

# The Influence of Competence and Work Environment on Employee Performance at PT. Kendali Bumi Semesta

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## Abstract

This research seeks to explore and assess the effects of competency and a structured work environment on employee skills at PT Kendali Bumi Semesta, both separately and in combination. A quantitative method with an associative research design is utilized, incorporating primary and secondary data collected through surveys distributed to 40 respondents. The data gathered is then compiled and analyzed as a saturated sample. The analytical process includes instrument evaluation, such as reliability and validity tests, along with classical assumption assessments, covering normality, heteroscedasticity, and multicollinearity tests. Furthermore, the data is examined through multiple linear regression analysis and the coefficient of determination, while hypothesis verification is carried out using t-tests and F-tests. The results indicate that employee performance is significantly and positively impacted by both competency and the work environment, whether considered individually or collectively.

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



## A. INTRODUCTION

The rapid evolution of technology in contemporary times has exerted a profound influence on the business landscape, compelling companies to swiftly adapt in order to ensure their sustainability. Human resources constitute a fundamental pillar within an enterprise, as they not only mobilize other resources such as capital, natural assets, and technological infrastructure but also serve as a decisive factor in determining the success or failure of an organization, whether it operates under private ownership or government administration. The role of individuals is indispensable in fortifying a company's resilience and adaptability amidst ever-changing circumstances.

Indonesia has consistently positioned itself as a nation actively engaged in developing its strategic economic sectors to foster enhanced economic growth. Among the key sectors driving this progress is the construction industry, which holds significant growth potential and plays a pivotal role in advancing national infrastructure toward greater innovation and modernization. One of the prominent players in this sector is PT. Kendali Bumi Semesta, a general contracting firm specializing in construction and engineering. With a management team rooted in civil engineering, this company places a high priority on acquiring human resources with extensive expertise in the construction industry. In this regard, the company relies heavily on its workforce, acknowledging that employees serve as a critical component in sustaining its corporate existence.

The company seeks employees who possess the agility to swiftly adapt to regulatory changes and evolving business trends, including technological innovations, ensuring operational efficiency and effectiveness in navigating an increasingly dynamic business environment. Consequently, PT. Kendali Bumi Semesta demands a workforce that is not only highly skilled and knowledgeable but also dedicated and aligned with industry requirements. Competent employees are regarded as invaluable corporate assets, as their expertise and qualifications are instrumental in executing business operations. Thus, the company is able to establish a robust foundation to confront industry challenges and escalating market competition. Furthermore, having a highly capable workforce directly impacts corporate sustainability. One of the key determinants of organizational stability is employee performance. PT. Kendali Bumi Semesta, in particular, places significant emphasis on monitoring and enhancing employee performance to uphold the company's stability and long-term viability in the competitive construction sector.

Robbins (2016:260) defines job performance as the accomplishments attained by employees in executing their responsibilities, measured against predefined classification standards established for a particular role. Furthermore, a study conducted by Petsri, as cited in (Aggarwal, 2024) characterizes job performance as the behavioral manifestations of employees in relation to the tasks assigned to them. When examined in greater depth, the quality of work performed by employees must be executed with precision and efficiency to yield the desired output. Consequently, maintaining employee quality in task execution is a fundamental and strategic priority in realizing the company's vision, mission, and objectives. However, to enhance employee proficiency in this regard, periodic training is essential to ensure continuous adaptation to evolving corporate strategies in response to competitive market dynamics. This initiative serves as a key corporate advantage in cultivating a workforce of superior caliber, thereby mitigating potential risks that the organization may encounter. Nevertheless, employee quality alone is not the sole determinant of organizational performance enhancement. Several critical factors influence work quality in achieving optimal performance levels, notably competence and the work environment.

