



THE EFFECT OF WORK SKILLS, WORK DISCIPLINE, AND WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE AT KENDARI CITY NOTARY OFFICE

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ABSTRACT

The purposes of this research are: (1) To find out and analyze the effect of work skills, work discipline, and work environment on employee performance; (2) The effect of work skills on employee performance; (3) The influence of Work Discipline on Employee Performance; (4) The influence of the Work Environment on Employee Performance. Respondents in this study were employees of the Kendari City Notary and PPAT Office, totaling 92 employees with 13 Notaries in Kendari City. The types of data used in this research are primary data and secondary data. The data analysis technique used is multiple linear regression.

The results of the study state that: (1) work skills, work discipline, and work environment have a significant effect on employee performance; (2) Work skills have a significant effect on employee performance; (3) Work discipline has a significant effect on employee performance; (4) The work environment has a significant effect on employee performance.

Keywords: *Work Skills, Work Discipline, Work Environment, Employee Performance*

INTRODUCTION

The success of an organization or institution in achieving its goals is inseparable from Human Resources (HR) because it relates to issues that will regulate and manage other resources owned by the organization to help realize the goals of the organization itself. According to Parlinda and Wahyuddin (2001), the success or failure of an organization in achieving its goals depends on its human resources. Kendari City Notary and PPAT Office are one of the organizations formed to carry out governmental tasks, regulations, and provide services to the community in the government sector. To carry out the main tasks above, the Kendari City Notary and PPAT Office have the function of formulating technical policies based on established policies.

Creating employee performance so that it runs effectively is not only encouraged by having work skills but by having high work discipline. Discipline is the procedure of correcting or punishing subordinates for violating rules or procedures. Discipline is a form of employee self-control and regular implementation and shows the level of seriousness of the work team within an organization (Rosidah et al 2003). Nitisemido (1991) suggests that discipline is an attitude, behavior, and action that complies with company regulations, both written and unwritten.

Based on research conducted by Ni Made Diah Yudiningsih, Fridayana Yudiaatmaja, and Ni Nyoman Yulianhtini (2016) in a research journal *The Influence of the Work Environment and Work Discipline on Employee Performance*, states that the success or failure of an organization or institution will be determined by the human factor or its employees in achieving the goal. Employees can work well if they have high performance so they can produce good work too. With the high performance of employees, it is hoped that organizational goals can be achieved. Conversely, organizational goals are difficult or even cannot be achieved if the employees do not have good performance so they cannot produce good work either.

According to Fathoni (2006: 126), discipline is a person's awareness and willingness to comply with all company regulations and applicable social norms. While the purpose of fostering work discipline according to Sastrohadwiryo (2003: 296) is so that the workforce complies with all labor regulations and policies, can carry out work properly, use and maintain the infrastructure and facilities of the company's goods and services properly, act and behave according to the norms prevailing regulations and the workforce is capable of attaining high levels of productivity.

This is reinforced by research conducted by Novida Pasri Ferzadiana, H. Eddy K. Soegiarto, and Titin Ruliana (2016) who examined the Effect of Work Discipline and Work Environment on Employee Performance at the Office of the West Kutai District Civil Service Agency, the results of the study concluded that Discipline Work & Work Environment together have a positive and significant effect on Employee Performance. Other research related to Work Discipline and Employee Performance Improvement was conducted by Etykaway (2005) who examined the Effect of Discipline on Employee Performance, with the results of the study stating that (1) discipline has a positive and significant influence and contributes to improving employee performance, (2) there is a positive and significant effect separately from work discipline on employee performance. However, there is also research showing that Work Discipline has no effect on Performance and Work Environment does not affect performance, this research was conducted by Dwi Agung Nugroho Arianto (2013) in a journal entitled 'The Influence of Discipline, Work Environment, and Work Culture on Teaching Staff Performance Yaspelub Demak'. Because the differences in the results of these studies are still possible or still open for further research. This research was conducted by Dwi Agung Nugroho Arianto (2013) in a journal entitled 'The Influence of Discipline, Work Environment, and Work Culture on the Performance of Yaspelub Demak Teaching Staff'. Because the differences in the results of these studies are still possible or still open for further research. This research was conducted by Dwi Agung Nugroho Arianto (2013) in a journal entitled 'The Influence of Discipline, Work Environment, and Work Culture on the Performance of Yaspelub Demak Teaching Staff'. Because the differences in the results of these studies are still possible or still open for further research.

