

**THE EFFECT OF MOTIVATION, WORK ENVIRONMENT AND COMPETENCE  
ON EMPLOYEE PERFORMANCE WITH WORK DISCIPLINE AS A VARIABLE  
INTERVENING WITH TECHNICAL SERVICE EMPLOYEES PT PLN  
(PERSERO) ULP PANGKALAN SUSU**

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**ABSTRACT**

This study aims to assess how motivation, working conditions, and skills influence employee performance, with work discipline as a mediator, among engineering service staff at PT PLN (Persero) ULP Pangkalan Susu. A quantitative method was used, incorporating survey techniques. This study covered all engineering service staff, and 76 participants were selected using a saturated sampling method. Information was collected through a questionnaire and analyzed using Partial Least Squares–Structural Equation Modeling (PLS-SEM).

The results of the study indicate that work discipline has a positive and significant impact on employee performance. It was found that both motivation and skills positively and significantly influence work discipline, while skills also have a positive and significant direct influence on employee performance. On the other hand, the work environment does not show a significant influence on work discipline or employee performance. In addition, work discipline acts as a mediator for the influence of motivation and skills on employee performance, but does not mediate the influence of the work environment on performance. These results indicate that to improve employee performance at PT PLN (Persero) ULP Pangkalan Susu, efforts must prioritize improving employee discipline, motivation, and skills to achieve the best performance improvement.

## Introduction

Human resources (HR) play a key and crucial role in the success of an organization. In the business world, including state-owned enterprises such as PT PLN (Persero), HR functions not only as policy enforcers but also as a vital force in achieving organizational goals. PT PLN (Persero)'s success in providing reliable and high-quality electricity services depends heavily on the effectiveness and capabilities of its staff, particularly those in the technical services division, who directly interact with customers. Employee effectiveness is a crucial measure of productivity and customer satisfaction. High-performing employees operate efficiently, complete tasks according to standard operating procedures (SOPs), and offer superior service. However, various factors influence employee performance, including motivation, work environment, skills, and work discipline. Work motivation is a key element influencing performance. It is a combination of internal and external factors that drive a person's enthusiasm and interest in achieving set goals. According to Robbins & Judge (2019), work motivation involves psychological influences that determine the direction, strength, and persistence of a person's work efforts. Highly motivated employees aim to produce excellent results and demonstrate dedication to their roles. At PT PLN (Persero) ULP Pangkalan Susu, motivation is crucial due to the high stakes and precision required in engineering services. Decreased motivation can lead to decreased morale, increased absenteeism, and weakened performance both individually and within a team. In addition to motivation, the work environment also significantly influences performance. A good work environment encompasses physical factors—such as lighting, temperature, safety measures, and resources—as well as social factors, including employee relationships, communication with management, and workplace culture. Sedarmayanti (2018) states that a supportive work environment increases employee comfort and productivity. In engineering services, difficult field conditions, the potential for accidents, and time constraints often create challenges. An unsupportive environment, such as inadequate equipment or poor employee relations, can significantly reduce performance. The third key factor is employee competency, which refers to the skills, abilities, and knowledge required to perform tasks effectively. According to Spencer & Spencer (2018), competency is a fundamental individual characteristic related to work effectiveness or outstanding performance. For PLN's engineering services, technical skills such as operating machinery, understanding electrical systems, and following safety protocols are crucial. Without adequate competency, employees will struggle to achieve company goals and meet quality standards. While motivation, work environment, and competence are crucial, optimal results can only be achieved if work discipline is also implemented. Discipline acts as a mediating factor that strengthens the relationship between motivation, work environment, competence, and employee performance. Work discipline indicates how well employees follow company rules, work hours, and task-related protocols. Hasibuan (2019) describes discipline as an individual's commitment and willingness to

comply with company policies and societal expectations. Employees with strong discipline maintain consistent, organized, and responsible work routines. The situation at PT PLN (Persero) ULP Pangkalan Susu demonstrates challenges affecting the performance of technical service staff. These challenges include tasks not being completed on time, delays in the field, and failure to properly adhere to safety standards (K3). These issues highlight the impact of low motivation, an unsupportive work environment, and differences in skill levels among staff members. Varying levels of work discipline also contribute to performance differences. To address complex public service issues, PT PLN (Persero) must ensure that employees are motivated, work in a supportive environment, possess the appropriate skills, and consistently maintain work discipline. By improving these factors, it is hoped that employee performance will improve sustainably.

