Escalate: Economics and Business Journal

https://journal.takaza.id/index.php/escalate

Vol. 4, No. 4, 2026, pp. 459-467
E-ISSN: 3025-4213

E-mail: escalate@takaza.id



The Influence of Competence, Work Discipline, and Work Environment on Employee Performance at Tirtonadi Type A Terminal, Surakarta

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Article History:
Received : 28-08-2026
Revised : 18-10-2026
Accepted : 19-10-2026

Keywords: ***Competence; Work Discipline; Work Environment; Employee Performance; Public Transportation***

Abstract: *This study examines the effects of competence, work discipline, and work environment on employee performance at Tirtonadi Type A Terminal, Surakarta. A quantitative cross-sectional survey was conducted among employees of the terminal. From a population of 172 employees, 120 respondents were selected using probability sampling with a simple random sampling approach. Data were collected through a 1-5 Likert-scale questionnaire and analyzed using multiple linear regression, t tests, an F test, and the coefficient of determination. The measurement items were valid and the scales met the reliability criterion, while the regression model satisfied the multicollinearity, heteroskedasticity, and normality diagnostics. The results show that competence has a positive and significant effect on employee performance (B = 0.216; p = 0.025), work discipline has a positive and significant effect (B = 0.525; p < 0.001), and work environment also has a positive and significant effect (B = 0.273; p = 0.008). The model is significant (F = 65.559; p < 0.001) and explains 61.9% of the adjusted variation in employee performance. Work discipline is the strongest predictor based on the standardized coefficient. These findings emphasize the importance of competency development, consistent work discipline, and a safe and supportive work environment for improving public-service performance at a major land-transportation terminal.*

How to Cite: Nawawi, K. Y. S. (2026). *The influence of competence, work discipline, and work environment on employee performance at Tirtonadi Type A Terminal, Surakarta*. 4(4). pp.459-467. https://doi.org/10.61536/escalate.v4i4.792

https://doi.org/10.61536/escalate.v4i4.792

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Introduction

Employee performance is a central concern in public organizations because the quality, speed, accuracy, and reliability of individual work are translated directly into the quality of services received by the public. In a transport terminal, employees do not work in an isolated administrative setting. Their tasks are connected to passenger information, operational control, safety, facilities, coordination with transport operators, and the continuity of services across busy periods. Consequently, deficiencies in employee performance can be experienced immediately by service users. Contemporary performance research also treats individual work performance as a multidimensional outcome involving task accomplishment and work behaviors that support organizational effectiveness (Koopmans et al., 2014). For public transportation organizations, this perspective means that performance should be viewed not only as the completion of formal assignments but also as the ability to perform them consistently, carefully, efficiently, and in accordance with service standards.

Tirtonadi Type A Terminal in Surakarta is one of the major land-transportation nodes in the Solo Raya area. It serves intercity and interprovincial transportation and has been developed as an integrated public-service facility. The terminal's operational role makes human-resource quality important because infrastructure and service systems can function effectively only when employees are able and willing to execute their responsibilities. The thesis data that form the basis of this article indicate that the terminal's 2024 employee performance assessment produced an average score of 68.57%, categorized as adequate rather than good or very good. Administrative attendance records for May to October 2025 also showed fluctuating attendance and cases of indiscipline. These conditions suggest that employee performance is not simply a technical issue; it is related to the capabilities employees bring to their jobs, the consistency with which they follow organizational rules, and the conditions under which they work.

Competence represents the job-relevant combination of knowledge, skills, personal attributes, self-concept, and motives that enables an individual to perform effectively. Competency models are useful when they are connected to actual work requirements and translated into observable behaviors rather than treated as abstract lists of desirable qualities (Campion et al., 2011). In public-service settings, competence is particularly important because employees must understand procedures, communicate with service users, solve operational problems, and adapt to administrative and technological changes. Empirical studies have repeatedly linked competence to better employee performance. Elizar and Tanjung (2018) found that competence contributed to employee performance together with training and the work environment, while Syahputra and Tanjung (2020) reported a significant relationship between competence and employee performance in a model that also included training and career development. More recent evidence from a transportation agency likewise shows that competence has a positive and significant association with civil-servant performance (Siregar et al., 2024).

