

# The Influence of Work Skills, Innovative Behavior and Work Environment on the Employee Performance of Bali Enjoy Konveksi Denpasar

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**Abstract:** Professionally managed human resources can improve individual performance and help the organization achieve its goals. Bali Enjoy Konveksi Denpasar is a convection company that also pays attention to the performance of human resources in achieving predetermined targets.

This research was conducted to determine the influence of work skills, innovative behavior and work environment on employee performance. The population and sample of this research are all employees of Bali Enjoy Konveksi Denpasar, where the research population size is 80 people. This research uses a saturated sampling or census method. Data collection was carried out through distributing questionnaires and interviews. The data analysis technique used is multiple linear regression analysis.

Based on the results of the analysis, it was found that work skills have a positive effect on employee performance at Bali Enjoy Konveksi Denpasar. High work skills will make employees have better performance. Innovative behavior has a positive effect on employee performance at Bali Enjoy Konveksi Denpasar. The better the innovative behavior of employees, the more employees will improve their performance at Bali Enjoy Konveksi Denpasar. The work environment has a positive effect on employee performance at Bali Enjoy Konveksi Denpasar. The better the work environment felt by employees, the more employees will improve their performance at Bali Enjoy Konveksi Denpasar

**Keywords:** work skills, innovative behavior, work environment, employee performance.

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## 1. INTRODUCTION

Human Resources (HR) play an important role in the smooth running of work in the company. Where the business world continues to experience very rapid development and of course this is followed by increasingly tight competition. In such conditions, only companies that have competitive advantages will be able to survive and be able to win the competition and seize opportunities to develop. Facing this reality, human resources through all their potential are the main factor in forming competitive advantage and are the key to future progress. Performance is the level of success of employees in carrying out their duties and obligations to achieve predetermined goals (Setiawan & Phillipson, 2020).

This research was conducted at Bali Enjoy Konveksi Denpasar that operates in the apparel manufacturing business with its address in Denpasar. Employees have an important role in carrying out their work in order to achieve previously set targets. The overall performance of Bali Enjoy Konveksi is assessed based on the level of performance achievement which refers to the planned goals or targets. Bali Enjoy Konveksi's performance achievements in 2022 are not yet optimal. This shows that the performance given by employees to the company is still not optimal and there are still employee work results that are not realized and do not reach targets. This indicates that there are problems related to employee performance at the Bali

Enjoy Konveksi company. Based on the results of interviews, the management of Bali Enjoy Konveksi stated that there were complaints about the performance of their employees which were related to the quality of their work. The form of complaint is that there are still products that do not comply with the standards that have been set and the cutter is often absent from completing the work, which has an impact on the subsequent production process, of course this has fatal consequences.

Skills for employees at work are very important, especially in improving their performance. In reality, not all Bali Enjoy Konveksi Denpasar employees have good skills in their field of work, especially skills in the perception aspect of their work and skills in self-control (attitudes, emotions and motives at work) . Employees who do not have a better perception and attitude towards their work will be unable to improve the quality of their work. Employees who are not skilled in facing competition from changes in the business environment cannot contribute better to their performance and to the progress of the company. If this happens, the company's performance will not experience significant progress and will not be able to compete with other companies (Asdar & Syamsuarni, 2021) .

Employees who have innovative behavior will always try to overcome the problems they face. Product innovation and knowledge are essential to make customers feel more confident in ordering and avoid complaints. The quality of human resources really supports the company's efforts in making the latest innovations. To fulfill this, high work performance is required and must be managed well.

The pre-survey results show that the innovative behavior of employees is quite low, as evidenced by the statement that they feel that their abilities do not match the work they are currently doing, feel that the work they have completed does not meet their expectations, and feel that their abilities what they have is less than the abilities of their co-workers.

The work environment at Bali Enjoy Konveksi is not free from the problems it faces, from the initial research carried out it is known that from the physical environment the spatial layout between one room and another is not neatly arranged, so it looks cramped and there is not enough space to move around. The air circulation around Bali Enjoy Konveksi Denpasar is also not good so it feels stuffy, combined with the mixed smell of screen printing materials which often makes employees suffocated. Employees who are involved in work all day are prone to eye strain accompanied by mental fatigue, feelings of anger and other physical disorders. In terms of lighting here it is not only limited to electric lighting but also solar lighting. This lighting is also inadequate, even though good lighting can provide satisfaction at work and will of course improve performance, then poor lighting can provide dissatisfaction at work and reduce performance.

