



The Effect of Work Discipline on Employee Performance which is Mediated with the Work Environment at the Education Department of the Hulu Sungai Utara District

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ABSTRACT

The purpose of this study is to analyze and interpret the influence of Work Discipline mediated by the Work Environment on Employee Performance at the Education Office of Hulu Sungai Utara Regency. This research is quantitative research. The data sources are questionnaire and observation data. The sampling method in this study was determined by stratified proportional random sampling using a formula developed by Slovin. The data analysis technique used to test the hypothesis is path analysis, t test (t-test) and sobel test (sobel test). Based on the results of data analysis, it can be concluded that there is an insignificant effect of Work Discipline on Employee Performance at the Hulu Sungai Utara Regency Education Office, there is a significant influence of the Work Environment on Employee Performance. The results of the calculation of the sobel test work environment are able to mediate the effect of work discipline on performance at the Hulu Sungai Utara District Education Office.

INTRODUCTION

Performance is basically a mental attitude and behavior that always has the view that the work being carried out at this time must be of higher quality than the execution of past work, for the future to be of higher quality than at present. An employee or employees will feel proud or satisfied alone with the achievements of those achieved based on that performance given for the company. Good work performance is a desired condition in work life. An employee will get good work performance if his performance is in accordance with the standards of both quality and quantity. Conceptually, performance can basically be seen from two aspects, namely individual employee performance and organizational performance. Employee performance is the result of individual work in the organization. While organizational performance is the totality of work results that have been achieved by an organization. Employee performance and organizational performance have a close relationship. The achievement of organizational goals cannot be separated from the resources owned by the organization which are used or run by employees who play an active role as actors in efforts to achieve the goals of the organization.

Performance factors consist of internal factors and external factors according to Timple (1992:31). Internal factors (dispositional), namely factors associated with the characteristics of a person. For example, someone's performance is good because they have high ability and someone is hard, while someone has poor performance because that person has low ability and that person does not have the effort to improve his ability. External Factors are factors that affect a person's performance that come from the environment. Such as behavior, attitudes and actions of colleagues, subordinates or leaders, work facilities and organizational climate. These internal and external factors are types of attribution that affect one's performance. The kinds of attributions that employees make have a number of psychological consequences and are action based. An employee who considers good performance comes from internal factors such as ability or effort, it is suspected that the person will experience more positive feelings about his performance than if he attributes his good performance to external factors.

Hasibuan (2006) submitted that the aspects that are assessed for performance include loyalty, work results, honesty, discipline, creativity, cooperation, leadership, personality, initiative, skill, and responsibility. According to Sutrisno in Riadi (2019), work discipline is an orderly state in which a person or group of people who join the organization wishes to obey and carry out organizational regulations, both written and unwritten, based on awareness and conviction that a condition between desire and reality will be achieved. , unexpected so that employees or employees have a high discipline attitude at work so that productivity increases. According to Robbins (1996) there are three aspects of work discipline, namely time discipline, regulatory discipline and responsibility discipline. Time discipline is defined as an attitude or behavior that shows adherence to working hours which includes attendance and compliance of employees during working hours, employees carrying out tasks on time and correctly. Regulatory discipline, namely written and

unwritten rules and regulations made so that the goals of an organization can be achieved properly. For this reason, it requires a loyal attitude from employees towards the commitments that have been set. Loyalty here means obedience and obedience in carrying out orders from superiors and regulations, rules that have been set. As well as the obedience of employees in using complete clothing in dealing with work that is their responsibility as a government employee. Discipline of responsibility, namely one form of employees in the use and maintenance of equipment as well as possible so that it can support office activities to run smoothly. As well as the ability to deal with what is his responsibility as an employee.

