

Optimizing Employee Performance Through Competence, Work Discipline and Work Environment Empirical Study : Mulyorejo Urban Village Office

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ABSTRACT

This study aims to identify and analyze: (1) The effect of competence, work discipline, and work environment on employee performance in Mulyorejo Urban Village, Surabaya; (2) The effect of competence on employee performance in Mulyorejo Urban Village, Surabaya; (3) The effect of work discipline on employee performance in Mulyorejo Urban Village, Surabaya; (4) The effect of work environment on employee performance in Mulyorejo Urban Village, Surabaya. This research employs a quantitative approach using a survey method. The research instrument is a questionnaire, with the sample consisting of all employees of Mulyorejo Sub-district. The validity test of the instrument uses $r\text{-count} \geq r\text{-table}$, while the reliability test is conducted using Cronbach's Alpha ≥ 0.60 . Data analysis is performed using multiple linear regression. The results of the study at a 5% significance level show that: (1) competence, work discipline, and work environment simultaneously have a significant effect on employee performance, with F-count of $5.679 > 3.56$ and a significance of $0.007 < 0.05$; (2) competence has a significant partial effect on employee performance, with t-count of $3.192 > 2.109$ and a significance of $0.005 < 0.05$; (3) work discipline has a significant partial effect on employee performance, with t-count of $2.219 > 2.109$ and a significance of $0.040 < 0.05$; (4) the work environment does not have a significant partial effect on employee performance, with t-count of $0.232 < 2.109$ and a significance of $0.819 > 0.05$

Keywords: Competence, Work Discipline, Work Environment, Employee Performance.

INTRODUCTION

According to Fina Izmi (2024), human resources play a crucial role in an organization as the driving force behind all activities aimed at achieving organizational goals. With well-developed human resources, an organization becomes more flexible in adapting to changes and challenges, both in the present and the future. Currently, society closely monitors the performance of government employees, expecting them to be more effective, efficient, innovative, and result-oriented in delivering excellent public services. According to Fina Izmi (2024), the urban village serves as a bridge for information and communication between the public and the government. As a public service provider and a sub-district administrative unit, it must enhance its functions to support the implementation of local government programs.

Wehelmina Rumawas (2021) defines performance as the process of managing work toward success, where individuals, groups, and organizations collaborate in executing strategies and developing feedback systems. The issue of employee performance in public services is a fundamental concern in public sector management, as it directly affects the quality of services received by the community. Non-optimal public services often cause dissatisfaction, reduce public trust in government institutions, and can even hinder the achievement of development goals. In the context of village government, this



issue becomes increasingly crucial considering that villages are the spearhead of public services that are in direct contact with the basic needs of residents, such as population administration, social assistance, budget management, and local infrastructure development. Therefore, the performance of village officials not only determines the smooth operation of the government, but also plays an important role in strengthening the legitimacy of the government in the eyes of the community. For this reason, attention to increasing the capacity, work ethic, accountability, and professionalism of village employees is a strategic step in creating public services that are responsive, participatory, and oriented towards citizen satisfaction. Therefore, village managers are required to comprehensively understand the factors that affect the performance of village officials, both internal such as motivation, competence, integrity, and leadership style, as well as external factors such as the work environment, supervision system, policy regulations, and community support and participation. Internal factors determine the readiness and personal capacity of village officials in carrying out their duties, while external factors create a context and working conditions that can support or hinder the achievement of optimal performance. Employee performance basically reflects the results of individual and group efforts in carrying out the tasks and responsibilities they undertake, as well as the extent to which they are able to achieve organizational goals effectively, efficiently, and accountably. Evaluation of these aspects needs to be carried out periodically so that data-based decision-making and governance improvements can be carried out in a sustainable manner. A proper understanding of these performance dimensions is an important basis in formulating capacity building strategies, structuring organizational structures, and implementing a professional work culture in the village government environment. Thus, the quality of public services at the village level can be significantly improved and have a direct impact on the welfare of the community. Employee competence plays a significant role in fostering confidence and motivation to improve performance. Each position requires specific qualifications relevant to its responsibilities to ensure maximum contribution. Based on preliminary observations and interviews, the researcher identified competency-related issues among employees at the Mulyorejo Urban Village Office, Surabaya, indicating that their competencies are not yet optimal. This aligns with the findings of Nur Alam et al. (2022), who concluded that competence has a positive and significant effect on employee performance at the Daya Urban village Makassar. Meanwhile, the study by Sonny Fransisco Siboro and Ahmad Taufik (2022) found that competence positively but insignificantly affects employee performance at Makassar Urban village office, Jakarta.

