

## THE EFFECT OF COMPETENCY AND WORK ENVIRONMENT ON THE PERFORMANCE OF GOVERNMENT EMPLOYEES WITH WORK AGREEMENTS (PPPK) WITH WORK DISCIPLINE AS A MEDIATION VARIABLE AT THE POPULATION AND CIVIL REGISTRY OFFICE OF DENPASAR CITY

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### Abstract:

The population and Civil Registry Office of Denpasar City does not have enough vital information in the service administration population. However, there are phenomenon decline satisfaction in the community and complaints related to slowness of service as well as data input errors that indicate poor employee performance, Government Employees with Work Agreements (PPPK). This study aims to analyze the influence of competence and work environment on employee performance through work discipline as a mediating variable. The population in this study was all PPPK employees, totaling 75 people, with a saturated sampling method (census). Data collection was conducted using a questionnaire and analyzed using Structural Equation Modeling-Partial Least Squares (SEM-PLS). The results of the study found that competence and work environment have a positive but insignificant effect on employee performance directly. However, competence and work environment have a positive and significant effect on work discipline. Work discipline has a positive and significant effect on employee performance. An important finding in this study is that work discipline is proven to fully mediate the influence of competence and work environment on employee performance. It implies that technical competence and physical facilities will only improve performance if they successfully shape employee discipline behavior.

**Keywords:** Competence, Work Environment, Work Discipline, Employee Performance, PPPK.

## INTRODUCTION

Government agencies are government-owned institutions that provide public services to the community, both at the central and regional levels. In the Denpasar City Government, particularly the Population and Civil Registry Office, the role of Human Resources (HR) is vital as the primary driver of the organization. Pursuant to Law Number 20 of 2023, PPPK holds a strategic position as an element of the state apparatus, expected to accelerate government services and fulfill workloads that civil servants cannot fully handle.

Field phenomena indicate a decline in service quality, as reflected in the Population and Civil Registry Office of Denpasar City's Public Satisfaction Standards (SKM) data, which dropped from 94.75 in 2023 to 93.25 in 2024. Public complaints reinforce this decline through Google Maps reviews highlighting slow service, unfriendly officers, and officer inaccuracy in verifying documents, which leads to repeated revisions. Furthermore, internal data indicates serious disciplinary issues, with the average percentage of PPPK employees committing time violations (being late and leaving early) reaching 73% each month throughout 2025. This phenomenon of employees leaving early has the potential to reduce effective service time to the public.



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Performance is the level of work results achieved based on quantity or quality, as outlined in a strategic plan. Employee performance does not stand alone; it is influenced by competency. Competence is a person's ability to perform a job effectively, encompassing knowledge, skills, and attitudes. Research conducted by Suarsih (2020), Fitri & Widodo (2022), and Makiah and Suryani (2024) shows that competency has a positive and significant impact on employee performance.

Besides impacting performance, competence also influences discipline. Competence aspects such as motives and traits are the primary drivers that shape actual work behavior, including levels of discipline. Research by Nurhasanah (2021) and Novianto et al. (2022) found that improving the competence of civil servants significantly contributes to improving their work discipline.

Another factor influencing performance is the work environment, which encompasses all the facilities and infrastructure surrounding employees that influence task performance. A conducive physical and non-physical work environment determines employee comfort in completing their tasks. Research conducted by Aprilia & Sudrajat (2024) and Dulloh et al. (2024) demonstrated that the work environment has a positive and significant impact on employee performance.

The work environment also plays a crucial role in fostering discipline. A comfortable work environment creates a positive psychological climate that motivates employees to comply with regulations. Conversely, poor environmental conditions can lead to indiscipline. Research by Nurhasanah (2021) and Septayuda & Apriyanti (2024) provides empirical evidence that the work environment significantly influences work discipline.

Work discipline, as a mediating variable, is the attitude of compliance with applicable regulations and norms to increase steadfastness in achieving organizational goals. Discipline plays a direct role in determining performance levels because it ensures employees work in an orderly manner and utilize their time effectively. Research by Sari & Kasih (2024) and Djamil et al. (2023) consistently shows that work discipline has a positive and significant influence on employee performance.

Although numerous studies have addressed performance factors, there is a research gap in previous research. Several studies, such as Sutaguna et al. (2023), found that competence had no significant effect on performance, and Hapsari et al. (2022) found that the work environment had a negative or insignificant effect. This inconsistency, coupled with the phenomenon of service and discipline issues at the Population and Civil Registry Office of Denpasar City, prompted this study to reanalyze the influence of competence and the work environment on performance by positioning work discipline as a mediating variable.

