

THE INFLUENCE OF COMMUNICATION, DISCIPLINE, WORK COMPETENCE, AND WORK MOTIVATION ON EMPLOYEE PERFORMANCE



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ABSTRACT

This study aims to analyze the influence of communication, discipline, work competence, and work motivation on employee performance at CV Maji Furniture Jepara. The research method used is quantitative with an explanatory approach, involving the entire population of 70 employees through a saturated sampling technique. Data collection was carried out using a questionnaire and analyzed using Partial Least Squares-Structural Equation Modeling (PLS-SEM). The results of the study indicate that communication, discipline, and work competence have a positive and significant effect on employee performance, while work motivation does not have a direct effect on performance. Work motivation is proven to have a significant effect on discipline and work competence, as well as an indirect effect on performance through these two variables, with work competence as the strongest mediator. These findings emphasize the importance of strengthening competence and discipline to improve employee performance.

Keywords: *Communication; Discipline; Work Competence; Work Motivation;
Employee Performance*

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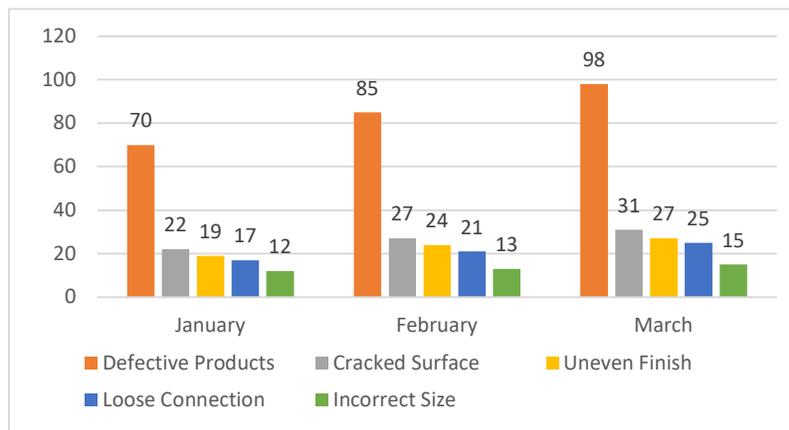
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INTRODUCTION

Human resources are an important factor in organizational performance (Krisnandi & Saputra, 2021). The existence of human resources within an organization plays an important role in its efforts to achieve its planned objectives (Darmawan, 2022). Therefore, the existence of quality human resources (HR) can determine the quality of people who play an important role in advancing the organization (Yanti et al., 2022). In implementing company activities to create employees with good (quality) performance, solid teamwork is crucial, from the planning and implementation stages to the supervision stage. To achieve the best goals in a company, clear human resource management is needed through various company policies that can accommodate the mutual interests of the company and its employees (Widodo & Yandi, 2022). Employee performance is an important factor in determining the quality of work results and the achievement of organizational goals. To illustrate the problem faced by the company, Figure 1 presents the production defect rate data at CV Maji Furniture Jepara over the last three months.



Source: Maji Furniture Jepara processed by Author, 2025

Figure 1
Production Defect Rate Data for CV Maji Furniture Jepara

CV Maji Furniture Jepara is a company engaged in the production of wooden furniture. The company implements standard operating procedures (SOPs) to maintain product quality. However, production data shows an upward trend in the defect rate over the last three months. In January 2025, out of 1,280 units produced, there were 70 defective units, or 5.47%. In February 2025, the number of defective products increased to 85 units out of 1,260 units produced, or 6.75%. This trend continued in March 2025, with the number of defective products reaching 98 units out of 1,250 units produced, or 7.84%. The types of defects found included cracked surfaces, uneven finishing, loose joints, and incorrect sizes. For example, in March 2025, cracked surfaces were recorded in 31 units (31.6%), uneven finishes in 27 units (27.6%), loose joints in 25 units (25.5%), and incorrect sizes in 15 units (15.3%). This increase indicates problems in the consistency of quality control, worker skills, and production process supervision. If not addressed immediately, the trend of increasing defect rates has the potential to cause waste of raw materials, increased rework time, and decreased customer trust.

