The Influence of Work Environment and Competence on Employee Performance Through Work Discipline at the Public Works and Spatial Planning Office of Jambi City

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Abstract: This study aims to describe the work environment, competence, work discipline, and employee performance at the Public Works and Spatial Planning Office of Jambi City. It also seeks to determine the direct and indirect effects of the work environment and competence on employee performance, both directly and indirectly through work discipline. The population in this study consists of employees at departement of public works and spatial planning Jambi City, totaling 217 individuals. The sample size for this study was determined using Slovin's formula with a 10% margin of error, resulting in a sample of 69 respondents. This research employs a quantitative approach using survey methods and data analysis through Partial Least Squares (PLS). The results indicate that the work environment and competence have a positive and significant direct and indirect effect on employee performance through work discipline. Similarly, work discipline has a positive and significant direct effect on employee performance. These findings explain that a good and conducive work environment, supported by high employee competence—including relevant skills and knowledge—enables employees to perform their tasks more effectively. This directly impacts their discipline and performance in carrying out their duties.

Keywords: Work environment, Competence, Discipline and Performance.

INTRODUCTION

Human resources (HR) play a vital role in any organization. All aspects related to HR ultimately influence the organization's output. Given its critical role, it is essential for organizations to implement mechanisms for HR maintenance, including focusing on employee job satisfaction (Daft, 2012).

The development of human capabilities as part of the workforce significantly impacts organizational stability and continuity. Therefore, the role of humans within an organization is crucial and inseparable. The success or failure of organizational objectives depends largely on human resources, as they drive the organization toward achieving its goals.

Similarly, the Public Works and Spatial Planning Office of Jambi City relies heavily on HR to achieve its organizational objectives. Without HR, the organization would struggle to meet its planned goals and targets. Thus, it is vital for organizations to manage their human resources

effectively to ensure sustainability and progress. HR serves as a key factor in organizational success by planning, executing, and controlling various operational activities.

Employees within an organization require a supportive work environment to achieve optimal performance and well-being. A positive work environment includes a conducive atmosphere, healthy relationships among colleagues, good interactions between subordinates and leaders, and the availability of adequate facilities (Sunyoto, 2015). According to Sedarmayanti (2019), a good work environment provides comfort, security, and supports employees in performing their tasks effectively and efficiently.

Schermerhorn (2019) states that organizations investing in a positive work environment tend to experience higher employee retention and stronger commitment from their staff. A supportive work environment not only boosts productivity but also positively impacts employees' mental well-being.

In addition to a positive work environment, another factor influencing employee performance is competence. Competence is a fundamental characteristic of an individual that reflects their way of thinking, behaving, and acting, as well as their ability to draw conclusions that can be sustained over time (Spencer in Moeheriono, 2014).

Competence relates to an individual's effectiveness in their role or the underlying characteristics that causally influence their ability to meet performance criteria. Employees with high competence—such as relevant knowledge, skills, abilities, and attitudes—are driven to work more effectively, efficiently, and productively. This is because their competence enables them to perform assigned tasks more effectively (Rande, 2016).

Apart from the work environment and competence, work discipline is another critical factor that affects employee performance. Work discipline is an essential tool for organizations to ensure employees adhere to established rules, thereby maintaining controlled performance (Mangkunegara, 2019). When employees consistently work within defined guidelines, it positively impacts overall performance.

Conceptually, work discipline contributes to efficiency and productivity. Rivai (2015) highlights that disciplined employees are more reliable and tend to perform at higher levels because they understand the importance of meeting organizational expectations. Therefore, discipline serves as a foundation for consistent performance improvement.

Empirical studies also emphasize the significance of work discipline in enhancing employee performance. Researchers such as Sinaga et al. (2021), Chandra et al. (2022), and Hakim et al. (2021) have found that high levels of work discipline positively and significantly influence employee performance.

Performance is a critical element for any organization, especially employee performance, as it directly contributes to achieving organizational objectives. The quality of employee performance affects the overall performance of the organization. Higher employee performance facilitates the organization's growth and success.

