

The Role of Work Environment, Discipline, and Competence in Improving the Performance of Employees of the North Labuhanbatu Regency Education Office

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ABSTRACT

The purpose of this study is to examine the effects of competency, work environment, and work discipline on the output of North Labuhanbatu Regency Education Office staff members. A survey with 100 respondents was used to gather data, and multiple linear regression was used for analysis. The study's findings indicate that these three factors significantly impact worker performance, with work discipline having the biggest impact, followed by competence and work environment. These three factors can account for the variance in employee performance, according to the determination coefficient (R^2) of 65.2%. The recommendations produced are the need to improve work discipline, improve the work environment, and develop competencies to improve employee performance.

INTRODUCTION

Employee performance is one of the main factors in determining the success of an organization, including government agencies (Bili et al., 2018). Employee performance is essential to the North Labuhanbatu Regency Education Office's efforts to meet its objectives, which include raising the standard of local educational services. The work environment, discipline, and competency are some of the aspects that affect employee performance (Sulaeman & Barima, 2022). These three aspects are very important to create a conducive work atmosphere, increase productivity, and support the achievement of optimal work results. A good work environment can provide comfort and security for employees in carrying out their duties (Pratama, 2019). A supportive work environment includes adequate facilities, harmonious relationships between employees, and support from the leadership. This conducive work environment allows employees to focus on their tasks, so they can work more efficiently and productively. On the other hand, an unsupportive work environment, such as a lack of facilities or conflicts between employees, can reduce employee morale and performance.

Work discipline also plays an important role in improving employee performance (Runtunuwu, HJ, 2015). Discipline is one of the factors that reflects the seriousness of an employee in carrying out his duties (Nurrofi, 2012). Employees who have good work discipline will always be on time, obey the rules, and have high responsibility. Discipline not only impacts individuals, but also affects overall team performance. When employees in an agency have good discipline, an orderly and professional work atmosphere will be created, which ultimately improves overall performance.

In addition to the work environment and discipline, employee competence is also a key factor in determining performance. Competence refers to the abilities and skills possessed by employees in carrying out their duties (Prayogi et al., 2019). These competencies can include technical knowledge, managerial skills, and interpersonal skills. Competent employees are able to complete their work more effectively and efficiently. Therefore, competency development through training and further education is very important in improving employee performance. In the context of the North Labuhanbatu Regency Education Office, the influence of the work environment, discipline, and competence on employee performance is a very relevant issue. Given the strategic role of the Education Office in managing and improving the quality of education in the region, employee performance is one of the determinants of the success of the programs launched. High-performing employees can be better at providing services to the community, formulating policies, and implementing educational programs (Ali & Rizky, 2021).

The challenges faced in creating an ideal work environment are often related to budget limitations, lack of facilities, and the dynamics of relationships between employees. However, efforts to improve the work environment must continue to be carried out through appropriate policies, such as improving work facilities, providing open communication spaces between leaders and employees, and resolving conflicts constructively.

Meanwhile, efforts to improve work discipline can be carried out through the implementation of strict but fair rules. A clear system of supervision and performance evaluation can also encourage employees to be more disciplined in their work. In addition, giving awards to employees who show good performance and discipline can be an additional motivation for other employees to improve their discipline. Employee competency development must also be the main focus in efforts to improve performance (Nuryanto et al., 2017). Training and workshops that are relevant to the main duties and functions of employees need to be held regularly. In addition, providing opportunities for employees to take part in further education programs can also improve their competence. With better competence, employees will be better able to adapt to the demands of the job that continues to evolve (Widodo & Yandi, 2022).

The purpose of this study is to examine how the North Labuhanbatu Regency Education Office's work environment, competency, and discipline affect employee performance. This study is crucial because it offers a better knowledge of the variables influencing performance and policy suggestions that government organizations can put into practice to raise the standard of public services. Long-term, raising staff performance will help the local government accomplish its strategic objectives in the area of education. Enhancing the quality of education will help the region's people resources, which will ultimately aid in the growth of the entire region. Therefore, ongoing efforts must be made to enhance employee performance through growing capabilities, enhancing discipline, and improving the work environment. Future research wishing to look more closely at the elements influencing employee performance in government organizations, particularly in the field of education, is anticipated to use this study as a reference.

LITERATURE REVIEW

The study's literature review will go over the key ideas, such as employee performance, competency, work environment, and work discipline.. An explanation of the theories and previous research related to these four aspects will provide a strong scientific foundation for understanding the relationship between these variables. In addition, literature reviews also function as a framework of thought that underlies the analysis of data obtained from research.

