

The Effect of Competence and Work Environment on Employee Performance with Work Discipline as a Mediating Variable

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Abstract

This study aims to examine the effect of competence and work environment on employee performance, with work discipline as a mediating variable, at the Directorate General for the Acceleration of Development of Disadvantaged Regions (Ditjen PPDT). Employee competence is regarded as a key factor that can affect their performance within a specific work environment. Meanwhile, a conducive work environment can enhance employee productivity. In this context, work discipline is considered a mediating variable that links the effects of competence and the work environment on employee performance. This study used a quantitative approach, administering a questionnaire via Google Forms to 130 employees. The data analysis techniques used were descriptive analysis and Partial Least Squares (PLS). The study's results show that competence and the work environment positively affect work discipline. Work discipline has been proven to positively affect employee performance. Competence and the work environment are also shown to positively affect employee performance, with work discipline acting as a partial mediator. These findings provide insights for Ditjen PPDT on the importance of managing employee competence, the work environment, employee performance, and work discipline to improve performance and productivity.

Keywords: Competence; Work Environment; Employee Performance; Work Discipline.

INTRODUCTION

The Directorate General for the Acceleration of Development of Disadvantaged Regions (*Direktorat Jenderal Percepatan Pembangunan Daerah Tertinggal*; Ditjen PPDT) in Indonesia is one of the technical work units responsible for formulating and implementing policies to harmonize the acceleration of development in disadvantaged regions. To realize transparent and accountable governance, Ditjen PPDT requires optimal employee performance to achieve these objectives.

Employee competence is considered a key factor that can affect their performance within a particular work environment. Meanwhile, a conducive work environment can increase employee motivation, job satisfaction, and productivity. In this context, work discipline is regarded as a mediating variable that links the effects of competence and the work environment to employee performance.

The Directorate General for the Acceleration of Development of Disadvantaged Regions (Ditjen PPDT) requires optimal employee performance to realize transparent and accountable governance. The phenomenon that motivated this study is the decline in Employee Performance Target (*Sasaran Kinerja Pegawai*; SKP) scores in 2024, with the proportion of employees receiving the Very Good category decreasing from 59% in 2023 to 34% in 2024. Interestingly, this decline occurred alongside an increase in the number of employees who passed the functional position competency test, from 67 to 103 individuals. This condition indicates the need for an in-depth analysis of the role of work discipline and work environment in linking competence to employee performance.

The concept of employee performance within the governmental context has not yet been thoroughly examined and clearly defined in the literature. Previous studies have tended to focus on industries with different characteristics and work environments. Therefore, there is a need to develop a better conceptual understanding of employee performance in the setting of Ditjen PPDT. In addition, although several studies have linked competence, work environment, work discipline, and employee performance, only a limited number have examined the role of work discipline as a mediating variable in the governmental sector. This situation creates a conceptual gap that requires more in-depth

investigation to reveal the more complex relationships among these factors, particularly within the context of government institutions.

METHOD

This study used an associative quantitative research design to identify relationships among two or more variables and examine their roles, effects, and causal relationships, namely those between independent and dependent variables.

Population refers to the entire area of generalization consisting of objects and characteristics determined by the researcher, from which conclusions are then drawn. The total population of civil servants at the Directorate General for the Acceleration of Development of Disadvantaged Regions (Ditjen PPDT) is 192 employees. The sample represents a portion of the population with the same characteristics. The determination of the sample size was calculated using the Slovin formula (Pasaribu et al., 2022), which is formulated as follows: $n = \frac{N}{1 + Ne^2} = n = \frac{192}{1 + 192 (0.05)^2} = 1129,79$ which was rounded to 130

respondents. The sample selection in this study used a probability (random) sampling technique, which provides equal opportunity for each member of the population to be selected as a sample subject, and the results of the study can be generalized to the entire population using a table of random numbers.

This study used an online questionnaire distributed via Google Forms. The questionnaire used in this study was carefully designed to ensure that each question was well-structured and capable of eliciting meaningful responses from respondents. The data obtained from the questionnaire were measured using a Likert scale.

