

Optimization of Human Resource Performance through Behavioral and Environmental Approaches

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ABSTRACT

PURPOSE - This research aims to analyze the influence of competence and work environment on employee performance by considering the role of work discipline as a mediator.

METHODOLOGY - The method used in this research is a quantitative method with a sampling technique using sensus sampling and 100 employees were obtained from PT. Genco Furniture Indonesia as research respondents. Primary data was obtained through the distribution of questionnaires to respondents and processing the data using SEM-PLS analysis with SmartPLS 4 data processing program.

FINDING - The results of this research reveal that competence directly has a positive and significant influence on employee performance, as well as a positive and significant influence on work discipline. Apart from that, the work environment also shows a positive and significant influence on employee performance, and a positive and significant influence on work discipline. Work discipline itself has been proven to have a positive and significant influence on employee performance. Furthermore, this research shows that indirectly, competence has a positive and significant influence on employee performance through work discipline, as well as the work environment which has a positive and significant influence on employee performance through work discipline.

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INTRODUCTION

Effective human resource management is key to a company's success in remaining competitive in the wood furniture industry. Effective human resource management can have a significant positive impact on a company's performance because a well-functioning workforce is a valuable asset to the company, as employees are able to make significant contributions toward achieving the company's goals (Nurramadhania, 2023). Therefore, the importance of well-managed human resources in the wooden furniture industry certainly cannot be overlooked. Conversely, if human resources in a company are managed poorly or suboptimally, it can lead to problems, one of which is a lack of discipline among employees.

Outstanding employee performance is a must for every company, including those in the wooden furniture industry. According to Suciati et al. (2022), performance is the work

output achieved by employees through various aspects and stages that must be completed to attain it, with the aim of improving the employees' performance itself. Employee performance is an achievement or work output, in terms of both quality and quantity, achieved by employees within a specific period of time as they carry out work tasks in accordance with the responsibilities assigned to them (Huseno, 2016:88).

Employee performance can be influenced by several factors, one of which is competence (Faridah and Yoeliastuti, 2024). Competence itself is crucial for effectively achieving organizational goals, as it encompasses the various abilities required for a specific job. However, in this context, competence encompasses not only technical skills but also soft skills that support interaction and collaboration within a team. According to Gani et al. (2023), competence is the ability to perform a job based on skills and knowledge, supported by the work attitude required by that job. Competency can be defined as a combination of skills, personal character, and knowledge that is manifested through observable, measurable, and evaluable job behavior (Bukit et al., 2017:21).

These findings are consistent with the results of a study conducted by Pattimahu (2023), who also examined the influence of competencies on the performance of employees at the Depok City Labor Office. However, a study by Salvano et al. (2023) yielded different results, finding that competencies, when considered in isolation, do not have a significant effect on employee performance. This finding suggests that competency indicators need to be re-evaluated by company leaders to ensure that employee competencies are aligned with their job roles and aimed at improving employee performance. In addition to studies on the influence of competencies on employee performance, there are also several other studies examining the influence of competencies on work discipline. Achmad et al. (2018), who studied employees at the Takalar Regency Education Office, concluded that competencies have a positive and significant effect on employee work discipline. However, there is a discrepancy in the results of a study conducted by Saleh et al. (2022), which found that competencies do not have a significant effect on work discipline.

Another factor that can influence employee performance and deserves attention is the work environment (Asnawi, 2020). A work environment that is perceived as suitable and positive will make employees feel comfortable at work (Ahiruddin and Josiah, 2020). Such an environment will lead to good employee performance because this comfort can motivate employees to work and result in many tasks being completed successfully. Conversely, if the existing work environment is inadequate, it will reduce employee performance (Bahri, 2018:41). According to Asyifa et al. (2023), the work environment encompasses everything surrounding employees while they work and can influence both their well-being and their work—whether physical or non-physical, directly or indirectly. Both physical and non-physical aspects of the work environment can affect an individual and their work; therefore, companies must pay attention to the nature of the work environment within their organization, as this can significantly impact employee performance.

