

Employee Performance Improvement Strategy Based on Human Resources

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Abstract

This study aims to analyze the effect of motivation, work environment, and competence on employee performance with work discipline as an intervening variable among technical service employees at PT PLN (Persero) ULP Pangkalan Susu. This research employed a quantitative approach using a survey method. The population consisted of all technical service employees, with a total sample of 76 respondents selected using a saturated sampling technique. Data were collected through questionnaires and analyzed using Partial Least Squares–Structural Equation Modeling (PLS-SEM). The results show that work discipline has a positive and significant effect on employee performance. Motivation and competence have a positive and significant effect on work discipline, while competence also has a positive and significant direct effect on employee performance. In contrast, the work environment does not have a significant effect on either work discipline or employee performance. Furthermore, work discipline is proven to mediate the effect of motivation and competence on employee performance, but it does not mediate the effect of the work environment on employee performance. These findings indicate that improving employee performance at PT PLN (Persero) ULP Pangkalan Susu should focus on strengthening work discipline, motivation, and employee competence to achieve optimal performance.

Keywords: Motivation, Work Environment, Competence, Work Discipline, Employee Performance.

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Introduction

Employee performance is an important benchmark for a company's success in achieving productivity and customer satisfaction. Employees with high performance will be able to work efficiently, complete tasks according to standard operating procedures (SOP), and provide the best service to the public. Human resources (HR) are a strategic and fundamental factor in an organization's success. However, employee performance does not emerge on its own; it is influenced by various factors such as work motivation, work environment, competence, and work discipline. One of the main factors influencing performance is work motivation. Motivation is the internal and external drive that generates an individual's enthusiasm and eagerness to achieve specific goals. According to Robbins & Judge (2019), work motivation includes the psychological forces that determine the direction, intensity, and persistence of a person's work. Employees with high motivation will strive to deliver their best work and be committed to their responsibilities. Lack of motivation can lead to low work spirit, high absenteeism, and a decline in individual and team performance. A conducive work environment includes two aspects: the physical environment (such as lighting, temperature, occupational safety, and completeness of facilities) and the non-physical environment (such as relationships among employees, communication with superiors, and work culture). Another factor influencing performance is employee competence. Competence encompasses the abilities, skills, and knowledge a person possesses to perform tasks effectively. Competence is the basic characteristic of an individual related to work effectiveness or superior performance. Technical competencies, such as the ability to operate equipment, understand electrical systems, and apply occupational safety procedures, are absolutely essential. Without adequate competence, employees will struggle to complete tasks according to targets and the quality standards expected by the company. Work discipline acts as a link (intervening) that strengthens the relationship between motivation, work environment, and competence on employee performance. According to Hasibuan (2019), discipline is a person's awareness and willingness to obey all company regulations and applicable social norms. Employees with high discipline will have habits of working consistently, orderly, and responsibly. In facing increasingly complex public service challenges, it is necessary to ensure that all employees, especially in the technical service field, have high motivation, work in a supportive environment, possess competencies matching job requirements, and consistently uphold work discipline. Improving these aspects is expected to drive comprehensive and sustainable improvements in employee performance. This research is expected to contribute both theoretically and practically to understanding the relationships among these variables.

Problem Formulation

1. Does work motivation have a positive and significant effect on the performance of technical service employees at PT PLN (Persero) ULP Pangkalan Susu?
2. Does the work environment have a positive and significant effect on the performance of technical service employees at PT PLN (Persero) ULP Pangkalan Susu?
3. Does competence have a positive and significant effect on the performance of technical service employees at PT PLN (Persero) ULP Pangkalan Susu?
4. Does work motivation have a positive and significant effect on the work discipline of technical service employees at PT PLN (Persero) ULP Pangkalan Susu?
5. Does the work environment have a positive and significant effect on the work discipline of technical service employees at PT PLN (Persero) ULP Pangkalan Susu?
6. Does competence have a positive and significant effect on the work discipline of technical service employees at PT PLN (Persero) ULP Pangkalan Susu?
7. Does work discipline have a positive and significant effect on the performance of technical service employees at PT PLN (Persero) ULP Pangkalan Susu?
8. Does work motivation have a positive and significant effect on performance through the work discipline of technical service employees at PT PLN (Persero) ULP Pangkalan Susu?

