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The Effect of Employee Competency and Work Environment on Employee Performance at PT Takai Seiki Indonesia

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ABSTRACT

This study aims to examine the effect of employee competence on employee performance. This study also aims to examine the effect of the work environment on employee performance, as well as the influence of employee competence and work environment on employee performance. The sampling method used is non-probability sampling, namely the incidental sampling method. The sample in this study were 70 employees in the packing section consisting of men and women. This study uses the help of SPSS V. 25 For Windows which is used to test the validity and reliability of the instrument, classical assumption test, regression analysis test and hypothesis testing. The results of the study prove that there is a positive influence of employee competence on employee performance. There is a positive influence of the work environment on employee performance. There is a positive influence of employee competence and work environment on employee performance.

Keywords: Employee Competency; Work Environment; Employee Performance.

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INTRODUCTION

Companies in the business world operate with the primary goal of generating profits. Achieving this requires professional management and high-quality human resources. The success of a company depends on well-organized components, including leaders, employees, programs, objectives, and available facilities and infrastructure. Among these, human resources play a central role in ensuring that organizational goals are met.

Human resources are a key factor in company management. Competent employees with strong performance drive organizational success, while employees with low competence or poor performance can hinder it. Effective human resource management requires attention to leadership, motivation, competence, work environment, and performance. When these elements are managed well, human resources become a critical indicator of whether organizational goals are achieved efficiently and effectively.

Employee performance can be measured when clear criteria or benchmark standards are set. Without defined goals, it is difficult to assess whether an individual or organization is performing effectively. Performance is closely linked to the daily activities of employees, and low performance limits growth, especially in a competitive business environment (Wardhani AP, Leonardo Budi, H, & Maria Magdalena, 2016). Improving performance requires addressing motivation, supervision, appropriate placement of employees according to their competencies, and creating a supportive work environment (Indrawati, 2013).

Competence is an essential internal factor that affects performance. It influences how employees think and act and is vital for achieving effective performance. Competent employees contribute to a high-performance culture, and companies must identify and place employees according to their skills. However, competence alone is not enough; the work environment also significantly impacts performance. A supportive work environment allows employees to perform tasks safely, healthily, comfortably, and optimally. Effective communication and a conducive workplace maximize employee productivity.

PT Takai Seiki Indonesia, a company in the automotive and spare parts manufacturing industry, produces approximately 3,000 products per month. The company employs around 1,500 people, making effective management crucial. Standardizing employee competency and providing a conducive work environment are essential to achieving optimal performance and meeting production targets.

Observations indicate that employee performance directly affects company targets, such as monthly sales. One contributing factor to suboptimal performance is that most employees have only a high school education, limiting their competencies. This highlights the importance of human resource development and training to enhance employee skills and overall organizational performance.

Table 1. 2020 Employee Performance of the Packing Division of PT Takai Seiki Indonesia

Month	Maximum Quantity	Defective Goods – Result	Defective Goods – Target	West Production – Result	West Production – Target	Timeliness – Result	Timeliness – Target	Attendance – Result
January	83	66154	19.780	16.585	87%	70%	95%	94,89%
February	75	76	19.780	14.981	87%	70%	95%	94,83%
March	72	65	16.813	14.322	87%	71%	95%	94,84%
April	117	59	24.725	23.445	87%	74%	95%	94,99%
May	94	56	19.780	18.887	87%	71%	95%	94,88%
June	127	25	21.758	25.424	87%	72%	95%	94,93%
July	103	37	13.846	20.681	87%	73%	95%	94,61%
August	96	24	21.758	19.299	87%	74%	95%	94,30%
September	108	29	20.769	21.570	87%	72%	95%	94,12%
October	100	18	20.769	20.018	87%	72%	95%	94,17%
November	91	63	21.758	18.128	87%	71%	95%	94,24%
December	76	32	19.780	15.280	87%	72%	95%	94,24%
Average	95	53	20.109,7	19.051,7	87%	71,83%	95%	9

Apart from competence, work environment factors are one of the factors that...This affects performance. Building facilities, layout, air circulation, lighting, and cleanliness have undergone significant changes since the company's founding in 2011, and continue to improve. The following are the results of a pre-survey distributed to 20 employees of PT. Takai Seiki Indonesia.

