

**EMPLOYEE PERFORMANCE IN TERMS OF MOTIVATION, COMPETENCE,
DISCIPLINE AND WORK ENVIRONMENT**
(Case Study at the Investment and One-Stop Integrated Service Office of Klaten Regency)

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Abstract : *This research was used to determine employee performance in terms of motivation, competence, discipline, and work environment at the Investment Office and One-Stop Integrated Services of Klaten Regency. The population and samples in this study were 33 respondents who were all employees who worked in the Klaten Regency Investment and One-Stop Integrated Services Office. The data analysis technique in this study is multiple linear regression using SPSS software. Before analyzing the data with multiple linear regression, instrument tests and classical assumption tests have been carried out first in concluding the data of this study. From the research carried out, the adjusted R Square (R^2) value of 0.857 or 85.7% was obtained. The determination or contribution of variables of motivation, competence, discipline and work environment to the performance of employees in the Investment and One-Stop Integrated Services Office of Klaten Regency was 85.7%. The rest contributed only 14.3% of other variables of professionalism, workload, education and others.*

Keywords: *Performance, Motivation, Competence, Discipline, Work Environment*

1. Introduction

Human resources are an essential asset in private, social, and governmental organizations. All processes in achieving organizational goals are inseparable from the elements of human resources, starting from decision making, the decision implementation process, to the evaluation process stage.

Human Resource Management (HR) is a management area that includes planning, organizing, implementing, and controlling. Human Resources are considered necessary in achieving organizational goals, agencies realize that Human Resources (HR) is the essential capital in the process of agency development. Therefore the quality of Human Resources must constantly be developed and directed towards achieving the agency's goals.

Competition between companies in the era of globalization is getting sharper, so human resources (HR) must develop themselves proactively and continuously. Human resources must be human learners, namely individuals who are willing to learn and work hard with enthusiasm, so that the potential of people to develop optimally, as for organizational or company competition, they must have substantial resources. Resilient resources will create a maximum performance for the agency as well.

Employee performance is a measure of human resources that exist in an agency that has played a role or not in the agency's progress. Performance becomes the result of work in terms of quality and quantity achieved by an employee in carrying out his duties by the responsibilities

assigned to him. To achieve the best performance, the need for directed human resource management through various policies that can adjust the common interests between employees and agencies (Liana, 2020). Performance becomes the achievement or achievement of work results in terms of quality and quantity achieved by an employee in carrying out his duties by the responsibilities assigned to him. Performance is the achievement of results for implementing specific tasks (Irawan, 2016).

Employee performance is influenced by several factors, including work motivation, competence, discipline, and environment. Motivation is a stimulant of the desire for the impulse of one's will to work, and each motive has a specific goal to be achieved (Farizki, 2017). Motivation is an impetus for a series of human behavioral processes to achieve goals (Aisyah et al., 2019). The results of this study show that motivation affects employee performance (Farizki, 2017).

Competence has a crucial role because, in general, competence concerns a person's essential ability to do a job. Competence is an ability to carry out work based on the skills and knowledge possessed and supported by the work attitude required by the job. Competence becomes a characteristic that underlies a person related to the effectiveness of individual performance in his work or the essential characteristics of individuals who have a causal or causal relationship with the criteria used as a reference, effective or perform prime or superior in the workplace or specific situations (Ahmadi & Sulistyono, 2019).

Employee competence becomes the ability and characteristic possessed by an employee in the form of knowledge, expertise, and behavioral attitudes needed in carrying out the duties of his position. To achieve competence, one needs to have several capabilities that are a combination of dimensions of the nature of knowledge, skills, and attitudes (personal traits). A person's competence is included in the high or good category, it is shown if they have done work, on the other hand, if they have low-level competencies, they tend to perform low as well (Syarifuddin et al., 2019). The results of this study show that competence affects employee performance (Ahmadi & Sulistyono, 2019).

Discipline becomes the awareness and willingness of a person to obey all the rules of the company and the norms that apply. Work discipline is a tool used by managers to communicate with employees so that they are willing to change behavior and various efforts to increase awareness and willingness of a person to comply with all company regulations and applicable social norms. Good discipline reflects the magnitude of a person's sense of responsibility to the tasks assigned to him. Therefore, every leader always tries to make his subordinates have good discipline. High work discipline can improve employee performance (Fitri & Artanti, 2021). Discipline makes a person's awareness and willingness to obey the rules of all enterprises and applicable social norms. High discipline will spur and encourage morale to perform well according to what the organization wants (Husain, 2017). The results of this study show that discipline affects employee performance (Fitri & Artanti, 2021).

