

Influence of Employee Competence, Physical Work Environment and Work Discipline on Work Effectiveness of Sewing Operators at PT Inti Sukses Garmino

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ABSTRACT

Operator work efficiency is a crucial factor in supporting the company's production process. PT Inti Sukses Garmino has faced unmet production targets in the sewing section of Building 2 from November 2025 to April 2026, which has the potential to hinder the fulfillment of buyer orders. The research focuses on the influence of employee competence, the physical work environment, and work discipline on the effectiveness of sewing operators in Building 2 of PT Inti Sukses Garmino. Data are collected through observation, literature review, and questionnaires distributed to 88 sewing operator. A proportionate stratified random sampling technique was employed, with sample allocation determined by the number of operators in each production line. Data analysis is carried out using validity and reliability tests, descriptive analysis, classical assumption testing, multiple linear regression, and hypothesis testing using SPSS version 25. The regression analysis produced the equation $Y = 0.245 + 0.252X_1 + 0.552 X_2 + 0.178 X_3$, meaning that Work Competence has a positive relationship with Work Effectiveness, while Work Effectiveness is also positively related to the Physical Work Environment and Work Discipline among sewing operators in Building 2. These three factors explain 85% of work effectiveness, while the other 15% comes from factors not included in this research. These findings are consistent with Organizational Behavior Theory, as the theory emphasizes that individual characteristics and workplace conditions influence employee behavior and performance. The results highlight the importance of developing operator competence, improving workplace conditions, and fostering greater work discipline to enhance overall work effectiveness.

Keywords: Competence, Environment, Discipline, Work, Effectiveness

Pengaruh Kompetensi Karyawan, Lingkungan Kerja Fisik, dan Disiplin Kerja terhadap Efektivitas Kerja Operator Jahit di PT Inti Sukses Garmino

Abstrak

Efisiensi kerja operator merupakan faktor penting dalam mendukung proses produksi perusahaan. PT Inti Sukses Garmino menghadapi target produksi yang tidak terpenuhi di bagian jahit Gedung 2 dari November 2025 hingga April 2026, yang berpotensi menghambat pemenuhan pesanan pembeli. Penelitian ini berfokus pada pengaruh kompetensi karyawan, lingkungan kerja fisik, dan disiplin kerja terhadap efektivitas operator jahit di Gedung 2 PT Inti Sukses Garmino. Data dikumpulkan melalui observasi, tinjauan pustaka, dan kuesioner yang dibagikan kepada 88 operator jahit. Teknik pengambilan sampel acak bertingkat proporsional digunakan, dengan alokasi sampel ditentukan oleh jumlah operator di setiap lini produksi. Analisis data dilakukan menggunakan uji validitas dan reliabilitas, analisis deskriptif, pengujian asumsi klasik, regresi linier berganda, dan pengujian hipotesis menggunakan SPSS versi 25. Analisis regresi menghasilkan persamaan $Y = 0,245 + 0,252X_1 + 0,552 X_2 + 0,178 X_3$, yang berarti Kompetensi Kerja memiliki hubungan positif dengan Efektivitas Kerja, sedangkan Efektivitas Kerja juga berhubungan positif dengan Lingkungan Kerja Fisik dan Disiplin Kerja di antara operator jahit di Gedung 2. Ketiga faktor ini menjelaskan 85% efektivitas kerja, sedangkan 15% lainnya berasal dari faktor yang tidak termasuk dalam penelitian ini. Temuan ini konsisten dengan Teori Perilaku Organisasi, karena teori tersebut menekankan bahwa karakteristik individu dan kondisi tempat kerja memengaruhi perilaku dan kinerja karyawan. Hasil penelitian menyoroti pentingnya mengembangkan kompetensi operator, meningkatkan kondisi tempat kerja, dan menumbuhkan disiplin kerja yang lebih besar untuk meningkatkan efektivitas kerja secara keseluruhan.