Empirical findings from research conducted by (Lumanauw 2022) substantiate that competency exerts a significant and positive influence on employee performance. This aligns with the study by (Parashakti et al. 2020) which posits that competency serves as a measurable parameter for predicting individual job performance. In essence, individuals possessing robust competencies exhibit a heightened level of job performance as a direct consequence. As elaborated by (Dessler, 2017) competency encompasses observable personal attributes, including knowledge, skills, and attitudes, all of which play an integral role particularly in aspects such as leadership capabilities. Possessing an adequate level of competency is imperative for employees in executing their responsibilities effectively. Therefore, ensuring that employees have competencies aligned with their respective areas of expertise is crucial, as it directly contributes to enhanced work productivity and operational efficiency.

Competency extends beyond mere technical proficiency and specialized expertise; it also encompasses fundamental soft skills, such as adept communication, collaborative teamwork, and seamless interaction with colleagues. In this context, competency serves as a pivotal determinant in augmenting employee performance. The systematic development of relevant competencies within an organization constitutes a strategic endeavor in securing long-term competitive superiority. In addition to individual capability, the workplace environment is presumed to be a critical factor influencing employee efficiency. The findings of this study resonate with prior research by (Ahmad, Mappamiring, & Mustari, 2022) which elucidates a significant and affirmative relationship between workplace conditions and employee productivity. Afandi (2018) conceptualizes the work environment as an aggregate of external conditions that surround employees, shaping their level of satisfaction with job-related accomplishments. This, in turn, facilitates the attainment of peak performance, provided that the workplace is furnished with adequate infrastructure to streamline task execution, thereby fortifying overall employee efficacy. Hence, the establishment of a conducive, reassuring, and supportive occupational atmosphere is paramount. Elements such as ambient temperature, optimal lighting, ergonomic workplace facilities, cleanliness, and security constitute indispensable provisions that enterprises must ensure for fostering employee well-being. Furthermore, cultivating strong inter-employee rapport, fostering executive encouragement, and facilitating fluid information dissemination engender a harmonious work setting one that catalyzes heightened engagement, operational efficiency, and workforce productivity.

An inefficient work environment has the potential to dampen employees' enthusiasm and motivation in executing their tasks. A substandard workplace, characterized by inadequate facilities—such as excessive heat or humidity, insufficient lighting, and inadequate work equipment—can contribute significantly to this issue. Furthermore, strained interpersonal relationships among colleagues, disharmonious interactions with leadership, and inaccurate communication regarding job responsibilities exacerbate the problem, ultimately diminishing employee morale and leading to decreased productivity levels. Upon further examination, such unfavorable conditions can be directly attributed to a decline in employee performance, which, in turn, hinders overall corporate productivity and efficiency. According to (Dihe Sanga & Suhardi, 2023) organizations must proactively manage and optimize workplace conditions to create a comfortable and supportive atmosphere that fosters enthusiasm and active engagement among employees. In this regard, businesses must continually assess and refine employee performance to achieve optimal quality, quantity, and timeliness in task execution.

Ensuring employees possess the requisite competencies and operate within a conducive work environment directly influences the sustained growth and advancement of employee performance.

## **B. LITERATURE REVIEW**

### **1. Work Performance**

Work performance is perceived as the degree of accomplishment attained by an individual while carrying out professional duties within an organization. More precisely, it encapsulates the tangible results delivered by an employee. Busro (2020:89) asserts that work performance constitutes the culmination of efforts made by employees, whether individually or collectively within a team, adhering to the scope of authority and predefined organizational regulations. These achievements serve as a pivotal factor in fulfilling the organization's vision, mission, and objectives, facilitated through a combination of expertise, diligence, autonomy, and adept problem-solving—executed within a framework of legality, ethical compliance, and adherence to established standards. Likewise, Edison et al., as referenced in Samantha & Almalik (2019), conceptualize work performance as a structured and measurable attainment that is systematically guided and bound within an agreed-upon timeframe and predetermined criteria. Mangkunegara (2017:67) elaborates further, describing performance as the qualitative and quantitative outcomes produced by employees in fulfilling their professional obligations, contingent upon their roles and responsibilities. From this perspective, it is evident that an organization's longevity and sustainability are inherently dependent on the performance of its workforce, which is in turn shaped by their dedication, competence, technical proficiency, and intellectual capital.

