PENGARUH LINGKUNGAN KERJA, DISIPLIN KERJA DAN MOTIVASI TERHADAP KINERJA PNS PADA INSPEKTORAT PROVINSI JAWA TIMUR

THE INFLUENCE OF WORK ENVIRONMENT, WORK DISCIPLINE AND MOTIVATION ON THE PERFORMANCE OF CIVIL SERVANTS AT THE INSPECTORATE OF EAST JAVA PROVINCE

Citra Puspita Sari[1], Sri Rahayu[2], Sundjoto[3]
[1,2,3]Master of Management Faculty Mahardika Surabaya College of Economics
ryutacitra@gmail.com[1], rahayu.mahardhika@gmail.com[2], sundjoto5133@gmail.com[3]

ABSTRACT

Institutions and organizational development depend on human resources. Humans always play an active role in every organizational activity because humans are planners, actors and determinants of the realization of organizational goals. The aim of this research is to test, prove and analyze the influence of the work environment, work discipline and motivation on employee performance. This research uses primary data in the form of distributed questionnaire data. The sample used was 45 respondents, sampling criteria were used. The analysis used in this research is SEM analysis. Based on the research results, it can be concluded that work discipline and motivation variables influence employee performance, while environmental variables influence employee performance. Thus, the delivery and suggestions, namely the implementation of an online attendance system, can potentially increase the level of employee discipline, due to more effective monitoring of attendance and absence. This system can make a positive contribution to employee performance by providing accurate data on whereabouts, enabling management to plan and optimize task assignments. Involve employees in system development and implementation to ensure that the system meets their needs and adds value to daily tasks.

Keywords: Work Environment, Work Discipline, Motivation And Performance, Employee Performance.

INTRODUCTION

The growth and development of an organization depends on human resources. Humans always play an active role in every organizational activity because humans are planners, actors and determinants of the realization of organizational goals. Goals cannot be realized without the active role of employees even though the tools an organization has are very modern. Thus, the success of an organization does not only depend on existing facilities but also depends on the human resource factors it has. So an organization needs potential human resources, both leaders and employees who can make good contributions and carry out tasks optimally to achieve goals. Because all activities of an organization will involve the actions of the human resources within it. The success of an organization is influenced by the performance of its employees. An organization will strive to improve the performance of its employees in the hope that organizational goals can be achieved, in this case the employees of the East Java Provincial Inspectorate.

Performance assessment at the East Java Provincial Inspectorate has undergone changes, where the performance component determines the amount of allowances employees receive. Based on the data collected, the following is an overview of the performance of East Java Inspectorate civil servants in 2021.

Table 1. Evaluation of employee work performance (performance). East Java Civil Affairs Inspectorate

No	Initials	Goal	SKP value	Information
1	HS	IV/a	96.31	Good
2	RP	III/d	87.52	Good
3	A A	III/d	88.24	Good
4	MOBILE PHONE	III/c	94.39	Very good
5	MT	III/b	88.16	Good
6	EN	III/b	99.46	Good
7	MK	III/d	89.92	Good
8	AD	III/a	86.08	Good
9	N.P	III/a	85.06	Good
10	H	III/b	88.08	Good

Source: East Java Inspectorate Documentation (2021)

In table 1. The above describes the performance of the East Java Provincial Inspectorate Civil Servants, where there are still employees who have quite good performance. This shows that employees have not been able to optimally achieve the targets that have been set. The East Java Provincial Inspectorate uses performance indicators to determine the amount of incentives given to employees. Employee performance assessment uses the e-presence application which is a Web-based application used to manage ASN attendance as well as calculate the Income Improvement Allowance (TPP) received by ASN in East Java Province. This e-presence application has many advantages, one of which is that it is connected to planning documents such as strategic plans, performance assessment indices, including employee work targets. The use itself is a response to the use of attendance through applications where e-attendance also has several weaknesses such as being susceptible to damage, and forgetting to fill it in, which means that employee performance assessments do not match the actual facts. This is in accordance with a report by the National Civil Service Agency (BKN) which admits that the majority of Civil Servants (PNS) have good performance and achievement scores. However, the fact is that it still doesn't work as expected. BKN Principal Secretary Supranawa Yusuf said that there was a

problem in civil servant performance management, namely that there were still discrepancies found between performance values and the facts in the field. "When we talk about performance management in civil servants, we still face problems," said Supranawa, while attending the Pilot Project for Civil Servant Performance Management Based on Government Regulation Number 30 of 2019. Supranawa continued, if we look at the work performance assessment, almost all civil servants are in the good category, even around 20 percent scored very well. However, if you look at the facts on the ground, several parties complain that the performance of civil servants is still in decline. "If we look at the data we have, scores or assessments of civil servant work performance, almost all of them are in the good category, 10-20 percent are very good. If we look at the facts in the field, there are many complaints, whether from the public, stakeholders or agency leaders," he explained. Most of these complaints relate to the performance of civil servants who cannot follow a fast work rhythm. Moreover, if the leader does not have a bureaucratic background, he wants to be quick and complete, where there are complaints that the instructions given are not being realized so that the performance of civil servants is considered not to have been good.

