

# The Influence of Work Environment and Competence on Employee Performance with Motivation As An Intervening Variable at The Directorate General of Budget Ministry of Finance of The Republic of Indonesia

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**Abstract:** This study aims to: 1) identify and analyze the effect of the work environment on motivation, 2) identify and analyze the effect of competence on motivation, 3) identify and analyze the effect of the work environment on employee performance, 4) identify and analyze the effect of competence on employee performance, 5) knowing and analyzing the influence of motivation on employee performance, 6) knowing and analyzing the influence of the work environment on employee performance through motivation and 7) knowing and analyzing the effect of competence on employee performance through motivation. The research was conducted at the Office of the Directorate General of Budget of the Ministry of Finance of the Republic of Indonesia, with a sample of 90 respondents. The sampling technique used a simple random sampling technique. Methods of data analysis using descriptive analysis and path analysis. The results of the study show that: 1) there is an effect of the work environment on motivation, 2) there is an influence of competence on motivation, 3) there is an influence of the work environment on employee performance, 4) there is an effect of competence on employee performance, 5) there is an analysis of the effect of motivation on employee performance, 6) there is no effect of the work environment on employee performance through motivation and 7) there is no effect of competence on employee performance through motivation, motivation does not have an impact on improving the work environment and competency on employee performance.

**Keywords:** Work Environment, Competence, Motivation, Employee Performance

## I. Introduction

Human resources have a very important role in an organization. In the development of the current information age, every organization, both social and business organizations, will always be faced with human resource problems. The linkage of human resources with the civilization of the information age is very important so that in the management of human resources there is a tendency for greater attention to humans as a determining factor for organizational success. This attention is not only focused on humans as individuals but also on humans in organizational groups. In the general elucidation of Law number 5 of 2014 it is stated that in the context of implementing the ideals of the nation and realizing the goals of the state as stated in the preamble to the 1945 Constitution of the Republic of Indonesia, it is necessary to develop a state civil apparatus that has integrity, is professional, neutral and free from political intervention, free from practices of corruption, collusion, and nepotism, as well as being able to provide public services for the community and able to carry out its role as an adhesive element for national unity based on Pancasila and the 1945 Constitution of the Republic of Indonesia.

The Directorate General of Budget (abbreviated DJA) is an echelon I unit under the Ministry of Finance. The Directorate General of Budget, commonly abbreviated as DJA, has an important role in the preparation of the Indonesian State Revenue and Expenditure Budget. DJA has the task of formulating and implementing policies and technical standardization in the field of budgeting. The Directorate General of Budget (DJA) was formed based on Presidential Regulation No. 66 of 2006 concerning the Fourth Amendment to Presidential Regulation No. 10 of 2005 concerning Organizational Units and Tasks of Echelon I Ministries of the Republic of Indonesia. Based on Ministerial Decree No. 466/KMK.02/2006 concerning the Organization and Work Procedure of the Ministry of Finance, the Directorate General of Budget is one of the echelon I units that carry out some of the functions of the Ministry of Finance.

Central to the role of the Directorate General of Budget lies its task of formulating and implementing policies and technical standardization in the field of budgeting. Following the Medium-Term Development Plan (RPJM), policy in the financial sector is directed towards a balance between increasing budget allocations and efforts to strengthen fiscal sustainability through increasing state revenues and efficiency of state spending, while continuing to seek to reduce the budget deficit.

According to Rivai (2013). Performance is a real behavior that is displayed by everyone as work performance is produced by employees according to questions in the company. Employee performance is a very important thing in the company's efforts to achieve its goals. The problem that arises in the performance of employees of the Directorate General of Budget, Ministry of Finance of the Republic of Indonesia, is that in terms of quality, employees are not able to work thoroughly in carrying out the work given and their ability to work does not meet the set quality standards. Reporting about the quality of employee performance is still a problem. So far, employees have not been able to maximize their working hours. Improper use of time, from doing things outside of responsibility, to playing during working hours, has an impact on tasks that are neglected and not completed as they should. Not to mention the matter of attendance and departure that do not match the specified time. The problem increases when employees also do not have an attitude of initiative and critical power, so that in carrying out their responsibilities it causes many problems which have implications for commitment as servants of the state.