Kata Kunci: Kompetensi, Lingkungan, Disiplin, Kerja, Efektivitas

INTRODUCTION

Work effectiveness is an important factor in manufacturing companies because it supports the achievement of production targets and the smooth running of production activities (Rahmawati et al., 2021). Work effectiveness refers to the ability of employees to complete their tasks according to the required standards of quality, quantity, and timeliness (Ermayanti et al., 2024). Good employee management also plays an important role in supporting organizational performance and work effectiveness (Hermawan & Hindrawati, 2026). In manufacturing operations, work effectiveness is closely related to the ability of employees to perform their tasks properly and consistently. Several factors can affect work effectiveness, including employee competence, physical work environment, and work discipline. Competence helps employees perform their tasks according to job requirements, while a supportive physical work environment can provide comfort during work (Mukminin et al., 2025). Work discipline also encourages employees to follow company rules, work procedures, and predetermined schedules (Wasis, 2021).

This issue is particularly relevant to the garment manufacturing industry, which is one sector that relies on a labor-intensive workforce in the manufacturing industry. Garment production consists of several stages, including pattern making, fabric cutting, sewing, and packaging. Among these stages, sewing involves many operators and various activities that must be completed sequentially, making operator effectiveness important for maintaining production flow and achieving production targets (Rahman et al., 2023). In this industry, differences in employee competence, physical working conditions, and work discipline may affect the ability of operators to complete production tasks according to the required standards. Therefore, maintaining the effectiveness of sewing operators is important to support production performance and the fulfillment of customer

orders.

This research addresses the gap between the expected production conditions and the actual conditions at PT Inti Sukses Garmino, a phenomenon referred to by Müller-Bloch and Kranz (2015) as a Theory Application Void. This gap is evident in the production achievement of the sewing section of Building 2 from November 2025 to April 2026, which remained below the company's target of 100%, ranging from 75% to 83%. Although production achievement increased to 82% in March 2026 and 83% in April 2026, the target of 100% had still not been achieved. Differences in production achievement were also found among production lines. Initial interviews with the Industrial Engineering Department and the Sewing Supervisor identified several conditions related to operator effectiveness. Some operators had difficulty adapting to style changes and still required guidance from supervisors or more experienced operators. In addition, several work areas had high temperatures, fans that did not function optimally, and uneven lighting. Work discipline problems were also found, including unfinished tasks and work that did not meet quality control standards and therefore required rework. These conditions indicate that professional competence, physical work environment, and work discipline are important factors that must be analyzed in the context of worker effectiveness in the sewing industry.

The issues identified in this research involve Work Competence, Physical Work Environment, and Work Discipline, which are examined in relation to the Work Effectiveness of sewing operators at PT Inti Sukses Garmino. The main research questions are whether Work Competence, Physical Work Environment, and Work Discipline affect Work Effectiveness individually. The study provides a theoretical contribution by applying Organizational Behavior Theory to explain factors affecting employee work effectiveness in the garment manufacturing sector. In addition, the study offers a practical

contribution by providing a basis for PT Inti Sukses Garmino management to improve operator competence, provide a more comfortable physical work environment, and strengthen work discipline to support the achievement of production targets.

Literature Review

This study develops a research model to examine work effectiveness among sewing operators based on three factors: work competence, physical work environment, and work discipline. The model focuses on how employees' abilities, workplace conditions, and compliance with work rules may contribute to the achievement of work targets. Organizational Behavior Theory is used as the theoretical foundation to identify the connection between these factors and work effectiveness.

Organizational Behavior Theory

Organizational Behavior Theory serves as the grand theory, explaining the influence of individual and organizational factors on work outcomes. Organizational behavior examines how individuals, groups, and organizational structures affect behavior and performance in an organization (Ivancevich et al., 2014). Robbins in Harjanti et al. (2024) explains that organizational behavior is the effort to understand human behavior and apply that knowledge with the aim of improving organizational effectiveness. The development of organizational behavior shows that work outcomes are influenced not only by work systems and tasks but also by employee abilities, attitudes, and working conditions (Narpati et al., 2022). Based on this perspective, this study considers work competence and work discipline as individual factors and the physical work environment as a work-related factor that may influence the work effectiveness of sewing operators.