**Employee Performance.** Performance is the level of work achievement based on quantity or quality as outlined in a strategic plan. This definition is expanded by Onsardi & Finthariasari (2022), who state that performance is the performance demonstrated in carrying out a job individually or in a group according to their respective authorities and responsibilities. Good performance is very important for achieving organizational goals because it reflects the ability and effort made to achieve predetermined targets. In this study, employee performance measurement is adjusted to empirical conditions in the field using three main indicators adopted from Agustini (2020) and Adhari (2021), as well as Onsardi and Finthariasari (2021), namely Timeliness which measures the speed of service completion, Quality of Work which measures the accuracy and neatness of work results, and Interpersonal Relationships which measures employee friendliness and cooperation.

**Competence.** Competence is defined as a person's ability to perform a job well, encompassing three main elements: ability, attitude, and knowledge. Fitri & Widodo (2022) add that competence is a measurable cluster of knowledge, skills, and abilities that are important in determining work outcomes. Competence is key for employees to achieve results relevant to the organization's

business strategy. Competence indicators in this study are summarized from the theories of Nyoto (2019) and Panjaitan et al. (2023), including Knowledge, Technical Skills, Attitudes and Personal Attributes.

Several previous studies have examined the influence of competence. Suarsih (2020) found that competence positively impacts employee performance. A similar finding was found by Makiah & Suryani (2024), who stated that competence has a positive and significant effect on employee performance. Research by Fitri & Widodo (2022) also concluded the same thing. In addition to impacting performance, competence also influences discipline. Nurhasanah (2021) provided empirical evidence that competence has a positive and significant influence on work discipline, which is supported by the findings of Novianto et al. (2022).

Based on the theoretical and empirical studies, the following hypothesis is formulated:

H1: Competence has a positive and significant effect on employee performance.

H3: Competence has a positive and significant effect on work discipline.

**Work environment.** The work environment encompasses all work facilities and infrastructure surrounding employees who are carrying out their duties and has a significant influence on the implementation of the work. Septayuda & Apriyanti (2024) define the work environment as a place where employees carry out their daily work activities that are directly related to work comfort. A conducive work environment, both physically and non-physically, provides a sense of security, comfort, and supports the smooth running of tasks. The work environment indicators in this study refer to a combination of theories from Maswanto et al. (2022) and Irawati and Farradia (2021) covering Physical Conditions, Work Facilities and Work Relationships.

Extensive research has been conducted on the influence of the work environment. Aprilia & Sudrajat (2024) demonstrated that the work environment has a positive and significant impact on employee performance. Dulloh et al. (2024) also found that work environment conditions, such as cleanliness and facilities, significantly influence performance. Furthermore, the work environment is also a determinant of discipline. Nurhasanah (2021) provides empirical evidence that the work environment significantly influences work discipline, echoing the findings of Novianto et al. (2022), who found that the work environment significantly influences the level of discipline of Civil Servants.

Based on the theoretical and empirical studies, the following hypothesis is formulated:

H2: Work environment has a positive and significant effect on employee performance.

H4: Work environment has a positive and significant effect on work discipline.

**Work Discipline.** Work discipline is an attitude of compliance with applicable regulations and norms within a company in order to increase employee steadfastness in achieving organizational goals. Work discipline is also defined as a policy that makes employees responsible and obligated to follow the regulations of the institution where they work. The work discipline indicators in this study refer to a combination of theories from Maswanto et al. (2022) and Agustini (2020) covering Obedience to Time Rules, Obedience to Regulation Agency, and Responsibility.

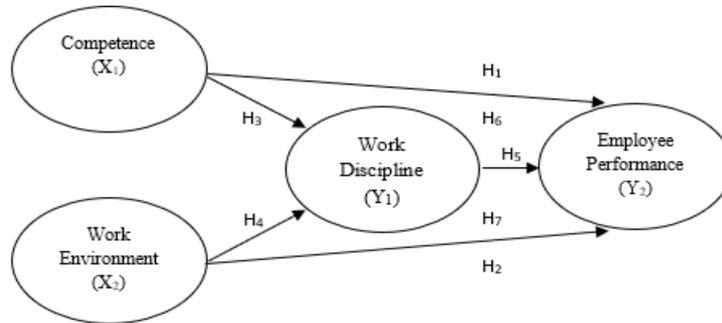
Work discipline plays a strategic role as a performance determinant and mediating variable. Sari & Kasih (2024) and Djamil et al. (2023) consistently show that work discipline has a positive and significant influence on employee performance. As a mediating variable, Nurhasanah (2021) found that work discipline significantly mediates the influence of competence and work environment on performance. Research by Novianto et al. (2022) also concluded similarly, where competence and work environment influence performance through work discipline.

