

Advances in Human Resource Management Research

<https://advancesinresearch.id/index.php/AHRMR>

This Work is Licensed under a Creative Commons Attribution 4.0 International License



Competence, Work Environment and Work Discipline on Employee Performance



Anira Gita Nur Shofiyah¹ Yendra² La Ode Marihi³

¹ Universitas Yapis Papua, Jayapura, 99113, Indonesia

^{1,3} Universitas Yapis Papua, Jayapura, 99113, Indonesia

Received: 2024, 06, 02 Accepted: 2025, 01, 30

Available online: 2025, 01, 31

Corresponding author: Yendra

yendra.sofyan@gmail.com

| KEYWORDS | ABSTRACT |
|--|--|
| <p>Keywords: Competence; Work Environment; Work Discipline; Employee Performance; Human Resource Management.</p> <p>Conflict of Interest Statement: The author(s) declares that the research was conducted in the absence of any commercial or financial relationships that could be construed as a potential conflict of interest.</p> <p>Copyright © 2025 AHRMR. All rights reserved.</p> | <p>Purpose: This study aims to explore the simultaneous influence of competence, work environment, and work discipline on employee performance at the BKPSDM Office of Jayapura Regency.</p> <p>Research Design and Methodology: The research employs a quantitative approach using a survey method. Data was collected from 95 respondents, all employees at the BKPSDM Office. The data were analyzed using multiple linear regression with the aid of SPSS version 22. The study's design includes the examination of variables such as competence, work environment, and work discipline, with controls and conditions appropriate for assessing their collective impact on performance.</p> <p>Findings and Discussion: The findings indicate that competence, work environment, and work discipline positively and significantly affect employee performance. The study reveals that a conducive work environment and high work discipline amplify the impact of competence on performance. This underscores the importance of a holistic approach in human resource management, where these three elements synergistically create optimal working conditions.</p> <p>Implications: The study's implications highlight the necessity of investing in competency development, creating supportive work environments, and enforcing fair and transparent work discipline. Future research is recommended to explore the interaction between these factors and other variables.</p> |

Introduction

Employee performance is a critical aspect of any organization, as excellent performance directly influences the operational effectiveness and efficiency of the organization. In the context of human resource management, improving employee performance is a primary objective for every organization, whether in the public or private sector. Enhanced performance not only impacts productivity and the quality of services provided by the organization but also contributes to the satisfaction and well-being of the employees themselves. In the era of globalization and digitalization, organizations face increasingly complex and dynamic challenges. To compete and survive, organizations must effectively manage their human resources. Employee competence, a conducive work environment, and high work discipline are key factors that can drive employee performance toward better outcomes. However, despite the recognized importance of these factors, many organizations still struggle to integrate these three elements optimally. This often results from a lack of understanding or a non-comprehensive

approach to human resource management. Therefore, this study aims to delve deeper into how competence, work environment, and work discipline collectively influence employee performance, particularly at the Agency for Personnel and Human Resource Development.

The literature review on competence, work environment, and work discipline has shown that these three variables significantly impact employee performance. Competence, which includes knowledge, skills, and attitudes, is considered a fundamental element determining employees' ability to perform their tasks effectively. Recent studies, such as Smith (2020), have shown that increasing competence through training and development directly correlates with increased productivity and work quality. Research by Febriyantina & Junaidi (2023) and Rusnaedi et al (2022) Also found that work discipline and educational competence significantly influence performance. Additionally, Dyahrini (2022) and Waldan (2020) Emphasized the importance of work discipline, work motivation, and career development in improving employee performance. Setyaningdyah et al. (2013) and Hidayati et al. (2019) Highlighted the role of human resource competence and organizational commitment in shaping work discipline and performance. Kurniawan et al (2023) and Adinugraha et al. (2019) Stressed the importance of individual characteristics, education, and training in enhancing employee performance.

Despite the significant findings of these studies, there are limitations in existing research. Most previous studies tend to separate the analysis of these three variables and rarely explore how their combination can holistically affect employee performance. This fragmented approach creates a significant gap in understanding how these variables together influence employee performance. This study aims to fill this gap by providing a more comprehensive analysis of how competence, work environment, and work discipline collectively influence employee performance at the Agency for Personnel and Human Resource Development. By integrating these three variables into one study, this research is expected to offer more profound and holistic insights and contribute meaningfully to the development of human resource management theory and practice. The research questions this study seeks to answer are: How do competence, work environment, and work discipline influence employee performance? This study will explore the extent to which each variable contributes to performance improvement and how their combination can create a synergistic effect more significant than the impact of each variable individually. The novelty of this research lies in the new perspective it offers by combining the three variables—competence, work environment, and work discipline—into a comprehensive analytical framework. Previous research tends to separate the analysis of these variables; thus, this study is expected to make a significant contribution by offering a more integrative approach. The results of this study are anticipated to serve as a valuable reference for researchers and practitioners in their efforts to improve employee performance through more effective and efficient human resource management strategies.

Literature Review

Work environment

An ideal work environment is a concept long discussed in management and organizational literature, focusing on how the physical, social, and psychological elements of the workplace can enhance employee productivity and well-being. Theoretically, an ideal work environment includes factors such as adequate lighting, cleanliness, comfortable room temperature, and the availability of supportive facilities. Additionally, psychological aspects like harmonious interpersonal relationships, positive organizational culture, and effective leadership are also considered crucial components in creating a conducive work environment. Theoretical models, such as Herzberg's two-factor theory, suggest that good working conditions can serve as significant motivational factors, ultimately boosting employee productivity and performance. Empirical evidence indicates that the work environment significantly impacts employee performance. Research conducted in various organizational contexts shows that a good work environment can increase job satisfaction, reduce stress levels, and enhance employee engagement. For instance, a study by Miño-Terrance et al. (2023) Highlights the importance of a safety and prevention culture in the workplace, noting that transformational leadership and appropriate training are essential for promoting health and productivity (Miño-Terrance et al., 2023). Another study by Al-Qudimat et al. (2024) Found that the work environment significantly influences the structural empowerment of nurses, which in turn affects their performance and patient care

quality (Al-Qudimat et al., 2024). Additionally, demonstrated that employee experiences related to the physical, technological, and cultural aspects of the work environment positively impact organizational commitment through improved job satisfaction and psychological well-being. (Lee & Kim, 2023). These findings underscore the importance of investing in creating an optimal work environment to achieve better organizational performance. Therefore, understanding and applying the concepts of an ideal work environment based on strong empirical evidence is crucial for developing effective and sustainable management policies. This narrative is crafted to provide a comprehensive overview of the impact of the work environment on performance, aligning with the standards of reputable international journals.