Previous research has shown that the work environment has a significant impact on employee performance, as demonstrated in a study conducted by Armansyah (2024), which found that the work environment has a significant impact on employee performance. Furthermore, another study conducted by Lestary and Harmon (2017) on employees in the production directorate division of PT. Dirgantara Indonesia (Persero) concluded that the work environment has a positive influence on employee performance. However, there are also several studies with differing results. Cahyo and Jum'ati (2024) found that the work

environment does not have a significant effect on employee performance. Research by Putra and Aprianti (2020) and Muzdalifa and Jaenab (2022) indicates that the work environment has a significant influence on employee work discipline.

Several previous studies have examined the direct effect of work discipline on employee performance. A study conducted by Jalil and Kristiawati (2024) found that work discipline has a significant effect on employee performance. Uleng et al. (2023) obtained different results, finding that work discipline does not significantly affect employee performance. Work discipline is crucial for achieving high performance. If employees neglect work discipline, their performance may decline. Therefore, to achieve high performance, a high level of discipline from employees is also essential

One such study, by Kahar et al. (2024), which examined employees at PT. Paramita Ban Indo Makassar, found that competence influences employee performance through work discipline. These findings support similar results from Lestari et al. (2023), who stated that competence has a positive and significant effect on performance through work discipline. However, there are other studies that present differing conclusions, such as the study by Ahmadi et al. (2023), which found that employee discipline does not significantly mediate the effect of competence on employee performance. Additionally, studies examining the influence of the work environment on employee performance with work discipline as a mediating variable have also been conducted, such as those by Zebua (2022) and Adhelina et al. (2024), which found that the work environment has a significant influence on performance through employee work discipline. A different result regarding the testing of the mediating role of work discipline was obtained by Muna et al. (2024) in their study at a shipyard in Surabaya, with the finding that the work environment does not affect employee performance through work discipline.

Based on the above description, this study differs from previous research, which may have focused on other industries or merely analyzed the direct effects of individual competencies and the work environment on employee performance. This study focuses specifically on the wooden furniture industry, particularly PT. Genco Furniture Indonesia. Furthermore, this study not only examines whether competencies and the work environment influence employee performance but also considers work discipline as a mediating variable to test how competencies and the work environment, individually, can affect employee performance – both directly and indirectly through work discipline. This study was conducted to measure employee performance and explore the root causes of success or failure in achieving employee performance, specifically to identify the determining factors influencing employee performance at PT. Genco Furniture Indonesia.

LITERATURE REVIEW

Goal Setting Theory

Goal Setting Theory was first introduced by Edwin Locke in 1968 in his journal article titled "Toward a Theory of Task Motivation and Incentives" (Ikhwan, 2024:57). Goal Setting Theory is a form of motivation theory. This theory is based on the premise that setting goals or envisioning a desired future state plays a crucial role in motivating action (Wahyuni et al., 2023). It emphasizes the relationship between established goals and the resulting performance. The basic concept for understanding this theory is that employees who are able to understand the goals set by the organization or company will adjust their work behavior in accordance with those goals (Purnamasari in Astuti et al., 2023). Thus, the establishment of goals can improve

individual employee performance and, ultimately, enhance company performance as well (Sari et al., 2023). Based on the Goal Setting Theory approach, improved employee performance is assumed to be the goal, while competencies and the work environment—through work discipline—serve as determining factors for employee performance, ultimately enabling the achievement of improved employee performance.

Competence

Competence is a quality that every employee must possess in their respective professional fields. (Nofiar et al., 2021) define competence as the skills and knowledge that characterize a person's professionalism in a particular field. Furthermore, according to (Busro, 2018:26), competency is an individual's ability—derived from knowledge, skills, and other internal factors—to perform a specific job. This implies that employees possessing competencies aligned with their job roles can contribute effectively and achieve optimal work outcomes in their respective fields. Consequently, if an employee's competencies are strong, their performance will improve. Competence refers to the skills and knowledge possessed by an individual in a specific field as the most important factors for achieving predetermined goals (Syamsidar et al., 2021). Robin (as cited in Wasiman, 2021) argues that there are three indicators of competence, namely: (1) Knowledge; (2) Skills; and (3) Experience.

