

The Influence of Work Environment, Work Discipline and Motivation on the Performance of Civil Servants at the Ministry of Home Affairs

Aswita Julia Rumondang
MercuBuana University
Jakarta, Indonesia

Lenny C. Nawangsari
MercuBuana University
Jakarta, Indonesia

Abstract:- The performance of civil servants in the Ministry of Home Affairs is an important issue that has been long become a concern of the public and stakeholders.

This aims of the study is to find out the influence of the work environment, work discipline and motivation on the performance of civil servants at the Ministry of Home Affairs. Research method is descriptive research, while this type of research is associative research that is causal. The population of this research is all employees of the Inspectorate General of the Ministry of Home Affairs of the Republic of Indonesia as many as 210 employees, while the sample of this study are 68 civil servants through the slovin formula. Data analysis with statistical analysis uses *SmartPLS 3.0*.

The results showed that (1) The work environment has a significant positive influence on the performance of civil servants in the Ministry of Home Affairs, (2) Work discipline has a significant positive effect on the performance of civil servants in the Ministry of Home Affairs, (3) Motivation has a significant positive effect on the performance of civil servants in the Ministry of Home Affairs, (4) Work environment, work discipline and motivation have a significant positive effect on the performance of civil servants in the Ministry of Home Affairs.

The implication in this study is that the Ministry of Home Affairs can improve the employee performance, especially for the leadership of each Directorate by paying attention to adequate work environment factors, consistent application of work discipline and increased employee work motivation.

Originality / value in this study can be useful for employees to strive to create and utilize the existing work environment, apply work disciplines set out in the regulations by the Ministry and motivate themselves to work optimally so that employee performance can be optimal. With optimal performance, Civil Servants can receive high allowances because the determinant of the amount of allowance is determined by how well employees perform.

Keywords:- Work Environment, Work Discipline, Motivation, Employee Performance.

I. INTRODUCTION

A growing and development organization is determined by Human Resources. The active role of human beings in each organizational activity includes planning, implementing, and determining the achievement of organizational goals. The realization of the objectives of the organization is impossible if there is no active role of employees even though the facilities are very modern. So that, the success of the organization is not only seen from the facilities, but also must be seen from the Human Resources factor of the organization. Thus, it can be said that potential human resources are needed by the organization, from a leader to employees who are able to contribute in the implementation of tasks to the maximum. All activities in the organization must involve existing Human Resources. Employee performance affects the success of the organization, so the organization always tries to encourage the improvement of the performance of their employees so that the objectives of the organization are achieved well, in this case the employees of the Inspectorate General of the Ministry of Home Affairs.

The Ministry of Home Affairs held a *Kick Off Meeting* on The Implementation of Bureaucratic Reform in 2018. The implementation of reforms in the Ministry of Home Affairs in 2018 is simultaneously marked by the implementation of *Kick Off Meeting*. Implementation of all Technical Implementation Units and components within the environment of the ministry. Implementation of reforms is expected to be not only ceremonial and procedural, but substantial intangible. Thus, the reforms able to have an impact on the repair and improvement of public services.

Performance assessment in the Inspectorate General of the Ministry of Home Affairs of the Republic of Indonesia has changed, where the performance component becomes the determinant of the amount of benefits received by employees. Based on the data obtained, it's describing that the performance of Civil Servants of the Ministry of Home Affairs, where are there still employees who have a fairly good performance. It shows that employees have not been able to optimally reach the target that has been set. Employee performance assessment uses "Sikerja"

application that has the advantage of one of them is connected with planning documents such as strategic plan, performance assessment index, including employee work goals. The use of "Sikerja" itself is a response to the use of attendance through finger print, where finger print has some weaknesses such as prone to damage, and forget to fill it which means that employee performance is judged not according to the real facts. Many factors affect the performance of employees, but this study analyzes the work environment, work discipline and motivation based on the phenomenon of observation of civil servants of the Ministry of Home Affairs. There are inconsistent research results on factors that affect employee performance, as for there are variables that affect employee performance while in other studies these variables have no effect that can be caused from the diversity of indicators of measurement of the work environment, work discipline, motivation and performance of employees, objects studied, analytical methods, number of samples and the basis of the theory used, they are:

1. Related to the influence of the work environment on employee performance, sidanti research (2015), Aziz (2016), Novyanti (2015), Baharudin, Mardjuni, and Simpursiah (2016) and Saptono, Mahyuddin and Basrindu (2017) concluded that "the work environment has a positive and significant effect on employee performance", while aprillia (2014) and Setyani (2014) research stated that "the work environment has no significant effect on employee performance."
2. Related to the influence of work discipline on employee performance, sidanti research (2015), Aziz (2016), Novyanti (2015), Baharudin, Mardjuni, and Simpursiah (2016), Darmanto and Harahap (2015) and Perdana (2016) concluded "work discipline has a positive and significant effect on employee performance." Rakasiwi Research (2014) concluded "discipline has a negative and significant effect on the performance of civil servants." The research of Sumbung, Falah, and Antoh, (2016) and Kumarawati, Suparta, and Yasa (2017) stated that "discipline has a negative and insignificant effect on the performance of civil servants."
3. Related to the influence of work motivation on employee performance, sidanti research (2015), Aziz (2016), Novyanti (2015), Baharudin, Mardjuni, and Simpursiah (2016), Darmanto and Harahap (2015), Perdana (2016) and Saptono, Mahyuddin and Basrindu (2017) concluded that "work motivation has a positive and significant effect on employee performance", while Primadona research (2014) and Dharmawan, Sudibya, and Utama (2012) stated that "work motivation has no significant effect on employee performance."

