests of Telkom users who maybe everyone wants the best service, so according to the author's observation the indicators arranged in the Knowledge management variable make a big contribution to employee performance, especially contributing to the company.(Kurniawan, 2018)published his findings that knowledge management has a significant effect on employee performance in the case study of Education Personnel at the X University of Yogyakarta.

Competency variable (X3) has a significant effect on employee performance (Y), this can be seen from the t significance test which shows the sig value of X3 is 0.015 (smaller than 0.05). Based on observations and empirical studies conducted by the author, competency variables have a significant effect on employee performance. The indicators constructed such as Reliability, Certification, Sociometric Assessment and COTM already represent employee competencies which then affect their performance. The findings studied(Revita, 2015)shows that competence has a significant effect on employee performance at the Department of Energy and Mineral Resources of Sigi Regency.

CONCLUSION

Based on the results of the previous discussion, the writer can conclude that the results of the study of all variables have a significant effect on variable Y. First, the work discipline variable (X1) has a significant effect on employee performance because the results of the t significance test show that the sig value of X1 is 0.036, this shows significance value is less than 0.05. Second, the Knowledge Management Variable (X2) has a significant effect on Employee Performance (Y), this can be seen from the t significance test which shows the sig value of X2 is 0.035 (smaller than 0.05). Third, the Competency Variable (X3) has a significant effect on Employee Performance (Y), this can be seen from the t significance test which shows the sig value of X3 is 0.015 (smaller than 0.05).

Based on the author's findings, it can be concluded that Knowledge Management and Competency Work Discipline have a significant effect on Employee Performance, this is a recommendation for outsourced employees to focus more on these three variables as measured through the indicators constructed in this research such as good Performance, Hard Skills, Soft Skills and also Reliability, Certification, Sociometry and also Work Discipline. In this case it can be concluded that Plasa Telkom Bogor Regional 2 outsourced employees are good at work

and comply with all applicable SOPs in the company, as well as awareness within employees in an effort to improve employee performance.

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