

The Role of Competence, Leadership, Work Environment and Motivation in Improving Employee Performance

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ABSTRACT: *This study aims to determine the effect of competence, leadership and work environment on the motivation and performance of employees at the Department of Population and Civil Registration Banyuwangi Regency. The population of this study were employees at the Department of Population and Civil Registration of Banyuwangi Regency, totaling 98 employees. This study is a population study because all populations are used as samples in the study. The measuring instrument in the form of a questionnaire was tested with validity and reliability tests. Data analysis for hypothesis testing using Structural Equation Model (SEM) using WarpPLS 7.0. The results of data analysis show that the variables of competence, leadership, work environment have a significant effect on motivation. Competence and motivation variables have a significant effect on employee performance. While the leadership and work environment variables have no significant effect on the performance of the Banyuwangi Regency Population and Civil Registration Service employees.*

KEYWORDS: *competence; leadership; work environment; motivation; employee performance.*

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I. INTRODUCTION

Good human resource performance is important for the survival of the organization. According to (Mathis & Jackson, 2011), performance is the result of work achieved by a person or group of people in an organization, in accordance with their respective authorities and responsibilities in an effort to achieve organizational goals, legally and not violating the law and in accordance with morals, as well as ethics. If the organization wants to grow rapidly, the organization must have human resources who are able to display good performance. High employee performance will make employees more loyal to the organization, more motivated to work, work with pleasure and most importantly high job satisfaction will increase the possibility of achieving high productivity and performance (Qomariah, 2020). Several factors that can affect employee performance are competence, leadership, work environment, and motivation.

Competence is the main variable that must be owned by each individual to be able to carry out his work according to the targets given by the organization (Spencer & Spencer, 1993). Competence lies on the inside of every human being and is forever in a person's personality which can predict behavior and performance in a broad manner in all situations and work tasks (Mondy, 2008). The competencies possessed by employees will usually support the tasks assigned by the institution. Employee competence will continue to be improved in accordance with the needs of the institution in achieving organizational goals. Competence is the ability to carry out or perform a job and task based on skills and knowledge and supported by the work attitude required by the job (Yuniarsih & Suwatno, 2014). Competence indicates the presence and maintenance of a level of understanding and knowledge that allows a member to provide services with ease and ingenuity (Hutapea, 2008). There have been many researches on competencies associated with performance. (Mustikawati & Qomariah, 2020) stated in his research that education level has a significant effect on teacher performance, training has a significant effect on teacher performance, teacher competence has a significant effect on teacher performance. (Chandra et al., 2020) stated that competence had no positive effect on teacher performance. several studies that also discuss the problem of the relationship between competence and performance include: (Utomo et al., 2019), (Kurniawan et al., 2021), (Pujiarti, 2019), (Winanti, 2011), (Abdi & Wahid, 2017), (Herawati & Mahfudnurnajamuddin, 2018), (Sholehatusya'diah, 2017), (Adam & Kamase, 2019; Amdani et al., 2019; Ataunur & Ariyanto, 2015; Bahri et al., 2018; Basalamah, 2017; Friolina et al., 2017; Indiyarningsih et al., 2020; Manik & Syafrina, 2018; Mukhtar, 2018; Nyoto et al., 2020; Pinca, 2015; Rande, 2016; Setiawati, 2017; Sriwidodo & Haryanto, 2010; Sujana, 2012; Utomo et al., 2019; Wasiman, 2020; Widyanto & Mersa, 2018; Wongso et al., 2020; Yamin & Ishak, 2018). Based on the theory that has been put forward and the results of previous research, the research hypotheses that can be developed are: H1: Competence affects employee performance.