Based on the theoretical and empirical studies, the following hypothesis is formulated:

H5: Work Discipline has a positive and significant effect on Employee Performance.



H6: Work Discipline mediates the influence of Competence on Employee Performance.  
 H7: Work Discipline mediates the influence of Work Environment on Employee Performance.  
 The conceptual framework of the research is described as follows.



**Figure 1.** Research Framework

**METHODS**

This research was conducted at the Population and Civil Registry Office of Denpasar City. The location was chosen based on the vital role of this agency in public services and the phenomenon of performance and discipline problems among PPPK in the environment. The population in this study was all PPPK who worked at the Population and Civil Registry Office of Denpasar City, with a total of 75 people. Considering the relatively small and affordable population, the sampling technique used was Saturation Sampling or census, where all members of the population were sampled. Thus, the number of samples in this study was 75 respondents.

The primary data collection was conducted using a survey method through the distribution of closed questionnaires. The questionnaire instrument used a Likert Scale with 5 measurement points, ranging from a score of 1 (Very Poor) to a score of 5 (Very Good). In addition to the questionnaire, researchers also used observation methods to observe the physical conditions of the work environment and employee discipline behavior, as well as documentation studies to obtain secondary data such as personnel data, Performance Reports, and Community Satisfaction Survey Reports (SKM).

The data analysis technique used was inferential statistical analysis using a Structural Equation Modeling (SEM) approach based on Partial Least Squares (PLS). This method was chosen because of its robust analytical capabilities for a limited sample size.

Procedure data analysis consists of two main stages:

1. Evaluation of the Measurement Model (Outer Model): Includes validity tests (convergent and discriminant validity) and reliability tests (Composite Reliability and Cronbach's Alpha) to ensure that the research instrument is valid and reliable.
2. Structural Model Evaluation (Inner Model): Includes R-Square assessment to see the predictive power of the model, estimation of path coefficients, and hypothesis testing (direct and indirect/mediation effects) through bootstrapping procedures.

**RESULT AND DISCUSSION**

Based on the results of convergent and discriminant validity tests in Table 1, all indicators for the variables Competence, Work Environment, Work Discipline, and Employee Performance have outer loadings above 0.70. Furthermore, the test results using the cross-loading method show that the correlation of the indicators with their own constructs is greater than with other constructs, and



the Average Variance Extracted (AVE) value for all variables is above 0.50. Thus, all research instruments are declared valid.

**Table 1.** Results of the Validity Test of Research Instruments

Construct	Indicator	Outer Loadings	Cross Loadings				AVE
			X1	X2	Y1	Y2	
Competence (X1)	X1.1	0.815	<b>0.815</b>	-0.083	0.363	0.382	0.691
	X1.2	0.868	<b>0.868</b>	0.129	0.517	0.521	
	X1.3	0.839	<b>0.839</b>	0.187	0.504	0.465	
	X1.4	0.833	<b>0.833</b>	0.077	0.460	0.514	
	X1.5	0.771	<b>0.771</b>	0.042	0.425	0.442	
	X1.6	0.858	<b>0.858</b>	0.024	0.441	0.364	
Environment Work (X2)	X2.1	0.891	0.124	<b>0.891</b>	0.498	0.358	0.719
	X2.2	0.836	-0.009	<b>0.836</b>	0.446	0.312	
	X2.3	0.876	0.082	<b>0.876</b>	0.405	0.280	
	X2.4	0.859	-0.011	<b>0.859</b>	0.399	0.299	
	X2.5	0.786	-0.005	<b>0.786</b>	0.431	0.324	
	X2.6	0.837	0.216	<b>0.837</b>	0.495	0.391	
Discipline Work (Y1)	Y1.1	0.883	0.529	0.441	<b>0.883</b>	0.769	0.748
	Y1.2	0.878	0.445	0.458	<b>0.878</b>	0.772	
	Y1.3	0.847	0.506	0.376	<b>0.847</b>	0.603	
	Y1.4	0.857	0.467	0.462	<b>0.857</b>	0.655	
	Y1.5	0.879	0.478	0.461	<b>0.879</b>	0.663	
	Y1.6	0.845	0.428	0.546	<b>0.845</b>	0.678	
Employee Performance (Y2)	Y2.1	0.819	0.409	0.371	0.670	<b>0.819</b>	0.701
	Y2.2	0.841	0.477	0.207	0.650	<b>0.841</b>	
	Y2.3	0.882	0.373	0.374	0.702	<b>0.882</b>	
	Y2.4	0.841	0.510	0.431	0.736	<b>0.841</b>	
	Y2.5	0.829	0.526	0.367	0.705	<b>0.829</b>	
	Y2.6	0.809	0.440	0.166	0.528	<b>0.809</b>	

