

The Effect Of Competence And Work Environment On Performance Employees With The Implementation Of Corruption-Free Areas As An Intervening Variable At The Class II Immigration Office Tpi Pematang Siantar

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ABSTRACT

This study aims to analyze the influence of competence and work environment on employee performance with the implementation of Corruption-Free Areas (WBK) as an intervening variable at the Class II Immigration Office of TPI Pematangsiantar. This study uses a quantitative approach with the *Partial Least Square* (PLS) method to test the relationship between latent variables. Data was obtained through the distribution of questionnaires to employees who were respondents in this study. The results of the study show that competence has a positive and significant effect on employee performance and on the implementation of Corruption-Free Areas. The work environment does not have a direct effect on employee performance, but it has a significant effect on the Corruption-Free Area. Furthermore, the Corruption-Free Zone has been proven to have a positive and significant effect on employee performance. The results of the indirect influence test showed that competence and work environment had an effect on performance through the Corruption-Free Zone as a mediation variable. Theoretically, this research strengthens the concept that improving competencies and establishing a conducive work environment can encourage the implementation of clean and corruption-free organizational governance, which ultimately has a positive impact on employee performance. Practically, the results of this research are expected to be a reference for government agencies in improving the quality of human resources and strengthening a work culture with integrity in order to realize a professional and accountable bureaucracy.

Introduction

Employee performance is a crucial element in determining the quality of public services, especially in agencies that are directly related to the community such as the Class II Immigration Office of TPI Pematang Siantar. According to Mangkunegara (2015), employee performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties according to his responsibilities. In the context of modern bureaucracy, performance is not only measured from the completion of administrative tasks, but also from the aspects of integrity, accountability, and orientation of public services.

Competency is the expertise of an employee or someone who makes it his advantage in working and makes this ability a characteristic in his work in a certain field. Competence is built and formed in a person's experience at work, competence is also part of a person's personality that is very deep and inherent in a person with predictable behavior when there are various tasks and jobs. Competence is the ability to carry out or perform a job or task based on skills and knowledge and supported by the work attitude demanded by the job. Thus, competence shows skills or knowledge that are characterized by professionalism in a certain field as something most important, as the excellence of that field.

The work environment is where employees carry out their daily duties. A positive and safe work environment gives employees a sense of security and allows them to work at their best. The work environment has an emotional impact on employees; If they enjoy their workplace, they will feel comfortable carrying out their daily tasks and their working hours will be used productively and optimistically. One will work side by side with many people. The success of an organization is also influenced by the work environment, so it is important to maintain and cultivate the work environment as best as possible to provide benefits and a comfortable atmosphere for employees.

In addition to internal factors, performance improvement is also influenced by the implementation of an integrity-based governance system through the Corruption-Free Areas (WBK) program. Based on Permenpan RB Number 10 of 2019, WBK is a predicate given to work units that have succeeded in building integrity zones through the implementation of a corruption prevention system and improving the quality of public services. In other words, WBK functions as a *cultural enforcement mechanism* that instills the values of anti-gratuity, transparency, and accountability in the work culture of the apparatus.

Performance is a very important and interesting element because it has proven to be prominent. Similarly, employees accommodate working seriously in accordance with their abilities in achieving good work results. Without good intentions, success in achieving them will be difficult to achieve. In contrast, workplace culture tends to reinforce the idea that the work done now must be of higher quality than the work done later in order for future work to be of higher quality than it is now. An employee will feel as if he has his own personality and expertise based on the type of work expected of him or her in the company.

This gives an indication that WBK has the potential to be a mediating variable that transforms competencies and work environment into real integrity-based performance. Based on this background, a study is needed that analyzes the influence of competence and work environment on employee performance with the application of Corruption-Free Areas as an intervening variable at the Class II Immigration Office of TPI Pematang Siantar. The phenomenon that occurred at the Class II Immigration Office of TPI Pematang Siantar.