The high defect rate at CV Maji Furniture Jepara is not only influenced by technical production factors, but also non-technical factors such as employee behavior and

performance. Communication, discipline, work competence, and work motivation play an important role in smooth production. Communication is necessary to establish mutual respect and respect for one another, with the aim of successfully completing work (in line with expectations for organizational progress) (Hajar & Saleh, 2019). Effective communication within an organization means that messages can be received and understood by superiors, subordinates, and colleagues. Research conducted by Krisnandi & Saputra (2021) and Agustriani et al. (2022) shows that communication has a partial positive and significant effect on employee performance. Effective communication enables employees to understand instructions clearly, reduce errors, and improve work coordination (Koesomowidjojo, 2020). Meanwhile, the results of research by Bagis (2023) and Wulandari et al. (2024) show that communication does not affect employee performance because communication in the company is not yet effective.

In addition to communication, discipline also affects employee performance. The implementation of good discipline not only encourages employees to comply with written and unwritten rules, but also shapes their responsibility in carrying out tasks in accordance with their given authority (Zuhaena & Cahyo, 2022). Disciplined employees are able to maintain effectiveness and efficiency, while consistent discipline creates an orderly work environment, boosts morale, and strengthens responsibility for work (Estiana et al., 2023). This ultimately contributes to improved employee performance and supports the achievement of organizational goals in a more optimal manner. Research by Tanjung & Rasyid (2023) states that discipline has a positive and significant effect on employee performance because with discipline, employees are able to carry out tasks according to the rules, make optimal use of time, and show full responsibility. Meanwhile, research by Muna & Isnowati (2022) states that discipline has a negative and insignificant effect on employee performance. Excessively strict discipline can actually cause pressure and reduce work flexibility, making employees feel uncomfortable at work.

An important factor that can improve employee performance is job competency (Budiantara et al., 2022). Competency reflects the abilities possessed by employees, in terms of knowledge, skills, and work attitude, thereby encouraging them to work neatly, skillfully, and in accordance with their field of expertise (Krisnawati & Bagia, 2021). Employees with high competency tend to be more thorough in completing their work, capable of producing consistent work quality, and have a professional attitude in carrying out their responsibilities (Ferils, 2022). Therefore, competency is the main foundation that enables the workforce to achieve optimal work results while contributing positively to the achievement of organizational goals. Research by Arifin et al. (2023) states that work competence has a positive and significant effect on employee performance because the abilities, knowledge, and skills possessed enable employees to work according to standards. Meanwhile, research by Pancasasti (2023) states that employee competency has been proven to have a negative and insignificant effect on performance. This condition is caused by the company's lack of attention to the expertise and experience possessed by employees, so that their potential has not been optimally utilized.

In addition, employee performance is also greatly influenced by motivation (Lumanauw, 2022). Motivation needs to be provided so that employees realize their role in achieving company performance (Mangkunegara & Prabu, 2020). Knowledge, skills, and motivation must be internalized, while willingness is increased through motivation and ability through training, so that performance is influenced by both (Sari et al., 2020). This shows that strong motivation has an impact on employee performance. Research by Agustriani et al. (2022) and Kurniawan & Al Rizki (2022) states that work motivation has a positive influence on employee performance. Strong encouragement makes employees

more enthusiastic and sincere in their work. The higher the motivation, the higher the performance. Meanwhile, research by Pramestya et al. (2023) and Bagis (2023) shows that work motivation does not affect employee performance. Work motivation does not affect employee performance because the drive is not supported by skills, environment, and reward systems.

This study aims to analyze the influence of communication, discipline, work competence, and work motivation on employee performance at CV Maji Furniture Jepara. Theoretically, this study is expected to enrich the literature related to factors that influence employee performance. Practically, the results of this study can be used as input for management in improving work effectiveness, reducing defect rates, and strengthening the company's competitiveness.

LITERATURE REVIEW, RESEARCH FRAMEWORK, AND HYPOTHESES

Resource-Based View Theory

The Resource Based View (RBV) is a theory in strategic management that states that a company's competitive advantage is primarily determined by its ability to manage internal resources that are valuable, rare, difficult to imitate, and irreplaceable (Bintara et al., 2023). The Resource Based View (RBV) theory emphasizes that an organization's competitive advantage is not only determined by external factors, but mainly depends on the management of valuable internal resources (Barney, 1991). In the context of human resources, communication, discipline, work competence, and motivation are strategic assets that play an important role in improving employee performance and supporting the achievement of organizational competitive advantage.