Effective leadership in an organization will encourage an element in the organization to be able to actualize potential into achievements. In an organization, the leadership factor plays an important role because

the leader is the person who will move and direct the organization in achieving its goals. This is not an easy task, because you have to understand each subordinate's different behavior. Subordinates are influenced in such a way that they can provide dedication and participation to the organization effectively and efficiently (Mu'ah, 2002). In other words, that the success or failure of efforts to achieve organizational goals is determined by the quality of the leader. Leadership is the process of directing and influencing activities related to the tasks of group members (Sutrisno, 2015). According to (Rivai, 2009), leadership is a behavior with a specific purpose to influence the activities of group members to achieve common goals designed to provide individual and organizational benefits, so that in an organization leadership is a very important factor in determining the achievement of predetermined goals. by the organization. Organizations led by people who understand the task of leadership, the organization will produce good performance. The relationship between leadership and employee performance has been widely stated in research, the results of which are supportive and some are contradictory. (Atikah & Qomariah, 2020) conducted a study which resulted in a leadership style having a significant effect on lecturer performance with a positive path coefficient value of 0.367 and a significance value of 0.003. (Qomariah, 2012) states that leadership does not affect the performance of lecturers at private universities in Jember Regency. Other studies that also discuss leadership issues with performance include: (Kurniawan et al., 2021), (Priyono et al., 2018), (Qomariah et al., 2020), (Chandra et al., 2020), (Hermawan et al., 2020), (Abbas et al., 2020; Andriani et al., 2018; Areiqat et al., 2020; Atikah & Qomariah, 2020; Ayuningtyas & Utami, 2019; Brahmasari & Suprayetno, 2008; Chandra et al., 2020; Dolphina, 2012; Fikri & Setiawati, 2021; Hadiana & Maya Sari, 2019; Hafifi et al., 2018; Hermawan et al., 2020; Ishak et al., 2019; Jayanti & Wati, 2014; Khan et al., 2021; Kurniawati & Tobing, 2019; Listiani et al., 2020; Noora et al., 2020; Prijono et al., 2019; Priyono et al., 2018; Qomariah, 2012; Riyadi, 2020; Saleh et al., 2016; Sugiyatmi et al., 2016; Sulisty, 2009; Vidianingtyas & Putri, 2014; Wiranata, 2011; Yohana et al., 2020). Based on the theory and research that has been done by previous studies, the research hypothesis is: H2: leadership affects employee performance.

The work environment is everything that is around the workers/employees that can affect employee job satisfaction in carrying out their work so that maximum work results will be obtained (Nitisemito, 2014). The work environment is a very important component in employees doing work activities (Mangkunegara, 2010). By paying attention to a good work environment or creating working conditions that are able to motivate employees to work, it can have an influence on employee morale. According to (Sedarmayanti, 2011) physical work environment, namely all physical conditions that exist around the workplace that can affect employees, either directly (such as work centers, chairs, tables and so on) or indirectly or intermediaries (temperature, humidity, etc.) air circulation, lighting, noise, mechanical vibrations, unpleasant odors, colors and so on). While the non-physical work environment, namely all work conditions related to work relations, both relationships with superiors and relationships with fellow coworkers, or with subordinates includes the social environment (family status, number of families, level of welfare and others), social status, working relations within the company and information systems factors. The work environment must be made comfortable so that employees can work well. The relationship between work environment and performance has been widely discussed in research. Research (Utomo et al., 2019) states that the work environment affects employee performance. (N. Qomariah et al., 2020) stated that the work environment does not affect employee performance at BPKAD Bondowoso employees. There are still many studies on the relationship between the work environment and employee performance, including: (Priyono et al., 2018), (Komaling et al., 2016), (Feel et al., 2018), (Susanti, 2017), (Fachreza et al., 2014), (Bentar et al., 2017), (Firdaus et al., 2017), (Abdi & Wahid, 2017), (Suwondo & Sutanto, 2015), (Ardianti et al., 2018), (Lumentut & Dotulong, 2015), (Husnah et al., 2018), (Adha et al., 2019a), (Adha et al., 2019b), (Makkira et al., 2016), (Priyono et al., 2018), (AnisaTriastuti, 2018), (Sudibya & Utama, 2012), (Pioh & Tawas, 2016), (Prakoso et al., 2014), (Kurniawati & Tobing, 2019), (Hafifi et al., 2018), (Sugiyatmi et al., 2016). Based on theory and research on the work environment and employee performance, hypotheses that can be developed include: H3: work environment affects employee performance.