### **Theoretical Review**

The theory underlying this research is Attribution Theory. Attribution theory provides an explanation of the process of how we determine the causes or motives of someone's behavior. This theory refers to how a person explains the causes of the behavior of others or oneself which is determined whether it is internal or external and the influence will be seen in the individual's behavior. Determining the attribution of causes, whether individual or situational, is influenced by three factors (Al-Sharif, 2021): Consensus, Specificity and consistency.

Human resource performance is a term that comes from the words job performance or actual performance, which means that performance is the result of work in terms of quality and quantity achieved by someone in carrying out their duties in accordance with the responsibilities given to them (Mangkunegara, 2018) . Performance is the level of efficiency and effectiveness as well as innovation in achieving goals by management and divisions within the organization. Performance is said to be good and successful if the desired goals can be achieved well. Therefore, performance is always measured from the aspect of results, not the efforts made by the individual, namely how well the individual can fulfill the demands of his job

Work skills are closely related to the physical and mental abilities that each person has to carry out human resources (HR) tasks. Job skills are skills or expertise to do a job that are only obtained in practice and can be mastered through learning and can be improved through learning and help from other people. So work skills are an individual thing, each individual will have a different level of skills depending on their abilities and experience (Mangkunegara, 2018). From this opinion it can be said that these skills are not inherited but can be honed through training or learning through the help of other people.

Innovative work behavior is the desire of organizational members to introduce, propose and apply new ideas, products, processes and procedures to their work, work unit or even the organization where they work. Innovative work behaviors are typically seen to encompass a broad range of behaviors related to generating ideas, creating support for them, and assisting their implementation. Innovative behavior is the totality of individual actions that lead to the emergence,

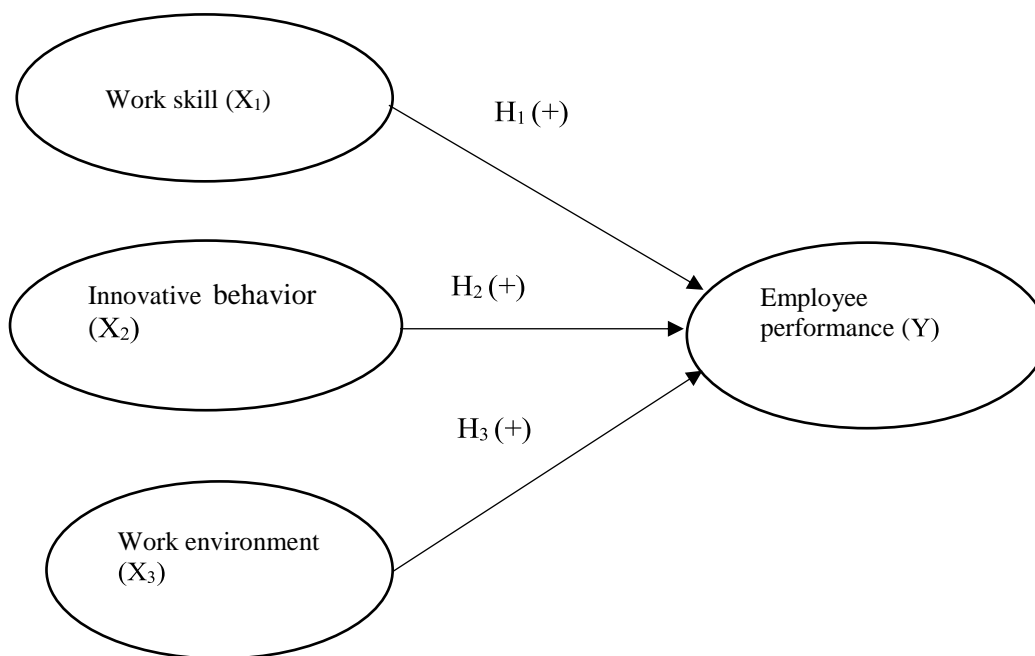
introduction, and implementation of something new and profitable at all levels of the organization. Innovative behavior is behavior that provides the latest ideas or innovations in developing a product or service, in order to gain profit.

The work environment is one or all of the components related to an institution, organization or company which has a pattern that cannot be separated from the environment in which the institution, organization or company is located (Islam et al., 2022). The work environment is everything around the worker, which can influence a worker in carrying out the tasks given. The work environment is everything around workers that can influence them in carrying out their assigned tasks (Mangkunegara, 2018). The work environment will directly or indirectly have an impact on the company and influence the performance of the company's employees.