Work discipline concerns the consistency with which employees respect working time, attendance requirements, organizational rules, work standards, and procedures. Discipline is not limited to formal sanctions; it also reflects an employee's willingness to align behavior with organizational expectations. This is especially relevant to a terminal because operations depend on timeliness, coordination, and uninterrupted public service. Goal-setting theory helps explain why disciplined behavior can improve performance: specific organizational targets influence action when employees are committed to them and regulate their effort and persistence accordingly (Locke & Latham, 2002). Empirical research supports this practical connection. Pawirosumarto, Sarjana, and Muchtar (2017) found discipline to be the strongest among the examined predictors of employee performance, and

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Ubaidillah et al. (2023) similarly reported that discipline was a dominant contributor in a competence-training-discipline model. Studies in Indonesian public transportation and local-government contexts also show positive effects of discipline on employee performance (Krisyanto, 2022; Siregar et al., 2024; Wahyuni & Badri, 2023).

The work environment provides the physical and social context within which competence and discipline are expressed. Physical conditions such as lighting, temperature, workspace arrangement, and safety can support or interfere with concentration and accuracy, while nonphysical conditions such as relationships with supervisors and colleagues shape comfort, cooperation, and the willingness to coordinate. Research on employee performance emphasizes that organizational and job-context factors work together rather than independently. Diamantidis and Chatzoglou (2019), for example, show that performance is shaped by a combination of employee-related and organizational factors. Studies in Indonesia also report significant relationships between work-environment quality and performance (Elizar & Tanjung, 2018; Wahyuni & Badri, 2023). In service organizations, a supportive environment can reduce avoidable obstacles, help employees focus on operational goals, and provide the conditions needed to maintain reliable service.

Prior findings, however, are not completely uniform. Hapsari et al. (2022), studying employees in another central-government unit, found competence to be significant but reported different results for discipline and the work environment. Such differences indicate that organizational context matters. A transportation terminal has stronger dependence on punctual presence, operational schedules, physical facilities, and direct public interaction than many office-based administrative units. Shofiyah et al. (2025) provide more recent evidence that competence, work environment, and work discipline can jointly and positively explain employee performance in a public-sector human-resource agency, reinforcing the need to test the three variables simultaneously in other public-service contexts rather than assuming that results will automatically generalize from one institution to another.

The present study therefore addresses a practical and empirical gap by testing competence, work discipline, and work environment in a single model among employees of Tirtonadi Type A Terminal. The model is grounded in the view that employees require the capability to perform, behavioral consistency to apply that capability, and an environment that enables effective work. The three hypotheses are: H1, competence has a positive and significant effect on employee performance; H2, work discipline has a positive and significant effect on employee performance; and H3, the work environment has a positive and significant effect on employee performance. In addition to hypothesis testing, the analysis identifies which variable has the strongest relationship with performance, so the findings can guide managerial priorities at the terminal.

Research Methods

This study used a quantitative, cross-sectional survey design to examine the effects of competence, work discipline, and work environment on employee performance at Tirtonadi Type A Terminal, Surakarta. The research population consisted of 172 terminal employees. Because the population size was known, the sample size was determined using the Slovin formula at a 5% margin of error, resulting in 120 respondents. Respondents were selected through probability sampling using a simple random sampling approach, which gave each population member an equal opportunity to be included. Primary data were obtained directly from respondents through a structured questionnaire,

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supported by observation of the workplace and organizational conditions.

The questionnaire used a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Competence was measured with five indicators covering personal traits, self-concept, knowledge, skills, and work motives. Work discipline was measured using five questionnaire items representing attendance, compliance with work rules, compliance with work standards, and a high level of vigilance. The work environment was measured with six indicators: lighting, air temperature, workplace decoration, work safety, work relationships, and work atmosphere. Employee performance was measured using six indicators covering quantity of work, quality of work, efficiency in carrying out tasks, initiative, accuracy, and honesty. These dimensions retain the operationalization used in the completed thesis so that the journal article represents the original study rather than a re-specified model.

Instrument quality was evaluated before hypothesis testing. Item validity was assessed through Pearson product-moment correlation with a significance criterion of $p < 0.05$. All competence, work-discipline, work-environment, and employee-performance items met this criterion. Reliability was assessed using Cronbach's alpha, with 0.60 used as the minimum criterion in the original analysis. All four constructs exceeded this threshold. The regression assumptions were then evaluated through tolerance and variance inflation factor (VIF) statistics for multicollinearity, a Glejser test for heteroskedasticity, and a Kolmogorov-Smirnov normality test using the Monte Carlo significance value.