Motivation in work must be considered by the organization in order to know the motives and motivations desired by employees. This is done with the aim that employees have a work spirit in achieving the organizational goals that have been planned, which in the end the organization has employees who have the ability, skills and abilities to work. According to (Sedarmayati, 2011), motivation is a force that encourages a person to take an action or not that essentially exists, internally and externally, positive or negative. Motivation is a desire within a person that causes that person to take an action for something in achieving a goal (Gomes, 2010). Motivation is a driving force that leads to goals and it rarely appears in vain. Every organization wants to achieve its goals. To achieve this goal, the role of humans involved in it is very important (Wilson, 2012). Employees must have a strong motivation to work. This is because with employees who are motivated, they will be active in work so that they can complete the work on time. (Lopes, 2016) states that motivation has a significant effect on work performance. (Sumowo, 2017) in his research stated that work motivation had a simultaneous effect on employee performance at Lava-Lava Hostel and Resto Probolinggo in a positive

direction. Research that also discusses the relationship between motivation and employee performance includes:(Solikah et al., 2016), (Komaling et al., 2016), (Nurul Qomariah & Setyowati, 2020), (Fachreza et al., 2014), (Hanafi & Abadi, 2018), (Bentar et al., 2017), (Firdaus et al., 2017), (Ardianti et al., 2018), (Sya'roni et al., 2018), (Lumentut & Dotulong, 2015), (Hermawan, 2015), (Adha et al., 2019b), (Priyono et al., 2018b), (Nurul Qomariah et al., 2020), (Utomo et al., 2019), (Wijianto et al., 2020a), (Atikah & Qomariah, 2020), (M. A. Kurniawan et al., 2021), (Priyono et al., 2018b), (Hermawan et al., 2020), (Adha et al., 2019b), (Rantesalu et al., 2017), (Rina & Perdana, 2017), (Achmad, 2016), (Manggis et al., 2018), (Changgriawan, 2017), (Aktarina, 2015), (Fadly, 2017), (Afriadie et al., 2017), (Angesty, 2019), (Marlinda et al., 2021), (Juliningrum, Emmy, 2013), (Anggrainy et al., 2017), (Lamininingrum, 2016), (Indarti, 2018), (Prahiawan et al., 2017), (Parashakti et al., 2020), (Supriadi et al., 2018), (Rahim et al., 2017), (Zubaidah, 2016), (Prakoso et al., 2014), (Ahmad et al., 2014; Ardianti et al., 2018; Atikah & Qomariah, 2020; Basalamah, 2017; Hardianto et al., 2020; Hendrawijaya et al., 2019; Hidayah & Tobing, 2018; Istanti et al., 2020; R. A. Kurniawan et al., 2019; Mayangsari et al., 2020; Permana et al., 2019; Priyono et al., 2018a; Samah et al., 2019; Sari et al., 2020; Soebyakto et al., 2019; Utomo et al., 2019; Wijianto et al., 2020b).Based on the theory of motivation and the results of research on the relationship between motivation and performance, the research hypothesis is: H4: motivation affects employee performance.

In general, public services are everything that is done by public service providers to provide services that can satisfy the community. Based on the Law of the Republic of Indonesia Number 23 of 2006 concerning Population Administration, population administration is a series of structuring and controlling activities in the issuance of population documents and data through population registration, civil registration, management of population administration information and the utilization of the results for public services and other sector development. At the district/city scale, population administration services are carried out by implementing agencies, namely the district/city government apparatus that are responsible and authorized to carry out services in population administration affairs. In carrying out its duties, the Banyuwangi Regency Population and Civil Registration Service currently has four service points, namely services at the Banyuwangi Regency Population and Civil Registration Service, Banyuwangi Public Service Mall, Rogojampi Public Service Market and Tile Public Service Market.