The reliability test in Table 2 show mark Composite Reliability and Cronbach's Alpha. The results of the study show that the value of each construct is equal to or above 0.6. It means that all indicators consistently reflect the same latent construct.

**Table 2.** Reliability Test Results

No	Variables	Composite Reliability	Cronbach's Alpha	Information
1	Discipline Work (Y1)	0.947	0.933	Reliable
2	Employee Performance (Y2)	0.934	0.915	Reliable
3	Competence (X1)	0.930	0.910	Reliable
4	Environment Work (X2)	0.939	0.922	Reliable





The results of the path and significance testing are shown in Table 3. The first test shows that H1 is rejected, where Competence has a positive effect on Employee Performance, but is not significant, with a significance of 0.079 ( $p > 0.05$ ) and a path coefficient value of 0.151. H2 is rejected where the Work Environment has a positive effect on Employee Performance but is not significant, with a significance of 0.959 ( $p > 0.05$ ) and a path coefficient value of 0.004. H3 is accepted, which explains that Competence has a positive effect on Work Discipline, and the relationship is significant at the 0.001 level ( $p < 0.05$ ) with a path coefficient value of 0.508. H4 is accepted where the Work Environment has a significant positive effect on Work Discipline, and the relationship is significant at the 0.001 level ( $p < 0.05$ ) with a path coefficient value of 0.487. H5 is accepted, namely that Work Discipline has a positive effect on Employee Performance, and the relationship is significant at the 0.001 level ( $p < 0.05$ ) with a dominant path coefficient value of 0.721.

In the mediation test, it is explained that Work Discipline perfectly mediates (full mediation) the influence of Competence on Employee Performance. Tested directly, the influence of Competence on Employee Performance shows insignificant results ( $p = 0.079$ ;  $\beta = 0.151$ ). However, the indirect influence through Work Discipline shows significant results ( $p < 0.001$ ;  $\beta = 0.366$ ). Because the direct influence is insignificant while the indirect influence is significant, this indicates a perfect mediating role of Work Discipline in the relationship, so H6 is accepted. Furthermore, Work Discipline perfectly mediates (full mediation) the influence of Work Environment on Employee Performance. Tested directly, the influence of Work Environment on Employee Performance shows insignificant results ( $p = 0.959$ ;  $\beta = 0.004$ ). However, the indirect influence through Work Discipline shows significant results ( $p < 0.001$ ;  $\beta = 0.351$ ). It indicates a perfect mediating role of Work Discipline in the relationship, so H7 is accepted.

**Table 3.** Hypothesis test results

Construct	Path Coefficient	T Statistics	P value	Information
Competence → Employee Performance	0.151	1,758	0.079	Not Significant
Environment Work → Employee Performance	0.004	0.051	0.959	Not Significant
Competence → Discipline Work	0.508	6,768	< 0.001	Significant
Environment Work → Discipline Work	0.487	7,146	< 0.001	Significant
Discipline Work → Employee Performance	0.721	8,815	< 0.001	Significant
Competence → Work Discipline → Employee Performance	0.366	5.133	< 0.001	Perfect Mediation
Work Environment → Work Discipline → Employee Performance	0.351	5,234	< 0.001	Perfect Mediation

In Table 4, the value of R<sup>2</sup> Work Discipline is 0.537. Based on the criteria, the model is included in the moderate model criteria, meaning that variations in Competence and Work Environment explain Work Discipline by 53.7 percent; the remaining 46.3 percent is explained by variations in other variables outside the model. Meanwhile, Employee Performance has a value R<sup>2</sup> of 0.658 or is included in the moderate model (approaching strong), meaning that variations in Competence, Work Environment, and Work Discipline are able to explain variations in Employee Performance by 65.8 percent, and the remaining 34.2 percent is explained by variations in other constructs outside the model.