Work Effectiveness

Work effectiveness describes how well employees carry out their assigned tasks and

achieve the expected work goals. Effectiveness is related to the achievement of work targets, standards, and deadlines (Aryadi, 2020). Wasis (2021) explains that work effectiveness is related to the time used by employees to complete their workload, while Rahmawati et al. (2021) describes it as the level of success in achieving planned objectives. Martini et al. (2024) states that effectiveness can be seen from the suitability between planned targets and actual results. Therefore, work effectiveness reflects how well garment workers carry out their duties using the required knowledge, skills, and attitudes. The indicators of work effectiveness are work quantity, work quality, and time utilization (Puspitasari et al., 2023)

Employee Competence

Work competence refers to the knowledge, skills, and attitudes that support employees in performing their tasks effectively. Spencer and Spencer in Sari et al. (2023) define competence as an underlying characteristic that supports an individual's ability to perform a job. Sholeh & Wahyudin (2021) explain that competence enables employees to produce satisfactory work through the application of knowledge and skills. Ermayanti et al. (2024) states that competence includes the knowledge, skills, and work attitudes required to perform job tasks. Based on these views, work competence refers to the ability of sewing operators to perform their tasks based on the required knowledge, skills, and attitudes. The indicators are knowledge, skills, and work attitude (Puspitasari et al., 2023).

Physical Work Environment

The physical work environment describes the physical conditions surrounding employees that can affect their work activities. Anggraini et al. (2022) explains that it includes physical conditions such as cleanliness, lighting, air quality, and workplace layout. Aliya et al. (2023) states that physical work environment factors can directly or indirectly

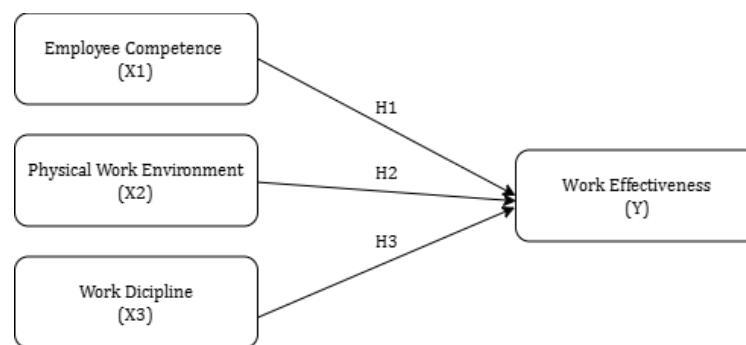
affect employees while performing their tasks. A supportive work environment can help employees work more comfortably and effectively (Abousoliman & Hamed, 2026). In this study, the physical work environment refers to the physical conditions that support sewing operators in performing their work. The indicators are equipment, workplace layout, lighting, workplace cleanliness, and room temperature (Eka & Sugiarto, 2022).

Work Dicipline

Work discipline reflects employees' commitment to follow workplace rules and fulfill their responsibilities. Hasibuan in Dwinanda et al. (2023) defines work discipline as employees' awareness and willingness to follow company regulations and carry out their

responsibilities. Wasis (2021) explains that work discipline is reflected in employees' compliance with work rules and procedures. It also involves orderly behavior, responsibility, and proper task completion. Therefore, work discipline in this study refers to the compliance of sewing operators with work rules, instructions, and responsibilities. The indicators are attendance, compliance with superiors, work awareness, and responsibility (Raharjo & Yulianto, 2026).

The theoretical review and previous studies have led to the development of a concept framework to illustrate the connections between the variables included in this research, as shown Figure 1.



Source: Processed Secondary Data, 2026

Figure 1. Theoritical Framework

H1: Employee Competence has a significant effect on Work Effectiveness.

H2: Physical Work Environment has a significant effect on Work Effectiveness.

H3: Work Dicipline has a significant effect on Work Effectiveness.

RESEARCH METHOD

In these studies, quantitative research methods were used to identify the effect of employee competence, physical work environment, and Work Dicipline as factors affecting Work Effectiveness among sewing operators at Building 2 of PT Inti Sukses Garmino. A cross-sectional approach was applied, with data gathered from participants

during a specific period through questionnaires, observation, and literature review.

The population consists of 713 sewing operators at Building 2 of PT Inti Sukses Garmino. The sample size was determined using the Yamane formula with a 10% margin of error, resulting in 88 respondents (Ferdinan, 2020). Proportionate stratified random sampling was applied to ensure that each production line was proportionally represented according to its population size (Sekaran & Bougie, 2016).

