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The Effect of Competence, Digital Skills, Work-Life Balance, and Motivation on Employee Performance, with Work Discipline as A Mediating Variable, at The Majalengka Regency Environmental Agency

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Competency; Digital Skills; Work Life Balance; Motivation; Performance.

Abstract

This study aimed to determine the effects of competence, digital skills, work-life balance, and motivation on employee performance through work discipline as a mediating variable at the Majalengka Regency Environmental Agency. The study employed a quantitative approach using descriptive and verification methods. The population consisted of all 64 civil servant employees at the Majalengka Regency Environmental Agency in 2026. The sampling technique used was saturated sampling or total sampling. This study utilized primary and secondary data. Primary data were collected through questionnaires distributed to civil servant employees at the Majalengka Regency Environmental Agency. Data analysis was conducted using IBM SPSS 27 software. The hypotheses were tested using path analysis. The data analysis process began with validity and reliability tests, followed by classical assumption tests, including normality, multicollinearity, and heteroscedasticity tests. Subsequently, correlation analysis, coefficient of determination analysis, multiple linear regression analysis, partial and simultaneous hypothesis testing, and mediation testing were conducted. Based on the research results and statistical tests, competence, digital skills, work-life balance, and motivation were found to influence employee performance through the mediating role of work discipline at the Majalengka Regency Environmental Agency. This finding indicates that work discipline plays an important role in strengthening the effects of these four factors on improving employee performance and, consequently, enhancing the quality of public services.

INTRODUCTION

An organization's success is strongly influenced by employee performance. Employee performance refers to the outcomes produced by employees in carrying out their roles and responsibilities within a specific period. High employee performance is a crucial factor in an organization's efforts to improve overall effectiveness. Performance appraisal is one method used to monitor and evaluate employee performance development. Employees are the most important element in determining the success or failure of an institution (Budiyanto & Mochklas, 2020). Institutions involve various dynamics and work demands that employees must address; those who are able to adapt to these dynamics and meet established work requirements are more likely to succeed in their roles (Syardiansah & Rahman, 2022). Achieving institutional goals requires employees who meet organizational criteria and are capable of performing assigned tasks effectively (Silaen et al., 2021). Silaen et al. (2021) further explain that institutions continuously strive to improve the quality of their workforce in order to achieve organizational objectives.

Pranata et al. (2022) state that employee performance is a critical factor because the progress of an organization, company, or institution depends on the resources it possesses. Budiyanto and Mochklas (2020) define employee performance as the qualitative and quantitative results achieved by employees while performing tasks in accordance with their assigned responsibilities. Pranata et al. (2022) describe employee performance as work outcomes measured through quality and quantity that reflect the achievement of results aligned with institutional responsibilities. Improving employee performance requires adequate competence. Competence plays an essential role because it represents an individual's fundamental ability to perform tasks based on their knowledge, skills, and abilities. Many government agencies currently face challenges related to employee competency, as reflected in low productivity levels and difficulties in measuring employee performance.

Mastering digital skills has become an essential requirement for employees in the current digital era. The ability to utilize digital technologies and internet-based tools is crucial for improving work efficiency and productivity. Employees with strong digital competencies are better able to adapt to technological developments, accelerate work processes, and minimize errors. Without sufficient digital skills, employees may experience difficulties in adapting to technological advancements and competing in an increasingly dynamic work environment (Van Laar, van Deursen, van Dijk, & de Haan, 2017). In addition to digital skills, work-life balance is an important factor in maintaining employee productivity and psychological well-being. Employees who are able to manage their time and energy effectively tend to demonstrate higher motivation, lower stress levels, and more consistent performance. Conversely, poor work-life balance can contribute to burnout, decreased motivation, and increased absenteeism, which may negatively affect overall organizational performance (Allen, Golden, & Shockley, 2015). Therefore, organizations need to implement programs that support work-life balance to ensure that employees remain productive and maintain well-being. Goni et al. (2021:330) state that achieving optimal performance requires, among other factors, strong work motivation. Motivation is a key element in supporting organizational sustainability and operational effectiveness. Ardiansyah et al. (2021) explain that work motivation functions as an internal drive that encourages individuals to perform their duties effectively and responsibly according to assigned tasks and obligations.