**Table 4.** R Square Results



No	Description	R-Square ( R <sup>2</sup> )
1	The Influence of Competence (X1) and Work Environment (X2) on Work Discipline (Y1)	0.537
2	The Influence of Competence (X1), Work Environment (X2) and Work Discipline (Y1) on Employee Performance (Y2)	0.658

Besides testing R<sup>2</sup>, the feasibility of the structural model is also measured using the value Q<sup>2</sup> predictive relevance and Goodness of Fit (GoF). The analysis results showed a value Q<sup>2</sup> of 0.841 (> 0), which indicates that the model has strong predictive accuracy. Furthermore, the GoF value obtained was 0.653, which falls into the large category, so it can be concluded that this research model is very fit in explaining the observation data as a whole.

**The Influence of Competence on Employee Performance.** Competence has a positive but insignificant effect on the performance of PPPK employees at the Population and Civil Registry Office of Denpasar City. It indicates that the high level of knowledge and technical skills of employees cannot have a direct, tangible impact on performance improvement if not accompanied by adequate soft skills. Field findings indicate that even though employees are highly proficient in using the SIAK application, data input errors (human error) often occur, resulting in inefficient work processes due to the need for repeated revisions. This phenomenon means that technical competence does not necessarily accelerate service delivery. The results of this study support the findings of Sutaguna et al. (2023), who stated that competence does not always have a significant effect on performance if there is a dimensional gap. However, these results differ from mainstream research such as that conducted by Suarsih (2020), Fitri & Widodo (2022), Makiah & Suryani (2024), Primayasa (2023), and Djamil et al. (2023), which found a significant effect. A key aspect to improve the performance of this variable is a focus on the attitude dimension, particularly accuracy. Agencies need to provide training that encompasses not only technical applications but also zero-error and attention-to-detail training to minimize administrative errors that hinder performance.

**The Influence of Work Environment on Employee Performance.** The work environment has a positive but insignificant effect on employee performance. This condition occurs due to contradictory factors within the physical work environment. Although the room temperature is perceived as very comfortable (cool and fresh), the narrow and crowded layout hinders employees' physical mobility while working. As a result, perceived thermal comfort is not strong enough to directly boost work speed and agility. The results of this study align with the findings of Novianto et al. (2022) and Hapsari et al. (2022), who found that the work environment does not always significantly influence performance when there are crucial physical obstacles. This finding also enriches the body of previous research that generally found a significant effect, such as that of Aprilia & Sudrajat (2024), Dulloh et al. (2024), Anggoro & Wijono (2022), Indriani (2022), and Zhenjing et al. (2022). To improve the impact of the work environment on performance, an urgent aspect that needs attention is spatial layout. It is necessary to rearrange the work desk (re-layout) to provide more space to move around, or organize digital archives to reduce the pile of files that narrows the room.

**The Influence of Competence on Work Discipline.** Competence has been shown to have a positive and significant impact on work discipline. Employees with high competence tend to have a better understanding of the urgency of complying with standard operating procedures (SOPs) and time management. Competence, which encompasses knowledge, makes employees aware that discipline is an integral part of professionalism. The greater an employee's understanding of their duties and functions, the greater their awareness of arriving on time and complying with agency



regulations. These results support research conducted by Nurhasanah (2021), Novianto et al. (2022), Suryani & Makiah (2024), Hapsari et al. (2022), and Sutaguna et al. (2023), which consistently state that competence is a strong predictor of discipline. An aspect that needs to be improved is the consistent application of SOP knowledge in daily behavior. Leaders can provide rewards to employees who are not only competent at work but also consistently arrive on time as a form of recognition of their professional competence.

**The Influence of the Work Environment on Work Discipline.** The work environment has a positive and significant impact on work discipline. A conducive work environment, both in terms of facilities and relationships between coworkers, creates a sense of well-being and psychological comfort for employees. When employees feel comfortable with their work environment, internal motivation to arrive at work on time and comply with regulations will grow naturally without coercion. A comfortable room temperature and harmonious relationships with colleagues at the Population and Civil Registry Office of Denpasar City have been proven effective in minimizing employee absenteeism or early departure. The results of this study reinforce the findings of Nurhasanah (2021), Septayuda & Apriyanti (2024), Novianto et al. (2022), Anggoro & Wijono (2022), and Sutaguna et al. (2023), which concluded that a good work environment is key to fostering discipline. To maintain and improve this condition, management needs to maintain the stability of physical facilities (such as air conditioning maintenance) and regularly hold bonding activities to strengthen family relationships among employees to maintain work discipline.

