

The Influence of Competency, Work Discipline and Work Environment on Employee Performance at The Special Guidance Institution for Class II Children in Bandung (LPKA Bandung)

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Abstract

This study aims to examine the influence of competence, work discipline, and work environment on employee performance at LPKA Class II Bandung. This study was motivated by the decline in LPKA employee performance as reflected in the results of the Main Performance Indicators (IKU) which showed a decline from 2021 to 2023. Problems found in interviews with employees related to performance include the lack of suitability of competence to tasks, work discipline problems, and a less supportive work environment. Based on the theory of Human Capital, work discipline, and work environment, this study uses a quantitative method with a descriptive approach to describe the variables studied. The results of the study show that competence, work discipline, and work environment have a significant positive influence on employee performance at LPKA Class II Bandung. Specifically, competence has a positive and significant effect on employee performance. Work discipline has also been shown to have a significant influence on improving performance, while a conducive work environment can increase employee efficiency and productivity. Simultaneously, these three variables have a significant effect on employee performance at LPKA Class II Bandung.

Keywords : Competence; Work Discipline; Work Environment; Employee Performance; LPKA Class II Bandung

INTRODUCTION

The Class II Bandung Children's Special Correctional Institution (LPKA), previously known as the Class III Bandung Children's Correctional Institution, is an institution that manages children who are serving a criminal sentence in accordance with the Correctional Law No. 22 of 2022. This LPKA is tasked with fostering, caring for, and observing children aged 14 to 18 years in preparation for social reintegration after serving a criminal sentence. The programs implemented at the LPKA include education, training, counseling, and psychosocial support to help children gain knowledge, skills, and understanding of their actions. The success of the Class II Bandung LPKA is greatly influenced

by the quality of human resources (HR). According to Sutrisno (2020), HR is a source that plays an active role in the running of an organization, while Hasibuan (2019) calls it the art of managing labor relations to achieve effective and efficient goals. HR also plays a role in the implementation of government and public services, with professional, responsible, fair, honest, and competent employees according to their fields (Kadarisman, 2018). Employee performance greatly determines the productivity of the organization, and Kasmir (2019) considers performance as the results of work achieved in a certain period according to duties and responsibilities. Employee performance at LPKA Class II Bandung, measured by the Main Performance Indicator (IKU) per Ministerial Decree M.HH-01.PR.03/2024, has declined from 71.78% in 2021 to 65.58% in 2023, indicating suboptimal results. Interviews reveal issues such as work delays, uneven workload distribution, and lack of professionalism, particularly among non-ASN employees. Many struggle to meet targets and complete tasks on time, highlighting the need for performance improvement.

Interviews with LPKA Class II Bandung employees on September 20, 2024, revealed several issues impacting performance. Many employees felt their abilities did not align with their tasks, and some were placed in positions mismatched to their competencies. Inadequate facilities and heavy workloads further hindered task completion, contributing to declining performance and target achievement. According to Moerheriono (2019) and Spencer (2018), optimal performance requires matching competencies with job roles. However, many employees have a high school education, which is insufficient for their current positions. While training and mentoring efforts exist, the mismatch between tasks and competencies remains a barrier.

Work discipline and the work environment significantly affect employee performance. Low discipline, such as tardiness and disregard for regulations, reduces efficiency, while an uncomfortable work environment with limited facilities impacts employee comfort and enthusiasm. According to Qomariah (2020), discipline promotes order and efficiency, and Budiasa (2021) emphasized that a good work environment boosts performance. Previous studies by Wahyudi et al. (2024) and Sariana et al. (2022) confirm the positive impact of competence, work discipline, and work environment on employee performance. This study aims to examine their influence at LPKA Class II Bandung and provide recommendations to enhance employee performance. The purpose of this study is to determine the extent to which Competence, Work Discipline, and Work Environment influence Employee Performance with the following points: (1) Description of Competence, Work Discipline, and Work Environment on Employee Performance at LPKA Class II Bandung. (2) The Influence of Competence on Employee Performance at LPKA Class II Bandung. (3) The Influence of Work Discipline on Employee Performance at LPKA Class II Bandung. (4) The Influence of Work Environment on Employee Performance at LPKA Class II Bandung. (5) The Influence of Competence, Work Discipline, and Work Environment on Employee Performance at LPKA Class II Bandung.