Table 2. Factors Affecting Employee Performance

Variables	Question	Answer	
		Yes	No
Competence	I have sufficient knowledge to carry out my job duties.	7	13
	I have mastered the technical skills required in my job.	6	14
	I can follow applicable work procedures and standards.	9	11
	I quickly adapt to changes in technology or work systems.	8	12
Work environment	The work facilities (space, equipment) that I use are adequate.	11	9
	My workplace is comfortable, clean, and has adequate lighting.	8	12
	My superiors provide me with clear support and direction.	14	6
	Workplace rules and procedures are clear and consistently applied.	15	5
Employee performance	My work results meet the company's quality standards.	11	9
	I took the initiative to find ways to make work more efficient.	7	13
	I am disciplined in terms of attendance and working hours.	15	5
	I am always responsible for the tasks given.	14	6

A pre-survey of 20 employees at PT. Takai Seiki Indonesia revealed that employee competencies are relatively low. Many employees reported insufficient technical knowledge and skills (65–70%), difficulty adapting to technological changes (60%), and incomplete

adherence to work procedures (55%). This highlights the need for technical training and adaptability development.

Regarding the work environment, physical conditions were rated poorly, with 60% finding the workplace uncomfortable and lighting inadequate, despite 55% considering facilities adequate. Non-physical aspects, however, received positive feedback, with 70% feeling supported by supervisors and 75% finding workplace rules clear. This suggests that physical improvements are necessary to boost productivity.

Employee performance showed strengths in discipline (75%) and responsibility (70%), with 55% meeting quality standards. However, initiative for more efficient work methods was low (65%), indicating a need for motivational programs and performance-based incentives.

Overall, the survey suggests that improving technical competency, the physical work environment, and fostering an innovative work culture are key to optimizing employee performance. These insights motivated the research on The Influence of Employee Competence and Work Environment on Employee Performance at PT. Takai Seiki Indonesia.

LITERATURE REVIEW

Literature Review is the survey of scholarly sources on a specific topic. It analyzes and synthesizes and critically evaluate to give a clear picture of the state knowledge on the subject. It represents the theoretical core of the article. It will consider how one should go about to find appropriate literature on which to base a literature review and how this information should be managed.

Employee Competence

According to Rivai, Competence is knowledge, skills and job-related skills, as well as skills needed for non-routine work. Competence is a key determinant of excellent performance. Collectively, within an association, competence is a key factor in determining organizational success. (Rivai Veitzhal, 2015).

According to Sutrisno (2011:204), the aspects contained in the concept of employee competency are knowledge, understanding, values, and interests. Meanwhile, according to Spencer (2012), the indicators used to shape employee competency are knowledge, skills, self-concept and values, personal characteristics, and motives.

Work environment

According to Terry, the work environment is a force that influences, both directly and indirectly, the performance of an organization or company. (Terry, 2016) Then, according to Sedarmayati, the work environment is all the tools and materials that are faced, the surrounding environment in where a person works, work methods, work, as well as an individual and group. (Sedarmayanti, 2011).

From the results of a study of reading textbooks and journals, it turns out that according to experts, the dimensions of the work environment consist of two dimensions (1) physical work environment, and (2) non-physical work environment. The support of experts who have opinions regarding the dimensions of the work environment is Sedarmayanti (2007: 21), who

believes that the work environment in a company is divided into two dimensions, namely: (1) physical work environment, and (2) non-physical work environment. On the other hand, Siagian (2001), is of the opinion that the work environment consists of two types, namely: (1) physical work environment, and (2) non-physical work environment.