9. Does the work environment have a positive and significant effect on performance through the work discipline of technical service employees at PT PLN (Persero) ULP Pangkalan Susu?
10. Does competence have a positive and significant effect on performance through the work discipline of technical service employees at PT PLN (Persero) ULP Pangkalan Susu?

Research Objectives

1. To test and analyze the effect of work motivation on the performance of technical service employees at PT PLN (Persero) ULP Pangkalan Susu.
2. To test and analyze the effect of the work environment on the performance of technical service employees at PT PLN (Persero) ULP Pangkalan Susu.
3. To test and analyze the effect of competence on the performance of technical service employees at PT PLN (Persero) ULP Pangkalan Susu.
4. To test and analyze the effect of work motivation on the work discipline of technical service employees at PT PLN (Persero) ULP Pangkalan Susu.
5. To test and analyze the effect of the work environment on the work discipline of technical service employees at PT PLN (Persero) ULP Pangkalan Susu.
6. To test and analyze the effect of competence on the work discipline of technical service employees at PT PLN (Persero) ULP Pangkalan Susu.
7. To test and analyze the effect of work discipline on the performance of technical service employees at PT PLN (Persero) ULP Pangkalan Susu.
8. To test and analyze the effect of work motivation on performance through the work discipline of technical service employees at PT PLN (Persero) ULP Pangkalan Susu.
9. To test and analyze the effect of the work environment on performance through the work discipline of technical service employees at PT PLN (Persero) ULP Pangkalan Susu.
10. To test and analyze the effect of competence on performance through the work discipline of technical service employees at PT PLN (Persero) ULP Pangkalan Susu.

Literature Review

Employee Performance

According to Fahmi (2017), employee performance is the result obtained by an organization or individual over a certain period, which is the output of task execution.

According to Mangkunegara (2017), performance is the qualitative and quantitative work results achieved by a person in carrying out their duties according to their responsibilities.

Employee Performance Indicators

According to Mangkunegara (2017) as follows:

1. Quality of work (accuracy, correctness of work results)
2. Quantity of work (volume/target achieved)
3. Timeliness (discipline in completing tasks)
4. Responsibility (compliance with procedures and accountability)
5. Initiative and creativity

Factors Influencing Employee Performance

Factors influencing employee performance can be divided into several main groups, namely:

1. Work Motivation, The higher the employee's motivation, the greater the drive to achieve work targets.
2. Competence, The abilities, skills, and knowledge possessed by employees have a positive influence on work results.
3. Work Discipline, Discipline in time, responsibility, and regulations increases work effectiveness.

4. Work Environment, A comfortable, safe, and conducive work atmosphere positively influences productivity.
5. Leadership, Good leadership style can motivate and direct employees to work optimally.
6. Compensation and Rewards, Fair rewards foster satisfaction and improve performance.
7. Organizational Culture, Positive values, norms, and habits within the organization encourage employee work spirit.
8. Training and Development, Improving abilities through training significantly impacts work quality.
9. Communication and Teamwork, Effective communication and team synergy smooth task execution.
10. Employee Health and Well-being, Good physical and mental conditions support productivity and performance.

Motivation

According to Hasibuan (2017), motivation is a drive that generates work spirit so that a person is willing to cooperate, work effectively, and achieve organizational goals.

According to Sedarmayanti (2017), work motivation is the force that drives a person to take specific actions, thereby generating spirit, desire, and tendency to achieve work objectives.

Motivation Indicators

According to Sedarmayanti (2017) are as follows:

1. Needs/goals
2. Rewards/incentives
3. Recognition
4. Responsibility
5. Opportunity for achievement/career development

Work Environment

According to Jayaputri (2017), the work environment is everything around employees that can influence them in performing tasks, including physical, social, and psychological aspects. According to Sedarmayanti (2017), the work environment is the entirety of tools, facilities, physical and non-physical conditions faced by workers at the workplace that affect comfort and productivity.

Work Environment Indicators

According to Sedarmayanti (2017):

1. Physical conditions (work space, lighting, noise, cleanliness)
2. Work facilities (equipment, tools, facilities)
3. Occupational safety and health
4. Social relations (relationships among employees & superiors)
5. Psychological atmosphere (work stress, support, communication)

Competence

According to Tannady (2017), competence is a combination of knowledge, skills, attitudes, and other attributes possessed by an individual to perform tasks according to job standards. According to Dessler (2017), competence is personal characteristics that can be demonstrated in the form of knowledge, skills, and behavior required to perform work effectively.