Work discipline is another crucial factor in enhancing employee performance at the Mulyorejo Urban Village Office. Employees with high discipline tend to be more responsible and capable of providing better public services. However, preliminary observations indicate that some employees still lack discipline, such as arriving late to work, which disrupts operations and lowers service quality. This is consistent with research by Natalia Adolfia Lotu et al. (2022) and Ilya Farida (2024), which found that work discipline has a positive and significant effect on employee performance. However, the study by Irawan and Suprianto (2021) revealed that work discipline does not have a significant effect.

Another factor affecting employee performance is the work environment, which includes all aspects surrounding employees that influence how they perform their tasks, both physically and non-physically. The work environment significantly impacts employees' comfort, motivation, and overall performance within an organization. It encompasses physical, social, and psychological conditions that affect employees while carrying out their duties. Observations at the Mulyorejo Urban Village Office identified

several challenges, such as inadequate air conditioning and ineffective communication, which hinder coordination and service delivery. The study by Dhimas Rakha et al. found that the work environment has a positive and significant effect on employee performance, whereas Sunarno (2021) reported a positive but insignificant effect. Based on the background and the issues mentioned above, the researcher is interested in conducting a study titled "The Influence of Competence, Work Discipline, and Work Environment on Employee Performance at the Mulyorejo Urban Village Office, Surabaya."

METHODS

According to Rasyid (2022), quantitative research tests theories by measuring relationships between variables using numerical data analyzed statistically. This study employs a quantitative causal-associative approach, which examines the cause-and-effect relationship between competence (X1), work discipline (X2), work environment (X3), and employee performance (Y). Data collection techniques involve questionnaires and interviews with employees of the Mulyorejo Urban Village Office, Surabaya. The collected data is then analyzed using IBM SPSS Statistics version 25, where respondents are provided with written statements to answer.

1. Uji Instrumen data

a. Uji Validitas

According to Wiratna Sujarweni (2021: 83), the validity test is used to determine the feasibility of items in a questionnaire in defining a variable. The validity test is conducted by comparing the calculated r-value (r-count) with the table r-value (r-table) ($df = n - 2$, sig. 0.05). The testing criteria are as follows:

- a) If $r\text{-count} \geq r\text{-table}$ (two-tailed test with sig. 0.05), the statement is valid.
- b) If $r\text{-count} < r\text{-table}$ or negative (two-tailed test with sig. 0.05), the statement is not valid.

b. Uji Reliabilitas

According to Wiratna Sujarweni (2021: 79), the reliability test measures the consistency and accuracy of measurement results. An instrument is considered reliable if it provides consistent results even when measured multiple times. The reliability test criteria use Cronbach's Alpha, with the following criteria for assessing instrument reliability:

- a) If the Cronbach's Alpha value is ≥ 0.6 , the instrument is considered reliable.
- b) If the Cronbach's Alpha value is < 0.6 , the instrument is considered not reliable.

2. Uji Asumsi Klasik

According to Riyanto and Hatmawan (2020:137), the classical assumption test is used to ensure that the regression model meets the requirements so that the resulting regression coefficients are linear, unbiased, and consistent. If these assumptions are not met, the regression results will be difficult to interpret. The classical assumption test aims to ensure that the data is suitable for further analysis, using test methods such as the normality test, multicollinearity test, and heteroscedasticity test.

a. Uji Normalitas

According to Wiratna Sujarweni (2021:52), the normality test aims to determine the data distribution of the variables used in the study. Good and appropriate data for research should follow a normal distribution. Data normality can be assessed using the Kolmogorov-Smirnov normality test, with the following criteria:

- a) If $\text{sig} \geq 0.05$, the data follows a normal distribution (H_0 is accepted).
- b) If $\text{sig} < 0.05$, the data does not follow a normal distribution (H_0 is rejected).

b. Uji Multikolinearitas

According to Wiratna Sujarweni (2021:185), the multicollinearity test is used to detect similarities among independent variables in a regression model, which can result in a strong correlation. This test also helps prevent bias in analyzing the effect of independent variables on the dependent variable. Testing Criteria:

- a) H_0 : There is no relationship between the independent variables.
 H_a : There is a relationship between the independent variables.
- b) If the VIF value > 10 , there is an indication of multicollinearity.
If the VIF value ≤ 10 , there is no indication of multicollinearity.
Alternatively, if the tolerance value < 0.1 , there is an indication of multicollinearity.
If the tolerance value > 0.1 , there is no indication of multicollinearity.
The multicollinearity test is conducted using the SPSS software.