Motivation according to Blanchard and Thacker (2010), defines motivation as direction, encouragement, and the number of efforts that a person expends to achieve a specific goal. This definition illustrates that the motivation of each employee is very important for the organization to pay attention to because the encouragement that arises from within an employee can determine the amount of effort made in carrying out the task or job given. So that the high motivation given by the leadership to employees is expected to have a positive impact on employees in achieving what has been targeted by the organization.

The problem of motivation in the Directorate General of Budget of the Ministry of Finance of the Republic of Indonesia is the lack of motivation to work so that employees cannot produce optimal work for themselves and the company. Giving motivation from the leadership is needed so that members of the organization are willing to mobilize their abilities in the form of expertise, skills, energy, and time to carry out various activities that are their responsibility in the context of achieving organizational goals and objectives.

A work environment is a place where employees carry out activities every day. The work environment is said to be good or appropriate if employees can carry out activities optimally, healthily, safely and comfortably. Supardi (2003), stated that the work environment is a situation around the workplace both physically and non-physically which can give the impression of being pleasant, secure, reassuring and the impression of being comfortable working and so on. The work environment plays an important role in the good or bad quality of employee performance results. If the work environment is comfortable and communication between employees runs smoothly, then we can be sure that the resulting performance will be maximized. Problems with the work environment at the Directorate General of Budget, Ministry of Finance of the Republic of Indonesia, can be seen from the light or lighting that is not clear enough to hinder work so that work is carried out less efficiently. Because lighting is very beneficial for employees to get safe and smooth work.

Competence according to McAcshan in Sutrisno (2010) suggests that competence is defined as knowledge, skills, and abilities that are mastered by someone who has become part of himself so that he can carry out cognitive, affective, and psychomotor behaviors as well as possible. Competence problems in the Directorate General of Budget, Ministry of Finance, and the quality of bureaucratic human resources seem to be exacerbated by inappropriate behavior by employees. The level of employee discipline at the Directorate General of Budget of the Ministry of Finance of the Republic of Indonesia still has not shown good results, bad habits such as entering and leaving not on time are still ongoing.

## **II. Literature Review**

### **Employee Performance**

The definition of performance or performance is a description of the level of achievement of the implementation of an activity program or policy in realizing the goals, objectives, vision and mission of the organization as outlined through the strategic planning of an organization (Moehariono, 2011). Performance can be known and measured if an individual or a group of employees already has criteria or benchmark success standards set by the organization. Performance is the result of work that can be achieved by a person or group of people in an organization both quantitatively and qualitatively, under the respective authorities and responsibilities to achieve the goals of the organization concerned legally, not violating the law and following morals and ethics.

According to Sedarmayanti (2011), performance is a translation of performance which means the work of a worker, a management process, or an organization as a whole, where the work results must be shown concretely and can be measured (compared to predetermined standards). Suwanto and Donni (2011) stated that performance is performance or performance. Performance can also be interpreted as work performance or work implementation or performance results. According to Robbins (2012), employee performance is the result of work both in quality and quantity achieved by someone in carrying out tasks according to the responsibilities given. The employee performance variable indicators are as follows:

- a. Quality.
- b. Quantity.
- c. Punctuality.

### **Motivation**

Sutrisno (2011) defines motivation as a factor that encourages a person to carry out a certain activity, therefore motivation is often also interpreted as a driving factor for one's behavior. Every activity carried out by a person must have factors that encourage his activity. Meanwhile, Terry G in Notoatmodjo (2009) defines work motivation as a desire contained in an individual who encourages him to do actions.

According to Hamzah (2013), motivation is the urge that exists in a person to carry out certain activities and try to make changes in behavior that are better at meeting their needs. This is in line with the opinion of Mas'ud (2014) which states that motivation is the driving force that exists within a person to act. According to Kartini (2014), motivation is something that creates enthusiasm and encouragement to do and work. From some of the definitions above, it can be concluded that work motivation is the whole process of providing motivation through wages, salaries, giving initiative, and paying attention to self-esteem, also meeting spiritual needs, and paying attention to the environment in which subordinates work in such a way that they want to work sincerely for the sake of achieving organizational goals efficiently and economically.