Work Environment

The work environment (Parwita et al., 2023) encompasses everything surrounding employees that can influence their performance in carrying out their duties according to their assigned responsibilities. The work environment is the setting surrounding an individual at work, where conditions can directly affect that person's physical and mental state in completing their work tasks (Mulyono et al., 2020). Furthermore, (Moor and Sujianto, 2022) concluded that the work environment is the atmosphere surrounding the workplace, encompassing work facilities and equipment as well as relationships among coworkers, which can influence workers' ability to perform their duties in accordance with established methods and work arrangements. According to Nitisemito (in Carda, 2018), the indicators of the work environment are as follows: (1) Work atmosphere; (2) Relationships with coworkers; and (3) Availability of work facilities.

Work Discipline

Parinsi (2021) states that work discipline is an attitude that demonstrates obedience and loyalty to organizational rules, both written and unwritten, which are expected to help employees work effectively and efficiently. Furthermore, according to Safrila and Oktiani (2024), work discipline is a conscious and willing attitude of an employee who is happy to meet established standards and norms. Additionally, Muna and Isnowati (2022) define work discipline as an employee's attitude that demonstrates respect and compliance with rules—both written and unwritten—and a willingness to accept sanctions if they are violated. Forms of work discipline, according to (in Nafis et al., 2022), include: (1) Preventive Discipline, which is a form of discipline that encourages employees to comply with and follow various standards and rules within the company, thereby preventing violations; (2) Corrective Discipline, which is work discipline aimed at accustoming employees to obey company regulations, and includes corrective actions to address regulatory violations and prevent further violations; and (3) Progressive Discipline, which involves imposing harsher penalties on employees who commit repeated violations.

Employee Performance

Employee performance refers to the results of an individual's efforts within an organization or company to achieve shared goals (Winarsih et al., 2020). Performance is the outcome of an employee's work in carrying out the tasks assigned to them over a specific period of time (Munardi et al., 2021). Performance is the outcome achieved by an individual in carrying out their duties and responsibilities, the results of which are measured and evaluated based on the standards applicable to each organization (Suryani et al., 2022). This means that employee performance, when measured and evaluated, can provide information on the extent to which desired work outcomes have been achieved. Employee performance is crucial to a company's success, as it reflects the company's effectiveness and efficiency in achieving its goals. Mangkunegara (in Renaldi et al., 2022) identifies several performance indicators, including: (1) Work Quality; (2) Work Quantity; (3) Responsibility; (4) Teamwork; and (5) Initiative

Research Model

The relationships between the variables in this study can be illustrated as follows:

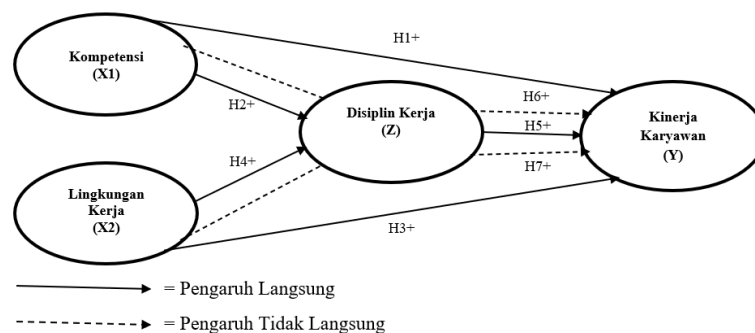


Figure 1. Research Model

Source: (Anjani, 2019), Rohmat et al. (2022), (Badrianto dan Ekhsan, 2020), Widodo et al. (2021), (Prasetyo dan Marlina, 2019), (Abadi et al., 2024), Waskito & Wulandari (2022)