There is a difference between this research and previous research, where is the institution studied, it is different and the phenomenon research object is different. Thus, the author is interested to review with the selection of the title: **"The Influence of the Work Environment, Work Discipline and Motivation on the Performance of Civil Servants at the Ministry of Home Affairs"**.

II. LITERATUR REVIEW

A. Work Performance

The definition of performance (work achievement) according to Bernardin & Russel in Sutrisno (2016:150) is "a record of results obtained from certain work functions or certain activities over a period of time." Furthermore Byars and Rue in Sutrisno (2016:150), define "achievement as one's level of proficiency on tasks including on his or her work." Thus the definitions that have been put forward show the weight of the ability of individuals to meet various company provisions.

Assessment of civil servant's work achievement is a process of systematically assessing the conduct of assessors on the work behavior of civil servants and employee work targets. Based on the provision of Government Regulation Year 2011 No. 46 concerns assessment of civil servant's work achievement, then the indicators of assessment of civil servants' work achievements are explained below:

1. Employee work Targets (SKP)
 - a. Time
 - b. Cost
 - c. Quantity
 - d. Quality
2. Work behavior is assessed looking at the aspects:
 - a. Integrity
 - b. Orientation of service
 - c. Discipline
 - d. Commitment
 - e. Leadership
 - f. Corporation

B. Work Environment

The work environment directly affects to the employee performance. The conduciveness of the work environment can make employee performance improve and the work environment is inadequate making the decrease in employee performance. Good working environment conditions if a person is able to do maximum work activities, in safe, comfortable and healthy conditions. The appropriate work environment is visible from the duration of work a person who can last a long period of time and instead.

NitiseMITO in Nuraini (2013:97) states "the work environment is everything that is around the employee and can affect in carrying out the duties carried out to him for example with the presence of air conditioners (AC), adequate lighting and so on." Sutrisno (2016:118) stated "The work environment can also be interpreted as the entire facilities and infrastructure around employees who are doing work that can affect the implementation of work, this work environment includes work places, facilities, and work aids, cleanliness, lighting, tranquility, as well as working relationships between people who are in the place."

Furthermore Maryati (2014:137) stated "a healthy and good work environment will influence to the comfort of employees' work." If employees or workers feel comfort in their work, there must be an increase in productivity. The increased productivity indirectly has an impact on increasing

the company's profit. Several factors that affect the comfort of work, through the planning of a good physical office environment.

Based on the definition of experts are drawn conclusions if the work environment is everything around employees in the form of nonphysical or physical that affects employee performance.

According to Siagian, (2016:59) "The work environment is divided into two dimensions, they are the physical work environment and the non-physical work environment":

1. Physical Work Environment

"all physical circumstances that exist around the workplace and can affect employees. The dimensions of the physical work environment consist of several indicators, namely workplace buildings, adequate work equipment, facilities and the availability of transportation facilities."

2. Non Physical Work Environment

"The creation of a harmonious working relationship between employees and superiors. The dimensions of the non-physical work environment consist of several indicators, they are peer-to-peer relationships, superior relationships with employees and cooperation between employees."

C. Work Discipline

Sastrohadiwiryo (2015:291) stated "The discipline of work can be defined as respect, appreciate, obedience and compliance its rules, both written and unwritten and able to carry it out and not to accept it is not amusing to accept his sanctions if he violates the duties and authorities that given to him."

Then Sutrisno (2016:94) stated "Employee discipline is the behavior of a person in accordance with existing rules, work procedures or disciplines are attitudes, behaviors and actions in accordance with the rules of the organization both written and unwritten." While Fathoni (2015:67) stated "discipline is one's awareness and willingness to obey all company regulations and prevailing social norms." The discipline is created if employees always come and go home from work on time, work is carried out according to the procedure, company rules are adhered and obey to social norms. The enforcement of discipline in the organization of the company must be done, a good employee will follow the rules of the company so that the company will have difficulty realizing the objectives if it is not supported by employee discipline.

From some opinions, it can be concluded that employee discipline is behavior or attitude that shows the compliance and loyalty of a person or a group of people in the organization regulation (agency) in the form of written or unwritten rules that aimed at effective and efficient work.

The regulation as signs is created in the organization must be adhered by all employees. According to Afandi (2016:10) "The dimension and indicator of work discipline can be implemented by all members or employees working in an organization, namely the dimension of time obedience with indicator of timely work entry, effective use of time and never absent/out of work, while the dimension of work responsibilities, with indicators complying with all organizational regulations, job targets and making daily work reports."

D. Motivation

Motivation comes from Motivation, that is means inner impulses, than *to motivate* means encourage in trying or behaving. Motivation in management pays more attention to the efforts of potential direction and subordinate power, in order to be able to work together productively so that the objectives of the organization are realized. Mangkunegara (2016:61) stated that "motivation is a condition or energy that moves employees who are directed or targeted to achieve the goals of the company's organization." The formation of motivation comes from the *attitude* of employees when dealing with working conditions in the company (situation).