The data analysis technique in this study employed Descriptive Data Analysis, a method that analyzes data by describing or illustrating the collected data as they are, without the intention of drawing general conclusions or making generalizations. In addition, the researcher also applied Partial Least Squares (PLS) analysis. According to Ghazali (2021), PLS is an alternative approach that shifts from covariance-based SEM to variance-based SEM. According to Musyaffi et al. (2022), there are three stages in PLS analysis, namely: 1) Measurement Model Analysis (Outer Model); 2) Structural Model Analysis (Inner Model); and 3) Hypothesis Testing (Goodness of Fit).

Measurement Model Analysis (Outer Model) in the context of PLS aims to ensure that the indicators used are reliable and valid in measuring the intended constructs.

1. Convergent Validity: This can be tested through factor loading analysis. High factor loadings indicate that the indicators are relevant.
2. Discriminant Validity: This can be examined using the Heterotrait–Monotrait Ratio of Correlations (HTMT). This test is used to ensure that the variables under study are truly unique and statistically distinct from one another.
3. Reliability: This is measured using Cronbach's Alpha and Composite Reliability, which indicate the internal consistency of the indicators.

Structural Model Analysis (Inner Model) focuses on evaluating the relationships among latent variables. This is done by examining the t-statistic values of the path coefficients, which help determine the significance of the effects among the constructs in the model.

1. Path Analysis: The researcher used path analysis to identify causal relationships, with the aim of explaining the direct or indirect effects between exogenous variables and endogenous variables. A relationship (path) is considered statistically significant if it meets the criterion of a p-value > 0.05, indicating that there is sufficient evidence to state that the relationship among the variables truly exists.
2. Coefficient of Determination (R^2): R^2 is a metric used to assess the predictive power of the structural model on the endogenous (dependent) latent variables.

The Goodness of Fit (GoF) index is a single measure used to validate the combined performance of the measurement model and the structural model. The GoF value is obtained by multiplying the average communalities index by the R^2 value of the model. The formula for the GoF index is as follows:

$$\text{GoF} = \sqrt{\text{AVE} \times R^2}$$

The GoF value ranges from 0 to 1, with the following interpretation: 0.1 (small GoF), 0.25 (moderate GoF), and 0.36 (large GoF).

RESULTS AND DISCUSSION

Description of Research Respondents

Data collection in this study was conducted by distributing questionnaires using Google Forms. The respondents in this study were civil servants working at the Directorate General for the Acceleration of Development of Disadvantaged Regions, Ministry of Villages and Development of Disadvantaged Regions, located at Jalan Lapan Number 70, Pekayon, Pasar Rebo, East Jakarta City. The study population consisted of 192 employees. The sample in this study was determined using the Slovin formula and a random number table, resulting in a total of 130 respondents. The questionnaires were distributed starting in July 2025.

Descriptive Analysis of Variables

Based on the descriptive analysis of the competence variable, 78 employees (60%) were able to perform their duties in accordance with the SOP standards, thereby ensuring the quality of work outcomes. However, 6 employees (4.6%) stated they were unable to work well under pressure.

Based on the descriptive analysis of the work environment variable, 73 employees (56.2%) stated that adequate lighting can support the performance of work activities. Good lighting can reduce eye strain and improve accuracy, thereby minimizing the occurrence of errors at work. However, as many as 5 employees (3.85%) indicated that poor air conditions in the workplace can cause respiratory problems for employees.

Based on the descriptive analysis of the work discipline variable, it was found that 94 employees (72.3%) made efforts to achieve the performance targets agreed upon in the Employee Performance Targets (Sasaran Kinerja Pegawai; SKP) in a timely manner. However, 2 employees (1.54%) believed that receiving gifts in any form does not always affect work objectivity.

The descriptive analysis of the employee performance variable showed that 98 employees (75.4%) followed their supervisors' instructions and directions well, while 2 employees (1.54%) were not proactive in resolving problems related to their tasks.

Partial Least Squares (PLS) Analysis – Structural Equation Modelling (SEM)

In this study, the variables and their indicators are formed into a set of relationships. The exogenous (independent) variables in this study are competence (15 statements) and work environment (12 statements), while the endogenous (dependent) variable is employee performance (12 statements). The mediating variable, namely work discipline, is measured by 15 statements.