METHODOLOGY

The population for this study consists of all 100 employees of PT. Genco Furniture Indonesia. Since the population size is known, this study employs probability sampling, specifically a census sampling method. This technique involves including the entire population, which is relatively small, as the sample for the study (Amin et al., 2023). The respondents in this study were all 100 employees of PT. Genco Furniture Indonesia. The data analysis technique used in this study was Structural Equation Modeling with Partial Least Squares (SEM-PLS) using SmartPLS 4 software. Structural Equation Modeling (SEM) analysis combines factor analysis, structural modeling, and path analysis approaches. According to Ghazali and Laten (in Nurhalizah et al., 2024), there are two types of evaluation models in SEM-PLS, namely:

Evaluation of the Measurement Model (Outer Model)

This model describes the relationship between latent variables—both independent and dependent—and the indicators used to measure those variables. The tests conducted on this model are: (1) Convergent Validity Test. This test is used to assess the validity of each indicator in representing the latent variable by examining the correlation between them. A correlation is

considered to meet convergent validity if it has a factor loading value of ≥ 0.70 ; (2) Discriminant Validity Test. This test examines the correlation between an indicator of one variable and another variable by comparing the cross-loadings and the Fornell-Lacker criterion. If the cross-loadings and the Fornell-Lacker criterion for the target variable are higher than the cross-loadings of other variables within the same block, then the indicator can be deemed valid; (3) Reliability Test. Reliability testing is used to assess the consistency of a measurement instrument. This means that even if measurements are repeated on the same variable using the same instrument or indicators, the results should be the same or show no significant differences. In reliability testing, there is the Composite Reliability test, which measures the accuracy, consistency, and precision of the instrument in measuring indicators. Meanwhile, Cronbach's Alpha is used to measure the reliability of a latent variable. A construct can be considered reliable if the Composite Reliability and Cronbach's Alpha values are each greater than 0.70. AVE, on the other hand, measures the proportion of indicator variance that can be attributed to the latent variable. The AVE value is used to determine whether the criteria for discriminant validity have been met. An AVE value is considered good or valid if it is ≥ 0.50 , meaning that 50% or more of the variance in the indicators can be explained.

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RESULTS AND DISCUSSION

Data Analysis

Outer Model Test

The analysis model or outer model in SEM-PLS is used to test whether the indicators used in the study possess good validity and reliability. The test model for this study is shown in Figure 2 below:

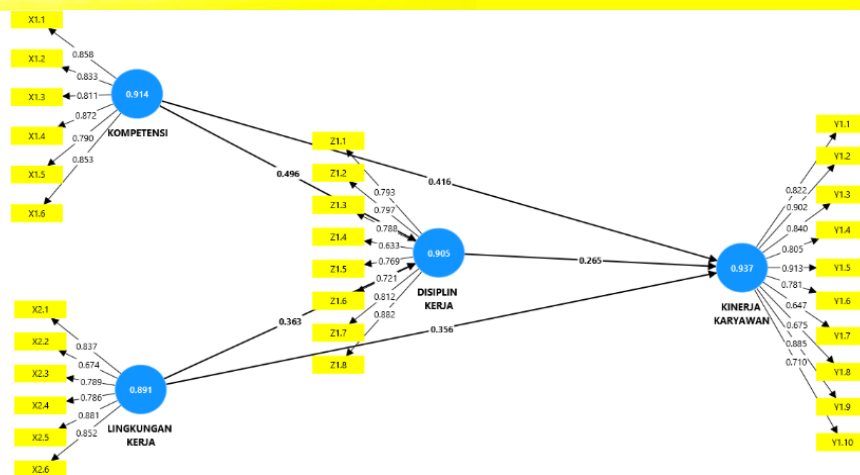


Figure 2. Outer Model Test
Source: SmartPLS 4 data analysis (2025)

Reliability Analysis

In the reliability analysis, the SmartPLS 4 output results for composite reliability, Cronbach's alpha, and AVE are presented in Table 10 below. It can be seen that the values for composite reliability and Cronbach's alpha for each latent variable are all above 0.7, indicating that the results are reliable. Furthermore, the resulting AVE values can also be considered reliable since all values are greater than 0.5. Thus, it can be concluded that even if repeated measurements are conducted using the same variables and indicators, the results will show no significant differences or will remain consistent.