Hypothesis

LITERATUR REVIEW

Performance

According to Kasmir (2019), performance is the result of work and behavior that has been achieved in completing tasks and responsibilities given in a certain period. Performance contains elements of achievement standards that must be met so that those who achieve the established standards mean good performance or vice versa for those who are not achieved are categorized as performing poorly or not well.

Competence

According to Sutrisno (2020) literally, competence comes from the word competence which means skill, ability, and authority. As for etymology, competence is interpreted as a behavioral dimension of expertise or excellence a leader or staff has good skills, knowledge, and behavior.

Work Discipline

According to Hasibuan (2019), discipline is a person's awareness and willingness to obey all applicable company regulations and social norms. According to Siswanto (2019) states that work discipline is an attitude of respecting, appreciating, and obeying applicable regulations, both written and unwritten and being able to carry them out and not avoiding sanctions if he violates the duties and the authority given to him.

Work environment

The work environment impacts employee comfort while working because it has a meaning that is considered important for employees to encourage them to make maximum contributions. Nitisemito (2019) said that the work environment is everything around the worker that can influence him in carrying out the tasks assigned.

METHOD

This study uses a quantitative method with descriptive purposes, where independent variables influence dependent variables (Zulganef, 2018). Data sources include primary data collected via questionnaires from LPKA Class II Bandung employees and secondary data from literature studies (Sugiyono, 2020). The sample was selected using a non-probability technique with a saturated sample, meaning all 66 employees were included. Data collection methods included field research (interviews, observations, questionnaires) and literature studies for theoretical support (Sugiyono, 2020). The study uses validity and reliability tests (Pearson's correlation and Cronbach's Alpha) to ensure accuracy. Descriptive analysis and multiple regression analysis were used, with classical assumption tests (normality, multicollinearity, heteroscedasticity) for model accuracy. Hypotheses were tested using t-tests and F-tests, while correlation and determination coefficients assessed variable relationships and contributions.

RESULT

Characteristics of Respondents

The study qualifies respondents based on gender, age, length of service, and education level to ensure data validity. The majority (69.7%) of respondents are male, as LPKA Class II Bandung primarily houses boys, leading to a male-

dominated staff. Most respondents (33.3%) are aged 25–35 years, with 40.9% having over 12 years of service. The highest education level is high school (56.1%), as recruitment requires at least a high school diploma, and promotion to class II/B requires four years, aligning with a bachelor's degree.

Descriptive Analysis of Respondent Responses

The respondents in this study were LPKA Class II Bandung employees. In accordance with the previously determined method, the scale used to weight the questionnaire items for variables X and Y is the Likert scale. Furthermore, the average of each respondent's answer is sought; to facilitate the assessment of the average, the interval is used to determine the length of the interval class, the formula according to Sudjana (2001) is used. The questionnaire response assessment interval is described in five categories. Answers that are in the interval of 1.00 to 1.79 are categorized as "Very Poor" or "Very Low". Answers with an interval of 1.80 to 2.59 are considered "Poor" or "Low". The interval of 2.60 to 3.39 indicates "Quite High" or "Quite Low". Answers that are in the interval of 3.40 to 4.19 are categorized as "Good". Finally, answers with an interval of 4.20 to 5.00 are considered "Very Good" (Sugiyono, 2020).

Respondents' Responses Regarding Competency Variables (X₁)

The knowledge dimension received an average score of 3.17, the understanding dimension 3.23, and the skill dimension 3.18, all of which fall within the "sufficient" category (2.60–3.39). Meanwhile, the value dimension scored 3.68, and the attitude dimension scored 4.08, placing them in the "high" category (3.40–4.19). These results indicate that while knowledge, understanding, employees excel in values and attitudes, reflecting strong ethical standards and professionalism. Based on the Respondent Response data on the Interest Dimension, it can be seen that 25.5% stated that they strongly agree, 37% stated that they agree, 25% stated that they quite agree, 9.3% stated that they disagree, and 3.2% stated that they strongly disagree. Thus, the competence for the interest dimension at LPKA Class II Bandung is said to be sufficient, as seen from the average value of 3.27 which is in the interval of 2.60 - 3.39.