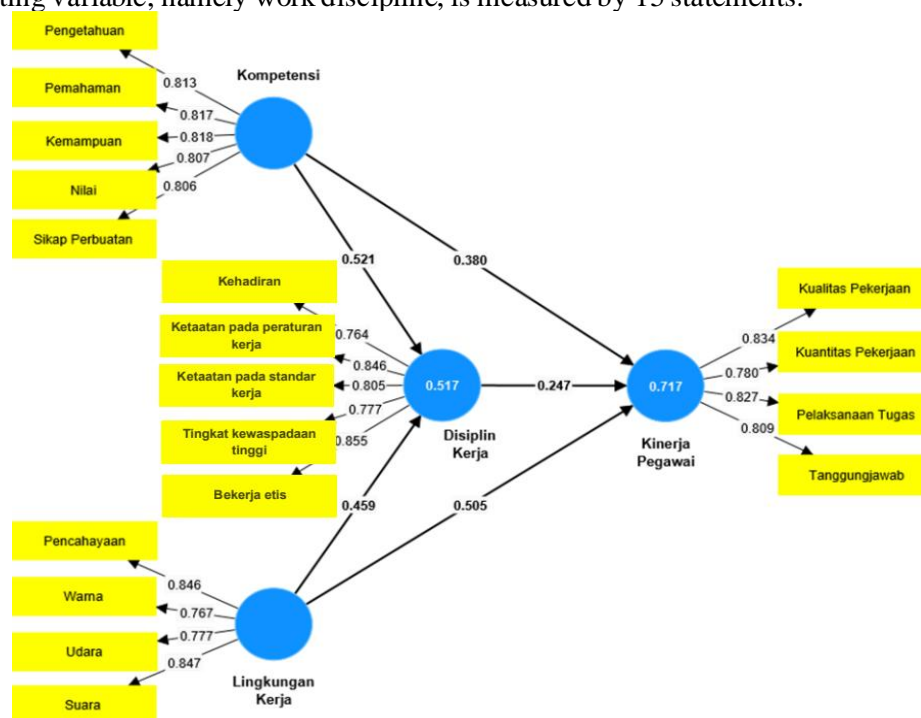


Figure 1. Path Diagram of the Modeling Results

Source: PLS, processed in 2025

Table 1. Outer Loadings

Indicator	Competence	Work Environment	Work Discipline	Employee Performance
Knowledge	0.813			
Understanding	0.817			
Ability	0.818			
Value	0.807			
Attitude and Behavior	0.806			
Lighting		0.846		
Color		0.767		
Air		0.777		
Noise		0.847		
Attendance			0.764	
Compliance with Work Regulations			0.846	
Compliance with Work Standards			0.805	
High Level of Alertness			0.777	
Ethical Work Behavior			0.855	
Work Quality				0.834
Work Quantity				0.780
Task Implementation				0.827
Responsibility				0.809

Source: PLS, processed in 2025

Based on the outer loading results table, this model meets the requirement for convergent validity, as all indicators have outer loadings above 0.70. This indicates that the indicators used can explain the research variables very well.

Table 2. Heterotrait–Monotrait Ratio (HTMT)

Variable	Work Discipline	Employee Performance	Competence	Work Environment
Work Discipline				
Employee Performance	0.827			
Competence	0.635	0.647		
Work Environment	0.576	0.791	0.117	

Source: PLS, processed in 2025

Based on the test results, all HTMT values among variables are below the threshold of 0.90. The highest HTMT value is 0.827 for the relationship between Work Discipline and Employee Performance, while the lowest is 0.117 for the relationship between Work Environment and Competence. Thus, it can be concluded that all latent constructs in this research model have met the requirement of discriminant validity.

Table 3. Cronbach's Alpha and Composite Reliability

Variable	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)
Work Discipline	0.869	0.875	0.905
Employee Performance	0.829	0.830	0.886
Competence	0.871	0.873	0.907
Work Environment	0.825	0.829	0.884

Source: PLS, processed in 2025

Based on the test results, all research variables have Cronbach's Alpha values greater than 0.70. In detail, the variables of Work Discipline (0.869), Employee Performance (0.829), Competence (0.871), and Work Environment (0.825) show high internal consistency. According to Ghazali (2021), a Cronbach's Alpha value above 0.70 indicates that the instrument used is reliable and has a good level of consistency in measuring the related constructs.