To enhance workforce competence, an organization or company must comprehend the various determinants that shape and influence employee performance, as these elements play a crucial role in fostering overall efficiency. Identifying the contributing factors to performance is a strategic initiative aimed at optimizing employee productivity, which ultimately sustains the longevity and presence of the organization or enterprise. According to Kasmir (2019:189-193), several key factors impact work performance, including expertise, knowledge, work structure, personal characteristics, job motivation, leadership acumen, leadership style, and perseverance in professional duties.

It is crucial for companies to assess employee performance to determine the extent of performance evaluation for each individual. Since every employee inevitably possesses varying levels of work assessment, companies must conduct an in-depth evaluation to analyze performance disparities and measure the degree of employee achievements. An accurate and objective measurement tool is essential in performance evaluation. Employee performance can be assessed through various dimensions using performance indicators, providing a comprehensive reference for understanding actual performance. According to Afandi (2018:89), the dimensions and indicators of performance include: 1) Work Achievement, along with its indicators, such as the quantity and quality of work accomplishments and the effectiveness of task execution; 2) Work Behavior, with indicators including perseverance, self-initiative, and meticulousness; 3) Personal Characteristics, with indicators such as leadership qualities, integrity, and creativity. By utilizing these dimensions and indicators as

performance evaluation tools, organizations and companies can systematically and holistically assess employee performance. This approach enables them to formulate precise strategies for enhancing employee productivity in the future.

## 2. Competency

Within the corporate sphere, a company's excellence is often determined by the presence of employees with strong competencies, as these attributes directly impact their ability to accomplish tasks efficiently and effectively. Possessing adequate competencies not only ensures optimal job execution but also plays a vital role in formulating strategic development plans aimed at enhancing overall employee performance. Storey (as cited in Martini et al., 2024) defines competency as a set of employee characteristics that significantly influence the success of task execution. Meanwhile, Robbins (as cited in Tannady, 2017:386) conceptualizes competency as an individual's aptitude for completing various tasks, which is shaped by two primary factors: intellectual capabilities and physical dexterity. Likewise, Busro (2020:26) describes competency as an accumulation of an individual's acquired knowledge, proficiencies, and inherent attributes that equip them to execute tasks effectively in alignment with their expertise and potential. Drawing from these expert perspectives, competency can be interpreted as an individual's inherent and developed capacity, encompassing knowledge, skills, and behavioral attributes, which enables them to fulfill professional responsibilities in accordance with established job requirements.

Adequate competency serves as a crucial element in fostering employees' ability to enhance their overall job performance. Consequently, this competency is shaped by several underlying factors. Wibowo (as cited in Mulyasari et al., 2020) identifies six key determinants that influence an individual's level of competency, which are outlined as follows: 1) Beliefs and Values – An individual's perception of themselves and others significantly impacts their behavior and decision-making processes. 2) Skills – These are acquired through structured learning, continuous training, and deliberate improvement, forming the foundation of competency development. 3) Experience – Extensive expertise requires practical exposure to managing teams, resolving problems, and navigating dynamic challenges. Experience is a fundamental component that evolves over time in response to environmental changes. 4) Personal Traits – These characteristics influence managerial and employee skills, particularly in conflict resolution, fostering empathy towards colleagues, and strengthening collaborative capabilities. 5) Motivation – As a dynamic aspect of competency, motivation is shaped by encouragement and recognition, both of which contribute to increased enthusiasm and engagement in the workplace. 6) Organizational Culture – This encompasses established routines and procedural norms that communicate expectations regarding the level of competency required within the corporate framework.