Competence Indicators

According to Dessler (2017) as follows:

1. Technical knowledge
2. Skills/expertise
3. Professional attitude
4. Work experience
5. Adaptability and problem-solving ability

Work Discipline

According to Sutrisno (2017), work discipline is the attitude and behavior of workers that shows compliance with company regulations and norms. According to Hasibuan (2017), work discipline is a conscious attitude and a person's willingness to obey rules established by the organization to achieve common goals.

Work Discipline Indicators

According to Sutrisno (2017) as follows:

1. Attendance / punctuality
2. Punctuality in starting/finishing work
3. Compliance with work rules/instructions
4. Neatness and appearance according to rules
5. Adherence to safety procedures and work ethics

Conceptual Framework

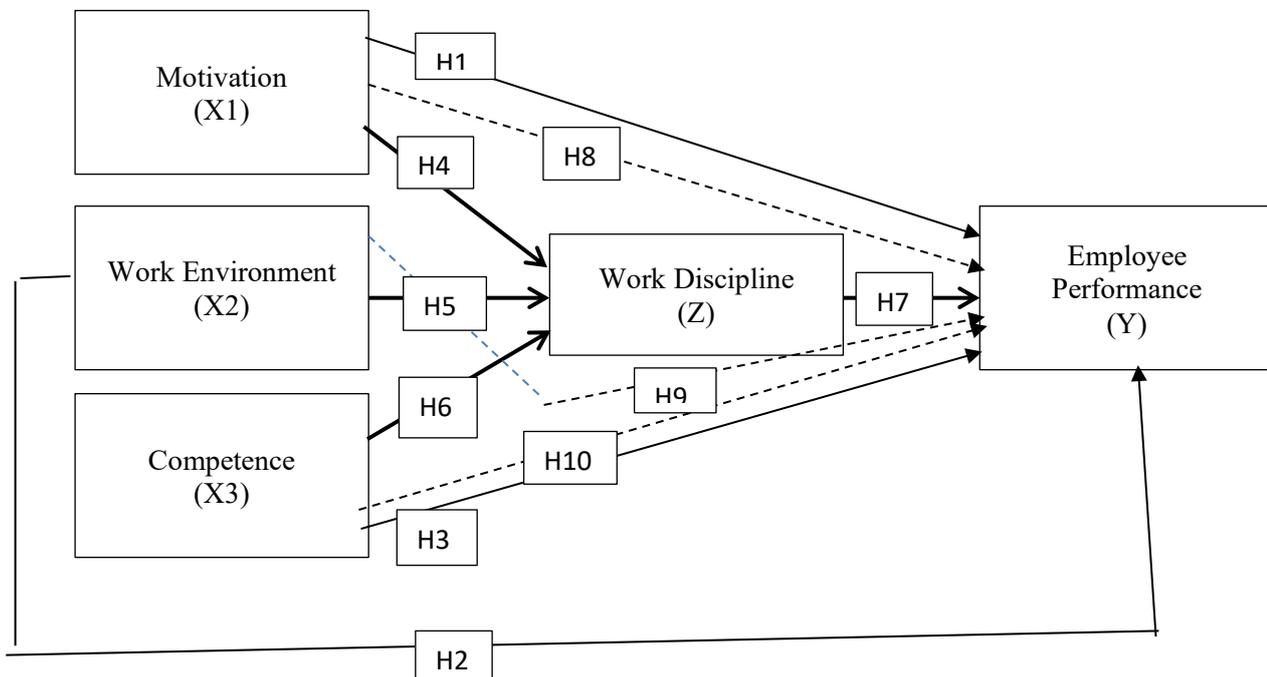


Figure 1. Conceptual Framework

Research Hypotheses

- H1 Motivation has a positive and significant effect on the Performance of technical service employees at PT PLN (Persero) ULP Pangkalan Susu.
- H2 The work environment has a positive and significant effect on the Performance of technical service employees at PT PLN (Persero) ULP Pangkalan Susu.
- H3 Competence has a positive and significant effect on the Performance of technical service employees at PT PLN (Persero) ULP Pangkalan Susu.
- H4 Motivation has a positive and significant effect on the Work Discipline of technical service employees at PT PLN (Persero) ULP Pangkalan Susu.