Table 4. Path Coefficients

	<i>Original sample (O)</i>	<i>Sample mean (M)</i>	<i>Standard deviation (STDEV)</i>	<i>t statistics (O/STDEV)</i>	<i>p-values</i>
Work Discipline → Employee Performance	0.247	0.255	0.095	2.613	0.009
Competence → Work Discipline	0.521	0.521	0.066	7.932	0.000
Competence → Employee Performance	0.380	0.379	0.056	6.783	0.000
Work Environment → Work Discipline	0.459	0.461	0.071	6.491	0.000
Work Environment → Employee Performance	0.505	0.498	0.079	6.418	0.000

Source: PLS, processed in 2025

Based on the Path Coefficient Table, the results of hypothesis testing can be explained as follows:

1. There is a Positive Effect of Competence on Work Discipline (H1)
Based on the test results, the path coefficient value is 0.521 with a t-statistic of 7.932 and a p-value of 0.000. This indicates that Competence has a positive effect on Work Discipline. Therefore, it can be concluded that H1 is accepted because it shows a positive effect.
2. There is a Positive Effect of Work Environment on Work Discipline (H2)
Based on the test results, the path coefficient value is 0.459 with a t-statistic of 6.491 and a p-value of 0.000. Thus, the Work Environment positively affects Work Discipline. Therefore, it can be concluded that H2 is accepted because it shows a positive effect.
3. There is a Positive Effect of Work Discipline on Employee Performance (H3)
The test results show a path coefficient value of 0.247 with a t-statistic of 2.613 (> 1.96) and a p-value of 0.009 (< 0.05). This proves that Work Discipline positively affects Employee Performance. Therefore, it can be concluded that H3 is accepted because it shows a positive effect.
4. There is a Positive Effect of Competence on Employee Performance (H4)
Based on the test results, the path coefficient of 0.380, with a t-statistic of 6.783 and a p-value of 0.000, indicates a positive effect of Competence on Employee Performance. Therefore, it can be concluded that H4 is accepted because it shows a positive effect.
5. There is a Positive Effect of Work Environment on Employee Performance (H5)
Based on the test results, the path coefficient value is 0.505, with a t-statistic of 6.418 and a p-value of 0.000. This confirms that the Work Environment positively affects Employee Performance. Therefore, it can be concluded that H5 is accepted because it shows a positive effect.

Table 5. Specific Indirect Effects

	<i>Original sample (O)</i>	<i>Sample mean (M)</i>	<i>Standard deviation (STDEV)</i>	<i>t statistics (O/STDEV)</i>	<i>p values</i>
Competence → Work Discipline → Employee Performance	0.129	0.130	0.048	2.697	0.007
Work Environment → Work Discipline → Employee Performance	0.113	0.121	0.055	2.067	0.039

Source: PLS, processed in 2025

The results of the path analysis of the indirect effect of Competence on Employee Performance through Work Discipline indicate a path coefficient of 0.129 (Original Sample). The statistical values obtained are a t-statistic of 2.697 and a p-value of 0.007. Based on the significance criteria, the t-statistic value of 2.697 is greater than the t-table value of 1.96, and the p-value of 0.007 is smaller than 0.05. This indicates a positive, significant indirect effect of Competence on Employee Performance, mediated by Work Discipline. These results empirically demonstrate that Work Discipline mediates the relationship between Competence and Employee Performance. This means that the higher the level of competence employees possess, the more it encourages improvement in work discipline, which subsequently has a significant effect on enhancing employee performance.

The effect of Work Environment on Employee Performance through Work Discipline, based on the results of the indirect path analysis, shows a path coefficient of 0.113 (Original Sample). The

statistical values obtained are a t-statistic of 2.067 and a p-value of 0.039. Based on the significance criteria, the t-statistic value of 2.067 is greater than the t-table value of 1.96, and the p-value of 0.039 is smaller than 0.05. This indicates a positive and significant indirect effect of Work Environment on Employee Performance, mediated by Work Discipline. These results indicate that Work Discipline plays an effective role as an intervening (mediating) variable. A conducive work environment is proven to be able to improve employee discipline, which subsequently becomes a main driving factor in enhancing overall employee performance.