Table 1. Recapitulation of Research Results Competency Variables (X₁)

No	SS	S	CS	TS	STS	Total	%	Description
1	11	21	16	10	8	215	3,26	Enough
2	10	15	20	12	9	203	3,08	Enough
3	11	20	17	10	8	214	3,24	Enough
4	10	19	19	11	7	212	3,21	Enough
5	8	16	20	13	9	199	3,02	Enough
6	12	20	18	11	5	221	3,34	Enough
7	21	28	17	0	0	268	4,06	High
8	13	20	15	10	8	218	3,30	Enough
9	19	33	14	0	0	269	4,08	High
10	11	20	18	10	7	216	3,27	Enough
Total	126	212	174	87	61	2235	33,86	
Total	630	848	522	174	61	2235	3,39	Enough
%	28,2%	37,9%	23,4%	7,8%	2,7%	100%		

Source: Researcher Data Processing (2024)

Based on Table 1, it can be concluded that the Competence variable at LPKA Class II Bandung is said to be Sufficient, this can be seen from the average value of 3.39 which is in the interval of 2.60 - 3.39.

Respondents' Responses Regarding the Work Discipline Variable (X₂)

The attendance dimension scores the lowest, with an average of 2.12, indicating poor discipline in punctuality and presence. Compliance with work regulations scores 3.20, falling into the "sufficient" category, suggesting that while most employees follow the rules, there is room for improvement. The vigilance level dimension also rates as sufficient, with an average of 2.74, showing moderate alertness in carrying out duties. In contrast, compliance with work standards scores the highest at 4.05, classified as "high," reflecting strong adherence to established work procedures. Based on data from Respondents' Responses to the Work Ethic Dimension, it can be seen that 25.7% strongly agree, 35.2% agree, 21.3% quite agree, 13.2% disagree, and 4.6% strongly disagree. Thus, work discipline for the work ethic dimension at LPKA Class II Bandung is said to be sufficient, as seen from the average value of 3.10 which is in the interval of 2.60 - 3.39.

Table 2. Recapitulation of Research Results on Work Discipline Variable (X₂)

No	SS	S	CS	TS	STS	Total	%	Information
1	0	6	15	25	20	139	2,10	Low
2	0	8	13	25	20	141	2,14	Low
3	12	20	17	11	6	219	3,32	Enough
4	9	20	15	12	10	204	3,09	Enough
5	20	27	19	0	0	265	4,01	Tall
6	21	30	15	0	0	270	4,09	Tall
7	12	21	15	12	6	219	3,32	Enough
8	0	7	16	24	19	143	2,17	Low
9	0	6	14	27	18	138	2,12	Low
10	21	30	15	0	0	270	4,09	Tall
Total	94	175	154	136	99	2008	30,4	
Total	475	700	462	272	99	2008	3,04	Enough
%	23,6%	34,9%	23%	13,5%	4,9%	100%		

Source: Researcher Data Processing (2024)

Based on Table 2, it can be concluded that the Work Discipline variable at LPKA Class II Bandung is said to be Sufficient, this can be seen from the average value of 3.04 which is in the interval of 2.60 - 3.39.

Respondents' Responses Regarding the Work Environment Variable (X₃)

Based on the results of the study, the researcher will explain the results of the respondents' responses from the results of the questionnaire distributed regarding the work environment, namely as follows. Based on the Respondent Response data to the Physical Work Environment Dimension, it can be seen that 15.6% stated that they strongly agree, 26.5% stated that they agree, 29% stated that they quite agree, 21.6% stated that they disagree, and 7.3% stated that they strongly disagree. Thus, the work environment for the physical work environment dimension at LPKA Class II Bandung is said to be sufficient, this can be seen from the average value of 2.67 which is in the interval of 2.60 - 3.39. The non-physical work environment at LPKA Class II Bandung is rated as good, with 35.8% strongly agreeing and 42.5% agreeing. The average score of 3.91 falls within the "good" range (3.40–4.19), indicating a positive work environment.

Table 3. Recapitulation of Research Results for Work Environment Variables (X₃)

No	SS	S	CS	TS	STS	Total	%	Description
1	6	9	20	17	14	174	2,64	Fair
2	4	4	13	25	20	145	2,20	Low
3	6	20	20	15	5	205	3,11	Fair
4	6	16	22	12	10	194	2,94	Fair
5	8	18	12	20	8	196	2,97	Fair
6	3	3	15	25	20	142	2,15	Fair
7	17	25	16	8	0	249	3,77	Fair
8	20	30	16	0	0	268	4,06	Low
Total	70	125	134	122	77	1573	23,39	
Total	350	500	402	244	77	1573	2,92	Enough
%	20,2%	33%	26,1%	15,7%	4,9%	100%		

Source: Researcher Data Processing (2024)

Based on Table 3, it can be concluded that the Work Environment variable at LPKA Class II Bandung is said to be good, this can be seen from the average value of 2.92 which is in the interval of 2.60 - 3.39.