Employee performance

Employee performance reflects the quality and quantity of work completed in line with assigned responsibilities (Mangkunegara, 2013) and is closely linked to achieving organizational goals and effectively completing tasks (Dinc, 2017). Performance can be assessed through three dimensions: 1) work results, measured by output quantity and quality, such as customer service and satisfaction; 2) work behavior, including both personal conduct and task-related actions like diligence and friendliness; and 3) personal traits, encompassing innate or learned characteristics that support job performance, such as a waiter being clean, neat, and cheerful.

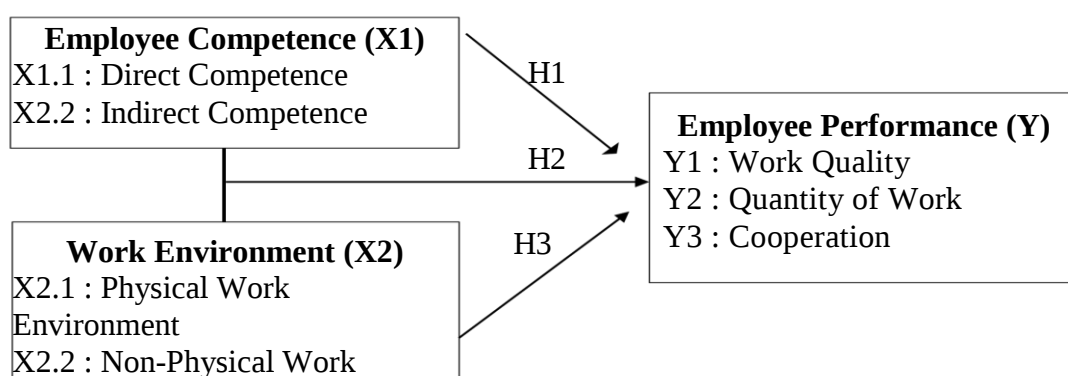
Research Hypothesis

- 1) Ho: There is no significant partial influence between the variable employee competency (X1) on employee performance (Y).
Ha: There is a partial influence between employee competency variables (X1) on employee performance (Y).
- 2) Ho: There is no significant partial influence between the variable work environment (X2) on employee performance (Y).
Ha: There is a partial influence between the work environment variables (X2) on employee performance (Y).
- 3) Ho: There is no significant simultaneous influence between employee competency variables (X1), work environment (X2), on employee performance (Y).
Ha: There is a simultaneous influence between competency variables employees (X1), work environment (X2), on employee performance (Y).

Research Framework

Based on the 3 hypotheses formulated, the relationship between the variables that conceptualized can be described in the form of a model that describes the process of employee performance.

Figure 1. Research Framework



Information:

H1: Shows the influence of employee competence on performance employee.

H2: Shows the influence of the work environment on employee performance.

H3: Shows the influence of employee competence and work environment on employee performance.

METHOD

This research was conducted on employees at PT Takai Seiki Indonesia which is located on Jl. Irian VI Block LL-11 MM2100 Industrial Area, Gandamekar, West Cikarang District, Bekasi, West Java, including from April 2022 until May 2022. This study uses a descriptive quantitative approach. The research method used is the survey method, namely the method for primary data collection on information obtained from respondents. Data collection is carried out using a questionnaire or survey instrument.

The population in this study is employees amount to 1,500 people. In this study, the sampling technique used is incidental sampling, which is a sampling technique based on chance, that is, anyone who happens to meet the researcher can be used as a sample, if the person they meet is deemed suitable as a data source. The criteria to be used are respondents with a minimum age of 20 years or respondents who work at PT. Takai Seiki Indonesia. This criterion was chosen because respondents who are 20 years old are considered adults and can make better decisions. The total population at PT. Takai Seiki Indonesia is 1,500 people, consisting of 4 work sections, namely: Press Group, Barrel Group, Seiretsu Senbetsu Group, Senjou & Shukka Group. In this study, researchers will take samples from the Senjou & Shukka Group section with work specifications, namely Packing with a total of 70 employees in that section. Thus, the sample taken in this study was 70 respondents. The type of data in this study is primary data, and is sourced from the results of direct research on employees at PT. Takai Seiki Indonesia.

