

The Influence of Competency and Delegation on Work Ethic and Its Impact on Dreamland Group Company Employee Performance

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ABSTRACT

In this study, the researcher embarked on addressing a critical issue perceived to be affecting a company, namely the subpar performance of employees. The objective of this research is to examine the influence of competence and delegation on work ethics and its impact on employee performance at PT. Dreamland Group. The study was conducted using a questionnaire as the data collection instrument. Data analysis was performed using the multiple linear regression analysis technique. A census sampling method, involving all employees/population, was employed. The study encompassed 60 employees from various departments at PT. Dreamland Group, a property and construction company in the Bangka Belitung Province. The research findings indicate that competence and delegation have a positive and significant impact on employees' work ethic. Furthermore, work ethics also exhibits a positive and significant influence on employee performance. The results of this study conclude that there exists a significant positive influence of competence and delegation on work ethics, as well as a significant positive influence of work ethics on employee performance at PT. Dreamland Group.

Keywords: Competence, Delegation, Work Ethics, and Performance

INTRODUCTION

Economic growth in Indonesia is currently creeping up after the 2020 pandemic, one of President Joko Widodo's Nawa Cita volumes I & II programs which is in first place is Infrastructure Development. This is done to equalize economic development in Indonesia as a whole, including road and building infrastructure. Based on Coordinating Minister for the Economy Regulation Number 9 of 2022, the Government is currently trying to complete 200 National Strategic Projects and 12 National Strategic Programs with an investment value of IDR 5,481.4 trillion spread from Sabang to Merauke.

For the Bangka Belitung Islands Province itself, every year from 2019 to 2022 hundreds of billions of budgets totaling more than 100 project packages in both the Province and Regency Municipalities are sourced from APBD and APBN funds. This is the competitiveness of construction companies or contractors, both local and national, who want to take part in development project work programs.

Each company has its own advantages to be able to compete with competing companies in order to win in the competition to provide the best construction services. Likewise, local companies also have many advantages, but the most important thing here is that their human resources must be good.

However, the workforce in Indonesia has a weakness, namely a lack of managerial skills which makes it difficult for Indonesian workers to be competent and compete with workers from abroad. The weakness

of the workforce in Indonesia must be immediately overcome by starting to prepare the competency and managerial skills of each workforce. The managerial skills of Indonesian workers are very low compared to Cambodia, Laos and Myanmar. The indicator is the ability to apply special knowledge or specialized skills which is also low.

This is proven by many Indonesians, around 83% of whom do not work according to the studies they took at college or at the vocational school they attended previously. For example, when they were in college they studied midwifery but when they were in the world of work, they worked as administrative staff. That alone is not in accordance with what they studied in college.

Around 77% of Indonesian workers are known to have very low performance effectiveness and time efficiency at work. Regarding managerial skills, the performance effectiveness and time efficiency of Indonesian workers at work is still considered below average. Their speed at work is also very minimal and they waste more time, they work a little but during their breaks they chat for hours. That is what causes workers from Indonesia to have very low performance effectiveness and time efficiency compared to other countries.

Competition to get jobs will not only be between us fellow Indonesians but also from various other ASEAN countries. Many entrepreneurs are worried that Indonesian workers will be less competitive with other countries, in terms of quality they are still inferior to other countries. The quality of the

Indonesian workforce is not in line with the education and training system and the needs of the business world. In determining whether a job is good or bad, it is supported by existing human resources because human resources are one of the most important and most determining factors in every company.

Human resource quality projections can be seen at the educational level of the current workforce. BPS data as of February 2020 illustrates that the labor force in the 35-60 year age range is dominated by those with elementary school education, where the majority of this figure is in the 45-60 year age range. According to Agus Sartono, Human Resource Development (HR) is a never ending process whose results can only be reaped over a long period of time. A developed nation is a nation that makes large investments in education and health in order to improve the quality of its citizens' human resources. In the field of education, the government always carries out the mandate of the 1945 Constitution, namely to make the nation's life smarter by committing to allocate at least 20% of the education budget in the APBN.

However, this is not in line with reality. Over the last half century the profile of our workers has still not improved. Significant changes have only been seen in the 25-30 year age range, namely children born in the 1990s or what is usually called generation Z, where the majority of them are currently workers with a high school education. The proportion of workers who are college graduates also increases in the

25-30 year range. These workers in the 25-30 year age range were born in the 1990s and are the first generation of families to enjoy the SD Inpres and Family Planning programs(kemenkopmk.go.id).

Human resources in a company need to be managed professionally to create a balance between employee needs and the company's demands and capabilities. This balance is the main key for the company, so that the company can develop productively and fairly. The development of a company's business and organization really depends on the productivity of the workforce in the company(Mangkunagera, 2013).