Respondents' Responses Regarding Employee Performance Variables (Y)

The study evaluates employee performance at LPKA Class II Bandung across several dimensions. Work quality (3.33) and work quantity (3.39) are sufficient, indicating room for improvement. Task implementation scores higher at 3.53, reflecting strong efficiency. The responsibility dimension scores 3.36, also in the sufficient range, showing moderate performance in taking responsibility. Overall, while performance is adequate in most areas, task execution and responsibility are relatively stronger.

Table 4. Recapitulation of Research Results Employee Performance Variables(Y)

No	SS	S	CS	TS	STS	Jumlah	%	Description
1	21	30	15	0	0	270	4,09	High
2	6	9	17	21	13	172	2,61	Enough
3	12	20	16	11	7	217	3,28	Enough
4	13	21	16	11	5	224	3,39	Enough
5	13	21	17	9	6	224	3,39	Enough
6	15	22	19	10	0	240	3,64	High
7	15	21	13	11	6	226	3,42	High
8	11	22	17	10	6	220	3,33	Enough
9	13	21	16	10	6	223	3,38	Enough
Total	119	187	146	93	49	2016	30,54	
Total	595	784	438	186	49	2016	3,39	Enough
%	29,5%	37,1%	21,7%	9,2%	2,4%	100%		

Source: Researcher Data Processing (2024)

Based on Table 4, it can be concluded that the Employee Performance variable at LPKA Class II Bandung is said to be Sufficient, this can be seen from the average value of 3.39 which is in the interval 2.60 - 3.39.

Data Testing Validity Test

Table 5. Results of the Validity Test of Competency Variables (X₁)

Item Code	r _{count}	r _{table}	Criteria
K1	0,551	0,244	Valid
K2	0,753	0,244	Valid
K3	0,842	0,244	Valid
K4	0,610	0,244	Valid
K5	0,528	0,244	Valid
K6	0,661	0,244	Valid
K7	0,895	0,244	Valid
K8	0,665	0,244	Valid
K9	0,772	0,244	Valid
K10	0,914	0,244	Valid

Source: Researcher Data Processing (2024)

Based on Table 5 above, the results of the validity test show that the Competence variable (X₁) obtained $r_{count} > r_{table}$ (0.244). So it is stated that all indicators in the Competence variable (X₁) research are declared valid and the question items can be used in this study. The next variable is Work Discipline (X₂) which can be seen in Table 6 below:

Table 6. Results of the Validity Test for the Work Discipline Variable (X₂)

Item Code	r _{count}	r _{table}	Criteria
DK1	0,592	0,244	Valid
DK2	0,627	0,244	Valid
DK3	0,635	0,244	Valid
DK4	0,724	0,244	Valid
DK5	0,916	0,244	Valid
DK6	0,554	0,244	Valid
DK7	0,932	0,244	Valid
DK8	0,828	0,244	Valid
DK9	0,818	0,244	Valid
DK10	0,706	0,244	Valid

Source: Researcher Data Processing (2024)

Based on Table 6 above, the results of the validity test show that the Work Discipline variable (X₂) obtained $> r_{table}$ (0.244). So it is stated that all indicators in the Work Discipline variable (X₂) study are declared valid and the question items can be used in this study. The next variable is the Work Environment (X₃) which can be seen in Table 7 below:

Table 7. Results of the Validity Test of the Work Environment Variable (X₃)

Item Code	r _{count}	r _{table}	Criteria
LK1	0,519	0,244	Valid
LK2	0,623	0,244	Valid
LK3	0,606	0,244	Valid
LK4	0,680	0,244	Valid
LK5	0,554	0,244	Valid
LK6	0,608	0,244	Valid
LK7	0,561	0,244	Valid
LK8	0,658	0,244	Valid

Source: Researcher Data Processing (2024)

Based on Table 7 above, the results of the validity test show that the Work Environment variable (X₃) obtained $r_{count} > r_{table}$ (0.244). So it is stated that all indicators in the research on the Work Environment variable (X₃) are declared

valid and the question items can be used in this study. The next variable is Employee Performance (Y) which can be seen in Table 8 below:

Table 8. Results of the Validity Test of the Employee Performance Variable (Y)

Item Code	r_{count}	r_{table}	Criteria
KP1	0,588	0,244	Valid
KP2	0,635	0,244	Valid
KP3	0,625	0,244	Valid
KP4	0,516	0,244	Valid
KP5	0,763	0,244	Valid
KP6	0,651	0,244	Valid
KP7	0,698	0,244	Valid
KP8	0,688	0,244	Valid
KP9	0,752	0,244	Valid
KP9	0,752	0,244	Valid

Source: Researcher Data Processing (2024)

Based on Table 8 above, the results of the validity test show that the Employee Performance variable (Y) obtained $r_{\text{count}} > r_{\text{table}}$ (0.244). So it is stated that all indicators in the Employee Performance variable (Y) study are declared valid and the question items can be used in this study.

Reliability Test

Table 9. Results of the Competency Variable Reliability Test (X₁)

<i>Cronbach's Alpha</i>	N of Items
0,758	10

Source: Researcher Data Processing (2024)

From table 9 above, the results of the reliability test of the Competence variable are reliable, because the Cronbach's Alpha reliability coefficient value is 0.758.

Table 10. Results of the Reliability Test of the Work Discipline Variable (X₂)

<i>Cronbach's Alpha</i>	N of Items
0,816	10

Source: Researcher Data Processing (2024)

From table 10 above, the results of the reliability test of the Work Discipline variable are reliable, because the Cronbach's Alpha reliability coefficient value is 0.816.

Table 11. Results of the Reliability Test of the Work Environment Variable (X₃)

<i>Cronbach's Alpha</i>	N of Items
0,767	8

Source: Researcher Data Processing (2024)

From table 11 above, the results of the reliability test of the Work Environment variable are reliable, because the Cronbach's Alpha reliability coefficient value is 0.767.

Table 12. Results of the Reliability Test of the Employee Performance Variable (Y)

<i>Cronbach's Alpha</i>	N of Items
0,758	9

Source: Researcher Data Processing (2024)

From table 12 above, the results of the reliability test of the Employee Performance variable are reliable, because the Cronbach's Alpha reliability coefficient value is 0.758. Based on the results of the reliability test carried out on

all items in this study, it shows that all research items can be said to be reliable, thus they can be used as instruments in measuring the variables set in this study.

Classical Assumption Test

Normality Test

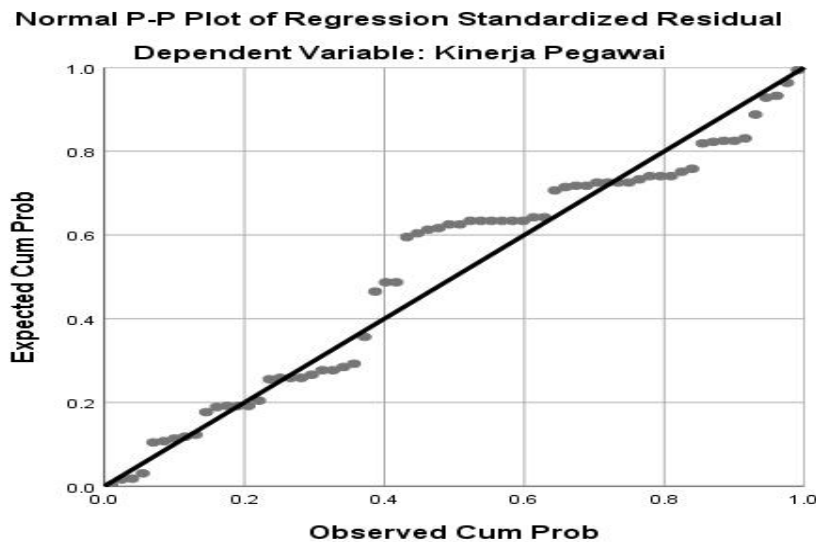


Figure 1. Normality P-Plot Graph

Source: SPSS V25 Data Processing Results (2024)

The histogram shows a normal distribution, and the P-Plot indicates points around the diagonal line, confirming the data's normality. Normality testing ensures the data is centered on the median, and for reliable study results, the data must be normally distributed. The normality test is carried out by observing and conducting a Kolmogorov-Smirnov test, with the following test criteria:

1. Significant Figure (Sig) > 0.05 then the data is normally distributed
2. Significant Figure (Sig) < 0.05 then the data is not normally distributed

Based on the results of data processing using SPSS Version 25 Software, the results can be obtained in the following table:

Table 13. Normality Test Results

		Unstandardized Residual
N		66
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	.64008874
Most Extreme Differences	Absolute	.173
	Positive	.088
	Negative	-.173
Test Statistic		.173

Source: SPSS V25 Data Processing Results (2024)

Based on the data processing in Table 13, it is obtained that the significant value is 0.200. So it can be concluded that the data is normally distributed. This can be seen by looking at the normal requirements Asymp, Sig. > 0.05.