### **Formulation of the problem**

Taking into account the context mentioned above, the research problem can be formulated through the following questions:

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

### Research purposes

Based on the problem formulation mentioned previously, this research aims to achieve the following objectives:

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

### Benefits of research

This study aims to offer theoretical and practical insights, which are outlined below:

1. Theoretical Contribution
  - a. Expanding knowledge, particularly in the field of human resource management (HRM), regarding how employee motivation, working conditions, skills, work discipline, and performance are interrelated.
  - b. Provide empirical contributions to the advancement of theories on organizational behavior and performance management, highlighting the importance of work discipline as a mediating factor.
  - c. Act as a scientific reference for future scholars who are interested in exploring similar subjects with various subjects, variables, or research methods, especially those related to public entities or state-owned enterprises (BUMN).

- d. Encourage additional research on other elements that may influence employee performance, such as leadership approach, organizational culture, or commitment to the job.

## 2. Practical Contribution

- a. For management at PT PLN (Persero) ULP Pangkalan Susu, the results of this study can guide HR decision-making and policies, especially those aimed at increasing motivation, improving working conditions, enhancing skills, and strengthening work discipline among technical service staff.
- b. For technical service staff, this study explains how important motivation, skills, and work discipline are to achieve peak performance and foster a productive and harmonious work environment.
- c. For similar organizations or other state-owned companies, the findings of this study can serve as a guide for sustainable employee performance management, particularly in technical jobs that require strong discipline and specialized skills.
- d. For researchers, this study offers valuable experience and deeper insight into the application of HR management theory in practical situations and serves as a tool to improve analytical skills in the field of management.

## Literature Review

### Employee Performance

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

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

### Employee Performance Indicators

According to Mangkunegara (2017) as follows:

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

### Factors Influencing Employee Performance

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

1. Work Motivation, The higher the employee's motivation, the greater the drive to achieve work targets.

2. Competence, The abilities, skills, and knowledge possessed by employees have a positive influence on work results.
3. Work Discipline, Discipline in time, responsibility, and regulations increases work effectiveness.
4. Work Environment, A comfortable, safe, and conducive work atmosphere positively influences productivity.
5. Leadership, Good leadership style can motivate and direct employees to work optimally.
6. Compensation and Rewards, Fair rewards foster satisfaction and improve performance.
7. Organizational Culture, Positive values, norms, and habits within the organization encourage employee work spirit.
8. Training and Development, Improving abilities through training significantly impacts work quality.
9. Communication and Teamwork, Effective communication and team synergy smooth task execution.
10. Employee Health and Well-being, Good physical and mental conditions support productivity and performance.

### **Motivation**

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

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

### **Motivation Indicators**

According to Sedarmayanti (2017) are as follows:

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

### **Work Environment**

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

### **Work Environment Indicators**

According to Sedarmayanti (2017):

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

### **Competence**

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

### **Competence Indicators**

According to Dessler (2017) as follows:

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

### **Work Discipline**

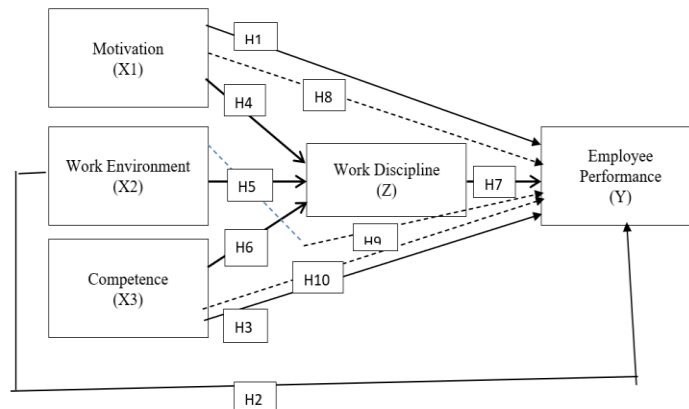
According to Sutrisno (2017), work discipline is the attitude and behavior of workers that shows compliance with company regulations and norms. According to Hasibuan (2017), work discipline is a conscious attitude and a person's willingness to obey rules established by the organization to achieve common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

### **Work Discipline Indicators**

According to Sutrisno (2017) as follows:

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

## Conceptual Framework



**Figure 1 Conceptual Framework**

### Research Hypotheses

- H1 Motivation has a positive and significant effect on the Performance of technical service employees at PT PLN (Persero) ULP Pangkalan Susu.
- H2 The work environment has a positive and significant effect on the Performance of technical service employees at PT PLN (Persero) ULP Pangkalan Susu.
- H3 Competence has a positive and significant effect on the Performance of technical service employees at PT PLN (Persero) ULP Pangkalan Susu.
- H4 Motivation has a positive and significant effect on the Work Discipline of technical service employees at PT PLN (Persero) ULP Pangkalan Susu.
- H5 The work environment has a positive and significant effect on the Work Discipline of technical service employees at PT PLN (Persero) ULP Pangkalan Susu.
- H6 Competence has a positive and significant effect on the Work Discipline of technical service employees at PT PLN (Persero) ULP Pangkalan Susu.
- H7 Work Discipline has a positive and significant effect on the Performance of technical service employees at PT PLN (Persero) ULP Pangkalan Susu.
- H8 Motivation has a positive and significant effect on Performance through Work Discipline among technical service employees at PT PLN (Persero) ULP Pangkalan Susu.
- H9 The work environment has a positive and significant effect on Performance through Work Discipline among technical service employees at PT PLN (Persero) ULP Pangkalan Susu.
- H10 Competence has a positive and significant effect on Performance through Work Discipline among technical service employees at PT PLN (Persero) ULP Pangkalan Susu.

## Method

### Type of Research

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

### Research Location and Time

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

### Research Population and Sample

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

### Data Types and Sources

#### Data Types

The data collected is quantitative, consisting of numerical values that can be analyzed statistically (Sugiyono, 2019).

#### Data source

There are two categories of data sources:

1. Primary Data – collected directly from individuals through questionnaires given to employees (Indriantoro & Supomo, 2019).
2. Secondary Data – collected from documents, reports, books, and journals related to the research subject (Indriantoro & Supomo, 2019).

### Data collection technique

Data was collected using various approaches:

1. Questionnaire , the main tool in the form of written statements accompanied by a Likert scale from 1 to 5 to evaluate how participants view the research variables (Sugiyono, 2019).
2. Documentation – further data was obtained from materials detailing the organizational framework, number of employees, and other administrative information from PT PLN (Persero) ULP Pangkalan Susu.

## Data Analysis Techniques

The data for this study were analyzed using SmartPLS (Partial Least Squares) version 3.0 as a statistical method. PLS is a variance-focused technique used to analyze relationships between latent variables, both directly and indirectly through other variables (Ghozali & Latan, 2019).

## SmartPLS Analysis Steps

According to Hair et al. According to Ghozali & Latan (2019) and Ghozali & Latan (2019), SmartPLS assessment is carried out in two main phases:

### 1. Evaluation of Measurement Model (Outer Model)

The external model evaluates how well the indicators reflect the constructs or latent variables, including:

- a. Convergent Validity Test: Using a minimum loading factor value of 0.70.
- b. Discriminant Validity Test: Based on the cross-loading and AVE (Average Variance Extracted) values of at least 0.50.
- c. Construct Reliability Test: Using Composite Reliability of at least 0.70 and Cronbach's Alpha of at least 0.70.

### 2. Structural Model Evaluation (Deep Model)

Models for assessing the relationship between hidden variables based on path coefficients and the significance of their impact. These include:

- a.  $R^2$  Test (Coefficient of Determination): Shows how much the independent variable explains the dependent variable.
- b.  $f^2$  Test (Effect Size): Evaluates the strength of the relationship between variables.
- c.  $Q^2$  Test (Predictive Relevance): Shows the predictive ability of the model
- d. Bootstrapping Test: Used to verify the significance of the relationship between variables by analyzing the t statistic ( $>1.96$ ) and p value ( $<0.05$ ).

## Hypothesis Testing

Hypothesis evaluation is done by analyzing the t-statistic and p-value:

- a. If the t statistic is greater than 1.96 and the p value is less than 0.05, the hypothesis will be accepted.
- b. If the t statistic is 1.96 or lower or the p value is 0.05 or higher, the hypothesis will be rejected.

## Results and Discussion

### External Model Evaluation

The evaluation model (outer model) is analyzed to investigate the relationship between the latent variables and the indicators (observed variables) that represent them. This examination includes convergent validity, discriminant validity, and reliability.