Robbins and Judge (2012) define motivation as a process that explains the intensity, direction, and persistence of an individual to achieve his goals. The indicators of motivational variables are as follows:

- a. Achievement needs
- b. Need for power
- c. The need for affiliation

### **Work Environment**

According to Mardiana (2005), the work environment is "an environment where employees carry out their daily work". A conducive work environment provides a sense of security and allows employees to work optimally. Meanwhile, according to Sihombing (2004), the work environment is: "Factors outside of humans both physical and non-physical in an organization. These physical factors include work equipment, workplace temperature, tightness and density, noise, and workspace area. While non-physical includes work relationships that are formed in agencies between superiors and subordinates and between fellow employees.

Meanwhile, according to Sedarmayanti (2001), "the work environment is the whole of the tools and materials encountered, the surrounding environment where a person works, his work methods, and work arrangements both as individuals and as a group". According to Sarwono (2005), "The work environment is an environment where employees/employees carry out their daily work". A conducive work environment provides a sense of security and allows employees to work optimally. The work environment can affect employee emotions. If the employee likes the work environment where he works, then the employee will feel at home in his workplace to carry out activities so that work time is used effectively and is optimistic that employee performance is also high. The work environment includes working relationships that are formed between fellow employees and working relationships between subordinates and superiors as well as the physical environment in which employees work. Furthermore according to Komarudin (2001). It is the social, psychological, and physical life within the organization that influences the work of employees in carrying out their duties.

According to Sedarmayanti (2001), work environment indicators are as follows:

- a. Temperature or air temperature in the workplace.
- b. Air circulation in the workplace.
- c. Lighting or light in the workplace.

### **Competence**

The definition of competence according to Mc Acshan in Sutrisno (2010) suggests that competence is defined as knowledge, skills, and abilities that are mastered by someone who has become part of himself so that he can carry out cognitive, affective, and psychomotor behaviors as well as possible. If competence is defined as the ability, then it can be interpreted as knowledge

understanding the purpose of carrying out precise tips in carrying out proper and good work, and understanding how important discipline is in an organization so that all rules can work properly.

According to Hutapea and Thoha (2011), Competence is defined as a description of what must be known or done to carry out their work properly. The competency variable indicators are as follows:

- a. Knowledge.
- b. Individual skills.
- c. Work attitude

**III. Research Methods**

**Research Object and Time**

The research unit in the study carried out was the Ministry of Finance of the Republic of Indonesia's DJA, whose office is at the Sutikno Slamet Building, Jl. Dr. Wahidin Raya No.1, Ps. Baru, Sawah Besar District, Central Jakarta City, Special Capital Region of Jakarta 10710. The research period was for 3 months, namely September 2022 to November 2022.

**Research Design**

This study uses an explanatory analysis approach, in which each variable put forward in the hypothesis is observed through testing the causal relationship between the independent variables and the dependent variable, as well as the mediating variable in this case motivation, as the observed variable can mediate the direct relationship of the independent variables (work environment and competency) on the dependent variable (employee performance). The influence of these mediating variables can strengthen or weaken the relationship between the dependent and independent variables.

**Population and Sample**

The population is a collection of individuals or research objects that have defined characteristics or characteristics (Cooper and Emory, 2005). The population used in this study were employees at the DJA of the Ministry of Finance of the Republic of Indonesia, with a total of 862 employees.

The sample is part of the population that has relatively the same characteristics and is considered to represent the population. Sampling in this study was based on the Yamane formulation. Based on the calculations from the above formula, the number of samples as objects of observation is obtained from as many as 90 employees at the DJA of the Ministry of Finance of the Republic of Indonesia.

The technique used in this study is Stratified random sampling, which is a sampling method in which the population is stratified into several layers based on certain criteria. The criteria referred to can be in the form of research variables, it can also be variables that are close to the research variables. Based on the calculations from the above formula, the number of samples as objects of observation is 50 employees at the DJA of the Ministry of Finance of the Republic of Indonesia.

**IV. Result**

To examine the influence of the mediating variable, the path analysis method is used. Path analysis is an extension of multiple linear regression analysis, or path analysis is the use of regression analysis to estimate the causal relationship between variables that have been previously determined based on theory (Ghozali, 2012). Path analysis in this study can be described as follows:

**1. Analysis of the Effect of Work Environment and Competence on Motivation**

The results of the regression analysis of the influence of the work environment and competence on motivation can be seen in the table below:

**Table 1. Test results for the effect of work environment and competence on motivation**

Model	R Square	Adjusted R Square	Std. Error of the Estimate
1	.632	.624	3.53581

Source: Primary data processing, 2023

Table 1 shows the value of R<sup>2</sup> (R Square) of 0.723. This R<sup>2</sup> value is used in calculating the value of the e1 coefficient. The coefficient e1 is a variant of motivation that is not explained by work environment and competence.