The analysis method used is a multiple linear regression test which is useful for determining the extent of the influence of Employee Competence and the Work Environment On Employee Performance using the formula multiple linear regression, namely: knowing the extent of the influence of Employee Competence and Work Environment On Employee Performance using the formula multiple linear regression (Sugiyono, 2011). In this study, data processing was assisted by the SPSS V. 25 program.

RESULTS AND DISCUSSION

Results

Description of Research Subjects

This study uses a quantitative approach through 70 questionnaires distributed to employees of PT Takai Seiki Indonesia. The following table summarizes the number of questionnaires that were successfully collected and worthy of analysis.

Table 1. Questionnaire Return Table

Information	Amount	Percentage
Shared	70	100%
Return	70	100%
Not filled	0	0%
Processed	70	100%

Source: Processed Primary Data

Table 3 shows that all questionnaires were collected perfectly, resulting in a 100% response that was immediately ready for analysis by the researcher.

Data Quality Test

Validity Test Results

Validity testing was conducted to ensure the questionnaire's reliability as a measuring tool. An instrument is considered valid when the significance value (2-tailed) is less than 0.05 (Sugianto, 2017). The test results are as follows:

Table 2. Validity Test Results

Variables / Indicators	Sig. (2-tailed)	Provision	Information
Competence (X1)			
X1.1	.000	<0.05	Valid
X1.2	.006	<0.05	Valid
X1.3	.000	<0.05	Valid
X1.4	.000	<0.05	Valid
X1.5	.000	<0.05	Valid
X1.6	.000	<0.05	Valid
X1.7	.000	<0.05	Valid
X1.8	.000	<0.05	Valid
X1.9	.000	<0.05	Valid
Work Environment (X2)			
X2.1	.000	<0.05	Valid
X2.2	.000	<0.05	Valid
X2.3	.000	<0.05	Valid
X2.4	.000	<0.05	Valid
X2.5	.000	<0.05	Valid
X2.6	.000	<0.05	Valid
Employee Performance (Y)			
Y.1	.000	<0.05	Valid
Y.2	.000	<0.05	Valid
Y.3	.000	<0.05	Valid
Y.4	.000	<0.05	Valid
Y.5	.000	<0.05	Valid
Y.6	.000	<0.05	Valid
Y.7	.000	<0.05	Valid
Y.8	.000	<0.05	Valid

Source: Data processed by researchers (2024)

Table 4 shows that all questions regarding Employee Competence, Work Environment, and Employee Performance are valid, indicated by a significance value below 0.05.

Reliability Test Results

Before use, research instruments need to be tested for reliability to ensure respondent responses remain consistent. An instrument is considered reliable if its Cronbach's Alpha value is greater than 0.60. The test results are as follows:

Table 3. Reliability Test Results

No	Variables	Cronbach's Alpha	Provision	Information
1	Employee Competence (X1)	.788	Reliable	>0.60
2	Work Environment (X2)	.817	Reliable	>0.60

No	Variables	Cronbach's Alpha	Provision	Information
3	Employee Performance (Y)	.842	Reliable	>0.60

Source: Data processed by researchers (2024)

Table 5 shows that Cronbach's Alpha for the variables Employee Competence, Work Environment, and Employee Performance are all more than 0.6, indicating that this research measuring instrument is reliable and suitable for use.

Classical Assumption Test Results

Normality Test

Normality tests help ensure that data follows a normal distribution, an essential foundation of statistical analysis. This study used the Kolmogorov-Smirnov method with Monte Carlo simulation (Chib & Greenberg, 1996) to assess the distribution of regression variables. Simply put, if the significance value is >0.05 , the data is normal; if it is <0.05 , it is not normal.