The research instrument uses a six-point Likert scale ranging from 1 (Strongly Disagree) to 6 (Strongly Agree) (Nemoto &

Beglar, 2014). Employee competence is measured through knowledge, skills, and attitude (Puspitasari et al., 2023). Physical work environment through equipment, workspace layout, lighting, workplace cleanliness, and room temperature (Eka & Sugiarto, 2022). Work discipline through attendance, obedience to superiors, work awareness, and responsibility (Raharjo & Yulianto, 2026). Work effectiveness through work quality, work quantity, and time utilization (Puspitasari et al., 2023).

The data will be processed using IBM SPSS Statistics version 25. The analysis

included descriptive statistics, instrument testing through validity and reliability tests, and classical assumption tests consisting of normality, multicollinearity, heteroscedasticity, and linearity tests (Ghozali, 2021). Multiple linear regression was subsequently employed to examine the effect of employee competence, physical work environment, and work discipline on work effectiveness (Sekaran & Bougie, 2016). Hypothesis testing was conducted using the t-test, F-test, and coefficient of determination (R^2) at a 5% significance level (Ghozali, 2021).

FINDINGS AND DISCUSSION

Data Analysis

Table 1. Demographic Characteristic Respondents

Characteristic	Type	Total	Percentage
Gender	Male	20	23%
	Female	68	77%
Age	≤ 20 years	9	10%
	21–30 years	32	36%
	31–40 years	38	43%
	≥ 41 years	9	10%
	< 1 year	12	14%
Length of Employment	1–2 years	41	46%
	3–4 years	22	25%
	≥ 5 years	13	15%
	Junior High School	0	0%
Highest Education	Senior High School/Vocational	85	97%
	Diploma	3	3%
	Bachelor Degree	0	0%
	Line 11	8	9%
Work Line	Line 12	10	11%
	Line 13	8	9%
	Line 14	7	8%
	Line 15	8	9%
	Line 16	7	8%
	Line 17	9	10%
	Line 18	8	9%
	Line 19	8	9%
	Line 20	8	9%
	Line 21	7	8%

Source: Primary data processed, 2026

Table 1 presents the study participants by gender, age, length of service, educational level, and production line. Women constituted

the majority of respondents, accounting for 77%. The largest age group was 31–40 years old, comprising 43% of the participants. In

terms of education, nearly all respondents had a high school or vocational school background (97%). Employees with 1–2 years of service constituted the largest group, accounting for 46%. Participants were recruited from Sewing Lines 11–21, and the sample from each line was determined proportionally based on the number of operators on that line.

Research Instrument Testing

Table 2 indicates that all items measuring Employee Competence (X1), Physical Work Environment (X2), Work Discipline (X3), and Work Effectiveness (Y) satisfy the validity requirements. The r-table value is 0.2096 at a

significance level of 0.05. All statement items have r-count values higher than 0.2096. Furthermore, the significance values for all items are below 0.05, confirming that all items are valid.

The reliability test was conducted using Cronbach's Alpha, with a minimum acceptable value of 0.70 (Ghozali, 2021). The Cronbach's Alpha results for all four variables exceed the minimum required value. This indicates that the questionnaire has good internal consistency and can provide reliable measurements. Therefore, all items used in this study are accurate and reliable, and can be used for further statistical analysis.

Table 2. The Test of Validity and Reliability

Variables	Items	r-Count	Cronbach's Alpha
Employee Competence	EC1	0,814	0,893
	EC2	0,791	
	EC3	0,829	
	EC4	0,849	
	EC5	0,768	
	EC6	0,791	
Physical Work Environment	PE 1	0,701	0,924
	PE 2	0,798	
	PE 3	0,775	
	PE 4	0,776	
	PE 5	0,732	
	PE 6	0,803	
	PE 7	0,734	
	PE 8	0,841	
	PE 9	0,753	
	PE 10	0,792	
Work Discipline	WD 1	0,763	0,909
	WD 2	0,770	
	WD 3	0,816	
	WD 4	0,758	
	WD 5	0,803	
	WD 6	0,754	
	WD 7	0,814	
	WD 8	0,773	
Work Effectiveness	WE1	0,796	0,946
	WE2	0,768	
	WE3	0,781	
	WE4	0,751	
	WE5	0,707	
	WE6	0,706	

Source: Primary data processed, 2026

Classical Assumption Test

Based on the Kolmogorov-Smirnov normality test presented in Table 3, the Asymp. Sig. value is 0.200. Since the value exceeds 0.05, the residuals included in the

regression model considered show a normal distribution. Therefore, since assuming that normal distribution has been met, the regression analysis can proceed to the next stage.