Problem Formulation

Based on the description of the background, the formulation of the problem in this study is as follows:

1. Does Competence have a positive and significant effect on the Performance of employees of the Class II Immigration Office of TPI Pematang Siantar?
2. Does the Work Environment have a positive and significant effect on the performance of employees of the Class II Immigration Office of TPI Pematang Siantar?
3. Does Competence have a positive and significant effect on the implementation of the Corruption-Free Zone for employees of the Class II Immigration Office of TPI Pematang Siantar?
4. Does the Work Environment have a positive and significant effect on the implementation of the Corruption-Free Zone for employees of the Class II Immigration Office of TPI Pematang Siantar?
5. Does the implementation of the Corruption-Free Zone have a positive and significant effect on the performance of employees of the Class II Immigration Office of TPI Pematang Siantar?
6. Does Competency have a positive and significant effect on employee performance with the implementation of the Corruption-Free Area as a variable intervening at the Class II Immigration Office of TPI Pematang Siantar?
7. Does the Work Environment have a positive and significant effect on employee performance with the implementation of the Corruption-Free Zone as a variable intervening at the Class II Immigration Office of TPI Pematang Siantar?

Research Objectives

1. To test and analyze the influence of Competency on the Performance of employees of the Class II Immigration Office of TPI Pematang Siantar
2. To test and analyze the influence of the Work Environment on the Performance of employees of the Class II Immigration Office of TPI Pematang Siantar
3. To test and analyze the influence of Competency on the implementation of Corruption-Free Areas in employees of the Class II Immigration Office of TPI Pematang Siantar
4. To test and analyze the influence of the Work Environment on the implementation of the Corruption-Free Zone on employees of the Class II Immigration Office of TPI Pematang Siantar
5. To test and analyze the effect of the implementation of the Corruption-Free Zone on the Performance of Class II Immigration Office employees of TPI Pematang Siantar
6. To test and analyze the influence of Competency on employee performance with the implementation of Corruption-Free Zone as a variable intervening at the Class II Immigration Office of TPI Pematang Siantar

7. To test and analyze the influence of the Work Environment on employee performance with the implementation of the Corruption-Free Zone as a variable intervening at the Class II Immigration Office of TPI Pematang Siantar

Research Benefits

This research is expected to provide the following benefits:

1. Theoretical Benefits This research can add insight in the field of human resource management, especially related to competence, work environment, and performance
2. Practical Benefits The results of this study can provide input for the management of the Class II Immigration Office of TPI Pematang Siantar in designing competency strategies, work environments to improve performance

LITERATURE REVIEW

Employee Performance

Definition of Employee Performance

According to Handoko (2018), performance assessment is a process through which organizations evaluate or assess employee performance achievements. This activity can improve personnel decisions and provide feedback to employees about the implementation of performance. According to Robbins (2016), performance is a result achieved by employees in their work according to certain criteria that apply to a job.

Employee Performance Indicators

According to Robbins (2016), performance indicators are tools to measure the extent of employee performance. Here are some indicators to measure employee performance:

1. Work quality can be described from the level of good and bad work results of employees in completing work as well as the ability and skills of employees in doing the tasks assigned to them.
2. Quantity is a measure of the number of unit work results and the number of activity cycles completed by employees so that employee performance can be measured through the number (units/cycles). For example, employees can complete their work quickly from the time limit set by the company.
3. Timeliness (Time) is the level of activity completed at the beginning of the stated time, seen from the point of view of coordination with the output results and maximizing the time available for other activities. Employee Performance can also be measured from the employee's punctuality in completing the work assigned to him. So that it does not interfere with other work that is part of the employee's duties.
4. Effectiveness here is the level of use of organizational resources (manpower, money, technology and raw materials) maximized with the intention of increasing the results of each unit in the use of resources. That in the use of resources, both human resources themselves and resources in the form of technology, capital, information and raw materials in the organization can be used as much as possible by employees.
5. Independence is the level of a person who will later be able to carry out his work functions without receiving help, guidance from or supervisors. This means that employees who are independent, namely employees when doing their work, do not need to be supervised and can carry out their own work functions without asking for help, guidance from other people or supervisors.

Factors Affecting Employee Performance

According to Kasmir (2019), the factors that affect performance are:

1. Abilities And Expertise,
2. Knowledge
3. Design Work,
4. Personality
5. Work Motivation,
6. Leadership
7. Management Style,
8. Organizational Culture.
9. Job Satisfaction,
10. The Work Climate,
11. Loyalty
12. Commitment, And
13. Work Discipline.

