

The Effect of Work Environment and Competency on Performance that is Intervening by the Work Motivation of Employees at Bank Jambi Branch of Sungai Penuh

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ABSTRACT : The purpose of this study was to determine the effect of the work environment and competence on performance mediated by work motivation of employee at Bank Jambi Branch of Sungai Penuh. The research method with a quantitative approach with the path analysis method. Data collection techniques with questionnaires, observation and interviews. The respondents of this study were 46 employees at Bank Jambi Branch of Sungai Penuh. The sampling method uses the total sampling method in which the entire population in this study is the research sample. Hypothesis testing is calculated with the IBM Statistical Package for Social Science (SPSS) program version 24.0. The results of this study found that the work environment has a significant effect on motivation, competence has a significant effect on motivation, motivation has a significant effect on performance, work environment has a significant effect on performance, competence has no significant effect on performance, indirectly the work environment through motivation has a significant effect on performance and indirectly competence through motivation has a significant influence on the performance employee at Bank Jambi Branch of Sungai Penuh.

Keywords : work environment, competence, motivation, bank employee performance

I. INTRODUCTION

The bank is a financial institution which is a place for companies, government and private bodies, as well as individuals to save their funds. Through lending activities and various services provided, banks serve financing needs and launch payment system mechanisms for all sectors of the economy. In the current condition, the banking sector is highly demanded to play an active role in efforts to increase economic growth and improve people's lives by mobilizing public savings, namely collecting funds from the public in the form of savings, deposits or in the form of securities which are then channeled back to the financial institutions society in the form of credit to be used for investment financing.

Bank Jambi is a Bank of the Provincial Government of Jambi Province and Regency / City Governments in the Province of Jambi which was established based on Notarial Deed of AdiputraParlindungan No. 6 dated 12 February 1959 under the name Bank Jambi Sungai Penuh Branch which was later refined through HabroPoerwanto Notary Deed No. 70 dated 12 October 1959 and received endorsement from the Minister of Justice of the Republic of Indonesia No. J.A / 5/115/8 dated 6 November 1959 published in Supplement to the State Gazette of the Republic of Indonesia No.110,104 on 29 December 1959. The publication of Law of the Republic of Indonesia No. 13 of 1962 concerning Regional Development Banks, all Regional Development Banks in every province in Indonesia must adjust the provisions of its establishment. Since November 22, 2007, the Jambi Regional Development Bank changed its status to a Limited Liability Company (PT.) The Jambi Regional Development Bank was called the Jambi Bank, based on the Jambi Provincial Regulation No. 2 of 2006 and based on Notary Deed Robert Faisal, SH. No.1 dated 1 February 2007. Then it was ratified by the Minister of Justice and Human Rights of the Republic of Indonesia through letter No. W20-00061 HT.01.01-TH.2007 and announced in Supplement to the State Gazette of the Republic of Indonesia No. 55 dated July 10, 2007 and the Decree of the Governor of Bank Indonesia No.9 / 59 / KEP.GBI / 2007 dated November 13, 2007.

The field of business of Bank Jambi covers all commercial bank activities, including as Regional Cash Holders whose function is to carry out and manage the storage, receipt and disbursement of Regional Cash and prioritize financing in the Regional Development project sector. The selection of the Jambi Bank Sungai Penuh branch as a focus of research is based on the decline and instability of institutional performance achievements in 2016, 2017 and 2018, related to the previous explanation, that of the many resources owned by

the organization, human resources are seen as resources that are most decisive. This is easy to understand because human resources can make the organization run effectively and efficiently, while other resources are dependent on the human resources that use them. Therefore human resources must be managed professionally so that they can make an optimal contribution to the achievement of organizational goals.

The following is a table of performance achievements of the programs / activities carried out at the Jambi Bank Sungai Penuh Branch for the period of 2016 to 2018, namely:

Table 1. Program / Activity Performance Report

No	Program/Activity	Target (%)	Realization(%)		
			2016	2017	2018
1.	ASSET	100	85.30	86.87	82.20
2.	SAVINGS	100	85.74	113.99	63.73
3.	GIRO	100	82.83	75.86	77.30
4.	DEPOSIT	100	71.00	65.36	30.09
5.	WORKING CAPITAL CREDIT	100	56.95	23.34	51.34
6.	INVESTMENT CREDIT	100	460.44	101.64	39.14
7.	CONSUMPTIVE LOANS	100	107.74	105.17	102.47
8.	PROFIT (after tax)	100	114.78	95.23	72.62
9.	NPL	100	50.00	230.77	122.22
10.	LDR	100	144.49	75.84	50.80
11.	BOPO	100	87.33	99.50	110.72
AVERAGE		100	122.42	97.60	72.97

Source: Secondary Data, Bank Jambi Branch of Sungai Penuh, 2019.