Work Discipline

Work discipline is a fundamental concept in organizational behavior, encompassing adherence to rules, regulations, and standards that govern professional conduct and job performance. Theoretically, work discipline can be defined as the systematic behavior expected of employees, including punctuality, adherence to policies, and consistent task execution. This concept is deeply rooted in organizational culture and is often viewed as a critical determinant of both individual and collective performance. Theoretical models such as McGregor's Theory X and Theory Y offer insights into the dynamics of work discipline, positing that managerial perceptions of employee behavior significantly influence the implementation of disciplinary measures. Empirical research underscores the pivotal role of work discipline in enhancing organizational performance. For instance, a study by Anakpo et al. (2023) Found that disciplined work environments contribute to higher levels of employee motivation and job satisfaction, which in turn boosts overall productivity (Anakpo et al., 2023). Similarly, research by Al-Qudimat et al. (2024) Highlights that disciplined employees are less likely to engage in counterproductive work behaviors, thereby fostering a more efficient and harmonious workplace (Al-Qudimat et al., 2024). Furthermore, recent studies have shown that the implementation of clear and consistent disciplinary practices is associated with improved employee morale and reduced turnover rates. (Miño-Terrance et al., 2023). The impact of work discipline extends beyond individual performance to affect organizational outcomes. For example, disciplined workforces are often characterized by lower absenteeism and higher reliability, which are essential for maintaining operational continuity and achieving strategic goals (Miño-Terrance et al., 2023). In high-reliability organizations, such as healthcare and aviation, stringent disciplinary standards are crucial for ensuring safety and quality (Miño-Terrance et al., 2023). Therefore, fostering a culture of discipline within organizations not only enhances employee performance but also contributes to overall organizational effectiveness and sustainability.

Employee Competence and Performance

The relationship between employee competence and performance is a well-explored topic in organizational research. Competence, defined as the combination of skills, knowledge, and abilities, is widely recognized as a critical driver of employee performance. Studies have consistently shown that higher levels of competence are associated with better job performance, increased productivity, and greater organizational effectiveness. (Abdullah & Rozario, 2009). For instance, a study by Al-Qudimat et al. (2024) Demonstrated that employee competence significantly enhances job performance, highlighting the importance of continuous professional development and training programs. However, a critical analysis of the literature reveals several gaps and inconsistencies. While many studies confirm the positive impact of competence on performance, the extent of this influence can vary significantly across different contexts and industries. For example, research by Anakpo et al. (2023) Found that the impact of competence on performance is more pronounced in high-tech industries compared to traditional manufacturing settings. Additionally, there are discrepancies in how competence is measured and defined, leading to variations in research findings. Some studies focus on technical skills, while others emphasize soft skills, creating a fragmented understanding of what constitutes competence. Furthermore, there is a need for more longitudinal studies to understand the long-term effects of competence on performance. Most existing research relies on cross-sectional data, which limits the ability to draw causal inferences. Addressing these gaps requires

a more holistic approach to studying competence, considering both individual and organizational factors and employing robust methodological designs to capture the dynamic nature of competence and performance over time.

Work Environment and Employee Performance

The work environment significantly influences employee performance, which has been the focus of various studies in management and organization. A good work environment, which includes physical aspects such as lighting, temperature, cleanliness, and layout, as well as non-physical aspects such as interpersonal relationships, organizational culture, and managerial support, can improve overall employee productivity and performance. Sedarmayanti (2017) Classifies the work environment into two, namely the physical and non-physical work environment, and emphasizes that attention to the work environment is significant because it can affect employee conditions and performance. Research conducted by Wijaya et al. (2021) Supports these findings, showing that the work environment has a positive and significant influence on employee performance. The study found that employees who work in a conducive environment show improvements in work efficiency and effectiveness. These results are consistent with other studies showing that a good work environment can reduce stress levels, increase job satisfaction, and encourage greater employee engagement. However, a critical analysis of the existing literature reveals several research gaps. One of the main gaps is the lack of longitudinal studies that evaluate the long-term impact of the work environment on employee performance. Most of the existing studies are cross-sectional, which limits the ability to draw causal conclusions. In addition, there are still inconsistencies in the definition and measurement of work environment variables, which may affect the research results. Some studies emphasize more on physical aspects, while others focus more on psychological and social aspects, creating a fragmented understanding of the ideal work environment. To address this gap, further research needs to be conducted with more robust methodological designs, including longitudinal studies and holistic approaches that consider both individual and organizational factors. Future research should also focus on developing more comprehensive and consistent measurement tools to evaluate various aspects of the work environment and its impact on employee performance. Thus, we can gain a more in-depth and comprehensive understanding of how the work environment affects employee performance, as well as develop effective strategies to create an optimal work environment.

