

The Effect of Competency Improvement, Work Environment and Work Motivation on Employee Performance Through Work Discipline (Study at Dinas Lingkungan Hidup Kabupaten Bondowoso)

Evi Yuni Wulandari
Dinas Lingkungan Hidup Kab.
Bondowoso
Jl Sumatera 118-120 Jember
eyuni.eyw@gmail.com

Agustin HP
Institute Technology and Science
Mandala
Jl Sumatera 118-120 Jember
agustin@stie-mandala.ac.id

Muhammad Firdaus
Institute Technology and Science
Mandala
Jl Sumatera 118-120 Jember
muhammadfirdaus2011@gmail.com

ABSTRACT

This study aims to prove whether increasing competence, work environment and work motivation through work discipline has an influence on employee performance at Dinas Lingkungan Hidup Kabupaten Bondowoso. The population of this study were all employees at the Bondowoso Regency Environmental Service. The number of samples in this study was 125 respondents obtained using the Non Probability Sampling method with purposive sampling technique.. This research was conducted limited to the performance variables of employees of Dinas Lingkungan Hidup Kabupaten Bondowoso.

Keywords : Competence, Work Environment, Work Motivation, Work Discipline and Employee Performance

1. INTRODUCTION

Human resources are an important asset and act as the main driving factor in the implementation of all activities or activities of the agency, so they must be managed properly through Human Resource Management (HRM). According to experts, human resource management is as follows: According to Handoko (2014), human resource management is the attraction, selection, development, maintenance, and use of human resources to achieve both individual and organizational goals. According to Hasibuan (2017) Human Resource Management is the science and art of regulating the relationship and role of labor so that it actively and efficiently helps realize the goals of the company, employees and society. According to Mangkunegara (2013) Human Resource Management is a management and utilization of resources that exist in individuals. This management and utilization are maximally developed in the world of work to achieve organizational goals and individual employee development. Based on several opinions according to the experts above, it can be concluded that human resource management is a management of human resources in a company effectively and efficiently in order to help realize the goals of the organization.

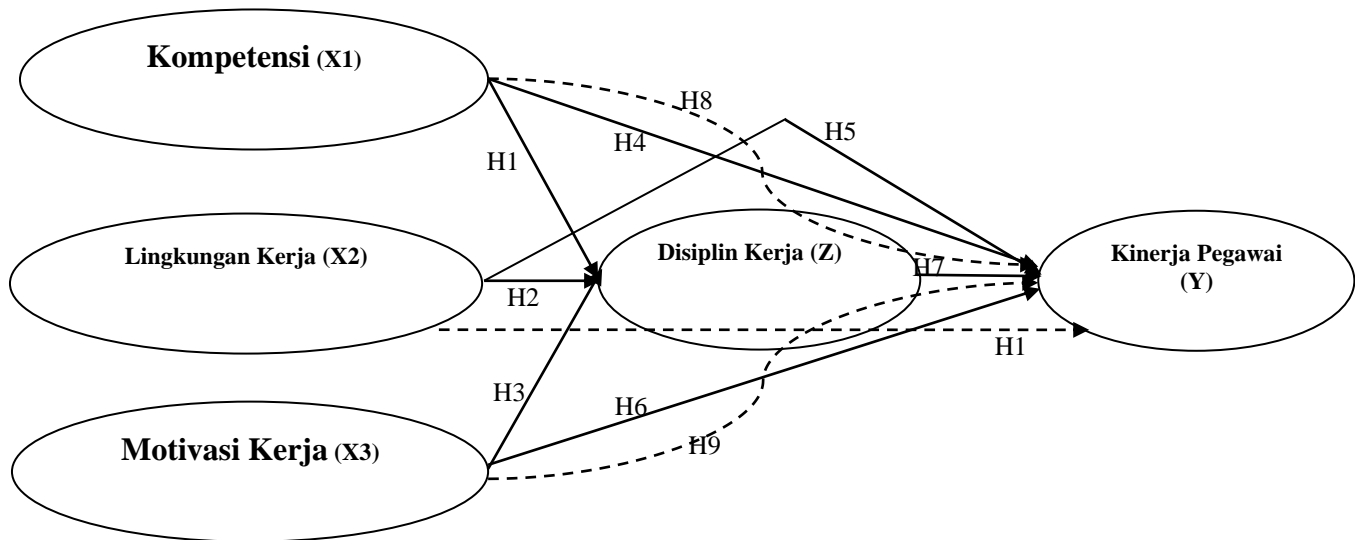
Employee skills or abilities demonstrated by the ability to consistently deliver adequate or high levels of performance in a job function. Competency is a term that is often heard and spoken by many people. We also often hear or even say the term in various uses, especially in relation to human resource development. Some interpret competence as equivalent to ability or proficiency, others interpret it as equivalent to skills, knowledge and higher education. According to Agustian et al., (2018) explains that competence is an ability to carry out or perform a job or task based on skills and knowledge and supported by the work attitude required by the job. Competence also shows the characteristics of the knowledge and skills possessed or required by each individual that enable them to perform their duties and responsibilities effectively and improve professional quality standards in their work.