In the context of employee competency development, it is essential for companies to thoroughly examine the dimensions and indicators of competency itself. This analysis serves as a crucial tool for evaluating the depth of employees'

competencies. The dimensions and indicators function as a measurement framework to assess employees' proficiency levels. Spencer, as referenced in (Yulianty et al., 2021) identifies the following competency dimensions and their respective indicators: 1) Intellectual Competency – Indicators include: employees' understanding of task execution processes; employees' awareness of procedural frameworks; and employees' ability to articulate and express ideas. 2) Emotional Competency – Indicators include: employees' awareness of interpersonal boundaries; employees' ability to regulate emotions effectively; and employees' capacity to comprehend their scope of authority within their roles. 3) Social Competency – Indicators include: employees' proficiency in establishing and fostering collaborative connections; employees' ability to influence colleagues constructively; and employees' aptitude in engaging with diverse individuals to facilitate teamwork.

### 3. Work Environment

A conducive work environment cultivates employee well-being, allowing them to optimize their performance and deliver superior output. Within this domain, employees are afforded access to essential workplace facilities that bolster their competencies, facilitating the seamless execution of tasks and enhancing their overall achievements within the organization. Sutrisno,(2017:132) postulates that the work environment encompasses all infrastructural and logistical elements present within the workplace vicinity, which are deemed instrumental in shaping employees' operational efficiency. In a similar vein, (Shammout 2021) conceptualizes the work environment as an interplay of physical configurations, social dynamics, and other pivotal determinants that exert an influence on employees' job execution and the broader organizational framework. Correspondingly, Nitisemito (2015:109) delineates the work environment as the external ecosystem enveloping employees, which invariably affects their capacity to discharge their designated duties with proficiency.

A well-structured work environment not only enhances physical facilities but also fosters social and emotional well-being, both of which significantly impact employee productivity. To comprehend how the work environment shapes performance, it is crucial to identify the underlying determinants. (Afandi 2018:66-68) outlines the key factors influencing the work environment as follows:

- a. Physical Environmental Aspects pertain to locational elements that continuously surround an individual. This dimension encompasses: a) Workspace Design, referring to the harmony in the arrangement and allocation of work facilities; b) Work Structure, encompassing operational tools and procedural frameworks; c) Workplace Conditions, which include illumination levels and ambient noise intensity; d) Visual and Acoustic Privacy, where privacy is defined as an individual's ability to maintain autonomy within their personal workspace.
- b. Psychosocial Environmental Aspects involve social interactions and organizational dynamics. This facet encompasses all elements related to interpersonal relationships and team synergy. Contributing factors include: a)

Excessive Workload, which strains employees' capacity for efficiency; b) Inconsistent Supervisory Mechanisms, leading to ambiguity in task execution; c) Psychological Pressure, arising from workplace demands; d) Sudden Organizational Shifts, which disrupt adaptability; e) Conflicts Between Individuals and Work Groups, impeding collaborative efforts.

To ascertain and comprehend the extent to which the work environment influences employee performance, organizations can undertake an evaluation by identifying and scrutinizing its dimensions and indicators. Sedarmayanti (2017:26) delineates the dimensions and aspects of the work environment into two principal categories, namely tangible and intangible environments, which encompass: 1) Tangible Work Environment, with parameters encompassing: Illumination intensity, ensuring adequate lighting; Thermal conditions, regulating workplace temperature; Airflow circulation, maintaining proper ventilation; Acoustic disturbances, mitigating excessive noise levels; Aesthetic components of the workspace, fostering a visually conducive setting. 2) Intangible Work Environment, with indicators including: Interpersonal connectivity among colleagues, facilitating mutual rapport; Leader-subordinate engagement, fostering constructive discourse; Seamless collaboration, enhancing cooperative synergy among employees.

### C. METHOD

According to Silaen (2018:23), a research design or research framework constitutes a structured arrangement encompassing all essential aspects of the process required to formulate a plan and execute the study itself. This research utilizes a quantitative approach with an associative research design to examine the relationship between variables. Specifically, it aims to analyze the connection between the independent variables: competency (X1) and work environment (X2), and the dependent variable, employee performance (Y).