If seen from the table above, the realization of the work program of Bank Jambi, Sungai Penuh Branch over the past 3 (three) years is unstable. In 2016, out of 100% the planned target was only able to reach 122.42%. And in 2017 it can only be realized at 97.60% and in 2018 it can only be realized at 72.97% of the 100% target. From these data it can be concluded that there are problems that occur in the performance of Bank Jambi Sungai Penuh Branch, both from the system and its implementation, so that the target and realization of the achievement of work programs from year to year has decreased. The level of achievement requires a process of performance, at this stage of the process subordinates are more dominant in doing it, while the output is the level of achievement of results, both the poor achievements of the output / performance of the most influential agencies are employees in the company, however, leaders sometimes do not care about the potential conditions of employees that there is an impact on employee performance, especially issues of work environment, competence, and motivation, this will certainly affect the low performance of employee performance.

Employee work productivity factors that originate from within an employee, employee work productivity is also influenced by things that come from within the company, including the work environment. The work environment plays an important role in the company's activities, because the work environment is where employees perform their daily work activities. With a comfortable and conducive work environment, it is expected to be able to provide comfort and will encourage employees to work harder and automatically productivity that the company expects can be achieved. According Sedarmayanti [1] the work environment is the overall tools and materials faced, the surrounding environment in which a person works, his work methods, and work arrangements both as individuals and as groups. Human resources (HR) have an important role as potential drivers of all company activities. Every company must be able to maintain, maintain and improve the quality of the performance of its human resources.

One way companies can do to improve the quality of performance is by giving attention in the form of work motivation, increasing competence, and compensation given by the company to its employees. In addition, the most important thing that must be done by the company is how employees can enjoy their work so that employees can do their work without pressure. A leader or branch head must provide motivation to all employees so that they can provide employee enthusiasm. Because work motivation is something that questions how to direct the power and potential of subordinates, so that they want to collaborate productively successfully achieve and realize the goals that have been determined [2].

Equally important is work competency, according to Sutrisno [3] that competency is an ability based on skills and knowledge supported by work attitude that refers to specified work requirements. Bank Jambi Branch of Sungai Penuh is one of the branches of Bank Jambi that prioritizes services to the community supported by reliable human resources who have the ability to serve well. By utilizing advances in technology that is developing rapidly and supported by quality Human Resources. Employees' competencies are expected to

have a positive impact on improving the performance and quality of services provided by employees to the community which will ultimately lead to the achievement of company goals, in this case Bank Jambi, Sungai Penuh Branch that has been set in the Bank Jambi Vision.

Eliyanto [4] found from the results of his research that the work environment and competence together through work motivation can directly and indirectly influence the performance of employees at the Education Office of Tanjung Jabung Timur Regency. And Rahmi and Puspita Wulansari [5] stated the results of their research that the influence of the independent variables of employee competence and work motivation simultaneously affected the performance of employees of the Kuningan District Youth and Sports Education Office. And the results of research from Eliyanto [4] that work motivation and work environment together have a significant effect on the performance of Muhammadiyah high school teachers in Kebumen Regency.

In the author's initial observation, by conducting direct observations and initial randomized and unstructured interviews of Bank Jambi branch employees in Sungai Penuh, the authors found: (1) Bank Jambi has now begun implementing Key Performance Indicator (KPI) to all employees, but still there are obstacles in its application because the balance score card which is the KPI assessment item is still not able to present the level of employee performance accurately, (2) Bank Jambi is a regional bank owned by Jambi Province, where in terms of recruiting new employees / staff or HR, there are still some is entrusted by the head of the region, so that some can be judged not to have sufficient competence and truly reliable, so that it can affect the performance of the company, (3) Bank Jambi has now begun implementing Key Performance Indicator (KPI) to all employees, but still there are obstacles in its application because the balance score card becomes so KPI assessment items are still not able to accurately present the level of employee performance, 4) Staff training and development is still limited, which results in inadequate service of staff to customers and in how to do other work properly and the objectives of its work, (5) Bank Jambi branch employees of Sungai Penuh are still feeling some of the facilities and infrastructure that are less supportive in carry out work activities, and (6) Bank Jambi branch employees of Sungai Penuh in activity are still not optimal, there are still seen opportunities for employees who do not take advantage of free time for useful activities.