Multicollinearity Test

Table 14. Multicollinearity Test Results

	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	28.636	5.036		1.700	.000		
	Competence	.883	.375	.793	7.452	.000	.988	1.012
	Work Discipline	.815	.390	.720	7.167	.000	.987	1.013
	Work Environment	.720	.223	.612	6.784	.001	.996	1.004

Source: SPSS V25 Data Processing Results (2024)

Based on Table 14 above, it can be seen that the Tolerance value has been obtained for each independent variable, namely with a value of > 0.1 , and the VIF value for each dependent variable < 10 . So it can be concluded that there is no multicollinearity in the regression model.

Heteroscedasticity Test

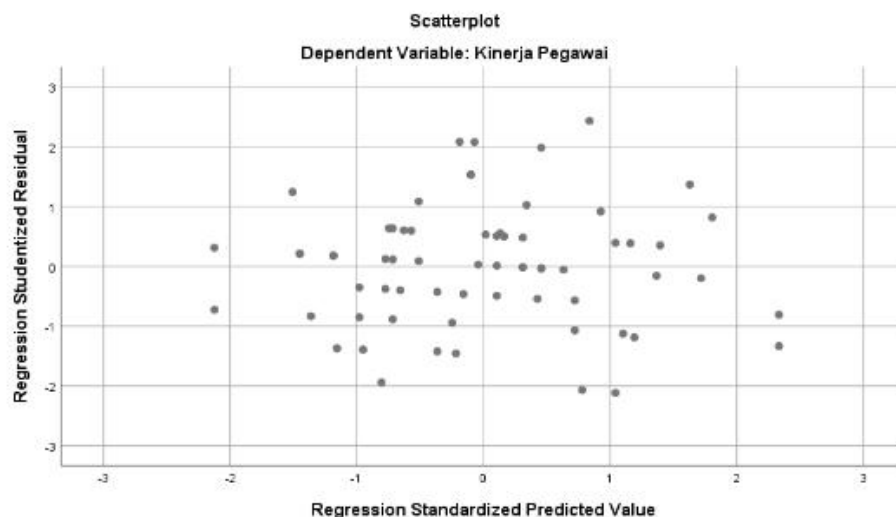


Figure 2. Heteroscedasticity Test Results

Source: SPSS V25 Data Processing Results (2024)

Figure 2 shows that there is no pattern formed at the point, and the points are spread above and below or around the number 0. Therefore, it can be concluded that there is no heteroscedasticity in the regression model.

Statistical Analysis

Multiple Linear Regression Analysis

Table 15. Multiple Linear Regression Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	28.636	5.036		1.700	.000
Competence	.883	.375	.793	7.452	.000
Work Discipline	.815	.390	.720	7.167	.000
Work Environment	.720	.223	.612	6.784	.001

Source: SPSS V25 Data Processing Results (2024)

Based on the results above, the multiple linear regression equation can be formulated as follows:

$$Y = 28.636 + 0.883 X_1 + 0.815 X_2 + 0.720 X_3$$

Based on the equation, the following can be described: The constant value of 28.636 is positive, indicating that employee performance increases by 28.636. The competency value of 0.883 suggests a positive relationship, meaning that if competency improves, employee performance will increase by 0.883. Similarly, the work discipline value of 0.815 shows a positive effect, meaning that an increase in work discipline will raise employee performance by 0.815. The work environment value of 0.720 indicates that if the work environment improves, employee performance will increase by 0.720. Therefore, any increase or decrease in competence, work discipline, or the work environment will directly impact the level of employee performance at LPKA Class II Bandung.

