Jurnal Mantik
Volume 3 Number 4, February 2020, pp. 723-732 E-ISSN 2685-4236
https://iocscience.org/ejournal/index.php/mantik/index

The Effect Of Competence, Work Stress, And Work Discipline On Employee Performance At PT Sawit Riau Makmur

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ARTICLE INFO

Article history:
Received: 07/01 / 2020
Revised: 09/01 / 2020
Accepted: 01/02/2020

Keywords:
Competence, Work Stress, Work Discipline, Employee Performance

ABSTRACT

The purpose of this study is to analyze the effect of competence, work stress and work discipline on employees' performances at PT Sawit Riau Makmur. The employees' performances at PT Sawit Riau Makmur had experienced a decline due to lack of competence from the employees. The employees experienced work stress and poor work discipline. The population and samples in this study are amounted to 80 employees. The research method of this study is using multiple linear regression analysis method. The hypothesis test of this study is using partial test and simultaneous testing. The results of the coefficient of determination test obtained with value of 0.372which means 37.2% of the variation of the dependent variable namely employees' performance that can be explained by variations in the independent variables which are competence, work stress and work discipline while the remaining 62.8% is explained by other variables not examined in this study. The conclusion of this study is work competency, work stress and work discipline simultaneously have a positive and significant effect towards employees' performance at PT. Sawit Riau Makmur and work competence, work stress and work discipline partially have a positive and significant effect towards employees' performance at PT. Sawit Riau Makmur.

1. Introduction

In company, potential human resources is an important capital in achieving the objectives of companies that is needed in order to manage human resources as good as possible.

PT. Sawit Riau Makmur is a company that is engaged in plantation and in the process of CPO and PK results since 1989. PT. Sawit Riau Makmur has a plantation and a factory of palm oil in Riau region. The products of PT. Sawit Riau Makmur are sold in the form of CPO and PK. The marketing area is in Dumai, Pekanbaru and Padang. In this research, the researchers only take special research of employees in the central office in Medan that overcomes the sales of CPO and PK in the Riau region.

In interviews and early observations of the research, the problem is found on poor employees' work performances such as not completing their duties on time, declining work accuracy in carrying out their duties and responsibilities in the company as well as decreasing team work between employees.

The competency problem is the proficiency that is not in accordance with the employees' skills and knowledge and this does not support the execution of employees' duties due to employee's education is still not in accordance with the criteria set by the company.

The problems in occupational stress are dissatisfaction with the acceptance of compensation, lack of promotion of office so that the employee activities are monotonous, and declining spirit of work in doing their task.

The problem of work discipline is the high level of employees' absences, tardiness, work that is work untimely and working hours that are not in accordance with the company's regulations. This is caused by the obscurity of work sanction, superiors who have not given the work in carrying out their duties and services that are not satisfactory that caused many employees to have an undisciplined attitude.

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Volume 3 Number 4, February 2020, pp. 723-732 E-ISSN 2685-4236
https://iocscience.org/ejournal/index.php/mantik/index

2. Literature Review

2.1. Theory of Work Competence

According to Fahmi (2016: 40), "Competence is an ability possessed by an individual who has a sale value and that is applied from the results of creativity and innovation produced."

According to Priansa (2016: 254), "Work competence is the ability, skills, maturity, experience, effectiveness, efficiency, and success in carrying out work responsibilities."

According to Wibowo (2014: 271), "Competence is the ability to carry out a job or task based on skills and knowledge and is supported by the work attitude required by the job."

2.2. Theory of Work Stress

According to Umam (2012: 203), "Stress is an internal condition that can be caused by physical (body) or environmental demands and social situations that have the potential to be destructive and uncontrolled."

According to Badeni (2014: 62), "Work stress is the tension or emotional stress experienced by someone who is facing enormous demands or an opportunity to carry out an important activity."

According to Triatna (2015: 139), "Stress is a condition of a person, in which the physical and psychological conditions are affected by interference from inside or outside him, causing tension and causing unusual behavior."

2.3. Theory of Work Discipline

According to Mulyadi (2015: 48), "Discipline or mental attitude of employees towards the rules that is made and applied to the company."

According to Mangkunegara (2013: 129), "Work discipline can be interpreted as implementing management to reinforce the organizational guidelines."