Work discipline is an important factor influencing organizational success and the achievement of institutional goals. High levels of work discipline ensure that employees perform their duties and responsibilities in accordance with established regulations, thereby supporting effective and efficient work processes. Without adequate discipline, employee performance potential may decline, which can hinder organizational target achievement and reduce overall productivity (Robbins & Judge, 2019). Therefore, organizations that successfully maintain employee motivation and discipline are better positioned to gain competitive advantages and address various organizational challenges.

The performance of civil servants (ASN) is a determining factor in the success of public organizations in achieving their objectives and delivering services to the community. In the context of the Majalengka Regency Environmental Agency (DLH),

employee performance has a strategic role in ensuring compliance with environmental regulations, supporting environmental management activities, and maintaining service quality for the community.

The Public Satisfaction Index (IKM) at the Majalengka Regency Environmental Agency serves as an important indicator for evaluating the quality of public services. High public satisfaction levels reflect the agency's ability to provide effective, professional, and responsive services that meet community expectations. Feedback obtained through the IKM enables the agency to identify areas requiring improvement, thereby encouraging enhancements in employee competence and service quality. Furthermore, the IKM provides motivation for employees to continuously improve their performance in achieving optimal service outcomes and strengthening public trust in the institution. The IKM results of the Majalengka Regency Environmental Agency over the past five years are presented below.

Table 1. IKM of the Majalengka Regency Environmental Agency.

Year	Target (%)	Reach (%)	Remarks
2021	100	90,18	Excellent
2022	100	86,48	Good
2023	100	81,01	Good
2024	100	88,14	Good
2025	100	87,65	Good

Source: Majalengka Environment Agency Secondary Data, 2026

Based on the Public Satisfaction Index (IKM) data from the Majalengka Regency Environmental Agency over the past five years, as presented in Table 1, the target index has consistently been set at 100%. However, the actual achievement has fluctuated over time, with the highest performance recorded at 90.18% in 2021 and the lowest at 81.01% in 2023. Nevertheless, these results remain within the "Good" category, indicating that although the maximum target has not yet been achieved, public satisfaction with the services provided remains relatively high. The IKM categories for service quality are classified as "Very Good" (88.31–100.00), "Good" (76.61–88.30), "Poor" (65.00–76.60), and "Very Poor" (25.00–64.99).

This condition indicates that achieving the 100% target consistently remains a challenge due to various internal and external factors that may influence public perceptions of service quality. Although the target has not been fully achieved, the overall assessment demonstrates that service performance remains positive and relatively stable. Continuous evaluation and improvement are required to increase IKM scores, enhance service quality, and achieve better alignment with established performance targets at the Majalengka Regency Environmental Agency. The service elements evaluated include requirements, procedures, service duration, costs/tariffs, service products, staff competence, staff behavior, facilities and infrastructure, and complaint handling.

Based on the results of a pre-survey conducted among employees of the Majalengka Regency Environmental Agency, the variables of employee performance, work discipline, competence, digital skills, work-life balance, and motivation were categorized as "fairly good." This finding indicates that although employee-related aspects

are functioning adequately, they have not yet reached an optimal level. This issue is important considering the strategic role of the Environmental Agency in delivering public services, conducting environmental supervision, managing public complaints, and improving environmental quality in Majalengka Regency.

Employee performance is the central focus of this study because the quality of public services largely depends on employees' ability to complete tasks accurately, effectively, and responsibly. Data from the Public Satisfaction Index (IKM) demonstrate that the service performance of the Majalengka Regency Environmental Agency has experienced fluctuations, although it has generally remained within the "Good" category. This condition indicates the need for continuous improvement in employee performance to maintain service quality stability and achieve established performance targets. The IKM data from 2021 to 2025 show fluctuations, with a decrease from 90.18% in 2021 to 81.01% in 2023, followed by an increase in 2024 and 2025. Therefore, this study was conducted to examine the effects of competence, digital skills, work-life balance, and motivation on employee performance, with work discipline serving as a mediating variable.