The East Java Provincial Inspectorate's web-based application is used to assess and measure civil servant performance based on job analysis instruments and workload analysis and is the basis for calculating work productivity in providing performance allowances. The Civil Service Bureau monitors and evaluates the performance assessment of the East Java Provincial Inspectorate apparatus. Monitoring and evaluation is carried out by the Application Monitoring and Evaluation Team, which is determined by the Decree of the Minister of Home Affairs. The results of the monitoring and evaluation are submitted to the Minister of Home Affairs through the Secretary General as material for application development. In carrying out its duties, the Application Monitoring and Evaluation Team is supported by experts who competent in their field. In implementing Government Regulation Number 30 of 2019 concerning Civil Servant Performance Assessment, it is necessary to

stipulate the Regulation of the Minister for Administrative Reform and Bureaucratic Reform concerning the Civil Servant Performance Management System Number 8 of 2021 concerning the Civil Servant Performance Management System.

Apart from that, to create high performance, it is necessary to increase optimal work and be able to utilize the potential of human resources possessed by employees to create organizational goals, so that it will make a positive contribution to the development of the organization. Apart from that, organizations need to pay attention to various factors that can influence employee motivation, in this case the role of the organization is needed in increasing motivation and creating a conducive work environment to encourage the creation of professional attitudes and actions in completing work in accordance with their respective fields and responsibilities. As professionals, employees have different work motivations from one employee to another. This will result in differences in employee performance in improving the quality of work. Employee work motivation is an important factor in improving employee performance because it acts as the main driver for each employee in carrying out their employment duties in accordance with applicable regulations. Many factors can influence employee performance, but in this research it is analyzed through the work environment, work discipline and motivation based on the phenomenon of observations of Civil Servants of the Inspectorate of East Java Province. The things that have been put forward regarding the problems of the work environment, discipline and employee work motivation can influence employee performance. For this reason, the author is interested in discussing them in research with the title: "The Influence of the Work Environment, Work Discipline and Motivation on the Performance of Civil Servants at the Provincial Inspectorate East Java".

RESEARCH METHODS

Types of research

This research employs a descriptive research type with a quantitative approach. Quantitative research method, as described by Sugiyono (2019:52), is a method based on positivism philosophy aimed at describing and testing the hypotheses formulated by the researcher. Quantitative research involves a significant amount of numerical data, from data collection and processing to the presentation of results. The type of research used is causal associative research. Causal research aims to determine the influence between two or more variables and also indicates the direction of the relationship between independent and dependent variables.

Location and Time of Research

This research was conducted to examine work discipline and performance of East Java Inspectorate employees. This research was conducted in the Kebraon area in January 2024.

Sampling techniques

The sampling method in this research is nonprobability sampling, that is, elements in the population do not have the same chance of being selected as a sample using a purposive sampling technique. In this technique, researchers choose purposive samples or subjectively aimed samples. This "purposive sample" was chosen because the researcher may have understood that the information needed could be obtained from a particular target group who were able to provide the desired information because they indeed had such information. Researchers determined the East Java Provincial Inspectorate as the research location with 45 employees with ASN status at the East Java Provincial Inspectorate.

Types of Research Data

In this research, the researcher used primary data. Primary data is data that has not been previously collected, collected directly, and gathered solely for investigative purposes (Sugiyono, 2019:111). Primary data was collected directly by the researcher from the research respondents through a research questionnaire (questionnaire) aimed at employees of Inspectorate of East Java. Operational Definition of Research Variables.