Based on these observations, the researcher finds it necessary to conduct an empirical study examining the influence of work environment and competence on employee performance through work discipline. The study aims to describe the work environment, competence, work discipline, and employee performance at the Public Works and Spatial Planning Office of Jambi City. Additionally, it seeks to analyze the direct and indirect effects of work environment and competence on employee performance through work discipline.

METHODS

In this study, the object of research is the Public Works and Spatial Planning Office of Jambi City. The population observed in this study consists of 217 employees, with a sample size of 69 respondents. This research focuses on analyzing the influence of the work environment and competence on employee performance through work discipline at the Public Works and Spatial Planning Office of Jambi City. In this study, the exogenous variables are the work environment (X_1) and competence (X_2). Meanwhile, the endogenous variable is employee performance (Z),

and the intervening variable, which mediates the relationship between the exogenous and endogenous variables, is work discipline (Y).

The research method used is a quantitative approach with a survey, where questionnaires are distributed to respondents (employees) to answer statements related to the research variables, namely the work environment, competence, work discipline, and employee performance, with an explanatory level of analysis.

This study was analyzed using the SEM-PLS approach. The selection of SEM-PLS as the data analysis method is based on the characteristics of the research object, the underlying model assumptions, and its advantages. The reasons for using the SEM-PLS approach are: 1) In the last decade, SEM-PLS has gained significant attention among academics and researchers, particularly because it can explain the variance of the main target constructs; 2) SEM-PLS achieves good statistical power even with relatively small sample sizes; and 3) SEM-PLS is capable of handling complex models with numerous model relationships and a large number of indicators (Hair et al., 2014). The SEM-PLS approach involves important stages, including: a) Model specification; b) Measurement model evaluation, and 3) Structural model evaluation.

RESULT AND DISCUSSION
Respondent Characteristics

The characteristics of respondents in this study describe the attributes of employees involved in the research. These characteristics include gender, age, education, and length of service. To provide an overview of the employees' characteristics captured in this study, each category will be detailed individually based on its classification as follows:

Table 1. Respondent Characteristics

No	Respondent Characteristics	Frequency	Percentage (%)
	Gender		
1	Man	48	69,6
2	Woman	21	30,4
	Total	**69**	**100**
	Age Group		
1	< 25 Years	3	4,3
2	25 – 35 Years	35	50,7
3	36 – 45 Years	24	34,8
4	46 – 55 Years	7	10,1
5	> 55 Years	0	0
	Total	**69**	**100**
	Education		
1	High School Equivalent	10	14,5
2	Diploma Degree	17	24,6
3	Bachelor Degree	38	55,1
4	Master Degree	4	5,8
	Total	**69**	**100**
	Working Period Group		
1	< 3 Years	3	4,3
2	3 – 6 Years	19	27,5
3	7 – 9 Years	28	40,6
4	10 – 12 Years	13	18,8
5	> 12 Years	6	8,7
	Total	**69**	**100**

Source: Processed data (2024)

Description of Research Variables

Descriptive analysis was conducted to illustrate the conditions regarding the work environment, competence, work discipline, and employee performance at the PUPR Office of Kota Jambi using a Likert scale. This scale is designed to assess the extent to which respondents agree or disagree with the presented statements. The descriptive analysis was carried out by

creating frequency distribution tables to determine whether the scores of the research variables fall into the categories: strongly disagree (1), disagree (2), neutral (3), agree (4), and strongly agree (5). The results of the descriptive analysis in this study are summarized in the following table.

Table 2. Description of Research Variables

No	Variable	Item	Score	Scale Range	Information
1	Work Environment	14	3.608	3.284,4 – 4.057,1	Good
2	Competence	12	3.097	2.815,2 – 3.477,5	Tall
3	Discipline	12	3.076	2.815,2 – 3.477,5	Tall
4	Performance	12	3.112	2.815,2 – 3.477,5	Tall

Source: Processed data (2024)

Evaluation of Measurement Model (Outer Model)

