

**THE INFLUENCE OF EDUCATION, DISCIPLINE, WORK EXPERIENCE AND  
WORK ENVIRONMENT ON THE PERFORMANCE OF EMPLOYEES OF THE  
BONDOWOSO DISTRICT COMMUNITY AND VILLAGE EMPOWERMENT  
SERVICES**

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## ABSTRACT

Performance which can affect public services and the achievement of organizational goals. This research was built with the aim of testing and analyzing the influence of education, discipline, work experience and work environment on the performance of employees of the Bondowoso Regency Community and Village Empowerment Service. This research is included in confirmatory research with a sample size of 52 respondents, saturated sampling technique was used due to the limited number of employees. The data analysis technique used is Multiple Linear Regression processed with SPSS 25.0. Based on the results of data analysis, it shows that both partially and simultaneously the variables of education, discipline, work experience and work environment have a significant effect on the performance of employees of the Bondowoso Regency Community and Village Empowerment Service. The results of the coefficient of determination show that education, work discipline, work experience and work environment have a contribution of 84.0% to the performance variable.

Keywords : education, discipline, experience, work environment and performance

## INTRODUCTION

Human Resource Management, abbreviated as HRM, is a science or method of how to manage the relationships and roles of resources (workforce) owned by individuals efficiently and effectively and can be used optimally so that the joint goals of *the* company, employees and society are achieved. maximum (Mangkunegara, 2015). HRM is based on the concept that every employee is a human being - not a machine - and not merely a business resource. Hasibuan (2019) explains that human resource management is the science and art of managing the relationships and roles of the workforce so that they become effective and efficient and help realize the goals of the company, workforce and society. Handoko (2016) Human resource management is the attraction, selection, development, maintenance and use of human resources to achieve both individual and organizational goals. Based on the various definitions above, it can be concluded that HRM involves knowledge, practice and strategic approaches to managing human resources in order to achieve organizational goals effectively.

One effort that can be taken to achieve organizational goals effectively is to improve the capabilities of Human Resources (HR) through education and training (Hasan, L. 2019). The abilities developed from Human Resources (HR) cover various aspects, especially non-physical aspects, namely the ability to think, reasoning, intellectually, skills and so on. Education level according to Wirawan (2016) is "a person's activity in developing his abilities, attitudes and forms of behavior, both for future life through certain organizations or unorganized". Education is an important foundation in the development of individuals and society, and is closely related to work discipline. Higher education usually provides better cognitive skills, such as analytical abilities, problem solving, and critical thinking. This skill is very important for work discipline, because individuals who have this ability tend to be more effective in managing time, setting priorities, and completing tasks more efficiently (Robbins, SP, & Judge, 2019). Overall, education not only provides the technical and cognitive skills necessary for employment, but also develops the soft skills and work ethic essential to the discipline. Understanding this relationship helps companies and individuals to optimize potential through investment in education.

Discipline is the provisions and actions needed to carry out and complete the tasks assigned, thereby providing benefits for the company (Kasmir, and Ramlawati, 2020). Being able to conclude that discipline is a person's behavior that shows an attitude or personality in everyday life which aims to shape a person's self-development. According to Hasibuan (2016) discipline is the most important operational function of HRM because the better the employee's discipline, the higher the work performance they can achieve. Without good discipline, it is difficult for organizations and agencies to achieve optimal results. Discipline is a person's awareness and willingness to obey all agency regulations made by management that remembers the members of the agency so that all employees can carry them out either through their own awareness or through coercion. From the various definitions above, it can be concluded that work discipline involves obedience, conformity, and the willingness to comply with the rules and norms that apply in the organization. The level of education can influence employees' understanding and awareness of work discipline. Therefore, good education can form employees who have strong work discipline

Apart from education in work discipline, work experience is an element that plays an important role in the organization. The reality shows that the longer workers work, the more experience they have. Conversely, the shorter the work period, the less experience gained. Work

experience is a person's skills, knowledge and abilities acquired during a certain time or period of work, brought to a particular workplace through actions, reactions, skills and various tests carried out (Wariat 2015).

An equally important factor in efforts to increase labor productivity is the work environment. Nitisemito (2015) said that "the work environment refers to everything that is around the employee and that can influence him in carrying out the assigned tasks". For example cleanliness, music etc. Because it can affect the work done, every company must try to have a positive impact on its employees. However, Ahyari (2015) explains that the work environment is the environment where employees work, which has elements of employee working conditions. Sedarmayanti (2017) said that the work environment is a set of tools and materials that come into contact, the work environment in which a person works, the way they work and the organization of their work both as an individual and in a group." The work environment is divided into two, namely. physical work environment and non-physical work environment.