Table 4. Normality Test Results

Statistic	Parameter	Detail	ABS
N			70
Normal Parameters ^{a, b}	Mean		1.5083
	Std. Deviation		1.40851
Most Extreme Differences	Absolute		.164
	Positive		.164
	Negative		-.156
Test Statistic			.164
Asymp. Sig. (2-tailed)			.000 ^c
Monte Carlo Sig. (2-tailed) Sig.			.054 ^d
	99% Confidence Interval Lower Bound		.043
	Upper Bound		.06

Source: Data processed by researchers (2024)

The data is considered normal because its significance level is 0.054, higher than the 0.05 threshold. Meanwhile, the Monte Carlo method uses multiple random samples to calculate probabilities, resulting in more precise means and standard deviations.

Multicollinearity Test

Multicollinearity is checked to ensure that each independent variable remains "independent" and does not influence each other. If two variables are too closely related, this is called multicollinearity. This is generally detected through the Variance Inflation Factor (VIF), which indicates the strength of the relationship between the independent variables.

Tolerance describes how independent an independent variable is from other variables. A tolerance value below 0.1 or a VIF above 5 indicates multicollinearity, while a tolerance value greater than 0.1 and a VIF less than 5 indicate the variable is safe from this problem. The results of the analysis are summarized in the table.

Table 5. Multicollinearity Test Results

Model	Variable	Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.	Tolerance	VIF
1	(Constant)	2.412	2.357		1.023	.310		
	X1	.201	.085	.196	2.365	.021	.544	1.838
	X2	.946	.109	.721	8.706	.000	.544	1.838

Source: Data processed by researchers (2024)

Table 7 shows that all independent variables have a tolerance > 0.10 and a VIF < 10 . This means that the Employee Competence and Work Environment variables are free from multicollinearity issues. Under these conditions, the relationship between the independent variables is considered healthy, so the model is ready for further analysis.

Heteroscedasticity Test

The heteroscedasticity test aims to check whether the residual variance in the regression remains consistent. A stable variance is called

homoscedasticity, while a fluctuating variance indicates heteroscedasticity (Ghozali, 2013). This study used the Glejser method, where data is considered free of heteroscedasticity if the significance value is > 0.05 . The test results are presented below.

Table 6. Heteroscedasticity Test Results Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.	Collinearity Statistics	
		B	Std. Error				Tolerance	VIF
1	(Constant)	4,655	1,555		2,994	.004		
	X1	-.057	.056	-.163	-1.014	.314	.544	1,838
	X2	-.045	.072	-.100	-.621	.536	.544	1,838

Source: Data processed by researchers (2024)

Table 8 shows that the significance value for Employee Competence and Work Environment is > 0.05 . This indicates that the data is free from heteroscedasticity and multicollinearity, thus confirming that the research model is ready for further analysis.

Heteroscedasticity Test

The heteroscedasticity test aims to check whether the residual variance in the regression remains consistent. A stable variance is called homoscedasticity, while a fluctuating variance indicates heteroscedasticity (Ghozali, 2013). This study used the Glejser method, where data is considered free of heteroscedasticity if the significance value is > 0.05 . The test results are presented below.

Table 7. Heteroscedasticity Test Results Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.	Collinearity Statistics	
		B	Std. Error				Tolerance	VIF
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	X2	-.045	.072	-.100	-.621	.536	.544	1,838

Source: Data processed by researchers (2024)

Table 9 shows that the significance value for Employee Competence and Work Environment is >0.05 . This indicates that the data is free from heteroscedasticity and multicollinearity, thus confirming that the research model is ready for further analysis.

Results of Multiple Linear Regression Analysis

This study examines how employee competency and work environment conditions influence performance using multiple linear regression. Data analysis was performed using SPSS, and the results are presented in a regression table.