Competence

Definition of Competence

Competence according to Wibowo (2017) is the ability to carry out or perform a job or task based on skills and knowledge and supported by the work attitude demanded by the job. According to Marwansyah (2016) Competence is a combination of knowledge, skills, attitudes and 21 other personal characteristics needed to achieve success in a job, which can be measured using agreed standards, and which can be improved through training and development".

Competency Indicators

According to Wibowo (2017) in his research, there are five indicators to measure competence (*self-esteem*), which are as follows:

- a. Skills. In improving the performance of an employee or employee, one of the supporting factors is the skill level of the employee or employee itself.
- b. Knowledge. Information or information that is known or realized by a person is knowledge is a variety of symptoms that are encountered and obtained by humans through reason that has been combined with understanding and the potential to act just as being able to inform.
- c. Social roles. A behavior that is expected of an individual according to the social status he or she holds, so that the role can also function to regulate a person's behavior can be different when he or she holds a different status, social roles contain the rights and obligations of social status.
- d. Self-image. Self-image is also the conclusion of our views in various roles as students, staff and managers or is our view of the personality character that we feel we have in us such as loyal, honest, friendly and judicious.
- e. Attitude. Attitude is a reaction or response of a person who is still closed to a stimulus or object stating that attitude is a readiness or willingness to act and not the implementation of a specific motive.

Work Environment

According to Fachrezi and Khair (2020), the work environment is a very important part of employees carrying out work activities. According to Darmadi, (2020), the work environment includes something that is around the employees so that it affects an individual in carrying out the obligations that have been assigned to him, such as the presence of air conditioning, good lighting and others.

Work Environment Indicators

According to Fachrezi & Khair (2020), the indicators of the work environment are:

1. Facilities
2. Noise
3. Air circulation
4. Working relationship

Implementation of Corruption-Free Areas (WBK)

Definition of WBK in the Context of ASN

Corruption-Free Areas (WBK) is a bureaucratic reform predicate given to government work units that succeed in realizing the implementation of a clean, transparent, accountable, and free government from corruption, collusion, and nepotism practices. Based on the Ministerial Regulation of PAN-RB Number 90 of 2021 and strengthened by the spirit of the ASN Law No. 20 of 2023. WBK is not only an administrative status, but is a work culture of state apparatus that has high integrity, is oriented towards public services, and has an anti-corruption commitment as a professional ASN identity. WBK is also a mechanism to strengthen the morale and commitment of ASN, because all employees in the WBK work unit are ethically bound to reject gratuities, maintain the integrity of public positions, and build public trust in government institutions.

Indicators of WBK Success in ASN

Indicators of the success of WBK Based on the Ministerial Regulation of PAN-RB Number 90 of 2021 include:

1. Transparency of Public Services (access to information, open SOPs, no direct contact that has the potential for KKN).
2. Integrity of ASN in Service (exemplary, anti-gratuity, neutral and non-transactional attitude).
3. Efficiency and Accountability of Service Processes (use of digital systems and reporting of service delays).
4. Compliance with Gratification and Conflict of Interest Reporting (refers to ASN ethics and Government Regulation No. 94/2021 concerning ASN Discipline).
5. Public Participation and Complaint Mechanism (SP4N-LAPOR, call center, service satisfaction survey).

Research Conceptual Framework

The conceptual framework in this study is

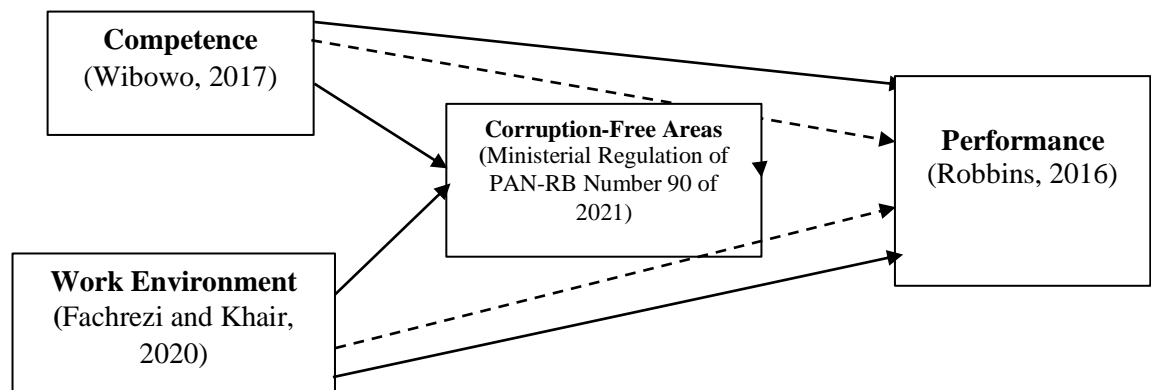


Figure 1 :Conceptual Framework

Research Hypothesis

The hypotheses proposed are as follows:

1. Competence has a positive and significant effect on the performance of employees of the Class II Immigration Office of TPI Pematang Siantar.
2. The Work Environment has a positive and significant effect on the performance of employees of the Class II Immigration Office of TPI Pematang Siantar.
3. Competence has a positive and significant effect on the implementation of the Corruption-Free Zone for employees of the Class II Immigration Office of TPI Pematang Siantar
4. The Work Environment has a positive and significant effect on the implementation of the Corruption-Free Zone for employees of the Class II Immigration Office of TPI Pematang Siantar
5. The implementation of the Corruption-Free Zone has a positive and significant effect on the performance of employees of the Class II Immigration Office of TPI Pematang Siantar
6. Competence has a positive and significant effect on employee performance with the implementation of the Corruption-Free Zone as an intervening variable at the Class II Immigration Office of TPI Pematang Siantar
7. The Work Environment has a positive and significant effect on employee performance with the implementation of the Corruption-Free Zone as a variable intervening at the Class II Immigration Office of TPI Pematang Siantar

Method

Types of Research

Research is the process of searching for evidence in a case with the aim of looking at the problem of an organization and fixing a problem with the research. The type of research is the form and procedure of research used, this study uses the type of associative and quantitative research this method is used in research that has 2 or more variables. This study was used to determine the influence of dependent and independent variables and

their intervening variables. According to Ghozali (2016), associative research aims to determine the influence or relationship between two or more variables

Research Location and Tim

The research was conducted at the Class II Immigration Office of TPI Pematang Siantar. The population of this study is all civil servants who are active in the SKP Digital-based performance system and are in work units that have implemented the WBK program. The research time is planned for October – December 2025, starting from the preparation of instruments, distribution of questionnaires, to data analysis and preparation of results.

Population and Research Sample

According to Ghozali (2016), the definition of population is the sum of all objects or individual units observed in research. The population used in this study is all civil servants who work at the Class II Immigration Office of TPI Pematang Siantar as many as 60 employees,

According to Sugiyono, (2017) the sample is part of the population that is the source of data in the research, where the population is part of the number of characteristics possessed by the population. The sampling technique according to Sugiyono, (2016) is a sampling technique, to determine the sample to be used. Therefore, the sample used as research material is all populations in the organization, namely 60 employees and the research technique used is a saturated sampling technique. According to Sugiyono (2015), it defines saturated sampling, namely: a sample determination technique when all members of the population are used as samples.

Data Collection Methods

The data collection method is to conduct a questionnaire method, where the questionnaire that has been prepared will be divided with a sample that has been set to ask for respondents from various situations and after completion will be returned according to the specified time. According to Sugiyono (2017), a questionnaire is a method of collecting data by providing questions and written statements to respondents to be answered. Meanwhile, secondary data comes from books and websites related to the problem to be discussed to be used as a guideline in research.

Data Source

The data source used by the researcher is a primary data source where the data will be collected directly through a questionnaire. According to Sugiyono (2017), primary sources are data that directly provide data to data collectors.

Operational Definition of Research Variables

Table 1: Variable Operational Definition

Variable	Definition	Indicators	Scale
Performance (Y)	According to Robbin (2016), performance is a result achieved by employees in their work according to certain criteria that apply to a job.	According to Robbins (2016) the performance indicators are: 1. Quality 2. Quantity 3. Timeliness (Time) 4. Effectiveness 5. Independence	Likert
Competence (X1)	Competence according to Wibowo (2017) Competence is an ability to carry out or perform a job or task based on skills and knowledge and supported by the work attitude demanded by the job.	According to Wibowo (2017) there are five indicators to measure competence (<i>self-esteem</i>), which are as follows: a. Skills b. Knowledge c. Social role d. Self-Image e. Sikaf Attitude	Likert
Work Environment (X2)	According to (Fachrezi and Khair, 2020) the work environment is a very important part of employees carrying out work activities.	According to (Fachrezi & Khair, 2020), the indicators of the work environment, namely: 1. Facilities 2. Noise 3. Air circulation 4. Working relationship	Likert
WBK (Z)	Anti-corruption, bureaucratic culture and integrity-based clean services (PermenPAN-RB 90/2021)	1. Service transparency 2. ASN Integrity 3. Process efficiency 4. Gratuity reporting 5. Public complaint mechanism (PermenPAN-RB 90/2021)	Likert