Based on the results of the hypothesis testing, it was found that the variables of Competence and Work Environment have a significant effect on Employee Performance, both directly (Direct Effect) and indirectly (Indirect Effect) through Work Discipline. Since both the direct and indirect paths show significant values (p-values < 0.05), it can be concluded that Work Discipline functions as a partial mediator (partial mediation). This indicates that Work Discipline is not the only intermediary affecting Employee Performance; however, its presence still makes an important contribution in strengthening the effects of Competence and Work Environment on Employee Performance.

Table 6. R-Square

	R-Square	R-Square Adjusted
Work Discipline	0.517	0.509
Employee Performance	0.717	0.711

Source: PLS, processed in 2025

The R-Square table shows that the Work Discipline variable has an R² value of 0.517. This indicates that the effect of the Competence and Work Environment variables on Work Discipline is 51.7%, which falls into the moderate category. The remaining 48.3% is affected by other variables outside this study.

The Employee Performance variable has an R² value of 0.717. This indicates that the variables Competence, Work Environment, and Work Discipline can simultaneously explain 71.7% of the variance in Employee Performance. This value is classified as strong, indicating that the research model has a high level of predictive power in explaining employee performance.

Goodness of Fit aims to reflect the overall performance of the model (Outer Model and Inner Model) in a single value, where:

$$\text{average AVE} = 0.658$$

$$\text{average R}^2 = 0.617$$

$$\text{GoF} = \sqrt{0.658 \times 0.617} = 0.637$$

These results indicate two main points:

1. Good Measurement Quality: The latent constructs in the model can capture the variance of their indicators well.
2. Strong Predictive Power: The exogenous (independent) variables in the model can explain the variance of the endogenous (dependent) variables strongly (as reflected by the R² value). The structural and measurement models show strong overall coherence.

Overall, a GoF value of 0.637 indicates that the hypothesized causal model provides a strong fit between the observed data and the theoretical model. This model can be accepted as a robust representation for analyzing the effects of Competence and Work Environment on Employee Performance with Work Discipline as a mediating variable.

Discussion

Effect of Competence on Work Discipline

Based on the results of hypothesis testing, empirical evidence indicated that competence has a positive and significant direct effect on the work discipline variable at the Directorate General for the Acceleration of Development of Disadvantaged Regions (Ditjen PPDT). This finding suggests that an employee's mastery of knowledge, skills, and work attitudes (competence) is directly proportional to the level of discipline shown.

High competence minimizes uncertainty in performing work tasks. Employees who master their fields of duty tend to work systematically and in a well-structured manner. This condition naturally reduces trial-and-error actions or technical deviations that are often categorized as forms of indiscipline or work negligence. Thus, competence serves as an internal foundation that enables employees to

consistently exhibit disciplined behavior. Insufficient knowledge can lead to unintentional violations of work procedures. Therefore, improving employee competence at the Directorate General for the Acceleration of Development of Disadvantaged Regions (Ditjen PPDT) directly functions as a preventive mechanism against violations of work discipline.

Effect of Work Environment on Work Discipline

The results of hypothesis testing provide empirical evidence that the work environment has a positive and significant effect on employee work discipline at Ditjen PPDT. This finding indicates that both physical and nonphysical workplace conditions play a vital role in shaping employees' compliance behavior.

Specifically, the indicator of lighting quality is identified as a factor that shapes employees' psychological and physiological conditions. Adequate lighting not only maintains visual health but also maintains mood stability and work focus. This optimal physical condition becomes a fundamental basis for employees' ability to behave in a disciplined manner. When the work environment is perceived as comfortable and supportive, physical barriers to performing tasks can be minimized, leading employees to feel more comfortable in the workplace and comply with predetermined working hours. Conversely, an uncomfortable environment often triggers undisciplined behavior, such as frequent leaving of the workstation or a decline in concentration. A well-organized, clean environment will subconsciously encourage employees to adopt these standards, which, over time, will be internalized as positive habits. Therefore, the work environment at the Directorate General for the Acceleration of Development of Disadvantaged Regions (Ditjen PPDT) is not only a physical setting for carrying out tasks, but a strategic instrument for instilling the values of discipline through daily practices.

Effect of Work Discipline on Employee Performance

Based on the results of hypothesis testing and the data analysis, strong empirical evidence was found that work discipline has a positive and significant effect on employee performance at the Directorate General for the Acceleration of Development of Disadvantaged Regions (Ditjen PPDT). These results indicate that the higher the level of discipline applied and adhered to by employees, the more optimal the performance achieved in supporting the attainment of organizational targets.