### Convergent Validity

Convergent validity is defined as a factor loading value of 0.7 or higher, and an Average Variance Extracted (AVE) of at least 0.5. An indicator is considered valid if it exceeds 0.7,

indicating that it accurately represents the latent variable being assessed. The structural model for this study can be seen in the figure below:

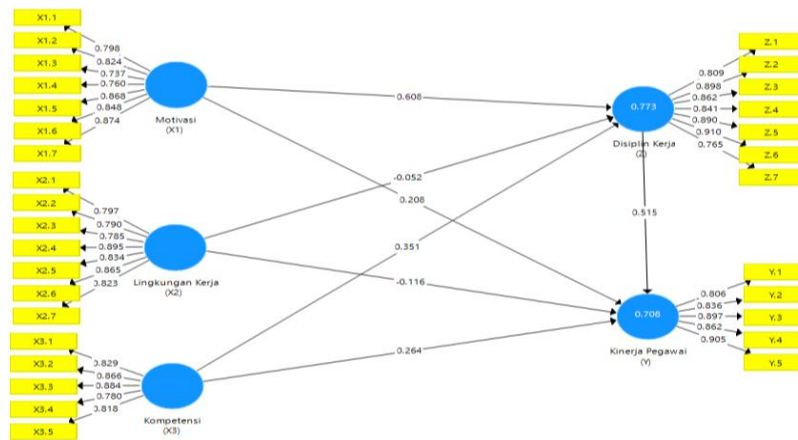


Figure 1. Outer Model

Source: Smart PLS 3.3.3.

Smart PLS output for 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

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

$$Z = 0.608 - 0.052 + 0.351 + e1$$

For substructure 2

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

$$Y = 0.208 - 0.116 + 0.264 + 0.515 + e2$$

Table 1. Outer Loadings

	Work Discipline_ (Z)	Employee Performance_ (Y)	Competence_ (X3)	Work Environment_ (X2)	Motivation_ (X1)
X1.1					0.798
X1.2					0.824
X1.3					0.737
X1.4					0.760
X1.5					0.868
X1.6					0.848
X1.7					0.874
X2.1				0.797	
X2.2				0.790	
X2.3				0.785	
X2.4				0.895	
X2.5				0.834	
X2.6				0.865	
X2.7				0.823	

X3.1			0.829		
X3.2			0.866		
X3.3			0.884		
X3.4			0.780		
X3.5			0.818		
Y.1		0.806			
Y.2		0.836			
Y.3		0.897			
Y.4		0.862			
Y.5		0.905			
Z.1	0.809				
Z.2	0.898				
Z.3	0.862				
Z.4	0.841				
Z.5	0.890				
Z.6	0.910				
Z.7	0.765				

Source: Smart PLS 3.3.3.

The results of the outer loading assessment indicate that each indicator in the Motivation, Work Environment, Competence, Employee Performance, and Work Discipline categories has an outer loading exceeding 0.70. This indicates that all indicators effectively represent their respective constructs and meet convergent validity requirements. Consequently, each indicator is valid and suitable for use in further model analysis.

### **Discriminant Validity**

The next step involves evaluating discriminant validity to determine whether each indicator is more closely related to its original latent variable than to other latent variables. This ensures that the indicators examined truly describe the relevant construct. The table below displays the cross-loading findings from the discriminant validity assessment:

**Table 2. Discriminant Validity**

	Work Discipline_(Z)	Employee Performance_(Y)	Competence_(X3)	Work Environment_(X2)	Motivation_(X1)
X1.1	0.689	0.610	0.624	0.651	0.798
X1.2	0.730	0.694	0.682	0.676	0.824
X1.3	0.603	0.550	0.611	0.636	0.737
X1.4	0.649	0.587	0.621	0.727	0.760
X1.5	0.712	0.642	0.735	0.765	0.868
X1.6	0.704	0.608	0.705	0.745	0.848
X1.7	0.813	0.709	0.849	0.818	0.874
X2.1	0.523	0.430	0.640	0.797	0.646
X2.2	0.505	0.484	0.570	0.790	0.676
X2.3	0.642	0.564	0.680	0.785	0.737
X2.4	0.722	0.593	0.741	0.895	0.802
X2.5	0.616	0.556	0.707	0.834	0.716
X2.6	0.720	0.634	0.707	0.865	0.752
X2.7	0.688	0.642	0.703	0.823	0.744
X3.1	0.749	0.619	0.829	0.855	0.814
X3.2	0.671	0.704	0.866	0.650	0.655
X3.3	0.647	0.650	0.884	0.606	0.655
X3.4	0.639	0.614	0.780	0.632	0.668
X3.5	0.735	0.629	0.818	0.691	0.752
Y.1	0.803	0.806	0.696	0.657	0.746
Y.2	0.672	0.836	0.631	0.536	0.613
Y.3	0.697	0.897	0.682	0.621	0.669
Y.4	0.642	0.862	0.597	0.539	0.582
Y.5	0.703	0.905	0.693	0.566	0.695
Z.1	0.809	0.634	0.674	0.642	0.691
Z.2	0.898	0.755	0.774	0.728	0.788
Z.3	0.862	0.703	0.771	0.595	0.764
Z.4	0.841	0.648	0.660	0.643	0.690
Z.5	0.890	0.710	0.743	0.715	0.773
Z.6	0.910	0.778	0.743	0.748	0.795
Z.7	0.765	0.679	0.547	0.531	0.633