Table 2. Operational Definition of Research Variables

Research variable	Definition	Dimensions	Indicator	No. Items
Work environment (X1) Source: Siagian (2016:59)	The work environment is everything around workers that can influence them in carrying out their assigned tasks	1. Physical work environment	a. Workplace building b. Adequate work equipment c. Facility d. Availability of transportation facilities	1-2 3-4 5-6 7-8
		2. Non-physical work environment	a. Co-worker relationships at the same level b. Relationship between superiors and employees c. Collaboration between employees	9-10 11-12 13-14
Discipline Work (X2) Source: Afandi (2016:10)	Work discipline is a person's awareness and willingness to obey all company regulations and applicable social norms	1. Time observance	a. Get to work on time b. Effective use of time c. Never absent/not working	1-2 3-4 5-6
		2. Job responsibilities	a. Comply with all organizational regulations b. Job targets c. Make daily work reports	7-8 9-10 11-12
Motivation (X3) Source: Zameer, Ali, Nisar and Amir (2014:297)	Motivation is a factor that encourages a person to carry out a certain activity	1. *Monetary motivational* 2. *Non-monetary motivational*	a. Wages b. Bonus a. Employee welfare guarantee b. Feeling secure in having a job c. Promotion	1-2 3-4 5-6 7-8 9-10

Research variable	Definition	Dimensions	Indicator	No. Items
Performance Civil servants (Y) Source: Government Regulation Number 46 of 2011	Appraisal of civil servant work performance is a systematic assessment process carried out by assessing officials regarding employee work targets and civil servant work behavior	1. Employee work targets (SKP)	a. Quantity b. Quality c. Time d. Cost	1 2 3 4
		2. Work behavior	a. Service orientation b. Integrity c. Commitment d. Discipline e. Cooperation f. Leadership	5 6 7 8 9 10

Measurement Scales

The scale used in this measurement is the Likert scale. To reduce the impact of bias and the occurrence of concentration of data during analysis, the scale used can be seen in the following table:

Table 3. Likert scale

No.	Questions	Score
1	**Strongly Agree (SS)**	1
2	**Agree (S)**	2
3	**Disagree (KS)**	3
4	**Disagree (TS)**	4

No.	Questions	Score
5	**Strongly Disagree (STS)**	5

Data Analysis Techniques

Data analysis was carried out by thePartial Least Square (PLS) method uses SmartPLS software version 3.

Hypothesis testing

Hypothesis testing using analysis*full model structural equation modeling*(SEM) with smartPLS. Infull model structural equation modeling besides confirming the theory, Hypothesis testing is carried out by examining the probability value. For the probability value, the p-value with an alpha of 5% is <0.05. If the p-value is <0.05, the hypothesis is accepted, while if the p-value is >0.05, the hypothesis is rejected.

RESULTS AND DISCUSSION

Before conducting hypothesis testing to predict the relational relationship in the structural model, measurement model testing must first be done to verify the indicators and latent variables that can be tested further. The algorithm results can be seen in the form of research model data that displays loading scores (outer loading). Using Smart PLS, the model is then executed. using the PLS Algorithm, the following is the PLS Algorithm display. The value of testing the research hypothesis can be described as shown below:
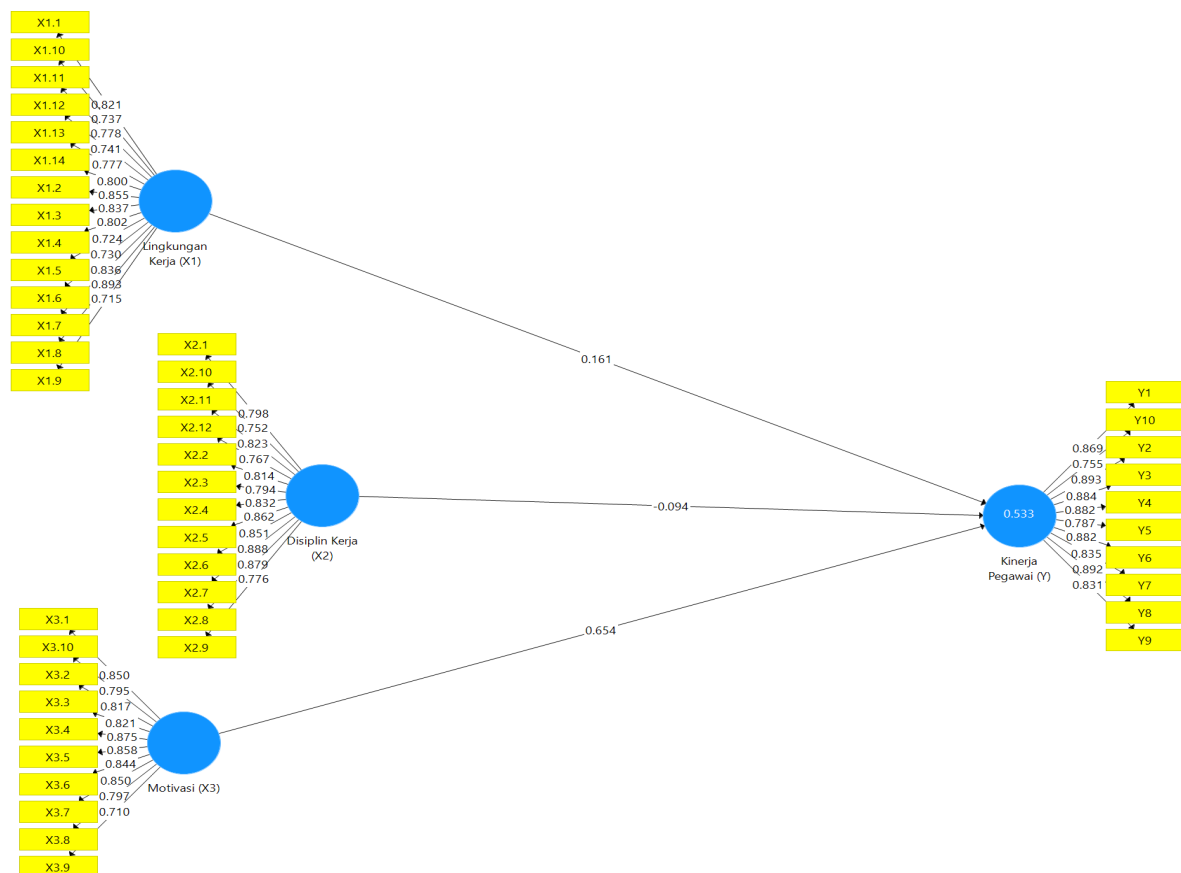