Employee Performance

Performance refers to job performance or actual performance, which is the work results achieved by employees in a certain period compared to predetermined standards or targets (Budiantara et al., 2022). Performance improvement is influenced by the quality and comfort of the work environment, which encourages employees to work optimally (Darmawan, 2022). According to Mangkunegara & Prabu (2020), employee performance is measured through work quality, work quantity, accuracy in task execution, and responsibility towards work.

Communication

Communication is the process of interaction and exchange of information between individuals to regulate the environment, build relationships, and create good community relations (Koesomowidjojo, 2020). According to Palupi (2023), organizational communication is the process of exchanging messages that takes place between people who play a role in a network of interdependent relationships for the effectiveness of achieving predetermined organizational goals. Effective communication enables the clear delivery of information, minimizes work errors, and improves coordination between departments, thereby positively impacting employee performance. According to Mangkunegara & Prabu (2020), communication indicators include ease of obtaining information, intensity of communication, effectiveness of communication, level of message comprehension, and changes in attitude that occur after the message is received and understood.

Discipline

Discipline is the attitude, awareness, and willingness of employees to obey the rules, regulations, and standards set by the company (Estiana et al., 2023). High discipline reflects the responsibility of employees in carrying out their duties, thereby increasing work enthusiasm and encouraging the achievement of maximum company output (Darmawan, 2022). Good discipline also plays a role in creating consistency in work behavior, which has an impact on improving employee performance. According to Rayyan & Paryanti (2021), indicators of discipline include punctuality, attendance discipline, carefulness at work, maintaining work equipment, understanding work regulations, and completing work according to regulations.

Work Competence

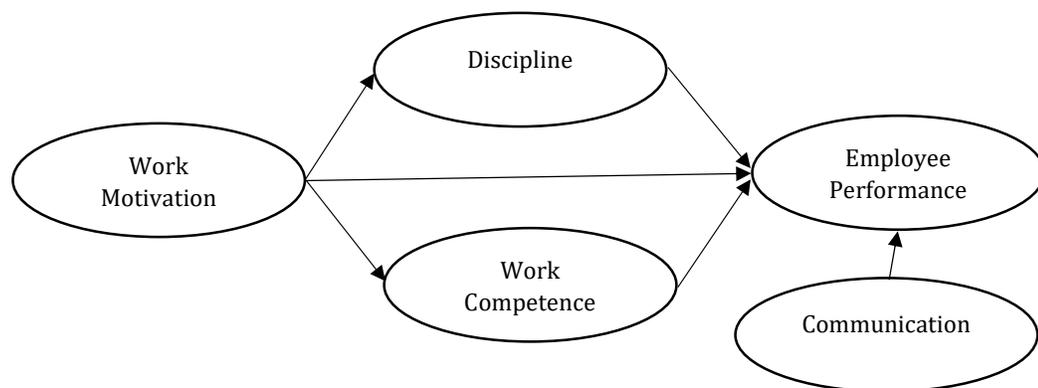
Competence is a person's ability or expertise in performing and completing tasks or work well, supported by their knowledge and skills (Asmini et al., 2022). Good work competence enables employees to work more accurately, efficiently, and in accordance with established standards, thereby contributing directly to improving employee performance. According to Anugrah & Adiwati (2022), indicators of individual competency include character, motives, self-concept, knowledge, and skills.

Work Motivation

According to Mangkunegara & Prabu (2020), work motivation is defined as a condition that influences, arouses, directs, and maintains behavior related to the environment. Motivation is also referred to as a driver, desire, supporter, or needs that can make a person enthusiastic, so that they can act and do things in certain ways that will lead to optimal results (Fu'ad & Aminuddin, 2021). According to Hasibuan (2019), there are five indicators of work motivation, namely physical needs, safety needs, social needs, esteem needs, and self-actualization needs.