Performance is also inseparable from the work environment of an organization. A good work environment can create a binding working relationship between the people in their environment. Employees really care about the work environment both for personal comfort and to make it easier to do the job well. A pleasant work environment, such as clean office conditions, adequate lighting, sufficient ventilation, harmonious relations between employees, and good leadership, will lead to feelings of satisfaction in employees, so that employees will feel at home and spirit in completing work. Organizations must make efforts so that employees can have a positive view of the work environment. The condition of a good working environment is one of the supporting factors for employee productivity, which in turn has an impact on increasing employee performance levels. According to Sedarmayanti (2001) The working environment conditions can be divided into 2 (two), namely the physical work environment and the non-physical work environment. Examples of physical work environment are lighting, wall color, air circulation, music, cleanliness, and security. While the non-physical work environment, for example, is task structure, job design, cooperation patterns, leadership patterns, and organizational culture. In addition to the physical environment, the non-physical environment also greatly influences employee performance. This non-physical environment can be a culture created by the organization. This culture can be measured by existing habits, the character of the leaders, as well as how the organizational structure is agency. Why can this influence employee performance? Of course yes, because employees will interact directly with superiors and other employees. Even though everyone has their own individual character, usually HR will follow the patterns of interaction and habits imposed by the organization. The division regarding the work environment cannot be separated from one another. There must be a balance between the two, because both the physical and non-physical work environment have the same influence on employee performance.

Based on the author's initial observations at the Hulu Sungai Utara District Education Office, there are problems in getting services, having to return repeatedly, there are school principals who want to take care of some files, but the employee concerned is not available during working hours. At internal meetings at the Education Office, the employee stated that the income earned or the salary received, especially honorary, was still low and could not meet the needs of the family, so many people might still use opportunities to

take jobs outside and had no reason to leave during working hours. Uncomfortable working conditions, where the level of awareness of employees about cleanliness is still lacking, such as indoor smoking and poor air circulation, so that lighting and air circulation slightly affect the work environment. In improving performance, it can also be done by entering variable mediation, namely the work environment variable, because after all an employee's discipline may not necessarily affect his performance if he doesn't mediated with the work environment, the better and comfortable the work environment in an agency will be able to mediate the relationship between work discipline and employee performance, which was originally lack of employee discipline obey rules applicable, but if mediated by a comfortable work environment it will be able to affect employee performance. Referring to the above line of thought both from organizational phenomena and research gaps, researchers are interested in conducting research with the title "The Influence of Work Discipline on Employee Performance Mediated by the Work Environment in the Education Office of Hulu Sungai Utara District".

THEORETICAL REVIEW

Performance

According to Bernardin and Russel in Uha (2013) define performance as recording the results obtained from certain work functions or activities over a certain period of time. Conceptually, performance can basically be seen from two aspects, namely individual employee performance and organizational performance. Employee performance is the result of individual work in the organization. While organizational performance is the totality of work results that have been achieved by an organization. Employee performance and organizational performance have a close relationship. The achievement of organizational goals cannot be separated from the resources owned by the organization which are used or run by employees who play an active role as actors in efforts to achieve the goals of the organization. According to Mas'ud (2004: 89) states that there are five dimensions used to measure the performance of individual employees, namely quality, quantity, timeliness, effectiveness and work commitment. Malayu S.P Hasibuan in A.A Anwar Prabu Mangkunegara (2017: 17) suggests that aspects that are assessed for performance include loyalty, work results, honesty, discipline, creativity, teamwork, leadership, personality, initiative, skill, and responsibility.

Work Environment

According to Mangkunegara (2017: 17) the intended work environment includes clear job descriptions, adequate authority, challenging work targets, effective work communication patterns, harmonious work relationships, respectful and dynamic work climate, career opportunities and relatively adequate work facilities. The work environment factors described by Sedarmayanti (2001) which can affect the formation of a working environment condition are associated with the ability of employees, including color, cleanliness, lighting, air exchange, noise and spatial planning. Sedarmayanti

(2001) The indicators of the work environment are the work atmosphere which includes the workplace, work facilities and tools, cleanliness, lighting, calm including the working relationship between the people in the place.

Work Discipline

According to Sastrohadiwiryo in Riadi (2019) work discipline is an attitude of respect, respect, obedience and obedience to applicable regulations, both written and unwritten and able to carry them out and not avoid accepting sanctions if he violates the duties and authority given to him. According to Sutrisno (2010). Factors that influence employee work discipline are Compensation, Leadership Leadership, Regulation and Supervision.

METHODOLOGY

Types of Research

The method used in this research is a quantitative approach. With an explanatory approach, namely a research approach used to examine the relationship between variables in a study, meanwhile objects analyzed are Employee Performance, Employee Work Discipline, and Employee Work Environment. The variables used in this study are the Work Discipline variable which is the independent (exogenous) variable which is denoted by X, the Work Environment variable which is the mediating (intervening) variable which is denoted by M and variable Employee Performance is variable bound (endogenous) which is denoted by Y. The population in this study were civil servants including honorary employees of the North Hulu Sungai Regency Education Office, totaling 85 people. The sampling method in this study was determined by stratified proportional random sampling based on the level of attendance. In this study, the variables used were 3 variables, namely discipline, work environment and performance. Thus the samples taken in this study using the formula developed by slovin. Sources of data used in this study are divided into: respondents researchers, respondents' perceptions about the relationship between work discipline and work environment variables with performance based on predetermined indicators. And Technique Data collection is in the form of questionnaire and observation.