The evaluation of the measurement model was conducted using three tests, each aimed at determining the contribution of the items in measuring their respective latent variables. The first analysis, convergent validity, is used to assess the relationship between each item and its latent variable. The second analysis, discriminant validity, aims to test the reflective items against their latent variable by examining the accuracy of the research model. Lastly, the third test, composite reliability, is intended to determine the reliability of the research items in measuring the latent variables.
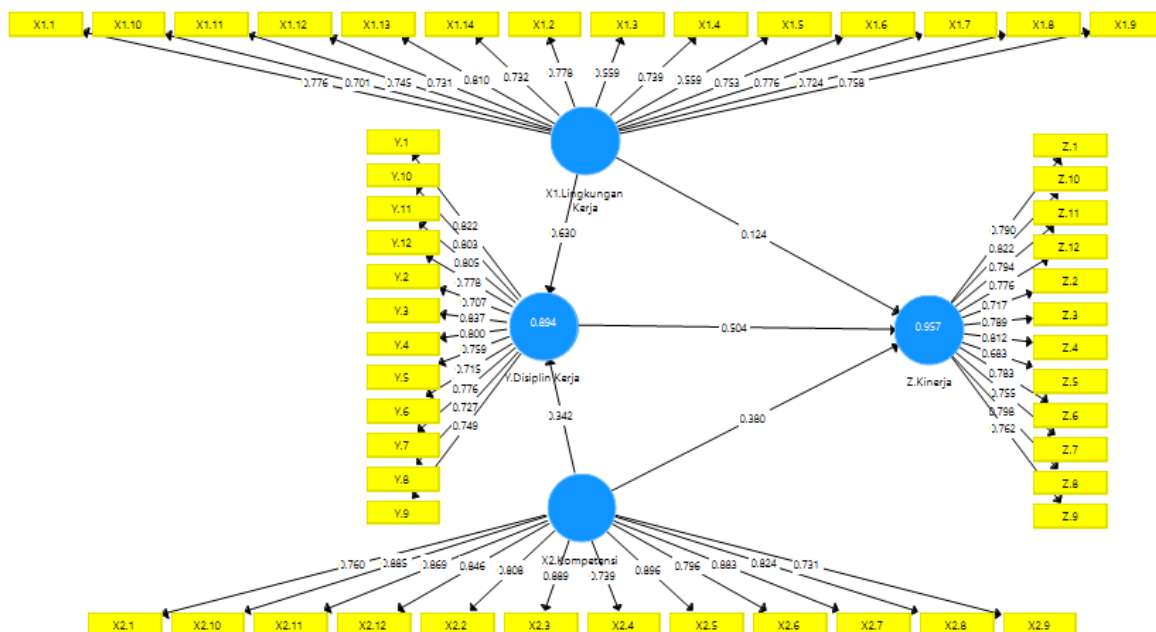

Figure 1. Full Outer Model

Based on Figure 1 above, it is shown that several indicators have outer loading values below 0.7, indicating low validity. These indicators are X1.3 with a value of 0.559, X1.5 with a value of 0.559, and Z.5 with a value of 0.683. Since these three indicators have outer loading values below the specified threshold of 0.7, they must be eliminated, and re-estimation must be performed until all indicators are deemed valid.