Research Framework

Based on the previous literature review, this study examines the influence of Communication, Discipline, Work Competence, and Work Motivation on Employee Performance, both directly and through the mediation of discipline and work competence. The research framework can be explained as follows.



Source: Constructed for this research, 2025

Figure 2
Conceptual Framework

Hypothesis Development

Communication is an important factor in supporting employee performance. Research by Krisnandi & Saputra (2021) and Agustriani et al. (2022) shows that communication has a positive and significant effect on employee performance. Based on the theoretical explanation and previous empirical findings, it is assumed that effective communication can improve employee performance at CV Maji Furniture Jepara. Therefore, the first hypothesis in this study is formulated as follows:

H1: Communication affects employee performance at CV Maji Furniture Jepara.

Discipline plays a role in improving employee performance through compliance with rules and consistency in completing tasks. Agustriani et al. (2022) and Tanjung & Rasyid (2023) prove that discipline has a positive and significant effect on employee performance. Based on the theoretical explanation and the results of previous studies, discipline is expected to improve employee performance through increased compliance with work rules and procedures. Therefore, the second hypothesis is proposed as follows:

H2: Discipline affects employee performance at CV Maji Furniture Jepara.

Work competence reflects the abilities and skills of employees in carrying out their work. Research by Lumanauw (2022) and Lianasari & Ahmadi (2022) shows that work competence has a positive and significant effect on employee performance. Based on these theoretical and empirical findings, employees with higher competence are expected to demonstrate better work performance. Therefore, the third hypothesis is formulated as follows:

H3: Work competence affects employee performance at CV Maji Furniture Jepara.

Work motivation plays a strategic role in shaping employee behavior and abilities. Research by Hutomo (2023) and Awwali et al. (2024) states that work motivation has a positive and significant effect on discipline. In addition, Rivaldo & Ratnasari (2020) and Yolinza & Marlius (2023) found that work motivation has a direct effect on employee performance. Work motivation has also been proven to improve work competency (Marhadi & Dharmanto, 2025; Puspitasari et al., 2025). Furthermore, work motivation has an indirect effect on employee performance through discipline (Awwali et al., 2024; Waskito & Wulandari, 2022) and through work competence (Alia et al., 2023; Tamba et al., 2023). Based on the theoretical explanation and previous empirical studies, work motivation is expected to influence discipline, work competence, and employee performance both directly and indirectly. Therefore, the hypotheses in this study are formulated as follows:

H4: Work motivation affects discipline among employees of CV Maji Furniture Jepara.

H5: Work motivation affects employee performance at CV Maji Furniture Jepara.

H6: Work motivation affects work competence among employees of CV Maji Furniture Jepara.

H7: Work motivation affects employee performance through discipline at CV Maji Furniture Jepara.

H8: Work motivation affects employee performance through work competence at CV Maji Furniture Jepara.

METHOD

This research was conducted at CV Maji Furniture, located in Tegalsambi Village, RT 06/RW 02, Tahunan District, Jepara Regency, Central Java Province. The type of research

used was quantitative research with an explanatory approach (Sugiyono, 2020), which is research that aims to explain the relationship between communication, discipline, work competence, and work motivation on employee performance.

Data collection techniques were carried out through the distribution of questionnaires compiled based on indicators for each research variable and supported by direct observation in the field to strengthen the data obtained. The population in this study was all 70 employees of CV Maji Furniture. Because the population size was relatively small, the sample was determined using a non-probability sampling method with a saturated sampling technique, so that the entire population was used as the research sample (Sugiyono, 2020). Thus, the number of respondents in this study was 70 employees of CV Maji Furniture.

The data analysis technique used was Partial Least Squares-Structural Equation Modeling (PLS-SEM). This method was chosen because it is capable of analyzing complex relationships between latent variables with a relatively small sample size and can test the measurement model (outer model) and structural model (inner model) simultaneously (Hair Jr, 2020). The analysis was conducted with the help of statistical software that supports PLS-SEM to test the validity, reliability, and influence between the research variables.