Research Instrument Testing Techniques

The instrument is said to be valid if the value of r has a coefficient above 0.3. On the other hand, a reliable measurement does not necessarily have high validity (Sugiyono, 2015: 189). This validity test uses the help of SPSS 21.0 software with a correlation coefficient $r = 0.3$, $r\text{-count} > 0.3$. Test Reliability can be done with the help of the SPSS program which will provide facilities for measuring reliability with statistical tests Cronbach Alpha. A construct or variable is said reliability if it gives a value Cronbach Alpha > 0.6 (Ghozali.2006).

Path Analysis (Path Analysis)

According to Ridwan, the path coefficient is the regression coefficient standardized, namely the regression coefficient calculated from the database

that has been set in standard numbers (Z-score). This analysis is assisted with the help of SPSS v22 software, with the provisions of the F test at Alpha = 0.05 or $p \leq 0.05$ as the F significance level (sig. F) while for the T test the Alpha significance level = 0.05 or $p \leq 0.05$ which raises the code (sig .T) where it is used to see the significance of the indirect effect of the independent variable on the dependent variable (Sani and Marhani, 2013:74). Testing the relationship in this study is:

a) Model I : $M = Xc + Xb$

b) Model II : $Y = X + E_1$

Uji T (T-Test)

This statistical test is used to prove the significance or not of the effect variable independent of the dependent variable individually with a 95% confidence level and a 5% error rate. In this case there is the criteria that is why $t_{\text{count}} > t_{\text{table}}$ then there is an intermediate effect variable independent and dependent and vice versa. Whereas for significance, if $t < 0.05$ then there is influence between variable independent and dependent and vice versa (Sarwono, 2007:167).

Uji Sobel (Sobel-Test)

Sobel test is a test to find out whether a relationship through a mediating variable is significantly capable of being a mediator in that relationship. As an example of the influence of A on B through M. In this case the variable M is the mediator of the relationship from A to B. To test how big the role of variable M mediates the influence of A on B, the Sobel test is used (Suseno Bimo, 2017).

RESULTS

Validity Test Results

Test the validity using the help of the SPSS version 22.0 program with the correlation formula Product Moment Pearson where the items in this study yield $r > 0.30$, so it can be concluded that most of the statement items in this research instrument were declared valid.

Reliability Test Results

Formula Cronbach Alpha can be used to determine whether a research instrument is reliable or not. The criteria for a research instrument are said to be reliable by using the formula if the reliability coefficient (r_{11}) > 0.6 (Siregar, 2010: 175). In this study generated value cronbach Alpha the variable of Work Discipline gets a result of 0.788, the Work Environment Variable is 0.767 and the Employee Performance Variable is 0.814. From these results it can be concluded in this study that the research instrument can be said to be reliable.

Hypothesis Test Results

1. T test on Variable X Against M

Work Discipline Variable (X) t-value is 2.642 while t-table is 1.681 with a significance of 0.011. Because of the t count $>$ t table or sig t $<$ 5%, there is a

partial significant effect of the Work Discipline variable (X) on the Work Environment (M) at the North Hulu Sungai District Education Office.

2. T Test on Variables X and M Against Y

The t value of the Work Discipline variable (X) is 0.962 while the t table is 1.68 with a significance of 0.342. because t count < t table, it can be concluded that there is a partially insignificant effect of the Work Discipline variable (X) on Employee Performance (Y) at the North Hulu Sungai Regency Education Office. The t value of the Work Environment Variable (M) is 3,224 while the t table is 1,681 with a significance of 0.002 or sig t <5%. Because of the value of t count > t table, it can be concluded that there is a partially significant effect of the Work Environment variable (M) on Employee Performance (Y) at the North Hulu Sungai Regency Education Office.