The results of the convergent validity test after re-estimation are shown in Figure 2 below.
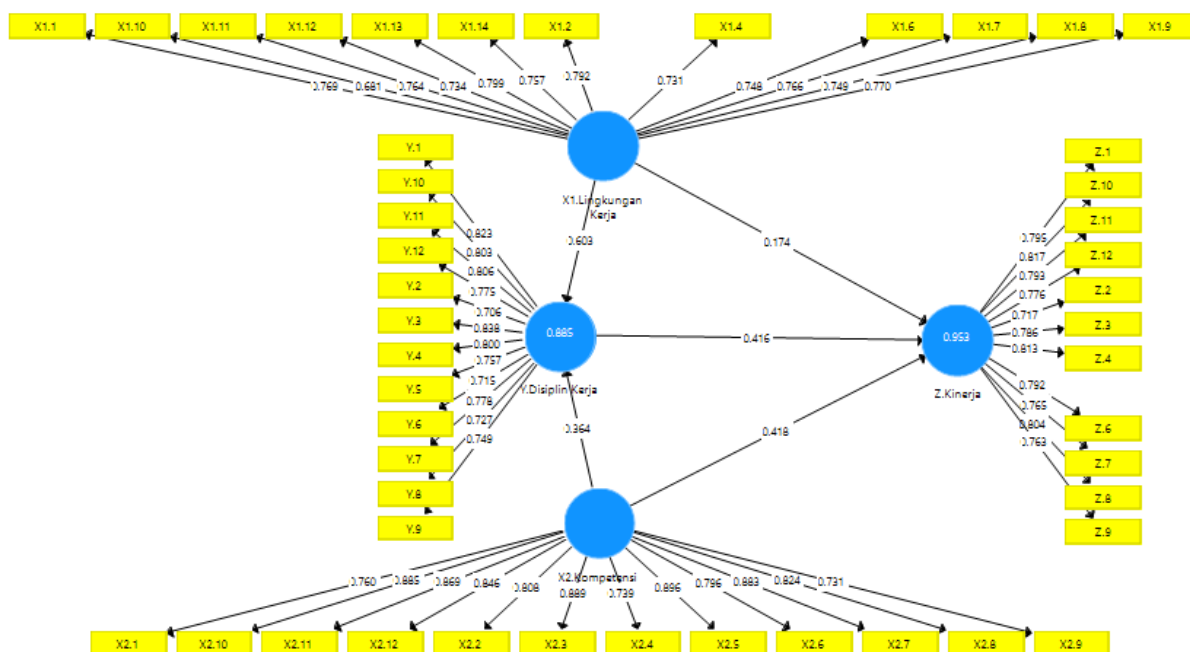
Figure 2. Outer Model After Reestimation

After re-estimating by eliminating the indicators with values below the standard, the results obtained are as shown in Figure 2 above. In this result, it can be seen that all indicators have met the rule of thumb, meaning each indicator has a value above the determined standard of 0.7. With these results, it can be stated that all the indicators measured to build the model in this study are valid.

Structural Model Test Results (Inner Model)

The structural model analysis aims to determine whether the research model that has been developed can be considered good based on the testing criteria, provided that all assumptions within it are met. The structural model testing is conducted using R-Square, F-Square, and Goodness of Fit Index (GoF) tests. The primary test is the structural model, as it aims to answer the research objectives and validate the hypotheses of the developed research model.

a. Results of R-Square Test Analysis

The R-Square testing analysis aims to determine how well the research model is built. The criterion for this test is that each exogenous variable must be able to explain or have the strength to predict the endogenous variable. The condition is that if the R-Square value is 0.75, it is considered to have a strong relationship; if it is 0.50, it is considered to have a moderate relationship; and if it is 0.25, it is considered to have a weak relationship. The results of this test are discussed in the following Table 3.

Table 3. R Square Test Results

Variable	R Square	R Square Adjusted
Y.Work Discipline	0,885	0,881
Z.Performance	0,953	0,951

Source: SmartPLS Output 3, 2024.

Based on the data processing results in the table above, it shows that the work discipline variable has an R-square value of 0.885, meaning that the work discipline variable can be explained by the constructs of work environment and competence with a percentage of 88.5%. Then, for the performance variable, it has an R-square value of 0.953, meaning that the

performance variable can be explained by the constructs of work environment, competence, and work discipline with a percentage of 95.3%.

Based on the theory presented above, the R-Square values of the work discipline and performance variables, which are 0.885 and 0.953 respectively, can be considered strong. This means that the exogenous variables (work environment and competence) have a strong ability to predict or explain the endogenous variables (work discipline and performance).

b. F–Square Analysis Results (f2 Effect Size)

F-square is calculated to measure the significance of the change in the R-square value when a particular construct is removed from the model, in order to evaluate whether the removed construct has a substantial impact on the endogenous construct. The rule of thumb for assessing the F-square value is 0.02, 0.15, and 0.35, which indicate small, medium, and large effect sizes, respectively. An effect size with a value of less than 0.02 indicates that the variable has no effect (Hair et al., 2014). The results of the F-square values are shown in the table below:

Table 4. F-Square Test Results

Variable	Y.Work Discipline	Z.Performance
X1.Work environment	**0,685**	0,083
X2.Competence	**0,249**	**0,645**
Y.Work Discipline		**0,425**

Source: SmartPLS Output 3, 2024.