c. Uji Heteroskedastisitas

According to Ghazali (2021:178), the heteroscedasticity test is used to examine whether there is an inequality of residual variance in the regression model. A good regression model should not experience heteroscedasticity (homoscedasticity). The heteroscedasticity test can be conducted by analyzing the scatterplot graph between SRESID and ZPRED, as follows:

- a) If there is a specific pattern, such as points forming a certain regular pattern (wavy, widening, then narrowing), it indicates the presence of heteroscedasticity.
- b) If there is no clear pattern and the points are spread above and below the Y-axis, then heteroscedasticity does not occur. To strengthen the scatterplot test, another method can be used, namely the Park test. If the independent variable has a significance level greater than 0.05, it can be concluded that there is no heteroscedasticity in the regression model of this study.

3. Uji Hipotesis

a. Uji t (Parsial)

According to Ghazali (2021:148), the t-test is used to determine how far an individual independent variable influences the variation of the dependent variable. This test serves as the basis for decision-making in accepting or rejecting a hypothesis in research by considering the significance of the constant for each independent variable. The criteria for the t-test are as follows:

- a) If the t-calculated value (t-count) $\geq$ t-table or the significance value (Sig) ≤ 0.05 , then the effect is significant.
- b) If the t-calculated value (t-count) $<$ t-table or the significance value (Sig) > 0.05 , then the effect is not significant.

b. Uji F (simultan)

According to Ghazali (2021:148), the purpose of the F-test is to determine whether the regression model can be used to assess the influence of independent variables on the dependent variable. The decision-making criteria are as follows:

- a) If Sig F $< \alpha$ (0.05), then the regression model is significant and can be used, meaning the null hypothesis is rejected H_0 .
- b) If Sig F $\geq \alpha$ (0.05), then the regression model is not significant and cannot be used, meaning the null hypothesis is not rejected H_0 .

c. Koefisiensi Determinasi (R^2)

According to Ghazali (2021:147), the coefficient of determination test measures the extent to which independent variables explain the variation in the dependent variable. Its value ranges from 0 to 1. If it approaches 1, the independent variables almost

entirely explain the dependent variable. Conversely, if it approaches 0, the independent variables provide little information.

d. Berganda line liner regresi analysis

According to Widya Reza (2024), linear regression analysis is a statistical method used to examine the linear relationship between independent and dependent variables. This study employs multiple linear regression to test the influence of competence, work discipline, and work environment on employee performance, with a significance level of $\alpha = 0.05$. The results of this analysis will answer the research question regarding whether competence, work discipline, and work environment affect employee performance in Kelurahan Mulyorejo, Surabaya. The research model is as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$$

Dimana:

Y	: Employee performance
α	: Constant
$\beta_1, \beta_2, \beta_3$	: Regression coefficient
X1	: Competence
X2	: Work discipline
X3	: Work environment
ε	: Residual

RESULT AND DISCUSSION

a. Test Data Instruments

b. Uji Validitas

Tabel 1 Uji Validitas

Variabel	Statement	r count	r table	Information
Competence (X1)	X1.1	0,919	0,4329	VALID
	X1.2	0,927	0,4329	VALID
	X1.3	0,862	0,4329	VALID
	X1.4	0,592	0,4329	VALID
	X1.5	0,867	0,4329	VALID
Work discipline (X2)	X2.1	0,801	0,4329	VALID
	X2.2	0,731	0,4329	VALID
	X2.3	0,874	0,4329	VALID
	X2.4	0,756	0,4329	VALID
	X2.5	0,634	0,4329	VALID
Work environment (X3)	X3.1	0,772	0,4329	VALID
	X3.2	0,805	0,4329	VALID
	X3.3	0,678	0,4329	VALID
	X3.4	0,789	0,4329	VALID
	X3.5	0,680	0,4329	VALID
Employee performance (Y)	Y1.1	0,725	0,4329	VALID
	Y1.2	0,839	0,4329	VALID
	Y1.3	0,711	0,4329	VALID
	Y1.4	0,642	0,4329	VALID
	Y1.5	0,629	0,4329	VALID

Source: Researcher from SPSS Data Processing Version 25

Based on Table 1 above, it can be seen that the calculated r-value for each statement in the competency variable (X1), work discipline (X2), work environment (X3), and employee performance (Y) is greater than the r-table value of 0.4329. Therefore, all indicators in each variable are declared valid.