LITERATURE REVIEW

Job Skills Concept

Employees must have at least 3 types of skills or abilities they need to achieve the expected goals, namely increased work productivity. The skills in question are technical, problem-solving, and decision-making skills as well as human skills.

Technical skills include the ability to apply specialized knowledge or specialization skills, problem-solving, and decision-making skills, namely being able to identify problems, generate alternatives, evaluate alternatives, and make choices then human skills are the ability to work together, understand and motivate others people both individually and in groups. As a percentage, it is hoped that the description of the skills of officers will play a greater role in development with the amount of knowledge acquired during education. Skills are techniques possessed by employees in providing services based on the capabilities and service standards that have been set.

Factors that have a direct influence on organizational effectiveness are employee performance in the form of good ability and motivation which will give birth to high discipline. These two factors are part of employee characteristics while other factors or variables indirectly influence organizational effectiveness.

Work Discipline Concept

Etymologically, discipline comes from the Latin "disciple" which means follower. Often with the development of the times, the word has changed to "discipline" which means obedience or concerns order. Work discipline is an attitude of one's obedience to the rules/conditions that apply in the organization, namely: joining the organization based on conviction, not coercion. Wursanto, (2011:147).

Discipline is obeying, respecting, appreciating, following, and obeying the rules and norms that apply, both written and unwritten, and being ready to accept the sanctions if they violate them. According to Fathoni (2016: 126) discipline is a person's awareness and willingness to comply with all company regulations and applicable social norms.

Veithzal Rivai (2014: 444) argues that work discipline is a tool used by managers to communicate with employees so that they are willing to change their behavior and as an effort to increase awareness and willingness to comply with all company regulations and applicable social norms. Meanwhile, Heidjrachman and Husnan, (2012:15) reveal that discipline is every individual and also a group that guarantees compliance with orders and takes the initiative to take an action if there is no order.

Work Environment Concept

Definition of Work Environment

The work environment is a factor that indirectly affects employee performance. A conducive work environment provides a sense of security and allows employees to work optimally. The work environment has a direct influence on employees in completing responsibilities to the organization.

The work environment is everything that is around the workers and which can affect them in carrying out the tasks assigned, for example, cleaning, music, lighting, and others (Sunyoto, 2013: 43). Nitisemito (2011: 183) argues that the work environment is everything that exists around workers who can influence themselves in carrying out the tasks assigned. For example cleanliness, music, and others.

Sedarmayati (2011: 2) defines the work environment as the whole of the tools and materials encountered, the surrounding environment in which a person works, his work methods, and work arrangements both as individuals and as a group. Whereas According to Mardiana (2011: 55) The work environment is an environment where employees carry out their daily work.

Performance Concept

Performance is the result of a job performed during a certain period that can be measured by the quality and quantity produced. Performance is the level of achievement of results on the implementation of a job. Performance is the level of success of employees in completing their work. Performance is not an individual characteristic, such as talent or ability, but is the result of the manifestation of the talent or ability

itself. Performance is a manifestation of ability in the form of real work.