The term "population" refers to the entire group of objects or subjects that share specific characteristics defined by the researcher for study and analysis, ultimately leading to new conclusions. Sugiyono (2016:80) describes a population as a broad scope encompassing objects and subjects with distinct attributes and criteria determined by the researcher for comprehension, analysis, and inference. In this study, the population consists of 40 employees. Meanwhile, Sugiyono (2016:81) defines a sample as a subset of the population that represents a portion of its total size and characteristics for examination. This study employs a saturated sampling technique, meaning the entire population is included as the sample, ensuring comprehensive representation within the research.

The data analysis in this study is conducted using SPSS 25 (Statistical Package for Social Sciences) to evaluate the validity of the proposed hypotheses, either confirming or rejecting them, while also addressing the research questions. The analysis process involves several key testing stages: 1) Instrument Testing, which consists of: Validity test, Reliability test. 2) Classical Assumption Testing, which includes: Normality test, Heteroscedasticity test, Multicollinearity test. 3) Data

Analysis Techniques, which encompass: Multiple linear regression analysis, Coefficient of determination test. 4) Hypothesis Testing, which involves: Partial test (t-test), Simultaneous test (F-test), These analytical methods are implemented systematically to ensure the accuracy and reliability of the study's findings.

## D. RESULTS AND DISCUSSION

### 1. Validity Test

This test aims to assess the validity of the questionnaire. A questionnaire is considered valid if its significance value is below 0.05 (5%). The validity criterion states that if the calculated r-value (r-count) exceeds the critical r-value (r-table), the questionnaire items demonstrate a significant correlation with the total score, confirming their validity. Given a total dataset (n) of 40, the degrees of freedom (df) are calculated as  $n-2$ , resulting in  $df = 40-2 = 38$ . Accordingly, the r-table value is determined to be 0.3120, rounded to 0.312.

**Table 1 Validity Test Results**

Variable	Statement	r count	r table	Description
Employee Performance (Y)	Y.1	0,610	0,312	Valid
	Y.2	0,620	0,312	Valid
	Y.3	0,587	0,312	Valid
	Y.4	0,484	0,312	Valid
	Y.5	0,424	0,312	Valid
	Y.6	0,541	0,312	Valid
	Y.7	0,424	0,312	Valid
	Y.8	0,491	0,312	Valid
	Y.9	0,456	0,312	Valid
Competency (X1)	X1.1	0,449	0,312	Valid
	X1.2	0,729	0,312	Valid
	X1.3	0,654	0,312	Valid
	X1.4	0,489	0,312	Valid
	X1.5	0,665	0,312	Valid
	X1.6	0,649	0,312	Valid
	X1.7	0,634	0,312	Valid
	X1.8	0,685	0,312	Valid
	X1.9	0,616	0,312	Valid
Work Environment (X2)	X2.1	0,666	0,312	Valid
	X2.2	0,648	0,312	Valid
	X2.3	0,605	0,312	Valid
	X2.4	0,640	0,312	Valid
	X2.5	0,697	0,312	Valid
	X2.6	0,478	0,312	Valid
	X2.7	0,684	0,312	Valid
	X2.8	0,489	0,312	Valid

Source: Processed data using SPSS 25

Referring to Table 1, the calculated r-value for each variable competency (X1), work environment (X2), and employee performance (Y), surpasses the r-table value of 0.312. Therefore, these results validate that all statement items within these variables are considered valid.

## 2. Reliability Test

In academic research, an assessment tool is deemed dependable when its Cronbach’s Alpha coefficient surpasses 0.600. This evaluation involved testing nine instruments related to employee performance, nine associated with competency, and eight pertaining to the work environment. Each of these instruments has undergone prior validation to confirm their accuracy and consistency.