The survival of an organization depends, among other things, on the performance of its employees in carrying out their work, because employees are an important element that must receive attention. Employee performance is one of the main factors that determines the success of an organization. According to Armstrong (2014), performance is the result of an individual's ability, effort and task perception. High performance is not only influenced by technical abilities or knowledge possessed, but also by motivation and a supportive work environment (Robbins & Judge, 2019). Meanwhile, Dessler (2020) added that effective performance appraisals can help identify employee strengths and weaknesses, as well as being the basis for career development and giving awards. Thus, good management must focus on creating conditions that can maximize performance through training, constructive feedback, and a fair reward system (Luthans, 2011). Therefore, understanding the factors that influence performance is an important step to achieving overall organizational goals.

Based on the theory above, the results of previous research which were built as reference material in research with conflicting results/ *research gaps* were based on research conducted by (Mardiansyah & Gunadi, 2014; Yang et al., 2023; Yeh et al.) concluded that the level of education has an important role in improving performance. However (Eliyana et al., 2019; Koopmans et al., 2012; Syahputra & Jufrizen, 2019) stated the opposite that the level of employee education is not related to their performance.

Another factor that refers to previous research is work discipline which has an important role in improving employee performance. This statement is in accordance with the research results of Desi & Liantifa (2023) and Rahayu, et al. (2023) concluded that work discipline has a positive and significant influence on employee performance. However, it is different from the research results of Wijaya, & Fauji, (2021). shows that work discipline and competence have a partially insignificant effect on the performance of employees of the Community and Village Empowerment Service of Nganjuk Regency

Based on the theory and research results similar to those above, the research object chosen was the Bondowoso Regency Community and Village Empowerment Service. In accordance with Bondowoso Regent's Regulation Number 125 of 2021, the task of the Community and Village Empowerment Service is to assist the Regent in carrying out government affairs in the field of community empowerment. The Bondowoso Regency Community and Village Empowerment Service is a Regional Apparatus Organization (OPD) which was formed through Bondowoso Regency Regional Regulation Number 7 of 2016 concerning The formation and composition of the Bondowoso Regency Regional Apparatus and was last amended through Regional Regulation

Number 7 of 2021. Bondowoso Regent Regulation Number 125 of 2021 concerning Position, Organizational Structure, Duties and Functions and Work Procedures of the Bondowoso Regency Community and Village Empowerment Service states that the main tasks of the Bondowoso Regency Community and Village Empowerment Service Bondowoso Regency Communities and Villages is to assist the Regent in carrying out government affairs in the field of Community and Village Empowerment.

The condition expected from the services of the Community and Village Empowerment Service is that there will be an increase in the status of villages, both from Developing Villages to developed villages and from developed villages to independent villages so that there will be more developed villages and independent villages in Bondowoso Regency. Village classification is taken from the Developing Village Index (IDM), this index is a composite of the Social Index, Economic Index and Ecological Index which was further developed in 22 variables and 52 indicators. IDM is issued by the Ministry of Villages, Development of Disadvantaged Regions and Transmigration of the Republic of Indonesia (Kemendes PDT). The following are the achievements of IDM Bondowoso Regency from 2018-2022 :

**Table 1 Bondowoso Regency Village Data Based on the Developing Village Index (IDM)**

No.	Subdistrict	Very Left Behind	Left behind	Develop	Proceed	Indepe ndent	Amount
1	Naughty				5	3	8
2	Bondowoso				3	1	4
3	Bottlinggo			6	2		8
4	Cermee			14	1		15
5	Brainstorm				11		11
6	Grujugan			9	2		11
7	Jambesari			4	5		9
8	Centipede			3	6	2	11
9	Headstone			6	3	3	12
10	Grip			3	3	2	8
11	Prajejan				6	1	7
12	Pujer			4	5	2	11
13	Sempol			3	3		6
14	Sukosari			3	1		4
15	Sumberwringin			3	3		6
16	Krocok Park			5	2		7
17	Garden			6	2	1	9
18	Tapen				8	1	9
19	Tegalampel			3	3	1	7
20	Southeastang			1	8	2	11
21	Tlogosari			4	6		10
22	Wonosari				7	5	12
23	Wringin			9	4		13
	<b>AMOUNT</b>	<b>0</b>	<b>0</b>	<b>86</b>	<b>99</b>	<b>24</b>	<b>209</b>