Magnitude: Coefficient e1 =  $\sqrt{1 - R^2 X_k}$

$$e_1 = \sqrt{1 - (0,624)^2} = \sqrt{1 - (0,376)} = \sqrt{0,376} = 0,613$$

**Table 2. Results of the regression analysis of motivation**

Model	Standardized Coefficients	t	Sig.
	Beta		
1 (Constant)		1.615	.110
X1	.423	4.634	.000
X2	.439	4.818	.000

Source: Primary data processing, 2023

Based on Table 2, it can be seen that the regression equation is as follows:

$$X_3 = b_1X_1 + b_2X_2 + e_1$$

$$X_3 = 0,423X_1 + 0,439X_2 + 0,613e_1 \dots\dots\dots (1)$$

The equation shows that:

- Every 1 increase in a work environment will be followed by an increase in motivation of 0.423.
- Every time there is an increase of 1 competency unit, it will be followed by an increase in motivation of 0.439.

So from equation (1) it can be seen that if the work environment increases, motivation will increase. Likewise, with increased competence, motivation will increase.

**2. Analysis of the Effect of the Work Environment and Competence on Employee Performance**

The results of the regression analysis of the influence of the work environment and competence on employee performance can be seen in Table 3, as follows:

**Table 3. Test results for the effect of work environment and competence on employee performance**

Model	R Square	Adjusted R Square	Std. Error of the Estimate
1	.529	.518	3.74792

Source: Primary data processing, 2023

Table 3 shows the value of R<sup>2</sup> (R Square) of 0.555. This R<sup>2</sup> value is used in calculating the value of the e2 coefficient. The coefficient e2 is a variant of employee performance that is not explained by work environment and competence.

Magnitude: Coefficient e1 =  $\sqrt{1 - R^2 X_k}$

$$e_1 = \sqrt{1 - (0,529)^2} = \sqrt{1 - (0,471)} = \sqrt{0,471} = 0,686$$

**Table 4. Results of employee performance regression analysis**

Model	Standardized Coefficients	t	Sig.
	Beta		
1 (Constant)		3.395	.001
X1	.349	3.384	.001
X2	.438	4.246	.000

Source: Primary data processing, 2023

Based on Table 4, it can be seen that the regression equation is as follows:

$$Y = b_1X_1 + b_2X_2 + e_2$$

$$Y = 0,349X_1 + 0,438X_2 + 0,686e_2 \dots\dots\dots (2)$$

This equation shows that:

- Every time there is an increase of 1 work environment unit, it will be followed by an increase in employee performance of 0.349.
- Every time there is an increase of 1 competency unit, it will be followed by an increase in employee performance of 0.438.

**3. Analysis of the Effect of Motivation on Employee Performance**

The results of the regression analysis of the effect of motivation on employee performance can be seen in Table 5, as follows:

**Table 5. Employee performance regression coefficient**

Model	R Square	Adjusted R Square	Std. Error of the Estimate
1	.630	.622	3.51308

Source: Primary data processing, 2023

Based on Table 5, it can be seen that the regression equation is as follows:

$$Y = b_3X_3 + e_2$$

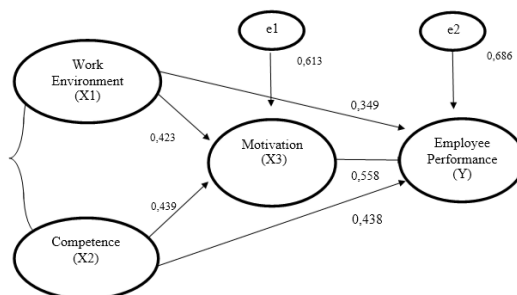
$$Y = 0,558X_3 + 0,686e_2 \dots\dots\dots(3)$$

This equation shows that:

- Every time there is an increase of 1 unit of motivation, it will be followed by an increase in employee performance of 0.558