Correlation Coefficient (r)

Table 16. Results of the Correlation Coefficient Test (r)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.754 ^a	.568	.583	2.655

Source: SPSS V25 Data Processing Results (2024)

Based on Table 16 above, the r value is 0.754. This shows the relationship between the independent variables, namely Competence, Work Discipline and Work Environment on the dependent variable, namely Employee Performance, is 75.4% and is included in the strong category because it is in the correlation interval between 0.60 - 0.799.

Determination Coefficient (R₂)

Table 17. Results of the Correlation Coefficient Test Between Variables

		Competence	Work Discipline	Work Environment	Employee Performance
Competence	Pearson	1	.825	.838	.821 [*]
Work Discipline	Correlation				
	Sig. (2-tailed)		.000	.000	.000
		.825	1	.848	.877
Work Environment	Pearson				
	Correlation				
	Sig. (2-tailed)	.000		.000	.000
		.838	.848	1	.779
Employee Performance	Pearson				
Competence	Correlation				
	Sig. (2-tailed)	.000	.000		.000
Work Discipline	Pearson	.821 [*]	.877	.779	1
	Correlation				
	Sig. (2-tailed)	.000	.000	.000	

Source: SPSS V25 Data Processing Results (2024)

To calculate how much influence (contribution) is given by Competence (X1) to Employee Performance (Y) at LPKA Class II Bandung, it can be partially determined through the coefficient of determination (Kd), with the formula:

$$\begin{aligned}
 Kd &= r^2 \times 100\% \\
 &= 0,821^2 \times 100\% \\
 &= 67,4\%
 \end{aligned}$$

The coefficient of determination (Kd) is 67.4%, indicating that competence (X1) influences employee performance (Y) at LPKA Class II Bandung by 67.4%, while the remaining 32.6% is affected by other factors like leadership style, compensation, work culture, and motivation. The coefficient of determination of

Work Discipline (X2) on Employee Performance (Y) at LPKA Class II Bandung partially is as follows:

$$\begin{aligned} Kd &= r^2 \times 100\% \\ &= 0,877^2 \times 100\% \\ &= 76,9\% \end{aligned}$$

The determination coefficient (Kd) is 76.9%, meaning that work discipline (X2) accounts for 76.9% of employee performance (Y) at LPKA Class II Bandung, with the remaining 23.1% influenced by other factors not covered in this study, such as leadership style, compensation, work culture, and motivation. Then the determination coefficient of the Work Environment (X3) on Employee Performance (Y) at LPKA Class II Bandung partially is as follows:

$$\begin{aligned} Kd &= r^2 \times 100\% \\ &= 0,779^2 \times 100\% \\ &= 60,7\% \end{aligned}$$

The coefficient of determination (Kd) is 60.7%, meaning that the Work Environment (X3) on Employee Performance (Y) at LPKA Class II Bandung is 60.7%, while the remaining 39.3% is influenced by other variables not examined in this study, such as leadership style, compensation, work culture, workload, motivation, stress and so on.

Table 18. Results of the Determination Coefficient Test (R^2)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.754 ^a	.568	.583	2.655

Source: SPSS V25 Data Processing Results (2024)

Based on table 18 above, it can be seen that the coefficient of determination obtained is 0.568 or 56.8%. This shows that Competence, Work Discipline and Work Environment contribute 56.8% to Employee Performance, while the remaining 43.2% is suspected to be influenced by other factors that are not measured or not examined in this study.

Hypothesis Testing

Partial Hypothesis Testing (T-Test)

While the results of the hypothesis testing are as follows:

Table 19. Partial Hypothesis Test Results (T-Test)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	28.636	5.036		1.700	.000
Competence	.883	.375	.793	7.452	.000
Work Discipline	.815	.390	.720	7.167	.000
Work Environment	.720	.223	.612	6.784	.001

Source: SPSS V25 Data Processing Results (2024)

The SPSS results show that competence ($t = 7.452$), work discipline ($t = 7.167$), and work environment ($t = 6.784$) all have t-values greater than t-table (1.669) with probabilities < 0.05 . This confirms a significant positive influence of these variables on employee performance at LPKA Class II Bandung. It is known that the t-test result of the Competency variable is $t_{count} > t_{table}$ because $7.452 > 1.669$. The shaded curve image is the H_0 area that is rejected on both sides, while the accepted area is the H_a area in the middle of the curve, which states that there is a significant influence between Competency and Employee Performance.