Table 3. Kolmogorov-Smirnov Test for Normality Test

Model	Asymp.Sig (2-tailed)	Alpha	Explanation
1	0,200	0,05	Normaly Distributed

Source: Processed Secondary Data, 2026

Based on the multicollinearity test results presented in Table 4, the analysis was performed by examining the Tolerance and Variance Inflation Factor (VIF) values of each independent variable

(Ghozali, 2021). The results show tolerance above 0.10 and VIF below 10 for each predictor. These findings confirm that multicollinearity is not present in the regression analysis.

Table 4. Multicollinearity Test

Coefficient		
Model	Collinearity Statistics	
	Tolerance	VIF
Employee Competence	0,422	2,368
Physical Work Environment	0,453	2,207
Work Discipline	0,514	1,945
Work Effectiveness	0,422	2,368

Source: Primary data processed, 2026

Based on the results of the heteroscedasticity test presented in Table 5, the analysis was conducted by examining the p-values for each independent variable. The results show that all variables have

significance values above 0.05 (Ghozali, 2021). All data used in this study are accurate, and this model does not indicate the presence of heteroscedasticity

Table 5. Heteroscedasticity Test

Model	Sig.	Explanation
Employee Competence	0,632	No Indication of Heteroscedasticity
Physical Work Environment	0,413	No Indication of Heteroscedasticity
Work Discipline	0,185	No Indication of Heteroscedasticity

Source: Primary data processed, 2026

The linearity test in Table 6 evaluates whether a linear relationship exists between the independent and dependent variables. A relationship is considered linear

when Linearity < 0.05 and Deviation from Linearity > 0.05 (Ghozali, 2021). The results are presented at Table 6.

Table 6. Linearity Test

Variable	Linearity	Deviation from Linearity	Explanation
Employee Competence	0,000	0,944	Linear
Physical Work Environment	0,000	0,253	Linear
Work Discipline	0,000	0,098	Linear

Source: Primary data processed, 2026

Multiple Linear Regression Analysis

The analysis applied multiple linear regression to assess Work Effectiveness (Y) based on Employee Competence (X1),

Physical Work Environment (X2), and Work Discipline (X3). The findings are shown at Table 7.

Table 7. Multiple Linear Regression Test

Model	Unstandardized Coefficients		Standardize Coefficients Beta	t	Sig.
	β	Std.Error			
(Constant)	0,245	0,131		1,872	0,065
Employee Competence	0,252	0,057	0,274	4,423	0,000
Physical Work Environment	0,552	0,058	0,573	9,569	0,000
Work Discipline	0,178	0,053	0,187	3,322	0,001

Source: Primary data processed, 2026

The regression model can be expressed as $Y = 0.245 + 0.252X_1 + 0.552X_2 + 0.178X_3 + e$. The three variables have positive values, which means that Employee Competence, physical Work Environment and Work Discipline contribute positively on Work Effectiveness. For every one-unit increase in employee qualification, work effectiveness increases by 0.252 units. Meanwhile, an increase of one unit in Physical Work Environment and Work Discipline will increase Work Effectiveness by 0.552 and 0.178, respectively, while the other variables remain unchanged. The

constant value of 0.245 means that Work Effectiveness is 0.245 when all independent variables have a value of zero.

Simultaneous Test (F-Test)

The F-test is used to assess the joint effect of the independent variables, namely Employee Competence, Physical Work Environment, and Work Discipline, on the dependent variable, Work Effectiveness. A p-value under 0.05 provides sufficient evidence to support the hypothesis. If the significance value is 0.05 or higher, the hypothesis is rejected (Ghozali, 2021).

Table 8. Simultaneous Test (F-Test)

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	36,212	3	12,071	176,996	0,000
Residual	5,729	84	0,068		
Total	4,941	87			

Source: Primary data processed, 2026

The F-test results indicate a p-value of 0.000 (< 0.05). Therefore, employee competence, the physical work environment, and work discipline all have a statistically significant impact on work effectiveness.