Data Analysis Methods

The data processing in this study uses smartPLS SEM (Partial *Least Square Structural Equation Modeling*) Software. PLS is able to explain the relationships between variables and perform analyses in one test. The purpose of PLS is to help researchers to confirm the theory and to explain the existence or absence of relationships between latent variables. According to Ghazali (2016), the PLS method is able to describe latent variables (not directly measurable) and measured using indicators. The researcher used *the Partial Least Square* because this study examines every existing indicator so that the researcher can calculate the data in detail.

In the statistical analysis of the data, the PLS method is used. The following is the analysis technique of the PLS method:

1. Analyze the external model

According to Husein (2015), the analysis of the outer model is carried out to ensure that the measurement used is suitable for measurement (valid and reliable).

There are several calculations in this analysis:

- a) Convergent validity is the value of the loading factor on a latent variable with the indicator-
- b) Indicator. The expected value > 0.7 .
- c) Discriminant validity is a value of crossloading factors that is useful whether the construct
- d) have adequate discrimination. How to do it by comparing construct values
- e) must be greater with the value of another construct.
- f) Composite reliability is a measurement if the reliability value > 0.7 , then the value of The construct has a high reliability value.
- g) Average Variance Extracted (AVE) is the average of the variance that is at least 0.5.
- h) Cronbach alpha is a calculation to prove the results of composite reliability where the minimum magnitude is 0.6.

2. Analyze the inner model

In the analysis of this model, the purpose is to test the relationship between latent constructions. Exist Some calculations in this analysis: R Square is the coefficient of determination in endogenous constructs. According to Husein (2015) the criterion of limiting the value of R square is in three classifications, namely 0.67 as substantial; 0,33 as moderate and 0.19 as weak".

3. Hypothesis testing

According to Husein (2015), hypothesis testing can be seen from the t-statistical value and probability value. For hypothesis testing, namely using statistical values, for alpha 5% the t-statistical value used is 1.96. So that the criteria for acceptance or rejection of the hypothesis are H_a accepted and H_0 is rejected when the t-statistic > 1.96 . To reject or accept the hypothesis using probability, H_a is accepted if the p value < 0.05 .

Results and Discussion

Outer Model Analysis

Measurement model testing (outer model) is used to determine the relationship between latent variables and observational variables. These tests consist of convergent validity, discriminant validity, and reliability.

Convergent Validity

Convergent validity is used to assess the validity of each indicator against the underlying latent variable. The validity results can be seen in the outer loading table in the SmartPLS software. The external loading table contains numbers or values that indicate the similarities between indicators and construct variables. An indicator is said to be reliable if it has a value of more than 0.7 in explaining the construct variable. An illustration of the structural model is depicted in a forthcoming image for this study.