By organizing human resource management professionally, it is hoped that employee performance will be better. Professional employee management can be done by placing employees according to their abilities. Companies can use resources more efficiently. Therefore, the implementation of certain tasks is delegated to subordinates who have the ability and information to complete the task(Andri Feriyanto, 2015).

In this research, the researcher addresses issues regarding Competence, Delegation, Work Ethic and Employee Performance in companies operating in the construction sector. A company in the Bangka Belitung Islands Province, precisely in Sungailiat District, Bangka Regency. Where the researcher started from a problem that was considered fatal for a company, namely employee performance which was still not good. And we can see this from the following data:

Table 1. Number of Projects and Problems from 2019 to 2022

No	Company	2019 projects/issues	2020 projects/issues	2021 projects/issues	2022 projects/issues
1	PT. Dreamland Group	4-Apr	4-Apr	4-May	5-Jun
2	PT. Bangka Cakra Karya	6/-	1-May	7/-	1-Oct

From table above, it can be explained that there are 2 companies that are both engaged in the construction business, namely PT. Dreamland Group and PT. Bangka Cakra Karya, where the two companies are in one large company group, namely the Cakra Group Company. Where there are very significant differences and problems between the two companies are as follows:

1. Both are engaged in the construction business sector in the same area, namely in the Bangka Belitung Islands Province, specifically on Bangka Island.
2. The Bangka Cakra Karya company has been established since 1992 in the construction sector, while the Dreamland Group was founded on April 14 2009 and started operating in the construction sector only in 2019.
3. When it first started moving in 2019, PT. Dreamland Group received fewer projects compared to PT. Bangka Cakra Karya, namely 4 projects and all of these projects are considered problematic.
4. From 2020 to 2022, PT. Dreamland Group is always unable to compete with PT. Bangka Cakra Karya in terms of the number and value of the projects.
5. The most problematic thing, apart from getting a small total project, is that there tend to be a lot of problems and almost 100% of the total number of projects are problematic.
6. This is always a concern for group company leaders because it affects the image of other group companies.

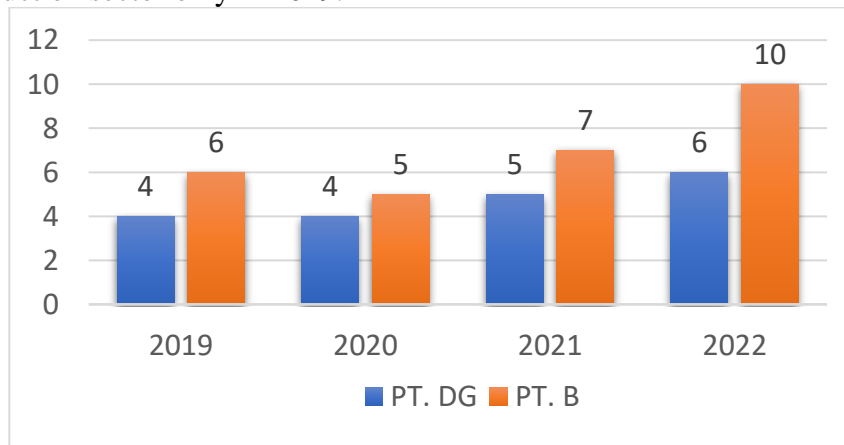


Figure 1. Project achievements and problems successfully resolved in 2019 – 2022.

JENIUS

Data source: Interview and PT HRD notes. Dreamland Group and HRD PT. Bangka Cakra Karya.

From figure 1. above, in 2019 - 2022, it illustrates that in the Company Group there are two companies operating in the construction sector, namely PT. Dreamland Group and PT. Bangka Cakra Karya but the project acquisitions that occurred were:

1. PT project achievements. Dreamland Group under the number of PT project achievements. Bangka Cakra Karya.
2. PT project achievements. Dreamland Group experiences a smaller increase every year compared to PT. Bangka Cakra Karya.

The researcher tried to go deeper into the problems that occurred at the Dreamland Group company which were caused by employee performance factors that were not good, so the researcher tried to look for data from sources in the company so that it could be examined further, namely employee data, the number of problems that occurred from year to year. 2019 to 2022.