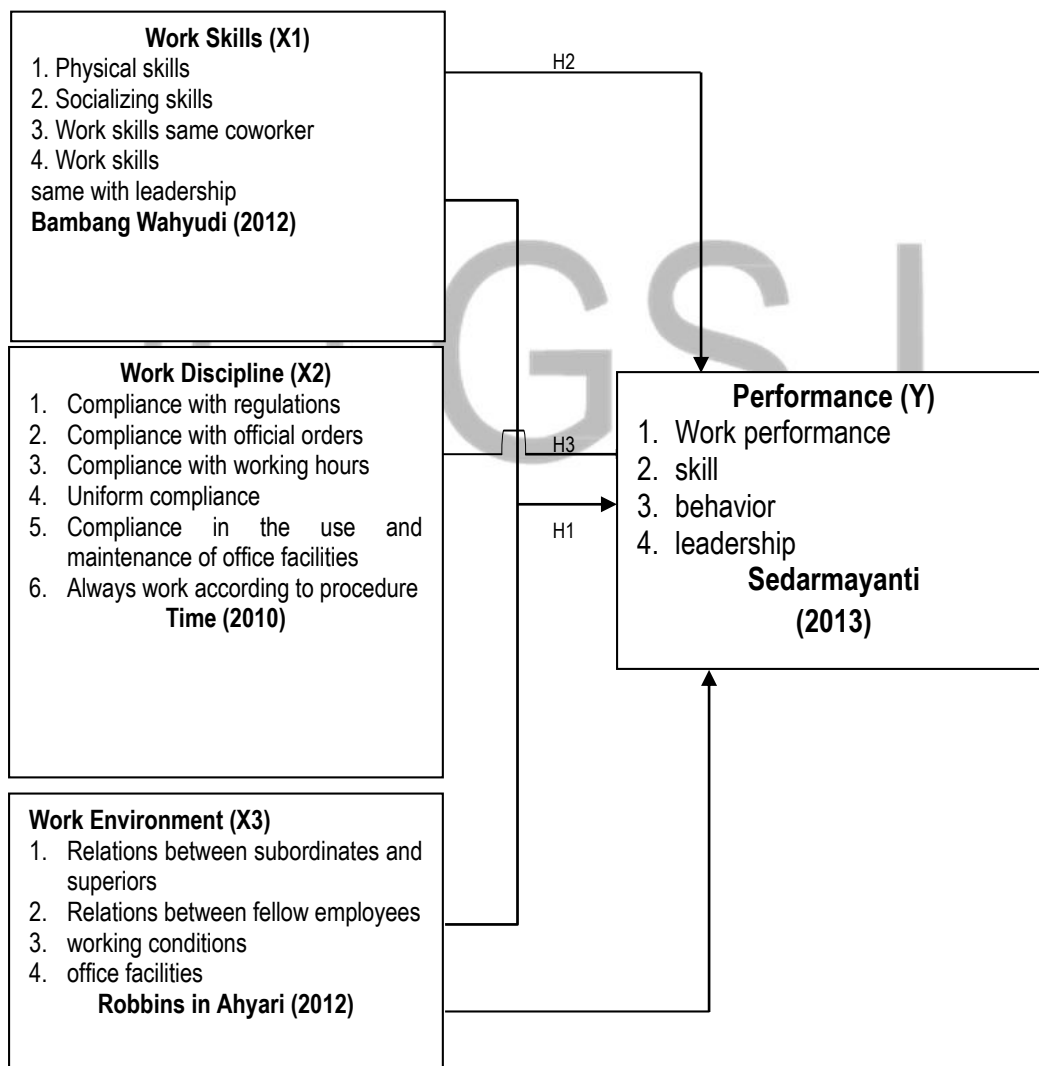
According to Mangkunegara (2013: 67), the notion of performance is the result of work in quality and quantity achieved by an employee in carrying out his duties under the responsibilities given to him.

According to Mathis and Jackson, in Priansa (2014: 269) states that performance is basically what is done or not done by employees in developing their work. Meanwhile, according to Priansa (2014: 269) performance is the level of success of employees in completing their work. Based on the definition of performance from several experts, it can be concluded that employee performance is the result of the level of achievement of tasks and responsibilities given to employees as measured by quality and quantity in a certain period.

Conceptual Framework

Based on the theoretical studies that have been described, this study will examine 4 (four) variables, namely work skills (X1), work discipline (X2), work environment (X3), and performance variables (Y).

Figure 1. Research Conceptual Framework



Hypothesis

Based on the background and the formulation of the problem above, the research hypothesis is as follows:

1. Work skills, work discipline, and work environment have a positive and significant effect on employee performance.
2. Work skills have a positive and significant effect on employee performance.
3. Work discipline has a positive and significant effect on employee performance.
4. The work environment has a positive and significant effect on employee performance.

RESEARCH METHODS

Types of Research

This research belongs to the category of survey research/direct observation in the field to confirm predictions made and explain based on facts or conditions in the field. According to Sugiyono (2019: 65), explanatory research generally aims to explain the position of the variables to be studied as well as the relationship and influence between one variable and another.

Population and Research Sample

The population of this study was all employees of the Kendari City Notary and PPAT Office according to the criteria as research subjects as stated above. For taking samples used by total sampling or saturated samples or also called census samples, is a sampling technique that is carried out by taking the entire existing population. So the respondents in this study were all employees of the Kendari City Notary and PPAT Office, totaling 92 employees.

