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### THE EFFECT OF ORGANIZATIONAL CLIMATE AND COMPETENCE ON THE PERFORMANCE OF PT. SAHARJO ENAM SEMBILAN

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#### **ABSTRACT**

Three independent variables of organizational climate, competence, and work discipline are used to improve the performance of employees of PT. Saharjo Enam Sembilan, by investigating direct and indirect influences. The indirect effect of this research is the influence of organizational climate and competence on the performance of employees of PT. Saharjo Enam Sembilan. The indirect effect of organizational climate can be determined from the direct impact of the organizational climate and work discipline on the performance of employees of PT. Saharjo Enam Sembilan and the direct influence of organizational climate here on work discipline.

While the indirect effect of competence can be determined from the direct influence of competence and work discipline on the performance of employees of PT. Saharjo Enam Sembilan and the direct result of competence in work discipline. The method used in this study is a quantitative method with a descriptive type of research that describes a phenomenon being studied. The regression equation works using the results of the questionnaire answers distributed by 82 respondents using the whole sample.

The research data was tested first with validity, reliability, normality, multicollinearity, and heteroscedasticity tests before working on the regression equation. The study's results found that all indirect and direct effects, both partial and simultaneous, were significant and positive. The influence of the independent variable's organizational climate, competence, and work discipline on the performance of employees of PT. Saharjo Enam Sembilan in percent were 27.3%, 27.0% and 25.7%. The impact of the independent variable's organizational climate, competence, and work discipline simultaneously on the performance of employees of PT. Saharjo Enam Sembilan in percent is 30.7%.

## INTRODUCTION

The climate of an organization is the relative environmental quality experienced by its members, which affects their behavior and how the organization functions appropriately. Akhmar Barsah (2017) states that we are born in organizations, educated by organizations, and almost all spend our lives working in organizations. It can therefore be said that the organization is intensities social coordinated consciously with identifiable boundaries and working continuously to achieve common goals. Thus, the organizational climate dramatically affects the performance of employees. Reichers & Schneider (Caesar, 2016) state that the organizational climate is a perception or common assumption of administrative policies, the implementation of policies and procedures, both formal and informal, in the form of representations and goals of the organization, as well as tools and ways that are imitated and carried out to achieve the desired results in or to improve performance.

Fakhry Zamzam and Tien Yustini (2021) stated that the organizational climate moves with the development of an organization. With the organization's size, the climate will also become more complex. The number of organizational climates can be more than the organization itself. Based on the above, it can be concluded that the organizational climate is the perception of organizational members towards the internal or psychological environment, which is a common assumption regarding policies, implementation, and various procedures both formal and informal members of the organization that determine their performance so that it has a direct effect on performance. The organizational climate is directly related to competence. Priansa (2017) states that competence is commensurate with ability or proficiency; others mean commensurate with skills, knowledge, and high education. Thus, competence is closely related to employee performance. And it has a positive effect on performance.

Agustian (2018) mentioned that competence is the ability to carry out or do a job based on skills and knowledge and supported by the work attitude required. It can be concluded that competence is an inherent characteristic of a person that causes that person to be able to predict his surroundings in a job or situation. Competence has no meaning if the employee's work discipline is low. Competence is closely related to labor discipline. Employees who have high competence have good work discipline. Mangkunegara (2017), work discipline can be interpreted as implementing management to strengthen organizational guidelines. Meanwhile, Nurmansyah, (2018) stated that work discipline is the magnitude of a person's sense of responsibility to the tasks assigned to him. Rivai in Sinambela (2016) stated that several things explain the indicators of work discipline, namely Attendance, Adherence to work regulations, Adherence to work standards, and ethical work. Discipline is the most important operative function of MSDM because the better the discipline of employees, the higher the work performance they can achieve. The background of this research is to improve the performance of PT. Saharjo Enam Sembilan so that it can support the achievement of the company's goals.

## OBJECTIVES

The study aims to determine the effect of research variables:

1. To determine the influence of Organizational Climate, Competence, Discipline, and Performance PT. Saharjo Enam Sembilan.
2. To determine the influence of Organizational Climate, Competence, Discipline, and Performance PT. Saharjo Enam Sembilan and their impact on employees.