From information related to

Table 2. Factors that are problems with employee performance at PT. Dreamland Group Bangka

No	Variable	Respondent's Answer					Amount	Score	Criteria
		SS 5	S 4	N 3	T.S 2	STS 1			
1	Competence	0	124	168	18	4	314	3.14	Not good
2	Delegation	30	124	168	4	5	331	3.31	Not good
3	Work ethic	30	124	168	4	5	331	3.31	Not good
4	Work Quality	60	116	162	2	4	344	3.44	Good
5	Responsibility for work	55	116	162	4	4	341	3.41	Good
6	Collaboration with colleagues	65	112	147	20	0	344	3.44	Good

records of problems that occurred at PT. Dreamland Group in its construction unit every year there are problems and in fact it is increasing in 2022, as many as 5 from the previous 3 years, 4 problems every year, this shows that the performance of PT employees. Dreamland Group is not yet good or still needs to be analyzed because it shows an increasing problem index from the previous year.

The researcher felt that the limited secondary data provided by the company was still insufficient to serve as a basis for conducting research, so the researcher conducted initial research by distributing initial research questionnaires to 20 PT employees. Dreamland Group Bangka was randomly selected as a sample.

Researchers conducted initial research by distributing initial research questionnaires to 20 PT employees. Dreamland Group Bangka was randomly sampled to see the factors that cause problems in the performance of PT employees. Dreamland Group. The following data obtained by researchers regarding employee performance can be seen in table 2:

7	Motivation	65	112	147	14	3	341	3.41	Good
8	Employee Initiative	65	112	147	14	3	341	3.41	Good
9	Compensation	75	112	147	14	1	349	3.49	Good
10	Job satisfaction	65	112	147	20	0	344	3.44	Good
Total							33.80		Not
Average							3.38		good

Source: Pre-survey results December 2022

Based on data from table 2 from the results of the initial research questionnaire regarding employee performance carried out at PT. Dreamland Group Bangka, it is stated that the performance variable has a score of 3.38. Dimensions that have values below the average are the Competency dimension with a value of 3.14, the Delegation dimension with a value of 3.31 and the Work Ethic dimension with a value of 3.31. This is in line with the results of interviews conducted by researchers with HRD, there are employees who have quite low performance due to a lack of understanding of the job, the delegation carried out is less than optimal due to limited human resources so they do not give proper consideration to the right people and the employee's work ethic seems relaxed. , less productive, coupled with the main cause being a lack of monitoring from the leadership, which means employee performance at PT Dreamland Group is still not optimal.

The existence of human resources in a company plays a very important role. The workforce has great potential to carry out company activities. The potential of every human resource in the company must be utilized as well as possible so that it can provide optimal output. The pre-survey obtained among 10 factors

that influence employee performance, 3 of which are problematic or not good for PT. Dreamland Group Bangka employees, namely employee competency that is not as expected, inappropriate delegation of tasks and employee work ethic that is not yet good.

Achieving company goals depends more on the people who carry out the work. The success of a company is greatly influenced by the individual performance of its employees. Every company will always try to improve employee performance, with the hope that the company's goals are achieved. In order to improve employee performance, companies need to go through various methods by going through these processes, it is hoped that employees will maximize their responsibility for their work.

From the information data and questionnaire data at the beginning regarding the factors that are considered to be the cause of the poor performance of PT employees. Dreamland Group, the researchers conducted initial research by distributing questionnaires to 20 employees of PT. Dreamland Group Bangka randomly as samples. The following data obtained by researchers regarding employee performance can be seen in Table 3:

Table 3. Pre-Survey of Employee Performance at PT. Dreamland Group Bangka

No	Variable	Dimensions	Respondent's Answer					Amount	Score	Criteria
			SS 5	S 4	N 3	T.S 2	STS 1			
1	Performance	Work quality	0	8	45	6	0	59	2.29	Not good
2		Work Quantity	5	12	45	2	0	64	3.20	Not good
3		Cooperation	5	40	27	0	0	72	3.60	Good
4		Responsibility	0	40	21	6	0	67	3.35	Not good
5		Initiative	5	20	39	2	0	66	3.30	Not good
Total								16.40	Not	
Average								3.28	good	

Source: Pre-survey results December 2022

It can be seen based on Table above that the results of the initial research questionnaire for the Performance variable have an average score of 3.28 with poor criteria. Where there are five dimensions in the Performance variable, namely the dimensions of Work Quality, Work Quantity, Cooperation, Responsibility and Initiative. The dimensions that have a value below the average are the Quality of Work dimension with a score of 2.29, Quantity of Work with a score of 3.20, Responsibility with a score of 3.35, and Initiative with a score of 3.30.