Gitosudarmo in Sutrisno (2016:109) states "Motivation is a factor that encourages a person to perform a certain activity, therefore motivation is often interpreted as the driving factor of a person's behavior." Each activity must have a driving factor. According to Feriyanto and Triana (2015:71) "Motivation is a suggestion or encouragement that arises because it is given by someone to another person or from one another, so that the person becomes a better person than before."

Based on the statements of experts can be concluded motivation is a variety of efforts made by a person in order to achieve wants and needs. However, in order for the wishes and needs can be met must be with optimal effort. A person's needs that can be met can have an impact on the behavior that corresponds to the impulses they have and something that underlies a person's behavior.

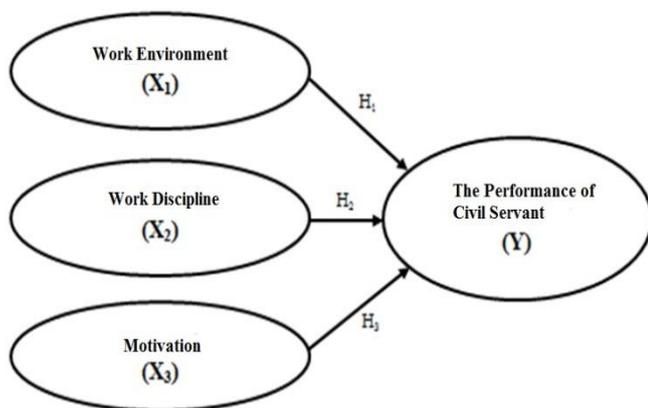
Zameer, Ali, Nisar and Amir (2014:297) stated "motivation is the desire of employees to do something that is given and to foster a sense of responsibility, an indicator of work motivation, according to them there are 5 dimensions that refer to 2 dimensions, they are *Monetary motivational* such as salary and bonus and *non-monetary motivational* dimensions such as employee welfare guarantees, the feeling of safe has a job and promotion."

FRAME OF MIND

The employee performance is influenced by various personal characteristics of each individual. In a competitive global development, the institution needs employees with brilliant achievements. According to Rivai and Sagala, (2015:547) "The employees need feedback on their performances, it is as a guideline for their future actions. Therefore, the assessment should describe employee performance." Furthermore Sutrisno (2016:150) stated

“People whose high performance levels are referred to as productive people, and instead, people whose levels do not reach the standard, they are said as unproductive or low performance.” According to Sutrisno (2016:151) “The information on the high low performance of an employee can not be obtained just like that, but obtained through a long process that is the process of assessing employees’ work.” Many factors affect employee performance, but this study conducted an analysis of the work environment, work discipline and work motivation. This study suspects that both the poor work environment, employee discipline and employee work motivation, affect the level of employee performance.

The framework of this research can be shown through the relationship between the following variables:



HYPOTHESIS

1. The Influence of Work Environment to the Civil Servant’s Performance

The influence of work environment to the employee performance is stated by Winardi in Budianto and Katini (2015:112), “the work environment is a measuring tool that will affect employee performance if the existing work environment in the agency is good.” A pleasant work environment through increasing the intensity of harmonious relationships with the head, colleague, and subordinate, that is supported by adequate facilities on the job site so that it has a positive impact on employees, while the performance of employees has increased.

The agency creates a good working environment in order to be beneficial to the operational consistency of the agency because it is often found by agency to go out of business due to an unfavourable work environment. The conducive work environment due to the employee behavior and the working climate of the agency is able to increase the effectiveness of the agency to the operation of the organization. Furthermore, it fosters passion and spirit of work due to the pleasant work environment.

Thus the work environment as a factor that greatly affects to the performance of employees, should be maintained properly, because as the determinant of working relationship between employees and agency, if employees

get good attention so the benefits obtained are very large and very useful, both at this time and in the future.

H₁ : The work environment has a positive and significant effect on the performance of civil servants

2. The Effect of Work Discipline on The Performance of Civil Servants

In order to achieve success in the organization so that it needs a discipline or obedient attitude shown by each employee so that all activities can be directed. It is intended to maximize performance so all things that the organization aims can realize.

According to Fathoni (2015:172) “discipline is one’s awareness and willingness to obey all applicable corporate rules and social norms.” Mangkunegara (2016:67) stated “performance is the result of quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.”

So the association of work discipline with employee performance is very important for employees. Through the application of discipline, an employee will effort and aware to obey the rules are all regulations accompanied the responsibilities of each. So that between the implementation of work discipline and employee performance, there is a positive relationship. It means that employee performance tends to increase if influenced by discipline that is mutually concerned.

H₂ : Work discipline has a positive and significant effect on the performance of civil servants

3. The Influence of Motivation on The Performance of Civil Servants

In the performance of employees so that someone is excited required motivation when working. But motivation is not the only one factor to improve employee performance. Through motivation, so there is work motivation and through motivation or willingness to work and through cooperation, so there is an increase in performance. The motivation encourages the fulfillment of physiological needs of employees such as food, clothing and shelter, a sense of security in the form of health or safety insurance, social sense such as self-appreciation with the awarding of bonuses or appreciation from the leader, there is freedom of speech, so the employees are more eager to work.

H₃ : Motivation has a positive and significant effect on the performance of Civil Servants

III. RESEARCH METHOD

The research method is used, it is descriptive, while the type of research is associative research that is casual in nature. The population of this study are all employees of the Inspectorate General of the Ministry of Home Affairs. They are 210 employees, while the sample in this study 68 civil servants determined by the formula slovin. Data analysis use statistical analysis with *SmartPLS 3.0*.