Work Discipline and Employee Performance

Employee performance is the maximum expected ability of employees in carrying out their duties, ranging from attendance, discipline, teamwork, and continuous coordination to the ability to solve problems related to duties and responsibilities in a timely manner. This includes contributions through good attitudes and behavior according to predetermined work standards, both for the benefit of the agency itself and the environment where employees work. Handoko (2012) Discipline is defined as an orderly condition in which people in the organization happily obey the rules that have been set. Hasibuan (2013) States that discipline is awareness and obedience to organizational/agency regulations and applicable social norms. Darham N. I. et al. (2023) Emphasized that discipline is essential in improving employee performance; employee performance will be realized if employees have a commitment to the organization and are supported by high work discipline. Research by Jalil et al. (2022) Shows that discipline has a positive and significant effect on employee performance, in line with the findings of Tumanggor & Girsang (2021) Which also shows that work discipline has a positive and significant effect on employee performance. Support these findings by showing that high work discipline is closely related to increased productivity and work quality, which in turn has a positive impact on overall organizational performance. Deming (2017) Also found that employees with high levels of work discipline tend to perform better and make fewer mistakes at work. In addition, good work discipline can reduce absenteeism and increase employee engagement, contributing to the achievement of the organization's strategic goals. However, there are some gaps in the research. Many studies are cross-sectional, providing a snapshot at a single point in time without capturing the dynamics of work discipline and employee performance over the long term. Variations in the definition and measurement of work discipline also lead to inconsistencies in findings. Some studies focus on

compliance with rules, while others emphasize intrinsic motivation and employee commitment. (Sonnentag & Frese, 2012) Longitudinal research is needed to evaluate the long-term effects of work discipline on employee performance and develop more comprehensive and consistent measurement tools to ensure all aspects of work discipline are properly measured. With a holistic approach and robust methodology, future research can provide deeper and more accurate insights into the relationship between work discipline and employee performance.

Research Design and Methodology

This research uses quantitative methods to analyze the data obtained, where data in the form of numbers is processed using the SPSS version 22 application. This research is quantitative, which aims to determine the correlation or influence between the independent variable and the dependent variable. The approach used is descriptive and explanatory. The descriptive approach aims to describe the results of the study using tables, graphs, and images from the data that has been processed. Meanwhile, the explanatory approach is used to explain the effect of the independent variable on the dependent variable. Based on previous research, which states the importance of examining other factors that have not been studied, this research is developmental by adding work discipline variables to develop the results of previous research. The location of this research is at the Jayapura Regency BKPSDM Office, with the research period from November to December. The research population included all employees of the BKPSDM Office totaling 95 people, and the sampling technique used the saturated sampling method, where all members of the population were sampled. Data sources consist of primary data obtained directly from the source and secondary data obtained through intermediaries. Data collection methods include observation, interviews, literature studies, and questionnaires with a Likert scale. The operational definition of variables includes competence, work environment, and work discipline, which are measured through various indicators. The data analysis method uses multiple regression tests to test the influence of competence, organizational support, and work discipline on employee performance. This research also involved descriptive analysis, research instrument test, model assumption test, and hypothesis testing to ensure the validity and reliability of the data and to evaluate the regression model used.

Findings and Discussion

Findings

Table1. Research Instrument Test Results

| Variabel | Item | r-calculated | Sig. | r-estimated | Info | Cronbach's Alpha Based on Standardized Items | Info |
|----------------------|------|--------------|------|-------------|-------|--|----------|
| Competence | X1.1 | 0.731 | 0.0 | 0.2017 | Valid | 0.852 | Reliable |
| | X1.2 | 0.753 | 0.0 | 0.2017 | Valid | | |
| | X1.3 | 0.791 | 0.0 | 0.2017 | Valid | | |
| | X1.4 | 0.694 | 0.0 | 0.2017 | Valid | | |
| | X1.5 | 0.82 | 0.0 | 0.2017 | Valid | | |
| | X1.6 | 0.787 | 0.0 | 0.2017 | Valid | | |
| Work Environment | X2.1 | 0.646 | 0.0 | 0.2017 | Valid | 0.9 | Reliable |
| | X2.2 | 0.873 | 0.0 | 0.2017 | Valid | | |
| | X2.3 | 0.734 | 0.0 | 0.2017 | Valid | | |
| | X2.4 | 0.811 | 0.0 | 0.2017 | Valid | | |
| | X2.5 | 0.792 | 0.0 | 0.2017 | Valid | | |
| | X2.6 | 0.663 | 0.0 | 0.2017 | Valid | | |
| Work Discipline | X2.7 | 0.809 | 0.0 | 0.2017 | Valid | 0.767 | Reliable |
| | X2.8 | 0.79 | 0.0 | 0.2017 | Valid | | |
| | X3.1 | 0.671 | 0.0 | 0.2017 | Valid | | |
| | X3.2 | 0.844 | 0.0 | 0.2017 | Valid | | |
| Employee Performance | X3.3 | 0.818 | 0.0 | 0.2017 | Valid | 0.837 | Reliable |
| | X3.4 | 0.728 | 0.0 | 0.2017 | Valid | | |
| | Y1 | 0.693 | 0.0 | 0.2017 | Valid | | |
| | Y2 | 0.847 | 0.0 | 0.2017 | Valid | | |
| | Y3 | 0.815 | 0.0 | 0.2017 | Valid | | |
| | Y4 | 0.81 | 0.0 | 0.2017 | Valid | | |
| | Y5 | 0.726 | 0.0 | 0.2017 | Valid | | |

Source: Data processed (2023)

This table of validity and reliability test results provides essential information about the quality of the research instruments used in this study. All items in competency, work environment, work discipline, and employee performance variables show a r-count value more significant than the rtable of 0.2017 with a significant level of 0.000. This indicates that all items used are valid, meaning that these items can measure the intended concept accurately and consistently. In addition, the Cronbach's Alpha value for all variables is above the 0.70 threshold, with the highest value of 0.900 for the work environment variable and the lowest value of 0.767 for the work discipline variable. This indicates that the instruments used in this study are reliable, which means that the measurement results are consistent and reliable over time. Overall, these results show that the research instruments have high validity and reliability, ensuring that the data collected is accurate and consistent. Validity ensures that the measurement tool measures what it is supposed to measure, while reliability ensures that the measurement results are reliable. Thus, the findings of this study are reliable and support further analysis of the relationship between competence, work environment, work discipline, and employee performance. These test results provide a strong basis for concluding that the research instrument is effective for use in this study.