The work environment is one of the determining factors in improving employee performance. The better the work environment provided by the company, the performance produced by employees can be improved. A work environment is also a form of motivation provided by the company to increase employee morale. The work environment is the entirety of the facilities and infrastructure around the employees doing the work themselves. The work environment is everything around the workers and can affect them in carrying out their duties (Syafarina & Manik, 2018). The work environment exists around the worker and affects him in carrying out the tasks he charges. Good working environment conditions will make employees feel comfortable at work. This comfort will undoubtedly have an impact on improving employee

performance, on the contrary, discomfort from the work environment experienced by employees can be fatal, namely a decrease in the performance of the employees themselves (Manalu, 2020). The results of this study show that the work environment affects employee performance (Syafarina & Manik, 2018).

The One-Stop Investment and Integrated Services Office of the Klaten Regency consist of the Secretariat, 2 Sections (Planning and Finance Sub-Section and General Sub-section), and 3 Fields. Through AGREEMENT and Assessment from the Head of the Service, the performance of employees of the Klaten Regency Investment and One-Stop Integrated Service Service has shown good performance, but recently it has decreased. The decline in performance is because most of those who do secretariat and field duties are THL and technical civil servants and are not supported by structural officials in their respective OPDs. This is the decline in communication among ASN employees. The lack of enthusiasm for work in these employees becomes less professional.

The work environment that is felt to be uncomfortable and officials who are less supportive about planning work make employee performance less optimal and even decrease so that it seems less professional. Based on the existing problems, researchers are interested in conducting more research with the title Employee Performance in terms of Motivation, Competence, Discipline, and Work Environment (Study at the Investment And One-Stop Integrated Service Office of Klaten Regency).

Hypothesis

1) The Effect of Motivation Employee Performance

Aisyah et al. (2019) stated that motivation positively and significantly affects employee performance at the Tirta Mangkaluku Drinking Water Company in Palopo City. Farizki (2017) states there is an influence of motivation on the performance of Medical Employees. This shows that the higher the level of motivation, the greater the level of employee performance. Based on this description, the hypotheses that will be tested in this study are:

H1 : Motivation significantly affects employee performance at the Klaten Regency Investment and One-Stop Integrated Service Service.

2) The Effect of Competence on Employee Performance

Ahmadi & Sulistyono (2019) stated that competence has a positive and significant effect on the performance of employees of the Bogor Regency Land Office. Syarifuddin et al. (2019) influence competence on employee performance in the Gowa Regency Financial Management Agency. This shows that the higher the level of competence, the greater the level of employee performance. Based on this description, the hypotheses that will be tested in this study are:

H2: Competence significantly affects employee performance at the Investment and One-Stop Integrated Service Office of Klaten Regency.

3) The Effect of Discipline on Employee Performance

Fitri & Artanti (2021) stated that discipline has a positive and significant effect on the performance of PT. Samudera Sarana Floresma (SSF) Bengkulu City. Husain (2017) there is an influence of discipline on employee performance at PT. Bank Danamon Tbk Bintaro Branch. This shows that the higher the level of discipline, the greater the level of employee performance. Based on this description, the hypotheses that will be tested in this study are:

H3: Discipline has a significant effect on employee performance at the Klaten Regency Investment and One-Stop Integrated Service Service.

4) The Effect of the Work Environment on Employee Performance

Syafrina & Manik (2018) stated that the work environment has a positive and significant effect on employee performance at PT. Bank Syariah Mandiri. Manalu (2020) the work environment has a positive and significant effect on the performance of PT. Manalu employees. Madu Nusantara Medan. This shows that the higher the level of the work environment, the greater the level of employee performance. Based on this description, the hypotheses that will be tested in this study are:

H4: The Work Environment has a significant effect on employee performance at the Klaten Regency Investment and One-Stop Integrated Service Service.