The researcher also took an approach by interviewing Mr Ilmuniar as HRD at PT. Dreamland Group Bangka to find out additional information regarding factors that cause employee performance to be less than optimal or not according to company expectations, information was obtained that employees of PT. Dreamland Group Bangka in terms of

work quality is not optimal and of low quality so there are still many complaints from users or owners, in terms of quantity of work it is not optimal as seen from the work time and the amount of project progress which is often late and penalties are given from the tender organizer, from The employee's responsibility side is also very lacking, which can be seen from the results of work that is not perfect according to the specifications and likes to be vague in work and tends not to want to be blamed and lacks initiative, which is proven by a character who is less sensitive or doesn't care if there is work that should be completed immediately.

Researchers also collected questionnaire data on the Competency variable which is considered to be one of the factors causing PT Employee Performance. Dreamland Group is not good enough to find out and measure employee competency at PT. Dreamland Group Bangka is as follows:

Table 4. Pre-Survey of Employee Competencies at PT. Dreamland Group Bangka

No	Variable	Dimensions	Respondent's Answer					Amount	Score	Criteria
			SS 5	S 4	N 3	T.S 2	STS 1			
1	Competence	Personal Character	0	20	36	6	0	62	3.10	Not good

2	Self concept	0	4	9	24	4	41	2.05	Not good
3	Knowledge	0	20	36	6	0	62	3.10	Not good
4	Skills	5	40	24	2	0	71	3.55	Good
5	Work motivation	50	28	9	0	0	87	4.35	Good
Total								16.15	Not
Average								3.23	good

Source: Pre-survey results December 2022

It can be seen based on Table above that the results of the initial research questionnaire for the Compensation variable have an average score of 3.23 with poor criteria. Where there are five dimensions in the Competency variable, namely the dimensions of Personal Character, Self-Concept, Knowledge, Skills and Work Motivation. The dimensions that have a value below the average are the Personal Character dimension with a score of 3.10, the Self Concept dimension with a score of 2.05 and the Knowledge dimension with a score of 3.10.

Based on interviews conducted by researchers with Mr Ilmuniar as HRD at PT. Dreamland Group

Bangka to find out what factors cause employee competency to be less than optimal or not in line with the company's expectations. knowledge and insight into both formal and non-formal education of the employees employed. HRD admits that this often happens during the recruitment process for reasons that are less than optimal.

Researchers also collected questionnaire data on the Delegation variable which is considered to be one of the factors causing PT Employee Performance. Dreamland Group is not good at knowing and measuring how employee delegation at PT. Dreamland Group Bangka is as follows:

Table 5. Pre-Survey of Employee Delegation at PT. Dreamland Group Bangka

\	Variable	Dimensions	Respondent's Answer					Amount	Score	Criteria
			SS	S	N	T.S	STS			
			5	4	3	2	1			
1		Task	10	48	9	4	1	72	3.60	Good
2	Delegation	Power	0	4	33	14	1	52	2.60	Not good
3		Accountability	0	36	33	0	0	69	3.45	Good
Total								9.65	Not	
Average								3.22	good	

Source: Pre-survey results December 2022

It can be seen based on Table above that the results of the initial research questionnaire for the Delegation variable have an average score of 3.22 with poor criteria. Where there are three dimensions in the Delegation variable, namely the dimensions of Duty, Power and

Responsibility. The dimension that has a value below the average is the Power dimension with a score of 2.60.

Researchers also dug deeper with interviews with Mr Ilmuniar El Junisi as HRD at PT. Dreamland Group Bangka to find out what factors cause Employee Delegation to

not be good or not according to the company's expectations, it was found that the work delegated to the tasks was carried out according to the decision of the division leader/manager, it was more subjectivity without consideration of insight, experience, basics knowledge, work evaluation and other test results. This is also often caused by a lack of work planning by leaders/managers regarding the delegation of upcoming tasks and cannot be separated from the lack of human resources in the company as well.

So what happens in the field is that many employees who have been delegated cannot use their power or authority optimally and errors often occur, lack of planning, production delays, etc.

Researchers also collected questionnaire data on the Work Ethic variable which is considered to be one of the factors causing PT Employee Performance. Dreamland Group is not good at knowing and measuring how employee delegation at PT. Dreamland Group Bangka is as follows:

Table 6. Pre-Survey Employee Work Ethic at PT. Dreamland Group Bangka

No	Variable	Dimensions	Respondent's Answer					Amount	Score	Criteria
			SS	S	N	T.S	STS			
			5	4	3	2	1			
1		Hard work	5	52	3	10	0	70	3.50	Good
2		Discipline	0	36	6	18	0	60	3.00	Not good
3	Work ethic	Honest	5	40	27	0	0	72	3.60	Good
4		Responsibility	0	40	21	6	0	67	3.35	Not good
5		Diligent	5	20	39	2	0	66	3.30	Not good
Total								16.75		
Average								3.35		Not good

Source: Pre-survey results December 2022

It can be seen based on Table above that the results of the initial research questionnaire on Work Ethic have an average score of 3.35 with poor criteria. Where there are five dimensions in the work ethic variable, namely the dimensions of Hard Work, Discipline, Honesty, Responsibility and Diligence. The dimensions that have a value below the average are the Discipline dimension with a score of 3.00, Responsibility with a score of 3.35 and Diligence with a score of 3.30.