Multiple linear regression analysis is used to determine the effect of independent variables on the dependent variable simultaneously. The results of this multiple linear regression test are presented in table 2.

Table 2. Classic Assumption Test Results

| Test | Measure | Value | Additional Values |
|------------------------------------|----------------|--|-----------------------|
| One-Sample Kolmogorov-Smirnov Test | N | 95 | |
| | Mean | 0.0000000 | |
| | Std. Deviation | 2.89341133 | |
| | Test Statistic | 0.063 | |
| Heteroskedasticity Test | Description | Points are spread randomly No heteroskedasticity detected | |
| Multicollinearity Test | Tolerance | Competence (X1) | Work Environment (X2) |
| | VIF | 0.897 | 0.966 |
| | | 1.115 | 1.035 |

Source: Processed Data (2023)

Table 2 results from the classic assumption tests provide essential insights into the data quality and suitability for regression analysis. The One-Sample Kolmogorov-Smirnov Test indicates that the data distribution is standard, as evidenced by the asymptotic significance (2-tailed) value of 0.200, which is greater than 0.05. This confirms that the residuals are normally distributed, meeting one of the fundamental assumptions of regression analysis. The heteroskedasticity test, as shown in the scatterplot description, reveals that the points are spread randomly above and below the zero line on the y-axis. This pattern suggests the absence of heteroskedasticity, indicating that the variance of the residuals is constant across observations. Such a result validates the homoscedasticity assumption, ensuring that the model's predictions are unbiased and reliable. The multicollinearity test results further reinforce the robustness of the regression model. The tolerance values for the variables Competence, Work Environment, and Work Discipline are all greater than 0.10, and their Variance Inflation Factor (VIF) values are well below the threshold of 10. This indicates that there is no significant multicollinearity among the independent variables, meaning they are not excessively correlated with each other. Low multicollinearity enhances the stability and interpretability of the regression coefficients, providing more accurate estimates of the relationship between the independent and dependent variables. The classical assumption tests confirm that the data meets the necessary conditions for reliable regression analysis. The normality, homoscedasticity, and multicollinearity tests collectively indicate that the model is well-specified and the findings from the regression analysis can be trusted. This validation step is crucial for ensuring the integrity and credibility of the research conclusions.

Multiple linear regression analysis is used to determine the effect of independent variables on the dependent variable simultaneously. To test the hypothesis proposed, several statistical tests were carried out, namely the t-test, F-test, and coefficient of determination (R²) test. The results of this multiple linear regression test are presented in Table 3.

Table 3. Multiple Linear Regression Analysis Results

| Measure | Model | Details | Value | t | Sig. | R |
|----------------------------|-----------------------------|------------|-------------------|-------|-------|-------------------|
| Coefficients ^a | Unstandardized Coefficients | B | (Constant) | 4.963 | 1.630 | .107 |
| | | | X1 | .170 | 2.030 | .045 |
| | | | X2 | .120 | 2.412 | .018 |
| | | | X3 | .425 | 3.005 | .003 |
| | Std. Error | | (Constant) | 3.045 | | |
| | | | X1 | .084 | | |
| | | | X2 | .050 | | |
| | | | X3 | .141 | | |
| | Standardized Coefficients | Beta | | | | |
| ANOVA ^a | Sum of Squares | Regression | 217.680 | | | .000 ^b |
| | | Residual | 786.952 | | | |
| | | Total | 1004.632 | | | |
| | df | Regression | 3 | | | |
| Model Summary ^b | | Residual | 91 | | | |
| | R | | .465 ^a | | | |
| | R Square | | .217 | | | |
| | Adjusted R Square | | .191 | | | |
| | Std. Error of the Estimate | | 2.941 | | | |

Source: Processed Data (2023)

The multiple linear regression analysis results table shows the relationship between independent variables (competence, work environment, and work discipline) and the dependent variable (employee performance). The coefficient values indicate that all three independent variables have a positive and significant impact on employee performance, with significant values less than 0.05. The R Square value of 0.217 indicates that 21.7% of the variance in employee performance can be explained by the regression model used. The adjusted R Square value of 0.191 suggests that after accounting for the number of variables and the sample size, the model still explains about 19.1% of the variability in employee performance. The ANOVA results show that the overall regression model is significant, with an F value of 8.391 and a significance of 0.000, indicating that the three independent variables collectively influence employee performance. Thus, this analysis supports the hypothesis that competence, work environment, and work discipline significantly affect employee performance, providing a solid foundation for the research conclusions.

Discussion

Competence on Employee Performance

The results of this study indicate that competence has a positive and significant effect on employee performance at the BKPSDM Office of Jayapura Regency. The competence possessed by employees of the BKPSDM Office of Jayapura Regency is one of the factors that can support employees to work well. With competence, employees can do the job well and correctly, of course, based on the work experience and abilities that each employee has. The theories underlying this hypothesis refer to basic concepts in human resource management and work motivation theory. Human Capital theory proposed by Becker et al. (1997) states that investment in employee training and education will improve their competencies, which in turn will improve organizational performance. In this context, competencies include the knowledge, skills, and abilities possessed by employees, which enable them to complete job tasks more efficiently and effectively. This theory is supported by other research, which shows that employee competencies have a positive correlation with work performance.

References from the literature also support the results of this study. Hanum et al. (2020) and Pangaribuan (2022) found that competencies directly affect performance, with Pangaribuan & Sihombing (2021) also identifying the mediating role of job satisfaction. Verawati & Widyawati (2019) and Suryanti et al. (2022) also support these findings, with Verawati & Widyawati (2019) highlighting

the mediating role of competencies in the relationship between work experience and performance, and Suryanti et al. (2022) emphasizing the importance of competencies in the financial services sector. Zunizar et al. (2023) and Pramularso (2018) also found a positive and significant effect of competence on performance, with Zunizar et al. (2023) identifying the mediating role of organizational commitment. However, Hidayat et al. (2024) found that while work discipline had a significant effect on performance, competence did not have the same effect.