RESULTS AND DISCUSSION

Respondent Data Description

This study uses primary data obtained by distributing questionnaires to employees of CV Maji Furniture as the object. From the results of questionnaire verification and validation, 70 people were obtained with the following distribution :

Table 1
Respondent Data Description Results

Category	Description	Frequency (People)	Percentage (%)
Gender	Male	47	67%
	Female	23	33%
Age	20 to 25 years old	11	16%
	26 to 35 years old	28	40%
	36 to 40 years old	18	26%
	Over 40 years old	13	19%
Length of Service	Less than 2 years	22	31%
	2 to 5 years	35	50%
	Over 5 years	13	19%

Source: Data Processing Results, 2025

Based on the table, it can be seen that the majority of respondents were male, numbering 47 people (67%), while female respondents numbered 23 people (33%). In terms of age, the largest number of respondents were in the 26–35 age range, numbering 28 people (40%), which shows that most employees are of productive age. In terms of length of service, most respondents had 2–5 years of work experience, totaling 35 people (50%), while 22 people (31%) had less than 2 years of service, and the remaining 13 people (19%) had worked for more than 5 years. This shows that the majority of employees have sufficient experience in carrying out their duties at the company.

Outer Loading Test

Loading Factor

According to Hair Jr (2020), the ideal loading factor value is 0.60–0.70. Based on the initial loading factor results, most indicators have a loading factor above 0.7, making them valid for measuring the construct. However, two communication indicators (Com-1 and Com-2) are below 0.5 and therefore need to be eliminated. Overall, the indicators for employee performance, discipline, work competence, and work motivation variables show good convergent validity. The results of the loading factor analysis for each indicator are presented in Table 2.

Table 2
Loading Factor Results

Variable	Indicators	Loading Factor
Employee Performance	EP-1	0,881
	EP-2	0,777
	EP-3	0,765
	EP-4	0,722
Communication	Com-3	0,869
	Com-4	0,831
	Com-5	0,756
Discipline	Disc-1	0,733
	Disc-2	0,786
	Disc-3	0,842
	Disc-4	0,798
	Disc-5	0,760
	Disc-6	0,687
Work Competence	WC-1	0,850
	WC-2	0,754
	WC-3	0,807
	WC-4	0,705
	WC-5	0,854
Work Motivation	WM-1	0,823
	WM-2	0,686
	WM-3	0,811
	WM-4	0,767
	WM-5	0,825

Source: Data Processing Results, 2025

The loading factor test results show that all indicators are valid with values above 0.60. The strongest indicators are EP-1 (0.881) on employee performance, Com-3 (0.869) on communication, Disc-3 (0.842) on discipline, WC-5 (0.854) on work competence, and WM-5 (0.825) on work motivation. All constructs are deemed valid for further PLS-SEM analysis.

Validity and Reliability Tests

Construct validity and reliability tests aim to ensure that the indicators used are able to represent latent variables consistently and accurately (Hair Jr, 2020). The results of the construct validity and reliability tests in this study are presented in Table 3.

Table 3
Validity and Reliability Test Results

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Communication	0,763	0,800	0,860	0,672
Discipline	0,861	0,865	0,896	0,592
Employee Performance	0,795	0,802	0,867	0,622
Work Competence	0,854	0,861	0,896	0,633
Work Motivation	0,842	0,843	0,888	0,615

Source: Data Processing Results, 2025

Based on the results in Table 3, all research constructs have Cronbach's Alpha, rho_A, and Composite Reliability values above 0.70, so they can be considered reliable. In addition, the Average Variance Extracted (AVE) value for each construct is above 0.50, indicating that each indicator is able to represent its latent variable well. Thus, this research instrument meets the criteria for validity and reliability, so it can be used for further analysis.

Inner Model Test

Coefficient of Determination Test (R²)

The coefficient of determination (R²) shows the ability of independent variables to explain dependent variables. An R² value close to 1 indicates a better model, while Adjusted R² provides a more accurate measure by considering the number of independent variables (Hair Jr, 2020). The test results are shown in Table 4.

Table 4
Results of the Coefficient of Determination (R²) Test

	R-square	R-square adjusted
Discipline	0,829	0,826
Employee Performance	0,973	0,971
Work Competence	0,928	0,927

Source: Data Processing Results, 2025

Based on Table 4, the R² value for employee performance is 0.973 with an adjusted R² of 0.971, indicating that communication, discipline, work competence, and work motivation explain 97.3% of the variation in employee performance. The remaining 2.7% is influenced by other factors, so the model has a very strong explanatory power.