a. Reality Test

Tabel 2 Reality Test

Variabel penelitian	Alpha Cronbach	Kriteria	Keterangan
Competence (X1)	0,889	0,6	Reliabel
Work Discipline (X2)	0,814	0,6	Reliabel
Working environment (X3)	0,791	0,6	Reliabel
Employee performance (Y)	0,755	0,6	Reliabel

Source : Researcher from SPSS data processing version 25

Based on Table 2 above, it can be seen that the Cronbach's alpha for each variable is greater than 0.6. This indicates that all respondents' answers to the statements in the competency (X1), work discipline (X2), work environment (X3), and employee performance (Y) variables are considered reliable.

2. Uji Asumsi Klasik

a. Uji Normalitas

Tabel 3 Uji Normalitas

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		21
Normal Parameters ^{a, b}	Mean	.0000000
	Std. Deviation	2.64066957
Most Extreme Differences	Absolute	.117
	Positive	.117
	Negative	-.090
Test Statistic		.117
Asymp. Sig. (2-tailed)		.200 ^{c, d}

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

Source: Researcher from SPSS data processing version 25

Based on Table 3 above, the normality test using the One-Sample Kolmogorov-Smirnov Test shows that the significance value (Asymp. Sig.) is 0.200, which is greater than the significance level of 0.05. This indicates that the data is normally distributed.

b. Result Uji Multikolinearitas

Tabel 4 Result Uji Multikolinieritas

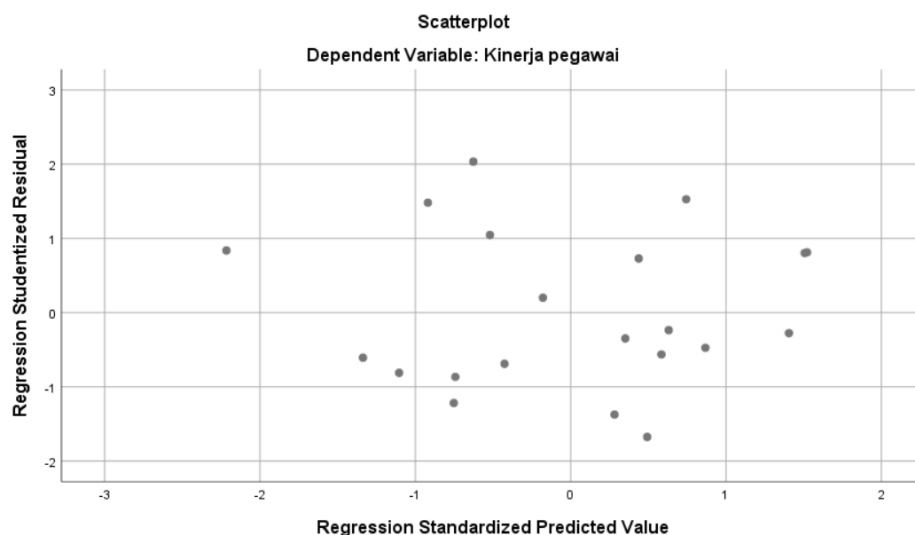
		Coefficients ^a	
		Collinearity Statistics	
Model		Tolerance	VIF
1	Kompetensi	.982	1.018
	Disiplin kerja	.975	1.026
	Lingkungan kerja	.969	1.032

a. Dependent Variable: Kinerja pegawai

Source : Researcher from SPSS data processing version 25 Based on Table 4 above, the results of the multicollinearity test show that the competency variable has a tolerance value of 0.982 and a VIF value of 1.018, the work discipline variable has a tolerance value of 0.975 and a VIF value of 1.206, and the work environment variable has a tolerance value of 0.969 and a VIF value of 1.032. Therefore, there is no indication of multicollinearity, as all VIF values are ≤ 10 and the tolerance values are close to 1, indicating that there is no high correlation between the independent variables.

b. Uji Heteroskedastisitas

Gambar 1 Uji Heteroskedastisitas



Source : Researcher from SPSS data processing version 25

Based on the scatterplot in Figure 1, the data points are randomly scattered around the horizontal axis and do not form any specific pattern, such as a curved, tapered, or one-directional spread. This indicates that there is no indication of heteroscedasticity in the regression model.