METHOD

Research methodology plays an important role in ensuring the quality of a study. This study employed a quantitative approach using descriptive and verificative methods. The verificative method was used to test hypotheses through statistical analysis, while the descriptive method was applied to describe the characteristics of the research variables. This study aimed to examine the effects of competence, digital skills, work-life balance, and motivation on employee performance, with work discipline as a mediating variable at the Majalengka Regency Environmental Agency.

This study involved three types of variables:

- Independent Variables (X). The independent variables were competence (X1), digital skills (X2), work-life balance (X3), and motivation (X4).
- Dependent Variable (Y). The dependent variable was employee performance (Y).
- Mediating Variable (Z). The mediating variable was work discipline (Z), which explains the mechanism through which the independent variables influence employee performance

The data were analyzed using path analysis to test the proposed hypotheses. The analysis was conducted by developing a path model based on the research framework and examining the direct and indirect effects among variables. Path analysis was selected because it is suitable for analyzing causal relationships and determining the magnitude of the effects of independent variables on employee performance through the mediating role of work discipline.

RESULTS AND DISCUSSION

The author outlines the research findings regarding the "Influence of Competence, Digital Skills, Work-Life Balance, and Motivation on Employee Performance, with Work Discipline as a Mediating Variable, at the Majalengka Regency Environmental Agency." The study was conducted at the Majalengka Regency Environmental Agency. This agency serves as the implementing body for government affairs in the environmental sector under regional authority; it is led by a Head of Agency and operates under the supervision of, and

is accountable to, the Regent through the Regional Secretary. The general profile of the respondents provides information and characteristics regarding the subjects of the study. Research data were obtained from questionnaires distributed to the entire sample of 64 respondents, utilizing a saturated sampling (total sampling) technique.

The normality test serves as a foundational step, ensuring that the data analysis and interpretation processes are grounded in valid statistical assumptions, thereby rendering the resulting conclusions valid, accurate, and scientifically sound. Presented below is the table showing the results of the data normality analysis using the Kolmogorov-Smirnov One-Sample Test:

Table 2. Kolmogorov-Smirnov Normality Test Results

One-Sample Kolmogorov-Smirnov Test							
		Kompetensi_X1	Digital_Skill_X2	Work_Life_Balance_X3	Motivasi_X4	Kinerja_Y	Disiplin_Z
N		64	64	64	64	64	64
Normal Parameters[a,b]	Mean	38.27	53.93	32.40	32.03	79.20	55.30
	Std. Deviation	5.825	8.702	4.889	6.810	10.025	7.760
Most Extreme Differences	Absolute	.149	.179	.105	.105	.154	.139
	Positive	.124	.115	.105	.105	.154	.106
	Negative	-.149	-.179	-.103	-.097	-.110	-.139
Test Statistic		.149	.179	.105	.105	.154	.139
Asymp. Sig. (2-tailed)[c]		.089	.115	.092[d]	.097[d]	.069	.141
a. Test distribution is Normal.							
b. Calculated from data.							
c. Lilliefors Significance Correction.							
d. This is a lower bound of the true significance.							

Source: Primary data processed by the researcher (2026)

Based on the data normality test output in Table 4.8, the significance values are as follows: X1 = 0.089; X2 = 0.115; X3 = 0.92; X4 = 0.97; Y = 0.69; and Z = 0.141. Since the significance values for all variables exceed the standard significance level (0.05), it can be concluded that the data in this study follow a normal distribution; this indicates that respondents' answers were not limited to a single option but showed variation. Furthermore, the results of the normality test using a histogram are as follows:

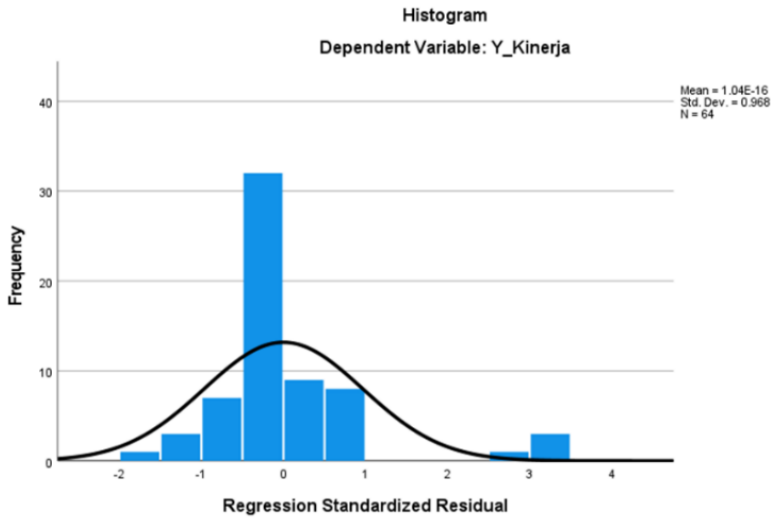

Figure 1. Normality Test Histogram Results

Source: Primary data processed by the researcher (2026)

Based on Figure 1, it can be interpreted that the graph is uneven—forming a triangular shape that peaks in the middle—indicating that the rates of increase and decrease follow a normal distribution with positive kurtosis. Based on the description above, it can be concluded that the data exhibits a normal distribution.

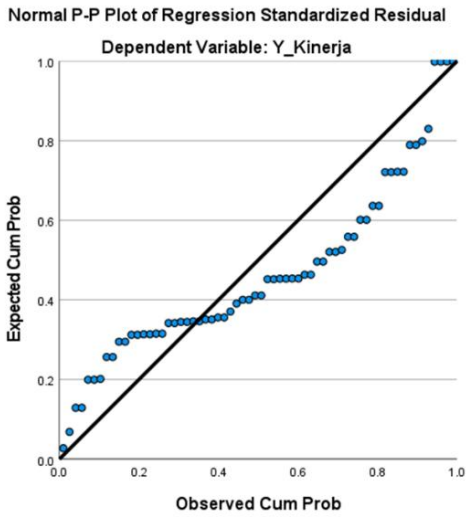

Figure 2. P-Plot Normal Distribution Test Results

Source: Primary data processed by the researcher (2026)

Based on Figure 2, it can be observed that the plotted points exhibit a distribution aligned with the diagonal line. Furthermore, these points closely follow the path of the diagonal line; thus, it can be concluded that the data follows a normal distribution and the research instrument is suitable for use.