Hypothesis Testing

Hypothesis testing aims to analyze the effect of independent variables on dependent variables partially (Hair Jr, 2020). The results of hypothesis testing are presented in Table 5.

Table 5
Hypothesis Testing Results

	Original sample (O)	T statistics (O/STDEV)	P values
Communication -> Employee Performance	0,043	1,983	0,024
Discipline -> Employee Performance	0,237	2,111	0,017
Work Competence -> Employee Performance	0,646	3,849	0,000
Work Motivation -> Discipline	0,910	45,463	0,000
Work Motivation -> Employee Performance	0,109	0,966	0,167
Work Motivation -> Work Competence	0,963	93,340	0,000
Work Motivation -> Discipline -> Employee Performance	0,216	2,072	0,019
Work Motivation -> Work Competence -> Employee Performance	0,622	3,800	0,000

Source: Data Processing Results, 2025

The results of the analysis show that communication has a positive and significant effect on employee performance ($p = 0.024$), as does discipline, which also has a significant effect on performance ($p = 0.017$). Work competence proved to be the most dominant variable with a positive and significant effect on performance ($p = 0.000$). Work motivation has a significant effect on discipline ($p = 0.000$) and work competence ($p = 0.000$), but does not have a direct effect on employee performance ($p = 0.167$). In addition, work motivation was proven to have an indirect effect on performance through discipline ($p = 0.019$) and through work competence ($p = 0.000$), with the mediation path through work competence being the strongest indirect influence.

The Influence of Communication on Employee Performance

The results of the study indicate that communication has a significant influence on employee performance, which means that the first hypothesis is accepted. These results show that effective communication between superiors and employees as well as between coworkers helps clarify instructions, reduce misunderstandings, and improve coordination (Maria et al., 2021). Good communication enables employees to understand their tasks clearly so that work can be completed on time and according to standards, while also supporting a reduction in defective products and maintaining the quality of furniture at CV Maji Furniture Jepara.

These results are in line with the research by Krisnandi & Saputra (2021) and Agustriani et al. (2022) which shows that communication has a positive and significant effect on employee performance. Effective communication creates a more focused, conducive, and productive work environment, which directly impacts employee performance improvement.

The Influence of Discipline on Employee Performance

The results of the study indicate that discipline has a significant influence on employee performance, which means that the second hypothesis is accepted. This finding confirms that discipline is an important aspect in improving employee quality and productivity. Disciplined employees tend to comply with rules, be punctual, and complete tasks according to standards, thereby positively impacting work effectiveness (Darmawan, 2022). At CV Maji Furniture Jepara, discipline plays a role in reducing the high defect rate, as disciplined employees are more careful, comply with procedures, and maintain production quality.

Thus, improving discipline not only improves individual performance but also supports the smooth running of the production process and product quality. These results are reinforced by research by Agustriani et al. (2022) and Tanjung & Rasyid (2023) which confirms that discipline plays an important role in improving employee performance.

The Influence of Work Competence on Employee Performance

The results of hypothesis testing in this study show that work competence has a significant influence on employee performance, which means that the third hypothesis is accepted. High employee competence, which includes knowledge, skills, and work attitude, contributes directly to improved performance. Strong competency enables employees to work according to standards, be more efficient, and produce consistent output (Krisnawati & Bagia, 2021). At CV Maji Furniture Jepara, competency is an important factor in maintaining product quality because skilled and meticulous employees can reduce the rate of production defects. Thus, improving competency not only strengthens individual performance but also supports product quality and customer satisfaction.

These results are reinforced the research conducted by Lumanauw (2022) and Lianasari & Ahmadi (2022) which shows that competency has a positive and significant effect on employee performance. These findings confirm that employees with high competency are better able to complete tasks according to standards, work efficiently, and contribute more to the achievement of organizational goals.