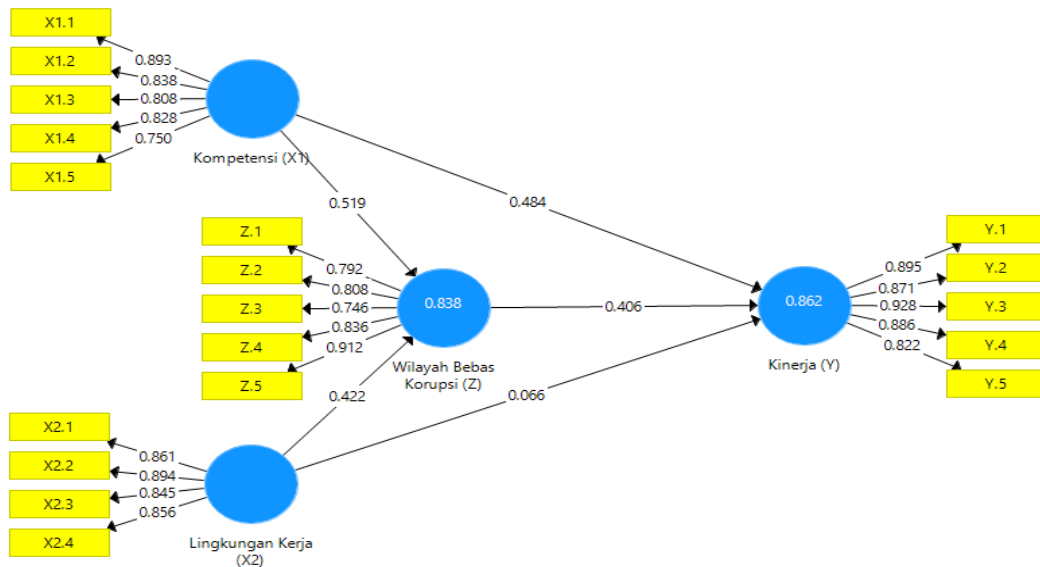


Figure 2. Outer Model

Source: Smart PLS 3.3.3

The Smart PLS output for the loading factor gives the results in the following table: Outer Loadings In this study there is an equation and the equation consists of two substructures for substructure 1

$$Z = b_1X_1 + b_2X_2 + e_1$$

$$Z = 0.519 + 0.422 + e_1$$

For substructure 2

$$Y = b_3X_1 + b_4X_2 + b_5Z + e_2$$

$$Y = 0.484 + 0.066 + 0.406 + e_2$$

Table 2. Outer Loadings

	Performance (Y)	Competencies (X1)	Work Environment (X2)	Corruption-Free Region (W)
X1.1		0,893		
X1.2		0,838		
X1.3		0,808		
X1.4		0,828		
X1.5		0,750		
X2.1			0,861	
X2.2			0,894	
X2.3			0,845	
X2.4			0,856	
Y.1	0,895			
Y.2	0,871			
Y.3	0,928			
Y.4	0,886			
Y.5	0,822			
Z.1				0,792
Z.2				0,808
Z.3				0,746
Z.4				0,836
Z.5				0,912

Source: Smart PLS 3.3.3

Based on the results of the loading factor value analysis, all indicators in the variables Competency (X1), Work Environment (X2), Performance (Y), and Corruption-Free Areas (Z) showed values above 0.70, so they were declared valid and suitable for use in the research. The Competency variable (X1) has a loading factor value between 0.750–0.893, indicating that all indicators are able to represent employee abilities well. The Work Environment variable (X2) is in the range of 0.845–0.894, indicating that supportive working conditions have a strong effect on this variable. The Performance Variable (Y) shows the highest results with a range of 0.822–0.928, meaning that each indicator is very good at reflecting employee performance. Meanwhile, the Corruption-Free Zone (Z) variable has a value between 0.746–0.912, which means that all indicators are valid in describing the implementation of the integrity zone and anti-corruption culture. Overall, these results confirm that all indicators in this study have strong validity and are able to describe the constructs of each variable comprehensively.

Discriminant Validity

Analyzing *the cross loading* table can help determine the validity of the discriminator. These results are used to assess the discriminative validity at the indicator level, where the indicator should have a higher correlation with latent variables compared to other latent variables (outside the block). To understand it better, see the table available below:

Table 3. Discriminant Validity

	Performance (Y)	Competencies (X1)	Work Environment (X2)	Corruption-Free Region (W)
X1.1	0,828	0,893	0,767	0,843
X1.2	0,820	0,838	0,740	0,706
X1.3	0,751	0,808	0,673	0,713
X1.4	0,719	0,828	0,784	0,744
X1.5	0,603	0,750	0,724	0,678
X2.1	0,720	0,744	0,861	0,757
X2.2	0,786	0,812	0,894	0,811
X2.3	0,783	0,796	0,845	0,814
X2.4	0,665	0,727	0,856	0,660
Y.1	0,895	0,867	0,865	0,935
Y.2	0,871	0,721	0,704	0,700
Y.3	0,928	0,810	0,754	0,829
Y.4	0,886	0,775	0,751	0,719
Y.5	0,822	0,809	0,690	0,745
Z.1	0,712	0,737	0,769	0,792
Z.2	0,676	0,722	0,774	0,808
Z.3	0,656	0,611	0,648	0,746
Z.4	0,758	0,730	0,671	0,836
Z.5	0,867	0,854	0,768	0,912