## LITERATURE REVIEW

### *Organization Climate*

The organizational climate is a picture of the internal climate of the organizational environment that is felt by the members of the organization during their activities to achieve organizational goals. Shamsir in Akhmar Barsah (2017) states that we are born in organizations, educated by organizations, and almost all spend our lives working in organizations. Therefore, it can be said that the organization is a social intensity coordinated consciously with identifiable boundaries and working continuously to achieve common goals. Sapulette (2017) states that Organizational climate is a set of measurable properties of the work environment that are felt or seen directly or indirectly by living people who work in the environment and are assumed to affect their motivation and behavior. According to Lita (2017), organizational climate is a series of descriptions of organizational characteristics that distinguish an organization from other organizations that lead to the perception of each member is looking at the organization. Cahyono in Satrio and Suwandana (2017) stated that the organizational climate is a corporate climate, a series of work environments around the workplace that affect a person's behavior in carrying out work which ultimately makes the organization quickly achieved. Setiawan et al. (2016) mentioned that there are nine dimensions of organizational climate that could be seen in Table 1 as follows:

**Table 1.** Dimensions And Indicators of Organization Climate

Variable	Dimension	Indicators
Organizational Climate (X1) Setiawan (2016)	1. Structure	1 Work procedure
		2 Rules in a task
	2. Responsibility	3 Consequences of the work done
	3. Awards	4 Awarding
		5 Rewarding
	4. Risk	6 Risks in carrying out work
		7 Job challenges
	5. Warmth	8 Relationships between employees
		9 Working atmosphere
	6. Support	10 Support to subordinates
		11 The support of his fellow co-workers.
	7. Performance standards	12 Organizational predetermined performance standards
		13 Emphasis on the achievement of the results of work
	8. Conflicts	14 Solutions to problems that exist within the organization
	9. Self-identity	15 Member identification

## Competence

Margaretha, Perizade, Widiyanti, and Zunaidah (2020) conducted research at PT. Semen Baturaja (Persero) Tbk. Received that compensation has a positive and significant effect on employee performance at PT Semen Baturaja (Persero), Tbk. Handayani (2018) researched PT. Semen Baturaja (Persero) employees. Noble Kencana Train. Compensation and Job Satisfaction do not affect the performance of PT. Noble Kereta Kencana. Maizar (2017) researched the influence of motivation, work competence, and compensation simultaneously on Employee Performance at PT. Perkebunan Nusantara VI (Persero) Pasaman Barat the results of the study found that the competency variable had a positive and significant effect on employee performance. Azis (2018) conducted a study to determine the influence of competence, motivation, and promotion on employee performance at the South Makassar primary tax service office. The three independent variables used in this study, competence influences employee performance at the South Makassar tax service head office. Sugiyanto & Santoso (2018) provide dimensions and indicators of variable competencies, such as those that could be seen in Table 1 as follows:

**Table 1.** Dimensions and Indicators of Competency

Variable	Dimension		Indicators
Competency (X2) Sugiyanto & Santoso (2018)	1. Knowledge	1	How to identification
		2	How to do good learning
	2. Understanding	3	Good understanding of the conditions
		4	Understanding the characteristics
	3. Ability / Skill	5	Carrying out duties or work
		6	The ability of employees to choose work methods that are considered more effective
	4. Value	7	The ability of employees to choose the method of work
		8	Honesty
		9	Openness
	5. Attitude	10	Democratic
		11	Reaction to the economic crisis
		12	Feelings for a raise
	6. Interest	13	Show
		14	Perform a task activity
		15	Ability to formulate the vision and strategy of the company