Based on the description, the author is finally interested and wants to discuss in a scientific paper on "The Effect of the Work Environment and Competence on Performance Mediated by the Motivation of Employees of Bank Jambi, Sungai Penuh Branch".

The objectives to be achieved in this study are to find out and analyze:

1. The effect of work environment on the work motivation of employee at Bank Jambi Branch of Sungai Penuh.
2. The effect of competence on the work motivation of employee at Bank Jambi Branch of Sungai Penuh.
3. The effect of work motivation on the performance of employee at Bank Jambi Branch of Sungai Penuh.
4. The influence of the work environment on the performance of Bank Jambi branch employees of Sungai Penuh.
5. The effect of work environment on the performance of employee at Bank Jambi Branch of Sungai Penuh.
6. The effect of work motivation as a mediating variable between the work environment and the performance of employee at Bank Jambi Branch of Sungai Penuh.
7. The effect of work motivation as a mediating variable between the competence and performance of employee at Bank Jambi Branch of Sungai Penuh.

II. LITERATURE REVIEW

1. Work Environment

Nitisemito [6] argues that the work environment is anything that exists around the workers who can influence themselves in carrying out the tasks assigned to him. A good work environment will certainly make employees implement and spend all their energy and thoughts to work optimally. The work environment indicators include 2 (two) aspects which consist of: (1) Physical work environment, which includes: (a) Staining, (b) Cleanliness, (c) Air exchange, (e) Information, (f) Security, (g) Noise, and (g) Spatial planning; and (2) Non-physical work environment, which includes: (a) Harmonious relationships, (b) Opportunities to progress, and (c) Security at work [6]

2. Competence

According to Sutrisno [3] that competence is an ability based on skills and knowledge that is supported by work attitudes that refer to specified work requirements. The indicators of competence consist of: (a) consistent, (b) attitude, (c) value system, (d) information, (e) scope of work, (f) ability to complete technical tasks, (g) ability to complete managerial tasks, (h) directing, and (i) guiding [7]

3. Work Motivation

Work motivation is something that questions how to direct the power and potential of subordinates, so that they want to cooperate productively to achieve and realize the goals that have been [2]. And according to Maslow [8] states in needs theory, indicators of work motivation include: (a) physiological needs, (b) security needs, (c) social needs, (d) appreciation needs, and (e) self-actualization needs.

4. Performance

According to [9] performance is the result of quality and quantity of work achieved by an employee in carrying out their duties in accordance with the responsibilities given. The employee performance indicators are as follows: (a) tidiness, (b) ability (c) success, (d) speed, (e) satisfaction, (f) work results, (g) decision making, (h) facilities and infrastructure, (i) compactness and good relations with colleagues and superiors, and (j) independence [9].

5. Research Conceptual Framework

Conceptual framework is a model that explains the relationship of theory with important factors that are known in a particular problem. The conceptual framework will connect theoretically between research variables namely the independent variable with the dependent variable [10]. Based on the theoretical foundation and the formulation of the research problem, the conceptual framework in this study, can be seen in the following figure:

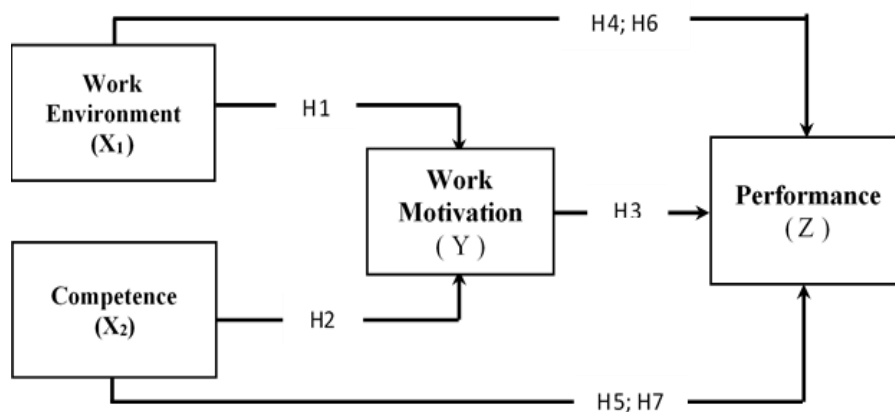


Figure 1. Research Conceptual Framework

III. RESEARCH METHODS

This research is a quantitative study using field research. Data collection techniques with a questionnaire. This sampling technique uses total sampling technique, total sampling is a sampling technique where the number of samples is equal to the population [11]. The reason for taking total sampling is because according to Sugiyono [11] a population of less than 100 entire populations is used as a research sample. The population in this study all employees of PT Bank Regional Development Jambi Full River Branch as many as 46 people. Data collection techniques Filling out questionnaires / structured interviews using questionnaires and interview guidelines to get in-depth information about the work environment, competencies, work motivation and employee performance.

The analytical method used in this study is path analysis. According to Ghazali (2016) path analysis is an extension of multiple linear analysis, or path analysis is the use of regression analysis to estimate causality relationships between variables (causal models) that have been predetermined based on theory. Path analysis itself does not determine cause-effect relationships and also cannot be used as a substitute for researchers to see the causality relationship between variables. Causality relationships between variables have been formed with models based on theoretical foundations. What the path analysis does is determine the pattern of relationships between three or more variables and cannot be used to confirm or reject the imaginary causality hypothesis.

In addition to using the independent variable (X) of more than one variable, this study also uses intervening variables. Intervening variables are intermediate variables, the function of which is mediating the relationship between the independent variable and the dependent variable. To test the effect of intervening variables used the path analysis method. Path analysis is an extension of the regression analysis to estimate the causality relationship between variables that have been predetermined based on theory (Ghozali, 2016).

In accordance with the conceptual framework of thought two structural equations can be made, namely the regression equation that shows the hypothesized relationship. The two equations are as follows:

$$Y = \rho_{YX1} \cdot X_1 + \rho_{YX2} \cdot X_2 + e1$$

$$Z = \rho_{ZX1} \cdot X_1 + \rho_{ZX2} \cdot X_2 + \rho_{ZY} \cdot Y + e2$$

Definition:

- X₁ = Work Environment
- X₂ = Competence
- Y = Work Motivation
- Z = Performance
- $\rho_{YX1} \cdot X_1$ = Work Environment Path coefficient on Work Motivation
- $\rho_{YX2} \cdot X_2$ = Competence Path coefficient on Work Motivation
- $\rho_{ZX1} \cdot X_1$ = Work Environment Path coefficient on Performance
- $\rho_{ZX2} \cdot X_2$ = Competence Path coefficient on Performance
- $\rho_{ZY} \cdot Z$ = Work Motivation Path coefficient on Performance
- e1 = Other factors that affect Work Motivation
- e2 = Other factors that affect Performance

IV. RESULTS AND DISCUSSION

1. Description of Research Results

The results in this study describe the influence of the work environment, work discipline, work ethic and motivation on the performance of employees at the General Section of the Regional Secretariat Sungai Penuh City. The results of this study are based on the results of the instruments given to respondents totaling 47 respondents. In general, the results of this study can be seen in the following table:

Table 2. Variable Descriptive Analysis Results

	N	Min	Max	Mean	Std. Deviation	Variance	Item Quest	TCR (%)	Information
	Stat	Stat	Stat	Stat	Stat	Stat			
Performance	47	37,00	49,00	42,79	3,81450	14,550	10	89,16	Good
Work Environment	47	37,00	50,00	43,67	4,53411	20,558	10	89,95	Very Good
Work Discipline	47	35,00	50,00	43,09	3,85335	14,848	10	92,60	Very Good
Work Ethic	47	40,00	49,00	44,51	2,61290	6,827	10	92,60	Very Good
Work Motivation	47	36,00	47,00	42,19	2,83058	8,012	10	87,95	Good
Valid N (listwise)	47								

Source: Primary Data, processed with IBM SPSS 24.0, 2019

From table 2 above it can be seen that each variable has an average of 42.19% - 44.51% and Respondents Achievement Rate (TCR) between 87.95% - 92.60% with an average TCR of 90.45%. This can be interpreted that each respondent variable has an average categorized response that is very good.