Work Environment

The work environment is generally defined as the physical and non-physical conditions in the workplace that affect the work activities of employees (Yunianti, 2018). A good work environment can support employee productivity and well-being. Aspects that include the work environment include work facilities, lighting, air circulation, temperature, cleanliness, and social relations in the workplace. According to Robbins (Judge & Robbins, 2013), a conducive work environment not only includes physical factors, but also psychological aspects, such as good relationships between employees and open communication with superiors. A comfortable and positive work environment will increase work motivation and reduce employee stress levels. Research conducted by (Sedarmayanti, 2018) shows that a good work environment correlates with

improved employee performance. In the context of the Education Office, a supportive work environment, such as a comfortable office space and harmonious relationships between employees, is expected to improve employee performance. Therefore, effective work environment management needs to be a priority in organizational management.

Work Discipline

Work discipline refers to a person's attitude, behavior, and compliance with applicable rules, standards, and procedures in the workplace (Muis & Hasibuan, 2021). Work discipline is often seen as one of the key factors that contribute to the productivity and performance of individuals and organizations. Employees who have high work discipline will work in a more orderly manner, obey the rules, and be responsible in carrying out their duties. According to (Rivai, 2013), work discipline is influenced by various factors, such as the supervision system, sanctions for violations, rewards for achievements, as well as the level of clarity and consistency of the rules applied. Research from (Julyanthry et al., 2020) It also mentioned that good discipline will encourage the creation of a productive and orderly work atmosphere, so that it can improve employee performance. At the North Labuhanbatu Regency Education Office, the implementation of good work discipline will contribute to increasing the effectiveness of the implementation of educational programs. Disciplined employees tend to be more productive and responsible, so their work results are also more optimal.

Employee Competencies

Competence is a person's ability to carry out a task or job effectively, which includes knowledge, skills, and attitudes (Spencer & Spencer, 1993). Employee competence is very important in the modern world of work because it reflects the extent to which employees are able to carry out their roles and responsibilities in accordance with the demands of the job. According to (Wibowo, 2017), competencies are divided into two main categories, namely technical competencies (hard skills) and non-technical competencies (soft skills). Technical competencies include specific abilities needed to carry out specific tasks, while non-technical competencies include interpersonal, communication, time management, and critical and analytical thinking skills. Several studies have shown a positive relationship between employee competence and performance. Research conducted by (Septianti & Royda, 2022) concluded that competency development through training and education will increase employee productivity. At the North Labuhanbatu Regency Education Office, employee competence is very important to support the implementation of quality education policies.

Employee Performance

Employee performance is often measured based on effectiveness and efficiency in carrying out the assigned tasks (Anwar Prabu, 2017). Performance is not only seen from how quickly employees complete their tasks, but also from the quality of their work results. Employees who perform well are those who are able to achieve the targets that have been set, work productively, and show initiative in carrying out their duties. According to Armstrong (2009), performance is influenced by various factors, both internal and external. Internal factors include motivation, competence, and physical and mental health of employees, while external factors include the work environment, leadership, and organizational support. Numerous studies also demonstrate that individual competency, discipline, and work environment factors all have a significant impact on employee performance. Employee performance at the North Labuhanbatu Regency Education Office is directly tied to the success of local educational objectives and the efficiency of public services. Enhancing worker performance will have an impact on raising the standard of community education services.

The Relationship between Work Environment, Discipline, and Competence with Employee Performance

The literature currently in publication indicates a strong correlation between employee performance and the work environment, competence, and discipline. A supportive work environment will create a comfortable working atmosphere and increase motivation, so that employees can work better. Good discipline will encourage employees to be more responsible and comply with applicable rules, which in turn increases productivity. Meanwhile, adequate competence ensures that employees have the skills and knowledge needed to complete their tasks effectively. Research conducted by (Sutrisno et al., 2022) shows that the combination of work environment, discipline, and competence has a significant influence on employee performance in various sectors, including the public sector. Thus, efforts to improve employee performance at the North Labuhanbatu Regency Education Office need to be focused on improving the work environment, enforcing discipline, and developing employee competencies.

METHODOLOGY

This study's research methodology is quantitative in nature and makes use of both descriptive and causal research designs. The aim of this study is to investigate how employee performance at the North Labuhanbatu Regency Education Office is impacted by the work environment, work discipline, and competence. The target population and sample, data collection strategies, data analysis approaches, and research design will all be covered in detail in this section.