Frame Of Mind

Facilitating understanding in conducting this research, a theoretical research framework can be created that shows the influence of leadership, motivation, competence, and work environment on employee performance. The systematics of the research framework can be described as follows

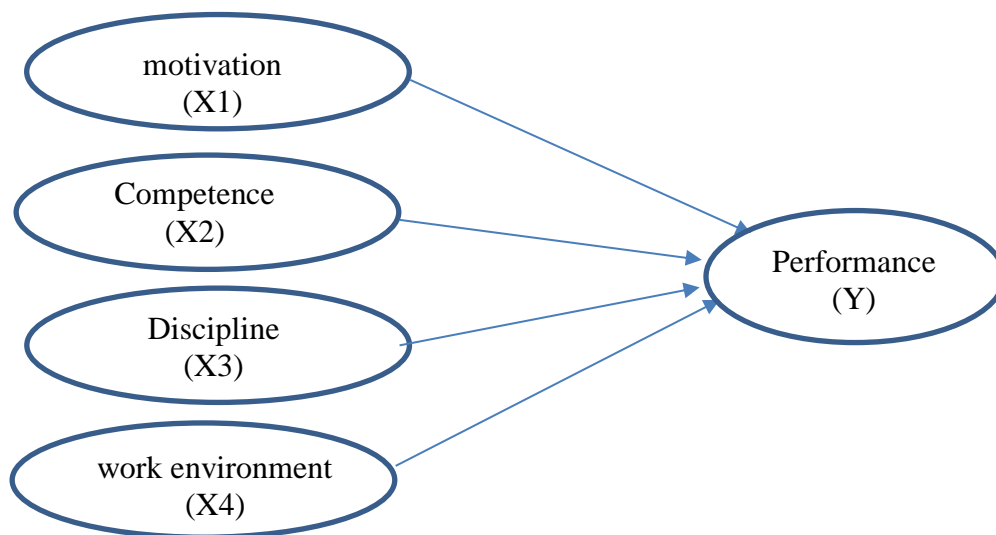


Figure 1 Research Framework

2. Research Methods

This study uses a quantitative descriptive method to determine the amount of influence and signification between the variables of motivation, competence, discipline and work environment on the performance of employees of the Investment and One-Stop Integrated Services Office of Klaten Regency. The population in this study was all employees who worked in the Klaten Regency Investment and One-Stop Integrated Services Office, which amounted to 33 people, as well as the sample of 33 respondents. The data analysis technique in this study uses multiple linear regression using SPSS software which was previously carried out instrument tests and classical assumption tests first in concluding the data of this study.

3. Results And Discussion

1) Multiple Linear Regression Test

Multiple linear regression tests are used to determine the bound variability pattern that can be predicted through free variables. Multiple linear regression aims to guess the magnitude of the regression coefficient and show the magnitude of the influence of some free variables on the bound variable.

Table 1
Multiple Linear Regression Result

No	Variable	Unstandardized B	Description
1	(Constant)	0,394	Positive
2	motivation	0,148	Positive
3	competence performance	0,220	Positive
4	Discipline	0,532	Positive
5	Work Environment	0,099	Positive

Source : Primary Data processed 2022

Based on the table above, it can be seen that the regression equation formed is:

$$Y = 0,394 + 0,148 X_1 + 0,220 X_2 + 0,532 X_3 + 0,099 X_4$$

From the equation it can be explained that:

a. Constant (a) = 0.394

This means that if the value of the constant (a) = 0.394 while the variables of motivation, competence, discipline and work environment are considered constant or equal to zero, then the employee performance variable is 0.394 and shows positive results.

b. Motivation Coefficient (b1) = 0.148

This means that if the coefficient value of the motivation variable increases while the variables of competence, discipline, and work environment are assumed the value of the regression model is fixed, then the employee performance value will increase by 0.148 and show positive results.

c. Coefficient of Competence (b2) = 0.220

This means that if the coefficient value of the competency variable increases. At the same time, the variables of motivation, discipline and work environment are assumed the value of the regression model is fixed, then the employee performance value will increase by 0.220 and show positive results.

d. Disciplinary Coefficient (b3) = 0.532

This means that if the coefficient value of the disciplinary variable increases. At the same time, the variable motivation, competence and work environment are assumed the value of the regression model is fixed, then the employee performance value will increase by 0.532 and show positive results

e. Working Environment Coefficient (b4) = 0.099

This means that if the coefficient value of the work discipline variable increases. At the same time, the variables of motivation, competence, and discipline are assumed the value of the regression model is fixed, then the employee performance value will increase by 0.099 and show positive results.

