
The Influence of Work Environment and Competence On Employee Performance Is Mediated By Work Motivation At The Secretariat Office Of The DPRD Of Bombana Regency, Southeast Sulawesi

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Abstract

This study aims to determine and analyze the Influence of Work Environment on Work Motivation at the Kantor Sekretariat DPRD Kabupaten Bombana Sulawesi Tenggara. The Influence of Competence on Work Motivation at the Kantor Sekretariat DPRD Kabupaten Bombana Sulawesi Tenggara. The Influence of Work Motivation on Employee Performance at the Kantor Sekretariat DPRD Kabupaten Bombana Sulawesi Tenggara. The Influence of Work Environment on Employee Performance at the Kantor Sekretariat DPRD Kabupaten Bombana Sulawesi Tenggara. The Influence of Competence on Employee Performance at the Kantor Sekretariat DPRD Kabupaten Bombana Sulawesi Tenggara. The Role of Work Motivation in Mediating the Influence of Work Environment on Employee Performance at the Kantor Sekretariat DPRD Kabupaten Bombana Sulawesi Tenggara. The Role of Work Motivation in Mediating the Influence of Competence on Employee Performance at the Kantor Sekretariat DPRD Kabupaten Bombana Sulawesi Tenggara. The population in this study were 33 employees of the Kantor Sekretariat DPRD Kabupaten Bombana Sulawesi Tenggara, so that 33 employees of the Kantor Sekretariat DPRD Kabupaten Bombana Sulawesi Tenggara were used as samples. The results of this study indicate that the work environment has a positive and significant effect on work motivation at the Kantor Sekretariat DPRD Kabupaten Bombana Sulawesi Tenggara. Competence has a positive and significant effect on work motivation at the Kantor Sekretariat DPRD Kabupaten Bombana Sulawesi Tenggara. Work motivation has a positive and significant effect on employee performance at the Kantor Sekretariat DPRD Kabupaten Bombana Sulawesi Tenggara. The work environment has a positive and significant effect on employee performance at the Kantor Sekretariat DPRD Kabupaten Bombana Sulawesi Tenggara. Competence has a positive and significant effect on employee performance at the Kantor Sekretariat DPRD Kabupaten Bombana Sulawesi Tenggara. Work motivation does not play a role in mediating the influence of the work environment on employee performance at the Kantor Sekretariat DPRD Kabupaten Bombana Sulawesi Tenggara. Work motivation plays a role in mediating the influence of competence on employee performance at the Kantor Sekretariat DPRD Kabupaten Bombana Sulawesi Tenggara.

Keywords : Work environment, Competence, Work motivation and Employee performance



INTRODUCTION

In the current era of globalization, human resources are one of the most important assets for an organization, both private and in government. The progress and success of an organization is highly dependent and lies in the quality of human resources. According

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to (Kuruppu, C.S., and N. 2021), the success of a company or organization is largely determined by the quality of its human resources. Human resources (HR), refers to the formal design system in an organization to determine effectiveness and efficiency to realize the goals of the organization, that human resources should be defined not by what the resources do, but what the resources produce. Human resources design and create organizations so that they can survive and successfully achieve goals, if human resources are neglected, the organization does not achieve goals and objectives. Therefore, every organization must pay attention, manage and develop existing resources properly and correctly. Government and private organizations must pay attention to the development of employees in carrying out their work, so competent human resources are needed to support optimal performance to achieve organizational goals. The presence of human resources in the organization becomes more important because the organization itself is created by humans, and these resources are what make the organization survive and succeed.

Performance is very important for an organization because it will determine the effectiveness of the organization, performance is also important because it reflects the measure of success in managers in managing the organization and its human resources. The goals of the organization will be achieved through the good performance of its employees. According to Sedarmayanti (2011) defines performance as "performance", meaning: 1) Deeds, work performance, work achievement, effective work performance. 2) A person's achievements/achievements with respect to the tasks assigned to him. 3) The work of a worker, a management process or an organization as a whole, where the work must be concretely and measurably proven (compared to predetermined standards). 4) Performance is defined as a record of the outcomes resulting from a certain activity, over a certain period of time as well. 5) The results of work that can be achieved by a person or a group of people in an organization, in accordance with their respective authority and responsibility in order to achieve the goals of the organization concerned legally, not unlawfully and in accordance with morals or ethics. Performance is the result of work that has been achieved in completing the work or the tasks and responsibilities that have been given. Performance is a central factor for management's work in managing the organization. Therefore, it is important for management to recognize and understand various aspects related to employee performance (Mangkunegara, 2017).