The suitability of the work environment can be seen over a long period of time. A poor work environment can demand more labor and time and not support the design of an efficient work system. The following is an understanding of the work environment according to experts: According to Danang (2015) the work environment is everything that is around the workers and that can affect him in carrying out the tasks assigned.

According to Kadarisman (2015) is "Work motivation is a driver or driver in a person to want to behave and work hard and well in accordance with the duties and obligations that have been given to him". One of the efforts to overcome the causes of indisiplinary actions aimed at organizational growth is to motivate employees to discipline themselves in carrying out work both individually and in groups. The existence of work discipline is very useful in educating employees to comply with the rules and policies that apply to the company so that it will produce optimal performance, (Hasibuan, 2016). According to Rani & Mayasari (2016), performance is the result of a process that refers to and is measured during a certain period based on predetermined provisions or agreements.

2. CONCEPTUAL FRAMEWORK

The conceptual framework is how theory relates to various factors that have been defined as important. In this case, it is to determine the effect of competence, work environment and motivation on employee performance through work discipline as an intervening variable. For more details, it can be described in the following model:



3. RESEARCH HYPOTHESIS

Based on the background as well as similar theories and empirics and supported by problem identification data as well as the duties and functions of employees, the problem formulation is: "how to improve employee performance so that effectiveness in improving work quality through employee competency factors, work environment and work motivation towards work discipline that can be fulfilled immediately by the performance of employees of the Bondowoso District Environmental Service regarding public services". The hypotheses in this study are :

1. There is a significant influence between employee competence on employee discipline at Dinas Lingkungan Hidup Kab. Bondowoso
2. There is a significant influence between the work environment on employee work discipline at Dinas Lingkungan Hidup Kab. Bondowoso
3. There is a significant influence between work motivation on employee work discipline at Dinas Lingkungan Hidup Kab. Bondowoso
4. There is a significant influence between employee competence on employee performance at Dinas Lingkungan Hidup Kab. Bondowoso
5. There is a significant influence between the work environment on employee performance at Dinas Lingkungan Hidup Kab. Bondowoso
6. There is a significant influence between work motivation on employee performance at Dinas Lingkungan Hidup Kab. Bondowoso
7. There is a significant influence between work discipline on employee performance at Dinas Lingkungan Hidup Kab. Bondowoso
8. There is a significant influence between employee competence on employee performance at Dinas Lingkungan Hidup Kab. Bondowoso through work discipline
9. There is a significant influence between the work environment on employee performance at Dinas Lingkungan Hidup Kab. Bondowoso through work discipline
10. There is a significant influence between work motivation on employee performance at Dinas Lingkungan Hidup Kab. Bondowoso through work discipline

4. METHOD

According to Sugiyono (2013), "Population is a generalization area consisting of objects or subjects that have certain qualities and characteristics set by researchers to study and then draw conclusions". The population in this study were civil servants of the Bondowoso Regency Environmental Service.

The sample determination method uses nonprobability sampling with purposive sampling technique. Nonprobability sampling method is a sampling technique that does not provide equal opportunities or opportunities for each element or member of the population to be selected as a sample. Purposive sampling technique. According to Sugiyono (2013) purposive sampling is a sampling technique with certain considerations ". The reason for selecting samples using purposive sampling is because not all samples have criteria that match those determined by the author. The number of samples in this study were 125 people.