Figure 2. Research Model Results

Looking at the PLS algorithm results in the figure, it can be seen that the variables "Work ethic, compensation, employee performance, and individual characteristics" have correlation values above 0.70. However, in the scale development research stage, loading values between 0.50 and 0.60 are still acceptable. The output results from the SmartPLS graph, as

shown in Figure 4.1, meet the criteria for convergent validity because all factor loadings are above 0.50.

Convergent validity and the measurement model with reflexive indicators can be assessed through the correlation between indicator scores and their constructs. Indicators are considered reliable if they have correlation values above 0.7. However, in scale development research, loading values between 0.5 and 0.6 are still acceptable (Ghozali, 2019:40).

The validity test uses Pearson's product-moment correlation with a significance level of 5% (α = 0.05). To assess good discriminant validity, the Average Variance Extracted (AVE) values for each construct should be greater than 0.50. Table 4 will present the AVE values for all variables.

Table 4. Validity Test Construct Reliability and Validity

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Work Discipline (X2)	0.956	0.959	0.961	0.674
Employee Performance (Y)	0.958	0.961	0.964	0.726
Work Environment (X1)	0.953	0.956	0.959	0.625
Motivation (X3)	0.947	0.951	0.954	0.677

Based on Table 4, it can be concluded that all the construct variables meet the validity criteria. This is indicated by the Average Variance Extracted (AVE) values for all construct variables being above 0.50, as recommended criteria, so the data used in this study is valid.

Table 5. Path Coefficients T-Values, P-Values

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Work Discipline (X2) -> Employee Performance (Y)	0.941	0.101	0.148	1,638	0.005
Work Environment (X1) -> Employee Performance (Y)	0.161	0.147	0.328	0.492	0.623
Motivation (X3) -> Employee Performance (Y)	0.654	0.687	0.332	1,970	0.049

In PLS analysis, statistical testing of each hypothesized relationship is conducted using simulations. In this case, the bootstrap method is applied to the sample. The purpose of testing with bootstrap is also to mitigate issues related to the non-normality of the research data. The results of the bootstrapping analysis within the PLS framework are as follows:

1. Hypothesis 1, which states that the work environment influences employee performance, was proven to have no effect. This is because the results of testing hypothesis 1 show that the relationship between work environment variables and employee performance shows a significance value of 0.623. The significance value is greater than 0.05. This means that the work environment does not have a significant effect on employee performance, thus hypothesis 1 is rejected.

2. Hypothesis 2, which states that work discipline influences employee performance, has proven to be influential. This is because the results of testing hypothesis 2 show that the relationship between work discipline variables and employee performance shows a significance value of 0.005. The significance value is smaller than 0.05. This means that work discipline has a significant effect on employee performance, thus hypothesis 2 is accepted.

3. Hypothesis 3, which states that motivation influences employee performance, has proven to be influential. This is because the results of

testing hypothesis 3 show that the relationship between motivation variables and employee performance shows a significance value of 0.049. The significance value is smaller than 0.05.