3. Uji Hipotesis

a. Uji t (Parsial)

Tabel 5 Result Uji t (Parsial)

Coefficients ^a							
		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics
Model		B	Std. Error	Beta	t	Sig.	Tolerance VIF
1	(Constant)	2.104	4.893		.430	.673	
	Kompetensi	.445	.140	.552	3.192	.005	.982 1.018
	Disiplin kerja	.375	.169	.385	2.219	.040	.975 1.026
	Lingkungan kerja	.036	.155	.040	.232	.819	.969 1.032

a. Dependent Variable: Kinerja pegawai

Source : Researcher from SPSS data processing version 25

Based on the distribution of t-table values, the determined t-table value is 2.109. The table above shows the partial effect of variable X on variable Y. By comparing the significance value (Sig.) with $\alpha = 5\%$ (0.05), the results can be explained as follows:

a) The competency variable (X1) has a calculated t-value of $3.192 > 2.109$ and a significance value of $0.005 \leq 0.05$. This indicates that, partially, competency has a significant effect on employee performance.

b) The work discipline variable (X2) has a calculated t-value of $2.219 > 2.109$ and a significance value of $0.040 \leq 0.05$. This indicates that, partially, work discipline has a significant effect on employee performance.

c) The work environment variable (X3) has a calculated t-value of $0.232 < 2.109$ and a significance value of $0.819 > 0.05$. This indicates that, partially, the work environment does not have a significant effect on employee performance.

b. Uji F (Simultan)

Tabel 6 Hasil Uji F (Simultan)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	139.775	3	46.592	5.679	.007 ^b
	Residual	139.463	17	8.204		
	Total	279.238	20			

a. Dependent Variable: Kinerja pegawai

b. Predictors: (Constant), Lingkungan kerja, Kompetensi, Disiplin kerja

Source : Researcher from SPSS data processing version 25

Based on the table, the significance value (Sig.) is 0.007. Since this value is smaller than 0.05, it can be concluded that the variables of competency, work discipline, and work environment collectively have a significant effect on employee performance.

c. Uji Koefisiensi Determinasi (R^2)

Tabel 7 Hasil Uji Koefisiensi determinasi

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.708 ^a	.501	.412	2.86421

a. Predictors: (Constant), Lingkungan kerja, Disiplin kerja, Kompetensi

Source : Researcher from SPSS data processing version 25

Based on table 7 above, it shows the relationship between independent variables (competence, work discipline and work environment) and dependent variables (employee performance) of 0.708. This shows that there is a strong relationship and that the R Square value (coefficient of determination) of 0.501 or 50.1% indicates that independent variables (Competence, Work discipline and Work environment) together explain 50.1% in variation in employee performance (Y). Meanwhile, the remaining 49.9% (100% - 50.1) is explained by other factors not included in this model.

4. Retresi analysis Linier berganda

Tabel 8 analisis regresi berganda

Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.104	4.893		.430	.673
	Kompetensi	.445	.140	.552	3.192	.005
	Disiplin kerja	.375	.169	.385	2.219	.040
	Lingkungan kerja	.036	.155	.040	.232	.819

a. Dependent Variable: Kinerja pegawai

Retresi analysis Linier berganda

Based on the table data above, the regression equation is obtained as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$$

$$Y = 2,104 + 0,445 X_1 + 0,375 X_2 + 0,036 X_3 + \varepsilon$$

Dimana:

Y : Employee performance

α : Constant

$\beta_1, \beta_2, \beta_3$: Regression coefficients

X_1 : Competency

X_2 : Work discipline

X_3 : Work environment

ε : Residual

From the equation, the following explanations can be made:

- 1) α (Constant): The constant in the regression model is 2.104 (a positive value), meaning that if the values of competency (X1), work discipline (X2), and work environment (X3) are all 0, then employee performance (Y) will have a value of 2.104.
- 2) $\beta_1 X_1$ (Competency): The regression coefficient is 0.445, indicating that every one-unit increase in competency will increase employee performance by 0.445 units, assuming other variables remain constant. The significance value ($0.005 \leq 0.05$) shows that this effect is statistically significant.
- 3) $\beta_2 X_2$ (Work Discipline): The regression coefficient is 0.375, indicating that every one-unit increase in work discipline will increase employee performance by 0.375 units, assuming other variables remain constant. The significance value ($0.040 \leq 0.05$) shows that this effect is statistically significant.
- 4) $\beta_3 X_3$ (Work Environment): The regression coefficient is 0.036, indicating that every one-unit increase in the work environment will increase employee performance by 0.036 units, assuming other variables remain constant. However, the significance value ($0.819 > 0.05$) shows that this effect is not statistically significant.