The work environment is one of the factors that can affect employee performance, According to Robbins & Coulter, (2010) the environment is institutions or forces that have the potential to affect organizational performance, while (Arianto, 2013) states that the work environment is everything that exists around workers that can affect themselves in carrying out the tasks they undertake. The work environment can affect performance, where if an organization has a complete and positive work environment, in this case complete facilities in the office and the relationship between superiors and subordinates as well as the relationship between one employee and another employee can cause a comfortable atmosphere in the office, then employees can complete work on time.

Competency is another factor that can affect employee performance. According to (Ruky, 2006) Competence is a person's ability to complete a job, competence is a factor that greatly affects performance because with good competence a person is more accomplished in completing work according to the plan and results are more satisfactory (Soares & Riana, 2019) Competence is one of the factors that affect performance. Competencies can help organizations to create high performance (Suhasto & Lestariningsih, 2018). To realize the goals of an organization, it must be supported by the availability of adequate competencies in order to improve employee performance in order to achieve the organization's goals effectively and efficiently. Human resources can also be developed, including by improving the competencies possessed by each employee.

In addition to the work environment and competencies, there are factors that affect performance, namely work motivation According to Robbins (2016; 201), motivation is the willingness to make high efforts to achieve organizational goals that are conditioned by the ability to make efforts to meet certain individual needs. According to Wibowo (2016:322), motivation is the impetus of a series of human behavior processes in achieving goals. Motivation has a great impact on performance where the employee or individual is able to be encouraged to be enthusiastic in completing the work or responsibilities given. Pleasant results as well as if previous achievements are judged good, individuals prefer to engage in achievement behaviors. Conversely, if the individual has been punished for failure, the fear of failure will develop and give rise to the urge to avoid failure, then it can be said that motivation can increase and decrease performance.

The results of research conducted by Fitria zalfa fadilah (2024) show that: 1. The influence of competence on performance in employees of Bappeda R&D of Ponorogo Regency, 2. The influence of the work environment on performance in employees of Bappeda R&D of Ponorogo Regency, 3. There is no direct influence of training on performance in employees of Bappeda R&D of Ponorogo Regency, 4. The influence of competence on performance through motivation in Bappeda R&D employees Ponorogo Regency, 5. The influence of the work environment on performance through motivation in employees of the Ponorogo Regency Research and Development Agency, 6. The effect of training on performance through motivation in Ponorogo Regency R&D employees.

Meanwhile, the results of a different study conducted by Arta, i nyoman pulih (2022) show that 1) The work environment has no effect on work motivation, 2) The work environment does not affect employee performance, 3) Work motivation has a positive and significant effect on employee performance. The similarity of this study is that both use independent variables of the work environment and intervening variables of work motivation, while the difference in this study is that the analysis tools used are different.

The Secretariat of the DPRD Council (Setwan) is an element of administrative services and provides support for the duties and functions of the DPRD. The Secretariat of the DPRD is led by the Secretary of the Council (Sekwan) who is technically

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operational and is responsible to the Chairman of the DPRD and administratively responsible to the Regent through the Regional Secretary.

The Secretary of the Bombana DPRD has the main task of organizing secretarial administration, financial administration, supporting the implementation of the duties and functions of the DPRD and providing and coordinating DPRD experts in accordance with regional financial capabilities.

The Secretary of the Council is a structural position of echelon IIa. Meanwhile, the Head of Section at the Secretariat of the DPRD Secretariat is a structural position of echelon IIIa. The Head of the Subdivision is the Echelon IV.a. Based on the results of initial observations and interviews with several employees of the Secretariat of the Bombana Regency DPRD Southeast Sulawesi, there are several phenomena, the first of which is related to the work environment where some employees are uncomfortable at work because the atmosphere in the office is uncomfortable, resulting in work often being late to be completed. The second is related to competence where there are still some employees who adjust what they do because their educational background is different from the job given. And third, there are still employees who come late to the office or vice versa, employees come on time but employees go home early not in accordance with the office departure time, resulting in decreased employee performance.

Based on the results of the phenomenon carried out through cloud observations and interviews, the researcher is interested in discussing or researching related to "The Influence of Work Environment and Competence on Employee Performance Mediated by Work Motivation at the Secretariat Office of the DPRD of Bombana Regency, Southeast Sulawesi".

Based on the background and formulation of the problem that has been described, the purpose of this study is to find out and analyze various factors that affect the performance of employees at the Secretariat Office of the DPRD of Bombana Regency, Southeast Sulawesi. Specifically, this study aims to examine the influence of work environment and competence on work motivation, as well as its impact on employee performance. In addition, this study will also explore the role of work motivation in mediating the influence of work environment and competence on employee performance. Through this research, it is hoped that it can provide theoretical and practical benefits. Theoretically, the results of the research are expected to contribute to the world of education, especially in human resource management, as well as become a reference for future research. Practically, this research is expected to provide knowledge and information that is useful for improving employee performance at the Bombana Regency DPRD Secretariat Office.