This means that motivation has a significant effect on employee performance, thus hypothesis 3 is accepted.

Table 6. Summary of Hypothesis Testing Results

No	Hypothesis	Results (p-value)	Information
1.	The work environment has no significant influence on employee performance.	0.623	Disaccepted
2.	Work discipline has a positive and significant influence on employee performance.	0.005	Accepted
3.	Motivation has a positive and significant influence on employee performance.	0.049	Accepted

Source: Researcher, 2024

Based on the results of the tests that have been carried out, the results show that the significance value is 0.623 > 0.05, which means that the significance is greater than 0.05. This test shows that Ho is accepted and Ha is rejected, so it can be concluded that work environment variables do not have a significant influence on employee performance. The results of this research are in contrast to the research results of Budianto and Katini (2015), a pleasant work environment for employees through increasing harmonious relationships with superiors, co-workers and subordinates, and supported by adequate facilities and infrastructure in the workplace will bring positive impact on employees, so that employee performance can increase.

However, in reality, what happens to employees at the East Java Province Inspectorate office tends to be individualism in terms of interactions with the environment, and these employees are busy with performance activities that are too busy, so that the environmental p-value does not have a significant effect. A good work environment created by an agency will be very beneficial for the survival of the agency because it is not uncommon for an agency to go bankrupt due to a non-conductive work environment. A conductive work environment created by employees and agencies will encourage the effectiveness of the agency in running the organization. And it will create high enthusiasm and enthusiasm for work because of a good and pleasant work environment.

Based on the results of the tests that have been carried out, the results show that the significance value is 0.005 <0.05, which means that the significance is smaller than 0.05. This test shows that Ho is rejected and Ha is accepted, so it can be concluded that the work discipline variable has a significant influence on employee performance. In this case, the higher the work discipline produced in a shorter time, it can be said that the level of employee performance has a high value. However, conditions in the field still need improvement, where there are still staff who do not comply with the rules for office entry and exit hours and rest periods, where there are still employees who are late for work, and when working hours are in progress, there are still many employees wandering outside. office.

Several stalls around the regional government complex there are always busy with employees. Even though this has started to decrease, there are still incidents that are found, so stricter rules need to be enforced so that employees are more disciplined, which results in delays in several activities that will be carried out,

for example, meeting schedules are not on time, working hours are ineffective, work is not working properly. completed on time because working hours are reduced. The results of this research support the research results of Mangkunegara (2016), performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Therefore, the relationship between work discipline and employee performance is very important for an employee. With discipline, employees will try to obey and be aware of all applicable regulations accompanied by the responsibilities given to them. Thus, the implementation of work discipline and employee performance has a positive relationship, meaning that employee performance tends to be binding if influenced by the implementation of mutually related discipline.

Based on the results of the tests that have been carried out, the results show that the significance value is 0.049 <0.05, which means that the significance is smaller than 0.05. This test shows that Ho is rejected and Ha is accepted, so it can be concluded that the motivation variable has a significant influence on employee performance. In this case, the higher the motivation produced in a shorter time, it can be said that the level of employee performance has a high value. The results of this research support the research results of Baharudin (2016), motivation is not the only thing that ensures good employee performance. With motivation, there is a willingness to work and with a willingness to work and with cooperation, performance will increase. With the existence of supporting motivation such as the fulfillment of employees' physiological needs such as eating or drinking or clothing, a sense of security from the company in the form of safety or health insurance, a social feeling such as not distinguishing one employee from another, a sense of self-esteem with bonuses or If there is praise from the leadership, there is freedom to express opinions, employees will be more enthusiastic at work so that employee performance will be good.

CONCLUSION

This research was conducted atEast Java Inspectorate with a total of 45 employee respondents using SEM and the SmartPLS analysis method. Based on the results of data analysis and proof of the two hypotheses proposed in the study entitled "The Influence Of Work Environment, Work Discipline And Motivation On The Performance Of Civil Servants At The Inspectorate Of East Java Province". The following are the conclusions of this research:

1. Based on the p-value, the work environment has no significant effect on employee performance at the East Java Inspectorate. Because employees at the East Java Provincial Inspectorate office tend to be individualistic in terms of interactions with the environment, and these employees are busy with performance activities that are too busy, so the environmental p-value does not have a significant effect.