Table 1. Reliability Test

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Competence	0.914	0.920	0.933	0.700
Work Environment	0.891	0.890	0.917	0.650
Work Discipline	0.905	0.913	0.924	0.604
Employee Performance	0.937	0.945	0.947	0.645

Source: Processed primary data (2025)

Inner Model Test

After conducting the outer model test, the next step is to conduct the inner model test. The measurement model in the inner model is used to assess how well the relationship between each dependent variable and the independent variable is established, as well as the relationship mediated by the mediating variable. In this inner model test, the analysis can be conducted by examining the values of the coefficient of determination, effect size, prediction relevance, path coefficients, and specific indirect effects. The higher the values of the coefficient of determination, effect size, and prediction relevance, the better the predictive model of the

proposed research model. Meanwhile, the values of the path coefficients and specific indirect effects can indicate the level of significance and the direction of influence in hypothesis testing.

Analysis of the Coefficient of Determination or R-squared (R^2)

In the analysis of the coefficient of determination, the R-squared value can be observed as shown in Table 11. The results include both R-squared and adjusted R-squared; for this study, the adjusted R-squared value is used. This is because the adjusted R-square value has been adjusted or corrected based on the standard error. Thus, the adjusted R-square value provides a stronger indication of the complexity of the independent variables' ability to explain the dependent variable compared to the R-square. Based on the adjusted R-square value, it is shown that the competency and work environment variables can explain the work discipline variable by 0.556 or 55.6%, which falls into the moderate category. Furthermore, based on the adjusted R-square value, it is also shown that the competency and work environment variables can explain the employee performance variable by 0.783 or 78.3%, which falls into the strong category.

Table 2. R-Squared And Adjusted R-Squared Values

	R-square	R-square adjusted
Work Discipline	0.565	0.556
Employee Performance	0.789	0.783

Source: Processed primary data (2025)

Hypothesis Analysis

The hypothesis analysis in this study utilized the bootstrapping test available in SmartPLS 4. The bootstrapping test examined direct hypothesis paths – or path coefficients – and indirect hypothesis paths – or specific indirect effects.

Table 3. Path Coefficient

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Competencies→Employee Performance	0.416	0.417	0.055	7.511	0.000
Competencies→Work Discipline	0.496	0.494	0.108	4.603	0.000
Work Environment→Employee Performance	0.356	0.354	0.076	4.708	0.000
Work Environment→Work Discipline	0.363	0.370	0.092	3.938	0.000
Work Discipline→Employee Performance	0.265	0.266	0.067	3.921	0.000

Source: Processed primary data (2025)

Table 4. Specific Indirect Effects

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Competencies → Work Discipline → Employee Performance	0.131	0.130	0.042	3.102	0.001
Work Environment → Work Discipline → Employee Performance	0.096	0.100	0.040	2.417	0.008

Source: Processed primary data (2025)

Discussion

Competence Has a Positive and Significant Effect on Employee Performance

Based on the results of the bootstrapping test in Table 14 above, it can be seen that the effect of competencies on employee performance has a T-statistic value of $7.511 \geq 1.66$ and a P-value of 0.000. Therefore, based on these research results, it can be concluded that competencies have a positive and significant effect on employee performance, meaning that the first hypothesis is accepted. The positive effect of competence on employee performance implies that as employees' competence increases, their performance improves, and vice versa. Meanwhile, the original sample value of 0.416 indicates that competence directly increases employee performance by 0.416, or 41.6%. Furthermore, based on the results of the three-box method, the average index value for the competency variable falls into the high category, at 80.83. This indicates that employees who possess knowledge, skills, and work experience relevant to their jobs will be able to perform their duties effectively in terms of both quantity and quality, ultimately enabling them to work toward improving their performance. In the context of goal-setting theory, employees with high competence are better able to set more realistic and clear goals. This high level of competence ensures that employees have the knowledge, skills, and experience necessary to carry out and plan tasks or work optimally, thereby improving employee performance. The results of this study align with research conducted by Setyawan & Liana (2024) and Pramularso (2018), which concluded that competence has a positive and significant effect on employee performance.