3. Sobel Test on Variable X through M on Y

Sobel test on Work Discipline variable (X) through Work Environment Variable (M) on Employee Performance (Y). With the following formulation:

$$Z = \frac{ab}{\sqrt{(b^2SEa^2) + (a^2SEb^2)}} = \frac{0,080 \times 0,166}{\sqrt{(0,166)^2(0,083)^2 + (0,080)^2(0,051)^2}} = \frac{0,01328}{\sqrt{0,0001898333 + 0,0000166464}} = 2,2248. \dots\dots\dots(1)$$

From the calculation results sobel test above get an m value of 2.2248, because the z value obtained is 2.2248 > 1.96 with a significance level of 5%, proving that the work environment is able to mediate the relationship between the influence of work discipline on performance.

DISCUSSIONS

Influence between Variables the Influence of Work Discipline on the Work Environment

The test results show that there is a significant effect of Work Discipline (X) on the Work Environment (M) at the North Hulu Sungai District Education Office partially. Because based on the partial regression test (t test) it can be seen that t count > t table or the significance of t < 5%. The value of the partial influence is obtained by standardized coefficients beta of 0.370. The magnitude of the R value (correlation coefficient) of 0.370 indicates that the correlation or relationship between Work Discipline (X) to the Work Environment (M) has a

strong linear relationship. Value of Adjusted R Square of 0.117 or 11.7%. While the remaining 88.3% is explained by other factors outside the analysis model.

Influence between Work Discipline and Employee Performance

The test results show that there is a partially insignificant effect of Work Discipline (X) on Employee Performance (Y) at the North Hulu Sungai District Education Office. Because based on the partial regression test (t test) it can be seen that $t \text{ count} < t \text{ table}$ ($0.962 < 1.68$) or $\text{sig } t > 5\%$ ($0.342 > 0.05$). The value of the partial influence is obtained by standardized coefficient beta of 0.135. With a large regression coefficient of the Work Discipline variable (X) of 0.135, this means that if the other independent variables have a fixed value and Work Discipline (X) increases, Employee Performance (Y) will increase by 0.135. The more the Work Discipline variable (X) increases, the Employee Performance variable (Y) also increases. So as vice versa, the lower the Work Discipline variable (X), the lower the Employee Performance variable (Y).

Influence between Work Environment and Employee Performance

The test results show that there is a significant effect of the Work Environment (M) on Employee Performance (Y) at the Education Office of Hulu Sungai Utara District partially. Because based on the partial regression test (t test) it can be seen that $t \text{ count} > t \text{ table}$ ($3.224 > 1.681$) or the significance of $t < 5\%$ ($0.002 < 0.05$). The value of the partial influence is obtained by standardized coefficient beta of 0.453. The magnitude of the R value (correlation coefficient) of 0.453 indicates that the correlation or relationship between the Work Environment (M) and Employee Performance (Y) has a strong linear relationship, because it can be seen that the largest regression coefficient value is the work environment variable (M), which is 0.166.

The Influence between Work Discipline and Employee Performance Mediated by the Work Environment

The test results show that there is no partial significant effect of the Work Discipline variable (X) on Performance (Y) and there is a partial significant effect of the Work Environment variable (M) on Employee Performance (Y) at the North Hulu Sungai District Education Office. The dominant influence and the greatest regression coefficient value is the Work Environment variable (M). The results of the F test simultaneously affect Employee Performance (Y). Where the results of the calculation are obtained $F \text{ count} > F \text{ table}$ ($T.886 > 3.214$) or $\text{sig } F \text{ value} < 0.05$ ($0.001 < 0.05$). On the results of the Sobel test it is also known that the z value is greater than the t table value with a significance level of 5% so it can prove that the work environment is able to mediate the relationship between the influence of work discipline on performance.

Implications of Research Results

1. In this research hypothesis, there is a partial insignificant effect of work discipline on employee performance at the Education Office of Hulu Sungai Utara. This is evidenced by the value of t count moresmall from t table ($0.962 < 1.68$) with a significance level $> 5\%$ ($0.342 > 0.05$). It is very different from

most. One of the previous studies was proven by the results of Tri Widari's research (2016) which stated that discipline has a positive and significant influence on employee performance.