Source: Smart PLS 3.3.3.

The findings from the discriminant validity assessment indicate that each indicator has the strongest loading on its respective construct compared to the other constructs. This is clearly evident from the cross-loading figures for each indicator, which exceed those of the original variables. Therefore, all constructs in the research framework meet discriminant validity standards and successfully differentiate each variable.

### Composite Reliability

In a composite reliability evaluation, each variable is analyzed based on its reliability score. A variable is considered reliable if its score exceeds 0.60; if it ranges from 0.60 to 0.70, its reliability is considered insufficient. The table below presents the Cronbach's Alpha values, composite reliability, and AVE, which were used to evaluate the reliability and validity of this study.

**Table 3. Construct Reliability and Validity**

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Work Discipline_(Z)	0.938	0.950	0.731
Employee Performance_(Y)	0.913	0.935	0.743
Competence_(X3)	0.892	0.921	0.700
Work Environment_(X2)	0.923	0.938	0.685
Motivation_(X1)	0.916	0.933	0.667

Source: Smart PLS 3.3.3.

The results of the reliability and construct validity tests show that each variable has a Cronbach's Alpha value and composite reliability higher than 0.70, confirming its reliability. Furthermore, the Average Variance Extracted (AVE) for each construct also exceeds 0.50, indicating that all variables meet convergent validity standards. Consequently, all constructs in this study can be considered reliable and valid for further examination.

### Internal Model Analysis

Structural model (internal model) assessment is conducted to verify its strength and accuracy. Various indicators are used to evaluate model strength, one of which is the Coefficient of Determination ( $R^2$ ).

According to the data analysis conducted using SmartPLS 3.0, the  $R^2$  value is as follows:

**Table 4. R Square Results**

	R Square	Adjusted R Square
Work Discipline_(Z)	0.773	0.764
Employee Performance_(Y)	0.708	0.692

Source: Smart PLS 3.3.3.

The results of the reliability and construct validity tests indicate that each variable has a Cronbach's Alpha value and composite reliability exceeding 0.70, indicating that the variable is considered reliable. Furthermore, the Average Variance Extracted (AVE) for each construct is above 0.50, indicating that all variables meet the requirements for convergent validity. Therefore, each construct in this study can be considered reliable and valid for further analysis.

**Hypothesis Testing**

After analyzing the internal model, the next step is to assess the relationships between variables according to the research hypothesis. Hypothesis testing is performed by examining the T-statistic and P-value. The hypothesis is accepted if the T-statistic is greater than 1.96 and the P-value is less than 0.05. The following are the findings of the direct effect based on the Path Coefficient:

**: Table 5. Path Coefficients (Direct Effect)**

	Original Sample (O)	T Statistics ( O/STDEV I)	P Values	Results
Work Discipline (Z) -> Employee Performance (Y)	0.515	2,991	0.001	Accepted
Competence (X3) -> Work Discipline (Z)	0.351	3,512	0,000	Accepted
Competence (X3) -> Employee Performance (Y)	0.264	1,860	0.032	Accepted
Work Environment (X2) -> Work Discipline (Z)	-0.052	0.502	0.308	Rejected
Work Environment (X2) -> Employee Performance (Y)	-0.116	0.864	0.194	Rejected
Motivation (X1) -> Work Discipline (Z)	0.608	4,831	0,000	Accepted
Motivation (X1) -> Employee Performance (Y)	0.208	1,183	0.119	Rejected

Source: Smart PLS 3.3.3.