Data were analyzed using descriptive statistics and multiple linear regression. Descriptive means were interpreted using the original five-category interval: 1.00-1.80 very low, 1.81-2.60 low, 2.61-3.40 moderate, 3.41-4.20 high, and 4.21-5.00 very high. The inferential model was $Y = a + b1X1 + b2X2 + b3X3 + e$, where Y denotes employee performance, X1 competence, X2 work discipline, and X3 work environment. Partial effects were evaluated with t tests at alpha = 0.05. Model significance was evaluated with the F test, and explanatory power was assessed using R2 and adjusted R2. Standardized beta coefficients were used to compare the relative strength of the three predictors.

Result and Discussion

The descriptive results indicate that respondents generally evaluated all four constructs in the high category. Competence had a mean of 3.828, work discipline 3.910, work environment 3.842, and employee performance 3.892. These means show a relatively favorable overall condition, but the item-level results reveal specific areas that still require attention. In competence, responsibility as a personal trait received the highest mean (3.93), whereas confidence in expressing opinions during meetings was the lowest (3.77). For work discipline, compliance with workplace rules was highest (3.98), while arriving before the start of working hours was lowest (3.85). In the work environment, perceived safety was highest (4.01) and lighting adequacy was lowest (3.69). For performance, honesty was the strongest-rated item (4.06), whereas initiative in carrying out new work was the weakest (3.79). Thus, the overall high scores should not obscure practical weaknesses in punctuality, participation, lighting, and initiative.

Table 1. Descriptive Results of the Study Variables

Variable	Items	Mean	Category	Main item-level observation
Competence	5	3.828	High	Highest: responsibility (3.93); lowest: speaking up in meetings (3.77)
Work discipline	5	3.910	High	Highest: rule compliance (3.98); lowest: punctual arrival (3.85)

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Variable	Items	Mean	Category	Main item-level observation
Work environment	6	3.842	High	Highest: work safety (4.01); lowest: lighting (3.69)
Employee performance	6	3.892	High	Highest: honesty (4.06); lowest: initiative (3.79)

Before interpreting the regression coefficients, the model diagnostics were examined. The tolerance values for competence (0.470), work discipline (0.405), and work environment (0.379) were all above 0.10, while the corresponding VIF values of 2.127, 2.470, and 2.636 were below 10. These results indicate that the independent variables did not exhibit problematic multicollinearity. The Glejser significance values were 0.313 for competence, 0.563 for work discipline, and 0.482 for work environment, all above 0.05, indicating no evidence of heteroskedasticity under the criterion used. The residual distribution also satisfied the normality criterion, with a Monte Carlo significance value of 0.191. Taken together, these diagnostics support the use of the multiple regression model for hypothesis testing.

Table 2. Regression Diagnostics

Diagnostic	Competence	Work discipline	Work environment	Decision
Tolerance	0.470	0.405	0.379	All > 0.10
VIF	2.127	2.470	2.636	All < 10
Glejser p value	0.313	0.563	0.482	No heteroskedasticity
Normality	Monte Carlo p = 0.191			Residuals meet normality criterion

The regression model produced the equation Y = 2.658 + 0.216X1 + 0.525X2 + 0.273X3 + e. All three independent variables had positive coefficients. Competence was significant at p = 0.025, work discipline at p < 0.001, and work environment at p = 0.008. The overall model was significant, F(3,116) = 65.559, p < 0.001. The model R2 was 0.629 and the adjusted R2 was 0.619, showing that 61.9% of the adjusted variation in employee performance was explained jointly by competence, work discipline, and work environment. The remaining variation is associated with other factors not included in this model, which may include leadership, compensation, organizational culture, job satisfaction, workload, and other individual or organizational conditions.