**Table 2 Reliability Test Results**

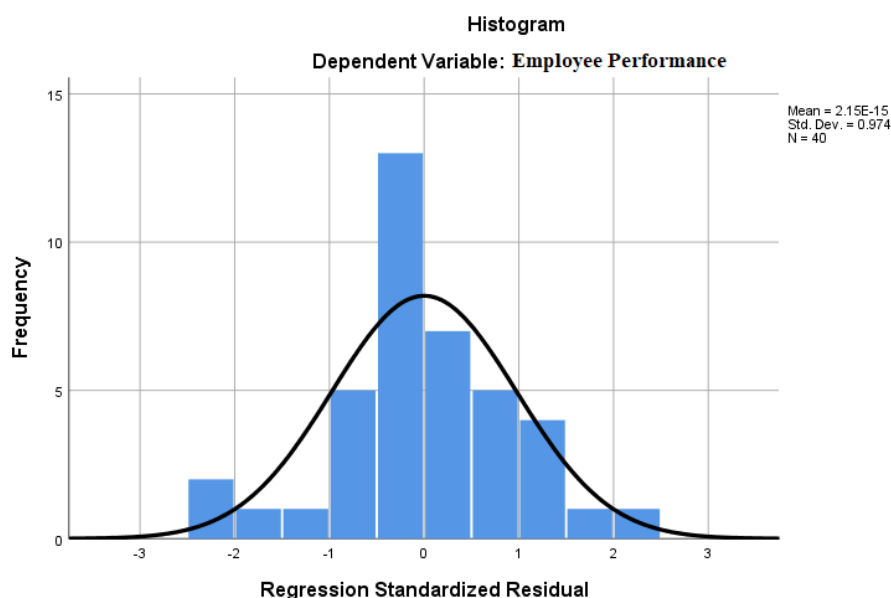
Variable	Cronbach’s Alpha	Threshold	Description
Employee Performance (Y)	0.651	0.600	Reliable
Competency (X1)	0.797	0.600	Reliable
Work Environment (X2)	0.766	0.600	Reliable

Source: Processed data using SPSS 25

Referring to the data presented in Table 2, the Cronbach’s Alpha values for the competency variable (X1), work environment variable (X2), and employee performance variable (Y) all exceed the threshold of 0.600. This indicates that the statements within the instruments for each variable demonstrate a positive level of reliability.

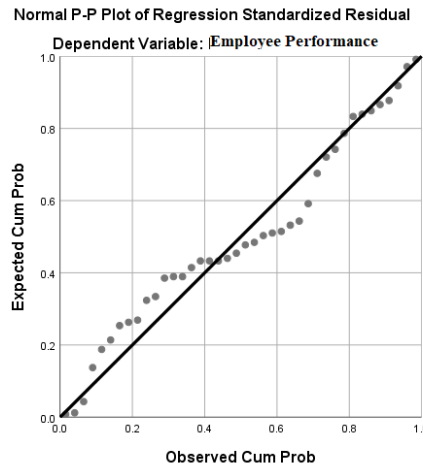
## 3. Classical Assumption Test

### a. Normality Test



**Figure 1 Histogram Graph**

Source: Processed data using SPSS 25

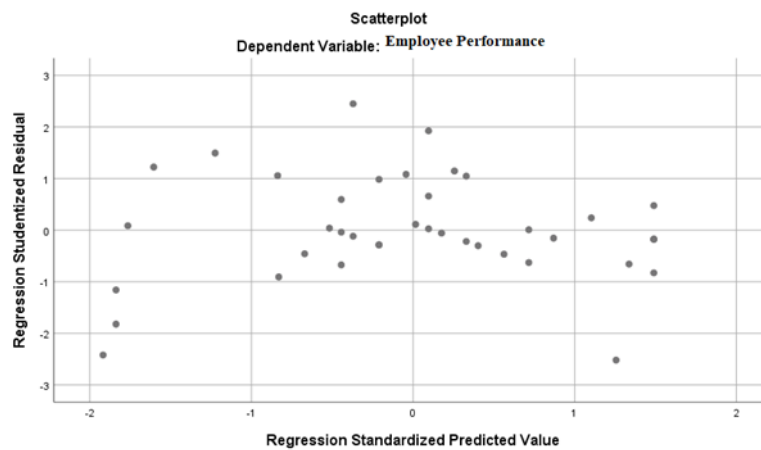


**Figure 2 Normal Probability Plot**

Source: Processed data using SPSS 25

The histogram from the normality test results displays a bell-shaped distribution, indicating that the data follows a normal pattern. Additionally, the Normal P-Plot shows that the data points closely align with the diagonal line. Based on these observations, it can be concluded that the data in this study meets the assumption of normality.