Researchers also explored the work ethic of PT employees. Dreamland Group Bangka with an interview with Mr Ilmuniar El Junisi as HRD at PT. Dreamland Group

Bangka to find out what factors cause employee work ethics to be less than optimal or not in line with the company's expectations, additional information was obtained, it turns out that the workers have a serious spirit in working because on average they are of productive age and have their own family responsibilities, however In terms of work discipline, work discipline is very lax, this can be seen in the results of finger scan attendance in the office and attendance at field projects, workers on average arrive at 08.30 - 09.00 WIT, which according to company regulations is supposed to be at 08.00 WIT, even laborers or craftsmen have started working at 08.00 WIB in the field. This is a lack

of supervision by certain division leaders or managers so that they are not reprimanded or reported to HRD so that neglect continues.

The following factor is also triggered by field SPVs / supervisors who often take cover / are backed up by division leaders or managers when there is poor work, this means that supervisors do not have responsibilities that should fall under the scope of the worker's duties.

With a work ethic like the one above, employees are considered to have a poor work ethic at work. Coming in late and coming home on time at 17.00 WIB and not thinking about the next job and anticipating the next day.

Based on several descriptions of the phenomena that have been explained, it can be seen that several problems arise, namely employee performance that is not yet optimal from PT employees. Dreamland Group Bangka is caused by poor Competency, Delegation and Work Ethic within the company, so researchers are interested in conducting research with the title "The Influence of Competency and Delegation on Work Ethic and Its Impact on PT Employee Performance. Dreamland Group".

LITERATURE REVIEW

1. Management

Management as a field of science seeks to systematically understand why and how humans work together to achieve goals and make this system of cooperation more beneficial for humanity. Management is generally associated with planning, organizing, controlling, placing,

communicating and decision-making activities carried out by a manager in every organization. So that management is needed by every organization, the aim is to coordinate the various resources owned by the company, therefore a product or service will be produced effectively and efficiently. Without management, all organizational efforts made will be in vain and its achievements will not be in accordance with the stated objectives. set.

2. Competence

A person's competence basically concerns a person's behavior in working for a company to show that someone has competence or with someone who does not have competence. Companies are also obliged to build the competence of employees (human resources) who work in the company so that they have the competence (ability) to work well, so that they can and are able to carry out their duties and obligations and together, led by the director. and managers can achieve the company's (business) goals, namely sustainable profits.

3. Delegation

Efforts to build a good company also require good responsibility. Giving authority to hold responsibility to several people in charge is called delegation of authority. Delegation is closely related to the principle of decentralization of authority. The reason for the need for delegation of authority is because a company cannot be run by just one person, but rather it is necessary to form a team consisting of several people

who have a high commitment to the company and have goals that are in line with the company's goals.

4. Work ethic

The work ethic that an employee should have is the totality of his personality and his way of expressing, viewing, believing and giving meaning to something, which encourages him to act and achieve optimal deeds so that the pattern of relationships between humans and themselves and between humans and other creatures can be well established (Tasmara , 2016: 64)

5. Employee performance

Employee performance is the result of work in terms of quality and quantity achieved by an employee in carrying out tasks in accordance with the job responsibilities given by the organization or company where an employee works. To improve optimal performance, clear work standards need to be established, which can be a reference for all employees. Company goals will be

achieved well if employees understand and accept the company goals that have been set

6. Research Model

Based on previous research, it appears that Work Ethic has a positive impact on employee performance. Work ethic reflects a positive attitude towards work, which is reflected in employees' work styles, and can improve their performance. Therefore, it is important to understand that employee Work Ethic contributes to the results obtained from their work.