Table 3. Multiple Linear Regression Results

Predictor	B	Standardized beta	t	p value
Constant	2.658	-	1.742	0.084
Competence	0.216	0.187	2.268	0.025
Work discipline	0.525	0.443	4.983	< 0.001
Work environment	0.273	0.247	2.694	0.008

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The first hypothesis is supported: competence has a positive and significant effect on employee performance. The coefficient of 0.216 means that higher competence is associated with higher performance when work discipline and the work environment are held constant. More important than the numeric coefficient is the substantive interpretation. Terminal employees operate in a setting that requires procedural knowledge, service skills, careful task execution, and adaptation to changes in service technology. Employees who understand what must be done and possess the skills to do it are better positioned to complete assignments accurately and on time. The descriptive finding that responsibility was strong but speaking up in meetings was relatively weaker suggests that competence development should not focus only on technical knowledge. Communication confidence and constructive participation are also relevant because terminal operations depend on coordination across divisions.

This competence effect is consistent with competency-modeling research that treats competencies as observable characteristics linked to effective job behavior (Campion et al., 2011). It also agrees with Indonesian empirical evidence. Elizar and Tanjung (2018) found competence to have a significant role in employee performance, while Syahputra and Tanjung (2020) showed that competence remains relevant when analyzed together with training and career development. Hidayat (2021) similarly reported that competence contributes to performance in a model that also considers motivation and discipline. In a public transportation agency, Siregar et al. (2024) found a positive and significant effect of competence on civil-servant performance. The present result therefore extends the pattern to a central-government transportation-terminal setting, where competence is closely connected to public-service execution.

The second hypothesis is also supported: work discipline has a positive and significant effect on employee performance. Work discipline produced the largest unstandardized coefficient (B = 0.525) and the largest standardized beta (beta = 0.443), making it the strongest predictor in the model. This result is particularly meaningful in the context of a transportation terminal. Public-service operations depend on the presence of personnel at the required time, adherence to operating procedures, and consistent compliance with work standards. A highly skilled employee who is frequently late, unavailable when needed, or inconsistent in following procedures cannot translate competence into reliable organizational performance. The descriptive results reinforce this interpretation because adherence to rules was evaluated strongly, but punctual arrival had the lowest work-discipline mean. The administrative attendance phenomenon identified in the thesis is therefore aligned with the regression result: improving punctuality and presence is likely to have direct performance relevance.

The discipline finding is compatible with goal-setting theory. Goals influence behavior when employees are committed to them, monitor their actions, and persist in task execution (Locke & Latham, 2002). In this setting, discipline can be understood as the behavioral mechanism that keeps daily actions aligned with organizational targets and service standards. The finding also agrees with Pawirosumarto, Sarjana, and Muchtar (2017), who identified discipline as the most powerful predictor in their employee-performance model, and with Ubaidillah et al. (2023), who reported a dominant role for work discipline in a model including competence and training. Comparable positive relationships have also been documented in transportation and local-government settings (Krisyanto, 2022; Siregar et al., 2024; Wahyuni & Badri, 2023). These similarities suggest that discipline is not merely an administrative requirement but an operational resource that stabilizes service delivery.

At the same time, the result differs from Hapsari et al. (2022), who found that discipline did not significantly explain performance in their study of another central-government work unit. The difference should not be treated as evidence that one result is universally correct and the other incorrect. The nature

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of the work may change how strongly discipline is translated into observable performance. Terminal operations are tightly linked to attendance schedules, passenger flows, supervision, and time-sensitive coordination. In such conditions, lateness or noncompliance can interrupt the service process more visibly than in work that can be reorganized or completed asynchronously. The contrast therefore supports a contextual interpretation of human-resource variables and strengthens the rationale for analyzing them within the specific operational characteristics of an organization.

The third hypothesis is supported as well: the work environment has a positive and significant effect on employee performance. The standardized beta of 0.247 places the work environment below discipline but above competence in relative strength. The effect indicates that employees perform better when the physical and social conditions around them are supportive. The item-level results provide a practical picture of this relationship. Safety received the highest mean, suggesting that employees perceive a relatively secure setting, while lighting received the lowest mean. Adequate lighting is not a cosmetic issue in an operational organization; it can affect visual comfort, concentration, accuracy, and fatigue. The nonphysical environment is equally important because good relations with colleagues and supervisors can facilitate coordination and reduce friction in completing interdependent tasks.