2) Hypothesis Test

Hypothesis testing is a method used to process research results in order to obtain a conclusion. In this study, the hypothesis tests used were:

a. Test F

The F test is a significant test used to determine the effect of free variables together on bound variables. If the results of the F test have a sig number < 0.05 , it shows that the free variable has a simultaneous influence on the bound variable (Ghozali, 2015: 303). From the data analysis, the following results were obtained:

Table 2
F Test Results

Model	F _{count}	F _{table}	Sig.	Standard	Discription
Regression	48,960	2,71	0,000	0,05	Decent Model

Source : Primary Data processed 2021

From the results of the data analysis that have been obtained, it can be seen that the Fcount value is 48.960; because the Fcount $>$ Ftable $48.960 > 2.71$ and the significance of $0.000 < 0.05$ then Ho was rejected. It can be concluded that Ha is accepted, meaning that there is an influence between motivation, competence, discipline, and work environment simultaneously and significantly on the performance of employees in the Investment and One-Stop Integrated Services Service Of Klaten Regency.

b. t Test

The t-test is used to determine the partial significance of the magnitude of the influence of variables of motivation, competence, discipline, and work environment on employee performance. If the result of the t-test with a significant value < 0.05 , it means that the free variable partially has a significant influence on the bound variable.

Table 3
t Test Result

Hypothesis	T _{count}	t _{table}	Sig.	Standard	Description
H1	2,882	$> 2,048$	0,000	0,05	Approved
H2	2,665	$> 2,048$	0,029	0,05	Approved
H3	4,736	$> 2,048$	0,012	0,05	Approved
H4	2,119	$> 2,048$	0,020	0,05	Approved

Source : Primary Data processed 2022

1) The effect of motivation on employee performance test

The tcount $>$ the ttable ($2.882 > 2.048$) and the significance value $0.007 < 0.05$ then Ho was rejected and Ha was accepted. It can be concluded that there is a positive and significant influence of motivation on the performance of employees in the Klaten Regency Investment and One-Stop Integrated Services Service.

2) The effect of competence on employee performance test

The tcount $>$ ttable ($2.665 > 2.048$) and the significance value $0.013 < 0.05$ then Ho was rejected and Ha was accepted. It can be concluded that there is a positive and significant influence of competence on the performance of employees in the Klaten Regency Investment and One-Stop Integrated Services Service.

3) The effect of discipline on employee performance test

The $t_{count} > t_{table}$ ($4.736 > 2.048$) and the significance value of $0.000 < 0.05$ then H_0 was rejected and H_a was accepted. It can be concluded that there is a positive and significant influence of discipline on the performance of employees in the Klaten Regency Investment and One-Stop Integrated Service Service.

4) The effect of the work environment on employee performance test

The $t_{count} > t_{table}$ ($2.119 > 2.048$) and the significance value $0.043 < 0.05$ then H_0 was rejected and H_a was accepted. It can be concluded that there is a positive and significant influence of the work environment on the performance of employees in the Klaten Regency Investment and One-Stop Integrated Services Service.

Discussion

1. The effect of motivation on the performance of employees in the Investment and One-Stop Integrated Services Office of Klaten Regency.

Based on the results of the SPSS calculation, a t_{count} of $> t_{table}$ ($2,882 > 2,048$) and a significance of $0.007 < 0.05$ were obtained. This means that motivation has a positive and significant effect on employee performance.

This research is in line with previous research conducted by (Aisyah et al., 2019) ; (Farizki, 2017) that motivation has a positive and significant effect on employee performance.

Motivation is certainly very influential on the performance of employees in the Klaten Regency Investment and One-Stop Integrated Service Service. Motivation to make employees dexterous in working, complete their work well, and better understand the goals and targets that the agency has set. Also, employees who do their jobs with high motivation will make other employees do the same things, which can improve their performance in the Klaten Regency Investment and One-Stop Integrated Service Service.

2. The effect of competence on the performance of employees in the Investment and One-Stop Integrated Services Office of Klaten Regency.

Based on the results of the SPSS calculation, a t_{count} of $> t_{table}$ ($2.665 > 2.048$) and a significance of $0.013 < 0.05$ were obtained. This means that competence has a positive and significant effect on employee performance.