RESEARCH METHODS

The design of this study uses a quantitative method, which involves distributing questionnaires to respondents in the form of numbers to draw conclusions from the test. This study aims to analyze the relationship between variables, with the object of the study being employees of the Secretariat Office of the DPRD of Bombana Regency, Southeast

Sulawesi, which totals 33 employees. The research population consists of all employees, and the sample used is a saturated sample, so the entire population is used as a sample. The data collected consists of quantitative data, expressed in numbers, and qualitative data, expressed in sentences or interviews. Primary data sources are obtained from questionnaires, while secondary data sources are derived from relevant documents and literature. The data collection technique is carried out by distributing questionnaires containing questions to employees. Data analysis uses an associative approach with quantitative analysis, including measurement model analysis and structural model analysis using SEM-PLS. Hypothesis testing was carried out to assess the direct, indirect, and total influence between the variables studied. The operational definitions of variables include the work environment, competencies, work motivation, and employee performance, each of which has a detailed sub-aspect to support further understanding in the context of this study.

RESULTS AND DISCUSSION

Measurement Model Analysis (Outer Model)

Analysis of the measurement model (outer model) is carried out to ensure that the measurement used is suitable for measurement (valid and reliable). Measurement model analysis (outer model) uses testing, construct reality and validity as follows:

a. Construct reliability and validity

Construct validity and reliability is a test to measure the reliability of a construct. The reliability of the construct score must be high enough. The criteria for validity and reliability of the construct as seen from the composite reliability are > 0.6 (Juliandi, 2018).

Table 1 Measurement of Working Environment Variables (X1)

Item	Work Environment (X1)	Criterion
X1.1.1	0.886	Valid
X1.1.2	0.869	Valid
X1.1.3	0.818	Valid
X1.2.1	0.805	Valid
X1.2.2	0.935	Valid
X1.2.3	0.812	Valid

Source : PLS 4 (2025)

Based on the results of the model measurement presented in the table above, it can be seen that 6 question items have a value greater than 0.6 which shows that all question items of the criteria are valid and can be forwarded.

1) Competency Variable Measurement (X2)

The measurement of the Competency variable (X2) is measured through 3 indicators, namely intellectual ability, emotional ability and social ability. The evaluation of model measurement can be seen through 9 question items as follows:

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Table 2 Measurement of Competency Variables (X2)

Item	Competencies (x2)	Criterion
X2.1.1	0.701	Valid
X2.1.2	0.882	Valid
X2.1.3	0.796	Valid
X2.2.1	0.837	Valid
X2.2.2	0.764	Valid
X2.2.3	0.852	Valid
X2.3.1	0.808	Valid
X2.3.2	0.869	Valid
X2.3.3	0.757	Valid

Source : PLS 4 (2025)

Based on the results of the model measurement presented in the table above, it can be seen that 9 question items have a value greater than 0.6 which shows that all the criteria question items are valid and can be forwarded.

Table 3 Measurement of Work Motivation Variables (Z1)

Item	Work Motivation (Z1)	Criterion
Z1.1.1	0.718	Valid
Z1.1.2	0.721	Valid
Z1.1.3	0.900	Valid
Z1.2.1	0.817	Valid
Z1.2.2	0.773	Valid
Z1.2.3	0.781	Valid
Z1.3.1	0.780	Valid
Z1.3.2	0.839	Valid
Z1.3.3	0.824	Valid
Z1.4.1	0.714	Valid
Z1.4.2	0.893	Valid
Z1.4.3	0.859	Valid
Z1.5.1	0.880	Valid
Z1.5.2	0.793	Valid
Z1.5.3	0.803	Valid

Source : PLS 4 (2025)

Based on the results of the model measurement presented in the table above, it can be seen that 15 question items have a value greater than 0.6 which shows that all question items of the criteria are valid and can be forwarded.

Table 4 Measurement of Employee Performance Variables (Y)

Item	Employee Performance (Y)	Criterion
Y1.1.1	0.822	Valid
Y1.1.2	0.740	Valid
Y1.1.3	0.797	Valid
Y1.2.1	0.844	Valid
Y1.2.2	0.846	Valid

Item	Employee Performance (Y)	Criterion
Y1.2.3	0.856	Valid
Y1.3.1	0.789	Valid
Y1.3.2	0.777	Valid
Y1.3.3	0.781	Valid
Y1.4.1	0.810	Valid
Y1.4.2	0.709	Valid
Y1.4.3	0.833	Valid
Y1.5.1	0.818	Valid
Y1.5.2	0.823	Valid
Y1.5.3	0.839	Valid
Y1.6.1	0.777	Valid
Y1.6.2	0.720	Valid
Y1.6.3	0.861	Valid
Y1.7.1	0.832	Valid
Y1.7.2	0.870	Valid
Y1.7.3	0.883	Valid
Y1.8.1	0.924	Valid
Y1.8.2	0.774	Valid
Y1.8.3	0.773	Valid
Y1.9.1	0.835	Valid