Based on the data processing results in the table above, it can be seen that the two exogenous variables in this study have a significant contribution to the R-square value in the research model. The F-square value of the work environment variable on work discipline is 0.685 or 68.5% (large). Then, for the competency variable on work discipline, it is 0.249 or 24.9% (medium). Next, the F-square value of the work environment variable on performance is 0.083 or 8.3% (small), followed by the competency variable on performance, which is 0.645 or 64.5% (large). Finally, the F-square value of the work discipline variable on performance is 0.425 or 42.5% (large).

c. Results of Goodness of Fit Index (GoF) Test Analysis

The GoF test aims to validate the performance combination between the measurement model (outer model) and the structural model (inner model), which is obtained through manual calculations as follows:

$$AVE = (0{,}571 + 0{,}688 + 0{,}599 + 0{,}615) / 4 = 0{,}618$$
$$R2 = 0{,}953$$
$$GoF = \sqrt{AVE \times R2}$$
$$GoF = \sqrt{0{,}618 \times 0{,}953}$$
$$GoF = \sqrt{0{,}589192}$$
$$GoF = 0{,}767$$

The calculation results from the GoF show a value of 0.767. The GoF thresholds are: small = 0.1, medium = 0.25, and large = 0.36. Based on the calculation results above, it can be concluded that the combined value of the measurement model (outer model) and the structural model (inner model) is good because the GoF is greater than 0.36 (large GoF scale).

Hypothesis Testing Analysis Results (Path Coefficient)

The analysis of the structural model testing (hypothesis) aims to determine the relationship between constructs. The results of the structural model testing are obtained through bootstrapping

after removing invalid items from the model. To obtain the path coefficients, t-statistics, and p-values for the constructed structural model, the assumptions must be met. The criteria are as follows: if the path coefficient is positive and the p-value < 0.05 at a 5% significance level, it can be stated that there is a positive and significant influence between latent variables, meaning the research model hypothesis is accepted (proven). On the other hand, if the p-value does not meet the criteria, the model or the influence between latent variables is not accepted (the hypothesis is not rejected). The results of the structural model testing are explained in the discussion in Figure 3 and Table 5 below.
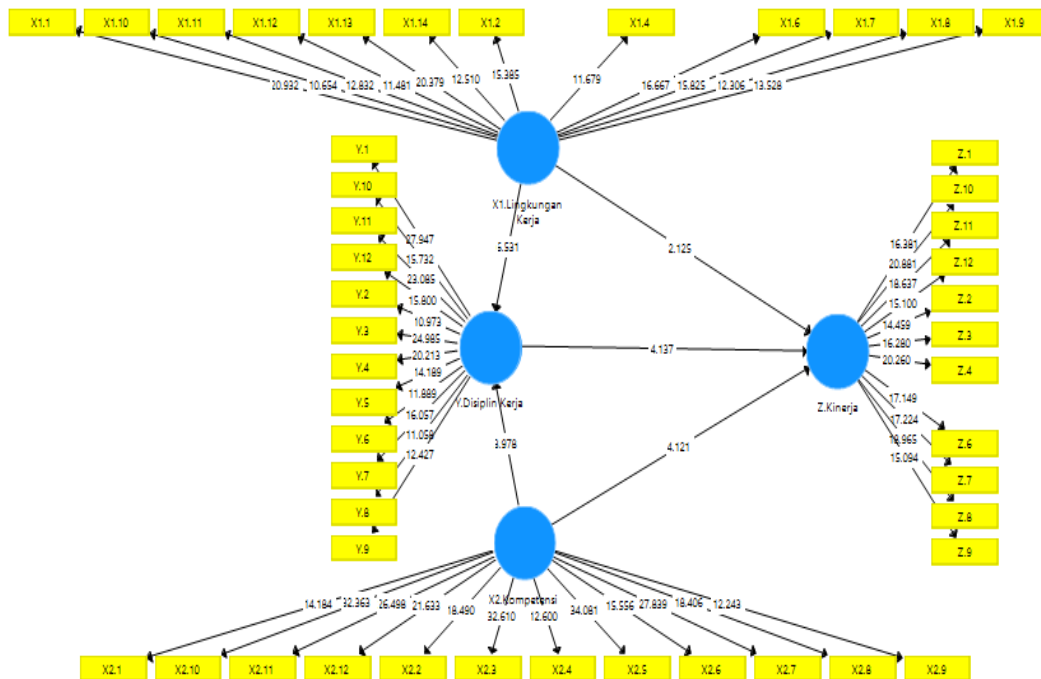