This research is in line with previous research conducted by (Ahmadi & Sulistyono, 2019) ; (Syarifuddin et al., 2019) that competence has a positive and significant effect on employee performance.

Competence is certainly very influential on the performance of employees in the Klaten Regency Investment and One-Stop Integrated Service Service. Competence can make diamonds more confident in decision-making because employees already have qualified skills. Can increase the effectiveness of employee recruitment by adjusting existing competencies so that indirectly it will make the performance in the Investment and One-Stop Integrated Service Office of Klaten Regency increase from the previous one.

3. The influence of discipline on the performance of employees in the Klaten Regency Investment and One-Stop Integrated Service Service.

Berdasarkan hasil hitungan SPSS diperoleh $t_{count} > t_{table}$ ($4,736 > 2,048$) dan signifikansi $0,000 < 0,05$. Artinya kedisiplinan berpengaruh positif dan signifikan terhadap kinerja pegawai.

Penelitian ini sejalan dengan penelitian sebelumnya yang dilakukan oleh (Fitri & Artanti, 2021) ; (Husain, 2017) kedisiplinan berpengaruh secara positif dan signifikan terhadap kinerja pegawai.

Disiplin berpengaruh terhadap kinerja pegawai yang ada di Dinas Penanaman Modal Dan Pelayanan Terpadu Satu Pintu Kabupaten Klaten. Disiplin adalah suatu hal yang harus dimiliki oleh setiap pegawai. Disiplin mencerminkan pribadi dari masing-masing pegawai. Disiplin membuat pegawai merasa diri mereka harus menjalankan semua pekerjaan yang telah diberikan dengan mengikuti semua aturan yang telah ditetapkan. Based on the results of the SPSS calculation, a tcount of $> t_{table}$ ($4,736 > 2,048$) and a significance of $0.000 < 0.05$ were obtained. This means that discipline has a positive and significant effect on employee performance.

This research is in line with previous research conducted by (Fitri & Artanti, 2021) ; (and Husain, 2017) that discipline has a positive and significant effect on employee performance.

Discipline affects the performance of employees in the Klaten Regency Investment and One-Stop Integrated Services Office. Discipline is something that every employee must-have. Discipline reflects the personality of each employee. Discipline makes employees feel that they must carry out all the work that has been given by following all the rules that have been set. Discipline ensures the existing work will be completed according to the target set with maximum work standards so that the existing performance in the Klaten Regency Investment and One-Stop Integrated Service Service Will be better.

4. The work environment's influence on employees' performance in the Investment and One-Stop Integrated Services Office of Klaten Regency.

Based on the results of the SPSS calculation, tcount $> t_{table}$ ($2.119 > 2.048$) and significance $0.043 < 0.05$ were obtained. This means that the work environment positively and significantly affects employee performance.

This research is in line with previous research conducted by (Syafarina & Manik, 2018) ; (Manalu, 2020) the work environment has a positive and significant effect on employee performance.

The work environment also affects the performance of employees in the Klaten Regency Investment and One-Stop Integrated Services Office. The work environment can create work passion, work can be completed appropriately according to work standards and within a specified period, Creating high morale, Making employees happy mood in doing their work so that they can achieve good work results, establishing good communication between colleagues and superiors in a family atmosphere so that they can avoid prolonged conflicts so that the performance of employees in the Planting Service Klaten Regency's Capital and One-Stop Integrated Services will increase

4. Conclusion

This research was conducted to determine the influence of motivation, competence, discipline, and work environment on the employees of the Investment and One-Stop Integrated Services Office of Klaten Regency. The sample obtained was 33 respondents using the census method. The data analysis used is a classical assumption test, a multiple linear regression test, a hypothesis test, and a coefficient of determination test. Research variables consist of dependent variables, namely employee performance, and independent variables, namely motivation, competence, discipline, and work environment. The population in this study was 33 respondents. From the results of hypothesis testing and discussion, it was concluded that Motivation,

Competence, Discipline and Environment affect the performance of employees in the Investment and One-Stop Integrated Services Office of Klaten Regency. The research and discussion carried out obtained the results of the Adjusted R Square (R^2) value of 0.857 or 85.7%. The determination or contribution of variables of motivation, competence, discipline and work environment to the performance of employees in the Investment and One-Stop Integrated Services Office of Klaten Regency was 85.7%. The rest contributed only 14.3% of other variables of professionalism, workload, education and others.

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