According to Supomo and Nurhayati (2018: 134), "Discipline is an attitude or behavior of an employee in an organization or agency."

2.4. Theories about Employee Performance

According to Moeheriono (2016: 95), "Performance is a picture of the level of achievement of the implementation of a program of activities or policies in realizing the goals, objectives, visions and missions of the organization as it is outlined through the strategic planning of an organization."

According to Sedarmayanti (2015: 50), "Performance also means work accomplishment, work performance, work achievement or work results/for work/work performance."

According to Marwansyah (2015: 228), "Performance is the achievement of a person regarding the tasks that is assigned to him."

2.5. Theory Effect of Work Competence on Employee Performance

According to Sedarmayanti (2015: 127), "Competence is a key determining factor for someone who is in producing excellent performance."

According to Wibowo (2014: 53), "Competence is also an individual's characteristic that underlies performance or behavior in organizations." According to Edison, et al (2016: 145), "Competency standards can be used as indicators of performance appraisal, for example in measuring results."

2.6. Theory Effect of Work Stress on Employee Performance

According to Wahjono (2010: 106), "Stress management requires an understanding of stress, the factors that influence and the consequences of stress itself."

According to Sunyoto (2013: 61), "The stress experienced by employees due to the environment they faced will affect their work performance and satisfaction."

According to Badeni (2014: 70), "If stress is too high, the performance starts to decrease, because stress intervenes in performance."

2.7. Theory of Effect of Work Discipline on Employee Performance

According to Fahmi (2016: 42), "Discipline is a process that is used to deal with performance problems."

According to Syamsul and Kartika (2012: 95), "Work discipline affects employees' performances. Therefore, the higher the discipline of person's work, the higher the person's performance will be."

According to Sutrisno (2013: 177), "The discipline problems of employees in the organization are both superiors and subordinates will give a tone to the performance of the organization. Organizational performance will be achieved if individual performance and group performance are improved."

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2.8. Conceptual Framework

The conceptual framework can be described as follows:

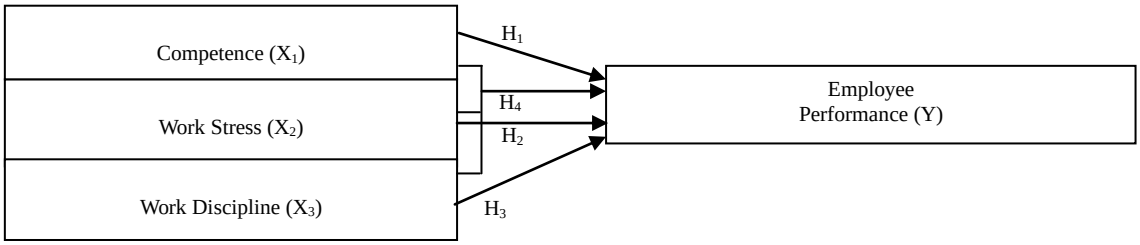

Fig1. Conceptual Framework

3. Research Methodology

This research was conducted at PT. Sawit Riau Makmur which is located at Jalan Komplek Graha Helvetia Blok T No 7 Medan. The time of the study started in January 2019 and was planned to be completed in April 2020. The population in this study is 80 employees. The sampling technique used is simple random sampling. Sample is amounted to 80 employees. The sampling technique is using a saturated sample. According to Sugiyono (2012:124), "sampling saturation is a sampling technique when all population members are used as samples." For a valid test 30 people are taken from PT. Persada Nusa Vegetable Indonesia located at Jalan Gunung Krakatau No. B2-B3 Medan. The collection of data related to the problems examined by researchers is done by means of respondents interviews, questionnaires, and documentation studies.

a. Operational Research Variables

Operational definitions for each independent variable and the dependent variable are as follows:

Table 1.
Operational Definition and Variable Measurement

Variable	Definition	Indicator	Measurement Scale
Competence (X_1)	An ability to carry out or do a job or task based on skills and knowledge and is supported by the work attitude required by the job. Source : Wibowo (2014:271)	1. Task skills 2. Task management skills 3. Contigency managemen skill 4. Job role envirotment skills 5. Transfer skill Source : Moeheriono (2016:16)	Likert Scale
Work Stress (X_2)	Stress is an internal condition that can be caused by physical (body) or environmental demands and social situations that are potentially damaging and uncontrolled. Source : Umam (2012:203)	1. Working conditions 2. Stress due to role 3. Interpersonal factors 4. Career development Source : Rivai dan Mulyadi (2015:314)	Likert Scale
Work Discipline (X_3)	Discipline is an attitude or behavior of an employee or employee in an organization or agency Source: Supomo dan Nurhayati (2018:134)	1. Leader's example 2. Reply services 3. Justice 4. Beware 5. Penalty sanctions Source : Hasibuan (2013:194)	Likert Scale
Employee Performance (Y)	Performance is the achievement or achievement of a person regarding the tasks assigned to him. Source : Marwansyah (2015:228)	1. Amount of work 2. Quality of Work 3. Timeliness 4. Presence 5. Ability to work together Source : Bangun (2012:233)	Likert Scale

b. Validity and Reliability Test of Variable Instruments

1) Validity Test

According to Sujarweni (2015: 192), the validity test is used to determine the appropriateness of items in a list of questions in defining a variable. With the following criteria, if r count> r table, the question is declared valid and if r count <r table, then the question is declared invalid

2) Reliability Test

According to Ghozali (2016: 47), reliability is a tool to measure a questionnaire which is an indicator of a variable or construct. A questionnaire is said to be reliable or not reliable if a person's answer to a statement is consistent or stable from time to time. For testing, the limit used is 0.60. This means that the criteria of an instrument are said to be reliable if the Alpha value> 0.60.

c. Data Analysis Techniques

1) Classic Assumption Test

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Normality Test

According to Sujarweni (2015: 52), the normality test aims to determine the distribution of data variables that will be used in research. Good data that is suitable for use in research is data that has a normal distribution.

a) Statistics Test
   a. If sig > 0.05 then it is normally distributed
   b. If sig < 0.05 then the distribution is not normal

b) Chart Test
   Histogram graph that compares observational data with distributions close to the normal distribution. However, just by looking at the histogram this can be misleading especially for small sample sizes. A more reliable method is to look at the probability plot that compares the cumulative distribution from the normal distribution. If the residual data distribution is normal, then the line that represents the actual data will follow the diagonal line.

Multicollinearity Test

According to Sujarweni (2015: 185), a multicollinearity test is needed to determine whether there are independent variables that have similarities between the independent variables in a model. If the independent variable is declared not to occur multicollinearity if TOL (tolerance) > 0.1 and VIF < 10.

Heteroscedasticity Test

According to Sujarweni (2015: 186), the heteroscedasticity test aims to examine the differences in residual variance of one's observation period to another observation period.

1) Chart Test
   How to predict the presence or absence of heteroscedasticity in a model can be seen with a scatter plot pattern, regression that does not occur heteroscedasticity if the data points spread above and below or around the number 0, the data points do not collect only above or below course, the spread of data points may not form a wavy pattern then widened and widened again and the spread of data points is not patterned.
2) Statistic Test
   According to Sujarweni (2015: 226), the heteroscedasticity test can be done using the Glejser test, namely by testing the level of significance. Glejser test criteria is if sig> 0.05 then heteroscedasticity does not occur and if sig <0.05 then heteroscedasticity occurs.

d. Research Model

Referring to the objectives and research hypotheses, the research model used is multiple linear regression analysis. With the formula:

$$\mathbf{Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e}$$

Note:

Y = Employee Performance
X_1 = Competence
X_2 = Work Stress
X_3 = Discipline
a = Constant
$b_{1,2,3}$ = Regression Coefficient of Independent Variable
e = Error of Standard

1) Coefficient of Determination

According to Sujarweni (2015: 164), the coefficient of determination (R2) is used to determine the percentage change in the dependent variable (Y) caused by the independent variable (X). If the coefficient of determination (R2) is greater, than the percentage change in the dependent variable (Y) is caused by the independent variable (X) getting higher.