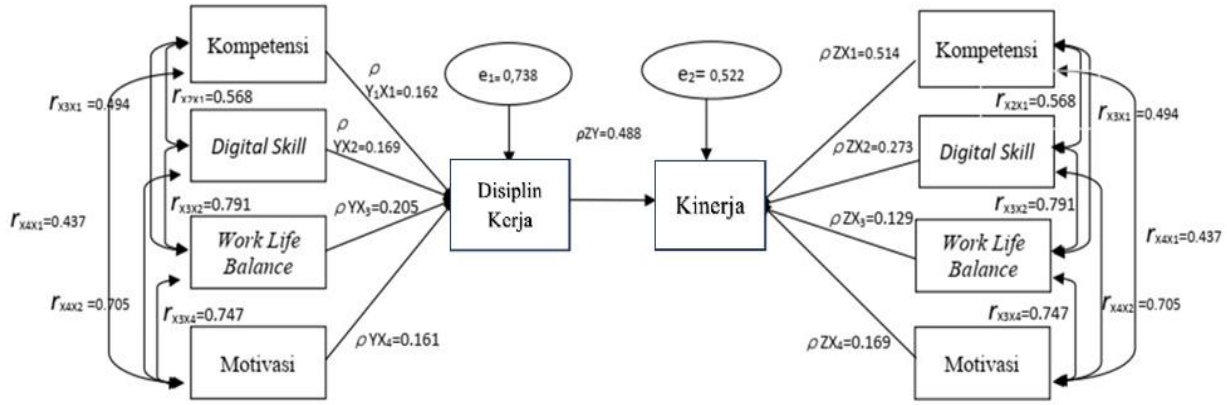

Figure 3. Overall Path Analysis Model

Based on Figure 3, it can be seen that there are four exogenous variables—competence, digital skills, work-life balance, and motivation—one mediating (intervening) variable—work discipline—and one endogenous variable: performance. The first step involves conducting a correlation analysis to determine the strength of the relationships between the variables. Using SPSS version 27 software, the correlation coefficient results obtained are as follows:

Table 3. Correlation Coefficient Values for Independent Variables (Sub-structure 1)

Correlations					
		X1_Kompetensi	X2_Digital_Skill	X3_Work_Life_Balance	X4_Motivasi
X1_Kompetensi	Pearson Correlation	1	.568**	.494**	.437**
	Sig. (2-tailed)		.000	.000	.000
	N	64	64	64	64
X2_Digital_Skill	Pearson Correlation	.568**	1	.791**	.705**
	Sig. (2-tailed)	.000		.000	.000
	N	64	64	64	64
X3_Work_Life_Balance	Pearson Correlation	.494**	.791**	1	.747**
	Sig. (2-tailed)	.000	.000		.000
	N	64	64	64	64
X4_Motivasi	Pearson Correlation	.437**	.705**	.747**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	64	64	64	64

**. Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS 27 output, primary data processed by the researcher (2026)

Based on Table 3, the correlation coefficient values between the independent variables are as follows: the correlation between competence and digital skills is 0.568 (56.8%); the correlation between digital skills and work-life balance is 0.791 (79.1%); and the correlation between work-life balance and motivation is 0.747 (74.7%). Furthermore, the correlation between competence and work-life balance is 0.494 (49.4%); the

correlation between competence and motivation is 0.437 (43.7%); and the correlation between motivation and digital skills is 0.705 (70.5%).

Table 4. Results of Sub-structural F-Test 1

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	412.601	4	103.150	4.292	.000[b]
	Residual	4709.149	59	79.816		
	Total	5121.750	63			

a. Dependent Variable: Y_Kinerja

b. Predictors: (Constant), X4_Kompetensi, X1_Kompetensi, X2_Digital_Skill, X3_Work_Life_Balance

Sumber: Output SPSS 27, Data Primer diolah peneliti (2026)

Based on SPSS calculations, the calculated F-value (F-count) is 4.292. The criterion for rejecting the null hypothesis (H0) is that F-count must exceed the F-table value (F-critical); with degrees of freedom v1 = k–1 = 3 and v2 = 64–3 = 61 and a 95% confidence level, the F-table value for F(0.05, 3, 64) is 2.75. Since 4.292 is greater than 2.75, H0 is rejected; this implies a simultaneous relationship—or a collective influence—of competence, digital skills, work-life balance, and motivation on performance. Furthermore, a probability value of less than 5% indicates that H0 is rejected and Ha is accepted, signifying that the path coefficient is significant.

Table 5. Results of Sub-structural F-Test 3

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1559.848	4	389.962	13.101	.000[b]
	Residual	1756.152	59	29.765		
	Total	3316.000	63			

a. Dependent Variable: Z_Disiplin_Kerja

b. Predictors: (Constant), X4_Kompetensi, X1_Kompetensi, X2_Digital_Skill, X3_Work_Life_Balance

Source: SPSS 27 output, primary data processed by the researcher (2026)

Based on SPSS calculations, the calculated F-value (F-count) was 13.101. The criterion for rejecting the null hypothesis (H0) is that F-count must exceed the F-table value; with degrees of freedom v1 = k - 1 = 3 and v2 = 64 – 3 = 61 at a 95% confidence level, the F-table value for F(0.05, 3, 64) is 2.75. Since 13.101 is greater than 2.75, H0 is rejected; this implies a simultaneous relationship—or a collective influence—of competence, digital skills, work-life balance, and motivation on work discipline. Furthermore, a probability value of less than 5% indicates that H0 is rejected and Ha is accepted, signifying that the path coefficient is significant.