## Work Discipline

Nurmansyah, (2018) in the introduction to Human Resource Management (Concepts, Theories, and Research), the fourth printing, Unilak Press, Pekanbaru mentioned that good discipline reflects the magnitude of a person's sense of responsibility to the tasks assigned to him. Then discipline is the awareness and willingness of a person to obey all company regulative applicable

social norms; a discipline is an act of management that implements so that the attitudes and behaviors, and actions of employees are following the rules and standards of the organization. Therefore, work discipline is closely related to performance. Some studies have found that work discipline has a positive and significant effect on performance. Margaretha, Perizade, Widiyanti, and Zunaidah (2020) at PT. Semen Baturaja (Persero) Tbk. Obtains that work discipline has a positive and significant impact on employee performance at PT Semen Baturaja (Persero), Tbk. Good discipline reflects a person's sense of responsibility for the tasks assigned. Then discipline is the awareness and willingness of a person to obey all company regulations and applicable social norms, and discipline is a management action that carries out so that the attitudes and behaviors, and activities of employees follow the rules and standards of the organization. Rivai in Sinambela (2016) gives the Dimensions and Indicators of Work Discipline in Table 1 as follows:

**Table 1.** Dimensions and indicators of Work discipline

Variable	Dimension		Indicators
Work Discipline (X3) Rivai in Sinambela (2016)	1. Presence	1	Presence in work
		2	Get off work time
		3	Rest time
	2. Observance of work regulations	4	Obey the rules
		5	Not neglecting work procedures
		6	Follow work guidelines
	3. Observance of work standards	7	Responsibility to duty
		8	Adherence to work standards
	4. High level of alertness	9	High alertness
		10	Always be careful
		11	Work effectively and efficiently
		12	Thoroughness in work
	5. Work ethically	13	Acting polite
		14	Always be disciplined
		15	Not involved in inappropriate actions

### *Performance*

In general, performance is the result of work in quality and quantity that can be achieved by an employee in carrying out his primary duties and functions, with responsibilities charged or given to him. Anwar Prabu Mangkunegara in Eric Hermawan (2022) stated that performance is:

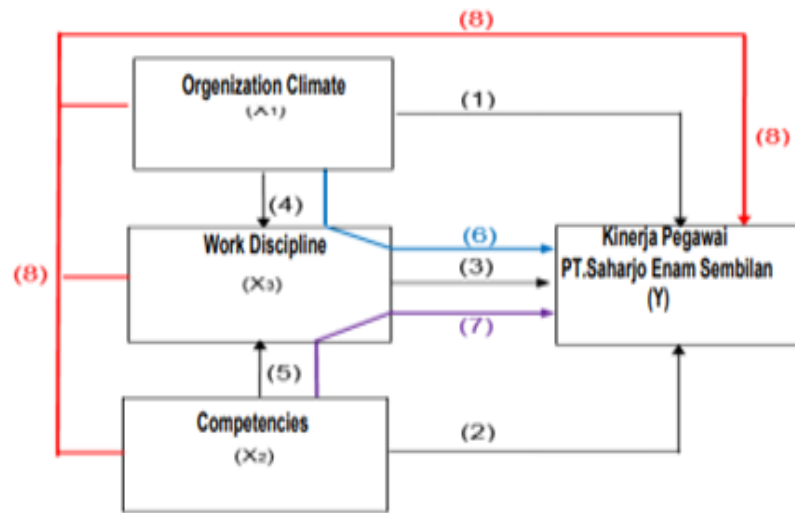
- 1) Quality is something related to the work process to the results of work that can be measured from the level of efficiency and effectiveness of a person in carrying out a job supported by other resources. The indicators are tidiness, thoroughness, and reliability.

- 2) Working quantity, quantity is a unit of the maximum amount or limit that must be achieved by workers within a predetermined time by the company's leadership. The indicators of quantity are punctuality, work results, and job satisfaction.
- 3) Cooperation, cooperation is the attitude and behavior of every employee who establishes a cooperative relationship with the leadership or colleagues to complete the work together. The indicators of cooperation are: cooperation and cohesiveness
- 4) Responsibility, responsibility is a matter related to the results of the work that has been completed that must be accounted for by employees if there is still work that is not per the expectations of the leadership as for the indicators of responsibility, namely: a. sense of responsibility in making decisions b. utilizing facilities and infrastructure.
- 5) Initiative, the initiative is any form of movement from within members to do work and overcome problems as for the indicators of initiative, namely independence and ability to work. Armstrong and Baron in Wibowo (2016) stated that dimensions and performance indicators could be seen in Table 1 as follows:

**Table 1.** Dimensions and Performance Indicators of Employees

Variable	Dimension	Indicators
Performance (Y) Armstrong & Baron in Wibowo (2016)	Individual factor	1 Skill level
		2 Competencies possessed
		3 Motivations
		4 Individual commitments
	Factor Leadership	5 Boost quality
		6 Guidance
		7 Manager support
		8 Support from the team leader
	Factor Team	9 The quality of support provided by the Team
		10 The quality of support provided by colleagues
	Factor System	11 Work system
		12 Facilities provided by the organization
	Situational Factor	13 Facilities provided by the leadership
		14 High level of pressure changes in the internal environment
		15 High degree of pressure changes in the external environment

### Conceptual Framework



**Figure 1.** Conceptual Framework

The direct influence of the organizational climate, competence, and work discipline partially on the performance of PT. Saharjo Enam Sembilan (1, 2 and 3). The impact of the climate of organization and work discipline on competence (4,5). The indirect effect of organizational climate on the performance of PT. Saharjo Enam Sembilan with work discipline as a make-up (6). The indirect effect of competence on the performance of PT. Saharjo Enam Sembilan with work discipline as a make-up (7). The direct influence of the organizational climate, competence, and work discipline simultaneously on the performance of PT. Saharjo Enam Sembilan (8). All these influences, both direct and indirect, are clearly and systematically depicted in Figure 1.

### METHODOLOGY

1. The method used in this study is a quantitative method with a descriptive type of research that aims to describe or describe the influence between the dimensions of the organizational climate, competence, and work discipline partially and simultaneously on the performance of employees. PT. Saharjo Enam Sembilan. Obtaining the effect of the organizational climate and competence indirectly on the performance of PT. Saharjo Enam Sembilan with work discipline as a variable moderator.

### Data Testing

Before calculating the regression equation, both simple regression and double regression of the research data were tested first with tests of validity, reliability, normality, multicollinearity, and heteroscedasticity. Validity testing is to ensure that the questionnaire is perfect. Reliability is a measure that indicates the consistency of the measuring instrument in measuring the same symptoms at

other times. Independent research variables Of reliability, if *the Cronbach Alpha value*  $> 0.600$ . The normality test is the rule for establishing the normality of a data is that the information is said to be normally distributed if the weight of *asympt. Sig. (2-tailed)* at the SPSS output more significant than the *level of significance* (0.05). multicollinearity test was carried out with VIF criteria  $<10$  and Tolerance  $>0.1$ . The heteroskedasticity test in this study was to look at the tendency of independent variables and whether they have a high correlation.

## RESULT

### *Respondent*

The employee population of PT. Saharjo Enam Sembilan totaled 82 people. To determine the effect of independent variables on bound variables, a questionnaire was distributed to samples whose number was equal to the people. So, the distribution of questionnaires was carried out on 82 respondents.

### *Validation Test*

The validation test results can be seen in table 1 as follows:

**Table 1.** Validation Testing for Variable Organizational Climate (X1), Competence (X2), Work Discipline (X3), and Performance (Y)

Index X and Y	R <sub>hitung</sub> X <sub>1</sub>	R <sub>hitung</sub> X <sub>2</sub>	R <sub>hitung</sub> X <sub>3</sub>	R <sub>hitung</sub> Y	R <sub>Table</sub>	Result
1	.423**	.403**	.676**	.465**	0,286	valid
2	.375**	.415**	.636**	.505**	0,286	valid
3	.443**	.540**	.557**	.302**	0,286	valid
4	.557**	.528**	.715**	.260*	0,286	valid
5	.613**	.703**	.554**	.240*	0,286	valid
6	.346**	.636**	.702**	.354**	0,286	valid
7	.549**	.625**	.477**	.300**	0,286	valid
8	.500**	.768**	.309**	.359**	0,286	valid
9	.407**	.551**	0,062	.626**	0,286	Invalid
10	.552**	.550**	.438**	.503**	0,286	valid
11	.619**	.702**	.684**	.444**	0,286	valid
12	.269*	.328**	.453**	.458**	0,286	valid
13	.269*	.393**	.527**	.244*	0,286	valid
14	.465**	.474**	.487**	.622**	0,286	valid
15	.492**	.586**	.635**	.626**	0,286	valid