Figure 3. Research Construct Relationship Model Using Bootstrapping Method

Tabel 5. Table Bootstrapping

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
X1.Work Environment -> Y.Work Discipline	0,603	0,608	0,092	6,531	**0,000**
X1.Work Environment -> Z.Performance	0,174	0,195	0,082	2,125	**0,034**
X2.Competence -> Y.Work Discipline	0,364	0,361	0,091	3,978	**0,000**
X2.Competence -> Z.Performance	0,418	0,415	0,101	4,121	**0,000**
Y.Work Discipline -> Z.Performance	0,416	0,399	0,101	4,137	**0,000**

Source: SmartPLS Output 3, 2024.

The results of the structural model testing in Table 5 show that the constructed research model provides an explanation of the relationship between exogenous variables and endogenous variables. The results of the structural model testing will be explained as follows:

1) The structural model coefficient between work environment and work discipline has a path coefficient value of 0.603, meaning that for every unit increase in work environment quality, work discipline will increase by 0.603. The T-Statistics value obtained is 6.351 > 1.96 (significance level = 5%), therefore it can be stated that the work environment has a positive and significant effect on employee work discipline.

2) The structural model coefficient between competence and work discipline has a path coefficient value of 0.364, meaning that for every unit increase in employee competence, work discipline will increase by 0.364. The T-Statistics value obtained is 3.978 > 1.96 (significance level = 5%), therefore it can be stated that competence has a positive and significant effect on employee work discipline.

3) The structural model coefficient between work environment and performance has a path coefficient value of 0.174, meaning that for every unit increase in work environment quality, employee performance will increase by 0.174. The T-Statistics value obtained is 2.125 > 1.96 (significance level = 5%), therefore it can be stated that the work environment has a positive and significant effect on employee performance.

4) The structural model coefficient between competence and performance has a path coefficient value of 0.418, meaning that for every unit increase in employee competence, employee performance will increase by 0.418. The T-Statistics value obtained is 4.121 > 1.96 (significance level = 5%), therefore it can be stated that competence has a positive and significant effect on employee performance.

5) The structural model coefficient between work discipline and performance has a path coefficient value of 0.416, meaning that for every unit increase in employee work discipline, employee performance will increase by 0.416. The T-Statistics value obtained is 4.137 > 1.96 (significance level = 5%), therefore it can be stated that work discipline has a positive and significant effect on employee performance.

Discussion

The work environment has a positive and significant effect on employee work discipline. This result explains that a positive work environment can create a sense of comfort for employees, motivating them to work more disciplinely and productively (Sedarmayanti, 2019). The work environment plays a crucial role in improving employee work discipline (Nugroho, 2014). A conducive and supportive environment can provide significant encouragement for employees to comply with regulations, schedules, and work targets that have been set. Physical conditions such as office layout, lighting, air circulation, and available facilities greatly influence employees' comfort and productivity. A comfortable and organized work environment encourages employees to work effectively and disciplinely, while also reducing potential distractions that could lead to non-compliance with company rules (Sulistyaningsih, 2021).

Conceptually, a good work environment greatly influences employee discipline, particularly in enhancing their productivity at the workplace (Mangkunegara, 2019). Furthermore, Sutrisno (2015) states that a positive and harmonious work environment within an organization significantly affects the level of employee discipline in carrying out their responsibilities. In addition, Hasibuan (2015) also stated that a conducive work environment can create an atmosphere that supports employees to work more disciplined. A comfortable office atmosphere, adequate facilities, and harmonious relationships among employees play a crucial role in enhancing employee compliance with company regulations and work schedules. An unsupportive work environment, such as uncomfortable physical conditions or poor relationships among colleagues, can decrease the level of employee discipline.