b. Heteroscedasticity Test



**Figure 3 Scatterplot Graph**

Source: Processed data using SPSS 25

Figure 3 displays the Scatterplot graph, showing a random distribution of data points above and below the zero mark on the Y-axis. This pattern suggests that the regression model used in this study does not exhibit signs of heteroscedasticity.

c. Multicollinearity Test

This test is performed based on the criteria that the Variance Inflation Factor (VIF) must be below 10.000, and the Tolerance value must exceed 0.10. When these conditions are satisfied, it confirms that the regression model is free from multicollinearity.

**Table 3 Results of the Multicollinearity Test**  
**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	16.670	3.918		4.254	.000		
	Competency	.387	.107	.508	3.613	.001	.643	1.556
	Work Environment	.254	.119	.300	2.138	.039	.643	1.556

a. Dependent Variable: **Employee Performance**

Source: Processed data using SPSS 25

According to the results in Table 3, the Variance Inflation Factor (VIF) is 1.556, which is well below the critical threshold of 10.000, while the Tolerance value stands at 0.643, surpassing the minimum requirement of 0.10 for each variable in this study. Since both VIF and Tolerance values meet the evaluation criteria, it can be concluded that the regression model used in this research does not exhibit any signs of multicollinearity.

#### 4. Multiple Linear Regression Analysis

**Table 4 Results of Multiple Linear Regression Analysis**  
**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	16.670	3.918		4.254	.000
	Competency	.387	.107	.508	3.613	.001
	Work Environment	.254	.119	.300	2.138	.039

a. Dependent Variable: **Employee Performance**

Source: Processed data using SPSS 25

Referring to the analysis presented in the table above, the obtained regression equation is as follows:  $Y = 16,670 + 0,387X_1 + 0,254X_2$ . The constant value of 16.670 suggests that when both the competency variable ( $X_1$ ) and the work environment variable ( $X_2$ ) are set to zero, the employee performance value remains at 16.670. The regression coefficient for competency is 0.387, indicating that a 1-unit increase in competency leads to a 0.387 increase in employee performance. The regression coefficient for the work environment is 0.254, meaning that for each 1-unit improvement in the work environment, employee performance rises by 0.254.

#### 5. Coefficient of Determination Test

**Table 5 Results of the Coefficient of Determination Test**  
**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.728 <sup>a</sup>	.530	.505	1.603

a. Predictors: (Constant), **Work Environment**, **Competency**

b. Dependent Variable: **Employee Performance**

Source: Processed data using SPSS 25

The data in Table 5 reveal that the coefficient of determination ( $R^2$ ) is 0.530, indicating that competency and work environment variables explain 53% of the variation in employee performance. The remaining 47% is influenced by other factors beyond the scope of this study.

## 6. Hypothesis Testing

### a. Partial Test (t-Test)

**Table 6 t-Test Results**  
Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	16.670	3.918		4.254	.000
	Competency	.387	.107	.508	3.613	.001
	Work Environment	.254	.119	.300	2.138	.039

a. Dependent Variable: **Employee Performance**

Source: Processed data using SPSS 25

The competency variable (X1) has a significance value of 0.001, which is below the 0.05 threshold, and a calculated t-value of 3.613 that exceeds the critical t-table value of 2.026. Based on these findings, the null hypothesis ( $H_0$ ) is rejected, while the alternative hypothesis ( $H_a$ ) is accepted. This indicates that, when evaluated independently, competency has a significant positive impact on employee performance (Y).