Competence Has a Positive and Significant Effect on Work Discipline

Based on the results of the bootstrapping test in Table 14 above, it can be seen that the effect of competence on work discipline has a T-statistic value of $4.603 \geq 1.66$ and a P-value of 0.000. Therefore, based on these research results, it can be concluded that competence has a positive and significant effect on work discipline, meaning that the second hypothesis is accepted. The fact that competence has a positive effect on work discipline means that if an employee's competence increases, their work discipline will also improve, and vice versa. Meanwhile, the original sample value of 0.496 indicates that competence directly increases work discipline by 0.496, or 49.6%. Furthermore, in the results of the three-box method, the average index for the competency variable falls into the high category at 80.83, with the statement regarding skill indicators having the highest index value at 85.6. This indicates that employees with high skills in using work tools tend to be more disciplined in their use. Employees will be careful in using work tools, thereby increasing compliance with work rules in carrying out work

operations. Competent employees not only possess strong technical skills but also have a greater awareness of the importance of discipline in the workplace. Competent employees understand that adherence to work rules and procedures is not merely an obligation but also a factor that helps them achieve their established goals. Employees with good understanding and skills tend to have better self-discipline in setting clear priorities or goals. This conclusion aligns with goal-setting theory, which states that having clear goals can motivate employees to consistently pursue those goals. Thus, employees who have a good understanding of these goals will make work discipline an important part of their work routine to achieve the established goals. The results of this study support findings from previous research, such as that conducted by Rohmat et al. (2022), which concluded that competence has a significant positive influence on work discipline.

The Work Environment Has a Positive and Significant Effect on Employee Performance

Based on the results of the bootstrapping test in Table 14 above, it can be seen that the effect of the work environment on employee performance has a T-statistic value of $4.708 \geq 1.66$ and a P-value of 0.000. Therefore, based on these research results, it can be concluded that the work environment has a positive and significant effect on employee performance, meaning that the third hypothesis is accepted. The positive effect of the work environment on employee performance implies that if the work environment improves, employee performance will increase, and vice versa. Meanwhile, the original sample value of 0.356 indicates that the work environment can directly increase employee performance by 0.356 or 35.6%. According to the three-box method results, the average index of the work environment variable is 81.87, which falls into the high category. These results indicate that a supportive work environment, both physically and non-physically, can make employees feel comfortable and motivated in performing their work. Employees who feel comfortable in their work environment tend to be more focused on their work, and this improved focus allows them to develop effective work strategies, set priorities more effectively, and benefit from a supportive work environment. As a result, employees make fewer mistakes, which ultimately leads to better performance. This finding is supported by goal-setting theory, which states that with clearly defined goals, employees working in a comfortable environment will find it easier to concentrate and understand what needs to be achieved. A supportive work environment will motivate employees to pursue these goals; consequently, having clear objectives supported by a good work environment can enhance employee performance.

The Work Environment Has a Positive and Significant Effect on Work Discipline

Based on the results of the bootstrapping test in Table 14 above, it can be seen that the effect of the work environment on work discipline has a T-statistic value of $3.938 \geq 1.66$ and a P-value of 0.000. Therefore, based on these research results, it can be concluded that the work environment has a positive and significant effect on employee performance, meaning the fourth hypothesis is accepted. The positive effect of the work environment on work discipline implies that if the work environment improves, it will also improve employee work discipline, and vice versa. Meanwhile, the original sample value of 0.363 implies that the work environment directly increases work discipline by 0.363 or 36.3%. In the three-box method results, the average index of the work environment variable is 81.87, which falls into the high category, with the highest indicator index value being for the work atmosphere statement, at 90.6. This implies that a work environment with a supportive atmosphere—both physical and non-physical—for employees fosters a sense of safety and comfort. When the work environment feels safe and comfortable, employees can more easily concentrate and establish effective communication, as well as