In carrying out its duties as a front liner in population administration services, the Banyuwangi Regency Population and Civil Registration Service always tries to provide the best service to the community. The best services are manifested in various public service innovations, especially in the field of population administration services. The innovation is intended to make it easier for the public to access services related to population administration easily, quickly, accurately and transparently. The tangible form of innovation that has received the most appreciation from the public is the Born Procot Pulang Bring Deed program. The program has received recognition at the national level, namely as the Top 25 Public Service Innovations in 2015 and Top 99 in the category of Appreciation for Public Service Innovations in 2015 organized by the Ministry of Administrative Reform and Bureaucratic Reform of the Republic of Indonesia. However, there are still people who are dissatisfied with the services provided by the Banyuwangi Regency Population and Civil Registration Service. This dissatisfaction is reflected in the complaints that enter the Banyuwangi Regency Government complaint application either through the website or SMS. Public complaints about the services provided by the Banyuwangi Regency Population and Civil Registration Service are still high, and tend to increase every year. It becomes interesting to do research, because at the time of the assessment from the Ministry of Administrative Reform and Bureaucratic Reform of the Republic of Indonesia, it was very good, while public complaints related to public services at the Banyuwangi Regency Population and Civil Registration Service tended to increase. For more details regarding the number of complaints from the public regarding services carried out by the Banyuwangi Regency Population and Civil Registration Service, it is presented in Table 1.

Table 1. Number of Complaints

No	Year	Complaint Media		Total
		Website	SMS	
1.	2016	49	165	214
2.	2017	81	191	272
3.	2018	68	236	304
4.	2019	191	127	318
5.	2020	187	133	320

Source: Department of Communication, Information and Encoding Kab. Banyuwangi (2021)

Based on the data in Table 1, it can be seen that there are still many complaints from the public related to the services provided at the Banyuwangi Regency Population and Civil Registration Service. This indicates that the performance of employees at the service still needs attention from the leadership. From several things

that have been stated both there are existing phenomena and research gaps from previous research, the research question in this study is how to improve employee performance at the Banyuwangi Regency Population and Civil Registration Office based on competence, leadership, work environment and work motivation?. While the purpose of this study was to determine the effect of competence, leadership, work environment and work motivation on employee performance at the Department of Population and Civil Registration Banyuwangi Regency.

II. METHODOLOGY

This research uses descriptive and quantitative research designs. According to (Sugiyono, 2017), descriptive method is a method for analyzing data by describing or describing the data that has been collected as it is without intending to make conclusions that apply to the public or generalizations. The variables in this study include the independent variable (competence/X1, leadership/X2, work environment/X3 and work motivation/X4) and the dependent variable (employee performance/Y). Indicators for competency variables consist of: (knowledge; understanding; abilities; values; attitudes and interests). Indicators of leadership variables consist of: (energy and determination; vision and mission; challenging and encouraging; taking risks; loyalty and self-esteem). Work environment variable indicators consist of: (security; relationships with colleagues; facilities; relationships with superiors/subordinates; cleanliness and tidiness). Indicators for motivational variables include: (physiological; security; social; reward; self-actualization). While the indicators for employee performance variables include: (responsibility; reliability; initiative; quality; cooperation). The population in this study were all employees at the Department of Population and Civil Registration of Banyuwangi Regency, totaling 98 people. Validity and reliability tests were conducted to test the measuring instruments used in the study. Hypothesis testing is done by testing Variance-based SEM or Partial Least Square (SEM-PLS) with the WarpPLS 7.0 program. SEM-PLS, was conducted to test the hypothesis proposed in this study.

III. DISCUSSION

Descriptive Statistical Analysis Results

The results of descriptive statistical analysis of respondents based on gender, age, and years of service at the Banyuwangi Regency Population and Civil Registration Service are presented in Table 2.

Table 2: The Results Of The Statistical Analysis Of The Description Of The Respondents

Variable	Total	Percentage
Sex		
Male	56	57
Female	42	43
Age		
20 - 30 years	39	40
31 – 40 years	20	20
41 – 50 years	24	25
51 – 60 years	15	15
Years of Service		
0 - 10 years	64	65
11 – 20 years	23	25
21 - 30 years	11	10

Validity test

The validity test was conducted to show the suitability of each indicator with the theories used to define a construct. The criteria used in the validation test are loadings factor criteria, where the required value is more than 0.50 and the average variance extracted (AVE) is more than 0.50. Meanwhile, for the convergent validity test and for the discriminant validity test, the ratio of the roots of the AVE to the correlation between variables is used. The required construct AVE value should be higher than the correlation between latent variables (Solihin & Ratmono, 2013).