2) Simultaneous Hypothesis Testing (F-Test)

According to Sunyoto (2013: 137), the F test is used to determine the effect of the independent variables on the dependent variable together. The research criteria for the hypothesis in this F test are:

H0 is accepted if Fcount ≤ F table for a significant level α = 5%
Ha is accepted if Fcount > F table for a significant level α = 5%

3) Partial Hypothesis Testing (t-Test)

According to Sunyoto (2013: 135-136), the t test is used to find out whether there is a significant

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relationship or influence between the independent variables partially on the dependent variable. With the criteria for decision making are:
H0 is accepted if ttable ≤ tcount ≤ ttable (with a significant level α = 5%)
H1 is accepted if tcount < -ttable or tcount > ttable (with a significant level α = 5%).

4. Results And Discussion

a. Research Result

Descriptive Statistics

Table 2.
Descriptive Statistics
Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Competence	80	10	50	29.11	13.377
Work Stress	80	8	40	27.40	10.264
Work Discipline	80	11	50	26.02	10.754
Employee Performance	80	10	50	27.29	11.278
Valid N (listwise)	80				

Source: Research, 2019 (Data processed)

Table 2. can be known descriptive statistics of competency variables with a sample of 80 respondents has an average of 29.11 with a minimum value of 10 with a questionnaire serial number 19,24,37,38,39,70 and a maximum score of 50 with a questionnaire number 50, 16, and 77 with a standard deviation of 13,377.

Descriptive statistics of work stress variables with a sample of 80 respondents has an average of 27.40 with a minimum value of 08 with a questionnaire serial number 55 and a maximum value of 40 with a questionnaire serial number 18,19, 31, 47, 53, 65, 71, 74 , 75, 76, 77 with a standard deviation of 10,264.

Descriptive statistics of work discipline variables with a sample of 80 respondents had an average of 26.02 with a minimum value of 11 with a questionnaire serial number 47 and a maximum value of 50 with a questionnaire serial number 18,20,22,23 with a standard deviation of 10,754.

Descriptive statistics of employee performance variables with a sample of 80 respondents had an average of 27.29 with a minimum value of 10 with a questionnaire serial number 59.60 and a maximum value of 50 with a questionnaire serial number 76, 77 with a standard deviation of 11,278.

b. Classic Assumption Test

Normality Test

There are two ways to detect whether the residuals are normally distributed or not:

1) Chart Test.
One of the easiest ways to see residual normality is to look at a histogram that compares observational data with distributions close to the normal distribution.

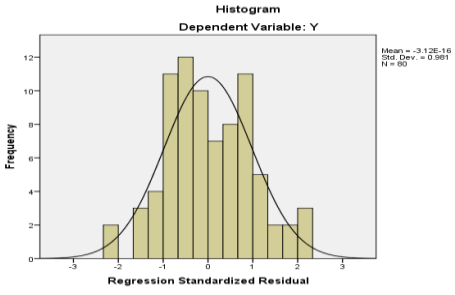

Fig 2. Histogram
Source: Research, 2019 (Data processed)

The histogram graph in Figure 2. shows that the real data forming a curve line tends to be symmetrical (U) not deviating to the left or right, so it can be said that the data is normally distributed.

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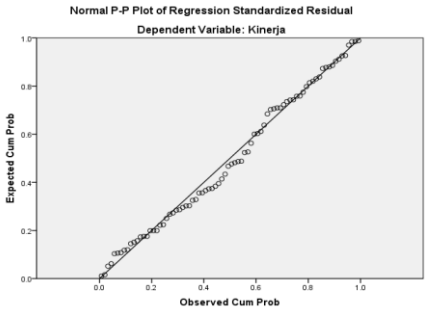

Fig 3. P-P plot
Source: Research, 2019 (Data processed)

Figure 3. P-P Normality Graph The plot shows the data spread around the diagonal line, the spread is mostly close to the diagonal line. This means that the data is normally distributed.

2) Statistic Test

Test for normality with statistics can use non-parametric statistical tests Kolmogorov-smirnov (K-S) is:

Table 3.
Kolmogorov Smirnov of Statistical Normality Test
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		80
Normal Parameters[a,b]	Mean	0E-7
	Std. Deviation	8.97579263
Most Extreme Differences	Absolute	.091
	Positive	.091
	Negative	-.048
Kolmogorov-Smirnov Z		.816
Asymp. Sig. (2-tailed)		.518

a. Test distribution is Normal.
b. Calculated from data.