In developing this research, the researcher detailed the research framework by referring to previous research. With a systematic approach, a research framework can be developed which will become the basis for further understanding the relationship between Work Ethic and employee performance. In conclusion, a deep understanding of Work Ethic can be the key to improving employee work results:

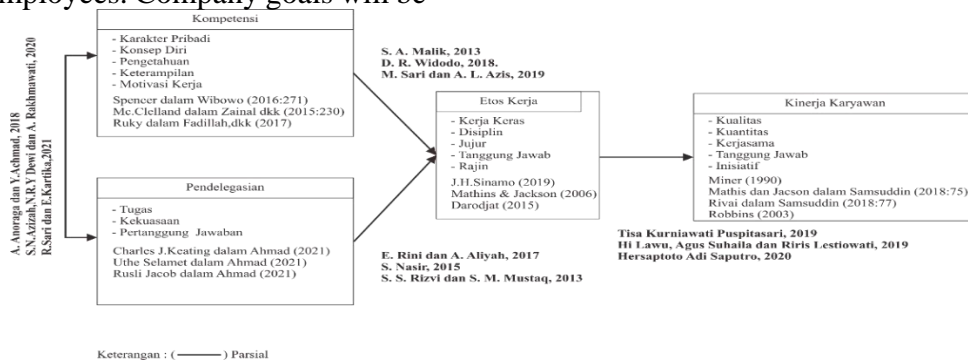


Figure 2. Research Model Paradigm

7. Research Hypothesis

Sugiyono (2009:64) states that "Hypothesis is a temporary answer to the research problem formulation, where the research problem formulation has been

stated in the form of a question sentence". In this case, it means that the answers to existing problems are only based on existing or relevant theories, and have not been proven empirically

obtained through data collection. Based on this understanding, the hypothesis in this research can be formulated as follows:

Research Hypothesis

- a. Competence influences work ethic
- b. Delegation affects Work Ethic
- c. Competence and delegation influence work ethic
- d. Work Ethic influences employee performance.

RESEARCH METHODS

This research has descriptive and verification objectives. The descriptive aim is to obtain a description of employee competence, delegation, work ethic and performance. Meanwhile, the verification objective is to test the truth of a hypothesis involving the influence of competence and delegation on work ethic and its impact on employee performance.

With its descriptive and verification nature, this research uses descriptive survey methods and explanatory survey methods. The type of investigation used is causality, which tests the causal relationship between the independent variable and the dependent variable. The unit of analysis for this research is employees of PT. Dreamland Group.

The research method used is a quantitative method with a descriptive analysis approach and verification analysis. Quantitative methods are based on the philosophy of positivism, used to research certain populations by collecting data using research instruments and analyzing quantitative or statistical data.

The observation unit is employees of PT. Dreamland Group,

and the research location is on Jalan Jendral Sudirman, LTD Cinema Complex, Sungailiat Old Library Building, Sungailiat District, Bangka Regency, Bangka Belitung Islands Province, which will be conducted in December 2022.

The research variables consist of competence (X1), delegation (X2), work ethic (Y), and employee performance (Z). Each variable is operationalized with certain dimensions and indicators.

Data collection was carried out through literature studies, field studies with observations, interviews and questionnaires. The data obtained will be analyzed using path analysis.

The research population is employees of PT. Dreamland Group, with a population size of 60 people. This research uses saturated sampling, where all members of the population are sampled.

Data collection techniques involve primary and secondary data. Primary data was obtained through interviews, observations and questionnaires. Meanwhile, secondary data was obtained from project files, complaints, literature studies and journals.

With this methodology, it is hoped that research can provide an in-depth understanding of the relationship between competence, delegation, work ethic and employee performance at PT. Dreamland Group.

RESEARCH RESULT

1. Verification Analysis Results

The hypotheses proposed by researchers in this study are: 1). There is an influence of competence on work ethic, 2).

There is an influence of delegation on work ethic, 3). There is an influence of work ethic on performance, and 4). There is an influence of competence on performance through work ethic, 5). There is an influence of delegation on performance through work ethic.

The results of the analysis using SPSS V.25 on 60 respondents obtained the magnitude of the correlation coefficient between the independent variables. The magnitude of the correlation coefficient can be seen in Table 7 below:

Table 7. Verification Analysis Results

		Competence	Delegation
Competence	Pearson Correlation	1	,448**
	Sig. (2-tailed)		,000
	N	60	60
Delegation	Pearson Correlation	,448**	1
	Sig. (2-tailed)	,000	
	N	60	60

** . Correlation is significant at the 0.01 level (2-tailed).

Table 8. Correlation Coefficient Between Variables X1 and X2

Variable	X1	X2
X1	1	0.45
X2	0.45	1

A. Partial Influence of Competency and Delegation on Work Ethic

Results of partial calculations of the influence of competence and delegation on work ethic. Next, based on the

calculation results, the path coefficient, the overall influence of X1 and X2 and the path coefficients of other variables outside of variables X1 and By using SPSS 25, the Standardized Coefficients (Beta) values are obtained as follows:

Table 9. Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Standard Error			
(Constant)	11,628	2,693		4,317	,000
1 Competence	,556	,105	,682	5,288	,000
Delegation	,150	,191	,101	,783	,437

a. Dependent Variable: Work Ethic

Table 4. Path coefficients

X path coefficient1 towards Y	$\rho_{\psi\xi 1}$	0.682
X path coefficient2 towards Y	$\rho_{\psi\xi 2}$	0.101

Source: SPSS Processing Results (2023).