5. RESULT AND DISCUSSION

Research Instrument Test

Validity and Reliability Test

The results of the validity and reliability tests can be seen in the following table:

No	Item	r _{count}	Description	Cronbach Alpha	Description
1	X1.1	0.813	Valid	0,872	Reliabel
	X1.2	0.843	Valid		Reliabel
	X1.3	0.815	Valid		Reliabel
	X1.4	0.809	Valid		Reliabel
	X1.5	0.805	Valid		Reliabel
2	X2.1	0.714	Valid	0,765	Reliabel
	X2.2	0.583	Valid		Reliabel
	X2.3	0.575	Valid		Reliabel
	X2.4	0.627	Valid		Reliabel
	X2.5	0.642	Valid		Reliabel
	X2.6	0.758	Valid		Reliabel
	X2.7	0.664	Valid		Reliabel
	X2.8	0.708	Valid		Reliabel
3	X3.1	0.643	Valid	0,792	Reliabel
	X3.2	0.772	Valid		Reliabel
	X3.3	0.831	Valid		Reliabel
	X3.4	0.869	Valid		Reliabel
	X3.5	0.766	Valid		Reliabel
4	Z1	0.874	Valid	0,708	Reliabel
	Z2	0.790	Valid		Reliabel
	Z3	0.737	Valid		Reliabel
5	Y1	0.856	Valid	0,812	Reliabel
	Y2	0.799	Valid		Reliabel
	Y3	0.774	Valid		Reliabel
	Y4	0.736	Valid		Reliabel
	Y5	0.702	Valid		Reliabel
	Y6	0.581	Valid		Reliabel

Based on the table above, it can be seen that each indicator used has a calculated r value greater than 0.30, this means that the indicators used in this research variable are feasible or valid for use as data collectors. The test results also show that each variable has a Cronbach Alpha value greater than 0.60. So it can be concluded that all variables used in this study are reliable.

Classical Assumption Test

1. Multicollinearity Test

Multicollinearity means that there is an intercorrelation between independent variables which indicates the existence of more than one significant linear relationship. If the correlation coefficient of the variable concerned is located outside the acceptance limits (critical value), the correlation coefficient is meaningful and multicollinearity occurs. If the correlation coefficient lies within the acceptance limits, the correlation coefficient is not meaningful and there is no multicollinearity..

Tabel Collinearity Statistic

Test	Variable	VIF	Description
Z	X1	2.036	VIF < 10 No multicollinearity
	X2	3.155	
	X3	1.838	
Y	X1	2.067	VIF < 10 No multicollinearity
	X2	3.577	
	X3	1.890	
	Z	1.520	

Based on the results of the Collinearity Statistic analysis, it is known that there is no multicollinearity in the model. This can be seen in the attachment of the VIF value of each variable less than 10.

2. Heteroscedasticity Test

This test aims to test whether in a regression model there is an inequality of variance from residuals, from one observation to another. If the variance of the residuals from one observation to another is constant, it is called homoscedasticity and if the variance is different, it is called heteroscedasticity. A good regression model is one in which there is no heteroscedasticity. To detect the presence or absence of heteroscedasticity, the Scatterplot graph method can be used which is generated from the output of the SPSS version 17 program, if the image shows that the points spread randomly and are spread both above and below the number 0 on the Y axis, then it can be concluded that there is no heteroscedasticity in the regression model (Ghozali, 2005).

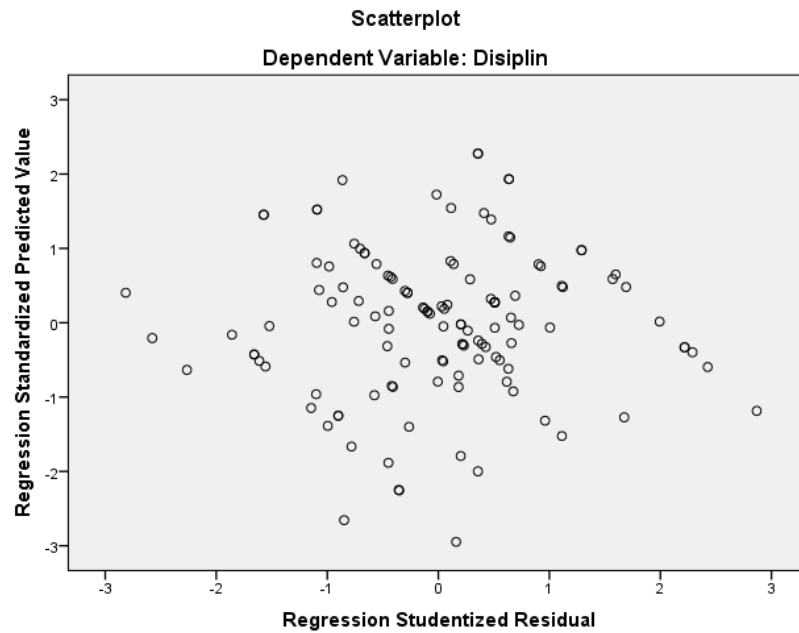
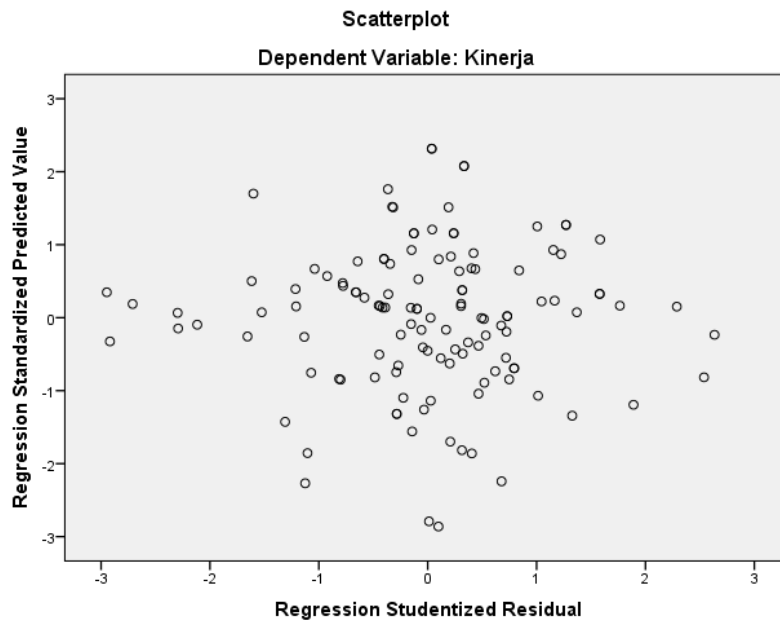