**4. Analysis of the Effect of the Work Environment and Competence on Employee Performance Through Motivation**

Based on equations (1), (2) and (3) a path analysis model is obtained as follows:



**Figure 1. Result of Path Analysis**

The value of the influence of the work environment and competence on employee performance through motivation is as follows:

$$X_1 \rightarrow X_3 \rightarrow Y = (\rho_{X_3X_1}) \times (\rho_{YX_3}) = 0,423 \times 0,558 = 0,236$$

$$X_2 \rightarrow X_3 \rightarrow Y = (\rho_{X_3X_2}) \times (\rho_{YX_3}) = 0,439 \times 0,558 = 0,245$$

### Hypothesis Test

#### 1. The Effect of the Work Environment on Motivation

To know this, it is necessary to use the t-test. The following is a test for each variable:

**Table 6. Results of the t-test of the influence of the work environment on motivation**

Model	Standardized Coefficients	t	Sig.
	Beta		
1 (Constant)		3.955	.000
X1	.731	10.044	.000

Source: Primary data processing, 2023

The results of the t-test for the work environment variable obtained a t count = 10.044 and a t-table of 1.675. This means t-count > t-table (10.044 > 1.675), which means H0 is rejected and H1 is accepted. This gives the conclusion that the work environment influences motivation. Thus the first hypothesis is tested and proven.

#### 2. The Effect of Competence on Motivation

**Table 7. T-test results effect of competence on motivation**

Model	Standardized Coefficients	t	Sig.
	Beta		
1 (Constant)		2.751	.007
X2	.736	10.193	.000

Source: Primary data processing, 2023

The results of the t-test for the work environment variable obtained a t count = 10.193 and a t-table of 1.675. This means t-count > t-table (10.193 > 1.675), which means H0 is rejected and H1 is accepted. This gives the conclusion that competence affects motivation. Thus the second hypothesis is tested and proven.

#### 3. The Effect of the Work Environment on Employee Performance

To know this, it is necessary to use the t-test. The following is a test for each variable:

**Table 8. Results of the t-test of the influence of the work environment on employee performance**

Model	Standardized Coefficients	t	Sig.
	Beta		
1 (Constant)		5.620	.000
X1	.657	8.168	.000

Source: Primary data processing, 2023

The results of the t-test for the work environment variable obtained a t count = 8.168 and a t-table of 1.675. This means t-count > t-table (8.168 > 1.675), which means H0 is rejected and H1 is accepted. This gives the conclusion that the work environment influences employee performance. Thus the third hypothesis is tested and proven.

**4. The Effect of Competence on Employee Performance**

**Table 9. The T-test effect of competence on employee performance**

Model	Standardized Coefficients	t	Sig.
	Beta		
1 (Constant)		4.293	.000
X2	.683	8.779	.000

Source: Primary data processing, 2023

The results of the t-test for the work environment variable obtained a t count = 8.779 and a t-table of 1.675. This means t-count > t-table (8.779 > 1.675), which means H0 is rejected and H1 is accepted. This gives the conclusion that competence affects employee performance. Thus the fourth hypothesis is tested and proven.

**5. The Effect of Motivation on Employee Performance**

To test the effect of motivation on employee performance, the t-test is carried out. The following are the results of the t-test:

**Table 10. Results of the t-test the effect of motivation on employee performance**

Model	Standardized Coefficients	t	Sig.
	Beta		
1 (Constant)		4.766	.000
X3	.747	10.533	.000

Source: Primary data processing, 2023

The results of the t-test for the motivational variable obtained the value of t count = 10.533 and a t-table of 1.675. This means t-count > t-table (10.533 > 1.675), which means H0 is rejected and H1 is accepted. This gives the conclusion that motivation influences employee performance. Thus the fifth hypothesis is tested and proven.

**6. The Effect of the Work Environment on Employee Performance Through Motivation**

$$X1 \rightarrow X3 \rightarrow Y = (\rho_{x3x1}) \times (\rho_{yx3}) = 0,423 \times 0,558 = 0,236$$

In the work environment variable, the indirect effect value is obtained from the path coefficient value  $\rho_{x3x1}$  multiplied by the path coefficient value  $\rho_{yx3}$ . The multiplication results show that the coefficient value of the indirect effect is small compared to the value of the coefficient of direct influence. This shows that motivation cannot mediate, namely the work environment in influencing employee performance. Thus the sixth hypothesis is not proven and untested.