Based on theory and previous research, the following are the hypotheses proposed:

- H1: Work skills have a significant positive effect on employee performance
- H2: Innovative behavior has a positive and significant effect on employee performance
- H3: The work environment has a significant positive effect on employee performance

**Conceptual framework:**



**2. RESEARCH METHOD**

This research uses quantitative methods and takes the form of associative causality. The variables used in this research are as follows: The independent variables (X) in this research which are the independent variables are work skills (X1), innovative behavior (X2), work environment (X3) and the dependent variable (Y). In this case, the dependent variable is employee performance (Y). The population of this research is all employees of Bali Enjoy Konveksi Denpasar, where the research population size is 80 people. The sample used in this research was all 80 Bali Enjoy Konveksi Denpasar employees. The operational definition in this research is

1) Employee Performance (Y)

Performance is a work result obtained by employees of Bali Enjoy Konveksi Denpasar which employees achieve within a period of time when carrying out their work duties in accordance with the responsibilities given to them. There are six indicators that can be used to measure employee performance (Mangkunegara, 2018), including: a) Quality, namely the results of employee work completing work in accordance with established standards. This indicator is measured from the respondent's perception of their ability to complete work according to standards. b) Quantity, namely the amount of work that can be completed by employees. This indicator is measured from the respondent's perception of their ability to complete work according to the target amount. c) Timeliness, namely the employee's ability to complete tasks as agreed, as well as maximizing the time available for other activities. This indicator is measured from the respondent's perception of the right

time to complete the work. d) Effectiveness, namely the ability to maximize the use of existing resources within the company with the aim of improving the quality of output/work results of each unit in the use of resources. This indicator is measured by the ability to maximize the use of company resources. e) Independence, namely the level of ability of employees who will be able to carry out their work functions without being supervised. This indicator is measured by the respondent's ability to complete work without supervision. f) Work Commitment, namely the level of responsibility that employees have towards the company. This indicator is measured by the responsibility held towards the company. g) Leadership, namely the process of influencing leaders on their followers in an effort to achieve organizational goals, whether manifested in the form of financial or non-financial appreciation. This indicator is measured by management providing appreciation according to employee expectations.

## 2) Job Skills (X1)

Work skills are closely related to the physical and mental abilities possessed by Bali Enjoy Konveksi Denpasar employees to carry out human resources (HR) duties. Skills are divided into 4 indicators (Mangkunegara, 2018), namely: a) Basic Literacy Skills, namely basic skills that Bali Enjoy Konveksi Denpasar employees must have according to the job description. This indicator is measured from the basic skills possessed to complete the job. b) Technical Skills, namely the technical skills of Bali Enjoy Konveksi Denpasar employees obtained through learning in the technical field such as operating the machines used for work. This indicator is measured by the technical expertise possessed to complete the work. c) Interpersonal Skills, namely the skills of Bali Enjoy Konveksi Denpasar employees in communicating with each other, such as listening to someone, giving opinions and working as a team. This indicator is measured from the respondent's perception of their communication skills to complete the job. d) Problem Solving, namely the expertise of Bali Enjoy Konveksi Denpasar employees in solving problems using logic or feelings. This indicator is measured from the respondent's perception of solving problems using logic.

## 3) Innovative Behavior (X2)

Innovative work behavior is the behavior of Bali Enjoy Konveksi Denpasar employees who introduce the ideas they create to the place where they work. Innovative behavior is measured by 4 indicators (Hadi et al., 2020) as follows: a) Idea exploration (X2.1), namely the employee's ability to find opportunities or problems. This indicator is measured from the respondent's perception of their ability to find opportunities. b) Idea Generation (X2.2), namely the ability of employees to develop innovation ideas by creating and suggesting ideas for new processes. This indicator is measured from the respondent's perception of their ability to develop innovative ideas in completing work. c) Idea Championing (X2.3), namely the ability of employees to seek support in realizing new innovation ideas that they have produced. This indicator is measured from respondents' perceptions of their ability to seek support for new innovation ideas d) Idea Implementation (X2.4), namely the employee's ability to implement new ideas into their usual work processes. This indicator is measured from the respondent's perception of their ability to apply new ideas in the process of completing work.