Data Types and Sources

Data Type

The types of data used in this study are qualitative data and quantitative data. Qualitative data is descriptive data presented in the form of words that contain meaning. While the quantitative data in this study is the qualitative data that is calculated which is the employee's answer.

Data source

Sources of data needed in this study are primary data and secondary data. The primary data used is through the answers of the employee respondents to the results of interviews and questionnaires (questionnaire) submitted to the Notary Office and PPAT Employees of Kendari City. Secondary data in this study is the number of employees, organizational profiles, and other data relevant to this research.

Data analysis method

This study used two analytical techniques, namely descriptive analysis to describe in more depth the research variables and indicators. Meanwhile, to test the hypothesis and produce a feasible model (fit), the analysis used multiple linear regression with the analytical tool SPSS 20.0.

RESULT AND DISCUSSION

Validity Test

The instrument validity test is used to measure whether or not a questionnaire is valid or not. A questionnaire is said to be valid if the questions on the questionnaire can reveal something that will be measured by the questionnaire. This validity test can be done by calculating the correlation between the score of each question item and the total score (Ghozali, 2001: 133).

Table 1. Recapitulation of Instrument Validity Test Results

Research variable	Research Indicators	Correlation coefficient (r)	Cut Of Points	Information
Work Skills (X1)	X1.1	0.777	0.300	Valid
	X1.2	0.813	0.300	Valid
	X1.3	0.893	0.300	Valid
	X1.4	0.790	0.300	Valid
Work Discipline (X2)	X2.1	0.752	0.300	Valid
	X2.2	0.822	0.300	Valid
	X2.3	0.821	0.300	Valid
	X2.4	0.859	0.300	Valid
	X2.5	0.837	0.300	Valid
	X2.6	0.952	0.300	Valid
Work Environment (X3)	X3.1	0.851	0.300	Valid
	X3.2	0.807	0.300	Valid
	X3.3	0.835	0.300	Valid
	X3.4	0.835	0.300	Valid
Performance (Y)	Y1.1	0.751	0.300	Valid
	Y1.1	0.789	0.300	Valid
	Y1.1	0.843	0.300	Valid
	Y1.1	0.809	0.300	Valid

Source: Primary data

Based on the results of the validity test of all statement items in this research instrument both indicators of work skills, work discipline, work environment variables, and indicators of employee performance variables correlate coefficient 0.30. It can be interpreted that all statement indicators used as instruments in this study are valid. Thus the instruments in this study are worthy of further analysis.

Reliability Test

As for testing the reliability of the instrument used Cronbach alpha reliability coefficient. The purpose of calculating the reliability coefficient is to determine the level of reliability of the respondents' answers. If the alpha value is greater than 0.60 then the questionnaire can be said to fulfill the concept of reliability, whereas if the alpha value is less than 0.60 then the questionnaire can be said to not fulfill the concept of reliability so the questions cannot be used as a research measurement tool (Ghozali, 2001: 134). The recapitulation of instrument reliability test results on the indicators of this research variable is presented in table 2.

Table 2. Recapitulation of Instrument Reliability Test Results

Research variable	Cronbach's Alpha	Cut Of Points	Information
Work Skills (X1)	0.906	0.600	Reliable
Work Discipline (X2)	0.937	0.600	Reliable
Work Environment (X3)	0.912	0.600	Reliable
Employee Performance (Y)	0.884	0.600	Reliable

Source: Primary data

Referring to the results of the reliability test showed that the alpha coefficient value of all indicators used as instruments are still above the cut of value 0.60 means that all indicators used as instruments can be trusted for reliability. It can be concluded that all indicators used are reliable so the questionnaire used can be

said to be feasible and trusted as an instrument for measuring each variable indicator and subsequent data analysis.

Multiple Linear Regression Analysis

The results of multiple linear regression analysis that examines the influence of work skills, work discipline, and work environment variables on employee performance variables at the Notary Office and PPAT Kendari City can be seen in Table 3 below.