The test results found that all research Variable questionnaires were declared valid because all Pearson correlations calculated (R<sub>count</sub>) were more significant than the coefficient from Table, whose value was 0.286 (82 respondents) with an accuracy of 0.01 (1%). Except: X<sub>309</sub> is invalid, and X<sub>112</sub>, X<sub>113</sub>, Y<sub>04</sub>, Y<sub>05</sub>, and Y<sub>13</sub> are valid with an accuracy of 0.05 (5%) because the values are  $<0.268$  and  $>0.220$ .



### *Reliability Test*

Have the validation test in Table 1 as follows,

**Table 1.** Results of the Research Variable Reliability Test

No	Variable	Cronbach's alpha
1	X <sub>1</sub> (15)	0,732>0,600
2	X <sub>2</sub> (15)	0,837>0,600
3	X <sub>3</sub> (14)	0,835>0,600
4	AND (15)	0,661>0,600

All research variables X<sub>1</sub>, X<sub>2</sub>, X<sub>3</sub>, and Y are independent of reliability if *the Cronbach Alpha value > 0.600*.

### *Normality Test*

The rule for establishing the normality of data is that the information is said to be normally distributed if the value is Asymp. Sig. (2-tailed) at SPSS output more significant than the level of significance (0.05), All normally distributed research data, as shown in Table 1, are as follows:

**Table 1.** Results of the Research Variable Normality Test

Variable	Asymp.sig. (2-tailed)
X <sub>1</sub>	0,200>0.05
X <sub>2</sub>	0,053>0.05
X <sub>3</sub>	0,200>0.05
And Y	0,051>0.05

### *Multicollinearity Test*

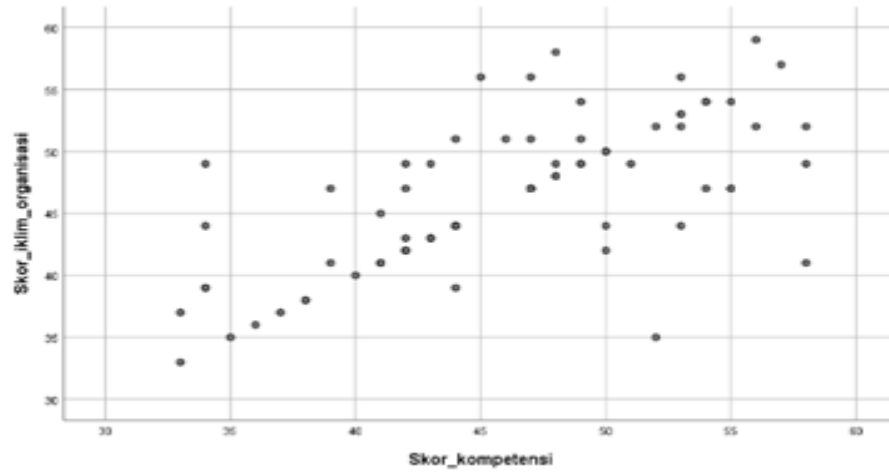
Indications of the occurrence of multicollinearities are. if the VIF value is greater than 10 and the tolerance is less than 0.1. It can be seen that all independent variables escape the multicollinearities problem or no independent variables are exposed to multicollinearity because the third VIF of the Variable is independent <10 and tolerance>0.1, as shown in Table 1.