B. The Great Influence of Competency and Delegation Variables on Work Ethic

Table 10. Calculation Results of Partial Determination Coefficient

Research variable	β_x Zero Order x 100%	Results
Competence (X1)	0.682 x 0.757 x 100%	52%
Delegation (X2)	0.101 x 0.609 x 100%	6%
Total		58%

Source: Data processed by researchers (2021).

Based on Table , the results of the calculations above

can be seen that partially competency has an influence of 52%, while delegation has an influence of 6%. Thus, the variable that more dominantly influences employee work ethic is the competency variable. So the total influence of the competency and delegation variables on employee work ethic is 0.577 or 58% (R).

C. Simultaneous Influence of

Table 11. Cofisine Determination

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,760a	,578	,563	2,315

a. Predictors: (Constant), Delegation, Competence

The following are the results of calculating the influence of competence and delegation on employee work

Table 12. Effect of Competency and Delegation on Work Ethic and the Influence of Other Variables

Multiple Determination Coefficient (R2)	R2 Y,X1,X2	0.58
Multiple Correlation Coefficient	RY,X1,X2	0.76
Influence of Other Variables	$\rho^2 \Psi \alpha$	0.42
Influence of Path Coefficients of Other Variables	$\rho \Psi \alpha$	0.65

Source: SPSS Program Statistical Processing Results

The coefficient of determination value can be interpreted as the influence of the cause variable on the effect variable. so in this research 57.8% of the work ethic of employees at PT. Dreamland Group is influenced by the Competency and Delegation variables while the remaining 42.2% is influenced by other factors not in this research. Meanwhile, the path coefficient for factors not examined in this study was 0.649.

The following will describe each competency variable and simultaneous

Competency and Delegation on Work Ethic

Calculation results for multiple determination coefficients (R2 Y.X1, X2), Correlation coefficients (R Y.X1, 25), then the correlation coefficient and determination coefficient values are obtained in detail as shown in the following table

ethic at PT. Dreamland Group and the influence of other variables, namely as follows:

Table 13. Effect of Competency and Delegation on Work Ethic

Variable	Direct influence
(X1)	52%
(X2)	6%
Total	58%

Based on Table above, it can be seen that competence and delegation influence the work ethic of employees at PT. Dreamland Group was 52%, while the path coefficient for factors not examined in this study was 42%, influenced by other factors not examined by the author, such as workload. Meanwhile, if seen partially,

the competency variable with a value of 52% is more dominant in influencing the work ethic of employees at PT. Dreamland Group from the delegation variable with a value of 6%.

By completing the calculations regarding the magnitude of the path coefficients above, this does not mean that a conclusion can be drawn straight away, but tests

must first be carried out on the path coefficients. This is because the path coefficient only examines the sample, while the conclusions drawn must be useful and reflect the entire population. Therefore, after calculating the magnitude of the path coefficient, testing will be carried out on the path coefficient, both individually and as a whole.

Table 14. Sub Structure 2
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	,948	2,283		,415	,679
	Work ethic	,977	,068	,884	14,419	,000

a. Dependent Variable: Performance

Source: SPSS Processing Results (2023).

DISCUSSION OF RESEARCH RESULTS

The Influence of Competence and Delegation on Work Ethic Both Partially and Simultaneously

A. The Influence of Competency on Work Ethic

The direct influence of competence on work ethic is 52%. This shows that the more adequate the competence of employees, the greater the work ethic of employees at PT. Dreamland Group.

Competence is a factor that can influence employee work ethic, with this factor employees will be optimal in carrying out their work. Competency is an evaluation that describes someone as competent or incompetent in doing work. The existence of a person's competence can determine the delegation of tasks and authority of an employee. Because this is directly

proportional to the more competent a person is with their work, the better the delegation of tasks will be. Because competency is the work ability of each individual which includes aspects of knowledge, skills and work attitudes that are in accordance with established standards.

This is supported by research conducted by Samira, Endah Winarti HS and Harnoto (2019) who stated that they found that competence had a positive and significant effect on work ethic. Competency has a positive effect on work ethic, the better the competency is, the higher the work ethic. This means that employees who are competent in their work will have a good work ethic in the company.