## 4) Work Environment (X3)

The work environment is everything around employees that influences employees in carrying out their work (Larastrini & Adnyani, 2019). The indicators used in this research are:

a) Lighting in the workplace is the condition of the lighting. b) Temperature in the workplace, namely the air temperature in the workplace that can make employees feel comfortable. Measured through respondents' perceptions, the temperature in my workplace makes me more comfortable when working c) Air circulation in the workplace, namely good air flow conditions in the workplace. Measured through respondents' perceptions that the air circulation where I work flows well d) Noise in the workplace is sound that can disturb employees' concentration at work. Measured through respondents' perceptions that my workplace is far from noise e) Safety in the workplace, namely being protected from dangers and disturbances in the workplace. Measured through respondents' perceptions of the level of security in the workplace that can make employees feel comfortable while working. f) Coworkers, namely the relationships and communication that exist with coworkers. Measured through the respondent's perception that I have good communication with my colleagues

The analytical model used to solve the problems in this research is multiple linear regression.

### 3. RESULTS

The validity test results in Table 1 show that all variables have a correlation coefficient value of > 0.3, thus all of these instruments are valid, so they are worthy of being used as research instruments.

**Table 1: Recapitulation of Research Instrument Validity Test Results**

No	Variable	Question	coeficien	note
1	Work skill (X <sub>1</sub> )	X <sub>1.1</sub>	0,502	Valid
		X <sub>1.2</sub>	0,708	Valid
		X <sub>1.3</sub>	0,752	Valid
		X <sub>1.4</sub>	0,481	Valid
2	Innovative behavioral (X <sub>2</sub> )	X <sub>2.1</sub>	0,574	Valid
		X <sub>2.2</sub>	0,671	Valid
		X <sub>2.3</sub>	0,706	Valid
		X <sub>2.4</sub>	0,592	Valid
3	Work environment (X <sub>3</sub> )	X <sub>3.1</sub>	0,484	Valid
		X <sub>3.2</sub>	0,583	Valid
		X <sub>3.3</sub>	0,722	Valid
		X <sub>3.4</sub>	0,685	Valid
		X <sub>3.5</sub>	0,482	Valid
		X <sub>3.6</sub>	0,601	Valid
3	Employee performance (Y)	Y <sub>1</sub>	0,936	Valid
		Y <sub>2</sub>	0,837	Valid
		Y <sub>3</sub>	0,763	Valid
		Y <sub>4</sub>	0,493	Valid
		Y <sub>5</sub>	0,843	Valid
		Y <sub>6</sub>	0,936	Valid
		Y <sub>7</sub>	0,908	Valid

The data analysis used in this research is multiple linear regression analysis. The influence of the independent variable on the dependent variable is tested with a confidence level of 95% or  $\alpha = 5\%$  in table 2:

**Table 2: Result of multiple linear regression analysis**

Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	t	
1	(Constant)	25.761	3.406		7.564	0.000
	X1	0.683	0.205	0.304	3.330	0.001
	X2	1.241	0.229	0.666	5.420	0.000
	X3	0.541	0.181	0.366	2.992	0.004

Based on the results of multiple linear regression analysis in Table 2, a multiple linear regression model can be created as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3$$

$$Y = 25.761 + 0.683 X_1 + 1.241 X_2 + 0.541 X_3 \dots\dots\dots (1)$$

The multiple linear regression equation shows the direction of each independent variable towards the dependent variable. The multiple linear regression equation can be described as follows:

The constant value of 25.761 shows that work skills, innovative behavior, work environment have a positive influence on the performance of Bank Bali Enjoy Konveksi Denpasar employees.

X1 of +0.683 indicates that work skills have a positive effect on the performance of Bank Bali Enjoy Konveksi Denpasar employees. If work skills increase, employee performance will increase, assuming the variables of innovative behavior and work environment are considered constant.

X2 is +1.241, indicating that innovative behavior has a positive effect on the performance of Bank Bali Enjoy Konveksi Denpasar employees. If innovative behavior increases, employee performance will increase, assuming the work skills and work environment variables are considered constant.

X3 is +0.541, indicating that the work environment has a positive effect on the performance of Bank Bali Enjoy Konveksi Denpasar employees. If the work environment improves, employee performance will increase, assuming the variables of work skills and innovative behavior are considered constant.