Source : District Community and Village Empowerment Service. Bondowoso (2024)

Bondowoso Regency Village Data Based on the Developing Village Index (IDM) in table 1.1 shows that there are still many villages that are developing even though there are no villages left behind. In carrying out the main tasks and functions of the Bondowoso Regency Community and Village Empowerment Service as a regional apparatus responsible for the success of community empowerment in Bondowoso Regency, it has ideal conditions that it wants to achieve. In the 2024-2026 Strategic Plan, the condition to be achieved is an increase in the percentage of Independent Villages in accordance with the targets set because the increasing number of Developed and Independent Villages indicates an increase in community independence and the success of the community empowerment program. To achieve this, the problems faced are:

**Table 2 Achievements of the Bondowoso Regency Community and Village Empowerment Service Work Program Employee .**

No.	DPMD Employee Work Program	Realization target
1.	The role of rural economic institutions in increasing village independence.	87
2.	Community economic independence in improving a decent standard of living.	89
3.	Optimal participation of the community and village institutions in village development efforts	95
4.	innovation and community self-reliance in village development efforts.	87
5.	Quality of human resources in planning and managing Village Funds	95
6.	adequate rural facilities and infrastructure	87

Source: District Community and Village Empowerment Service. Bondowoso (2024)

The achievements of the employee work program with the specified performance completion targets show that they have still not achieved the expected targets. This can also be seen in table 1.1 regarding the results of the Village Development Index which shows that there are still many villages in each sub-district in Bondowoso Regency that are still developing. Referring to the problems obtained, the researcher concluded the problem in a research phenomenon, the phenomenon obtained was, "Lack of effectiveness of employee performance in carrying out their duties and functions". Referring to the phenomenon obtained by the researcher, the researcher tried to highlight several important factors which are the researcher's solution for improving employee performance, these factors include education, discipline, work experience and work environment on the performance of employees of the Bondowoso Regency Community and Village Empowerment Service.)

## RESEARCH METHODS

The time this research was carried out was 4 months, namely from February to June 2024. The location of this research was carried out at the Bondowoso Regency Community and Village Empowerment Service. This research design starts from examining the five variables, the independent variable, namely education, work discipline, and work experience, then the dependent

variable, namely employee performance. After that, collect data by distributing questionnaires to employees of the Bondowoso Regency Community and Village Empowerment Service. The population in this study was 52 employees of the Bondowoso Regency Community and Village Empowerment Service. So the number of samples used in this research was 52 respondents. The sampling method uses the Saturated Sampling technique (census) which is a sampling technique when all members of the population are used as samples (Sugiyono, 2013). This is done because the population is relatively small.

## RESULT ANALYSIS

### Validity Test

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

**Table 3 Validity Test Results**

	Indicator	rcount	Cut off	Information
Variable Education (X1)	X1.1	0.847	0.30	Valid
	X1.2	0.800	0.30	Valid
	X1.3	0.864	0.30	Valid
	X1.4	0.731	0.30	Valid
	X1.5	0.720	0.30	Valid
Work discipline (X2)	X2.1	0.860	0.30	Valid
	X2.2	0.873	0.30	Valid
	X2.3	0.764	0.30	Valid
Work experience (X3)	X3.1	0.608	0.30	Valid
	X3.2	0.673	0.30	Valid
	X3.3	0.699	0.30	Valid
	X3.4	0.786	0.30	Valid
	X3.5	0.699	0.30	Valid
	X3.6	0.622	0.30	Valid
Working environment (X4)	X4.1	0.719	0.30	Valid
	X4.2	0.770	0.30	Valid
	X4.3	0.796	0.30	Valid
	X4.4	0.760	0.30	Valid
	X4.5	0.684	0.30	Valid
	X4.6	0.781	0.30	Valid
	X4.7	0.721	0.30	Valid
Employee Performance (Y)	Y1	0.701	0.30	Valid
	Y2	0.663	0.30	Valid
	Y3	0.882	0.30	Valid
	Y4	0.812	0.30	Valid
	Y5	0.839	0.30	Valid

Source: data processed by researchers (2024)

Based on the validity test results table, 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 suitable or valid for use as data collectors.

### Reliability Test

Reliability is the level of advertising the results of a measurement. Measurements that have high reliability, namely measurements that are able to provide reliable measuring results. In this study, reliability measurements were carried out with the help of the SPSS 25 for Windows 13 program using the *Cronbach Alpha method*, where the questionnaire is said to be reliable if the *Cronbach Alpha value* is greater than 0.70. Recapitulation of questionnaire items from the reliability test results can be seen in the following table.