prioritize their work more effectively. This environment encourages employees to work more consistently and take responsibility for the tasks assigned to them. Ultimately, this comfortable work environment will motivate employees to better adhere to existing work rules, such as arriving on time for work. Consequently, a supportive work environment will ultimately enhance employees' work discipline. According to goal-setting theory, having clear objectives combined with a supportive work environment can help motivate employees to strive toward achieving those goals. The actions employees can take to achieve these goals include practicing work discipline, which enables them to work consistently and purposefully. Ultimately, with clear goals, supported by a supportive work environment and good work discipline from employees, employees will be able to achieve their goals with optimal results. The results of this study support the findings of a study conducted by Widodo et al. (2021), which examined the "Effect of Work Environment and Work Competency on the Performance of KPPU Employees with Work Discipline as an Intervening Variable," and concluded that "the work environment has a positive effect on work discipline." This study is also consistent with the results of another study conducted by Rosmiyati and Haziroh (2024), which found that.

Work Discipline Has a Positive and Significant Effect on Employee Performance

Based on the results of the bootstrapping test in Table 14 above, it can be seen that the effect of work discipline on employee performance has a T-statistic value of $3.921 \geq 1.66$ and a P-value of 0.000. Therefore, based on these research results, it can be concluded that work discipline has a positive and significant effect on employee performance, meaning that the fifth hypothesis is accepted. The positive effect of work discipline on employee performance implies that employees with strong work discipline can improve their performance, and vice versa. Meanwhile, the original sample value of 0.265 indicates that work discipline directly increases employee performance by 0.265, or 26.5%. Based on the average index value of the work discipline variable using the three-box method, a score of 83.5 was obtained, which falls into the high category. This value indicates that there is good work discipline among employees, which can lead to good employee performance as well. Employees with strong work discipline maintain regular and consistent work habits, such as arriving on time, using work equipment properly, and adhering to other company regulations. Good work discipline among employees helps direct their focus toward the goals to be achieved. According to goal-setting theory, work discipline serves as a key factor in helping employees achieve their established goals. In this theory, employees with clear goals are more motivated to pursue those goals consistently and regularly. With clear goals, work discipline is not merely compliance with existing rules but can serve as a tool for employees to focus and orient themselves toward achieving goals optimally, which ultimately enhances employee performance. The findings of this study align with those of Prasetyo and Marlina (2019) and Dhifafsari et al. (2022), which reached the same conclusion: that discipline has a positive and significant effect on employee performance.

Competence Has a Positive and Significant Effect on Employee Performance Through Work Discipline

Based on the results of the bootstrapping test in Table 15 above, it can be seen that the effect of competence on employee performance through work discipline has a T-statistic value of $3.102 > 1.66$ and a P-value of 0.001. Therefore, based on these research results, it can be concluded that competence on employee performance through work discipline has a positive and significant effect, meaning that the sixth hypothesis is accepted. The fact that competence influences employee performance through work discipline implies that competence not only affects performance directly but also through the role of work discipline among employees.

Meanwhile, the original sample value of 0.131 indicates that, indirectly, competence can improve employee performance through work discipline by 0.131 or 13.1%. Based on the average values of the three-box method index for the competence and work discipline variables, the respective values are 80.83 and 83.5, both of which fall into the high category. The highest indicator value for competence is found in the skills indicator. This indicates that employees with high skill competencies can use work tools properly and effectively. Employees will use work tools carefully, and if this is done consistently, it will improve employee compliance. This compliance will guide employees to work with few or almost no mistakes. Ultimately, employees' work results will be good, which in turn will improve their performance as well. From the perspective of goal-setting theory, the research findings indicate that work discipline plays a crucial role in achieving employee performance. In goal-setting theory, one characteristic of goal-oriented behavior is that such behavior will persist consistently until the desired goal is achieved. In this context, strong competence enables employees to understand work objectives more clearly, while work discipline serves as a tool to help employees consistently achieve those goals, thereby minimizing errors during work and ultimately leading to higher performance levels. The findings of this study support the results of (Abadi et al., 2024), which concluded that competence has a significant impact on performance through work discipline.