Table 3. Validity Test Results

	Comp	Leader	Envi	Mtv	Perfom	Type (a)	SE	P value
X1.1	0.569	-0.615	0.201	0.188	-0.078	Reflect	0.086	<0.001
X1.2	0.773	0.167	-0.068	-0.088	0.013	Reflect	0.082	<0.001
X1.3	0.676	0.300	0.050	-0.316	-0.034	Reflect	0.084	<0.001
X1.4	0.769	0.195	-0.082	-0.067	0.157	Reflect	0.082	<0.001
X1.5	0.712	-0.185	-0.045	0.318	-0.089	Reflect	0.083	<0.001
X2.1	-0.004	0.626	0.126	0.182	-0.115	Reflect	0.085	<0.001
X2.2	0.007	0.692	0.128	0.275	-0.247	Reflect	0.084	<0.001
X2.3	0.090	0.736	-0.167	-0.075	-0.038	Reflect	0.083	<0.001
X2.4	-0.024	0.770	-0.068	-0.167	0.193	Reflect	0.082	<0.001
X2.5	-0.070	0.727	0.011	-0.166	0.168	Reflect	0.083	<0.001
X3.1	0.175	0.034	0.674	-0.038	-0.046	Reflect	0.084	<0.001
X3.2	0.056	0.197	0.621	-0.131	-0.132	Reflect	0.085	<0.001
X3.3	-0.107	-0.261	0.731	0.287	-0.053	Reflect	0.083	<0.001
X3.4	-0.028	-0.066	0.658	-0.017	-0.058	Reflect	0.084	<0.001
X3.5	-0.098	0.155	0.579	-0.159	0.328	Reflect	0.086	<0.001
Y1.1	-0.092	-0.101	0.012	0.614	0.005	Reflect	0.085	<0.001
Y1.2	-0.102	0.117	-0.149	0.764	-0.185	Reflect	0.082	<0.001
Y1.3	0.110	0.008	-0.172	0.690	0.208	Reflect	0.084	<0.001
Y1.4	0.022	0.123	0.055	0.795	0.011	Reflect	0.081	<0.001
Y1.5	0.053	-0.169	0.235	0.773	-0.017	Reflect	0.082	<0.001
Y2.1	0.155	-0.130	-0.251	0.193	0.677	Reflect	0.084	<0.001
Y2.2	0.019	0.048	-0.101	0.003	0.620	Reflect	0.085	<0.001
Y2.3	-0.009	-0.058	0.252	-0.137	0.630	Reflect	0.085	<0.001
Y2.4	0.073	-0.030	0.099	-0.012	0.807	Reflect	0.081	<0.001
Y2.5	-0.249	0.176	-0.009	-0.053	0.679	Reflect	0.084	<0.001

The results of the WarpPLS 7.0 calculation in Table 3. show that each value on the cross-loading factor has reached a value above 0.50 with a p-value below 0.001, thus the convergent validity test criteria have been met in this study.

Reliability Test

The purpose of reliability testing is to ensure that the research instrument used can present measurement concepts consistently without bias. The results of the reliability test analysis are presented in Table 4.

Table 4. Reliability Test Results

Variable	Composite Reliability	Cronbach's alpha
Competence	0.829	0.741
Leadership	0.837	0.756
Work Environment	0.788	0.664
Motivation	0.850	0.778
Employee Performance	0.815	0.715

The test criteria in the reliability test are the composite reliability coefficients and Cronbach's alpha coefficients must be above 0.50. The results of the reliability test, which are presented in Table 4., indicate that the questionnaire instrument in this study has met the requirements of the reliability test.

Hypothesis Test Results

Hypothesis testing in this study is based on the results of the analysis of the PLS SEM model which contains all the variables supporting the hypothesis test. In this hypothesis test, the accepted and rejected research hypotheses were presented. The results of hypothesis testing are presented in Table 5.