**7. The Effect of Competence on Employee Performance Through Motivation**

$$X2 \rightarrow X3 \rightarrow Y = (\rho_{x3x2}) \times (\rho_{yx3}) = 0,439 \times 0,558 = 0,245$$

In the competency variable, the indirect effect value is obtained from the path coefficient value  $\rho_{x3x1}$  multiplied by the path coefficient value  $\rho_{yx3}$ . The multiplication result shows that the value of the coefficient of indirect influence is smaller than the value of the coefficient of direct influence. This shows that motivation cannot mediate, namely competence in influencing employee performance. Thus the seventh hypothesis is not proven and untested.



## V. Discussion

### 1. The Influence of the Work Environment on Employee Motivation at the Directorate General of Budget, Ministry of Finance of the Republic of Indonesia

Based on the results of a descriptive analysis of work environment variables, the indicator that gives the greatest value to the formation of work environment variables is lighting, that lighting fixtures in the office, office circulation in the room of the Directorate General of Budget of the Ministry of Finance of the Republic of Indonesia are adequate and in the workroom of the Directorate General of Budget of the Ministry of Finance RI, the coloring of the room is well organized so that it can support work, as well as the painted walls in the office of the Directorate General of Budget of the Ministry of Finance of the Republic of Indonesia in harmony with the workplace. The average value of the work environment variable tends to agree, this shows that employees of the Directorate General of Budget of the Ministry of Finance of the Republic of Indonesia tend to agree that the indicators namely temperature, air circulation, and lighting form the work environment variable.

Based on the results of the descriptive analysis of the motivational variable, the indicator that gives the greatest value to the formation of the motivational variable is the need for achievement, that promotion is the most effective reward for employee performance at the Directorate General of Budgeting of the Ministry of Finance of the Republic of Indonesia, besides being directly involved in the decision-making process, so will make employees responsible and can also be expected to increase enthusiasm and enthusiasm for work and reward employees of the Directorate General of Budget of the Ministry of Finance of the Republic of Indonesia who excel in the form of salary increases, promotions and so on. The average value of the motivational variable tends to agree, this shows that employees of the Directorate General of Budget of the Ministry of Finance of the Republic of Indonesia tend to agree that the indicators namely the need for achievement, the need for power, and the need for affiliation form the motivation variable.

Based on the results of the regression analysis, shows that the work environment provides increased support for employee motivation at the Directorate General of Budget, Ministry of Finance of the Republic of Indonesia. The results of this study are in line with the results of previous research conducted by Sabil et al (2021), Idayati (2020), Tamaina, G. P., & Suharto, I. K. S. (2018), Rinawati (2014), Wahyudi et al (2021).

### 2. The Influence of Competence on Employee Motivation at the Directorate General of Budget, Ministry of Finance of the Republic of Indonesia

Based on the results of the descriptive analysis of competency variables, the indicator that gives the greatest value to the formation of competency variables is knowledge, that in carrying out work activities understanding the work program of the Directorate General of Budget of the Ministry of Finance of the Republic of Indonesia, carrying out work activities mastering the program implementation process of the Directorate General of Budgeting of the Ministry of Finance of the Republic of Indonesia and taking into account the impact that occurred at the Directorate General of Budget of the Ministry of Finance of the Republic of Indonesia. The average value of the competency variable tends to agree, this shows that employees of the Directorate General of Budget of the Ministry of Finance of the Republic of Indonesia tend to agree that the indicators, namely knowledge, skills, and attitudes form the competency variable.

Based on the results of the descriptive analysis of the motivational variable, the indicator that gives the greatest value to the formation of the motivational variable is the need for achievement, that promotion is the most effective reward for employee performance at the Directorate General of Budgeting of the Ministry of Finance of the Republic of Indonesia, besides being directly involved in the decision-making process, so will make employees responsible and can also be expected to increase enthusiasm and enthusiasm for work and reward employees of the Directorate General of Budget of the Ministry of Finance of the Republic of Indonesia who excel in the form of salary increases, promotions and so on. The average value of the motivational variable tends to agree, this shows that employees of the Directorate General of Budget of the Ministry of Finance of the Republic of Indonesia tend to agree that the indicators namely the need for achievement, the need for power, and the need for affiliation form the motivation variable.