This study aims to identify and analyze the effect of competency, work discipline, and work environment on the performance of employees at Mulyorejo Subdistrict Office, Surabaya:

1. The Influence of Competency, Work Discipline, and Work Environment on Employee Performance at Mulyorejo Subdistrict Office, Surabaya

Based on the calculation data using SPSS Version 25, competency, work discipline, and work environment collectively (simultaneously) affect employee performance with a significance level of $0.007 \leq 0.05$. This means that H1: Competency, work discipline, and work environment simultaneously have a positive and significant effect on employee performance. This indicates that improving employee competency through training and skill development, strengthening work discipline by enforcing rules and strict supervision, and creating a conducive work environment can significantly enhance employee performance. Therefore, it is important for the management of Mulyorejo Subdistrict Office to pay attention to and integrate these three aspects into human resource management strategies to achieve optimal performance. This finding is in line with the study by La Ode Hasan Idris (2020), which states that competency, work discipline, and work environment have a positive and significant effect on employee performance.

2. The Influence of Competency on Employee Performance at Mulyorejo Subdistrict Office, Surabaya

Based on the t-test, the competency variable (X1) has a positive and significant effect on employee performance (Y) with a significance value of $0.005 \leq 0.05$, thus H2 is accepted. This indicates that employee competency—whether technical, administrative, or communication skills—directly impacts performance improvement. Competent employees are more effective in completing tasks and providing professional services, aligning with the mission of Mulyorejo Subdistrict Office: "Senyum, Sapa, dan Solutif" (Smile, Greet, and Solution-Oriented). However, there are still limitations in IT utilization, making regular training necessary. These findings are consistent with the studies by Tyas Nugroho (2023) and Nur Alam et al. (2022), which found that competency has a positive and significant effect on the performance of subdistrict office employees.

3. The Influence of Work Discipline on Employee Performance at Mulyorejo Subdistrict Office, Surabaya

Based on the t-test, the work discipline variable (X2) has a positive and significant effect on employee performance (Y), with a significance value of $0.040 \leq 0.05$, thus H3 is accepted. This indicates that high work discipline enhances punctuality, consistency, and adherence to procedures, leading to faster, more accurate, and more efficient services. It also strengthens public trust and improves bureaucratic effectiveness. Although employee discipline is already at a good level, further improvements are still needed to support the quality of public services. These findings align with the research by Ajijah Jumani (2024) and Noeke Dwi Ratna Romadhoni (2023), which found that work discipline has a positive and significant effect on the performance of subdistrict office employees.

4. The Influence of Work Environment on Employee Performance at Mulyorejo Subdistrict Office, Surabaya

Based on the t-test, the work environment variable (X3) has a negative and insignificant effect on employee performance (Y), with a significance value of $0.819 > 0.05$, thus H4 is rejected. This indicates that the work environment is not yet a primary factor influencing employee performance at Mulyorejo Subdistrict Office. Although physical facilities are relatively adequate, there are still shortcomings, such as air conditioning and office cleanliness. Additionally, suboptimal communication and teamwork can hinder coordination and service delivery. Therefore, improving communication quality and teamwork is a strategic step in creating a more conducive and productive work environment. These findings align with the research by Sunarno (2021) and Agnes Kelawin (2021), which found that the work environment has a positive but insignificant effect on the performance of subdistrict office employees.

CONCLUSION

This study aims to analyze and examine the influence of competency, work discipline, and work environment on the performance of employees at Mulyorejo Subdistrict Office, Surabaya. The results of the analysis and discussion indicate that:

- 1) Competency has a positive and significant partial effect on the performance of employees at Mulyorejo Subdistrict Office, Surabaya.
- 2) Work discipline has a positive and significant partial effect on the performance of employees at Mulyorejo Subdistrict Office, Surabaya.
- 3) The work environment does not have a significant effect on the performance of employees at Mulyorejo Subdistrict Office, Surabaya.

To improve employee performance, the institution needs to focus on enhancing competency, work discipline, and creating a conducive work environment. Employees are encouraged to improve their competency through self-learning, such as online courses, relevant literature, and mastering IT skills to enhance work efficiency. Work discipline should also be reinforced by maintaining attendance, completing tasks on time, and adhering to work regulations to increase productivity.

Additionally, improvements in the work environment are necessary, both physically—such as enhancing air conditioning facilities—and non-physically, by strengthening communication and teamwork. Future researchers are encouraged to examine non-physical work environment factors, such as interpersonal relationships and managerial support, as well as expand the research scope for more comprehensive results.

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