1. The Influence of Work Discipline on Employee Performance  
 Work discipline has a positive effect on employee performance, as indicated by a coefficient of 0.515, a T statistic of 2.991, and a P value of 0.001. Therefore, the hypothesis is accepted.
2. The Influence of Competence on Work Discipline  
 Competence has a positive effect on work discipline, as reflected in a coefficient of 0.351, a T statistic of 3.512, and a P value of 0.000. This indicates that higher employee competence leads to better work discipline, thus the hypothesis is accepted.
3. The Influence of Competence on Employee Performance  
 Competence has a positive effect on employee performance, as indicated by a coefficient of 0.264, a T statistic of 1.860, and a P value of 0.032. Therefore, the hypothesis is accepted .
4. The Influence of the Work Environment on Work Discipline  
 The work environment has a negative and insignificant influence on work discipline, indicated by a coefficient of -0.052, a T statistic of 0.502, and a P value of 0.308. Thus, the hypothesis is rejected.
5. The Influence of the Work Environment on Employee Performance  
 The work environment showed a negative and insignificant influence on employee performance, with a coefficient of -0.116, a T statistic of 0.864, and a P value of 0.194. Therefore, the hypothesis was rejected.
6. The Influence of Motivation on Work Discipline

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

#### 7. Impact of Motivation on Employee Performance

Motivation has a positive but insignificant influence on employee performance, as indicated by a coefficient of 0.208, a T statistic of 1.183, and a P value of 0.119. Thus, the hypothesis is rejected .

**Table 6. Path Coefficients (Indirect Effect)**

	Original Sample (O)	T Statistics (  O/STDEV  )	P Values	Results
Competence_(X3) -> Work Discipline_(Z) -> Employee Performance_(Y)	0.181	2,037	<b>0.021</b>	<b>Accepted</b>
Work Environment_(X2) -> Work Discipline_(Z) -> Employee Performance_(Y)	-0.027	0.491	<b>0.312</b>	<b>Rejected</b>
Motivation_(X1) -> Work Discipline_(Z) -> Employee Performance_(Y)	0.313	2,964	<b>0.002</b>	<b>Accepted</b>

Source: Smart PLS 3.3.3.

#### 1. The Influence of Competence on Employee Performance through Work Discipline

Competence has a positive and significant effect on employee performance through work discipline, as evidenced by a coefficient of 0.181, a T statistic of 2.037, and a P value of 0.021. This indicates that work discipline acts as a mediator of the effect of competence on employee performance, thus the hypothesis is accepted.

#### 2. The Influence of the Work Environment on Employee Performance through Work Discipline

The work environment has a negative and insignificant influence on employee performance through work discipline, as reflected by the coefficient of -0.027, T statistic of 0.491, and P value of 0.312. Thus, work discipline does not mediate the influence of the work environment on employee performance, so the hypothesis is rejected.

#### 3. The Influence of Motivation on Employee Performance through Work Discipline

Motivation has a positive and significant influence on employee performance through work discipline, which is indicated by a coefficient of 0.313, a T statistic of 2.964, and a P value of 0.002. This indicates that work discipline functions as a variable. mediation linking employee motivation and performance, leading to the acceptance of the hypothesis

## Conclusion

The results of this study are summarized as follows:

1. Employee Performance and Work Discipline: It has been proven that work discipline greatly improves employee performance, so this hypothesis is accepted.
2. Work Discipline and Competence: Competence has a positive effect on increasing work discipline among employees, so this hypothesis is accepted.

3. Employee Performance and Competence: Competence significantly improves employee performance, so this hypothesis is accepted.
4. Work Discipline and Work Environment: The work environment does not have a significant effect on work discipline, so this hypothesis is rejected.
5. Employee Performance and Work Environment: There is no significant influence of the work environment on employee performance, so this hypothesis is rejected.
6. Work Discipline and Motivation: Motivation has a positive and quite large influence on employee work discipline, so this hypothesis is accepted.
7. Employee Performance and Motivation: Motivation does not have a significant effect on employee performance, so this hypothesis is rejected.
8. Employee Competence and Performance through Work Discipline: Work discipline plays a significant role as a mediator in the relationship between employee competence and performance, so this hypothesis is accepted.
9. Work Environment and Employee Performance through Work Discipline: Work discipline does not effectively mediate the relationship between work environment and employee performance, so this hypothesis is rejected.
10. Employee Motivation and Performance through Work Discipline: Work discipline significantly mediates the impact of motivation on employee performance, so this hypothesis is accepted.

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