Source: Research, 2019 (Data processed)

Table 3. shows the results of the normality test using the Kolmogorov Smirnov test shows a significant value of 0.518 > 0.05. Therefore, the results of the Kolmogorov Smirnov test showed that data were normally distributed.

c. Multicollinearity Test

The results of multicollinearity testing are:

Table 4.
Multicollinearity Test
Coefficients[a]

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Competence	.869	1.151
	Work Stress	.879	1.137
	Work Discipline	.836	1.196

a. Dependent Variable: Employee Performance

Source: Research, 2019 (Data processed)

Table 4. shows that the tolerance value for competency is 0.869 > 0.1, work stress is 0.879 > 0.1 and the work discipline is 0.836 > 0.1 while the VIF value of work competence is 1.151 < 10, work stress 1,137 < 10 and work discipline 1,196 < 10 that there is no correlation between independent variables between competency, work stress and work discipline.

d. Heteroscedasticity Test

Heteroscedasticity test aims to test the difference in residual variance of one's observation period to

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another observation period. There are several ways to detect the presence or absence of heteroscedasticity:

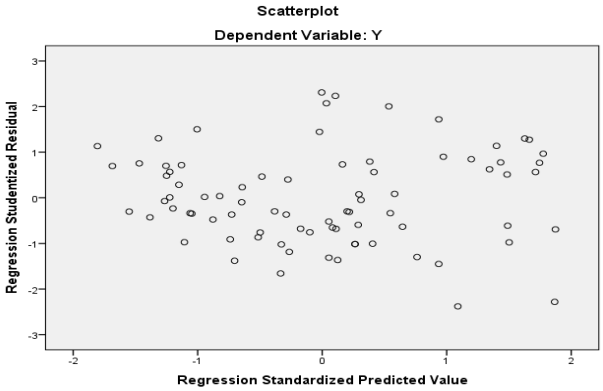

Fig 4. Scatterplot
Source: Research, 2019 (Data processed)

Scatterplot graphs that scatter points with unclear patterns, both above and below the zero (0) on the Y axis do not converge in one place, so from the scatterplot graph, it can be concluded that there is no heteroscedasticity in the regression model.

Table 5.
Gletjer Test
Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.123	1.943		1.093	.278
	Comptence	.026	.045	.069	.586	.560
	Work Stress	.106	.058	.214	1.838	.070
	Work Discipline	.060	.057	.126	1.056	.294

a. Dependent Variable: Employee Performance
Source: Research, 2019 (Data processed)

Table 5 The above table shows that the significant value of the competence (X1) is 0.560, the work stress (X2) is 0.070 and the work discipline (X3) is 0.294. From the results of the Gletjer test, it is found that a significant value above 0.05, so there was no heteroscedasticity problem.

5. Research Data Analysis Results

a. Research Model

The regression model used is as follows:

Table 6.
Multiple Linear Results
Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.499	3.601		1.249	.215
	Comptence	.234	.083	.277	2.832	.006
	Work Stress	.376	.107	.342	3.512	.001
	Work Discipline	.218	.105	.208	2.086	.040

a. Dependent Variable: Employee Performance
Source: Research, 2019 (Data processed)

Employee Performance = 4,499 + 0,234 Competence + 0,376 Work Stress + 0,218 Work Discipline + e

The explanation for the multiple linear regression above is:

1) Constant 4,499 states that if the independent variables of competence, work stress and work discipline are absent or constant, the dependent variable is employees' performances at 4,499 units.
2) Regression coefficient of competence independent variable is 0,234 and positive value, this states that every increase of competency independent variable 1 unit will increase the dependent

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variable of employees' performances by 0.234 units with the assumption that other variables remain.

3) Regression coefficient of work stress independent variable is 0.376 and positive value, this states that if every increase in work stress dependent variable 1 unit will increase the dependent variable of employee performance by 0.376 units with the assumption that other variables remain.
4) The regression coefficient of the work discipline independent variable 0,218 and has a positive value, this states that every increase in work discipline independent variable 1 unit will increase the dependent variable employee performance by 0.218 units with the assumption that other variables remain.

b. Hypothesis Determination Coefficient

Here are the results of testing the coefficient of determination :

Table 7.
Determination Coefficient Test
Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.605[a]	.367	.342	9.151	1.431

a. Predictors: (Constant), Work Discipline, Work Stress, Competence
b. Dependent Variable: Employee Performance