IV. DISCUSSION AND RESULT

A. Research Results

1. Outer Model Testing (Measurement Model)

a. Validity Test

- 1) All *loading factor* values of each indicator inside the variable and its dimensions are > 0.7 . This proves that all indicators of work environment variables, work discipline, motivation and employee performance are valid or fulfill *convergent validity*.
- 2) The correlation value of the construct with its indicator is greater than the value of the correlation with other constructs. So the conclusion is all latent constructs show good *discriminant validity* because they can predict indicators on their blocks better than indicators on other blocks.
- 3) The test results can be seen AVE Value for all research variables and research dimensions are worth > 0.5 then the AVE value for the *discriminant validity* test fulfills for the next validity test. Thus, the *Discriminant Validity* test is fulfilled as well as the *Convergent Validity* test, the conclusion is that the research model is Valid.

b. Reliability Test

The test results obtained *composite reliability* value from the research model. The table shows that each variable has a composite reliability value > 0.7 with a minimum value of 0.942 of the Employee Performance variable (Y) and a maximum value of 0.959 of the Work Discipline variable (X₂). So it is concluded that the research model fulfills the value of *composite reliability*. While *Cronbach's alpha* value from the research model of the table shows each variable have *Cronbach's alpha* value > 0.6 with minimum value is 0.932 from the variable of performance value (Y) and maximum value is 0.953 from the variable of work discipline (X₂). The conclusion is the research model fulfills the value of *Cronbach's alpha* and fulfills the criteria of *Composite Reliability* and *Cronbach's Alpha* so that the research model fulfills reliability criteria and can be trusted as a reliable measuring instrument.

c. Formative Construction Test

In this study, the formative constructs use *colinearity indicator*. In the technique of measuring *colinearity indicator* criteria, variable work environment, work discipline, motivation and performance of employees have a value of less than 5. The VIF results state that the indicators are in a safe score. In other words, there is no multicollinearity between indicators that make up the variables of the work environment, work discipline, motivation and performance of these employees which means all indicators of research variables are declared valid and reliable.

3. Testing the Inner Model (Structural Model)

a. Determination Coefficient Test / R Square (R²)

The relationship between constructs based on *R-square Adjusted* value can be explained, employee performance variable (Y) is 0.947, it shows 94.7% of employee performance variables (Y) are influenced by work environment variables (X₁), work discipline (X₂) and

motivation (X₃), the remaining 5.3% are influenced by other variables.

b. The Evaluation of R² Value

The result of test significant simultaneously show the F_{count} Value in this study is 580.71, F_{table} value in alpha 0.05 is 2.75. It means that $F_{count} > F_{table}$ (2.75), so simultaneously the variables of the work environment, work discipline and motivation have an influence on employee performance.

c. Goodness of Fit (GOF)

The result of GoF show the value is 0.777. Ghazali (2016) stated "GoF Value small = 0,1, GoF medium = 0,25 and GoF big = 0,36." So the conclusion is the combining performance between measurement models and structural models as a whole good because the value of $GoF > 0,36$ (big scale GoF).

3. Hypothesis Test

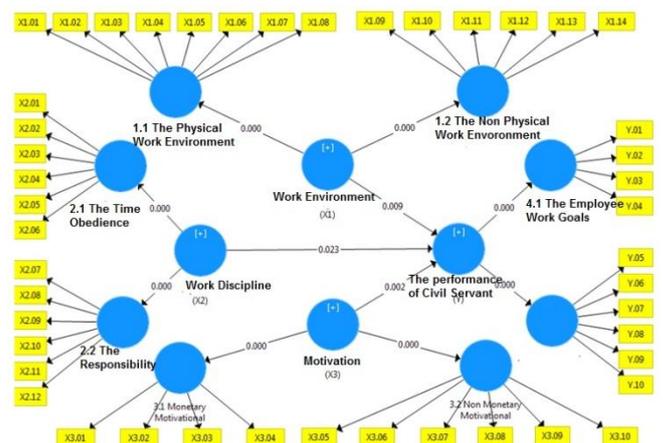
a. Path Coefficient

Based on the values of *path coefficients* can be interpreted as follows:

- 1) The value of *path coefficient* X₁ to Y is 0.312, it means the effect of work environment on the employee performance is 31.2%.
- 2) The value of *path coefficient* X₂ to Y is 0.325, it means the effect of work discipline on the employee performance is 32.5%.
- 3) The value of *path coefficient* X₃ to Y is 0.369, it means the effect of motivation on the employee performance is 36.9%.

b. T Test

The result of t test in this study is described in the picture 2, as follow:



Picture 2. The result of Inner Model with SmartPLS 3.0

The value is known as the result of *bootstrapping*. The criteria is used by the level of signification $p\text{-value} < 0,05$ (5%). The signification of prediction model can be valued in the structural model test, it is known from *P-values* between free variable to bound variable.

1) 1st Hypothesis: The Influence of X_1 to Y

The result of test shows *p-value* is 0,009. From this result is stated significant because *p-value* (0,009) < 0,05 so H_{01} is refused and H_{a1} is received. It is proves that there is a positive and significant influence of the work environment on the performance of civil servants in the Ministry of Home Affairs.

2) 2nd Hypothesis: The influence of X_2 to Y

The result of test shows *p-value* is 0,023. From this result is stated significant because *p-value* (0,023) < 0,05 so H_{02} is refused and H_{a2} is received. It is proves that there is a positive and significant influence of work discipline on the performance of civil servants in the Ministry of Home Affairs.