**Table 4 Reliability Test Results**

Reliability Statistics			
Variable	Cronbach's Alpha	Cut Off	Information
Education	0.853	0.70	Reliable
Work discipline	0.778	0.70	Reliable
Work experience	0.724	0.70	Reliable
Work environment	0.866	0.70	Reliable
Employee Performance	0.822	0.70	Reliable

Source: data processed by researchers (2024)

the *Cronbach Alpha* value is greater than 0.60, so all the variables used in this research are reliable.

### Partial Statistical Test (t-test)

This test is to see the extent of the partial (individual) influence of variable X (education, work discipline, work experience and work environment) on variable Y (performance). Based on processing results using SPSS version 25 for Windows 13, the t test results were obtained, the results of which are summarized in the following table:

**Table 5 Recapitulation of t Test Results Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	4.268E-17	,055		,000	1,000		
Education	,243	.114	,243	2,128	,039	,241	4,146
Discipline	,212	.103	,212	2,205	.023	,298	3,358
Experience	,296	,094	,296	3,137	,003	,351	2,846
Environment	,351	.122	,351	2,876	,006	,210	4,766

a. Dependent Variable: Performance

Source: data processed by researchers (2024)

a. Education (X1)

The value  $t_{hitung}$  for the education variable is 2.128, with a significant value of 0.039 < 0.05. Because the  $p$ -value is smaller than  $\alpha$  (0.039 < 0.05), this means that the education variable

partially influences the performance of employees of the Bondowoso Regency Community and Village Empowerment Service.

b. Work discipline (X2)

The value  $t_{hitung}$  for this work discipline variable is 2.205, with a significant value of 0.023  $< 0.05$ . Because *the  $p$ -value* is smaller than  $\alpha$  ( $0.023 < 0.05$ ). This means that the work discipline variable partially influences the performance of Bondowoso Regency Community and Village Empowerment Service employees.

c. Work experience (X3)

The t-calculated value for this work discipline variable is 3.137, with a significant value of  $0.003 < 0.05$ . Because *the  $p$ -value* is smaller than  $\alpha$  ( $0.003 < 0.05$ ), this means that the work experience variable partially influences employees of the Bondowoso Regency Community and Village Empowerment Service.

d. Working environment (X4)

The value  $t_{hitung}$  for this work discipline variable is 2.876 with a significant value of 0.006  $< 0.05$ . Because *the  $p$ -value* is smaller than  $\alpha$  ( $0.006 < 0.05$ ), it means that the work environment variable partially influences employees of the Bondowoso Regency Community and Village Empowerment Service.

**Simultaneous Statistical Test ( *F-test* )**

The simultaneous test or F test is a joint test to test the significant influence of the variables education, work discipline, work experience and employee work environment on the performance of employees of the Bondowoso Regency Community and Village Empowerment Service. So the results of the *F-test* can be seen in the table as follows:

**Table 6 Statistical Test Results (F-test)**  
ANOVA <sup>a</sup>

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	43,491	4	10,873	68,058	,000 <sup>b</sup>
Residual	7,509	47	,160		
Total	51,000	51			

a. Dependent Variable: Performance

b. Predictors: (Constant), Environment, Education, Discipline, Experience

Source: data processed by researchers (2024)

Based on statistical testing using the F test method, where the significance level obtained is  $0.000 < 0.05$ . Because *the  $p$ -value* is smaller than  $\alpha$  ( $0.000 < 0.05$ ),  $H_0$  = there is no influence of education, work discipline, work experience and work environment simultaneously on the performance of employees of the Bondowoso Regency Community and Village Empowerment Service is rejected. This means that the variables of education, work discipline, work experience and work environment simultaneously influence the performance of employees of the Bondowoso Regency Community and Village Empowerment Service.

**Coefficient of Determination (R<sup>2</sup>)**

The results of the analysis of the influence of education (X1), work discipline (X2), work experience (X3), and work environment (X4), on employee performance (Y) as in the table above,



show the value of the coefficient of determination or *Adjusted R square* shows a value of 0.840, from these results it means that all independent variables (education, work discipline, work experience and work environment) have a contribution of 84.0% to the dependent variable (performance) with a very strong level of determination, and the remaining is 16, 0% is influenced by other factors outside this research.