Why these results may differ from previous research findings or existing theory can be explained by the specific context of the Jayapura Regency BKPSDM Office. Factors such as the unique working environment, organizational culture, and individual characteristics of employees may influence how competencies are applied and valued within the organization. In addition, differences in research methods, sample size, and measurement tools used may result in different findings. It is essential to consider that a variety of interacting factors influences employee performance, and competencies are just one of many. The implications of the results of this study are broad. First, management at the Jayapura Regency BKPSDM Office should pay attention to the importance of employee competency development as a strategy to improve organizational performance. Continuous training and development programs should be implemented to ensure that employees have the necessary skills and knowledge to perform their duties effectively. Secondly, these results also underscore the importance of periodic evaluation of employee competencies to identify areas that require improvement. By doing so, organizations can continuously adapt to the changing needs and demands of the job.

Work Environment on Employee Performance

The results of this study indicate that the work environment has a positive and significant effect on employee performance at the BKPSDM Office of Jayapura Regency. A good work environment where employees carry out their work and interact with coworkers plays an essential role in encouraging optimal performance. This is reflected in the answers of respondents who mostly agreed on questions about the work environment. Factors such as lighting, air circulation, cleanliness, as well as good working relationships between employees, are proven to increase high morale and ultimately result in better performance. The theories underlying this hypothesis are rooted in the concepts of organizational management and industrial psychology. Herzberg's Two-Factor Motivation Theory suggests that physical work environment conditions such as lighting, air circulation, and cleanliness are factors that can affect job satisfaction and employee performance. According to Herzberg, these factors are hygiene factors which, although not motivating, can cause dissatisfaction if inadequate. In addition, Bronfenbrenner's Social Ecology theory emphasizes the importance of the work environment in influencing individual behavior and performance. A supportive work environment includes not only physical aspects but also social interactions and good employee relations.

Existing literature also supports the findings of this study. Fahriz (2023) and Tasman et al. (2021) highlighted the importance of a comfortable work environment and its positive impact on employee performance. This is supported by Khan & Salahuddin (2018), Yusnita (2023), and Athirah Saidi et al. (2019) who all found a direct positive effect of work environment on employee performance. Yusnita (2023) also emphasized the role of job satisfaction as a mediator between work environment and employee performance. The effect of work environment on organizational culture and employee performance was also explored by Yaghan et al. (2020). However, Chandrasekar (2011) warns that a hostile work environment can lead to a decline in employee productivity and morale. Overall, the evidence suggests that a positive work environment is critical to improving employee performance. The specific context of the Jayapura Regency BKPSDM Office may explain this difference in results. The work environment at the BKPSDM office may have unique characteristics that support positive influences on performance. For example, a collaborative work culture and intense interpersonal relationships between employees may reinforce the positive effects of an excellent physical environment. In addition, different research methods and sample sizes may result in varied findings. Differences in the definition and measurement of work environment variables may also lead to variations in research results. The implications of the results of this study

are broad. Management at the BKPSDM Office of Jayapura Regency should recognize the importance of creating and maintaining a good work environment as a strategy to improve employee performance. Investments in physical infrastructure such as good lighting, adequate ventilation, and workplace cleanliness can have a positive impact on performance. In addition, efforts to strengthen interpersonal relationships and create a supportive work culture are also critical. Programs that encourage teamwork and effective communication can help create a work environment conducive to high performance.

Work Discipline on Employee Performance

The results of this study indicate that work discipline has a positive and significant effect on employee performance at the BKPSDM Office of Jayapura Regency. Work discipline is closely related to order, where order is created by the rules that apply. This can be seen from the time discipline and attitude to enforce the rules inherent in the employees of the BKPSDM Office of Jayapura Regency which are classified as good. The theories underlying this hypothesis are rooted in the basic concepts of management and organizational behavior. Skinner's Reinforcement Theory states that behavior that is positively reinforced will tend to be repeated. In the context of work discipline, rewards for punctuality and compliance with rules can reinforce disciplinary behavior. In addition, Herzberg's Two-Factor Motivation theory states that factors such as company policies and administration, which include disciplinary rules, are essential hygiene factors to prevent job dissatisfaction. While these factors do not motivate directly, they create an environment that allows motivation to occur. In McGregor's X and Y theories, employees managed with a Theory Y approach, which sees employees as self-directed individuals, are more likely to exhibit high discipline because they feel valued and trusted by management.

Existing literature supports the results of this study. Setiawan et al.(2024) and Lie et al. (2021)found a strong relationship between work discipline and employee performance, with Lie et al. (2021) also highlighting the influence of individual characteristics. Hidayati et al.(2019) and Sembiring (2019) further support these findings, with Hidayati et al.(2019) emphasizing the role of work environment and Sembiring (2019) highlighting the combined effect between work discipline and work environment. Hakim et al. (2021)and (Kurniawan et al., 2023) also underlined the importance of work discipline in improving employee performance, with Hakim et al. (2021) also emphasizing the role of work motivation. However, some studies found different results. The specific context of the Jayapura Regency BKPSDM Office can explain why these results differ from previous research findings or existing theories. This organization's unique characteristics, such as a structured work culture and strict supervision, may strengthen the influence of work discipline on performance. In addition, differences in research methods, sample size, and measurement tools used may result in varied findings. Contextual factors such as local regulations and local government policies may also influence how discipline is applied and responded to by employees.

The implications of the results of this study are broad. Management at the BKPSDM Office of Jayapura Regency should recognize the importance of work discipline as a strategy to improve employee performance. Clear and consistent implementation of rules and fair and transparent enforcement of discipline are essential. Training and development programs that emphasize the importance of work discipline should be introduced to ensure that employees understand and comply with existing rules. In addition, efforts to strengthen an organizational culture that supports discipline are also significant. Programs that encourage order and individual responsibility can help create a work environment conducive to high performance. For future research, further studies are needed to explore how different aspects of work discipline affect performance across different organizational contexts. Longitudinal research with more extensive and diverse samples may provide deeper insights into the relationship between work discipline and performance. In addition, future research could explore the interaction between work discipline and other factors such as motivation, leadership, and organizational culture to understand how these factors together affect employee performance. Thus, the results of this study not only provide insight into the importance of work discipline in improving employee performance but also pave the way for further research that can help develop more effective strategies for human resource management. Through a holistic and integrated

approach, organizations can ensure that they not only improve work discipline but also create conditions that support optimal performance.