3) 3th Hypothesis: The influence of X_3 to Y

The result of test shows *p-value* is 0,001. So it is significant because *p-value* (0,001) < 0,05 so H_{03} is refused and H_{a3} is received. It is proves that there is a positive and significant influence on the performance of civil servants in the Ministry of Home Affairs.

B. The Result of Study**1. The influence of the work environment on employee performance**

According to empirical facts can be concluded research hypothesis (H_{a1}) can be accepted that the Work Environment has a significant positive influence on Employee Performance.

2. The influence of work discipline on employee performance

According to empirical facts can be concluded research hypothesis (H_{a2}) is acceptable, Work Discipline has a significant positive influence on Employee Performance.

3. The influence of motivation on employee performance

According to empirical facts can be concluded research hypothesis (H_{a3}) is acceptable, Motivation has a significant positive influence on Employee Performance.

4. The influence of work environment, work discipline and motivation on employee performance

According to empirical facts can be concluded research hypothesis (H_{a4}) can be accepted that the work environment, work discipline and motivation simultaneously there is a significant positive influence on Employee Performance.

V. CONCLUSION**A. Conclusion**

In accordance to the results of the data analysis from the proof of hypothesis problem that has discussed, so that the conclusions of this research are:

- a. The work environment has a significant positive effect to the performance of civil servants in the Ministry of Home Affairs. The dimensions of the physical work

environment have the highest correlation to the dimension of work behavior of employee performance variable that means a good physical work environment such as work equipment, facilities and adequate facilities are needed by employees because it will support employees in completing the tasks they carry out within the agency to improve employee performance, especially in terms of work behavior such as providing the best service.

- b. The work discipline has a significant positive effect on the performance of civil servants in the Ministry of Home Affairs. The dimension of time compliance has the highest correlation to the dimension of work behavior of employee performance variables which means that employees who are able to apply work discipline in terms of punctuality, then employees who comply with obligations and avoid restrictions on rules and regulations and regulations of the ministry so that if violated can be punished discipline, as well as affect the assessment as a component assessed in employee performance.
- c. The motivation has a significant positive effect on the performance of civil servants in the Ministry of Home Affairs. Non monetary motivational dimension has the highest correlation to the dimension of work behavior of employee performance variables which means employees with high work motivation in terms of non monetary motivation such as welfare guarantees, feeling safe having a job and promotion to improve employee performance, especially in terms of employee behavior in terms of employee commitment as the alignment of attitudes and actions of civil servants in realizing the objectives of the agency through priority of service interests rather than personal interests, a person, even a group.
- d. The work environment, work discipline and motivation have a significant positive effect on the performance of civil servants in the Ministry of Home Affairs. Motivation variable has the most influence on employee performance compared to the work environment and work discipline which means high work motivation can be a driver of work spirit.

B. Suggestion

The suggestions those can be given in this study for the agency are:

- a. In the effort to improve employee performance, it can be prioritized to employees in order to produce the best quality of work results. Government Regulation Year 2011 Number 46 about the assessment of work performance of civil servants based on employee work goals (SKP) explains the quality in question is a measure of the quality of each work achieved. And to determine the Quality Target (TK) must predict on the best quality of work, the quality target is given a value of as high as 100 (one hundred). The Ministry of Home Affairs program of the Republic of Indonesia to support the improvement of the quality of the best work for employees, in order to increase competitiveness and achievement of goals, the Ministry of Home Affairs encourages all employees to implement various

innovations in the administration. This is realized through the provision of regulation / policy, facilitation and coaching, as well as the development and application of innovation models in improving the quality of public services and competitiveness.

- b. In an effort to improve the work environment, it can be prioritized on existing work equipment that is adequate. Work equipment is a facility from the office to make work become easy. Availability of work equipment and decent conditions support fluent performance. Thus, the work equipment must also take precedence because it supports the performance of employees in the Office of the Ministry of Home Affairs. Regulation of the Minister of Home Affairs year 2019 Number 17 describes the fulfillment of civil servant rights and the availability of minimal facilities. Based on the details of the work paper of the 2020 Fiscal Year work unit, the budget of the Ministry of Home Affairs to provide work equipment for civil servants reached Rp. 70,691,568,000, an increase compared to the previous year which showed that the ministry is very concerned about work equipment for employees to support performance improvement.
- c. In an effort to improve work discipline, it can be prioritized on the completion of work targets on time by employees. It is important for every employee to improve the effectiveness of employee work, so that the institution can achieve its objectives effectively and efficiently. The application of work discipline in terms of target time can spur higher work discipline among employees who are expected to maximize inputs that attract profits with the quality and quantity of work in accordance with the standards of work results, targets and objectives set by the agency. It is set in Government Regulation Year 2011 No. 46, which explains that for general structural and functional position with the nature of the task whose input/ work material comes from the output / work of other organizational units, the target is set on the basis of the assumption of the average year before. In conducting an assessment of employees, the assessor officer also conducts an assessment based on the time aspect.
- d. In an effort to increase motivation, it can be prioritized on incentive (bonus) that is given, where it can motivate employees to increase productivity. The employees will be more enterprising and enthusiastic in working if they get additional rewards and satisfactory rewards. Incentive (bonus) is designed to encourage employees to constantly try to improve and improve the ability to carry out tasks. Attractive incentive (bonus) will provide a driving force in the spirit of employee work in order to cooperate, work effectively and integrated with all its efforts to achieve optimal performance. The decision of the Minister of Home Affairs Year 2019 No.061-5449 concerning the procedures of the Minister of Home Affairs approval of additional civil servant income, namely the provision of additional income as a form of appreciation to Civil Servant that has guidelines, legal basis, criteria and indicators of assessment in a measured and uniform and applicable to all Civil Servant so as to encourage discipline, performance, motivation, and welfare of Civil Servant. The amount of incentive

(bonus) in accordance with work achievement, place of duty, workload, scarcity of professions, working conditions, and / or other objective considerations.