Source : PLS 4 (2025)

Based on the results of the model measurement presented in the table above, it can be seen that 27 question items have a value greater than 0.6 which shows that all criteria question items are valid and can be forwarded.

b. Composite Reliability Measurement

Composite Reliability tests the reliability value between the indicators of the construct that makes it up. Composite is said to be good, if the value is above 0.7 (Ghozali, 2015). The test results can be seen in the table below:

Tabel 5 Composite Reliability

Variabel	Composite Reliability	Criterion
Work Environment (X1)	0.942	Reliabel
Competencies (X2)	0.944	Reliabel
Work Motivation (Z1)	0.966	Reliabel
Employee Performance (Y)	0.980	Reliabel

Source : PLS 4 (2025)

Based on the results of composite reliability, values on the variables of work environment, competence, work motivation and employee performance were greater than 0.70, it can be seen that all instruments used in this study have met the reliability criteria.

Tabel 6 Dicriminant Validity

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VARIABEL			
Employee Performance (Y)			
Competencies (X2)	0.884		
Work Environment (X1)	0.764	0.784	
Work Motivation (Z1)	0.784	0.722	0.899

Source : PLS 4 (2025)

Based on the table above, it can be seen that the value (HTMT) is less than 0.90 which shows that the construct has good discriminant validity or that the construct is completely different from other constructions.

Structural Model Analysis (Inner Model)

The analysis of the structural model (inner model) uses three tests, including R-square, F-square; and hypothesis testing, namely direct effect, indirect effect and total effect as follows:

Table 7 R Square

VARIABEL	R-square	R-square adjusted
Employee Performance (Y)	0.973	0.970
Work Motivation (Z1)	0.871	0.862

Source : PLS 4 (2025)

Based on the table above, it can be seen that the value of the adjusted variable of employee performance is 0.973. This indicates that the variables of work environment, competence and work motivation are able to explain the variable of employee performance by 97.3%. It can therefore be concluded that the model is considered strong. While the adjusted value of the work motivation variable was 0.871, it indicates that the variables of work environment and competence were able to explain the work motivation variable by 87.1%. It can therefore be concluded that the model is considered strong.

Table 8 F Square

VARIABEL	Employee Performance (Y)	Work Motivation (Z1)
Competencies (X2)	0.886	0.983
Work Environment (X1)	1.214	0.721
Work Motivation (Z1)	0.595	

Source : PLS 4 (2025)

Based on the table above, it can be explained as follows:

- 1) The influence of the work environment on work motivation is 0.721, so the influence of the work environment on work motivation is considered strong.
- 2) The influence of the work environment on employee performance is 1,214, so the influence of the work environment on employee performance is considered strong.
- 3) The effect of competence on work motivation is 0.983, so the effect of competence on work motivation is considered strong.
- 4) The effect of competence on employee performance is 0.886, so the influence of competence on employee performance is considered strong.

- 5) The effect of work motivation on employee performance is 0.595, so the effect of work motivation on employee performance is considered strong.

Pengujian Hypothesis

Hypothesis testing contains three sub-analyses, including: Direct Effect, Indirect Effect and Total Effects as follows:

Table 9 Direct Effects

Variabel	Path Coefficient	T statistics	P values
Work Environment (X1) -> Work Motivation (Z1)	0.460	3.011	0.003
Competency (X2) -> Work Motivation (Z1)	0.537	4.013	0.000
Work Motivation (Z1) -> Employee Performance (Y)	0.355	3.238	0.001
Work Environment (X1) -> Employee Performance (Y)	0.361	4.475	0.000
Competency (X2) -> Employee Performance (Y)	0.331	4.662	0.000

Source : PLS 4 (2025)

Based on the table above, it can be explained as follows:

- 1) The work environment on work motivation has a statistical T value of 3,011 positive and a P value of 0.003 is less than 0.05, this shows that H1 is accepted by the work environment has a positive and significant effect on work motivation.
- 2) Competence to work motivation has a statistical T value of 4,013 positive signs and a P value of 0.000 is less than 0.05, this shows that H2 is accepted competence has a positive and significant effect on work motivation.
- 3) Work motivation for employee performance has a statistical T value of 3,238 positive marks and a P value of 0.001 is less than 0.05, this shows that H3 received competence has a positive and significant effect on employee performance.
- 4) The work environment on employee performance has a statistical T value of 4,475 positive signs and a P value of 0.000 is less than 0.05, this shows that H4 is accepted by the work environment to have a positive and significant effect on employee performance.
- 5) Competence to employee performance has a statistical T value of 4,662 positive marks and a P value of 0.000 is less than 0.05, this shows that H5 received competence has a positive and significant effect on employee performance.