Partial Test (T – Test)

Partial tests (t-tests) are used to

determine the individual effect of each independent variable on the dependent variable. A p-value less than 0.05 indicates acceptance of the hypothesis. On the other hand, if the significance value is 0.05 or higher, the hypothesis is rejected (Ghozali, 2021).

Table 9. Partial Test (T – Test)

Variables	T value	T table	Sig	Description
Employee Competence	4,423	1,988	0,000	Significant
Physical Work Environment	9,569	1,988	0,000	Significant
Work Discipline	3,322	1,988	0,001	Significant

Source: Primary data processed, 2026

According to Table 9, each of the three independent variables records a significance value below 0.05. This result supports H1, H2, and H3, meaning that Employee Competence (X1), Physical Work Environment (X2), and Work Discipline (X3) individually contribute significantly to Work Effectiveness (Y).

Coefficient of Determination

The regression coefficient indicates the extent to which the independent variables contribute to the dependent variable. Since this study involves several independent variables, the Adjusted R Square value is used.

Table 10. Coefficient of Determination (R^2)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,929	0,863	0,859	0,261146

Source: Primary data processed, 2026

Table 10 shows an Adjusted R Square of 0.859 (85.9%). An R^2 value of 85.9% suggests that Work Effectiveness is largely associated with Employee Competence, Physical Work Environment, and Work Discipline, while the remaining 14.1% is related to factors beyond the scope of this study.

CONCLUSIONS

The findings of this research highlight the role of Employee Competence, Physical Work Environment, and Work Discipline in determining Work Effectiveness among sewing operators in Building 2 at PT Inti

Sukses Garmino. The findings confirm a statistically significant combined effect of the three variables on the Work Effectiveness, with an Adjusted R-Square of 85.9%. Individually, Employee Competence ($\beta = 0.252$), Physical Work Environment ($\beta = 0.552$), and Work Discipline ($\beta = 0.178$) all three variables positively and significantly influence Work Effectiveness.

Employee Competence significantly contributes to Work Effectiveness among sewing operators at Building 2 of PT Inti Sukses Garmino, with $\beta = 0.252$ representing the regression coefficient. This finding indicates knowledge, skills, and

attitudes that are appropriate to the job can help operators perform their tasks more effectively. This result supports Hermawan (2025), who emphasizes the importance of employee competence in supporting work and organizational goals. It is also consistent with Sholeh & Wahyudin (2021) and Dwinanda et al. (2023), who found that competence has a positive and significant effect on work effectiveness. However, the ability of operators to adapt to changes in product styles still needs to be improved.

The Physical Work Environment significantly contributes to Work Effectiveness and shows the strongest influence among the three variables, with a regression coefficient of $\beta = 0.552$. The result indicates that equipment, workspace arrangement, lighting, cleanliness, and room temperature can support operator comfort and concentration during production activities. This finding is in line with Wasis (2021) and Anggraini et al. (2022), who found that a supportive physical work environment can improve work effectiveness. Therefore, maintaining suitable workplace conditions is important to help sewing operators work effectively and achieve production targets.

Work Discipline significantly contributes to Work Effectiveness with a β value of 0.178, indicating that good attendance, compliance with work rules, and responsibility in completing assigned tasks can support the effectiveness of sewing operators. The finding is consistent with Wasis (2021) and Dwinanda et al. (2023), who reported that work discipline contributes positively to work effectiveness. Budiarti & Putri (2025) also supports this finding by showing that better work discipline can contribute to improved employee effectiveness. Nevertheless, responsibility in completing work according to the assigned targets remains an aspect that requires further attention.

Limitation and Further Research

This study is limited to sewing operators

at Building 2 of PT Inti Sukses Garmino, so the findings may not represent other production units or garment companies with different work conditions and production systems. The production data also covered only the previous six months, while the primary data were based mainly on respondents' self-assessments. Future research could include other production units or garment companies and involve a longer observation period. Researchers could also consider other factors related to Work Effectiveness, such as motivation, workload, leadership, and organizational culture. Future research may also use qualitative or mixed methods to gain a deeper understanding of the challenges faced by sewing workers during the production process.

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