**Table. 1** Results of the Multicollinearity Variable Research Test

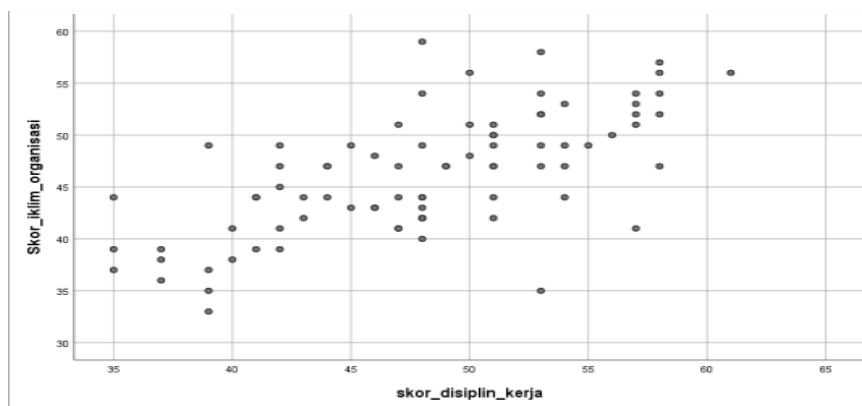
Model	Collinearity Statistics	
	Tolerance	VIF
Constant		
Score_ Organizational Climate	.505	1.981
Score_ Competence	.329	3.037
Score_ Work Discipline	.331	3019

**Heteroscedasticity Test**

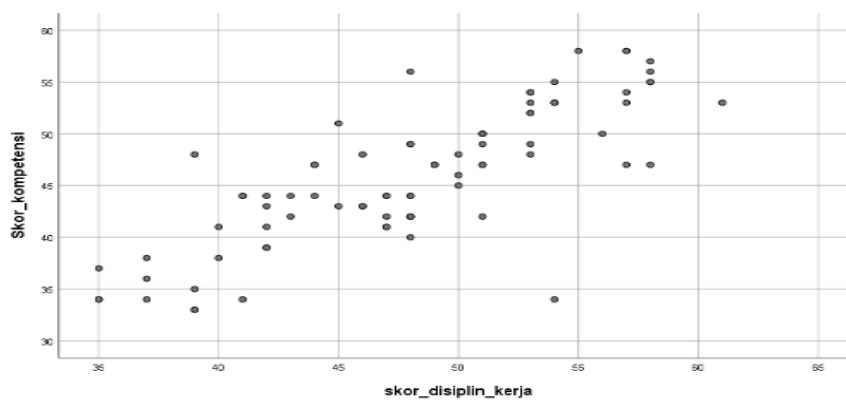
The heteroscedasticity test in this study was to see the tendency of independent variables to have a high correlation. If there is a high correlation between independent variables, heteroscedasticity will occur.



**Figure 1.** Graph of The Organizational Climate Against Competencies



**Figure 2.** Graph of Organizational Climate Toward Work Discipline



**Figure 3.** Graph of competence toward work discipline

### *Simple Regression Equation*

To determine the influence of organizational climate, competence, and work discipline partially on the performance of employees. PT. Saharjo Enam Sembilan and the effect of organizational climate and partial competence on work discipline used simple regression analysis; the results obtained in Table 1 are as follows:

**Table 1.** The result of the Calculation of simple Regression Equations

Impact	Formula	t <sub>hitung</sub>	t <sub>Table</sub>	F <sub>hitung</sub>	F <sub>Table</sub>	Impact (%)
Y(X <sub>1</sub> )	Y= 29,575+0.410 X <sub>1</sub>	3,478	2,374	30.006	3.57	27.3
Y(X <sub>2</sub> )	Y=32,013 + 0.360 X <sub>2</sub>	5,441	2,374	29,604	3.57	27
Y(X <sub>3</sub> )	Y=31,156 + 0,362 X <sub>3</sub>	5,265	2,374	27,715	3.57	25,7
X <sub>3</sub> (X <sub>1</sub> )	X <sub>3</sub> = 14,120+0,733 X <sub>1</sub>	7,987	2,374	63,796	3.57	44,4
X <sub>3</sub> (X <sub>2</sub> )	X <sub>3</sub> =12,455+0,775 X <sub>2</sub>	11,85	2,374	140,415	3.57	63,7

Organizational climate (X<sub>1</sub>), Competence (X<sub>2</sub>), Work discipline (X<sub>3</sub>), and Performance (Y)