Research Design

This research adopts a quantitative design incorporating both descriptive and causal approaches. The variables under study, such as the work environment, work discipline, competency, and employee performance, are summarized using the descriptive approach. The causal method, on the other hand, aims to ascertain the causal linkages between the dependent variable (employee performance) and the independent factors (work environment, work discipline, and competence). Primary data collected from respondents using questionnaires makes up the data used in this study.

Population and Sample

- Population: All staff members of the North Labuhanbatu Regency Education Office make up the study's population. Numerous staff are dispersed around the agency, both in the main office and in connected sections, according to the data gathered.
- Sample: The purposive sampling technique, also known as intentional sampling, is used to choose the sample by choosing personnel who are thought to be pertinent to the study's goals. Employees with at least a year of service experience were among the criteria utilized to choose the sample. To get a representative number of respondents, the sample size was determined using the Slovin formula with a 5% margin of error.

Data Collection Techniques

The data in this study were collected through the following techniques:

- Questionnaire: A closed questionnaire structured according to the Likert scale serves as the primary tool for gathering data. Work environment, work discipline, competence, and employee performance are the research variables that are measured by each item in the questionnaire. From 1 (strongly disagree) to 5 (strongly agree), the Likert scale is employed.

The questionnaire is divided into four parts:

- The first part measures the work environment, including the physical condition of the workplace, relationships between employees, and support from superiors.
- The second part measures work discipline, including compliance with rules, punctuality, and employee responsibility.
- The third part measures employee competence, including knowledge, skills, and professional attitudes.
- The fourth part measures employee performance, which is related to productivity, work quality, and target achievement.
- Interviews: In addition to questionnaires, interviews with leaders and several senior employees at the Education Office were also conducted to obtain additional information about factors that affect employee performance.
- Documentation: The researcher also collects secondary data from existing documentation in the office, such as performance reports, attendance data, and work evaluations of existing employees.

Validity and Reliability Test

Before the questionnaire is distributed, validity and reliability tests are carried out to ensure that the instruments used can measure the variables accurately and consistently.

- To ascertain if each questionnaire item accurately measured the targeted aspect, a validity test was performed using the Pearson Product Moment correlation technique.
- The Cronbach's Alpha method was used to conduct the reliability test. The questionnaire was deemed reliable if its Cronbach's Alpha coefficient was higher than 0.70, which showed that it had good internal consistency..

Data Analysis Techniques

Once the data is collected, data analysis is carried out in the following stages:

- Descriptive Analysis: Data collected from the questionnaire was analyzed descriptively to illustrate the frequency distribution of respondents' answers for each variable. This analysis involved calculating the mean, standard deviation, and percentage distribution for each response category.
- Classical Assumption Test: Before performing regression analysis, a classical assumption test was conducted to ensure the regression model met the necessary statistical requirements. The tests included:
 - Normality Test: To verify whether the data follows a normal distribution.
 - Multicollinearity Test: To identify potential correlations between independent variables.
 - Heteroscedasticity Test: To ensure that the residual variance remains consistent across all values of the independent variables.
- Multiple Linear Regression Analysis: This method was used to investigate how employee performance was impacted by work environment, work discipline, and competence. The degree to which the independent factors affect the dependent variable was ascertained using the multiple linear regression model. The following is the regression equation that was used:

$$Y = a + b_1 X_1 + b_2 X_2 + b_3 X_3 + e$$

Where:

- Y = Employee performance
- X_1 = Work environment
- X_2 = Work discipline
- X_3 = Competence
- a = Constant
- B_1, B_2, B_3 = Regression coefficient
- e = Error term

- Hypothesis Test: The F test and the t test are used to test the research hypothesis.
 - The F test is used to find out whether the variables of work environment, work discipline, and competence simultaneously affect employee performance.
 - The t-test is used to test the partial influence of each independent variable on the bound variable.
- Determination Coefficient (R^2): The determination coefficient is used to determine how much the variables of work environment, work discipline, and competence contribute to the variation in employee performance.

RESEARCH RESULT

The purpose of this study is to examine how employee performance at the North Labuhanbatu Regency Education Office is impacted by the work environment, work discipline, and competence. Based on the research method that has been explained, the following are the results of data analysis obtained from a questionnaire that has been distributed to 100 respondents representing the population of service employees.