Figure Heteroscedasticity Test Results of the Effect of X1 and X2 on Z
Source: Processed primary data,



2023

Figure Heteroscedasticity Test Results The Effect of X1 X2 and Z on Y
Source: Processed primary data, 2023

From the graph, it can be seen that the points spread randomly, do not form a certain clear pattern, and are spread both above and below the number 0 (zero) on the Y axis, this means that there is no deviation from the classical assumption of heteroscedasticity in the regression model made, in other words, accepting the hypothesis of homoscedasticity.

3. Normality Test

The normality test aims to test whether in the regression model, the independent variable and the dependent variable are both normally distributed or not. The normality of the data in the study was seen by paying attention to the points on the Normal P-Plot of Regression Standardized Residual of the dependent variable. The requirement of the normality test is that if the data spreads around the diagonal line and follows the direction of the diagonal line, the regression model fulfills the normality assumption. If the data spreads far from the diagonal line and/or does not follow the diagonal line, then the regression model does not fulfill the assumption of normality.

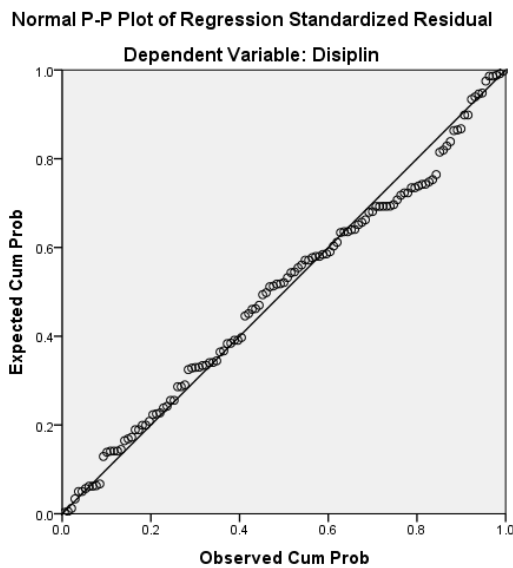


Image of Normality Testing Results
Source: Processed primary data, 2023

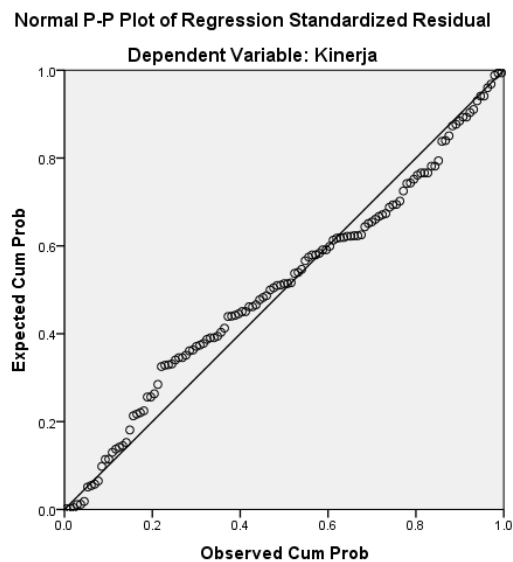


Image of Normality Testing Results
Source: Processed primary data, 2023

From this figure, it is found that all data is normally distributed, the data distribution is around the diagonal line.