Table 3. Recapitulation of Multiple Linear Regression Analysis Results

Independent variable	Regression coefficient (b)	t Sig	Decision against the hypothesis
Work skills (X1)	0.258	0.02	Accepted
Work discipline (X2)	0.299	0.01	Accepted
Work environment (X3)	0.304	0.00	Accepted
R	= 0.792		
R Square (R2)	= 0.627		
Fhit	= 49.409		
Fsig	= 0.000		
SEE	= 0.546		

Source: SPSS Data Results

Based on the results of testing the regression model, the regression model which states the effect of work skills, work discipline, and work environment on employee performance can be stated as follows:

$$Y = 0.258X1 + 0.299X2 + 0.304X3$$

Where:

Y	=	employee performance
X1	=	Work skills
X2	=	Work discipline
X3	=	Work environment

It can be explained that: The regression coefficient (b) beta (X1) of work skills is 0.258, a positive sign. This means that if there is an increase of 1 unit of work skills variable where other factors are constant it will be able to increase employee performance by 0.258. Thus, the hypothesis which reads: "Work skills, positive, and significant impact on performance", is proven to be true.

The regression coefficient (b) beta (X2) of work discipline is 0.299, a positive sign, meaning that the better the work discipline, the higher the employee performance. This means that an increase in work discipline will improve performance. Thus, the hypothesis which reads: "Work discipline has a positive and significant effect on employee performance", is proven true.

The regression coefficient (b) beta (X3) of the work environment is 0.304, which is positive, meaning that the better the work environment, the higher the employee's performance. This means that an increase in the work environment will improve performance. Thus, the hypothesis which reads: "Work environment has a positive and significant effect on employee performance", is proven true.

Correlation Coefficient

Based on the calculation results, the correlation coefficient value obtained is 0.792. This shows that the closeness of the direct relationship between the variables of work skills, work discipline, and work environment on employee performance is 0.792. To determine the closeness of the direct relationship between the variables of work skills, work discipline, and work environment on employee performance, Table 5.13 is used as follows:

Table 4. Guidelines for Interpreting Correlation Coefficients

Coefficient Interval	Relationship Level
0.00 – 0.199	Very low
0.20 – 0.399	Low
0.40 – 0.599	Currently
0.60 – 0.799	Strong
0.80 – 1.000	Very strong

Source: Sugiyono, 2011:184

Based on table 4. previously above, a correlation coefficient value of 0.792 has been found. this is because the resulting multiple R-value is close to 1 or above 0.50. This value is included in the strong category. So it can be concluded that there is a strong relationship between the variables of work skills, work discipline, and work environment on the performance of employees at the Kendari Notary Office and PPAT.

Coefficient of Determination

Based on the calculation results of the coefficient of determination obtained by 0.627. This shows that work skills, work discipline, and work environment at the Kendari City Notary Office and PPAT affect employee performance variables by 62.7%. The remaining 37.3% is explained by other factors that are not included in this research model.

DISCUSSION

Effect of work skills, work discipline, and work environment on employee performance

The results of this study indicate that work skills, work discipline, and work environment have a significant influence on employee performance. Maximum performance can be triggered by the level of work skills, high discipline from each employee, and a good work environment within the organization. High discipline will encourage employees to do their job as well as possible, according to the rules and work procedures that exist in the organization, besides that with a good work environment, employees will feel comfortable when working.

Employee performance is one of the factors used to see the success of an organization. Good or bad employee performance will greatly affect organizational performance. If an organization has a bad work environment, the enthusiasm of employees to complete their work properly will decrease, especially if this is supported by low discipline among employees. Low discipline coupled with a bad work environment makes employees not carry out the duties and responsibilities given by the organization properly.

If the environment in the organization is good, then there is a possibility that employees can complete their work well. If plf this is supported by high discipline from each employee, the performance produced by the employee will be maximized, and with that, the vision and mission of the organization will be achieved.

Discipline and work environment, these two variables have an impact or influence on employee performance. With high discipline accompanied by a good (conducive) work environment, the employee's work results can be maximized. This is because employees obey the rules in the office and feel comfortable at work.

The Effect of Skills on Employee Performance

The results of data analysis show that the influence of skills on performance has a positive and significant path coefficient. This shows that hypothesis 2 (H2) which states that "there is a positive and significant influence between the skills variable on the performance of Notary Office employees and PPAT Kendari City is accepted." This shows that the better the skills possessed by employees, the performance will increase, thus it can be said that work skills can affect employee performance. The results of this study are relevant to the results of respondents' perceptions that employee work skills are supported by the physical skills possessed by employees in maintaining a clean appearance in carrying out basic work,

This result is supported by the theory of Gemnafle's research results (2003) which concluded that managerial skills contribute to performance. Gemnafle further concluded that there is a significant direct causal

relationship between managerial skills and performance. This conclusion was also reinforced by Caldwell as quoted by Sion that managerial skills are an effective way to improve performance.