2. Based on the p-value, work discipline influences employee performance at the East Java Inspectorate. In terms of work discipline for East Java Province Inspectorate Employees, it is the employee's efforts to carry out their work activities seriously. The majority of employees at the East Java Provincial Inspectorate have good performance and achievement scores. However, the fact is that work is still not as expected, including there are still employees who arrive late (entering at 07.00 WIB and leaving at 17.00 WIB) for various reasons which also results in delays in several activities that will be carried out, for example meeting schedules are not on time, working hours are not working. effectively, work is not completed on time because working hours are reduced. So that the p-value of work discipline influences the productivity of employee performance at the East Java Provincial Inspectorate.

3. Based on the p-value, motivation influences employee performance at the East Java Inspectorate. Motivation is an encouragement that each employee has which greatly influences performance and efforts to fulfill employee needs. In connection with this, one of the things that

can greatly influence employee motivation is the provision of incentives (bonuses) which will make employees have the motivation to be able to work effectively, full of enthusiasm and be able to achieve optimal performance. However, in the field there are still leaders who are selfish, throw away their responsibilities and do not think about the fate of their staff/subordinates/team members in the form of risks they will accept, and assume that after distributing orders, this responsibility will be borne by each employee as the recipient of the order. So the p-value of motivation influences employee performance at the East Java Inspectorate.

REFERENCES

Aprillia, Veronica DS (2014). The Influence of Work Environment, Work Discipline and Organizational Commitment on PT Employee Performance. Indomulti Plasindo in Semarang City. STIE Semarang Journal, Vol 6, No 2, June 2014 Edition, ISSN: 2252-7826.

Aziz, M. Abdul. (2016). The Influence of Work Motivation, Work Discipline and Work Environment on Performance Through Job Satisfaction in Community Health Center Employees in Balapulang District, Tegal Regency. MULTIPLIER Journal, Vol. I No.1, November 2016.

Wake up, Wilson. (2015). Human Resource Management. Jakarta: Erlangga.

Baharudin., Mardjuni, Sukmawati., and Simpursiah. (2016). The Influence of Work Motivation, Work Environment and Work Discipline on the Performance of Public Works Department Employees in Polewali Mandar Regency. Indonesian Journal of Business and Management, Vol. 2, no. 1, 2016, ISSN: 2442-5095.

Budianto, A. Aji Tri and Amelia Katini. (2015). The Influence of the Work Environment on Employee Performance at PT Perusahaan Gas Negara (Persero) Tbk SBU Distribution Region I Jakarta. CREATIVE Pamulang University Management Study Program Scientific Journal, Vol. 3, No.1, October 2015, Pg. 100-124.

Dapu, Valensia Angelina Wisti. (2015). The Influence of work discipline, Leadership, and Motivation on Employee Performance at PT. Trakindo Utama Manado. EMBA Journal, Vol.3 No.3 Sept. 2015, Pg.352-361, ISSN: 2303-11.

Darmanto and Harahap, R. Hamdani. (2015). The Influence of Work Motivation and Discipline on Employee Performance in the North Sumatra Natural Resources Conservation Center. Journal of Public Administration (JAP), Vol. 3 No. 1, June 2015, ISSN: 2088-527x.

Dhermawan, Anak Agung Ngurah Bagus., Sudibya, I Gde Adnyana., and Utama, I Wayan Mudiartha. (2012). The Influence of Motivation, Work Environment, Competency, and Compensation on Job Satisfaction and Employee Performance in the Bali Province Public Works Office Environment. Journal of Management, Business Strategy and Entrepreneurship, Vol. 6, no. 2 August 2012, Pg. 173-184.

Farizki, Muchamad Ressa. (2017). The Influence of Work Motivation and Work Environment on Medical Employee Performance. Journal of Management Science and Research, Volume 6, Number 5, May 2017, ISSN: 2461-0593.

Fathoni, Abdurrahmat. (2015). Human Resource Management. Jakarta: PT Rieneka Cipta.

Feriyanto, Andri and Shyta, Endang Triana. (2015). Introduction to Management (3 in 1). Kebumen: Mediatera.

Ghozali, Imam. (2014). Structural Equation Modeling, Alternative Method with Partial Least Square (PLS). Edition 4. Semarang: Diponegoro University Publishing Agency.

Hasibuan, Malayu SP (2016). Human Resource Management. Revised Edition. Jakarta: Bumi Literacy.

Hersona, Sonny., and Sidharta, Iwan. (2017). Influence of Leadership Function, Motivation and Work Discipline on Employees' Performance. Journal of

Applied Management (JAM), Volume 15 Number 3, September 2017, Dikti Accredited SK No. 36a/E/KPT/2016, ISSN: 1693-5241.