- H5 The work environment has a positive and significant effect on the Work Discipline of technical service employees at PT PLN (Persero) ULP Pangkalan Susu.
- H6 Competence has a positive and significant effect on the Work Discipline of technical service employees at PT PLN (Persero) ULP Pangkalan Susu.
- H7 Work Discipline has a positive and significant effect on the Performance of technical service employees at PT PLN (Persero) ULP Pangkalan Susu.
- H8 Motivation has a positive and significant effect on Performance through Work Discipline among technical service employees at PT PLN (Persero) ULP Pangkalan Susu.
- H9 The work environment has a positive and significant effect on Performance through Work Discipline among technical service employees at PT PLN (Persero) ULP Pangkalan Susu.
- H10 Competence has a positive and significant effect on Performance through Work Discipline among technical service employees at PT PLN (Persero) ULP Pangkalan Susu.

Type of Research

According to Sugiyono (2019), quantitative research is a research method based on positivist philosophy, used to study specific populations or samples, data collection uses research instruments, and data analysis is statistical to test predetermined hypotheses.

Research Location and Time

This research was conducted on Technical Service Employees of PT PLN (Persero) ULP Pangkalan Susu, located in Langkat Regency, North Sumatra Province, Jl. Pangkalan Susu - Brandan, Pangkalan Susu District, Beras Basah Village No. 448. The research time was from November to December 2025.

Research Population and Sample

According to Sugiyono (2019), population is the generalization area consisting of objects or subjects that have specific qualities and characteristics determined by the researcher to be studied and then conclusions are drawn. The population in this study were all technical service employees of PT PLN (Persero) ULP Pangkalan Susu, totaling 76 people. The sample is part of the number and characteristics possessed by that population (Sugiyono, 2019). The sampling technique used saturated sampling (census sampling), where all population members are used as research samples. Thus, the sample size in this study is 76 respondents.

Data Type and Source

Data Type

The type of data used is quantitative data, which is data in the form of numbers that can be processed statistically (Sugiyono, 2019).

Data Collection Techniques

Data collection techniques in this study used the following methods:

1. Questionnaire: The main instrument was written statements with a Likert scale of 1–5 to measure respondents' perceptions of research variables (Sugiyono, 2019).
2. Documentation: Collection of additional data such as organizational structure, number of employees, and other administrative data from PT PLN (Persero) ULP Pangkalan Susu.

Data Analysis Technique

Data analysis was performed using SmartPLS (Partial Least Squares) version 3.0 as a statistical analysis tool. According to Ghozali & Latan (2019), PLS is a variance-based approach used to test relationships between latent variables, both directly and through intervening variables.

SmartPLS Analysis Stages

According to Ghozali & Latan (2019), analysis with SmartPLS is carried out through two main stages:

1. Measurement Model Evaluation (Outer Model)
 - a. Convergent Validity Test
 - b. Discriminant Validity Test
 - c. Construct Reliability Test
2. Structural Model Evaluation (Inner Model)
 - a. R² Test (Coefficient of Determination)
 - b. f² Test (Effect Size): Assessing the strength of influence between variables.
 - c. Bootstrapping Test: To test the significance of relationships between variables by looking at t-statistics values (>1.96) and p-values (<0.05).

Results and Discussion

Outer Model Analysis

The measurement model (outer model) test is used to determine the specification of the relationship between latent variables and manifest variables. This test includes convergent validity, discriminant validity, and reliability.

Convergent Validity

This test is proven from factor loading values of 0.7 and an Average Variance Extracted (AVE) threshold value of 0.5; anything above this value is considered valid. This means indicator values are considered valid if they depict the construct variable with a value greater than 0.7. The structural model in this study is shown in the following figure:

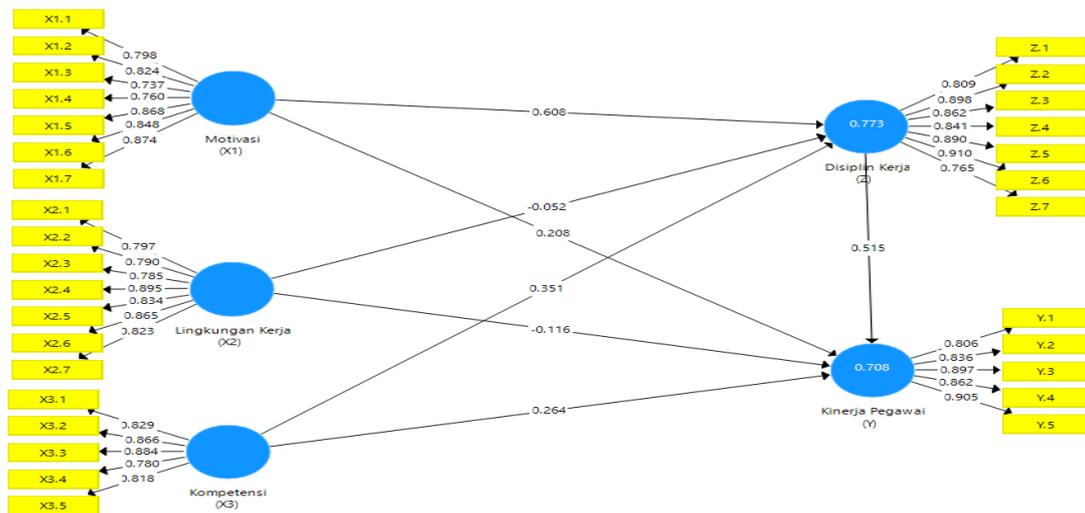


Figure 2. Outer Model

Source: Smart PLS 3.3.3.

Smart PLS output for loading factor provides results in the following table: Outer Loadings. In this study, there are equations consisting of two substructures. For substructure 1:

$$Z = b1X1 + b2X2 + b3X3 + e1$$

$$Z = 0,608 - 0,052 + 0,351 + e1$$

For substructure 2:

$$Y = b2X1 + b4X2 + b3X3 + b4Z + e2$$

$$Y = 0,208 - 0,116 + 0,264 + 0,515 + e2$$

Table 1. Outer Loadings

	Work Discipline_ (Z)	Employee Performance_ (Y)	Competence_ (X3)	Work Environment_ (X2)	Motivation_ (X1)
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X1.1					0,798
X1.2					0,824
X1.3					0,737
X1.4					0,760
X1.5					0,868
X1.6					0,848
X1.7					0,874
X2.1				0,797	
X2.2				0,790	
X2.3				0,785	
X2.4				0,895	
X2.5				0,834	
X2.6				0,865	
X2.7				0,823	
X3.1			0,829		
X3.2			0,866		
X3.3			0,884		
X3.4			0,780		
X3.5			0,818		
Y.1		0,806			
Y.2		0,836			
Y.3		0,897			
Y.4		0,862			
Y.5		0,905			
Z.1	0,809				
Z.2	0,898				
Z.3	0,862				
Z.4	0,841				
Z.5	0,890				
Z.6	0,910				
Z.7	0,765				

Source: Smart PLS 3.3.3.

The outer loadings test results show that all indicators have outer loading values above 0.70. All indicators are declared valid and suitable for use in further model analysis.

Discriminat Validity

The next study will determine data validity using Discriminant Validity, aiming to find out whether cross-loading values are greater than other latent variables to identify indicators that have a strong correlation with the concept. The following table displays cross-loading findings from the validity test, as follows:

Table 2. Discriminant Validity

	Work Discipline_ (Z)	Employee Performance_ (Y)	Competence_ (X3)	Work Environment_ (X2)	Motivation_ (X1)
X1.1	0,689	0,610	0,624	0,651	0,798
X1.2	0,730	0,694	0,682	0,676	0,824
X1.3	0,603	0,550	0,611	0,636	0,737
X1.4	0,649	0,587	0,621	0,727	0,760
X1.5	0,712	0,642	0,735	0,765	0,868
X1.6	0,704	0,608	0,705	0,745	0,848
X1.7	0,813	0,709	0,849	0,818	0,874
X2.1	0,523	0,430	0,640	0,797	0,646
X2.2	0,505	0,484	0,570	0,790	0,676
X2.3	0,642	0,564	0,680	0,785	0,737
X2.4	0,722	0,593	0,741	0,895	0,802
X2.5	0,616	0,556	0,707	0,834	0,716
X2.6	0,720	0,634	0,707	0,865	0,752
X2.7	0,688	0,642	0,703	0,823	0,744
X3.1	0,749	0,619	0,829	0,855	0,814
X3.2	0,671	0,704	0,866	0,650	0,655
X3.3	0,647	0,650	0,884	0,606	0,655
X3.4	0,639	0,614	0,780	0,632	0,668