The research results above are supported by the research results of Neni Marlina, 2018; and Asep Sopyan, 2016 which state that skills have a significant effect on performance.

Effect of Work Discipline on Employee Performance

The results of data analysis show that the effect of work discipline on performance has a positive and significant path coefficient. This shows that hypothesis 1 (H3) which states that "there is a positive and significant influence between work discipline variables on the performance of Notary Office employees and PPAT Kendari City is accepted". This shows that the better the work discipline possessed by employees, the performance will increase, so work discipline is very important in improving performance. The results of this study are also supported by the results of respondents' perceptions that the level of employee discipline is formed by employee obedience in upholding high discipline in carrying out tasks, employee compliance in complying with organizational work procedures, employee order in entering, and leaving work.

Work discipline on employees is needed, because what is the goal of the organization will be difficult to achieve if there is no work discipline. Discipline is the most important operative function of human resource management, because the better the employee discipline, the higher the work performance achieved. Without good employee discipline, it is difficult for organizations to achieve optimal results (Sedarmayanti, 2013).

This is in line with the research results of Indri Tolo, 2016; and Tri Widari (2016); which state that there is a significant and positive influence between work discipline on performance.

The Influence of the Work Environment on Employee Performance

The results of this study indicate that partially the work environment variables have a significant influence on employee performance. The better the work environment of the organization, the better the performance of its employees.

The work environment for employees of the Notary Office and PPAT Kendari City has increased which is reflected or indicated by the Relations Between Fellow Employees, Working Conditions, Office Facilities, and Relations Between Subordinates and Leaders, which will have an impact on increasing work performance, increasing employee skills and improving employee behavior.

The work environment has a role in improving employee performance. Creating a pleasant work environment that can meet the needs of employees will provide a sense of satisfaction and encourage their morale. The suitability of the work environment can be seen in the long term, if the work environment is not good then it can demand more labor and time.

From this explanation it can be concluded that the existence of a good work environment will result in good employee performance, conversely, if the work environment is not good it will also result in poor employee performance. This research is also supported by research conducted by Indri Tolo, 2016; Tri Widari (2016); Ahmad Taufik Ismail (2018); and Sarman (2018) who show that the work environment has a significant effect on employee performance.

Research Limitations

The researcher realizes that the implementation of this research is inseparable from the limitations experienced, in addition to time and cost limitations, namely:

1. This research is only focused on the Notary Office and PPAT of Kendari City, in the future it can conduct research with a broader scope at all notary offices in other regions and the indicators used for each variable are still limited, so there still number of things that have not been covered in the discussion and still needs to be developed further.
2. Because researchers are aware of the approach to this research method, especially the analytical tools used in this study, multiple regression with various weaknesses where we can find out the magnitude of the influence of indicators on variables so that further research can use the Structural Equation Modeling (SEM) analysis approach.

CONCLUSION AND SUGGESTION

Conclusion

Based on the results of the research analysis and discussion of the effect of work skills, work discipline, and work environment on employee performance, the following conclusions can be drawn:

1. Work skills, work discipline, and work environment have a positive and significant effect on employee performance.
2. Work skills have a positive and significant effect on employee performance.
3. Work discipline has a positive and significant effect on employee performance.
4. The work environment has a positive and significant effect on employee performance.

Suggestion

Based on the results of the research, discussion, and conclusions obtained, the suggestions that can be given are as follows:

1. The description of the work skills variable as measured by the four indicators that the skill of cooperating with co-workers is the lowest indicator, so the suggestion to be improved is that employees always understand co-workers in the office, always maintain harmonious co-workers and always help each other in carrying out additional tasks.
2. The description of the work discipline variable as measured by the six indicators that compliance with the use and maintenance of office facilities is the lowest indicator, so the advice to be improved is that employees are always obedient in maintaining office equipment and always maintain the cleanliness of office buildings.
3. The description of the work environment variables as measured by the four indicators that the relationship between subordinates and leaders is the lowest indicator, so the suggestion to be improved is that employees always maintain a harmonious relationship between superiors and subordinates and leaders always pay attention to their employees (this attention is in the form of greeting employees).

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