## **INTERPRETATION**

### **The Effect of Education on Employee Performance**

Based on the first hypothesis, education influences employee performance. After testing the hypothesis, results were obtained which stated that education had a significant effect on the performance of employees of the Bondowoso Regency Community and Village Empowerment Service. proven correct or H1 is accepted. This could be due to the fact that aspects related to education have been able to create employee performance. These aspects are ideology, socio-economic, socio-cultural development of science and technology and psychology.

Kosilah & Septian (2020) "Education is guidance or assistance given by adults to the development of children to reach maturity with the aim that children are capable enough to carry out their life tasks themselves, not with the help of other people." Furthermore, Nuruni (2014) added that the level of An employee's education can increase a company's competitiveness and improve company performance.

Apart from the expert opinions already mentioned, the development of this hypothesis is also supported by the results of previous research conducted by: Rahmi, A., & Fuadi, M. (2022) Hanum Indriati, I., & Amga Nazhifi, H. (2022) Yasin, et al. (2021) Basyit, et al. (2020) stated that education has a significant influence on performance.

### **The Influence of Work Discipline on Employee Performance**

Based on the second hypothesis, work discipline influences employee performance. After testing and data analysis, the results were obtained which stated that work discipline had a significant effect on the performance of employees of the Community and Village Empowerment Service of Bondowoso Regency, which was proven to be true or H2 was accepted. This could be due to the fact that aspects related to work discipline have been able to improve the performance of Bondowoso Regency Community and Village Empowerment Service employees. These aspects include preventive, corrective and progressive discipline .

Discipline is the provisions and actions needed to carry out and complete the tasks assigned, thereby providing benefits for the company (Kasmir, and Ramlawati, 2020). Being able to conclude that discipline is a person's behavior that shows an attitude or personality in everyday life which aims to shape a person's self-development.

Apart from the expert opinions mentioned, the results of this research are also supported by the results of previous research conducted by: Diana, EA, & Elpanso, E. (2024). Desi & Liantifa (2023) Rahayu, et al. (2023) Zilfaroni, Z. (2019 ) states that work discipline has a significant influence on performance .

### **The Influence of Work Experience on Employee Performance**

Based on the third hypothesis, work experience influences employee performance. After testing and data analysis, results were obtained which stated that work experience had a significant effect on the performance of employees of the Bondowoso Regency Community and Village Empowerment Service. The proposed hypothesis is proven correct or H3 is accepted. This could

be due to aspects of work experience related to the performance of Bondowoso Regency Community and Village Empowerment Service employees. These aspects include length of time/work period, level of knowledge, mastery of work, steady and smooth movement, quicker response to signs of work accidents and working calmly.

Experience is a lesson and is an understanding that is learned and experienced. The meaning of this is that a person learns from the experiences they have had. Manulang (2013; 15) explains that work experience is the process of forming knowledge or skills about the methods of a job due to the employee's involvement in carrying out work tasks. According to Handoko (2014, 24), work experience is an employee's mastery of knowledge and skills as measured by the length of service, the level of knowledge and skills possessed by the employee. Work experience is the process of developing work methods or skills resulting from employee participation in carrying out work tasks. Work experience is a person's skills, knowledge and abilities acquired during a certain time or period of work, brought to a particular workplace through actions, reactions, skills and various tests carried out.

Apart from the expert opinions mentioned, the results of this research are also supported by the results of previous research conducted by: Rahmi, A., & Fuadi, M. (2022), Nurmega, N. (2022) Hanum Indriati, I., & Amga Nazhifi, H. (2022) Yasin, et al. (2021) Basyit, et al. (2020) stated that work experience has a significant influence on performance.

### **The Influence of the Work Environment on Employee Performance**

Based on the fourth hypothesis, the work environment influences employee performance. After testing and data analysis, the results were obtained which stated that the work environment had a significant effect on the performance of employees of the Community and Village Empowerment Service of Bondowoso Regency, which was proven to be true or H4 was accepted. This could be due to aspects of the work environment relating to the performance of Bondowoso Regency Community and Village Empowerment Service employees. These aspects are the work itself, quality of supervision, relationships with coworkers, opportunities for promotion, pay, freedom to use one's own judgment, praise for doing good work and a sense of accomplishment. The indicator that had the highest agreement response by male respondents was the relationship with co-workers (X4.3). Respondents with an age range of 41-52 years were satisfied with their co-workers at the Bondowoso Regency Community and Village Empowerment Service. This shows that male employees at the Bondowoso Regency Community and Village Empowerment Service in the age range of 41-52 years have good relationships with their colleagues. This can be caused by several factors, such as:

According to Danang (2015) the work environment is everything that is around the worker and that can influence him in carrying out the assigned tasks. According to Sedarmayanti (2015) the work environment is the totality of tools and materials encountered, the surrounding environment where a person works, work methods, and work arrangements both as an individual and as a group. Wibowo (2016) stated that creating a healthy environment will indirectly maintain or even increase productivity.