2. The results of this study also show a significant effect of Work Environment (M) on Employee Performance (Y) at the Education Office of Hulu Sungai Utara District partially. Because based on the partial regression test (t test) it can be seen that $t \text{ count} > t \text{ table}$ ($3.224 > 1.681$) or the significance of $t < 5\%$ ($0.002 < 0.05$). The value of the partial influence is obtained by standardized coefficient beta of 0.453. The magnitude of the R value (correlation coefficient) of 0.453 indicates that the correlation or relationship between the Work Environment (M) and Employee Performance (Y) has a strong linear relationship, because it can be seen that the largest regression coefficient value is the work environment variable (M), which is 0.166. Based on the test results, the work environment can improve employee performance at the North Hulu Sungai District Education Office. These results are reinforced by research by Susilaningsih (2013) which states that a good work environment will make employees feel comfortable at work. This comfort will certainly have an impact on improving employee performance.
3. The test results show that the results of the F test Work Discipline (X) and Work Environment (M) simultaneously affect Employee Performance (Y). Where the results of the calculation are obtained $F \text{ count} > F \text{ table}$ ($T.886 > 3.214$) or $\text{sig } F \text{ value} < 0.05$ ($0.001 < 0.05$). From the calculation results of the Sobel test it is also known that the z value is 2.2248 and is greater than the t table value of 1.96 with a significance level of 5%, this proves that the Work Environment (M) is able to mediate the relationship between the influence of work discipline on performance. Employee performance at the Hulu Sungai Utara District Education Office is influenced by the self-discipline of each employee and the work environment that exists at the Hulu Sungai Utara District Education Office. Employees who have low discipline and they work in a bad work environment will produce low performance, because they do not have self-awareness and encouragement to work according to existing work rules and procedures and do not feel comfortable and safe. However, seen from the results of research on employees of the North Hulu Sungai Regency Education Office who have low discipline and work in a conducive work environment, because the results of testing the work environment have a greater regression coefficient value than work discipline, the work environment can mediate high levels of performance achievement .

Implications for Theory

According to Sastrohadiwiryo in Riadi (2019) work discipline is an attitude of respect, respect, obedience and obedience to applicable regulations, both written and unwritten and able to carry them out and not avoid accepting sanctions if he violates the duties and authority given to him. Employee work discipline will certainly have an impact on the certainty of work results or performance. Moekizat in Riadi (2019) explains that the real goal of discipline,

both collective and individual, is to direct or direct behavior towards the harmonious realization of the goals it wants. So, one of the factors that affect the performance of human resources is employee discipline.

Discipline is a person's awareness and willingness to comply with all applicable organizational rules and social norms. In addition, various rules or norms set by an institution have a very important role in creating discipline so that employees can comply with these regulations. These rules or norms are usually followed by sanctions given in case of violation. These sanctions can be in the form of verbal or written warnings, suspension, demotion and even dismissal depending on the magnitude of the violation committed by the employee. This is intended so that employees work with discipline and are responsible for their work. This is in accordance with Hasibuan's opinion (2006) that work discipline is a person's awareness and willingness to comply with all applicable social rules and norms. Consciousness is the attitude of someone who voluntarily obeys all the rules and is aware of the task and responsibility, willingness is an attitude and behavior in implementing company regulations, whether written or not.

However, in this study of work discipline at the Hulu Sungai Utara District Education Office, the variable (X) measured the significance of the effect on employee performance, indicating "There is an influence of work discipline on employee performance, but not significant. This means that the influence of work discipline on employee performance is present but not too large in the North Hulu Sungai District Education Office. The work environment is also an important element in motivating employees to produce quality and quantity of performance. According to Robbins (1996) the environment is the institutions or outside forces that have the potential to affect organizational performance, the environment is formulated into two, namely the general environment and the special environment. The general environment is everything outside the organization that has the potential to affect the organization. This environment is in the form of social conditions and technology. While the special environment is part of the environment that is directly related to the achievement of the goals of an organization.

The condition of a good working environment is one of the supporting factors for employee productivity, which in turn has an impact on increasing employee performance levels. Working environment conditions can be divided into 2 (two), namely physical work environment and non-physical work environment Sedarmayanti (2016). Examples of a physical work environment are lighting, wall color, air circulation, music, cleanliness, and security. While the non-physical work environment, for example, is task structure, job design, cooperation patterns, leadership patterns, and organizational culture. In addition to the physical environment, the non-physical environment also greatly influences employee performance. This non-physical environment can be a culture created by the organization. According to Mangkunegara (2017: 17) the intended work environment includes clear job descriptions, adequate authority, challenging work targets, effective work communication patterns,

harmonious work relationships, respectful and dynamic work climate, career opportunities and relatively adequate work facilities. .