Competence has a positive and significant impact on employee work discipline. This result explains that adequate competence allows employees to understand and meet the established work standards, which in turn encourages them to be more disciplined in their work. As stated by Spencer & Spencer (2003), high competence makes individuals more confident in completing their tasks well, including complying with rules and work procedures.

Employee competence is a key factor in determining how well an individual can perform their job and adhere to the rules in an organization (Alam et al., 2019). Competence includes the abilities, knowledge, and skills possessed by an employee to perform their tasks professionally. Employees with high competence tend to have a better understanding of their responsibilities and work targets, enabling them to work more disciplined in completing tasks on time and according to standards.

Conceptually, competent employees have a better understanding of their tasks and responsibilities, making them more likely to work disciplinely and in accordance with the established work standards (Sutrisno, 2015). This is because good competence helps employees face job challenges with greater confidence, making it easier for them to follow work procedures and schedules. When employees possess adequate skills, they tend to be more motivated to work disciplinely, as they can perform tasks well without facing technical or knowledge-related obstacles.

Empirically, the importance of competence in improving employee work discipline is also highlighted by Zahari et al. (2024), Hakim et al. (2021), Syamsidar et al. (2021), and Alam et al. (2019) in their studies, which state that competence that aligns with and supports employees in performing their tasks will have a positive and significant impact on employee work discipline.

The work environment has a positive and significant influence on employee performance. This explains that if the work environment within an organization provides comfort for employees, it will encourage them to work more effectively and efficiently, thereby improving the quality and quantity of their work results (Sedarmayanti, 2019).

A good work environment has a significant impact on employee performance within an organization (Emil, 2018; Rahim et al., 2017; and Suryani & Fe, 2017). The work environment includes physical, social, and psychological conditions that affect how employees interact and perform their tasks. A conducive environment can create a setting that supports productivity and work motivation. According to Sedarmayanti (2019), a positive work environment helps improve employee performance because they feel comfortable and safe in carrying out their tasks. Organizations that provide a good work environment are more likely to encourage employees to work with greater efficiency.

The physical aspects of the work environment, such as lighting, ventilation, and cleanliness, play a crucial role in ensuring that employees can work at their best. A poor work environment can lead to decreased productivity and an increased risk of stress or fatigue. Robbins and Judge (2015) emphasize that employees working in a physically good environment are better able to focus and work more effectively, ultimately improving performance. Therefore, maintaining an adequate physical environment is essential in supporting employee performance.

In addition to physical factors, social relationships in the workplace also affect employee performance. Good relationships between colleagues and management create a sense of togetherness and support, motivating employees to work better. According to Schermerhorn (2019), a socially supportive work environment encourages more effective collaboration and boosts employee motivation, contributing to higher performance. Good interpersonal relationships, as well as effective communication within the organization, can minimize conflicts and enhance team efficiency.

Competence has a positive and significant impact on employee performance. The influence of competence on employee performance explains that when employees possess good competence in performing their tasks, they will be able to work more effectively, efficiently, and in accordance with the expected standards. Competence is one of the key factors that influences employee performance within an organization. Competence can be defined as a combination of knowledge, skills, and attitudes possessed by an individual to perform tasks effectively and efficiently. High competence enables employees to have a good understanding of their work, allowing them to achieve the set targets. According to Spencer & Spencer (200), competence is a fundamental characteristic of an individual that directly affects performance, both in terms of quality and quantity of work.

Employee competence plays a crucial role in determining their performance within an organization (Rahim et al., 2017). Competence includes the abilities, skills, knowledge, and attitudes that employees possess to perform their tasks. Employees with strong competence are more capable of performing their tasks effectively, efficiently, and in accordance with the expected standards (Yudha et al., 2023; Suristya & Adi, 2021). According to Spencer and Spencer (2003), competence is a fundamental characteristic of an individual that relates to superior or effective performance in the job. This competence serves as an important foundation for achieving high-quality performance.