Apart from the expert opinions mentioned, the development of this research is also supported by the results of previous research conducted by: Desi, KS, Djazuli, A., & Choiriyah, C. (2022). Pambudi, DRA, Suwarsono, B., & Fajariah, N. (2022). Nabawi, R. (2019). Irawan, D., Kusjono, G., & Suprianto, S. (2021). Agustiyandari, R. (2017) states that the work environment has a significant influence on performance.

## **The Influence of Education, Work Discipline, Work Experience and Work Environment on Employee Performance**

Based on the fifth hypothesis, education, work discipline, work experience and work environment simultaneously influence employee performance. After testing and data analysis, results were obtained which stated that education, work discipline, work experience and work environment simultaneously influenced the performance of employees of the Community and Village Empowerment Service of Bondowoso Regency, proven to be true or H5 accepted. This shows that the four variables are interrelated and mutually strengthen each other in improving employee performance.

The four variables in this research have characteristics that support each other in improving the performance of the Bondowoso Regency Community and Village Empowerment Service. Positive educational variables, high work discipline, strong work experience, and a good work environment will encourage high employee performance. Increasing one variable alone is not enough to increase employee performance optimally. Comprehensive efforts need to be made to improve these four variables together in order to achieve optimal employee performance.

## **CONCLUSION**

Based on the results of hypothesis testing in this research, the conclusions are outlined as follows:

- a. The test results prove that partially education has a significant effect on employee performance. Education has been proven to partially improve the performance of Bondowoso Regency Community and Village Empowerment Service employees.
- b. The test results prove that partially work discipline has a significant effect on employee performance. Employees who have high work discipline show better performance.
- c. The test results prove that partially work experience has a significant effect on employee performance. Employee work experience has an important role in improving employee performance.
- d. The test results prove that partially the work environment has a significant effect on employee performance. A good work environment certainly supports the work productivity of Bondowoso Regency Community and Village Empowerment Service employees.
- e. The test results prove that simultaneously education, work discipline, work experience and work environment have a positive and significant effect on employee performance. Education, work discipline, work experience, and work environment together have a positive and significant influence on employee performance. Improving these four variables simultaneously will produce optimal employee performance.

## **IMPLICATIONS**

Based on the results of this research, there are a number of comprehensive professional implications that can be implemented by the Bondowoso Regency Community and Village Empowerment Service to optimally improve employee performance:

Education and Competency Development Strategy by developing continuing education programs that not only involve formal training but also project-based learning that is relevant to daily work. This may include collaboration with higher education institutions for advanced courses

and professional certification. Implementing an e-learning platform that provides easy access to various educational resources will help employees improve their competencies independently and sustainably.

Develop a comprehensive disciplinary policy, with clear and transparent enforcement procedures. This includes developing a code of ethics that must be adhered to by all employees and enforcing fair and consistent sanctions.

Rewards and Recognition: Apart from sanctions, it is also important to give rewards and recognition to employees who show high work discipline. These could be financial incentives, public awards, or promotional opportunities.

Implement a mentorship program that connects new employees with senior employees to transfer knowledge and experience. This program can improve the skills and adaptation of new employees and enrich the experience of senior employees. Organize job rotation and special assignments that enable employees to gain more diverse and challenging work experiences. This not only improves skills but also broadens employees' insight into overall service operations.

Ensure that work facilities, such as a comfortable work space, adequate equipment and up-to-date technology, are available to support employee productivity. Develop programs that support employee mental and emotional well-being, such as counseling, fitness activities and recreation. An inclusive and collaborative work culture should also be promoted to create a positive work environment.

Adopt a holistic approach that integrates educational development policies, discipline, work experience and work environment. Employee development must be planned strategically and coordinated to ensure that all aspects that influence performance support each other. Conduct regular evaluations of implemented programs and policies to measure their effectiveness. Based on the evaluation results, necessary adjustments and improvements must be made immediately to ensure employee development programs are always relevant and effective.

By implementing these strategies, the Bondowoso Regency Community and Village Empowerment Service is expected to be able to create a conducive and productive work environment, so that employee performance can increase significantly. This will have a positive impact on the quality of public services and the achievement of the organization's strategic goals.

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