In this case, it turns out that the findings from this study support the statement that a conducive and comfortable work environment will have an influence on employee performance. For this study, the influence relationship between a conducive work environment on employee performance at the Hulu Sungai Utara District Education Office which is the mediating variable, namely (M) measured the significance of the effect showing "There is an influence of the work environment on performance and the effect is quite significant. This means that the influence of the work environment on employee performance exists and is large in the North Hulu Sungai District Education Office.

CONCLUSIONS AND RECOMMENDATIONS

Based on the results of the analysis that has been put forward, the data draws several conclusions regarding the influence of Work Discipline mediated by the Work Environment on Employee Performance at the Education Office of Hulu Sungai Utara Regency which can be concluded as follows.

1. There is no significant effect of Work Discipline on Employee Performance at the North Hulu Sungai District Education Office partially. This can be seen from the partial regression test (t test) showing that $t \text{ count} < t \text{ table}$ ($0.962 < 1.68$) or $\text{sig } t > 5\%$ ($0.342 > 0.05$). The value of the partial influence is obtained by standardized coefficient beta of 0.135. Based on the results obtained, the magnitude of the influence of Work Discipline on Employee Performance is 13.5%.
2. Based on the partial regression test (t test), it can be seen that $t \text{ count} > t \text{ table}$ ($3,224 > 1,681$) or a significance of $t < 5\%$ ($0.002 < 0.05$). The value of the partial influence is obtained standardized coefficient beta of 0.453 The amount of influence Environment Work to Employee performance is 45.3%.
3. Based on the partial regression test (t test) there is a significant influence of work discipline on the work environment at the Education Office of Hulu Sungai Utara district (t test). It can be seen that $t \text{ count} > t \text{ table}$ or significance $t < 5\%$. The value of the partial influence is obtained by standardized coefficient beta of 0.370. The magnitude of the influence of Work Discipline on the Work Environment is 37%.
4. There is a non-significant influence of Work Discipline To Employee Performance directly. There is a significant effect of the Work Environment To Employee Performance directly. However, based on the F test the greatest regression coefficient is the Work Environment variable. Based on the results of an indirect relationship coefficient the regression is greater than coefficient direct regression. On the calculation results the sobel test found that the work environment is able to mediate the relationship between the influence of work discipline on performance. Then got concluded hypothesis fourth accepted, namely the independent variables simultaneously have a significant effect on the dependent variable and the

mediating variable is able to influence the relationship of the independent variables to the dependent variable.

Based on the research results and conclusions drawn, it is suggested:

1. To the Head of the North Hulu Sungai Regency Education Office, it is necessary to evaluate the supervision of the attitudes and behavior of employees towards the responsibilities of their work. So that it does not have an impact on the results of employee performance or the results of the employee's own performance. This is evidenced in the results of work discipline studies that have no significant effect on employee performance.
2. For Heads and Employees to maintain and increase comfort in their work environment because there is a good working atmosphere and security, good relationships with co-workers will also increase performance in achieving work results. This is proven in the results of research where every comfort in the work environment will also increase employee performance and vice versa.
3. Discipline Work must also continue to be built by creating a fair and intelligent supervision in completing question personal employee who allows it to bebother Employee Performance and even the Institution Performance itself.
4. For further researchers, in this study the independent variables used are work discipline and work environment with the dependent variable employee performance. It is hoped that future researchers who wish to raise the same title can use the variables work discipline, work environment and employee performance with other theories, with strengthening journals according to variables with other indicators and furthermore it is highly recommended to also research different objects (private companies) due to differences in the characteristics of respondents and also results from research that vary from each object studied, there will be comparisons and even an increase in research results.

FURTHER STUDY

There is a significant influence of Work Discipline on the Environment, there is an insignificant effect of Work Discipline on Employee Performance directly, there is a significant influence of the Work Environment on Employee Performance directly. The results of the calculation of the sobel test work environment are able to mediate the effect of work discipline on performance at the Hulu Sungai Utara District Education Office. Conceptually, performance can basically be seen from two aspects, namely individual employee performance and organizational performance. Employee performance is the result of individual work in the organization. While organizational performance is the totality of work results that have been achieved by an organization. Employee performance and organizational performance have a close relationship. The achievement of organizational goals cannot be separated from

the resources owned by the organization which are used or run by employees who play an active role as actors in efforts to achieve the goals of the organization.

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