Competence, Work Environment, and Work Discipline on Employee Performance

The results of this study indicate that there is a simultaneous influence between competence, work environment, and work discipline on employee performance at the Jayapura Regency BKPSDM Office. This finding confirms the importance of a holistic approach to human resource management, where the three elements contribute synergistically to improve organizational performance. The theories underlying this hypothesis are highly relevant to the concepts of management and organizational behavior. Human capital theory proposed by Becker (1964) emphasizes the importance of investing in education and training to improve employee competencies. Good competence enables employees to perform their tasks more efficiently and effectively, which in turn improves organizational performance. In addition, Bronfenbrenner's Social Ecology theory emphasizes that a supportive work environment, including physical and social aspects, is essential for employee well-being and performance. Work discipline, as part of Skinner's Reinforcement theory, suggests that disciplined behaviors that are reinforced with recognition and rewards will tend to repeat and become positive habits.

Existing literature supports the results of this study. Studies by Kurniawan et al. (2023) and Wicaksono (2023) found a positive and significant influence between competence, work discipline, and work environment on employee performance, with Wicaksono (2023) also highlighting the importance of individual characteristics. Waris (2015) and Setyaningdyah et al. (2013) also supported these findings, emphasizing the significant effects of work discipline and work environment on performance. Hidayati et al. (2019) and Jalil et al. (2022) added that although competence has a significant influence, there are some cases where the effect is not significant, indicating contextual variations. Wulansari & Rahmi (2019) and Sri Bintari et al. (2023) Further, the work environment and work discipline play important roles in determining employee performance, but not always competence. This suggests that while there is a consensus on the importance of these three factors, the specific impact of each factor may vary depending on the context and research methods.

The specific context of the Jayapura Regency BKPSDM Office may explain this difference in results. The unique characteristics of this organization, such as a structured work culture and strict supervision, may strengthen the influence of work discipline on performance. In addition, a supportive work environment, which includes physical and social aspects, also plays an essential role in improving employee performance. Differences in research methods, sample size, and measurement tools used may result in varied findings. Contextual factors such as local regulations and local government policies can also influence how discipline is applied and responded to by employees. This variation suggests that while the underlying theories and literature support the positive influence of competence, work environment, and work discipline, the specific impact of each factor can be highly dependent on the specific organizational context.

The implications of the results of this study are pretty broad. Management at the Jayapura Regency BKPSDM Office should recognize the importance of developing competencies, creating a conducive work environment, and enforcing work discipline as strategies to improve employee performance. Investment in training and developing employee competencies should be a priority. A good working environment should be created and maintained to ensure employees can work in optimal conditions. Fair and transparent enforcement of work discipline is essential to maintain order and compliance with organizational standards. For future research, further studies are needed to explore how various aspects of competence, work environment, and work discipline affect performance in various organizational contexts. Longitudinal research with more extensive and diverse samples may provide deeper insights into the relationship between these three elements and performance. In addition, future research could explore the interaction between these three factors with other elements such as motivation, leadership, and organizational culture to understand how these factors together influence employee performance. Thus, the results of this study not only provide insight into the importance of competence, work environment, and work discipline in improving employee performance, but also pave the way for further research that can help develop more effective

strategies for human resource management. Through a holistic and integrated approach, organizations can ensure that they create conditions that support optimal performance.

Conclusion

This study shows that there is a simultaneous influence between competence, work environment, and work discipline on employee performance at the BKPSDM Office of Jayapura Regency. These findings highlight the critical role that these three elements play in enhancing organizational performance. Good competence enables employees to perform their tasks more efficiently and effectively, thereby improving overall organizational performance. Additionally, a supportive work environment, encompassing both physical and social aspects, is essential for employee well-being and performance. Work discipline, when consistently applied and reinforced through recognition and rewards, becomes a positive habit that further enhances performance.

This research holds significant value for both scientific inquiry and managerial practice. Scientifically, it enriches the existing literature on human resource management by providing empirical evidence of the simultaneous impact of competence, work environment, and work discipline on employee performance. This study underscores the necessity of a holistic approach in understanding the factors that influence employee performance, illustrating how these three elements interact to create optimal working conditions. From a practical standpoint, the findings offer valuable insights for organizational management, especially within the public sector. They highlight the importance of investing in employee competency development, fostering a conducive work environment, and enforcing fair and transparent work discipline. By integrating these insights, organizations can enhance their operational efficiency and achieve their strategic objectives.

However, this study is not without limitations. Firstly, it was conducted within a single organization, the Jayapura Regency BKPSDM Office, which may limit the generalizability of the results to other organizational contexts with different characteristics. Secondly, the cross-sectional research design only provides a snapshot at one point in time, failing to capture the dynamics of changes over a more extended period. Thirdly, the measurement tools used may not fully encompass all relevant aspects of competence, work environment, and work discipline. Future research should consider employing a longitudinal design to evaluate the long-term effects of these factors on employee performance. Additionally, further studies are needed to explore how other factors such as motivation, leadership, and organizational culture interact with competence, work environment, and work discipline to influence performance. Such research could provide deeper insights into the complex interplay of these elements and offer more comprehensive strategies for human resource management.