Table 5: Hypothesis Test Results

No	Hypothesis	Path Coefficient	P-value	Information
1	H1: The influence of competence on employee performance	0,300	<0,001	Accepted
2	H2: The influence of leadership on employee performance	0,100	0,160	Rejected
3	H3: The influence of work environment on employee performance	0,130	0,080	Rejected
4	H4: The influence of motivation on employee performance	0,316	<0,001	Accepted

Structural Model Testing

The research model test aims to see whether there is a suitability of the model built in the study. A good research model will be able to describe the suitability of the relationship between the variables in the study. The use of WarpPLS 7.0 has provided calculation results that show the criteria used to assess whether the model is appropriate. Structural model testing is presented in Table 6.

Table 6. Research Model Test

Information	Value	Ideal
Average path coefficient (APC)	P0.005	$\leq 0,05$
Average R-squared (ARS)	P0.001	$\leq 0,05$
Average adjusted R-squared (AARS)	P0.001	$\leq 0,05$
Average block VIF (AVIF)	3.320	$\leq 3,3$
Average full collinearity VIF (AFVIF)	3.453	$\leq 3,3$
Tenenhaus GoF (GoF)	0.421	besar
Sympson's paradox ratio (SPR)	1	1
R-squared contribution ratio (RSCR)	1	1
Statistical suppression ratio (SSR)	1	$\geq 0,7$
Nonlinear bivariate causality direction ratio (NLBCDR)	1	$\geq 0,7$

In Table 6., it is explained that each value in the study has met the ideal criteria. The APC, ARS, and AVIF values that meet the ideal criteria show that the overall research model is good. The fit of the model can also be calculated using the goodness of fit index. The goodness of fit index (GoF) is defined as the geometric mean or the root of the average communality and the average R2 for all endogenous constructs. The GoF index shows the predictive power of the overall model. The GoF value has an interval between 0 to 1. A GoF value close to 1 indicates a good path model estimation. The result of the GoF index in this research model is 0.421. Therefore, the structural model that explains the relationship between the four variables has good predictive power.

IV. FINDINGS

The Effect of Competence on Employee Performance

Based on the results of testing the competency variable (X1) on employee performance (Y), the path coefficient value is 0.300 with an -value of 0.001. Because the -value is smaller than ($0.001 < 0.05$), H1 which states that competence affects employee performance is accepted. Thus it can be said that there is a significant influence between competence (X1) on employee performance (Y). This means that competence has a significant effect on the performance of the Banyuwangi Regency Population and Civil Registration Service employees. Competence indicates the achievement and maintenance of a level of understanding and knowledge that allows a member to provide services with ease and ingenuity (Mulyadi, 2016). According to (Samsudin, 2006), competence is a combination of knowledge, skills, attitudes and other personal characteristics needed to achieve success in a job that can be measured using agreed standards and which can be improved through training and development. In carrying out services to the community, employees of the Banyuwangi Regency Population and Civil Registration Service are required to have qualified competencies, which can support their work. These competencies include knowledge, skills and attitudes. A high level of employee competence will have an impact on the quality of work performed by each employee. Of course, everyone has a different level of

ability, however, good performance is a must that must be done by all public employees, especially employees of the Banyuwangi Regency Population and Civil Registration Service.