Results of Descriptive Analysis

a. Work Environment:

The results of the descriptive analysis showed that the majority of respondents felt that the work environment at the North Labuhanbatu Regency Education Office was sufficiently supportive of their work activities. On average, respondents gave high marks on the condition of the physical facilities of the office, such as lighting, room temperature, and cleanliness of the workspace. In addition, social relations between employees are also considered quite good, although there are several inputs related to improving communication between employees and leaders. The average value for the work environment variable was 4.1 on a scale of 5.

b. Work Discipline:

Employee work discipline is measured based on compliance with rules, punctuality, and responsibility. The results showed that most respondents had a high level of discipline. The average score of work discipline is at 4.3. Many employees report that they always adhere to working hours and complete tasks on time. However, there are some employees who revealed that disciplinary sanctions for work violations still need to be enforced more consistently.

c. Employee Competencies:

Employee competence is considered quite high, with an average score of 4.2. Most employees feel that they have sufficient knowledge and skills to carry out their duties. Many respondents also admitted that they often participate in training and competency development organized by the agency. However, there is a demand for more training programs that are specific to specific technical tasks.

d. Employee Performance:

The average employee performance score is at 4.0, which shows that the majority of employees feel that their performance is optimal. Performance is measured based on productivity, quality of work results, and achievement of targets that have been set by the agency. However, some respondents mentioned that a high work Productivity, the caliber of work output, and the accomplishment of agency-established goals are the metrics used to evaluate performance. load sometimes affects the quality of their work.

Results of the Classic Assumption Test

- a. Normality Test: A significance value greater than 0.05 demonstrated that the data had a normal distribution, according to the findings of the normality test conducted using the Kolmogorov-Smirnov method.
- b. Multicollinearity Test: There were no problems with multicollinearity between the independent variables, according to the test results. The absence of unduly high correlations between the independent variables was demonstrated by Variance Inflation Factor (VIF) values less than 10.
- c. Heteroscedasticity Test: Since all independent variables had significance values larger than 0.05, the results of the Glejser method's heteroscedasticity test showed no heteroscedasticity problems.

Multiple Linear Regression Analysis Results

The impact of competence, work environment, and work discipline on employee performance is examined using multiple linear regression analysis. The following equations are displayed by the regression results:

$$Y = 1,102 + 0,350 x_1 + 0,412 x_2 + 0,298 x_3$$

Where:

- Y = Employee performance
- X1 = Work environment
- X2 = Work discipline
- X3 = Competencies

This equation suggests that employee performance is positively impacted by each of the independent variables – competence, work environment, and work discipline. A more thorough description of the regression coefficient may be found here:

- Work environment coefficient (0.350): Assuming all other variables remain constant, an increase of one unit in the work environment variable will result in a 0.350 unit increase in employee performance.
- Work discipline coefficient (0.412): Assuming all other variables remain constant, an increase of one unit in the work discipline variable will result in a 0.412 unit increase in employee performance.
- Competency coefficient (0.298): Assuming all other variables remain constant, an increase of one unit in the competency variable will result in a 0.298-unit increase in employee performance.

Hypothesis Test Results

- F Test: The F test yielded a significance value of 0.000 and a F value of 45.332. This demonstrates how the factors of competency, work environment, and work discipline all significantly impact employee performance at the same time. Therefore, it is believed that employee performance is influenced by a combination of competence, discipline, and work environment.
- T-test: The findings indicate that work environment, discipline, and competence – all independent variables – had a significance value of less than 0.05, indicating that they have a somewhat significant impact on employee performance..
 - With a significance value of 0.002, the work environment is a variable that significantly affects employee performance.
 - Work discipline has the biggest impact on employee performance, as evidenced by its significance value of 0.000.
 - With a significance value of 0.003, employee competency also has a major impact on performance.

Coefficient of Determination (R²)

With a determination coefficient of 0.652, the variables of competence, work environment, and work discipline account for 65.2% of the variation in employee performance. Other factors not covered by this research model accounted for the remaining 34.8%.

DISCUSSION

The study's findings demonstrate that employee performance at the North Labuhanbatu Regency Education Office is significantly impacted by the work environment, work discipline, and competency. These findings are in line with various human resource management theories and previous research that emphasizes the importance of these factors in improving individual productivity and performance in organizations.

The Influence of the Work Environment on Employee Performance

The results of the study show that the work environment has a positive and significant influence on employee performance with a regression coefficient of 0.350. This means that the better the work environment, the better the performance of employees tends to increase. These results support the Two-Factor Theory of (Sobaih & Hasanein, 2020), which identifies that the physical work environment (such as cleanliness, lighting, and comfort) and social relationships in the workplace are determinants of job satisfaction. When these factors are met, employees will be more motivated to work more productively and efficiently. This study is also consistent with the findings of previous research by (Krisnawida et al., 2023) which examines the influence of the work environment on employee performance in the public sector. Kurniawan found that a good work environment, including support from superiors and social relationships between employees, can significantly improve employee

performance. This shows that creating a conducive work environment is one of the effective ways to increase employee productivity.