2 Multiple Linear Regression Analysis Test

Based on the results of calculations using a computer using the IBM SPSS for Windows Ver. 24.0, from the Model Summary^b table, the ANOVA^a table and the Coefficients^a table can be made a recap table for the results of the regression coefficient, t_{count}, significance value, F_{count} value, and R Square value (R²). The results can be seen in the following table:

Table 3. Recap of Multiple Regression Analysis Test Results

Variable	Koef. Regression	t _{count}	Sig.
Constant	8,377		
X ₁	0,780	15,633	0,000
X ₂	0,121	3,192	0,035
X ₃	0,057	0,651	0,519
X ₄	0,189	2,520	0,016
F_{count} = 77.067		Sig. .000^b	
R² = 0,890			

Source: Primary Data, processed with Author, 2019.

From table 3 above, the regression equation model for the influence of the work environment, work discipline, work ethic and work motivation on employee performance is as follows:

$$Y = 8,377 + 0,708 \cdot X_1 + 0,121 \cdot X_2 + 0,057 \cdot X_3 + 0,189 \cdot X_4$$

From the regression equation above, it can be interpreted as follows:

1. The constant value is 8.337 meaning that without the influence of the work environment, work discipline, work ethic and motivation, the performance already exists at 8.3377%.
2. The value of the work environment regression coefficient is 0.708 meaning that each increase in one unit of the work environment then the performance of members increases by 70.8%.
3. The value of the regression coefficient of work discipline is 0.121 meaning that each increase in one unit of work discipline then the performance of members increases by 12.1%.
4. The value of the work ethic regression coefficient is 0.057 meaning that each increase in one work ethic unit then the performance of members increases by 5.7%.
5. The motivation regression coefficient value is 0.189 meaning that each increase in one unit of motivation then the performance of members increases by 18.9%.

3 Partial Test (t Test)

t_{test} (t-test) is intended to determine the effect of partial (individual) work environment, work discipline, work ethic and motivation on member performance. The results of the t test calculations can be seen in table 3 below:

Table 4. t Test Results Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	8,377	5,991		1,398	0,170
	Work Environment	0,782	0,050	0,930	15,633	0,000
	Work Discipline	0,121	0,055	0,122	3,192	0,035
	Work Ethic	0,057	0,087	0,039	0,651	0,519
	Work Motivation	0,189	0,075	0,140	3,520	0,016

a. Dependent Variable: Performance

Source: Primary Data, processed with IBM SPSS 24, 2019

Based on the results of the t_{test} in table 4, proof can be made as follows:

1. Work Environment Variable is $t_{count} = 15,633$ with a probability of significance of 0,000 or less than 0.05. With $df = 47-2 = 45$, a table of 0.2876 is obtained; then $t = 15,633 > t_{table} 0.2876$, consequently H_0 is rejected and H_a is accepted. Work Environment Variable partially has a positive and significant effect on employee performance, it can be concluded that the hypothesis (H1) which says that the work environment partially has a positive and significant effect on employee performance at the General Section of the Regional Secretariat Sungai Penuh City is accepted, thus the first hypothesis (H1) is accepted.
2. Work Discipline Variable is $t_{count} = 3.192$ with a significance probability of 0.035 or smaller than 0.05. With $df = 47-2 = 45$, a table of 0.2876 is obtained; then $t = 3.192 > t_{table} 0.2876$, consequently H_0 is rejected and H_a is accepted. Work discipline variables partially have a positive and significant effect on employee performance, it can be concluded that the hypothesis (H2) which says that work discipline partially has a positive and significant effect on employee performance at the General Section of the Regional Secretariat Sungai Penuh City is accepted, thus the second hypothesis (H2) is accepted.
3. The Work Ethic Variable is $t_{count} = 0.651$ with a significance probability of 0.519 or greater than 0.05. With $df = 47-2 = 45$, a table of 0.2876 is obtained; then $t = 0.651 < t_{table} 0.2876$, as a result H_0 is accepted and H_a is rejected. The work ethic variable has no significant effect on employee performance, so it can be concluded that the hypothesis (H3) which says that the work ethic partially has a positive and significant effect on employee performance at the General Section of the Regional Secretariat Sungai Penuh City is rejected, thus the third hypothesis (H3) is rejected.
4. Work Motivation Variable is $t = 3,520$ with a significance probability of 0.016 or smaller than 0.05. With $df = 47-2 = 45$, a table of 0.2876 is obtained; then $t = 3.520 > t_{table} 0.2876$, as a result H_0 is rejected and H_a is accepted. Work motivation variable partially has a positive and significant effect on employee performance, it can be concluded that the hypothesis (H4) which says that work motivation partially has a positive and significant effect on employee performance at the General Section of the Regional Secretariat Sungai Penuh City is accepted, thus the fourth hypothesis (H4) is accepted.