**The Influence of Work Discipline on Employee Performance.** Work discipline has a positive and significant impact on employee performance, even becoming the most dominant factor in this study. Discipline ensures that work time is utilized as effectively as possible for productive service. Disciplined employees are not only punctual in their attendance but also adhere to work procedures, resulting in more measurable and high-quality work results. In the context of public services, discipline is the main foundation for service speed. The results of this study align with and support research by Sari & Kasih (2024), Djamil et al. (2023), Aprilia & Sudrajat (2024), Berutu et al. (2025), and Indriani (2022), which places discipline as a primary determinant of performance. Aspects that need to be considered to improve performance through this variable are tiered supervision and the application of firm yet educational sanctions. Consistent enforcement of rules will ensure that discipline becomes a work culture, not just a fleeting fear, which will ultimately boost organizational performance.

**The Role of Work Discipline in Mediating the Influence of Competence on Employee Performance.** Work discipline is able to fully mediate the relationship between competence and employee performance. This finding provides new insight that in the Population and Civil Registry Office of Denpasar City (Disdukcapil), technical competence alone is insufficient to produce high performance without discipline. Employee competence will only transform into optimal performance if the employee has the discipline to apply their expertise according to the specified procedures and time. Without discipline, even intelligent employees tend to make mistakes or procrastinate. Discipline acts as a catalyst that transforms potential (competence) into tangible results (performance). These results support research by Nurhasanah (2021), Novianto et al. (2022), Sutaguna et al. (2023), Suryani & Makiah (2024), and Hapsari et al. (2022), which emphasize the important mediating role of discipline. The managerial implication is that human resource development should not stop at technical training (competence), but must continue with mental discipline development so that competence truly impacts performance.

**The Role of Work Discipline in Mediating the Influence of the Work Environment on Employee Performance.** Work discipline can perfectly mediate (full mediation) the influence of the



work environment on employee performance. It means that improving the work environment (such as facilities and office atmosphere) will not automatically improve employee performance; instead, it must first successfully establish disciplined behavior. A comfortable environment makes employees disciplined to be at work and focused, which ultimately results in good performance. If the environment is comfortable but employees are not disciplined (for example, comfortable for relaxing), then performance will not be achieved. Therefore, discipline is an absolute bridge between environmental facilities and performance output. These results are consistent with research by Nurhasanah (2021), Novianto et al. (2022), Septayuda & Apriyanti (2024), Sutaguna et al. (2023), and Anggoro & Wijono (2022). Management needs to realize that the goal of investing in work environment infrastructure is to build a culture of discipline, so the evaluation of environmental comfort must always be linked to the level of employee attendance and compliance.

## CONCLUSION

Amidst increasing public demands for quality public services, the performance of government officials is a key driver of public satisfaction. This study aims to analyze the factors influencing the performance of Government Employees with Work Agreements (PPPK) at the Population and Civil Registry Office of Denpasar City, highlighting the role of competence, work environment, and work discipline as mediating variables in addressing issues of service and employee accuracy.

The results of the study found that competence has a positive but insignificant effect on employee performance, the work environment has a positive but insignificant effect on employee performance, competence has a positive and significant effect on work discipline, the work environment has a positive and significant effect on work discipline, and work discipline has a positive and significant effect on employee performance. In addition, work discipline is proven to act as a perfect mediator (full mediation) in the relationship between competence and employee performance, as well as perfectly mediating the relationship between the work environment and employee performance.

In an effort to improve employee performance, agencies need to shift the focus of HR development from merely technical application training to soft skills training that emphasizes accuracy (zero errors) and standard operating procedures to minimize document revisions. Regarding the work environment, management is advised to rearrange the layout of workspaces and digital archiving to overcome the limitations of employee physical movement. Leaders must also maintain consistency in enforcing discipline and educational sanctions, because discipline has proven to be the only effective path to transform competence and facilities into real performance.

The limitations of this study include the location of the study, which focused solely on the Population and Civil Registry Office of Denpasar City, with its specific spatial characteristics, and the use of a saturated sample involving only PPPK employees. It limits the generalizability of the study results to other government agencies with different building conditions or a higher proportion of civil servants.

Therefore, future research can analyze factors other than competency and work environment that can influence employee performance, such as compensation, leadership style, organizational culture, or work motivation. Furthermore, future researchers can expand the scope of respondents by comparing the performance of civil servants, PNS and PPPK, or using mixed methods to delve deeper into the qualitative reasons behind employee indiscipline.

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