Hypothesis Testing

In this section describes each path in the model section using path analysis. Each path tested shows the direct and indirect effects of employee competence (X1) work environment (X2) and work motivation (X3) on work discipline (Z) and employee performance (Y) of the Bondowoso Regency Environmental Service. By knowing whether or not each path is significant, it will answer whether the proposed hypothesis is accepted or rejected. Each path tested represents the hypothesis in this study. The path coefficient value can be seen in the following table:

Tabel
Path Coefficient Value of Direct Effect

No.	Independent Variable	Dependen Variabe	Beta (β)	t-count	ρ -value	Description
1.	Competence	Discipline	0,432	3,361	0,008	Significant
2.	Environment	Discipline	0,527	4,026	0,000	Significant
3.	Motivation	Discipline	0,385	3,855	0,007	Significant
4.	Competence	Performance	0,253	2,805	0,007	Significant
5.	Environment	Performance	0,539	4,823	0,000	Significant
6.	Motivation	Performance	0,246	3,026	0,003	Significant
7.	Discipline	Performance	0,180	2,476	0,015	Significant

Source: Processed primary data, 2023

- a. Variable Effect of employee competence (X1) on work discipline (Z)
Based on the table, it can be seen that for testing the employee competency variable (X1) on work discipline, the beta (β) value is 0.432 with a ρ -value of 0.008. Because the ρ -value is smaller than α ($0.008 < 0.05$), H1 is accepted, thus there is a significant effect of employee competence (X1) on work discipline (Z).
- b. The Effect of Work Environment Variables (X2) on Work Discipline (Z)
Based on the table, it can be seen that for testing the work environment variable (X2) on work discipline (Z), the beta value (β) is 0.527 with a ρ -value of 0.000. Because the ρ -value is smaller than α ($0.000 < 0.05$), H2 is accepted, thus there is a significant effect of work environment (X2) on work discipline (Z).
- c. Effect of Work Motivation Variables (X3) on Work Discipline (Z)
Based on the table, it can be seen that for testing the work environment variable (X2) on work discipline (Z), the beta value (β) is 0.385 with a ρ -value of 0.007. Because the ρ -value is smaller than α ($0.007 < 0.05$), H0 is rejected, thus there is a significant effect of work environment (X2) on work discipline (Z).
- d. Effect of employee competency variable (X1) on employee performance (Y)
Based on the table, it can be seen that for testing the employee competency variable (X1) on employee performance (Y), the beta (β) value is 0.253 with a ρ -value of 0.007. Because the ρ -value is smaller than α ($0.007 < 0.05$), H0 is rejected, thus there is a significant effect of employee competence (X1) on employee performance (Y).
- e. Effect of Work Environment Variables (X2) on Employee Performance (Y)
Based on the table, it can be seen that for testing the work environment variable (X2) on employee performance (Y), the beta (β) value is 0.539 with a ρ -value of 0.000. Because the ρ -value is smaller than α ($0.000 < 0.05$), H0 is rejected, thus there is a significant effect of work environment (X2) on employee performance (Y).
- f. Effect of Work Motivation Variables (X3) on Employee Performance (Y)
Based on the table, it can be seen that for testing the work motivation variable (X3) on employee performance (Y), the beta (β) value is 0.246 with a ρ -value of 0.003. Because the ρ -value is smaller than α ($0.003 < 0.05$), H0 is rejected, thus there is a significant effect of work motivation (X3) on employee performance (Y).
- g. Effect of Work Discipline Variable (Z) on Employee Performance (Y)
Based on this table, it can be seen that for testing the work discipline variable (Z) on employee performance (Y), the beta (β) value is 0.180 with a ρ -value of 0.015. Because the ρ -value is smaller than α ($0.015 < 0.05$), H0 is rejected, thus there is a significant effect of work discipline (Z) on employee performance (Y).

Discussion of Research Results

1. The influence of employee competence on work discipline

Based on the first hypothesis, employee competence affects work discipline. After testing and analyzing the data, the results stating that employee competence has a significant effect on the work discipline of employees of the Bondowoso Regency Environmental Service are proven to be true or H1 is accepted. This can be due to aspects related to employee competence that have an impact on work discipline. Aspects of employee competence include: motives, traits, self-concept, knowledge and skills.