Hidayat, Zainul., & Taufiq, Muchamad,. (2012). The Influence of the Work Environment and Work Discipline and Work Motivation on the Performance of Employees of the Lumajang Regency Regional Drinking Water Company (PDAM). WIGA Journal, Vol. 2 No. 1, March 2012 ISSN: 2088-0944.

Jeffrey, Ignatius., and Soleman, Mahmud. (2017). The effect of Work Discipline, Achievement Motivation and Career Path Toward Employee Performance of The National Resilience Institute of The Republic of Indonesia. International Journal of Application or Innovation in Engineering & Management (IJAIEM). Volume 6, Issue 8, p. 106-113, August 2017, ISSN: 2319-4847.

Juhana, Dudung., and Haryati. (2013). The Influence of Motivation, Discipline and Work Environment on Employee Performance at the Cimahi City Health Service. Journal of Economics, Business & Entrepreneurship, Vol. 7, no. 2, October 2013, 84-94, ISSN: 2443-0633.

Junaedi, Ahmad. (2016). The Influence of Work Motivation and Work Discipline on the Performance of Regional Public Service Agency (BLUD) Employees at Mayjen HM Hospital. Ryacudu, North Lampung. Journal of Economic Studies Bulletin, Volume 17, No. 2, August 2016.

Kasim, Dhesty., Rantetampang, AL, and Lumbantobing, Happy. (2016). Relationships of Work Discipline, Leadership, Training, and Motivation to Performance of Employees Administration Abepura Hospital Papua 2015. International Journal of Sciences: Basic and Applied Research (IJSBAR), (2016) Volume 26, No 1, pp 154-164. ISSN: 2307-4531.

Cashmere. 2016. Human Resource Management (Theory and Practice). Depok: PT. Rajagrafindo Persada.

Kumarawati, Raka., Suparta, Gede., and Yasa, Suyatna. (2017). The Influence of Motivation on Employee Discipline and Performance at the Denpasar City Regional Secretariat. JAGADHITA: Journal of Economics & Business, Vol. 4, No 2. September 2017, Pages 63-75

Laili, Nur and Hidayat, Rusdi N. (2016). The Influence of Work Environment, Work Motivation and Work Discipline on PT Employee Performance. Green Worldwide Role Model Sidoarjo. Indonesian Business Journal, Vol. 7, no. 5, October 2016, Pg. 136-151.

Lakshmi et al. (2015). Modern Office Management. Jakarta: PT RajaGrafindo Persada.

Mangkunegara, AA Anwar Prabu. (2016). Company Human Resources Management. Bandung: PT. Remaja Rosdakarya.

Maryati. (2014). Effective Office Management. Yogyakarta: YKPN College of Management.

Novyanti, Joyce Sagita. (2015). The Influence of Work Motivation, Work Environment and Work Discipline on Employee Performance at the Bappeda of Central Sulawesi Province. Catalog e-Journal, Volume 3 Number 1, January 2015 pp 105-115, ISSN: 2302-2019.

Nuraini, T. (2013). Human Resource Management. Pekanbaru: Aini Syam Foundation.

Government Regulation Number 46 of 2011 concerning the assessment of civil servant work performance

Prime, Graceful. (2016). The Influence of Work Discipline, Physical Work Environment, and Work Motivation on Employee Performance at the Public Works Department of Pesisir Selatan Regency. Catalog e-Journal, Volume 3 Number 1, January 2016, p. 66-74 ISSN: 2302-2019.

Pramadita, AA Gde Oka and Surya, Ida Bagus Ketut. (2015). The Influence of Motivation, Work Discipline and Work Environment on Employee Performance at PT PLN (Persero) Distribution in Denpasar Bali. Unud

Management E-Journal, Vol. 4, no. 8, 2015 : 2301-2317, ISSN: 2302-8912.

Primadona, Tria Gusti. (2014). The Influence of Work Motivation, Job Satisfaction, and Work Discipline on Employee Performance at the Kuranji District Head Office, Padang City. Ecobistek Journal, Vol.8, No. 2, October 2014, Pg.49-55, ISSN: 2301-5268.

Priyono, Marzuki and Soesatyo, Yoyok. (2016). Influence of Motivation and Discipline on the Performance of Employees (Studies on, CV Eastern Star Home in Surabaya). Journal of Global Economics, Management and Business Research, 5 (3): 212-220, 2016, ISSN: 2454-2504.

Rakasiwi, Galih. (2014). The Influence of Motivation, Job Satisfaction, and Work Discipline on Employee Performance (Empirical Study of the Karanganyar Regency Civil Service Police Unit). UMS Journal of Management Economics, Vol.12. Number 1. Surakarta.