The Influence of Work Motivation on Discipline

The results of the study indicate that work motivation has a significant influence on discipline, which means that the fourth hypothesis is accepted. These findings indicate that the higher the internal drive and work commitment of employees, the greater their contribution to performance achievement. motivation can encourage employees to work more optimally, increase perseverance, and improve the quality of work results, thereby directly impacting overall performance improvement and reducing the defect rate at CV Maji Furniture Jepara.

These results are reinforced by research conducted by Hutomo (2023) and Awwali et al. (2024) which shows that motivation can encourage employees to change their behavior to become more disciplined.

The Influence of Work Motivation on Employee Performance

The results of the study indicate that work motivation has no effect on employee performance, which means that the fifth hypothesis is rejected. This finding shows that the enthusiasm and internal drive of employees are not yet able to significantly improve performance. This is in line with the view that motivation is not always directly proportional to performance, especially when it is not supported by adequate skills, effective communication, and a structured work system (Sari et al., 2020). In the context of CV Maji Furniture Jepara, the increase in the defect rate from January to March 2025 illustrates that even though employees are motivated, this motivation is not sufficient to overcome various technical obstacles in the production process.

Thus, improving performance cannot rely solely on motivation but requires strengthening competencies and improving work processes. These results are reinforced in the research of Pramestya et al. (2023) and Bagis (2023) which shows that work motivation does not affect employee performance.

The Influence of Work Motivation on Work Competence

The results of the study indicate that work motivation has a significant influence on work competence, which means that the sixth hypothesis is accepted. This finding indicates that high work motivation encourages employees to improve their knowledge, skills, and work attitudes. With strong motivation, employees are more encouraged to learn, adapt, and develop the skills needed to perform their duties, resulting in increased work competence.

These results are in line with the research by Puspitasari et al. (2025) and Marhadi & Dharmanto (2025) which shows that motivation can improve employees' abilities, skills, and readiness in carrying out their duties.

The Influence of Work Motivation on Employee Performance Through Discipline

The results of the study indicate that work motivation has a significant effect on employee performance through discipline, which means that the seventh hypothesis is accepted. These findings indicate that high motivation encourages employees to comply with rules, maintain punctuality, and perform tasks consistently. This increase in discipline then contributes directly to improved performance, proving that discipline acts as a mediator that strengthens the effect of motivation on employee performance.

These results are reinforced in studies by Awwali et al. (2024) and Waskito & Wulandari (2022) which show that work motivation has a positive and significant effect on employee performance through discipline, as motivation encourages employees to be more compliant with rules and consistent in completing tasks.

The Influence of Work Motivation on Employee Performance Through Work Competence

The results of the study indicate that work motivation has a significant effect on employee performance through work competence, which means that the eighth hypothesis is accepted. This finding indicates that high motivation encourages employees to improve their knowledge, skills, and accuracy at work. This increase in competence then has an impact on more effective task performance and higher quality work results, so that the effect of motivation on employee performance becomes stronger through the mediating role of work competence.

These results are in line with the research by Tamba et al. (2023) and Alia et al. (2023) which states that work motivation has a positive and significant effect on employee performance through work competence, because motivation encourages employees to improve their abilities and skills that support task implementation.

CONCLUSION AND SUGGESTION

This study shows that communication, discipline, and work competence have a positive and significant effect on the performance of CV Maji Furniture Jepara employees, with work competence being the most dominant factor. Work motivation does not have a direct effect on performance, but it has a significant effect on discipline and work competence. Furthermore, work motivation significantly affects employee performance through discipline and competency as mediating variables, with competency mediation showing a stronger influence. These findings confirm that improving employee performance requires not only motivation, but also adequate competency and consistent application of discipline.

Based on the research results, companies are advised to focus their efforts on improving employee competence, as this variable has been proven to have the most

influence on performance. Steps that can be taken include technical training, work mentoring, and more consistent enforcement of discipline to reduce production errors. Internal communication also needs to be improved so that work instructions are conveyed clearly.

For further research, it is recommended to add other variables such as work environment, leadership, or organizational culture, as well as expand the research object to other companies or sectors so that the results are more comprehensive and can be generalized. The conclusion is an explanation of the essence and reasoning of the author logically based on the facts obtained and presented in the form of paragraphs. Implications, limitations, and research suggestions are also presented in the form of paragraphs.

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