For the Next Researcher

Considering that this research has limitations, then for the future researcher, the author provides advice to further research on the influence of the work environment, work discipline and motivation on the performance of civil servants in government agencies and in other industrial or business sectors so as to provide even greater insights for all of us.

REFERENCES

- [1]. Aprillia, Veronica D.S. (2014). "Pengaruh Lingkungan Kerja, Disiplin Kerja dan Komitmen Organisasi terhadap Kinerja Karyawan PT. Indomulti Plasindo di Kota Semarang." *Jurnal STIE Semarang*, Vol 6, No 2, Edisi Juni 2014, ISSN: 2252-7826.
- [2]. Aziz, M. Abdul. (2016). "Pengaruh Motivasi Kerja, Disiplin Kerja Dan Lingkungan Kerja terhadap Kinerja Melalui Kepuasan Kerja Pada Pegawai Puskesmas Kecamatan Balapulang Kabupaten Tegal." *Jurnal MULTIPLIER*, Vol. I No.1, November 2016.
- [3]. Bangun, Wilson. (2015). *Manajemen Sumber Daya Manusia*. Jakarta: Erlangga.
- [4]. Baharudin., dkk. (2016). "Pengaruh Motivasi Kerja, Lingkungan Kerja dan Disiplin Kerja terhadap Kinerja Pegawai Dinas Pekerjaan Umum Kabupaten Polewali Mandar." *Indonesian Journal of Business and Management*, Vol. 2, No. 1, 2016, ISSN: 2442-5095.
- [5]. Budianto, A. Aji Tri dan Amelia Katini. (2015). "Pengaruh Lingkungan Kerja terhadap Kinerja Pegawai pada PT Perusahaan Gas Negara (Persero) Tbk SBU Distribusi Wilayah I Jakarta." *KREATIF Jurnal Ilmiah Prodi Manajemen Universitas Pamulang*, Vol. 3, No.1, Oktober 2015, Hal. 100-124.
- [6]. Dapu, Valensia Angelina Wisti. (2015). "The Influence of work discipline, Leadership, and Motivation on Employee Performance at PT. Trakindo Utama Manado." *Jurnal EMBA*, Vol.3 No.3 Sept. 2015, Hal.352-361, ISSN: 2303-11.
- [7]. Darmanto dan Harahap, R. Hamdani. (2015). "Pengaruh Motivasi dan Disiplin Kerja terhadap Kinerja Pegawai di Lingkungan Balai Besar Konservasi Sumber Daya Alam Sumatera Utara." *Jurnal Administrasi Publik (JAP)*, Vol. 3 No. 1, Juni 2015, ISSN: 2088-527x.
- [8]. Dhermawan, dkk. (2012). "Pengaruh Motivasi, Lingkungan Kerja, Kompetensi, dan Kompensasi terhadap Kepuasan Kerja dan Kinerja Pegawai di Lingkungan Kantor Dinas Pekerjaan Umum Provinsi Bali." *Jurnal Manajemen, Strategi Bisnis, dan Kewirausahaan*, Vol. 6, No. 2 Agustus 2012, Hal. 173-184.
- [9]. Farizki, Muchamad Ressa. (2017). "Pengaruh Motivasi Kerja dan Lingkungan Kerja terhadap Kinerja Karyawan Medis." *Jurnal Ilmu dan Riset Manajemen*, Vol. 6, Nomor 5, Mei 2017, ISSN: 2461-0593.