X3.5	0,735	0,629	0,818	0,691	0,752
Y.1	0,803	0,806	0,696	0,657	0,746
Y.2	0,672	0,836	0,631	0,536	0,613
Y.3	0,697	0,897	0,682	0,621	0,669
Y.4	0,642	0,862	0,597	0,539	0,582
Y.5	0,703	0,905	0,693	0,566	0,695
Z.1	0,809	0,634	0,674	0,642	0,691
Z.2	0,898	0,755	0,774	0,728	0,788
Z.3	0,862	0,703	0,771	0,595	0,764
Z.4	0,841	0,648	0,660	0,643	0,690
Z.5	0,890	0,710	0,743	0,715	0,773
Z.6	0,910	0,778	0,743	0,748	0,795
Z.7	0,765	0,679	0,547	0,531	0,633

Source: Smart PLS 3.3.3.

The discriminant validity test results show that all constructs in the model have met the discriminant validity criteria and are able to differentiate one variable from another well.

Composite reliability

In composite reliability research, each variable is evaluated using its reliability value; if the variable's value is greater than 0.60, the research is considered reliable; if between 0.60 and 0.7, then it is not reliable. The table below shows the Cronbach's alpha, composite reliability, and AVE values, which are used to determine whether the research is reliable and valid.

Table 3. Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability	Rata-rata Varians Diekstrak (AVE)
Work Discipline_(Z)	0,938	0,950	0,731
Employee Performance_(Y)	0,913	0,935	0,743
Competence_(X3)	0,892	0,921	0,700
Work Environment_(X2)	0,923	0,938	0,685
Motivation_(X1)	0,916	0,933	0,667

Source: Smart PLS 3.3.3.

The construct reliability and validity test results show that all variables have Cronbach's Alpha and composite reliability values above 0.70, so they can be declared reliable. In addition, the AVE value for each construct is also greater than 0.50, indicating that all variables have met the convergent validity criteria. Thus, all constructs in this study are declared reliable and valid for use in further analysis.

Inner Model Analysis

Coefficient of Determination (R²)

Based on data processing conducted using the SmartPLS 3.0 program, the following R Square values were obtained:

Table 4. R Square Results

	R Square	Adjusted R Square
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Work Discipline (Z)	0,773	0,764
Employee Performance (Y)	0,708	0,692

Source: Smart PLS 3.3.3.

The construct reliability and validity test results indicate that all variables have Cronbach's Alpha and composite reliability values above 0.70, and can therefore be considered reliable. Furthermore, the AVE value for each construct is also greater than 0.50, signifying that all variables have met the convergent validity criteria. Thus, all constructs in this study are declared reliable and valid for use in subsequent analysis.

Hypothesis Testing

After assessing the inner model, the next step is to assess the relationship between latent constructs as suspected in this review. Hypothesis testing in this review is done by looking at T-Statistics and P-Values. A hypothesis is accepted if the T-Statistics value > 1.96 and P-Values < 0.05 . The following are the direct Path Coefficients results:

Table 5. Path Coefficients (Direct Effects)

	Original Sample (O)	T Statistics (O/STDEV)	P Values	Results
Work Discipline (Z) -> Employee Performance (Y)	0,515	2,991	0,001	Accepted
Competence (X3) -> Work Discipline (Z)	0,351	3,512	0,000	Accepted
Competence (X3) -> Employee Performance (Y)	0,264	1,860	0,032	Accepted
Work Environment (X2) -> Work Discipline (Z)	-0,052	0,502	0,308	Rejected
Work Environment (X2) -> Employee Performance (Y)	-0,116	0,864	0,194	Rejected
Motivation (X1) -> Work Discipline (Z)	0,608	4,831	0,000	Accepted
Motivation (X1) -> Employee Performance (Y)	0,208	1,183	0,119	Rejected

Source: Smart PLS 3.3.3.

1. Effect of Work Discipline on Employee Performance

Work discipline has a positive and significant effect on employee performance, as indicated by a coefficient of 0.515 with a T-statistic of 2.991 and P-value of 0.001. Therefore, the hypothesis is accepted.

2. Effect of Competence on Work Discipline

Competence has a positive and significant effect on work discipline, with a coefficient of 0.351, T-statistic 3.512, and P-value 0.000. This indicates that the better the employee's competence, the higher the work discipline, so the hypothesis is accepted.