This is supported by the results of descriptive analysis which states that in general respondents agree or give a positive response to the competency indicators of employees of the Bondowoso Regency Environmental Service. The results of this study are in accordance with the opinion of Wibowo (2016) who defines competency as a fundamental characteristic of a person that has a direct effect on, or can describe, excellent performance. In other words, competence is what outstanding performers do more often in more situations with better results, rather than what average performers do. (Rivai, et al. 2015).

As for this study, there are significant similarities in results with previous research conducted by Permatasari, D., Sufian, S., & Rachmansyah, Y. (2019). Saleh, M., Hasyim, A. W., & Rajak, A. (2022) state that employee competence has a significant influence on work discipline.

2. Effect of Work Environment on Work Discipline

Based on the second hypothesis, the work environment affects work discipline. After testing and analyzing the data, the results stating that the work environment has a significant effect on the work discipline of employees of the Bondowoso Regency Environmental Service are proven to be true or H2 is accepted. This is due to aspects related to the work environment that have had a positive impact on the work discipline of employees of the Bondowoso Regency Environmental Service. These aspects include the following: work atmosphere, relationships with coworkers, availability of work facilities, lighting / light, air circulation, noise, unpleasant odors and security.

According to Danang (2015) the work environment is everything that is around the workers and that can affect him in carrying out the tasks assigned. According to Sedarmayanti (2015) the work environment is the overall tooling and materials faced, the surrounding environment in which a person works, his work methods, and his work arrangements both as an individual and as a group.

As for this study, there are significant similarities in results with previous research conducted by Puspitasari, I. Y. (2015). Ayunasrah, T., Ratnawati, R., Diana, R., & Ansari, A. (2022). Hasibuan, E. A., & Afrizal, A. (2019) stated that the work environment has a significant influence on work discipline..

3. The Effect of Work Motivation on Work Discipline

Based on the third hypothesis, work motivation affects employee work discipline. After testing and analyzing the data, the results obtained which state that work motivation has a significant effect on the work discipline of employees of the Bondowoso Regency Environmental Service are proven to be true or H3 is accepted. This can be due to the aspects related to work motivation that have been able to create employee work discipline including physiological needs, security needs, social needs, self-esteem needs, and self-actualization needs.

Fachreza et al., (2018) state that motivation is extrinsic factors sourced from outside the self that contribute to determining one's behavior in one's life. Work motivation as a willingness to carry out high levels of effort to achieve organizational goals conditioned by the ability of efforts to meet certain individual needs (Hanafi & Yohana, 2017). Lusri & Siagian (2017) explain that motivation is a process that explains the intensity, direction, and persistence of an individual to achieve his goals. In addition to the expert opinions expressed, this research is also supported by the results of previous research conducted by Permatasari, D., Sufian, S., & Rachmansyah, Y. (2019). Saleh, M., Hasyim, A. W., & Rajak, A. (2022) stated that work motivation has a significant influence on work discipline..

4. Effect of employee competence on employee performance

Based on the fourth hypothesis, employee competence affects employee performance. After testing and analyzing the data, the results obtained which state that employee competence has a significant effect on the performance of employees of the Bondowoso Regency Environmental Service are proven to be true or H3 is accepted. This can be due to the aspects related to employee competence that have been able to create employee performance. Aspects of employee competence include: motives, traits, self-concept, knowledge and skills.

The results of this study are in accordance with the opinion of Jusmaliani (2011) that employee competence is a way to carry out work or tasks based on skills and knowledge and supported by the work attitude required by the job. The skills or abilities required by employees are demonstrated by the ability to consistently provide an adequate or high level of performance in a job function. Competency is a terminology that is often heard and spoken by many people. We also often hear or even say the terminology in various uses, especially related to human resource development.

As for this study, there are significant similarities in results with previous research conducted by Firdaus, A., Disman, D., & Masuroh, R. Permatasari, D., Sufian, S., & Rachmansyah, Y. (2019). Research by Apridani, A., Mantikei, B., & Syamsudin, A. (2021). Saleh, M., Hasyim, A. W., & Rajak, A. (2022). As'ad, A., & Kamidin, M. (2020). Saputra, N., & Mulia, R. A. (2021) state that employee competence has a significant effect on performance.

5. Effect of Work Environment on Employee Performance

Based on the fifth hypothesis, the work environment affects employee performance. After testing and analyzing the data, the results obtained state that the work environment has a significant effect on the performance of employees of the Bondowoso Regency Environmental Service, which is proven to be true or H5 is accepted. This can be due to the aspects related to the work environment that have been able to create an increase in the performance of employees of the Bondowoso Regency Environmental Service.