The Effect of Leadership on Employee Performance

The results of statistical calculations show that the coefficient value of the leadership variable (X2) on employee performance (Y2) is 0.098 with an t -value of 0.160. Due to the result that the t -value is greater than ($0.160 > 0.05$), then H2 which states that leadership has an effect on employee performance is rejected. Therefore, it can be concluded that there is a significant and insignificant influence between leadership (X2) on employee performance (Y). This means that leadership has no significant effect on the performance of the Banyuwangi Regency Population and Civil Registration Service employees. Leadership is a behavior with a specific purpose to influence the activities of group members to achieve common goals designed to provide individual and organizational benefits, so that in an organization leadership is a very important factor in determining the achievement of goals set by the organization (Nawawi, 2008). Meanwhile (Azhad et al., 2015), states that leadership is a science and art to influence other people or a group of individuals to work together, not bring each other down in order to achieve organizational goals. Leaders in an organization are likened to a driver in a large vehicle. The task of a driver is to mobilize all available resources to jointly and complementary move towards the same goal and ensure all passengers are safe. Like a driver, organizational leaders are also tasked with ensuring organizational goals are achieved properly by mobilizing all organizational resources. An organizational leader, in this case the Head of the Banyuwangi Regency Population and Civil Registration Service, must be able to make all employees who are subordinates bring out their best abilities, to do the work according to the tasks that have been given, so that they become a solid unit and are able to realize the ideals of the organization.

The Influence of the Work Environment on Employee Performance

Based on the results of testing the work environment variable (X3) on employee performance (Y2), the path coefficient value is 0.135 with an t -value of 0.085. Because the t -value is greater than ($0.085 > 0.05$), then H3 which states that the work environment affects employee performance is rejected. Thus it can be concluded that there is no significant effect between the work environment (X3) on employee performance (Y). This means that the work environment has no significant effect on the performance of the Banyuwangi Regency Population and Civil Registration Service employees. The work environment is institutions or outside forces that have the potential to affect organizational performance (Robbins, 2011). The environment is formulated into two, namely the general environment and the special environment. The general environment is anything outside the organization that has the potential to influence the organization. This environment is in the form of social and technological conditions. While the special environment is the part of the environment that is directly related to the achievement of the goals of an organization. The work environment is not only a physical environment, but has a broader meaning than that. The working relationship between superiors and subordinates, between co-workers and between employees and the community who need public services, is also a work environment known as the non-physical environment. In practice, the influence of the non-physical work environment on employee performance is more dominant than the physical work environment. If an employee has social problems or personal problems with co-workers, the community as recipients of services, especially those problems with superiors, then it will greatly affect the quality of service for the employee. And that of course will greatly affect the quality of employee performance at the Banyuwangi Regency Population and Civil Registration Service.

The Effect of Motivation on Employee Performance

Based on the results of testing the motivation variable (X4) on employee performance (Y), the path coefficient value is 0.316 with an t -value of 0.001. Because the t -value is smaller than ($0.001 < 0.05$), then H4 which states that motivation affects employee performance is accepted. Thus it can be concluded that there is a significant influence between motivation (X4) on employee performance (Y). This means that motivation has a significant effect on the performance of the Banyuwangi Regency Population and Civil Registration Service employees.

V. CONCLUSION AND SUGGESTIONS

Based on the research findings that have been described in Chapter IV, the conclusions in this study are as follows: 1) the test results prove that competence has a significant effect on the performance of the Banyuwangi Regency Population and Civil Registration Service employees. 2) The test results prove that leadership has no significant effect on the performance of the Banyuwangi Regency Population and Civil Registration Service employees. 3) The test results prove that the work environment has no significant effect on the performance of the Banyuwangi Regency Population and Civil Registration Service employees. 4) The test

results prove that motivation has a significant effect on the performance of the Banyuwangi Regency Population and Civil Registration Service employees.

The suggestions that can be given based on the results of the study are as follows: 1) It is recommended for employees of the Banyuwangi Regency Population and Civil Registration Office to improve their performance by paying attention to factors that have a significant effect on employee performance such as competence. Employees who have had a good performance are expected to maintain it if possible and continue to be improved. 2) The Banyuwangi Regency Government needs to pay attention to the leadership and work environment in the Banyuwangi Regency Population and Civil Registration Service which has not been able to significantly influence employee performance. All levels of leadership must always show the best performance, both top managers and middle managers must always be solid in order to achieve organizational goals. Regarding the work environment, it is also necessary to pay attention to the non-physical work environment that is invisible, and can only be known by a personal approach. For this reason, continuous evaluation needs to be carried out by the Banyuwangi Regency Government. 3) For further research, it is expected to add research variables to increase knowledge about factors that affect employee performance such as work discipline, organizational culture, organizational commitment, and compensation.

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