Table 10. Indirect Effects

VARIABEL	Path Coefficient	T statistics	P values
Work Environment (X1) -> Work Motivation (Z1) -> Employee Performance (Y)	0.163	1.908	0.056
Competency (X2) -> Work Motivation (Z1) -> Employee Performance (Y)	0.191	3.029	0.002

Source : PLS 4 (2025)

Based on the table above, it can be explained as follows:

- 1) The role of work motivation in mediating the influence of the work environment on employee performance has a statistical T value of 1,908 with a positive sign and a P

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value of 0.056 greater than 0.05, this shows that H6 rejected work motivation does not play a role in mediating the influence of the work environment on employee performance.

- 2) The role of work motivation in mediating the influence of competence on employee performance has a statistical T value of 3,029 with a positive sign and a P value of 0.002 is less than 0.05, this shows that H7 is accepted that work motivation plays a role in mediating the influence of competence on employee performance.

The Influence of the Work Environment on Work Motivation at the Secretariat Office of the DPRD of Bombana Regency, Southeast Sulawesi

Based on the results of statistical analysis of the influence of the work environment on work motivation, a positive statistical T value was obtained with a P value that was smaller than the predetermined level. This explains that H1 work environment has a positive and significant effect on work motivation for employees at the Secretariat Office of the DPRD of Bombana Regency, Southeast Sulawesi. This means that if the work environment is higher, it can increase the work motivation of employees of the Bombana Regency DPRD Secretariat Office, Southeast Sulawesi.

Based on observations at the office of the Secretariat Office of the DPRD of Bombana Regency, Southeast Sulawesi. namely the Work Environment in the indicators of the physical work environment, employees are able to work comfortably because there is no noise so that there is nothing to disturb in doing their work and employees are able to work comfortably because they do not feel hot because of the facilities that have been provided by the office so that work motivation can arise in employees to complete work with complete facilities. Indicators of the non-physical work environment of employees already have a well-established work atmosphere so that the relationship between employees and superiors can be well established and increase motivation at work because communication between employees is well established.

The results of this first hypothesis test are in line with the opinion expressed by Khoiriyah (2009) To increase employee work motivation in order to achieve good performance, every organization or institution must pay attention to the work environment within the scope of the institution. The work environment has an important role in achieving employee performance.

The results of this first hypothesis test are supported by the results of research from Fitria Zalfa Fadilah (2024) which shows a positive and significant influence of competence on performance in employees of the Ponorogo Regency Research and Development Agency.

The Effect of Competency on Work Motivation at the Secretariat Office of the DPRD of Bombana Regency, Southeast Sulawesi

Based on the results of statistical analysis, the effect of competence on work motivation was obtained with a positive statistical T value with a P value that was smaller than the predetermined level. This explains that H2 competence has a positive and

significant effect on work motivation for employees at the Secretariat Office of the DPRD of Bombana Regency, Southeast Sulawesi. This means that if the competence is higher, it can increase the work motivation of employees of the Secretariat Office of the Bombana Regency DPRD, Southeast Sulawesi.

Based on observations at the office of the Secretariat Office of the DPRD of Bombana Regency, Southeast Sulawesi. That is, intellectual ability is good seen from the respondents' answers are very good. Intellectual Ability At the office of the Secretariat Office of the DPRD of Bombana Regency, Southeast Sulawesi, employees can manage work so that it is organized and structured so that employees have completed work effectively and efficiently as a motivation for employees to work because they get work effectiveness. Employee communication is easy to understand, employees are able to provide information clearly, can understand messages and take actions in accordance with the content of the message communicated by the Leader/superior, The communication process that is happening today is able to influence the attitude of other employees in working in increasing work motivation.

The Emotional Capability indicator has gone well, as evidenced by the Good respondents' answers. Employees have arranged their own strengths and weaknesses into positive attitudes and employees are very capable of controlling emotions if there is a gap in working at the Bombana Regency Secretariat Office of Bombana Regency, Southeast Sulawesi. Employees are able to introspect and reflect on experience so that work motivation arises that is expected to be enthusiastic and efficient in working and not cause delayed work, this is highly expected that organizations and employees never make mistakes that can arise in terms of work, especially role guidance, so that negative emotional abilities can be overcome and affected in motivating the work of each employee.

The Social Capability indicator has been running well, as evidenced by the respondents' Good answers. Employees are always honest if given responsibilities as long as they do not cause mistakes, employees are able to bring up obstacles in work so that work motivation increases because of input, employees do not depend on other employees so that they can complete work according to the tasks given without expecting the help of other employees, of course this makes employee work motivation increase because it can maximize and complete work. Employees never postpone work so that it can be done by other employees so that the work is completed on time, employees are able to speak well to their superiors.