### *Simple Regression Equation*

To determine the influence of supervision, organizational climate, and competence simultaneously on the performance of employees. PT. Saharjo Enam Sembilan used multiple regression analysis; The results in Table 1 are as follows:

**Table 1.** The result of the calculation of the Multiples Regression Equation

Impact	Formula	F <sub>hitung</sub>	F <sub>Table</sub>	Impact (%)
Y (X <sub>1</sub> , X <sub>2</sub> , X <sub>3</sub> )	Y=26,455 + 0,219 X <sub>1</sub> + 0,146 X <sub>2</sub> + 0,109 X <sub>3</sub>	12,986	4,04	30,7

The results shown in Table 1 state the influence of organizational climate, competence, and work discipline simultaneously on the performance of employees of PT.Saharjo Enam Sembilan is significant and positive because Fcounts > FTablel (12,986 >4.04) While the influence in % is 30.7% this result is correct because F calculates > Table (12,986 >4.04)

### *Effects between Research Variables*

#### *Direct effects of Organizational Climate on Employee Performance of PT. Saharjo Enam Sembilan,*

Ratnasari & Gandhi, (2017) Organizational climate can make employees work optimally, providing a comfortable and supportive work environment so that employees are satisfied with the existing work climate to improve performance. Hanum (2018) stated that organizational climate is the view of corporate members related to organizations, whether they have or are happening inside or outside the company environment, which can influence behavior and attitudes and then determine organizational performance. Our research found the influence of organizational climate on the performance of PT. Saharjo Enam Sembilan was positive and significant. The result obtained  $t_{count} > t_{Table}$  ( $3,478 > 2,374$ ).

#### *Direct Effect of Competence on Employee Performance of PT. Saharjo Enam Sembilan*

Maizar (2017) revealed the influence of motivation, work competence, and compensation simultaneously and partially on Employee Performance using data collection methods in questionnaires. The methods used are descriptive analysis and multiple regression analysis. The results of the research Variable motivation, competence, and compensation simultaneously have a positive and significant effect on employee performance. Competency variables have a negative but insignificant impact on employee performance. Margaretha, Perizade, Widiyanti, and Zunaidah (2020) researched the effect of competence on employee performance at PT Semen Baturaja (Persero), Tbk which has an employee population of 894 people. A purposive sampling technique aims to establish sample criteria, namely samples from as many as 547 respondents. The results showed that competence positively and significantly affects employee performance at PT Semen Baturaja (Persero), Tbk. Our research found the effect of competence on the performance of PT. Semen Baturaja (Persero), Tbk. Saharjo Enam Sembilan positivity and significant because it obtained  $t_{count} > t_{Table}$  ( $5.441 > 2,374$ ).

#### *Direct Effect of Work Discipline on employee performance of PT. Saharjo Enam Sembilan.*

Nurmansyah, (2018) in Introduction to Human Resource Management (Concepts, Theory, and Research), the fourth printing, Unilak Press, Pekanbaru Good Disciplinary Work reflects the magnitude of a person's sense of responsibility to the tasks assigned to him. Then discipline is the awareness and willingness of a person to obey all company regulations and applicable social norms, discipline is an act of management that implements so that the attitudes and behaviors, and actions of employees are following the rules and standards of the organization. Therefore, work discipline has a positive effect on performance. Siswanto, (2005) stated that discipline work is an attitude of respect, respect, obeying and obeying the applicable regulations both written and unwritten, and able to carry them out and not mysterious to accept his

sanctions if he violates the duties and authorities given to him, thus work discipline positive effect on performance. In this study, it was found that work discipline has a positive and significant impact on the performance of PT. Saharjo Enam Sembilan due to  $t_{count} > t_{Table}$  (5,265 > 2,374)

***The effect of Organizational Climate Indirectly Through Work Discipline as a Mediator on the Performance of PT. Saharjo Enam Sembilan.***

The effect of the organizational climate indirectly through work discipline as a mediator on the performance of PT. Saharjo Enam Sembilan is positive and significant because of the direct impact of the organizational climate on the performance of PT. Saharjo Enam Sembilan ( $b=0.410$ ) + direct influence of organizational climate on work discipline ( $b=0.733$ )  $\times$  Effect of work discipline on the performance of PT employees. Saharjo Enam Sembilan ( $b=0.362$ ) is  $0.410 + 0.733 \times 0.362 = 0.675$ .