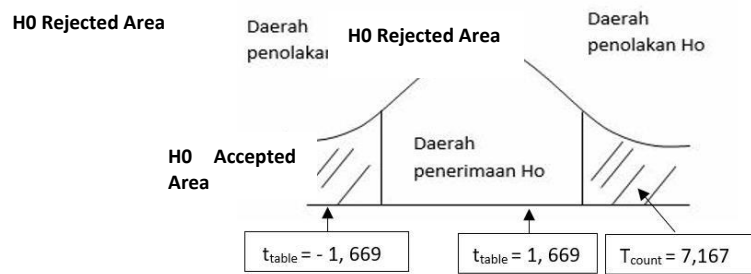


Figure 3. T-Test Result Curve of Work Discipline on Employee Performance

Source: SPSS V25 Data Processing Results (2024)

Based on the image above, it is known that the t-test result of the Work Discipline variable is $t_{count} > t_{table}$ because $7.167 > 1.669$. The shaded curve image is the H_0 area that is rejected on both sides, while the accepted area is the H_a area in the middle of the curve, which states that there is a significant influence between Work Discipline on Employee Performance.

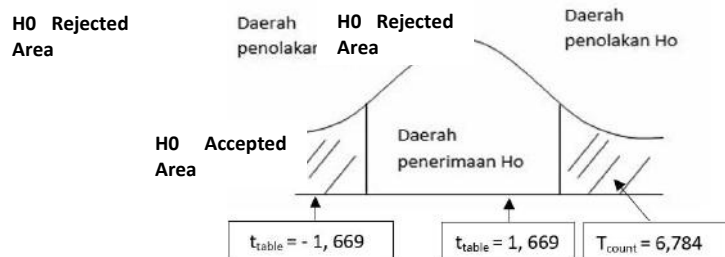


Figure 4. Curve of Work Environment T-Test Results on Employee Performance

Source: SPSS V25 Data Processing Results (2024)

Based on the image above, it is known that the results of the Work Environment variable t-test are $t_{count} > t_{table}$ because $6.784 > 1.669$. The shaded curve image is the H_0 area that is rejected on both sides, while the accepted area is the H_a area in the middle of the curve, which states that there is a significant influence between the Work Environment on Employee Performance.

Simultaneous Hypothesis Testing (F Test)

Table 20. Simultaneous Hypothesis Testing Results (F Test)

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	203.808	3	160.269	12.955	.001 ^b
	Residual	126.631	62	4.430		
	Total	330.439	65			

Source: SPSS V25 Data Processing Results (2024)

Based on the output results above, it can be seen that the F_{count} value is 12.955 with a significance value of 0.001. With the F_{count} value ($12.955 > F_{table}$ (2.75)), then at an error rate of 5% ($\alpha = 0.05$) it was decided to reject H_0 and accept H_a . It can be concluded that there is a significant influence of Competence, Work Discipline and Work Environment on Employee Performance.

Discussion of Research Results

The Effect of Competence on Employee Performance

The study shows that competence (X1) significantly affects employee performance (Y), supporting the idea that competence can either enhance or

hinder performance. Research by Silvia and Cipta (2019) also found a positive impact of competence on employee performance. Rahmat & Basalamah (2019) added that competence is key to effective performance in specific work situations. Employees with high competence are more motivated and achieve better results, while those with low competence struggle to meet targets. Therefore, competence significantly influences employee performance at LPKA Class II Bandung.

The Effect of Work Discipline on Employee Performance

The study shows that work discipline (X2) significantly affects employee performance (Y). Research by Ondi et al. (2023) also supports this, revealing a positive impact of work discipline on performance. According to Busro (2018), discipline fosters responsibility, boosting productivity. Musanef (1994) and Laiterner (1983) also highlight discipline's direct link to improved performance. Thus, work discipline is a key factor influencing employee performance at LPKA Class II Bandung.

CONCLUSION

Based on the research findings, it can be concluded that the Competence, Work Discipline, and Work Environment at LPKA Class II Bandung are all considered sufficient. Each of these factors has a positive and significant effect on Employee Performance. Specifically, Competence (X1) plays a crucial role in enhancing Employee Performance (Y), confirming that employees' skills and knowledge directly impact their performance. Similarly, Work Discipline (X2) and Work Environment (X3) also have a significant and positive influence on Employee Performance, indicating that a disciplined work approach and a supportive environment are essential for effective job performance. When considered together, Competence, Work Discipline, and Work Environment positively contribute to Employee Performance, highlighting their combined importance in improving overall productivity at LPKA Class II Bandung.

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