The results of this second hypothesis test are in line with the opinion expressed by Michael Zwell (2000:218) in Wibowo (2010:328) that competencies according to their position can be in the form of leadership, school management, care, and community involvement, visionary leadership and change management, priority determination, planning, and organization, communication, influencing and motivating, interpersonal sensitivity and orientation to results.

The results of this second hypothesis test are supported by the results of research from Tommi Erizon (2024) which shows that competence has a positive and significant

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effect on motivation at the Muara Sabak Class IV Port Authority Office and Municipal Office

The Effect of Work Motivation on Employee Performance at the Secretariat Office of the DPRD of Bombana Regency, Southeast Sulawesi

Based on the results of statistical analysis, the effect of work motivation on employee performance was obtained a positive statistical T value with a P value that was smaller than the predetermined level. This explains that H3 work motivation has a positive and significant effect on the performance of employees at the Secretariat Office of the DPRD of Bombana Regency, Southeast Sulawesi. This means that if the higher the work motivation, it can improve the performance of the employees of the Bombana Regency DPRD Secretariat Office, Southeast Sulawesi.

The results of this study show that work motivation has a positive and significant effect on employee performance at the Secretariat Office of the DPRD of Bombana Regency, Southeast Sulawesi. These findings indicate that the higher the level of work motivation that employees have, the better the performance they show in carrying out their duties and responsibilities.

Work motivation is one of the important factors that can encourage employees to work more optimally. Within the DPRD Secretariat, motivation can appear in various forms, such as the desire to get awards, a sense of responsibility for work, loyalty to the organization, and the drive to achieve better work performance. Motivated employees tend to have high work morale, discipline, and initiative in completing work on time and according to target.

This condition reflects that efforts to improve employee performance are not only enough by providing work facilities and infrastructure, but also must pay attention to the psychological aspect of employees, namely motivation. When employees feel that their hard work is rewarded, have opportunities to grow, and see clear career prospects, then work motivation increases, which ultimately positively impacts their performance.

The results of testing this third hypothesis are in line with the opinion put forward by Mangkunegara (2005:14) that the factors that affect performance consist of two factors, namely internal factors and external factors. Internal factors are factors that are associated with a person's traits, namely work motivation and work discipline.

The results of this third hypothesis test are supported by the results of research from Arta, i nyoman pulih (2022) which shows that work motivation has a positive and significant effect on teachers and employees at SMK Negeri 2 Bangli.

The Influence of the Work Environment on Employee Performance at the Secretariat Office of the Bombana Regency DPRD, Southeast Sulawesi

Based on the results of statistical analysis of the influence of the work environment on employee performance, a positive statistical T value was obtained with a P value that was smaller than the predetermined level. This explains that the H4 work environment has a positive and significant effect on the performance of employees at the Secretariat

Office of the DPRD of Bombana Regency, Southeast Sulawesi. This means that if the work environment is higher, it can improve the performance of employees of the Bombana Regency DPRD Secretariat Office, Southeast Sulawesi.

Based on the results of the research conducted, it was found that the work environment has a positive and significant effect on the performance of employees at the Secretariat Office of the DPRD of Bombana Regency, Southeast Sulawesi. This means that the better the working environment conditions felt by employees, the higher the performance they can achieve in carrying out their duties and responsibilities.

The work environment referred to in this study includes various aspects, such as the physical condition of the environment (workspace, lighting, ventilation, cleanliness), social relations between employees and leaders, and the work system applied. When the work environment is supportive, employees will feel more comfortable, safe, and focused on completing their work. This will directly impact their effectiveness, efficiency, and work productivity.

This finding is in line with the theory put forward by Sedarmayanti (2001) which states that a good work environment will provide a sense of security and allow employees to work optimally. In the context of the Bombana Regency DPRD Secretariat, a conducive work environment is the main need, considering the intensity and pressure of work that is quite high in supporting the regional legislative function.

In addition, a harmonious working relationship between employees and good communication between superiors and subordinates are also important factors in creating a positive work environment. When employees feel valued, listened to, and supported by colleagues and leaders, their sense of responsibility and work spirit will increase.

The results of testing this fourth hypothesis are in line with the opinion expressed by Ferawati (2017) The feeling of pleasure expressed by employees reflects a comfortable work environment and the regulations imposed by the organization in accordance with the employee, this has a positive impact on the performance of its employees

The results of this third hypothesis test are supported by the results of research from Fitria Zalfa Fadilah (2024) which shows that there is a positive and significant influence of the work environment on performance in employees of the Ponorogo Regency Research and Development Planning Agency.

The Effect of Competency on Employee Performance at the Secretariat Office of the DPRD of Bombana Regency, Southeast Sulawesi

Based on the results of statistical analysis, the effect of competency on employee performance was obtained with a positive statistical T-value with a P value that was smaller than the predetermined level. This explains that H5 competence has a positive and significant effect on the performance of employees to employees at the Secretariat Office of the DPRD of Bombana Regency, Southeast Sulawesi. This means that if the competence is higher, it can improve the performance of the employees of the Secretariat Office of the Bombana Regency DPRD, Southeast Sulawesi.