Schermerhorn (2019) explains that recognized employee competence will contribute to better performance because employees feel supported and acknowledged for their contributions. Therefore, competence is not only about technical abilities but also relates to the appreciation and recognition of employees' efforts in improving organizational performance (Sugiono et al., 2021; Widodo & Yandi, 2022; Tiyas & Parmin, 2021; Rahim et al., 2017; Wibowo & Widodo, 2016; and Suristya & Adi, 2021).

Work discipline has a positive and significant effect on employee performance. The influence of work discipline on employee performance means that when employees have good discipline, they tend to be more organized, work consistently, and produce optimal performance. Work discipline is one of the important factors that affect employee performance in an organization (Rianawati & Widodo, 2020). Work discipline reflects the extent to which an employee adheres to the rules, procedures, and responsibilities set by the organization. According to Hasibuan (2015), work discipline is the awareness and willingness of an individual to comply with all organizational rules and social norms. When employees have good discipline, they tend to be more organized, work consistently, and produce optimal performance.

High work discipline helps employees complete tasks on time, adhere to quality standards, and maintain productivity. Disciplinary employees typically have structured work habits, such as effectively utilizing work hours and avoiding lateness. Research by Zahari et al. (2024), and Sutrisno (2015) shows that good work discipline has a direct correlation with improved efficiency and work effectiveness. When employees adhere to schedules and set targets, the resulting work tends to be of higher quality.

In addition, work discipline also contributes to an increase in employees' sense of responsibility in carrying out their duties. Disciplined employees not only follow rules but also demonstrate commitment to the tasks assigned. Robbins and Judge (2015) state that work discipline fosters a sense of responsibility and order, enabling employees to work with greater focus and results-oriented goals. Employees with a high sense of responsibility tend to work more carefully, minimizing errors in task execution.

Work discipline plays a key role in determining employee performance. Disciplined employees tend to work according to the rules and procedures that have been established, allowing them to complete tasks on time and meet the expected quality standards. According to Mangkunegara (2019), work discipline is an important tool for organizations to ensure that all employees work in accordance with the applicable regulations, thereby allowing their performance to be well-managed. When employees are able to work consistently within the framework of established rules, this will have a positive impact on their overall performance.

CONCLUSION

Based on the data analysis results discussed earlier, several conclusions can be drawn as follows:

1. Based on the survey conducted on the variables observed, namely work environment, competence, work discipline, and employee performance at the Public Works and Housing Office of Jambi City, the conditions are good and high.
2. The work environment has a positive and significant influence on employee work discipline at the PUPR Office of Jambi City. This explains that a positive work environment can create

a sense of comfort for employees, thus motivating them to work more disciplinely and productively.

3. Employee competence has a positive and significant influence on employee work discipline at the PUPR Office of Jambi City. This explains that adequate competence enables employees to understand and meet the established work standards, thus encouraging them to be more disciplined in their work.

4. The work environment has a positive and significant influence on employee performance at the PUPR Office of Jambi City. This explains that if the work environment in an organization can provide comfort for employees, it will encourage them to work more effectively and efficiently, thereby improving the quality and quantity of their work results.

5. Employee competence has a positive and significant influence on employee performance at the PUPR Office of Jambi City. This explains that when employees have good competence in carrying out their work, they will be more effective, efficient, and in line with the expected standards in performing their tasks.

6. Employee work discipline has a positive and significant influence on employee performance at the PUPR Office of Jambi City. This explains that when employees have good discipline, they tend to be more organized, work consistently, and produce optimal performance.

7. The work environment, through work discipline, has a positive and significant influence on employee performance at the PUPR Office of Jambi City. This explains that when an organization has an ideal work environment that can create a conducive atmosphere, it will provide employees with a sense of comfort to comply with rules, carry out tasks with discipline, and ultimately achieve optimal performance.

8. Employee competence, through work discipline, has a positive and significant influence on employee performance at the PUPR Office of Jambi City. This explains that when employees have good competence in completing their tasks, it will foster better work discipline in carrying out their tasks, which in turn leads to improved performance.

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