Table 6. Results of Sub-structural Regression Test 2

Coefficients[a]					
	Unstandardized Coefficients		Standardized Coefficients		
Model	B	Std. Error	Beta	t	Sig.
1 (Constant)	62.487	7.185		8.697	.000
Z_Disiplin_Kerja	.060	.058	.488	5.381	.007
a. Dependent Variable: Y_Kinerja					

Source: SPSS 27 output; primary data processed by the researcher (2026).

Based on the calculation results in Table 6 above, it can be explained that work discipline positively influences performance, with a path coefficient of 0.488. A path coefficient of 0.488 implies that an increase in work discipline leads to a performance increase of 0.488 units; in other words, work discipline contributes 0.488 units to the improvement of performance. The Sobel Test is a statistical procedure used to determine whether the influence of an independent variable (X) on a dependent variable (Y) occurs significantly through a mediating variable (M). Essentially, the Sobel Test is employed to detect the mediating effect between the independent and dependent variables. The Sobel Test calculations yielded a Z-value of 7.92. Since this value (7.92) exceeds the threshold of 1.96 at a 5% significance level, it can be concluded that work discipline mediates the influence of competence, digital skills, work-life balance, and motivation on performance.

Based on the hypothesis testing regarding the partial effect of digital skills on performance, the calculated t-value (t-count) exceeded the critical t-value (t-table); consequently, the null hypothesis (H0) was rejected. This indicates that digital skills influence performance with a coefficient of 0.169, meaning that every unit increase in digital skills leads to a 0.169-unit increase in performance. These findings align with the views of Laudon & Laudon (2014), Van Laar et al. (2017), and Febriyanti & Prasetyo (2021) who state that mastering digital skills is a determining factor in boosting employee productivity, efficiency, and work quality. The partial test results regarding the effect of work-life balance on performance show a coefficient of 0.205, indicating that every unit increase in work-life balance results in a 0.205-unit increase in performance. This result is consistent with Fisher (2017), who posits that work-life balance is a strong predictor of job satisfaction and performance, as employees who feel in control of their time and lives tend to be more committed and contribute optimally to the organization. Similarly, Allen et al. (2015) suggest that work-life balance is positively correlated with increased productivity, reduced absenteeism, and strengthened employee loyalty to the workplace.

The partial test results regarding the impact of motivation on performance indicate that the null hypothesis (H0) is rejected; in other words, motivation influences performance with a coefficient of 0.161, meaning that every unit increase in motivation leads to a 0.161-unit increase in performance. These findings confirm that employees possessing strong internal drives—such as the need for achievement, recognition, or personal development—exhibit more productive work behaviors, demonstrate resilience in the face of obstacles, and maintain a high level of commitment to achieving organizational targets; this is because motivation acts as the psychological energy that directs and sustains an individual's work efforts. Conversely, low motivation fosters apathy, diminishes initiative,

and encourages a tendency to work merely to meet minimum obligations, ultimately reducing the overall quality and quantity of work output. These results align with recent research by Paais & Pattiruhu (2020), who concluded that work motivation has a positive and significant impact on employee performance; notably, their study found that the combined contribution of motivation, leadership, and organizational culture variables to performance reached 73.5%. Similarly, Hermawan (2025), in a study involving employees of the Pesanggrahan District in South Jakarta, found that work motivation positively and significantly influences employee performance. Therefore, organizations—specifically the Majalengka Regency Environmental Agency-must foster an environment that supports the growth of both intrinsic and extrinsic motivation by providing meaningful work challenges, proportional rewards, transparent career paths, and open communication between leaders and subordinates; well-motivated employees constitute the fundamental basis for achieving superior performance and sustainable organizational success.