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The results of the study show that competence has a positive and significant effect on the performance of employees at the Secretariat Office of the DPRD of Bombana Regency, Southeast Sulawesi. These findings confirm that the higher the level of competence possessed by employees, the better the performance displayed in carrying out their duties and responsibilities. Competence in this context includes the knowledge, skills, and work attitudes possessed by employees in carrying out their functions. Employees who have high competence tend to be able to complete tasks faster, more precisely, and in accordance with the standards that have been set. Within the DPRD Secretariat, which is an important part of supporting administrative functions and legislative services, the existence of competent employees is the key to maintaining the effectiveness of the agency's work.

In practice, employees who have competence tend to be more adaptive, proactive, and able to overcome work challenges independently. In the context of the Bombana Regency DPRD Secretariat Office, competence is crucial considering the large administrative burden, preparation of official documents, management of the council's agenda, and cross-section coordination that requires precision and qualified technical skills. Therefore, employees who are equipped with competencies in accordance with their field of work will be better able to contribute to the achievement of organizational performance. In addition, competence is also related to professionalism. Competent employees not only work out of obligation, but also understand the values of public service, work ethics, and loyalty to the institution. Thus, the development of employee competencies needs to be a strategic priority for the leadership of the DPRD Secretariat. This can be done through continuous training, job rotation, career development, and periodic competency evaluations. This effort will have a direct impact on improving the performance of individuals and organizations as a whole.

The results of testing this fourth hypothesis are in line with the opinion put forward by Keith Davis (in Mangkunegara, 2005:13), there are two main factors that affect the performance of individuals, namely the ability and the motivation of the individual. Individual abilities depend on the level of knowledge possessed, educational background, and skills mastered. Meanwhile, individual work motivation depends on attitude as the basic motivation and the environment that influences this motivation. Improving work ability is carried out by efforts to improve the aspects that underlie these elements, namely individual knowledge and work skills as well as improving the situation/motivational environment which also encourages the emergence of individual satisfaction and willingness to work.

The results of this third hypothesis test are supported by the results of research from Fitria zalfa fadilah (2024) which shows that there is a positive and significant influence of competence on performance in employees of the Ponorogo Regency Research and Development Agency.

The Role of Work Motivation in Mediating the Influence of the Work Environment on Employee Performance at the Secretariat Office of the DPRD of Bombana Regency, Southeast Sulawesi

Based on the results of statistical data analysis, work motivation does not play a role in mediating the influence of the work environment on employee performance At the Secretariat Office of the DPRD of Bombana Regency, Southeast Sulawesi, a positive statistical T value was obtained with a P value greater than the predetermined level. This explains that H6 was rejected because work motivation did not play a role in mediating the influence of the work environment on employee performance at the Secretariat Office of the DPRD of Bombana Regency, Southeast Sulawesi. This means that work motivation does not play a role in mediating the influence of the work environment on employee performance at the Secretariat Office of the DPRD of Bombana Regency, Southeast Sulawesi.

Based on the results of data analysis, it was found that work motivation was not able to mediate the influence of the work environment on employee performance. This shows that although the work environment has a direct effect on employee performance, this influence is not channeled through work motivation as a mediating variable. In other words, a good work environment does not automatically increase work motivation, or even if there is an increase in motivation, it does not contribute significantly to improving employee performance. These findings contradict several previous studies that stated that work motivation is a key factor in bridging the relationship between the work environment and performance. Some of the possible causes of the insignificance of the role of work motivation mediation in this study are as follows, first, the work environment is enough to support direct performance. Employees already feel satisfied with the facilities, social relationships, and work atmosphere that exist, so that they can work well without the need to be driven by internal motivation. Second, the employee's work motivation is relatively stable or intrinsic. If employees have motivation that comes from within (intrinsic), then external factors such as the work environment do not affect their motivation level too much. As a result, motivation does not become a strong link between the environment and performance.

The results of testing this sixth hypothesis are not in line with the opinion put forward by Hasibuan (2006:149) that there are two methods of motivation, namely direct motivation and indirect motivation. In indirect motivation, the motivation provided is only facilities that support and support the passion for work or the smooth running of tasks so that employees feel at home and enthusiastic about doing their work. For example, good machines, comfortable workspaces, soft chairs and so on. Hasibuan (2010:79) again stated that a conducive work environment will provide a sense of security for employees to work optimally (high motivation), this will have a positive impact on improving employee performance.