- [10]. Fathoni, Abdurrahmat. (2015). *Manajemen SDM*. Jakarta: PT Rieneka Cipta.
- [11]. Feriyanto, Andri dan Shyta, Endang Triana. (2015). *Pengantar Manajemen (3 in 1)*. Kebumen: Mediatera.
- [12]. Ghozali, Imam. (2014). *Structural Equation Modeling, Metode Alternatif dengan Partial Least Square (PLS)*. Edisi 4. Semarang: Badan Penerbit UNDIP.
- [13]. Hasibuan, Malayu S.P. (2016). *Manajemen Sumber Daya Manusia*. Edisi Revisi. Jakarta: Bumi Aksara.
- [14]. Hersona, Sonny., dan Sidharta, Iwan. (2017). "Influence of Leadership Function, Motivation and Work Discipline on Employees' Performance." *Journal of Applied Management (JAM)*, Vol. 15 Number 3, September 2017, Dikti Accredited SK No. 36a/E/KPT/2016, ISSN: 1693-5241.
- [15]. Hidayat, Zainul., & Taufiq, Muchamad,. (2012). "Pengaruh Lingkungan Kerja dan Disiplin Kerja serta Motivasi Kerja terhadap Kinerja Karyawan Perusahaan Daerah Air Minum (PDAM) Kabupaten Lumajang." *Jurnal WIGA*, Vol. 2 No. 1, Maret 2012 ISSN: 2088-0944.
- [16]. Jeffrey, dkk. (2017). "The effect of Work Discipline, Achievement Motivation and Career Path Toward Employee Performance of The National Resilience Institute of The Republic of Indonesia." *International Journal of Application or Innovation in Engineering & Management (IJAEM)*. Vol. 6, Issue 8, p. 106-113, August 2017, ISSN: 2319-4847.
- [17]. Juhana, Dudung., dan Haryati. (2013). "Pengaruh Motivasi, Disiplin dan Lingkungan Kerja terhadap Kinerja Pegawai pada Dinas Kesehatan Kota Cimahi." *Jurnal Ekonomi, Bisnis & Entrepreneurship*, Vol. 7, No. 2, Oktober 2013, 84-94, ISSN: 2443-0633.
- [18]. Junaedi, Ahmad. (2016). "Pengaruh Motivasi Kerja dan Disiplin Kerja terhadap Kinerja Pegawai Badan Layanan Umum Daerah (BLUD) Rumah Sakit Mayjen HM. Ryacudu Lampung Utara." *Jurnal Buletin Studi Ekonomi*, Vol. 17, No. 2, Agustus 2016.
- [19]. Kasim, dkk. (2016). "Relationships of Work Discipline, Leadership, Training, and Motivation to Performance of Employees Administration Abepura Hospital Papua 2015." *International Journal of Sciences: Basic and Applied Research (IJSBAR)*, (2016) Vol. 26, No 1, pp 154-164. ISSN: 2307-4531.
- [20]. Kasmir. 2016. *Manajemen Sumber Daya Manusia (Teori dan Praktik)*. Depok: PT. Rajagrafindo Persada.
- [21]. Kumarawati, dkk. (2017). "Pengaruh Motivasi terhadap Disiplin dan Kinerja Pegawai pada Sekretariat Daerah Kota Denpasar." *JAGADHITA: Jurnal Ekonomi & Bisnis*, Vol. 4, No 2. September 2017, Hal 63-75
- [22]. Laili, Nur dan Hidayat, Rusdi N. (2016). "Pengaruh Lingkungan Kerja, Motivasi Kerja dan Disiplin Kerja terhadap Kinerja Karyawan PT. Green Worldwide Panutan Sidoarjo." *Jurnal Bisnis Indonesia*, Vol. 7, No. 5, Oktober 2016, Hal. 136-151.
- [23]. Laksmi dkk. (2015). *Manajemen Perkantoran Modern*. Jakarta: PT Raja Grafindo Persada.
- [24]. Mangkunegara, A.A. Anwar Prabu. (2016). *Manajemen SDM Perusahaan*. Bandung: PT.Remaja Rosdakarya.
- [25]. Maryati. (2014). *Manajemen Perkantoran Efektif*. Yogyakarta: Sekolah Tinggi Manajemen YKPN.
- [26]. Novyanti, Joyce Sagita. (2015). "Pengaruh Motivasi kerja, Lingkungan Kerja dan Disiplin Kerja terhadap Kinerja Pegawai pada Bappeda Provinsi Sulawesi Tengah." *e-Jurnal Katalogis*, Vol. 3 Nomor 1, Januari 2015 hlm 105-115, ISSN: 2302-2019.
- [27]. Nuraini, T. (2013). *Manajemen Sumber Daya Manusia*. Pekanbaru: Yayasan Aini Syam.
- [28]. Peraturan Pemerintah Tahun 2011 Nomor 46 tentang penilaian prestasi kerja PNS
- [29]. Perdana, Anggun. (2016). "Pengaruh Disiplin Kerja, Lingkungan Kerja Fisik, dan Motivasi Kerja terhadap Kinerja Pegawai Pada Dinas Pekerjaan Umum Kabupaten Pesisir Selatan." *e-Jurnal Katalogis*, Vol. 3 Nomor 1, Januari 2016, hlm. 66-74 ISSN: 2302-2019.
- [30]. Pramadita, dkk. (2015). "Pengaruh Motivasi, Disiplin Kerja dan lingkungan Kerja terhadap Kinerja Karyawan pada PT PLN (Persero) Distribusi di Denpasar Bali." *E-Jurnal Manajemen Unud*, Vol. 4, No. 8, 2015 : 2301-2317, ISSN: 2302-8912.
- [31]. Primadona, Tria Gusti. (2014). "Pengaruh Motivasi Kerja, Kepuasan Kerja, dan Disiplin Kerja terhadap Kinerja Pegawai di Kantor Camat Kecamatan Kuranji Kota Padang." *Jurnal Ekobistek*, Vol.8, No. 2, Oktober 2014, Hal.49-55, ISSN : 2301-5268.
- [32]. Priyono, dkk. (2016). "Influence of Motivation and Discipline on The Performance of Employees (Studies on, CV Eastern Star Home in Surabaya)." *Journal of Global Economics, Management and Business Research*, 5 (3): 212-220, 2016, ISSN: 2454-2504.
- [33]. Rakasiwi, Galih. (2014). "Pengaruh Motivasi, Kepuasan Kerja, dan Disiplin Kerja terhadap Kinerja Pegawai (Studi Empiris Pada Satuan Polisi Pamong Praja Kabupaten Karanganyar)." *Jurnal Ekonomi Manajemen UMS*, Vol.12. No.1. Surakarta.
- [34]. Ratnasih, Cicih. (2010). "Leadership Style, Discipline, Motivation and The Implications on Teachers' Performance." *International Journal of Bussiness and Management* Vol. 11, No. 03, 2010, ISSN: 1833-3850.
- [35]. Rivai, Zainal Veithzal S. (2015). *Manajemen Sumber Daya Manusia untuk Perusahaan dari Teori ke Praktik*. Jakarta: PT Raja Grafindo Persada.
- [36]. Rivai, dkk. (2015). *Manajemen Sumber Daya Manusia untuk Perusahaan dari Teori ke Praktik*. Jakarta: PT Raja Grafindo.
- [37]. Riyanto, Setyo., Sutrisno, Ady., dan Ali, Hapzi. (2017). "The Impact of Working Motivation and Working Environment on Employees Performance in Indonesia Stock Exchange." *International Review of Management and Marketing*, 2017, Vol. 7, Issue 3, 342-348, ISSN: 2146-4405.
- [38]. Saptono, dkk. (2017). "Pengaruh Lingkungan Kerja dan Motivasi Kerja terhadap Kinerja Pegawai pada Dinas Tenaga Kerja Kabupaten Kapuas." *Jurnal Ilmu Administrasi dan Manajemen*, Vol 1 No. 1, September 2017, E-ISSN: 2580-9695.
- [39]. Sarwani. (2016). "The Effect of Work Discipline and Work Environment on The Performance of Employees." *SINERGI*, Volume 6, Number 2, P. 53-66, September 2016.