4. Simultaneous Test (F Test)

The F test (model feasibility) is intended to determine the effect of independent variables (work environment, work discipline, work ethic and motivation) simultaneously (together) on dependent variables (performance).

Table5. FTest Results ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	544,051	4	136,013	77,067	0,000 ^b
	Residual	67,065	38	1,765		
	Total	611,116	42			

a. Dependent Variable: Performance

b. Predictors: (Constant), Work Motivasion, Work Environment, Work Ethic, Work Discipline

Source: Primary, processed with IBM SPSS 24, 2019.

From the ANOVA test table 5, a F_{count} value of 77.067 was obtained with a significance probability of 0.000. The probability of significance is less than 0.05. With $df = n - (k - 1) = 47 - (4-1) = 44$ obtained F_{table} of 2.580, then $F_{\text{count}} > F_{\text{table}}$ or $77.067 > 2.580$ with a significance level of 0.000 or α 0.05 as a result H_0 is rejected and H_a is accepted. Work environment variables, work discipline, work ethic and work motivation simultaneously have a positive and significant effect on employee performance in the General Section of the Sungai Penuh City City Secretariat. it can be concluded that the fifth hypothesis (H5) which reads "work environment, work discipline, work ethic and work motivation simultaneously have positive and significant effect on employee performance at the General Section of the Regional Secretariat Sungai Penuh City is accepted, then the fifth hypothesis (H5) can be accepted.

5. Determination Test (R^2)

Analysis of the coefficient of determination for the work environment, work discipline, work ethic and motivation on the performance of employees of the Sungai Setuh City Regional Secretariat General Section was performed using the IBM SPSS for windows 24.0 program with SPSS output form as stated below:

Table5. R Square results
Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.944 ^a	0.890	0.879	1.3285

a. Predictors: (Constant), Motivasion, Work Environment, Work Discipline, Work Ethic

b. Dependent Variable: Performance

Source: Primary Data, processed with IBM SPSS 24, 2019.

Based on table 5 above, the results of the calculation of the regression estimation, the adjusted coefficient of determination obtained or Adjusted R Square is 0.890 meaning 89.00% of the variation of all independent variables (work environment, work discipline, work ethic and work motivation) can explain the variable free (employee performance), while the remaining 11.00% is explained by other variables not examined in this study.

V. DISCUSSION

Effect of Work Environment on Performance

The first objective of this study was to determine the effect of the work environment on performance. The results of statistical analysis using multiple linear regression showed that the first hypothesis was accepted, it can be concluded that the hypothesis (H1) which reads the work environment partially positive and significant effect on the performance of Employees at the General Section of the Regional Secretariat Sungai Penuh City was accepted, then the first hypothesis (H1) was accepted. This study supports the results of research from Zainul Hidayat and Muchamad Taufiq [12] with the results of the study that work environment variables affect the performance of PDAM Lumajang Regency employees. And also the results of Saleha's study (2106) that the work environment had a significant effect on the performance of the staff of the BinaMarga Office of Central Sulawesi Province.

Effect of Work Discipline on Performance

The second objective of this study is to determine the effect of work discipline on performance. The results of statistical analysis using multiple linear regression showed that the second hypothesis was accepted, so it can be concluded that the hypothesis (H2) which reads work discipline partially positive and significant effect on the performance of employees at the General Section of the Regional Secretariat Sungai Penuh City was accepted, thus the second hypothesis (H2) was accepted. This study supports the results of research from Zainul Hidayat and Muchamad Taufiq [12] with the results of the study that work discipline variables affect the performance of PDAM Lumajang Regency employees. And these results also support the results of research

from Wahid [13] that work discipline has a positive and significant effect on the performance of civil servants in the Morowali District Forestry and Plantation Service.