Source: Research, 2019 (Data processed)

Table 7. The coefficient of determination test results obtained Adjusted R Square value of 0.342 this means that 34.2% of the variation of the dependent variable is employee performance which can be explained by the variations of the independent variables that are free of competence, work stress and work discipline while the remaining 65.8% is explained by other variables that is not examined in this study, such as job description, work communication, sanctions and so on.

c. Simultaneous Hypothesis Testing (F-Test)

Simultaneous hypothesis testing results are:

Table 8.
Simultaneous Test (F Test)
ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	3683.764	3	1227.921	14.663	.000[b]
	Residual	6364.623	76	83.745		
	Total	10048.388	79			

a. Dependent Variable: Employee Performance
b. Predictors: (Constant), Work Discipline, Work Stress, Competence

Source: Research, 2019 (Data processed)

Table 8. free degrees 1 (df1) = k - 1 = 3-1 = 2, and free degrees 2 (df2) = nk = 80-3 = 77, where n = number of samples, k = number of variables, then the value of F table at the level the significance of 0.05 was 3.12. Simultaneous test results obtained by the calculated F value (14,663) > F table (3.12) and a significance probability of 0,000 < 0.05, means that Ho is rejected and Ha is accepted. It means that competency, work stress and work discipline simultaneously have a positive and significant effects on employee performance at PT Sawit Riau Makmur.

d. Partially Hypothesis Testing (t-Test)

The results of partial hypothesis testing are:

Table 9
Partial Test (t test)
Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.499	3.601		1.249	.215
	Comptence	.234	.083	.277	2.832	.006
	Work Stress	.376	.107	.342	3.512	.001
	Work Discipline	.218	.105	.208	2.086	.040

a. Dependent Variable: Employee Performance

Source: Research, 2019 (Data processed)

The value of the table for probability 0.05 in degrees of freedom (df) = 80-3 = 77 is equal to 1.66488. Thus, the results of partial hypothesis testing can be explained as follows:

1) Hypothesis test results partially competency variable obtained value tcount > ttable or 2.832 >

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1.66488 and significant obtained 0.006 < 0.05, means that Ho is rejected and Ha is accepted. It means that competence partially has a positive and significant effects on employees' performances at PT Sawit Riau Makmur.

2) Hypothesis test results partially work stress variables obtained tcount > ttable or 3.512 > 1.66488 and significant obtained 0.001 < 0.05, meaning that Ho is rejected and Ha is accepted. It means that work stress partially has a positive and significant effects on employees' performances at PT Sawit Riau Makmur.
3) Hypothesis testing results partially work discipline variables obtained value tcount > ttable or 2.086 > 1.66488 and significant obtained 0.040 < 0.05, means that Ho is rejected and Ha is accepted. It means that work discipline partially has a positive and significant effects on employees' performances at PT Sawit Riau Makmur.

6. Conclusion

Based on the results and discussion, it can be concluded that the research is:

a) Hypothesis testing results partially competence variables obtained tcount > ttable or 2.832> 1.66488 and significant obtained 0.006 < 0.05, means that competence partially has a positive and significant effects.
b) Hypothesis test results partially work stress variables obtained tcount > ttable or 3.512 > 1.66488 and significant obtained 0.001 < 0.05, meaning that work stress partially has positive and significant effects.
c) Hypothesis testing results partially obtained by work discipline variables tcount > ttable or 2.086 > 1.66488 and significant obtained 0.040 < 0.05, meaning that work discipline partially has a positive and significant effects.
d) Simultaneous test results obtained by the value of Fcount (14.666) > Ftable (3.12) and a significance probability of 0.000 < 0.05. The coefficient of determination test results shows 34.2% of the variations in the dependent variable of employees' performances which can be explained by the independent variables of competence, work stress and work discipline while the remaining 65.8% is varied by other variables not examined in this study.
e) From this study it was found that the variable that has most influences on employees' performances (Y) is work stress variable (X2) that can be seen from tcount = 3.512 then followed by the competence variable (X1) tcount = 2.832 and work discipline variable (X3) tcount = 2.086 .

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Volume 3 Number 4, February 2020, pp. 723-732 E-ISSN 2685-4236
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