The results of this study are in accordance with the opinion of Sedarmayanti (2017) that the work environment is a place for a number of groups in which there are several supporting facilities to achieve company goals in accordance with the company's vision and mission....

As for this study, there are significant similarities in results with previous research conducted by Wahyudianto, H. (2020). Apridani's research, A., Mantikei, B., & Syamsudin, A. (2021). Prasetya, D., & Fariz, F. (2020). Ayunasrah, T., Ratnawati, R., Diana, R., & Ansari, A. (2022). Saputra, N., & Mulia, R. A. (2021) state that the work environment has a significant influence on performance.

6. Effect of Work Motivation on Employee Performance

Based on the sixth hypothesis, work motivation affects employee performance. After testing and analyzing the data, the results obtained state that work motivation has a significant effect on the performance of employees of the

Bondowoso Regency Environmental Service, which is proven to be true or H6 is accepted. This can be due to the aspects related to work motivation that have been able to create the performance of employees of the Bondowoso Regency Environmental Service.

According to Sunyoto (2015: 4), "work motivation is a condition that encourages individual desires to carry out certain activities to achieve their desires". According to Fahmi (2013: 107), "motivation is a behavioral activity that works in an effort to meet desired needs". In addition to the expert opinions expressed, this research is also supported by the results of previous research conducted by Firdaus, A., Disman, D., & Masruroh, R. Wahyudianto, H. (2020). Permatasari, D., Sufian, S., & Rachmansyah, Y. (2019). Research by Apridani, A., Mantikei, B., & Syamsudin, A. (2021). Saleh, M., Hasyim, A. W., & Rajak, A. (2022). Prasetya, D., & Fariz, F. (2020). Saputra, N., & Mulia, R. A. (2021) state that employee work motivation has a significant influence on performance..

7. Effect of Work Discipline on Employee Performance

Based on the seventh hypothesis, work discipline affects employee performance. After testing and analyzing the data, the results obtained which state that work discipline has a significant effect on the performance of employees of the Bondowoso Regency Environmental Service are proven to be true or H5 is accepted. This can be due to the aspects of work discipline related to the performance of employees of the Bondowoso Regency Environmental Service.

The results of this study are in accordance with the opinion according to Faslah & Savitri (2017) explaining that work discipline is a tool used by managers to communicate with employees so that they are willing to change a behavior and as an effort to increase a person's awareness and willingness to obey all company regulations and applicable social norms. Discipline is the sixth human resource function of the most important human resource management operative function because the more employee discipline, the higher the work performance that can be achieved. Without good employee discipline, it is difficult for companies to achieve optimal work results. Hasibuan (2019: 193), "discipline is a person's awareness and willingness to obey all company regulations and applicable social norms". In addition to the expert opinions expressed, this research is also supported by the results of previous research conducted by Firdaus, A., Disman, D., & Masruroh, R. Permatasari, D., Sufian, S., & Rachmansyah, Y. (2019). Saleh, M., Hasyim, A. W., & Rajak, A. (2022). Prasetya, D., & Fariz, F. (2020) state that employee competence has a significant effect on performance.

8. The influence of employee competence on employee performance through work discipline

Based on the eighth hypothesis, employee competence affects employee performance through work discipline. After testing and analyzing the data using the sobel test, the results obtained state that the indirect effect of employee competence (X1 \rightarrow) on employee performance variables (Y) through the intervening variable work discipline (Z) is 2.11500495 and significance at One-tailed probability of 0.01721476. Because the One-tailed probability $< \alpha = 0.05$ and the sobel test value is greater than 1.96, it can be concluded that employee competence (X1) affects employee performance (Y) through work discipline (Z) is not significant. This means that work discipline is unable to provide a mediating effect between the employee competency variable on the performance of employees of the Bondowoso Regency Environmental Service. In addition to the theoretical studies that have been discussed, this study also adopts empirical evidence conducted by Permatasari, D., Sufian, S., & Rachmansyah, Y. (2019). Saleh, M., Hasyim, A. W., & Rajak, A. (2022) with the results of the study stated that competence has a significant influence on employee performance through work discipline.

9. Effect of Work Environment on Employee Performance through Work Discipline

Based on the ninth hypothesis, the work environment affects employee performance through work discipline. After testing and analyzing the data using the sobel test, the results obtained state that the indirect effect of the work environment (X2 \rightarrow) on the employee performance variable (Y) through the intervening variable of work discipline (Z) is 2.10228011 and the significance at One-tailed probability is 0.01776437. Because One-tailed probability $< \alpha = 0.05$ and the sobel test value is greater than 1.96. It can be concluded that the work environment (X2) affects employee performance (Y) through work discipline (Z) is significant. This means that work discipline is able to provide a mediating effect between work environment variables on the performance of employees of the Bondowoso Regency Environmental Service. In addition to the theoretical studies that have been discussed, this study also adopts empirical evidence conducted by Ayunasrah, T., Ratnawati, R., Diana, R., & Ansari, A. (2022). Hasibuan, E. A., & Afrizal, A. (2019) with the results of the study stated that the work environment has a significant influence on employee performance through work discipline.