The Work Environment Has a Positive and Significant Effect on Employee Performance Through Work Discipline

Based on the results of the bootstrapping test in Table 15 above, it can be seen that the effect of competence on employee performance has a T-statistic value of $2.417 > 1.66$ and a P-value of 0.008. Therefore, based on these research results, it can be concluded that the work environment affects employee performance through work discipline in a positive and significant manner, meaning that the seventh hypothesis is accepted. The fact that the work environment influences employee performance through work discipline implies that the work environment can not only affect performance directly but also through the role of work discipline among employees. Meanwhile, the original sample value of 0.096 indicates that, indirectly, the work environment can improve employee performance through work discipline by 0.096 or 9.6%. According to the average index scores from the three-box method, the work environment variable scored 81.87 and the work discipline variable scored 83.51, both of which fall into the high category. This means that a work environment with a supportive atmosphere—both physically and non-physically—can create a sense of safety and comfort for employees. These conditions allow employees to concentrate better on their work, which in turn encourages them to work consistently and responsibly, including adhering to existing work rules. Thus, a good work environment contributes to improved employee work discipline. Maintaining work discipline among employees helps them develop consistent work habits, enabling them to focus more on achieving the company's goals, which ultimately has a positive impact on employee performance. Based on the context of goal-setting theory, having clear goals motivates employees to keep moving toward achieving those goals. When employees work in a comfortable work environment, they are better able to focus on the goals set by the company. This comfortable work environment helps employees develop a disciplined work ethic. The work discipline that is established—such as arriving on time and adhering to other company regulations—also reflects employees' commitment to achieving the set goals. These conditions can motivate employees to continue moving toward their goals, which encourages them to work consistently and regularly, thereby driving them to achieve higher performance

standards. The results of this study support the findings of a previous study by (Waskito & Wulandari, 2022), which concluded that a positive work environment significantly impacts performance through work discipline.

CONCLUSION

Based on the results of the tests and the discussion of the study, the following conclusions were drawn. 1) Competence (X1) has a positive and significant effect on the employee performance variable (Y). This is because employees who possess knowledge, skills, and experience are able to complete their work better in terms of both quantity and quality. This ultimately leads to improved employee performance. 2) Competence (X1) has a positive and significant effect on the work discipline variable (Z). Employees with strong competence tend to better understand work rules and procedures, making them more disciplined in carrying out their duties and responsibilities. 3) Work environment (X2) has a positive and significant effect on the employee performance variable (Y). A comfortable and supportive work environment can boost employees' motivation to work more productively, which in turn can lead to improved employee performance. 4) Work environment (X2) has a positive and significant effect on the work discipline variable (Z). A conducive work environment encourages employees to be more compliant with company regulations and enhances their discipline in performing their duties. 5) Work discipline (Z) has a positive and significant effect on employee performance (Y). Employees with good work discipline tend to be more organized and responsible in completing their work. This can minimize errors in work, which ultimately improves employee performance. 6) Competence (X1) has a positive and significant effect on the employee performance variable (Y) through the work discipline variable (Z). This means that good competence not only directly improves employee performance but also plays a role in fostering good work discipline, which ultimately strengthens employee performance. Through good competence, employees are better able to understand and follow work rules, making them more disciplined in performing their duties. This ultimately reduces the rate of work errors and contributes to improving the quality and quantity of employees' work, which in turn enhances employee performance. 7) Work environment (X2) has a positive and significant effect on the employee performance variable (Y) through the work discipline variable (Z). This means that a good work environment not only directly improves employee performance but also fosters work discipline among employees, which ultimately strengthens employee performance. A comfortable, safe, and supportive work environment can motivate employees.

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