Table 8. Results of Multiple Linear Regression Analysis Coefficients^a

Model	Unstandardized Coefficients			Standardized Beta Coefficients	t	Sig.
	B	Std. Error				
1	(Constant)	2,412	2,357		1,023	.310
	X1	.201	.085	.196	2,365	.021
	X2	.946	.109	.721	8,706	.000

Source: Data processed by researchers (2024)

Based on table 10, the following regression equation is obtained:

$$Y = 2.412 + 0.201 (X1) + 0.946 (X2)$$

Based on the equation above, it can be explained as follows:

- The constant value $\alpha = 2.412$ indicates that if competency and work environment do not change, employee performance will be stable at 2.412.
- Employee competency (X1) plays a positive role: every additional competency point can increase performance by 0.201, provided the work environment remains the same.
- The work environment (X2) has a greater influence: a one-point increase in the work environment can increase employee performance by 0.459, with constant competence.

Coefficient of Determination Test (R Square)

The coefficient of determination value can be found in the following table:

Table 9. Coefficient of Determination (Adjusted R²) Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.866 ^a	.750	.742	2.102

a. Predictors: (Constant), X2, X1

b. Dependent Variable: Y

Source: Data processed by researchers (2024)

The adjusted R² of 0.742 indicates that this research model can explain approximately 74% of changes in employee performance. The remaining 26% is influenced by factors outside the studied variables.

Simultaneous Test (F Test)

The F-test is used to verify the suitability of a regression model and to assess all of its coefficients as a whole. The results of the model fit test in this study are presented below.

Table 10. Model Fit (F Test) ANOVA

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	886,958	2	443,479	100,339	.000b
	Residual	296,128	67	4,420		
	Total	1183,086	69			

a. Dependent Variable: Y

b. Predictors: (Constant), X2, X1

Source: Data processed by researchers (2024)

Table 12 shows a significance value of 0.000 (<0.05), indicating a valid regression model. The F-test indicates that employee competence and work environment together significantly influence employee performance.

Partial Test (t-Test)

The t-test helps evaluate how each independent variable, such as Employee Competence and Work Environment, affects individual Employee Performance. A significant result indicates a significant effect, while an insignificant result indicates no impact. A summary of the t-test findings from this study is presented below.

Table 11. Partial Test (t-Test)

Model	Unstandardized Coefficients			Standardized Beta Coefficients	t	Sig.
		B	Std. Error			
1	(Constant)	2,412	2,357		1,023	.310
	X1	.201	.085	.196	2,365	.021
	X2	.946	.109	.721	8,706	.000

a. Dependent Variable: Y

Source: Data processed by researchers (2024)

The analysis shows that Employee Competence (X1) has a significant effect on Employee Performance, as evidenced by a significance value of 0.021 (< 0.05), so hypothesis H1 is accepted. The Work Environment (X2) also has a significant effect, with a significance value of 0.000 (< 0.05), thus H2 is accepted.

Results of Multiple Linear Regression Analysis

This study examines how employee competency and work environment conditions influence performance using multiple linear regression. Data analysis was performed using SPSS, and the results are presented in a regression table.

Table12. Results of Multiple Linear Regression Analysis Coefficientsa

Model	Unstandardized Coefficients			Standardized Beta Coefficients	t	Sig.
		B	Std. Error			
1	(Constant)	2,412	2,357		1,023	.310
	X1	.201	.085	.196	2,365	.021
	X2	.946	.109	.721	8,706	.000

Source: Data processed by researchers (2024)

Based on table 10, the following regression equation is obtained:

$$Y = 2.412 + 0.201 (X1) + 0.946 (X2)$$

Based on the equation above, it can be explained as follows:

- The constant value $\alpha = 2.412$ indicates that if competency and work environment do not change, employee performance will be stable at 2.412.
- Employee competency (X1) plays a positive role: every additional competency point can increase performance by 0.201, provided the work environment remains the same.
- The work environment (X2) has a greater influence: a one-point increase in the work environment can increase employee performance by 0.459, with constant competence.