Ratnasih, Cicih. (2010). Leadership Style, Discipline, Motivation and The Implications on Teachers' Performance. International Journal of Business and Management Vol. 11, no. 03, 2010, ISSN: 1833-3850.

Rivai, Zainal Veithzal S. (2015). Human Resource Management for Companies from Theory to Practice. Jakarta: PT Raja Grafindo Persada.

Rivai, Veithzal and Sagala, Ella Jauvani. (2015). Human Resource Management for Companies from Theory to Practice. Jakarta: PT Raja Grafindo.

Riyanto, Setyo., Sutrisno, Ady., and Ali, Hapzi. (2017). The Impact of Working Motivation and Working Environment on Employees Performance in Indonesia Stock Exchange. International Review of Management and Marketing, 2017, Vol. 7, Issue 3, 342-348, ISSN: 2146-4405.

Saptono, Mahyuddin, Idiannor., and Basrindu, Guerilla Syah. (2017). The

Influence of the Work Environment and Work Motivation on Employee Performance at the Kapuas Regency Manpower Service. Journal of Administrative and Management Sciences, Vol 1 No. 1, September 2017, E-ISSN: 2580-9695.

Sarwani. (2016). The Effect of Work Discipline and Work Environment on the Performance of Employees. SYNERGY, Volume 6, Number 2, P. 53-66, September 2016.

Sarwono, Jonathan. (2017). Getting to Know Popular Procedures in SPSS 23. Jakarta: PT Elex Media Komputindo.

Sastrohadiwiryo. (2015). Indonesian Workforce Management. Jakarta: Bumi Literacy.

Now, Uma. (2015). Research Methodology for Business (Research Methods for Business). Jakarta: Salemba Empat.

Setyani, Tri Budi. (2014). Analysis of the Influence of Compensation, Motivation, Work Environment and Organizational Culture on Employee Performance (Case Study in the Employee Environment of PDAM Boyolali Office). Journal of Management and Accounting, Volume 3, Number 1, April 2014.

Siagian, Sondang P. (2016). Human Resource Management. Jakarta: Bumi Literacy.

Sidanti, Heny. (2015). The Influence of the Work Environment, Work Discipline and Work Motivation on the Performance of Civil Servants at the Madiun Regency DPRD Secretariat. JIBEKA Journal, Volume 9 Number 1 February 2015: 44-53.

Sugiyono. (2016). Quantitative, Qualitative and R&D Research Methods. Bandung: PT. Alphabet.

Sumbung, Indra Lestari., Falah, Syaikhul., and Antoh, Alfiana. (2016). The Effect of Motivation and Discipline on Employee Performance by Providing Incentives as a Moderating Variable (Case Study at the Regional Secretariat of Jayawijaya Regency). Second Journal, Vol. 2 No. 1, ISSN: 2477-7838.

Sunyoto, Danang. (2015). Human Resources Management and Development. First Printing. Yogyakarta: CAPS (Center for Academic Publishing Services).

Sutrisno, Edy. (2016). Human Resource Management. Seventh printing. Jakarta: Kencana Prenada Media Group.

Suwuh, Meisy. (2015). The Influence of Leadership Style, Motivation, and Work Discipline on Employee Performance at Bank Sulut KCP Likupang. EMBA Journal, Vol.3 No.4 December 2015, Pg. 611-619, ISSN: 2303-1174.

Turang, Richard Christian., Kindangen, Paulus., and Tumiwa, Johan. (2015). Influence of Leadership Style, Motivation, and Work Discipline on Employee Performance in PT. Dayana Cipta. Efficiency Scientific Periodical Journal, Volume 15 No. 04 of 2015.

Wibowo, Dofa Ariska. (2014). The Influence of Work Environment, Work Discipline and Motivation on Indomaret Employee Performance in Semarang. Journal of Management, Faculty of Economics and Business, Pandanaran University, Semarang, Vol. 02, No. 02, ISSN: 2528-0597.

Yuniar, Bintang., Farida, Naili., and Widiartanto. (2013). The Influence of Motivation, Work Environment and Work Discipline on Employee Performance. Journal of Development Economics, ISSN 2339-1529 Vol. 01 No. 02 July 2013.

Zameer, Hashim, Shehzad Ali, Waqar Nisar and Muhammad Amir. (2014). The Impact of the Motivation on the Employee's Performance in the Beverage Industry of Pakistan. International Journal of Academic Research in Accounting, Finance and Management Sciences, Vol. 4, No. 1. p.293–298