3. Effect of Competence on Employee Performance

Competence has a positive and significant effect on employee performance, as indicated by a coefficient of 0.264, T-statistic 1.860, and P-value 0.032. Therefore, the hypothesis is accepted.

4. Effect of Work Environment on Work Discipline

The work environment has a negative and non-significant effect on work discipline, with a coefficient of -0.052, T-statistic 0.502, and P-value 0.308. Therefore, the hypothesis is rejected.

5. Effect of Work Environment on Employee Performance

The work environment has a negative and non-significant effect on employee performance, as indicated by a coefficient of -0.116, T-statistic 0.864, and P-value 0.194. Therefore, the hypothesis is rejected.

6. Effect of Motivation on Work Discipline

Motivation has a positive and significant effect on work discipline, with a coefficient of 0.608, T-statistic 4.831, and P-value 0.000. Therefore, the hypothesis is accepted.

7. Effect of Motivation on Employee Performance

Motivation has a positive but non-significant effect on employee performance, as indicated by a coefficient of 0.208, T-statistic 1.183, and P-value 0.119. Therefore, the hypothesis is rejected.

Table 6. Path Coefficients (Indirect Effects)

	Original Sample (O)	T Statistics (O /STDEV)	P Values	Results
Competence_(X3) -> Work Discipline_(Z) -> Employee Performance_(Y)	0,181	2,037	0,021	Accepted
Work Environment_(X2) -> Work Discipline_(Z) -> Employee Performance_(Y)	-0,027	0,491	0,312	Rejected
Motivation_(X1) -> Work Discipline_(Z) -> Employee Performance_(Y)	0,313	2,964	0,002	Accepted

Source: Smart PLS 3.3.3.

8. Effect of Competence on Employee Performance through Work Discipline

Competence has a positive and significant effect on employee performance through work discipline, with a coefficient of 0.181, T-statistic 2.037, and P-value 0.021. This indicates that work discipline can mediate the effect of competence on employee performance, so the hypothesis is accepted.

9. Effect of Work Environment on Employee Performance through Work Discipline

The work environment has a negative and non-significant effect on employee performance through work discipline, as indicated by a coefficient of -0.027, T-statistic 0.491, and P-value 0.312. Thus, work discipline cannot mediate the effect of the work environment on employee performance, so the hypothesis is rejected.

10. Effect of Motivation on Employee Performance through Work Discipline

Motivation has a positive and significant effect on employee performance through work discipline, with a coefficient of 0.313, T-statistic 2.964, and P-value 0.002. This indicates that work discipline acts as a mediating variable in the relationship between motivation and employee performance, so the hypothesis is accepted.

Conclusion

1. Work discipline is proven to significantly improve employee performance, so the hypothesis is accepted.
2. Competence has a positive and significant effect in improving employee work discipline, so the hypothesis is accepted.
3. Competence can significantly improve employee performance, so the hypothesis is accepted.
4. The work environment does not have a significant effect on work discipline, so the hypothesis is rejected.

5. The work environment does not have a significant effect on employee performance, so the hypothesis is rejected.
6. Motivation has a positive and significant effect on employee work discipline, so the hypothesis is accepted.
7. Motivation does not have a significant effect on employee performance, so the hypothesis is rejected.
8. Work discipline can significantly mediate the effect of competence on employee performance, so the hypothesis is accepted.
9. Work discipline cannot mediate the effect of the work environment on employee performance, so the hypothesis is rejected.
10. Work discipline plays a significant role as a mediating variable in the effect of motivation on employee performance, so the hypothesis is accepted.

Suggestions

1. Management is advised to improve employee work discipline through enforcement of rules, leadership by example, and a consistent system of rewards and sanctions.
2. Improving employee competence needs to be continuously carried out through training, skill development, and capacity building to have an optimal impact on discipline and performance.
3. Efforts to increase work motivation, such as providing incentives, recognition of achievements, and career development opportunities, need to be strengthened because it is proven to improve work discipline and employee performance.
4. Although the work environment is not significant, the organization still needs to maintain the comfort and safety of the work environment to support the overall sustainability of employee performance.
5. The finding that competence and motivation have a significant effect on work discipline provides empirical contributions to the development of employee performance models based on work behavior.
6. Future research is suggested to add other variables such as leadership, organizational culture, or organizational commitment as moderating or mediating variables to enrich the development of employee performance theory.

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