Coefficient of Determination Test (R Square)

The coefficient of determination value can be found in the following table:

Table 13. Coefficient of Determination (Adjusted R²) Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.866 ^a	.750	.742	2.102

a. Predictors: (Constant), X2, X1

b. Dependent Variable: Y

Source: Data processed by researchers (2024)

The adjusted R² of 0.742 indicates that this research model can explain approximately 74% of changes in employee performance. The remaining 26% is influenced by factors outside the studied variables.

Simultaneous Test (F Test)

The F-test is used to verify the suitability of a regression model and to assess all of its coefficients as a whole. The results of the model fit test in this study are presented below.

Table 14. Model Fit (F Test) ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	886,958	2	443,479	100,339	.000b
Residual	296,128	67	4,420		
Total	1183,086	69			

a. Dependent Variable: Y

b. Predictors: (Constant), X2, X1

Source: Data processed by researchers (2024)

Table 12 shows a significance value of 0.000 (<0.05), indicating a valid regression model. The F-test indicates that employee competence and work environment together significantly influence employee performance.

Partial Test (t-Test)

The t-test helps evaluate how each independent variable, such as Employee Competence and Work Environment, affects individual Employee Performance. A significant result indicates a significant effect, while an insignificant result indicates no impact. A summary of the t-test findings from this study is presented below.

Table 15. Partial Test (t-Test)

Model	Unstandardized Coefficients			Standardized Beta Coefficients	t	Sig.
	B	Std. Error				
1	(Constant)	2,412	2,357		1,023	.310
	X1	.201	.085	.196	2,365	.021
	X2	.946	.109	.721	8,706	.000

a. Dependent Variable: Y

Source: Data processed by researchers (2024)

The analysis shows that Employee Competence (X1) has a significant effect on Employee Performance, as evidenced by a significance value of 0.021 (< 0.05), thus supporting hypothesis H1. The Work Environment (X2) is also proven to have a significant effect, with a significance value of 0.000 (< 0.05), thus supporting hypothesis H2.

Discussion

The Effect of Work Competence on Employee Performance

Employee performance heavily depends on their competencies. Competency encompasses more than technical skills, including experience, intelligence, and other abilities that enhance work effectiveness. Employees with strong competencies not only perform better but are also capable of making decisions that support career growth. The factors that shape these competencies ultimately drive improvements in overall organizational performance (Afiyata & Alam, 2023; Rahmadini, 2023; Mukhtar et al., 2021).

Employee competencies are not limited to technical abilities; they also include experience, intelligence, and other supporting factors that influence work effectiveness. Strong competencies not only enhance individual performance but also facilitate strategic decision-making in one's career. Various factors affect competency, which in turn plays a crucial role in boosting overall organizational performance (Afiyata & Alam, 2023; Rahmadini, 2023; Mukhtar et al., 2021).

The Influence of the Work Environment on Employee Performance

The work environment is not just a place to work but also a key factor in employee performance. A comfortable and supportive atmosphere boosts team productivity and helps the company achieve its goals more effectively (Ardhianti & Susanty, 2020; Lestary & Chaniago, 2018).

CONCLUSION AND SUGGESTIONS

Conclusion

The conclusions of this study are as follows:

1. Employee performance is closely related to competence: The more developed an employee's abilities, the higher their work performance; conversely, insufficient skills can limit performance.
2. The work environment affects productivity: A positive atmosphere enhances performance, while an unsupportive environment can hinder it.

Suggestions

Based on the research findings, discussion, and conclusions, the researcher can provide the following recommendations for the company and future researchers:

1. For the Company
Company decisions should be made wisely, as they directly affect employee performance.
2. For Future Researchers
 - Future studies are recommended to use a larger sample size so that the findings can reflect a broader context, rather than being limited to a single company or institution.
 - To obtain a more comprehensive picture of employee performance, it is advisable to include additional variables that may also influence performance.

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