Descriptively, the high level of work discipline within the Directorate General for the Acceleration of Development of Disadvantaged Regions (Ditjen PPDT) is reflected in employees' behavior and awareness of bureaucratic procedures, including the leave permission mechanism. Field data show that employees consistently inform or report to their supervisors when they are unable to attend work. This behavior is not merely a form of administrative compliance but also reflects a sense of responsibility and accountability toward the duties they carry. Orderliness in attendance administration serves as an initial indicator that employees feel a sense of belonging and respect the existing work structure, ultimately contributing to the smooth operation of the work unit. Therefore, work discipline within Ditjen PPDT has been proven to be an effective catalyst for enhancing overall employee performance.

Effect of Competence on Employee Performance

The statistical test results show that competence has a positive and significant effect on employee performance at Ditjen PPDT. This indicates that improvements in employees' capacity, knowledge, and skills are directly proportional to improvements in the quality of work outcomes. Descriptively, the high level of employee competence within Ditjen PPDT is actualized in their ability to interpret and execute work instructions. Employees are proven to be able to follow their supervisors' directions and guidance well, indicating adequate task understanding and sufficient technical ability.

In the context of public organizations, individual competence is a fundamental asset. High employee performance resulting from strong competence does not stop at the individual level, but accumulates into superior organizational performance. For Ditjen PPDT, this accumulation of performance is crucial because it is directly related to the effectiveness of development in disadvantaged regions. When the organization demonstrates excellent performance, the implication is an increase in public trust in the government's efforts to achieve equitable development.

A more in-depth analysis through path analysis reveals interesting findings regarding the role of work discipline. The results of the hypothesis test indicate that the indirect effect of competence on

employee performance via work discipline is significant. This means that high competence not only enables employees to perform well but also shapes their character, making them more disciplined. Competent employees tend to have a better understanding of the urgency of time, procedures, and regulations, demonstrating a higher level of work discipline, which subsequently enhances their performance. Given that the direct effect of competence on performance is also significant, the role of work discipline in this research model is classified as Partial Mediation.

Effect of Work Environment on Employee Performance

The results of the hypothesis test indicate that the work environment has a positive and significant effect on employee performance at Ditjen PPDT. This finding confirms that the condition of the work environment is not merely a complementary factor but a determining element that shapes productivity. Comfortable, adequate, and ergonomic office facilities have been proven to stimulate employees to work more effectively.

In the descriptive context of this study, the aspect of lighting quality is identified as one of the crucial indicators. Optimal lighting in the workspaces of Ditjen PPDT significantly supports work activities that require high levels of concentration, such as analyzing data on disadvantaged regions and formulating policies. Good lighting minimizes eye fatigue and maintains employees' focus over extended periods. By providing a healthy, comfortable, and conducive work environment, the institution directly empowers its employees to work at their peak capacity. This means that investment in improving the physical conditions of the office is directly correlated with the performance output produced.

Based on the statistical calculations in the path analysis, empirical evidence was found regarding the mechanism of the effect of Work Environment on Employee Performance. The test results show that the direct effect of Work Environment on Employee Performance is significant. On the other hand, the indirect effect of Work Environment on Employee Performance through the mediating role of Work Discipline is also proven to be significant. Considering that both paths of influence, namely the direct effect and the indirect effect, meet the significance criteria, it can be concluded that the role of Work Discipline in this research model represents Partial Mediation.

CONCLUSION

1. Competence is proven to have a positive effect on work discipline, indicating that improvements in technical capability and understanding of Standard Operating Procedures (SOP) directly minimize work errors and encourage voluntary compliance as a form of professional awareness.
2. The work environment is proven to have a positive effect on work discipline, indicating that the comfort of physical facilities, particularly the aspect of lighting, plays a role in maintaining employees' psychological stability to minimize undisciplined behavior such as leaving the workstation.
3. Work discipline is proven to have a positive effect on employee performance, which confirms that compliance is driven by internal motivation and a sense of accountability.
4. Competence is proven to have a positive effect on employee performance, with work discipline acting as a partial mediator (partial mediation).
5. The work environment is proven to have a positive effect on employee performance, with work discipline acting as a partial mediator (partial mediation).

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