Effect of Work Ethic on Performance

The third objective of this study is to determine the effect of work ethic on performance. The results of statistical analysis using multiple linear regression showed that the third hypothesis was rejected, so it can be concluded that the hypothesis (H3) which reads the work ethic partially has a positive and significant effect on the performance of Employees at the General Section of the Regional Secretariat Sungai Penuh City was rejected, then the third hypothesis (H3) was rejected. This means that the results of this study do not agree or do not support the results of research from Octarina [14] which in his research found that work ethic factors are things that need to be considered to improve employee performance so that it is better for the realization of organizational goals. But the results of this study support the results of research from Timbuleng and Sumarauw [15] who found the results that work ethic had no effect on employee performance at PT. Hasjrat Abadi Manado Branch.

Effect of Work Motivation on Performance

The fourth objective of this study is to determine the effect of work motivation on performance. The results of statistical analysis using multiple linear regression showed that the fourth hypothesis was accepted, so it can be concluded that the hypothesis (H4) which says work motivation partially has a positive and significant effect on the performance of employees at the General Section of the Regional Secretariat Sungai Penuh City was accepted, thus the fourth hypothesis (H4) was accepted. This result means supporting and agreeing with the results of research from Zainul Hidayat and Muchamad Taufiq [12] that motivation affects the performance of PDAM Lumajang Regency employees. And also supports the results of research from Marlina [16] states that motivation has a significant effect on the performance of state high school teachers in Baolan District, Tolitoli Regency.

Effect of Work Environment, Work Ethic, Work Discipline and Work Motivation on Performance

The fifth objective of this study is to determine the effect of the work environment, work discipline, work ethic and motivation on performance. The results of statistical analysis using multiple linear regression indicate that the fifth hypothesis is accepted, it can be concluded that the hypothesis (H5) which reads the work environment, work discipline, work ethic, and work motivation together (simultaneously) has a positive and significant effect on employee performance at the General Section of the Regional Secretariat Sungai Penuh City was accepted, thus the fifth hypothesis (H5) was accepted. The influence of work environment variables, work discipline, work ethic and work motivation on performance variables, research has been in accordance with what was revealed by Marlina [16] in his research with the title Effect of Motivation, Discipline, and Work Ethic on the Performance of Public High School Teachers in the District Baolan Tolitoli Regency, with the results of the study that motivation, discipline, and work ethic simultaneously have a significant effect on the performance of state high school teachers in Baolan District, Tolitoli Regency. And this study also supports the results of research conducted by Saleha [17] entitled The Effect of Work Environment, Work Ethics and Work Culture on Employee Performance at the Office of Highways in Central Sulawesi Province, with the results of research on work environment, work ethic and work culture simultaneously influential significant to the performance of the staff of the Department of Highways in the Province of Central Sulawesi. As well as supporting the results of research by [Saleh and Utomo [18]], entitled The Effect of Work Discipline, Work Motivation, Work Ethics and the Work Environment on Employee Productivity in Production at PT. Inko Java Semarang. With the results of the study that there is a significant influence of work discipline, work motivation, work ethic, and work environment together or simultaneously on the Work Productivity of employees at PT. Inko Java.

VI. CONCLUSION

Based on the results of research and data processing that have been done before, some conclusions can be drawn as follows:

1. The work environment partially has a positive and significant effect on the performance of the employees at the General Section of the Regional Secretariat Sungai Penuh City, so the first hypothesis (H1) is accepted.
2. Work discipline partially has a positive and significant effect on the performance at the General Section of the Regional Secretariat Sungai Penuh City, so the second hypothesis (H2) is accepted.
3. Work ethic partially does not have a positive and significant effect on the performance at the General Section of the Regional Secretariat Sungai Penuh City, so the third hypothesis (H3) is rejected.
4. Work motivation partially has a positive and significant effect on the performance of the employees at the General Section of the Regional Secretariat Sungai Penuh City, so the fourth hypothesis (H4) is accepted.

Work environment, work discipline, work ethic and work motivation together (simultaneously) have a positive and significant effect on the performance of the employees at the General Section of the Regional Secretariat Sungai Penuh City, then the fifth hypothesis (H5) is accepted.

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