Then research conducted by Sarmedi (2017) also states that there is a simultaneous influence between competence and work

ethic, which means that employees who are competent in their field will have a good work ethic, so companies must look for employees who are truly competent in their field so that their ethos His work is certainly good and he can help other colleagues with his competence.

Furthermore, according to Irfan Dani (2014), there is an influence of competence on work ethic, which means that employees who can work optimally indicate that the employee is working in accordance with their competence and likewise their work ethic is certainly positive or good because they are able to carry out their responsibilities.

B. The Effect of Delegation on Work Ethic

The direct influence of delegation on work ethic is 6%. This shows that there is a lack of influence of delegation on the work ethic of employees at PT. Dreamland Group, but if the delegation is right then the team's work ethic will be more optimal and should not have a big influence.

This is in accordance with research conducted by E. Rini and A. Aliyah (2017) which shows that delegation has a positive influence on employee work ethic. The research results show that employees who are given responsibility and trust in carrying out their duties tend to have a better work ethic.

Research conducted by S. Nasir et al. (2015) show that delegation has a positive influence on employee work ethic and

organizational performance. This research found that task delegation carried out well can increase employee motivation, responsibility and creativity, as well as increase organizational efficiency and effectiveness.

Research conducted by SS Rizvi and SM Mushtaq (2013) shows that delegation has a positive influence on the work ethic of employees in the public sector. This research found that effective task delegation can improve employee performance and motivate them to achieve predetermined goals.

This shows that there is conformity between previous research and the research conducted by researchers. Where competence and delegation are variables that can influence employee work ethic, the researchers determined that they agree that there is an influence of competence and delegation on employee work ethic.

C. The Influence of Work Ethic on Employee Performance Both Partially and Simultaneously

Based on the test results, it can be seen that there is an influence of work ethic on employee performance at Dreamland Group of 78.1%. These findings can be an indication that work ethic is a factor that can influence employee performance at PT. Dreamland Group, however, there are other factors that were not examined by researchers in this study.

Work ethic is a belief that a person has in doing something with the determination to work

hard and give their best. As is known in interviews and field surveys, the work ethic of PT Company employees. The Dreamland Group is actually not doing well and perhaps this is the cause of the company's low performance. In this way, companies need employees who have a good work ethic that is beneficial for the company. A high work ethic in a company is expected to improve the performance of employees and also the company. High performance is very important to support the functions of the company to run as they should. So that difficulties and problems within the company will be resolved well. Based on the calculation results presented by researchers, it is known that work ethic has a low effect on employee performance.

Work Ethic has an influence on employee performance. This is confirmed in previous research, the results of research conducted by Tisa Kurniawati Puspitasari (2019) that simultaneously the work ethic variable has a positive influence on employee performance.

Then research conducted by Hersaptoto Adi Saputro (2020) stated that the results of his research simultaneously worked ethic variables had a positive influence on employee performance. Where employees who have a good work ethic will be able to influence their performance to be good too.

Followed by research by Yuscita Luky (2018) regarding

work ethic and employee performance in companies which states that simultaneously the work ethic variable influences employee performance.

This shows that there is conformity between previous research and the research conducted by researchers. Where work ethic is a variable that can influence employee performance, the researchers determined that they agree that there is an influence of work ethic on employee performance.

CONCLUSIONS AND RECOMMENDATIONS

Based on the results of research conducted at PT. Dreamland Group, it was revealed that the company's internal conditions, especially in terms of employee competency, work delegation, work ethic and performance, have several challenges that need to be overcome. Employee competency is considered inadequate, especially in terms of physical character, reactions/responses, abilities, and compliance with regulations. Apart from that, delegation of tasks is also considered inappropriate, especially in terms of the team's main tasks and the right to make decisions. This seems to have an impact on the work ethic of employees who are considered to be less good, with problems mainly regarding compliance with rules, honesty in work, and responsibility according to the rules. Employee performance also shows an unsatisfactory assessment, especially in terms of accuracy, speed, responsibility for decision making on tasks, and initiative in taking action.

Furthermore, this research highlights the influence of competence and delegation on work ethic at PT. Dreamland Group is significant, with competence having a direct influence of 52%, and delegation of 6%. The influence of both together reached 58%, while other factors outside the research had an impact of 42%. Apart from that, employee work ethic plays a very big role, with an influence of 78.1% on their performance.

As a solution, researchers provide a number of suggestions, such as re-evaluating competency standards, improving task delegation, increasing objective rewards and punishment, increasing training, paying more attention to recruitment selectivity, and the need for further research regarding other factors that influence work ethic and employee performance. By implementing this suggestion, it is hoped that PT. Dreamland Group was able to overcome the identified obstacles and achieve significant improvements in the quality of employee performance.

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