Based on the results of the regression analysis, shows that competence provides increased support for employee motivation at the Directorate General of Budgeting, Ministry of Finance of the Republic of Indonesia. The results of this study are in line with the results of previous studies that have been conducted by Sabil et al (2021), Idayati (2020), Rinawati (2014), Susanto et al (2022), Wahyudi et al (2021).

### 3. The Influence of the Work Environment on Employee Performance at the Directorate General of Budget, Ministry of Finance of the Republic of Indonesia

Based on the results of a descriptive analysis of work environment variables, the indicator that gives the greatest value to

the formation of work environment variables is lighting, that lighting fixtures in the office, office circulation in the room of the Directorate General of Budget of the Ministry of Finance of the Republic of Indonesia are adequate and in the workroom of the Directorate General of Budget of the Ministry of Finance RI, the coloring of the room is well organized so that it can support work, as well as the painted walls in the office of the Directorate General of Budget of the Ministry of Finance of the Republic of Indonesia in harmony with the workplace. The average value of the work environment variable tends to agree, this shows that employees of the Directorate General of Budget of the Ministry of Finance of the Republic of Indonesia tend to agree that the indicators namely temperature, air circulation, and lighting form the work environment variable.

Based on the results of descriptive analysis of employee performance variables, the indicator that gives the greatest value to the formation of employee performance variables is work quality, that employees of the Directorate General of Budget of the Ministry of Finance of the Republic of Indonesia always maintain that the output produced during work activities satisfies the leadership and is responsible for the job description of the Directorate General of Budget The Ministry of Finance of the Republic of Indonesia as well as reports on the implementation of work carried out by employees of the Directorate General of Budget of the Ministry of Finance of the Republic of Indonesia following conditions in the field. The average value of employee performance variables tends to agree, this shows that employees of the Directorate General of Budget of the Ministry of Finance of the Republic of Indonesia tend to agree that the indicators, namely work quality, work quantity, and timeliness, form employee performance variables.

Based on the results of the regression analysis, shows that the work environment provides increased support for employee performance at the Directorate General of Budget, Ministry of Finance of the Republic of Indonesia. The results of this study are in line with the results of previous studies conducted by Sabil et al (2021), Idayati (2020), Prasetya (2018), Rinawati (2014), Subagja, I. K., & Pranoto, W. (2020), Wahyudi et al. al (2021), Khatimah et al (2020), are not in line with the research of Basori et al (2017).

#### **4. The Influence of Competence on Employee Performance at the Directorate General of Budget, Ministry of Finance of the Republic of Indonesia**

Based on the results of the descriptive analysis of competency variables, the indicator that gives the greatest value to the formation of competency variables is knowledge, that in carrying out work activities understanding the work program of the Directorate General of Budget of the Ministry of Finance of the Republic of Indonesia, carrying out work activities mastering the program implementation process of the Directorate General of Budgeting of the Ministry of Finance of the Republic of Indonesia and taking into account the impact that occurred at the Directorate General of Budget of the Ministry of Finance of the Republic of Indonesia. The average value of the competency variable tends to agree, this shows that employees of the Directorate General of Budget of the Ministry of Finance of the Republic of Indonesia tend to agree that the indicators, namely knowledge, skills, and attitudes form the competency variable.

Based on the results of descriptive analysis of employee performance variables, the indicator that gives the greatest value to the formation of employee performance variables is work quality, that employees of the Directorate General of Budget of the Ministry of Finance of the Republic of Indonesia always maintain that the output produced during work activities satisfies the leadership and is responsible for the job description of the Directorate General of Budget The Ministry of Finance of the Republic of Indonesia as well as reports on the implementation of work carried out by employees of the Directorate General of Budget of the Ministry of Finance of the Republic of Indonesia following conditions in the field. The average value of employee performance variables tends to agree, this shows that employees of the Directorate General of Budget of the Ministry of Finance of the Republic of Indonesia tend to agree that the indicators, namely work quality, work quantity, and timeliness, form employee performance variables.