10. The Effect of Work Motivation on Employee Performance through Work Discipline

Based on the tenth hypothesis, work motivation affects employee performance through work discipline. After testing and analyzing the data using the sobel test, the results obtained state that the indirect effect of work motivation (X3 \rightarrow) on employee performance variables (Y) through the intervening variable of work discipline (Z) is 2.07640412 and significance at One-tailed probability of 0.01892830. Because One-tailed probability $< \alpha = 0.05$ and the sobel test value is greater than 1.96. It can be concluded that work motivation (X3 \rightarrow) affects employee performance (Y) through work discipline (Z) is significant. This means that work discipline is able to provide a mediating effect between work motivation variables on the performance of employees of the Bondowoso Regency Environmental Service. In addition to the theoretical studies that have been discussed, this study also adopts empirical evidence conducted by Permatasari, D., Sufian, S., & Rachmansyah, Y. (2019). Saleh, M., Hasyim, A. W., & Rajak, A. (2022) with the results of the study stated that work motivation has a significant influence on employee performance through work discipline.

6. CONCLUSION

This research is motivated by the problem of employee performance achievement of the Bondowoso Regency Environmental Service which still has not reached the target. The purpose of this study was to analyze the effect of

employee competence, work environment and work motivation on work discipline and employee performance. The object of this research is the Bondowoso Regency Environmental Service Employees. The analysis technique used to answer the hypothesis in this study is path analysis because in this study there are intervening variables. The conclusions in this study are as follows:

1. The test results prove that employee competence has a significant effect on employee work discipline at Dinas Lingkungan Hidup Kabupaten Bondowoso.
2. The test results prove that the work environment has a significant effect on employee discipline at Dinas Lingkungan Hidup Kabupaten Bondowoso.
3. The test results prove that work motivation has a significant effect on employee work discipline at Dinas Lingkungan Hidup Kabupaten Bondowoso.
4. The test results prove that employee competence has a significant effect on the performance of Dinas Lingkungan Hidup Kabupaten Bondowoso Employees..
5. The test results prove that the work environment has a positive and significant effect on the performance of employees of Dinas Lingkungan Hidup Kabupaten Bondowoso.
6. The test results prove that work motivation has a significant effect on the performance of employees of Dinas Lingkungan Hidup Kabupaten Bondowoso.
7. The test results prove that work discipline has a significant effect on the performance of Dinas Lingkungan Hidup Kabupaten Bondowoso Employees.
8. The test results prove that employee competence has an insignificant effect on employee performance through the intervening variable of work discipline of The test results prove that employee competence has an insignificant effect on employee performance through the intervening variable of work discipline of Dinas Lingkungan Hidup Kabupaten Bondowoso Employees.
9. The test results prove that the work environment has a significant effect on employee performance through the intervening variable of work discipline of Dinas Lingkungan Hidup Kabupaten Bondowoso Employees.
10. The test results prove that work motivation has a significant effect on employee performance through the intervening variable of work discipline of Bondowoso Regency Environmental Service Employees..

RECOMMENDATION

The suggestions that can be given based on the research results are as follows :

1. Recommendation for Dinas Lingkungan Hidup Kabupaten Bondowoso
 - a. Referring to the conclusion that states that employee competence has a positive and significant influence on work discipline and employee performance, the Head of the Bondowoso Regency Environmental Service should as much as possible improve and pay attention to aspects in analyzing the need to improve employee competence and the suitability of the work environment to employee work needs..
 - b. The test results prove the indirect effect of employee competence, competence and work motivation on employee performance through the intervening variable of work discipline whose value is smaller than the direct effect. It is recommended that the Bondowoso Regency Environmental Service pay attention to the level of employee discipline. So as to be able to improve performance directly or indirectly through intermediary variables such as work discipline..
2. For future research
 - a. Future research is recommended to consider other factors that also affect work discipline and employee performance such as leadership, compensation/incentives and work culture..
 - b. Future research can also expand the research orientation to a larger organizational scope or a larger population. Such as involving employees who do not have structural positions or measuring other types of employment, for example functional employees.

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