***The Effect of Competence, Indirectly Through Work Discipline as a Mediator on the Performance of PT. Saharjo Enam Sembilan.***

The influence of competence indirectly through work discipline as a mediator on the performance of PT. Saharjo Enam Sembilan is positive and significant because of the direct influence of competence on the performance of PT. Saharjo Enam Sembilan ( $b=0.360$ ) + direct influence of competence on work discipline ( $b=0.775$ )  $\times$  The effect of work discipline on the performance of PT employees. Saharjo Enam Sembilan ( $b=0.362$ ) is  $0.360 + 0.775 \times 0.362 = 0.641$ .

***The direct effect of the organizational climate, competence, and work discipline simultaneously on the performance of PT. Saharjo Enam Sembilan.***

Organizational climate, competence, and work discipline simultaneously on the performance of PT. Saharjo Enam Sembilan was performed by double linear regression. To determine whether this simultaneous influence is significant or not can be done by comparing the calculated F with the FTable. If F calculates the  $> F_{Table}$ , it can be said that the influence of the organizational climate, competence and work discipline simultaneously on the performance of employees PT. Saharjo Enam Sembilan is significant and positive. The results of the study found that the influence of the organization's climate, competence and work discipline simultaneously on the performance of PT. Saharjo Enam Sembilan is significant and positive because  $F_{count} > F_{Table}$  (12,986 > 4.04)

**CONCLUSION AND RECOMMENDATION**

Statistical testing of the effect of 4 (four), Organizational Climate, Competence, Work Discipline, and Performance both partially and simultaneously on the performance of PT employees. Saharjo Enam Sembilan is as follows:

**CONCLUSION**

a. Organization Climate has a positive and significant effect on the performance of PT. Saharjo Enam Sembilan due to  $t_{count} > t_{Table}$  (3,478 > 2,374)

b. Competence has a positive and significant effect on employee performance

PT. Saharjo Enam Sembilan due to  $t_{count} > t_{Table}$  (5,441 > 2,374)

c. Work discipline has a positive and significant effect on the performance of PT. Saharjo Enam Sembilan due to  $t_{count} > t_{Table}$  (5,265 > 2,374)

d. The influence of organizational climate indirectly through work discipline as a mediator on the performance of employees of PT. Saharjo Enam Sembilan is positive and significant because of the direct influence of organizational climate on the performance of employees of PT. Saharjo Enam Sembilan ( $b=0.410$ ) + direct impact of organizational climate on work discipline ( $b=0.733$ )  $\times$  The effect of work discipline on employee performance at PT. Saharjo Enam Sembilan ( $b=0.362$ ) is  $0.410 + 0.733 \times 0.362 = 0.675$ .

e. The influence of competence indirectly through work discipline as a mediator on the performance of PT. Saharjo Enam Sembilan is positive and significant because of the direct influence of competence on the performance of PT. Saharjo Enam Sembilan ( $b=0.360$ ) + direct influence of competence on work discipline ( $b=0.775$ )  $\times$  The effect of work discipline on the performance of PT employees. Saharjo Enam Sembilan ( $b=0.362$ ) is  $0.360 + 0.775 \times 0.362 = 0.641$ .

f. The organizational climate, competence, and work discipline simultaneously have a direct, positive, and significant effect on the performance of PT. Saharjo Enam Sembilan due to  $F_{count} > F_{Table}$  (12,986 > 4.04)

## RECOMMENDATION

a. Recommended to the manager to follow what is mentioned in the dimensions and indicators of the research Variable so that the positive influence obtained can be maintained.

b. The three independent Variable influences used to affect employee performance positively and successfully should be maintained.

c. For the following researchers, it is advisable to investigate further the problem of improving employee performance with other independent variables, other types of companies, and other work environments

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