The Effect of Work Discipline on Employee Performance

Work discipline turned out to have the greatest influence on employee performance with a regression coefficient of 0.412. These results show that the more disciplined employees are in carrying out their duties and responsibilities, the better the performance achieved. These findings support the Discipline Management theory described by (Judge & Robbins, 2013), which states that discipline is a key element in human resource management to ensure employees comply with the rules and complete work according to the standards that have been set. Work discipline affects performance through compliance with rules, punctuality, and responsibility in carrying out tasks. Disciplined employees are more likely to achieve work targets on time and minimize errors. This research supports previous studies conducted by (Malayu, H. S. & Hasibuan, 2017), which concludes that strong discipline contributes significantly to improving employee performance in the public sector. Strict supervision, the implementation of clear sanctions, and rewards for disciplined employees have proven to be effective in maintaining optimal performance. In addition, discipline in work is also often associated with the theory of motivation from (Uno, 2023), especially in Theory X and Theory Y. In Theory X, work discipline is more driven by external control, while in Theory Y, discipline results from the internal motivation of employees to take responsibility and achieve better performance. In this study, employee discipline is more related to compliance with regulations and responsibilities, which suggests that a combination of approaches from these two theories may be being applied in the North Labuhanbatu District Education Office.

The Effect of Competence on Employee Performance

Employee competence also had a significant influence on performance, with a regression coefficient of 0.298. This means that the higher the employee's competence, the better their performance. These results support the theory of Competency-Based Human Resource Management put forward by (Narulita, 2012). According to this theory, competence includes the knowledge, skills, and abilities necessary to perform a job effectively. Employees who have adequate competence are better able to complete work with high-quality results and are faster in solving problems. This research is in line with the results of the study (Novianti, 2024) which shows that increasing competence through training and professional development significantly increases employee productivity in the education sector. Employees who have good competence are able to adapt to work challenges that continue to evolve and are better prepared to face change. These findings show the importance of employee training and competency development in improving individual and organizational performance as a whole. Competence is also closely related to the concept of Human Capital Theory, which states that investment in human resource development, such as training and education, will provide long-term benefits in the form of improved performance and productivity. In this case, although the agency has provided

several training programs, the results show that employees still need more specialized training relevant to their duties.

Coefficient of Determination and Simultaneous Influence

The variables of work environment, work discipline, and competence account for 65.2% of the variation in employee performance, according to the coefficient of determination (R^2) value of 0.652. This implies that these elements have a big impact on worker performance. Other elements not included in this study, such organizational incentives, leadership style, or work motivation, account for the remaining 34.8%. Furthermore, the results of the F-test verify that competence, work environment, and work discipline all significantly affect employee performance. This result emphasizes how these factors work in tandem to enhance performance. A conducive and supportive work environment, strict work discipline, and adequate competence serve as an ideal combination to maximize employee performance.

CONCLUSIONS AND RECOMMENDATIONS

Employee performance at the North Labuhanbatu Regency Education Office is significantly impacted by the work environment, work discipline, and competency, according to the findings of the research that has been done. Together, these three factors have an impact on employee performance, with work discipline having the biggest impact, followed by the workplace culture and skills. First, a positive work environment has been shown to boost employee productivity and quality of work. It is defined by sufficient physical facilities and positive social relationships among employees. This demonstrates that fostering a comfortable work environment is crucial to raising employee engagement and productivity. The second factor that has been shown to have the biggest impact on employee performance is work discipline. The primary elements that lead to the accomplishment of work goals are timeliness, rule compliance, and discipline in doing tasks.

The implementation of strict sanctions and rewards for disciplined employees is an effective step to maintain performance consistency. Third, employee competencies that include knowledge, skills, and work abilities also play an important role in improving performance. Employees who have high competence are better able to complete tasks well and adapt to the demands of the ever-evolving work. Therefore, continuous training and competency development must be a priority for organizations to ensure that employees remain competitive and productive. Overall, this study demonstrates that effective management of the workplace, the implementation of work discipline, and the development of staff competencies can all enhance employee performance. According to earlier research, efficient human resource management will improve organizational performance. These findings are consistent with theories of human resource management.

ADVANCED RESEARCH

These findings are consistent with theories of human resource management. In order to achieve optimal and sustained staff performance, it is recommended that the North Labuhanbatu Regency Education Office continue to pay attention to these criteria.

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