This result supports empirical work showing that employee performance is shaped by the organizational conditions surrounding the individual. Diamantidis and Chatzoglou (2019) emphasize that performance emerges from interacting employee and organizational factors rather than from isolated personal characteristics. Elizar and Tanjung (2018) found a significant effect of the work environment alongside competence and training, while Wahyuni and Badri (2023) reported a positive performance effect for the work environment in a government-office context. Pawirosumarto, Sarjana, and Gunawan (2017) likewise demonstrate that work-environment conditions can influence employee outcomes through the broader organizational setting. The current result is also consistent with Shofiyah et al. (2025), who found competence, work environment, and work discipline to be jointly important for performance in a public-sector organization.

The positive work-environment result also contrasts with the finding reported by Hapsari et al. (2022), underlining again that the effect of a work environment depends on which aspects of the environment are salient in a particular workplace. At Tirtonadi Terminal, the physical work setting and safety conditions are part of a complex public facility. Employees interact not only with office colleagues but also with passengers, transport operators, facilities, information systems, and operational spaces. Environmental improvements can therefore remove concrete barriers to task execution. The descriptive findings indicate that maintaining safety while improving lighting is a rational priority. Management should also preserve cooperative work relationships because a supportive social atmosphere allows information to move more quickly across units and helps employees solve service problems without unnecessary delay.

Viewed together, the three significant predictors suggest that employee performance at Tirtonadi Terminal is best understood as the result of capability, behavioral consistency, and enabling conditions. Competence equips employees to understand and execute the job; discipline ensures that this capability is applied reliably; and the work environment makes effective execution easier and more sustainable. The model's adjusted R2 of 0.619 is substantial for a behavioral study and shows that the three variables jointly capture an important part of performance variation. Nevertheless, 38.1% of the adjusted variation remains outside the model. This is a useful managerial reminder that performance improvement should not be reduced to three variables. Leadership quality, workload allocation,

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incentives, organizational culture, job satisfaction, staffing patterns, and service-system design may also influence results and deserve attention in subsequent research.

The standardized coefficients offer a practical order of emphasis. Work discipline (beta = 0.443) should receive the strongest immediate attention, followed by the work environment (beta = 0.247) and competence (beta = 0.187). This ranking does not mean that competence is unimportant. Rather, it implies that within the conditions measured in this sample, differences in discipline were most strongly associated with differences in performance. A balanced intervention is therefore preferable: strengthen attendance and compliance systems, improve workplace conditions that directly affect task execution, and continue competence development so that employees are able to respond to increasingly digital and integrated transport services. Such interventions reinforce each other rather than operate as substitutes.

Conclusion and Recommendation

This study concludes that competence, work discipline, and work environment each have a positive and significant effect on employee performance at Tirtonadi Type A Terminal, Surakarta. Competence has B = 0.216 ($p = 0.025$), work discipline B = 0.525 ($p < 0.001$), and work environment B = 0.273 ($p = 0.008$). The regression model is significant with $F = 65.559$ ($p < 0.001$), $R2 = 0.629$, and adjusted $R2 = 0.619$. Work discipline is the strongest predictor based on its standardized beta of 0.443, followed by the work environment (0.247) and competence (0.187). These findings show that reliable public-service performance at a transportation terminal depends not only on what employees know and can do, but also on whether they consistently follow work requirements and whether the workplace supports effective task execution.

Management is recommended to integrate the three areas into a single performance-improvement program. Competency development should be tailored to job assignments and include technical, service, communication, problem-solving, and digital-service skills. Discipline should be strengthened through consistent attendance monitoring, clear implementation of rules and standards, timely feedback, proportionate sanctions, and recognition for reliable behavior. The work environment should be maintained as safe and cooperative while improving weaker physical conditions, particularly lighting in work areas. Employees should also be given structured opportunities to contribute ideas and take initiative so that the lower-rated aspects of meeting participation and initiative can improve. Because the study is cross-sectional, relies on questionnaire perceptions, includes only three predictors, and was conducted at one terminal, future research should test broader models that include leadership, compensation, organizational culture, job satisfaction, and workload, preferably across multiple terminals or transportation units and with longitudinal or mixed-source performance data.

Acknowledge

The author gratefully acknowledges the management and employees of Tirtonadi Type A Terminal, Surakarta, for facilitating the research process and the respondents who provided the data used in this study. Appreciation is also extended to the Faculty of Economics and Business, Universitas Slamet Riyadi, for academic support during completion of the undergraduate research on which this article is based.

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