Source: Smart PLS 3.3.3

Based on the results of the loading factor value analysis, all indicators in the variables Competency (X1), Work Environment (X2), Performance (Y), and Corruption-Free Areas (Z) showed values above 0.60, which means that all statement items were declared valid and suitable for use in the research. In detail, the Competency variable (X1) has a loading factor value between 0.750–0.893, indicating that all indicators contribute strongly in describing the ability and quality of employees. The Work Environment variable (X2) shows a range of 0.845–0.894, which means that working conditions and atmosphere greatly affect employee behavior. The Performance variable (Y) has the highest value, which is 0.822–0.928, indicating that each indicator significantly represents the work results of employees. Meanwhile, the Corruption-Free Zone (Z) variable is in the range of 0.746–0.912, which confirms that the aspects of integrity, transparency, and anti-corruption work culture have been strongly reflected in the research instruments. Overall, these results show that all indicators have good validity and are able to explain the

constructs of each variable thoroughly, so that this research instrument can be used for further analysis.

Composite reliability

Upcoming assessments calculate reliability values by taking into account the composite reliability of each component. A construct is said to be reliable if the reliability value of the composite is equal to or exceeds 0.6. If the Cronbach's alpha value exceeds 0.7 then all constructs in the block are considered reliable for each variable construct. Furthermore, if the AVE value is higher than 0.5 then each variable construct is considered valid. The following table presents the load values of the research variable constructs obtained from the use of Smart PLS software.

Table 4. Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability	Mean Variance Extracted (AVE)
Performance (Y)	0,928	0,945	0,776
Competencies (X1)	0,882	0,914	0,680
Work Environment (X2)	0,887	0,922	0,747
Corruption-Free Region (W)	0,877	0,911	0,673

Source: Smart PLS 3.3.3

Based on the results of the reliability test, all research variables showed Cronbach's Alpha and Composite Reliability values above 0.70, and Average Variance Extracted (AVE) values above 0.50, so that they were declared reliable and had good internal consistency. In detail, the Performance (Y) variable obtained the highest scores with Cronbach's Alpha 0.928, Composite Reliability 0.945, and AVE 0.776, indicating a very strong level of reliability. The Competency variable (X1) has values of 0.882, 0.914, and 0.680, indicating high reliability. The Work Environment (X2) variable was also very reliable with values of 0.887, 0.922, and 0.747, while the Corruption-Free Zone (Z) showed consistency with values of 0.877, 0.911, and 0.673. Overall, these results prove that all research instruments have met the criteria of convergent reliability and validity, so that they can be used consistently to measure each variable.

Inner Model Analysis

The assessment of the inner model is carried out to verify the stability and accuracy of the structural model made. Several indicators are used in the evaluation of structural models for the analysis stage.

Coefficient of Determination (R²)

The results of data analysis conducted using SmartPLS 3.0 software show the R Square value as follows:

Table.5.R Square Results

	R Square	Adjusted R Square
Performance (Y)	0,862	0,854
Corruption-Free Region (W)	0,838	0,832

Source: Smart PLS 3.3.3

Based on the results of the R-Square analysis, the R² Performance (Y) value was 0.862 and the Adjusted R² was 0.854, which shows that the variables of Competency (X1) and Work Environment (X2) were able to explain the variability of Employee Performance by 86.2%, while the remaining 13.8% was explained by other factors outside the research model. This value belongs to the very strong category, which means that the model has a high ability to explain dependent variables. Meanwhile, the Corruption-Free Zone (Z) variable had an R² of 0.838 and Adjusted R² of 0.832, indicating that Competence (X1) and Work Environment (X2) were able to explain the variability of the Corruption-Free Zone by 83.8%, while 16.2% was influenced by other variables not included in the model. Overall, the two R-Square values show that the research model has a high explainability, so the relationship between free, moderate, and bound variables can be said to be strong and feasible for use in further analysis.