The results of the sixth hypothesis test are strengthened by the results of a study by Meta Lianasari (2022) which shows that work motivation does not mediate the

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relationship between the work environment and employee performance at the DKI Jakarta Provincial Tourism and Creative Economy Office

1) The Role of Work Motivation in Mediating the Influence of Competency on Employee Performance at the Secretariat Office of the DPRD of Bombana Regency, Southeast Sulawesi

Based on the results of statistical data analysis, work motivation plays a role in mediating the influence of competence on employee performance At the Secretariat Office of the DPRD of Bombana Regency, Southeast Sulawesi, a positive statistical T value was obtained with a P value that was smaller than the predetermined level. This explains that H7 was accepted as work motivation to play a role in mediating the influence of the work environment on employee performance at the Secretariat Office of the DPRD of Bombana Regency, Southeast Sulawesi. This means that work motivation has a role in mediating the influence of competence on employee performance at the Secretariat Office of the Bombana Regency DPRD, Southeast Sulawesi.

The results of the study show that work motivation is able to mediate the influence of competence on employee performance. This means that employee competence not only has a direct effect on performance, but also has an indirect effect through increasing work motivation. These findings indicate that employees who have high competence tend to be more motivated in carrying out their duties, and this motivation then encourages them to work more optimally. In other words, work motivation acts as an important bridge between competence and performance. The explanations that support this finding include: first, Competence increases confidence and confidence triggers motivation. Employees who have good abilities, knowledge, and skills will be more confident in completing tasks. This confidence can foster a higher morale at work. Second, competent employees feel able to achieve good work results. This sense of ability (self-efficacy) becomes a strong internal driver, which then increases motivation to achieve targets or exceed work standards. Third, high motivation strengthens the application of competencies in work. When motivated, employees will be more serious in applying their competencies, finding solutions to problems, and taking the initiative in completing tasks – all of which contribute to improved performance. Fourth, employee performance is not only determined by competence, but also the drive to use these competencies. In this case, motivation plays a role as a trigger or driver so that the competencies possessed are truly realized in effective work actions.

The results of testing this seventh hypothesis are in line with the opinion expressed by Kadarisman (2014:18) that of all the roles of human resources in improving the management function, it is the obligation of every leader to encourage and motivate each of his subordinates to excel. Human resource achievements, mainly determined by ability and drive. An individual's ability is formed by his or her qualifications, such as education, experience, and personal characteristics. Meanwhile, thrust is influenced by internal factors, namely from within a person, and external factors, namely things from outside or from the surrounding environment.

The results of the seventh hypothesis test are strengthened by the results of research by Fitria Zalfa Fadilah (2024) which shows that there is an influence of competence on performance through motivation in employees of the Ponorogo Regency Research and Development Planning Agency.

CONCLUSION

Based on the results of the research and discussion of research results related to the Influence of Work Environment and Competence on Employee Performance Mediated by Work Motivation at the Secretariat Office of the DPRD of Bombana Regency Sulawesi, the following conclusions can be drawn: The Work Environment has a positive and significant effect on Work Motivation at the Secretariat Office of the DPRD of Bombana Regency, Southeast Sulawesi. This means that the higher the work environment, the higher the work motivation of the Secretariat Office of the Bombana Regency DPRD, Southeast Sulawesi. Competence has a positive and significant effect on work motivation at the Secretariat Office of the DPRD of Bombana Regency, Southeast Sulawesi. This means that the higher the competence, the more it can increase the work motivation of the Secretariat Office of the Bombana Regency DPRD, Southeast Sulawesi. Work Motivation has a positive and significant effect on Employee Performance at the Secretariat Office of the DPRD of Bombana Regency, Southeast Sulawesi. This means that the higher the work motivation, the higher the performance, the performance of the employees of the Bombana Regency DPRD Secretariat Office, Southeast Sulawesi. The Work Environment has a positive and significant effect on Employee Performance at the Secretariat Office of the Bombana Regency DPRD, Southeast Sulawesi. This means that an increasingly high work environment can improve the performance of employees of the Secretariat Office of the DPRD of Bombana Regency, Southeast Sulawesi. Competence has a positive and significant effect on employee performance at the Secretariat Office of the DPRD of Bombana Regency, Southeast Sulawesi. This means that the higher the competence, the better the performance of the employees of the Bombana Regency DPRD Secretariat Office, Southeast Sulawesi. Work Motivation does not play a role in mediating the influence of the work environment on employee performance at the Secretariat Office of the DPRD of Bombana Regency, Southeast Sulawesi. This means that work motivation cannot bridge and contribute to the influence of the work environment on the performance of employees of the Secretariat Office of the Bombana Regency DPRD, Southeast Sulawesi. Work motivation plays a role in mediating the influence of competence on employee performance at the Secretariat Office of the DPRD of Bombana Regency, Southeast Sulawesi. This means that work motivation can bridge and contribute to the influence of competence on the performance of employees of the Secretariat Office of the DPRD of Bombana Regency, Southeast Sulawesi.

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