The results of hypothesis testing (H1) prove that work skills have a positive and significant effect on employee performance. This means that if work skills are higher, the performance of employees at Bali Enjoy Konveksi Denpasar will increase and conversely, if the level of employee work skills is low then the performance produced by employees at Bali Enjoy Konveksi Denpasar will decrease. Based on attribution theory, work skills show consistency in supporting increased individual performance, namely the same behavior in a person's actions from time to time. Work skills are closely related to the physical and mental abilities that each person has to carry out human resources (HR) tasks. Job skills are skills or expertise to do a job that are only obtained in practice and can be mastered through learning and can be improved through learning and help from other people. So work skills are an individual thing, each individual will have a different level of skills depending on their abilities and experience (Mangkunegara, 2018).

Sari et al. (2019), Mulyana et al. (2019), Sulantara et al. (2020), Nyathi & Kekwaletswe (2023), Popa et al. (2023) argue that skills have a partial positive and significant effect on employee performance. Employee performance needs to be influenced by qualified skills and skills that are appropriate to the job and responsibilities so that they can improve employee performance.

The results of hypothesis testing (H2) prove that innovative behavior has a positive and significant effect on employee performance. Which means that the higher the innovative behavior of employees, the employee performance at Bali Enjoy Konveksi Denpasar will increase and vice versa, if employee innovative behavior decreases, the performance of employees at Bali Enjoy Konveksi Denpasar will decrease. Based on attribution theory, innovative behavior that shows distinctiveness in improving employee performance is behavior shown by different individuals in different situations, where individuals can adapt innovative ideas and behavior according to the situation at hand. Innovative behavior makes a big contribution to company competition, because innovative behavior from employees is able to provide the latest ideas. If a company implements a fair reward system, it can influence innovative behavior. Apart from that, it provides training and development because with this, the company considers employees to be a valuable part of the company. Furthermore, employees will consider that useful training and development can support their readiness to develop new ideas so that training has a direct influence on innovative behavior. Innovative behavior is social change that suppresses creative attitudes so that a process of attitude change occurs (Astuti et al., 2019). A person who has innovative behavior is someone who always thinks critically every day and tries to ensure that changes occur in the surrounding environment. Based on previous research by Al-Hawari et al. (2019), Tsai (2019), Farrukh et al. (2023) which states that innovative behavior is able to increase employee performance achievements, where innovative behavior influences employee performance, so it can be concluded that innovative behavior has an influence on employee performance. This means that the higher the level of innovative behavior, the greater the ability to improve employee performance.

The results of hypothesis testing (H3) prove that the work environment has a positive and significant effect on employee performance. This means that the better the work environment that employees have, the employee performance at Bali Enjoy Konveksi Denpasar will increase. On the other hand, if the employee's work environment decreases, the performance produced by employees at Bali Enjoy Konveksi Denpasar will decrease. Based on attribution theory, the work environment shows the circumstances that everyone faces and causes similar responses. The work environment is felt by all employees and all employees are known to have similar responses to the state of the work environment. The work environment is one or all of the components related to an institution, organization or company which has a pattern that cannot be separated from the environment in which the institution, organization or company is located (Islam et al., 2022). The work environment is everything around the worker, which can influence a worker in carrying out the tasks given. The work environment is everything around workers that can influence them in carrying out their assigned tasks (Mangkunegara, 2018). Supporting a good work environment will enable employees to carry out their work (Larastrini & Adnyani, 2019). The influence of the work environment on employee performance was studied by Putra et al. (2020) shows that the work environment has a significant influence on employee performance. Increases and decreases in performance are influenced by the work environment where companies must pay more attention to aspects of the work environment such as: lighting,

air temperature, work safety, noise, relationships with colleagues and superiors, so that they can improve performance. This research is also supported by research conducted by Atatsi et al. (2019), Huang & Yuan (2022), Kirana et al. (2022), Voordt & Jensen (2023), namely that the work environment has a significant positive effect on employee performance.

#### 4. CONCLUSION

Based on the research results, the conclusions relating to the influence of work skills, innovative behavior and work environment on employee performance at Bali Enjoy Konveksi Denpasar are as follows: Work skills have a positive effect on employee performance at Bali Enjoy Konveksi Denpasar. High work skills will make employees have better performance. Innovative behavior has a positive effect on employee performance at Bali Enjoy Konveksi Denpasar. The better the innovative behavior that employees have, the more employees will improve their performance at Bali Enjoy Konveksi Denpasar and the work environment has a positive influence on employee performance at Bali Enjoy Konveksi Denpasar. The better the work environment felt by employees, the more employees will improve their performance at Bali Enjoy Konveksi Denpasar.

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