- [40]. Sarwono, Jonathan. (2017). *Mengenal Prosedur-Prosedur Populer dalam SPSS 23*. Jakarta: PT Elex Media Komputindo.
- [41]. Sastrohadiwiryono. (2015). *Manajemen Tenaga Kerja Indonesia*. Jakarta: Bumi Aksara.
- [42]. Sekaran, Uma. (2015). *Metodologi Penelitian untuk Bisnis (Research Methods for Business)*. Jakarta: Salemba Empat.
- [43]. Setyani, Tri Budi. (2014). “Analisis Pengaruh Kompensasi, Motivasi, Lingkungan Kerja, dan Budaya Organisasi terhadap Kinerja Karyawan (Studi Kasus di Lingkungan Pegawai Kantor PDAM Boyolali).” *Jurnal Manajemen dan Akuntansi*, Vol. 3, Nomor 1, April 2014.
- [44]. Siagian, Sondang P. (2016). *Manajemen Sumber Daya Manusia*. Jakarta: Bumi Aksara.
- [45]. Sidanti, Heny. (2015). “Pengaruh Lingkungan Kerja, Disiplin Kerja dan motivasi Kerja terhadap Kinerja Pegawai Negeri Sipil di Sekretariat DPRD Kabupaten Madiun.” *Jurnal JIBEKA*, Vol. 9 Nomor 1 Februari 2015: 44- 53.
- [46]. Sugiyono. (2016). *Metode Penelitian Kuantitatif, Kualitatif dan R&D*. Bandung: PT. Alfabeta.
- [47]. Sumbung, dkk. (2016). “Pengaruh Motivasi dan Disiplin terhadap Kinerja Pegawai dengan Pemberian Insentif Sebagai Variabel Moderasi (Studi Kasus di Sekretariat Daerah Kabupaten Jayawijaya).” *Jurnal Keuda*, Vol. 2 No. 1, ISSN: 2477-7838.
- [48]. Sunyoto, Danang. (2015). *Manajemen dan Pengembangan Sumber Daya Manusia*. Cetakan Pertama. Yogyakarta: CAPS (Center for Academic Publishing Service).
- [49]. Sutrisno, Edy. (2016). *Manajemen Sumber Daya Manusia*. Cetakan ketujuh. Jakarta: Kencana Prenada Media Group.
- [50]. Suwuh, Meisy. (2015). “The Influence of Leadership Style, Motivation, and Work Discipline on Employee Performance at Bank Sulut KCP Likupang.” *Jurnal EMBA*, Vol.3 No.4 Desember 2015, Hal. 611-619, ISSN: 2303-1174.
- [51]. Turang, dkk. (2015). “Influence of Leadership Style, Motivation, and Work Discipline on Employee Performance in PT. Dayana Cipta.” *Jurnal Berkala Ilmiah Efisiensi*, Vol. 15 No. 04 Tahun 2015.
- [52]. Wibowo, Dofa Ariska. (2014). “Pengaruh Lingkungan Kerja, Disiplin Kerja dan Motivasi terhadap Kinerja Karyawan Indomaret di Semarang.” *Jurnal Manajemen Fakultas Ekonomi dan Bisnis Universitas Pandanaran Semarang*, Vol. 02, No. 02, ISSN: 2528-0597.
- [53]. Yuniar, dkk. (2013). “Pengaruh Motivasi, Lingkungan Kerja dan Disiplin Kerja terhadap Kinerja Karyawan.” *Jurnal Ekonomi Pembangunan*, ISSN 2339-1529 Vol. 01 No. 02 Juli 2013.
- [54]. Zameer, dkk. (2014). “The Impact of the Motivation on the Employee Performance in Beverage Industry of Pakistan.” *International Journal of Academic Research in Accounting, Finance and Management Sciences*, Vol. 4, No.1. p.293–298.