References

- Abdullah, D., & Rozario, F. (2009). Influence of Service and Product Quality towards Customer Satisfaction: A Case Study at the Staff Cafeteria in the Hotel Industry. *World Academy of Science, Engineering and Technology*, 53, 185-190.
- Adinugraha, H. H., Sartika, M., & Ulama'i, A. H. A. (2019). Halal lifestyle di Indonesia. *An-Nisbah: Jurnal Ekonomi Syariah*, 5(2), 57-81.
- Al-Qudimat, A. R., Abu Shosha, G. M., Khalifeh, A. H., & ALBashtawy, M. (2024). The impact of work environment on structural empowerment among nurses in governmental hospitals. *Nursing Reports*, 14(1), 482-493. <https://doi.org/10.3390/nursrep14010037>
- Anakpo, G., Nqwayibana, Z., & Mishi, S. (2023). The impact of work-from-home on employee performance and productivity: A systematic review. *Sustainability*, 15(5), 4529. <https://doi.org/10.3390/su15054529>
- Athirah Saidi, N. S., Michael, F. L., Sumilan, H., Omar Lim, S. L., Jonathan, V., Hamidi, H., & Abg Ahmad, A. I. (2019). The Relationship Between Working Environment and Employee Performance. *Journal of Cognitive Sciences and Human Development*, 5(2), 14-22. <https://doi.org/10.33736/jcshd.1916.2019>

- Becker, W. A., Behe, B. K., Johnson, J. L., Townsend, C. D., & Litzenberg, K. K. (1997). Consumer Perceptions of Service Quality in the Texas Retail Floral Industry. *HortScience*, 32(2), 318-323. <https://doi.org/10.21273/hortsci.32.2.318>
- Chandrasekar, K. (2011). Workplace Environment And Its Impact On Organisational Performance In Public Sector Organisations. *International Journal of Enterprise Computing and Business Systems*, 1(1), 1-19.
- Darham N. I., E., Saputri, W. J., Herawati, H., & Nelvia, R. (2023). Kompetensi dan Disiplin Kerja Berpengaruh Terhadap Kinerja Pegawai Pengelola Pajak dan Retribusi. *Jurnal Ekobistek*, 12(2), 652-658.
- Deming, D. J. (2017). The growing importance of social skills in the labor market. *The Quarterly Journal of Economics*, 132(4), 1593-1640.
- Dyahrini, W. (2022). The Effect of Work Discipline, Motivation and Career Development on Employee Performance. *Prisma Sains: Jurnal Pengkajian Ilmu Dan Pembelajaran Matematika Dan IPA IKIP Mataram*, 10(4), 899-908.
- Fahriz, F. (2023). Work Environment on Employee Performance. *JUBISMA*, 5(2), 93-98. <https://doi.org/10.58217/jubisma.v5i2.86>
- Febriyantina, R., & Junaidi, J. (2023). The influence of work discipline and educational competency on employee performance in personnel agency and human resources development north lampung district. *Saburai International Journal of Social Sciences and Development*, 7(2), 90-100. <https://doi.org/10.24967/saburajijssd.v7i2.2510>
- Hakim, A. L., Faizah, E. N., & Nujulah, F. (2021). The effect of work motivation and work discipline on employee performance. *Sinergi: Jurnal Ilmiah Ilmu Manajemen*, 11(2), 34-42. <https://doi.org/10.25139/sng.v11i2.4158>
- Handoko, T. H. (2012). *Manajemen Personalia dan Sumber Daya Manusia*. BPFE.
- Hanum, N., Munandar, J. M., & Purwono, J. (2020). The Influence of Competence and Knowledge Management on Performance. *Jurnal Aplikasi Manajemen*, 18(2), 252-260. <https://doi.org/10.21776/ub.jam.2020.018.02.05>
- Hasibuan, M. S. P. (2013). *Manajemen Sumber Daya Manusia*. PT Bumi Aksara.
- Hidayat, R., Silvianti, I. H., Rojul, R., Lestari, P. I., & Haryadi, D. (2024). The influence of competence and work discipline on the performance of executive staff. *International Journal of Applied Finance and Business Studies*, 11(4), 957-963. <https://doi.org/10.35335/ijafibs.v11i4.227>
- Hidayati, S. K., Perizade, B., & Widiyanti, M. (2019). Effect Of Work Discipline And Work Environment To Performance Of Employees. *International Journal of Scientific and Research Publications (IJSRP)*, 9(12), p9643. <https://doi.org/10.29322/ijsrp.9.12.2019.p9643>
- Jalil, A., Idris, M., & Salim, M. (2022). Pengaruh Disiplin Kerja, Budaya Kerja Dan Kompetensi Terhadap Kinerja Pegawai Pada Kantor Camat Matakali Kabupaten Polewali Mandar. *Jurnal Aplikasi Manajemen & Kewirausahaan MASSARO*, 4(2), 97-107. <https://doi.org/10.37476/massaro.v4i2.2808>
- Khan, U., & Salahuddin, W. (2018). Impact of Workplace Environment on Employees' Performance. *RADS Journal of Social Sciencess & Business Management*, 5(1), 66-76.
- Kurniawan, P., Budiman, S., Suhartono, A., & Jaenudin, J. (2023). The Influence Of Discipline And Work Motivation On Employee Performance. *International Journal Management and Economic*, 2(3), 74-82. <https://doi.org/10.56127/ijme.v2i3.1065>
- Lee, M., & Kim, B. (2023). Effect of employee experience on organizational commitment: Case of