Hypothesis Testing

After reviewing the internal model, the next step is to evaluate the relationships between latent constructs according to the hypothesis in this study. The hypothesis analysis in this study used T-Statistics and P-Values. The hypothesis is considered acceptable if the T-Statistics value is > 1.96 and the P-Values is < 0.05. This is the output Path Coefficients of the direct influence:

Table 6 Path Coefficients (Direct Influence)

	Original Sample (O)	T Statistics (O/STDEV)	P Values	Results
Competency (X1) -> Performance (Y)	0,484	2,955	0,002	Accepted
Competence (X1) -> Corruption-Free Areas (Z)	0,519	3,661	0,000	Accepted
Working Environment (X2) - Performance > (Y)	0,066	0,489	0,313	Rejected
Work Environment (X2) -> Corruption-Free Areas (Z)	0,422	3,043	0,001	Accepted
Corruption-Free Zone (W) - Performance > (Y)	0,406	2,829	0,002	Accepted

Source: Smart PLS 3.3.3

Based on the results of hypothesis testing through Partial Least Square (PLS) analysis, the following results were obtained:

1. Competency (X1) affects Performance (Y) with a *t-statistic* value of 2.955 and a *p-value* of 0.002, so the hypothesis is accepted. This means that employee

- competence has a positive and significant effect on improving employee performance.
2. Competency (X1) affects the Corruption-Free Zone (Z) with a *t-statistic* of 3.661 and a *p-value* of 0.000, so the hypothesis is accepted. This shows that employee competence plays an important role in encouraging the implementation of Corruption-Free Areas.
 3. The Work Environment (X2) affects Performance (Y) with a *t-statistic* of 0.489 and a *p-value* of 0.313, so the hypothesis is rejected. This means that the work environment does not have a significant influence on employee performance.
 4. The Working Environment (X2) affects the Corruption-Free Zone (Z) with a *t-statistic* of 3.043 and a *p-value* of 0.001, so the hypothesis is accepted. This means that a conducive work environment can increase the implementation of Corruption-Free Areas.
 5. The Corruption-Free Area (Z) affects Performance (Y) with a *t-statistic* of 2.829 and a *p-value* of 0.002, so the hypothesis is accepted. This shows that the implementation of the Corruption-Free Zone has a positive and significant effect on improving employee performance.

Table 7. Path Coefficients (Indirect Influence)

	Original Sample (O)	T Statistics (O/STDEV)	P Values	Results
Competencies (X1) -> Corruption-Free Areas (Z) -> Performance (Y)	0,211	2,542	0,006	Accepted
Working Environment (X2) -> Corruption-Free Areas (Z) -> Performance (Y)	0,171	1,735	0,042	Accepted

Source: Smart PLS 3.3.3

Based on the results of the indirect influence analysis, it was obtained that:

1. Competency (X1) affects Performance (Y) through the Corruption-Free Area (Z) with a *t-statistic* value of 2.542 and a *p-value* of 0.006. These results were accepted, which means that employee competence has a significant effect on performance through the mediation role of the Corruption-Free Area. In other words, the higher the competence of employees, the better the implementation of the Corruption-Free Zone, which ultimately improves employee performance.
2. Work Environment (X2) affects Performance (Y) through Corruption-Free Areas (Z) with a *t-statistic* of 1.735 and *p-value* of 0.042. These results were also accepted, showing that the work environment has a significant indirect influence on employee performance through the Corruption-Free Area. This means that a good work environment can strengthen the application of anti-corruption values, which in turn has a positive impact on improving employee performance

Conclusion

Based on the results of the hypothesis test using Partial Least Square (PLS) analysis, it can be concluded that:

1. Competence has a positive and significant effect on Employee Performance, showing that the higher the competence that employees have, the better the performance produced.
2. Competence also has a significant effect on the Corruption-Free Area, which means that employees with high competence are better able to apply the values of integrity and a corruption-free work culture.
3. The Work Environment does not have a significant effect on Employee Performance, so the working environment conditions do not directly affect the work results of employees.
4. However, the Work Environment has a significant effect on the Corruption-Free Area, indicating that a good and conducive work environment can strengthen the implementation of integrity zones.
5. Corruption-Free Areas have a positive and significant effect on Employee Performance, which shows that the application of anti-corruption and integrity values plays an important role in improving performance.
6. Competence affects performance through the Corruption-Free Area. This means that the higher the competence of employees, the more effective the implementation of corruption-free areas, which ultimately has a positive impact on improving employee performance.
7. The work environment affects performance through the Corruption-Free Zone. This shows that a good work environment encourages the creation of a clean and corruption-free work culture, so that it can improve employee performance..

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