The partial test results regarding the impact of motivation on work discipline show a path coefficient of 0.169 for variable X4 (motivation) relative to Y (work discipline); in other words, motivation influences work discipline by a factor of 0.169, meaning that every increase in motivation leads to a 0.169-unit increase in discipline. These findings confirm that motivation has a positive and significant effect on employee work discipline, wherein strong internal and external drives foster individual awareness and a sense of responsibility regarding obligations—qualities reflected in rule compliance, punctuality, and adherence to work procedures. Highly motivated employees tend to take the initiative to complete tasks more quickly, value time as a precious asset, and observe operational standards, understanding that discipline is a key gateway to achieving success and gaining organizational recognition. These results align with research by Koesdarina (2025) at the West Semarang Primary Tax Service Office, which demonstrated that work motivation has a positive and significant impact on employee work discipline, as well as research by Riza (2024) at PT Puput Tani Mandiri, which confirmed the positive and significant influence of motivation on work discipline. Similarly, research by Marois et al. (2025) confirmed that work motivation and work discipline simultaneously influence improvements in employee performance.

Based on the F-test results for Sub-structure 3, the SPSS output shows a calculated F-value (F-count) of 13.101. Since the rejection criterion states that H0 is rejected if F-count exceeds F-table, it can be concluded that there is a simultaneous relationship—or a collective influence—of competence, digital skills, work-life balance, and motivation on work discipline. Furthermore, a probability value of less than 5% indicates that H0 is rejected and Ha is accepted, signifying that the path coefficient is significant. These findings align with the study by Holilah et al. (2021), which demonstrated that competence, motivation, and work discipline simultaneously influence employee performance, yielding an F-count of 4.556 at a significance level of 0.04. Research conducted at CV. Klasma Indonesia (Fatahilah, 2023) also confirms that competence and work motivation simultaneously influence employee performance, with an F-count of 7.515 (exceeding the F-table value of 3.252) and a significance level of 0.002 (below 0.05).

CONCLUSIONS

The variables of competence, digital skills, work-life balance, and motivation were categorized as moderate at the Majalengka Regency Environmental Agency. Regarding the competence variable, the experience dimension (2.75) was classified as moderate, indicating that employees theoretically possess a good understanding of environmental sector tasks and policies but still encounter challenges in translating this knowledge into practical actions. Furthermore, the digital skills variable (2.92) was categorized as moderate, suggesting that employees have basic abilities to utilize digital devices and technologies to support their work activities. Regarding work-life balance, the satisfaction balance dimension (2.77) was classified as moderate, indicating that employees may not yet fully experience an optimal balance between work demands and personal satisfaction, which can be addressed by creating a healthier and more productive work environment. Additionally, the esteem needs dimension of the motivation variable (2.57) was categorized as low, indicating that employees may perceive the appreciation and recognition received for their contributions as insufficient. Meanwhile, work discipline (3.45) was categorized as high, demonstrating that employees showed a strong level of discipline in carrying out their duties and responsibilities.

Competence, digital skills, work-life balance, and motivation were found to influence employee performance at the Majalengka Regency Environmental Agency, as indicated by an F-calculated value of 4.292, which exceeded the F-table value, and an R^2 value of 0.445 (44.5%). These four factors contribute collectively to employee performance. Employees with adequate competence but low motivation may demonstrate reduced work engagement, while employees with high motivation but limited digital skills may experience difficulties adapting to technological developments and changing work demands. Similarly, an imbalance between work and personal life may negatively affect employees' ability to optimize their competence and maintain motivation.

Competence, digital skills, work-life balance, and motivation were found to influence employee performance through the mediating role of work discipline at the Majalengka Regency Environmental Agency. The obtained Z-value of 7.92 exceeded the critical value of 1.96 at the 5% significance level, indicating that work discipline significantly mediated the effects of competence, digital skills, work-life balance, and motivation on employee performance.

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