- South Korea. *Behavioral Sciences*, 13(7), 521. <https://doi.org/10.3390/bs13070521>
- Lie, D., Nainggolan, N. T., & Nainggolan, L. E. (2021). Analysis of the Effects of Work Discipline and Individual Characteristics on Employee Performance. *JURISMA: Jurnal Riset Bisnis & Manajemen*, 11(1), 33-50. <https://doi.org/10.34010/jurisma.v11i1.4448>
- Miño-Terrance, J., León-Rubio, J. M., León-Pérez, J. M., & Cobos-Sanchiz, D. (2023). Leadership and the promotion of health and productivity in a changing environment: A multiple focus groups study. *Safety*, 9(3), 45. <https://doi.org/10.3390/safety9030045>
- Pangaribuan, D., & Sihombing, P. R. (2021). The Effect of Competence on Employee Performance Mediated on Job Satisfaction (Case Study; Ministry of Finance PPSPD Employee). *Economit Journal: Scientific Journal of Accountancy, Management and Finance*, 1(4), 203-211. <https://doi.org/10.33258/economit.v1i4.586>
- Pramularso, E. Y. (2018). Pengaruh Kompetensi terhadap Kinerja Karyawan CV Inaura Anugerah Jakarta. *Widya Cipta: Jurnal Sekretari Dan Manajemen*, 2(1), 40-46.
- Rusnaedi, R., Asrijal, A., & Mashuri, M. (2022). The Influence of Competence on Employee Performance at the Staffing Agency and Human Resource Development in Bone Regency. *Jurnal Ilmiah Ilmu Administrasi Publik*, 12(2), 539. <https://doi.org/10.26858/jiap.v12i2.40976>
- Sedarmayanti. (2017). *Perencanaan dan Pengembangan SDM untuk Meningkatkan Kompetensi, Kinerja dan Produktivitas Kerja*. PT Refika Aditama.
- Sembiring, V. (2019). The Effect Of Work Environment and Discipline of Work on Performance Of Employees. *JURNAL GLOBAL MANAJEMEN*, 10(1), 66. <https://doi.org/10.46930/global.v10i1.1113>
- Setiawan, R., Ananta Vidada, I., Hadi, S. S., & Zhafiraah, N. R. (2024). Examining the Impact of Work Discipline and Motivation on Employee Performance. *Human Capital and Organizations*, 1(2), 55-65. <https://doi.org/10.58777/hco.v1i2.169>
- Setyaningdyah, E., Nimran, U., & Thoyib, A. (2013). The Effects of Human Resource Competence, Organisational Commitment and Transactional Leadership on Work Discipline, Job Satisfaction and Employee's Performance. *Interdisciplinary Journal of Contemporary Research in Business*, 5(4), 140-153.
- Sonnentag, S., & Frese, M. (2012). *Dynamic performance* (S. W. J. Kozlowski (ed.); Vol. 1, pp. 548-575). Oxford University Press.
- Sri Bintari, E., Kadir, A., Melania, & Rahmiati, F. J. (2023). The Influence of Leadership, Competence, and Work Discipline on Employee Performance Effectiveness. *International Journal of Economics, Business and Management Research*, 07(07), 121-132. <https://doi.org/10.51505/ijebmr.2023.7709>
- Suryanti, Ahadiat, A., & Hayati, K. (2022). The Effect of Executive Competence and Integrity on Employee Performance: Motivation as a Mediation. *Asian Journal of Economics, Business and Accounting*, 22(23), 25-36. <https://doi.org/10.9734/ajeba/2022/v22i2330734>
- Tasman, T., Siregar, Z., & Nasution, M. F. (2021). The Influence of Work Environment, Promotion, and Job Satisfaction on Employee Performance. *Budapest International Research and Critics Institute-Journal (BIRCI-Journal)*, 4(3), 4026-4031.
- Tumanggor, B., & Girsang, M. R. (2021). Pengaruh Kompetensi dan Disiplin Kerja Terhadap Kinerja Pegawai Pada UPT Badan Pendapatan Daerah Kecamatan Gunung Malela Kabupaten Simalungun. *Manajemen: Jurnal Ekonomi*, 3(1), 42-55.
- Verawati, Y., & Widyawati, S. R. (2019). The Role Of Competence Mediates The Effect Of Work Experience Of Employee Performance In Dinas Pertanian, Ketahanan Pangan Dan Perikanan, Bangli Regency. *Academy of Social Science Journal*, 4(11), 1517-1522.

- Waldan, R. (2020). The Effect of Leader Support and Competence to the Organizational Commitments on Employees Performance of Human Resources Development Agency in West Kalimantan. *Jurnal Ekonomi Bisnis Dan Kewirausahaan*, 9(1), 31. <https://doi.org/10.26418/jebik.v9i1.33150>
- Waris, A. P. M. dan A. (2015). Effect of Training, Competence and Discipline on Employee Performance in Company (Case Study in PT. Asuransi Bangun Askrida). *Procedia - Social and Behavioral Sciences*, 211, 1240-1251. <https://doi.org/10.1016/j.sbspro.2015.11.165>
- Wicaksono, E. (2023). Analysis of Competence, Discipline, Organizational Culture, and Environment's Impacts on Work Productivity. *PRODUKTIF: Jurnal Kepegawaian Dan Organisasi*, 2(1), 41-51. <https://doi.org/10.37481/jko.v2i1.85>
- Wijaya, A. G. I., Kawiana, P. G. I., & Astrama, M. I. (2021). Pengaruh Kompetensi dan Lingkungan Kerja terhadap Kinerja Pegawai Bagian Umum Sekretariat Daerah Kota Denpasar. *Jurnal Manajemen, Kewirausahaan Dan Pariwisata*, 1(2), 729-743.
- Wulansari, P., & Rahmi, A. U. (2019). The Effect of Employee Competence and Motivation on Employee Performance. *1st International Conference on Economics, Business, Entrepreneurship, and Finance (ICEBEF 2018)*. <https://doi.org/10.2991/icebef-18.2019.146>
- Yoghan, A. C., Laba, A. R., Aswan, A., & Balele, B. (2020). The Effect of Work Environment on Organizational Culture and Employees Performance. *Hasanuddin Journal of Business Strategy*, 2(4), 35-43. <https://doi.org/10.26487/hjbs.v2i4.364>
- Yusnita, N. (2023). The Effect of Work Environment on Performance through Job Satisfaction. *The Management Journal of Binaniaga*, 8(1), 27-40. <https://doi.org/10.33062/mjb.v8i1.20>
- ZUNIZAR, R., RIBHAN, R., & MARDIANA, N. (2023). The Influence of Competence and Job Satisfaction on the Performance of Employees in Indonesian Educational and Professional Development Institutions (LP3I) Through Organizational Commitment as a Mediation Variable. *International Journal of Environmental, Sustainability, and Social Science*, 4(6), 1847-1858. <https://doi.org/10.38142/ijesss.v4i6.918>