The work environment variable (X2) has a significance value of 0.039, which is also below 0.05, and a calculated t-value of 2.138 that surpasses the critical t-table value of 2.026. Consequently, the null hypothesis ( $H_0$ ) is rejected, and the alternative hypothesis ( $H_a$ ) is accepted. These results confirm that the work environment, when examined separately, has a significant positive influence on employee performance.

### b. The F-Test (Simultaneous Testing)

**Table 7 F-Test Results**  
ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	107.367	2	53.683	20.901	.000 <sup>b</sup>
	Residual	95.033	37	2.568		
	Total	202.400	39			

a. Dependent Variable: **Employee Performance**

b. Predictors: (Constant), **Work Environment**, **Competency**

Source: Processed data using SPSS 25

Based on the F-test results in Table 7, the computed F-value of 20.901 surpasses the critical F-table value of 3.25. Moreover, the significance level of 0.000 falls below the 0.05 threshold. As a result,  $H_0$  is rejected, and  $H_a$  is accepted, confirming that competency (X1) and the work environment (X2) collectively have a significant and positive impact on employee performance.

The competency variable positively influences employee performance at PT. Kendali Bumi Semesta, as confirmed by the t-test results. The computed t-value (3.613) surpasses the critical t-table value (2.026), while the significance level (0.001) falls below the 0.05 threshold ( $0.001 < 0.05$ ). These findings lead to the rejection of  $H_0$  and the acceptance of  $H_a$ , affirming that competency has a statistically significant and positive effect on employee performance. This conclusion aligns with the research by Lumanauw (2022), which also highlighted the crucial role of competency in enhancing employee performance.

The work environment also plays a significant role in improving employee performance at PT. Kendali Bumi Semesta, as demonstrated by the t-test results. The computed t-value (2.138) exceeds the critical t-table value (2.026), and the significance level (0.039) remains below the 0.05 threshold ( $0.039 < 0.05$ ). As a result,  $H_0$  is rejected, and  $H_a$  is accepted, confirming that a supportive work environment contributes significantly to employee performance. These findings are in line with previous research by Ahmad, Mappamiring, and Mustari (2022), which also established that the work environment significantly impacts employee performance.

When analyzed together, competency and the work environment collectively enhance employee performance at PT. Kendali Bumi Semesta. This is evidenced by the F-test results, where the computed F-value (20.901) is notably higher than the critical F-table value (3.25). Furthermore, the significance value (0.000) falls well below the 0.05 threshold ( $0.000 < 0.05$ ), resulting in the rejection of  $H_0$  and the acceptance of  $H_a$ . These results confirm that both competency and the work environment simultaneously contribute positively to employee performance. This conclusion is consistent with the findings of Mulyono (2021), who also demonstrated that competency and work environment, when considered together, have a positive influence on employee performance.

## **E. CONCLUSION**

The results of this study indicate that both competency and the work environment have a positive effect on employee performance. The t-test analysis reveals that the competency variable has a computed t-value of 3.613, which is significantly greater than the t-table value of 2.026. Additionally, the significance level of 0.001 is well below the 0.05 threshold ( $0.001 < 0.05$ ), highlighting the essential role of competency in improving employee performance.

The work environment also contributes positively to employee performance. The t-test results show a computed t-value of 2.138, which exceeds the t-table value of 2.026. Moreover, the significance level of 0.039, being below the 0.05 threshold ( $0.039 < 0.05$ ), further confirms that a favorable work environment enhances employee performance. Furthermore, the overall analysis establishes that competency and the work environment together have a meaningful and positive impact on employee performance. This is evident from the F-test results, where the computed F-value reaches 20.901, far exceeding the F-table value of 3.25. The significance level of 0.000, which is considerably lower than the 0.05 threshold ( $0.000 < 0.05$ ), reinforces the

conclusion that the interplay between these two factors plays a crucial role in driving employee performance improvement. These findings underscore the substantial influence of competency and a supportive work environment in fostering better employee outcomes.

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