Based on the results of the regression analysis, shows that competence provides increased support for the performance of employees of the Directorate General of Budgeting, Ministry of Finance of the Republic of Indonesia. The results of this study are in line with the results of previous studies that have been conducted by Sabil et al (2021), Idayati (2020), Prasetya (2018), Rinawati (2014), Susanto et al (2022), Wahyudi et al (2021), Subagja, I. K., & Pranoto, W. (2020), Khatimah et al (2020) are not in line with the research of Basori et al (2017).

#### **5. The Influence of Motivation on Employee Performance at the Directorate General of Budget, Ministry of Finance of the Republic of Indonesia**

Based on the results of the descriptive analysis of the motivational variable, the indicator that gives the greatest value to the formation of the motivational variable is the need for achievement, that promotion is the most effective reward for employee performance at the Directorate General of Budgeting of the Ministry of Finance of the Republic of Indonesia, besides being directly involved in the decision-making process, so will make employees responsible and can also be expected to increase

enthusiasm and enthusiasm for work and reward employees of the Directorate General of Budget of the Ministry of Finance of the Republic of Indonesia who excel in the form of salary increases, promotions and so on. The average value of the motivational variable tends to agree, this shows that employees of the Directorate General of Budget of the Ministry of Finance of the Republic of Indonesia tend to agree that the indicators namely the need for achievement, the need for power, and the need for affiliation form the motivation variable.

Based on the results of descriptive analysis of employee performance variables, the indicator that gives the greatest value to the formation of employee performance variables is work quality, that employees of the Directorate General of Budget of the Ministry of Finance of the Republic of Indonesia always maintain that the output produced during work activities satisfies the leadership and is responsible for the job description of the Directorate General of Budget The Ministry of Finance of the Republic of Indonesia as well as reports on the implementation of work carried out by employees of the Directorate General of Budget of the Ministry of Finance of the Republic of Indonesia following conditions in the field. The average value of employee performance variables tends to agree, this shows that employees of the Directorate General of Budget of the Ministry of Finance of the Republic of Indonesia tend to agree that the indicators, namely work quality, work quantity, and timeliness, form employee performance variables.

Based on the results of the regression analysis, shows that motivation provides increased support for employee performance at the Directorate General of Budget, Ministry of Finance of the Republic of Indonesia. The results of this study are in line with the results of previous research conducted by Sabil et al (2021), Tamaina, G. P., & Suharto, I. K. S. (2018), and Rinawati (2014).

#### **6. The Influence of the Work Environment on Employee Performance at the Directorate General of Budget, Ministry of Finance of the Republic of Indonesia through Motivation**

Based on the results of a descriptive analysis of work environment variables, the indicator that gives the greatest value to the formation of work environment variables is lighting, that lighting fixtures in the office, office circulation in the room of the Directorate General of Budget of the Ministry of Finance of the Republic of Indonesia are adequate and in the workroom of the Directorate General of Budget of the Ministry of Finance RI, the coloring of the room is well organized so that it can support work, as well as the painted walls in the office of the Directorate General of Budget of the Ministry of Finance of the Republic of Indonesia in harmony with the workplace. The average value of the work environment variable tends to agree, this shows that employees of the Directorate General of Budget of the Ministry of Finance of the Republic of Indonesia tend to agree that the indicators namely temperature, air circulation, and lighting form the work environment variable.

Based on the results of the descriptive analysis of the motivational variable, the indicator that gives the greatest value to the formation of the motivational variable is the need for achievement, that promotion is the most effective reward for employee performance at the Directorate General of Budgeting of the Ministry of Finance of the Republic of Indonesia, besides being directly involved in the decision-making process, so will make employees responsible and can also be expected to increase enthusiasm and enthusiasm for work and reward employees of the Directorate General of Budget of the Ministry of Finance of the Republic of Indonesia who excel in the form of salary increases, promotions and so on. The average value of the motivational variable tends to agree, this shows that employees of the Directorate General of Budget of the Ministry of Finance of the Republic of Indonesia tend to agree that the indicators namely the need for achievement, the need for power, and the need for affiliation form the motivation variable.

Based on the results of descriptive analysis of employee performance variables, the indicator that gives the greatest value to the formation of employee performance variables is work quality, that employees of the Directorate General of Budget of the Ministry of Finance of the Republic of Indonesia always maintain that the output produced during work activities satisfies the leadership and is responsible for the job description of the Directorate General of Budget The Ministry of Finance of the Republic of Indonesia as well as reports on the implementation of work carried out by employees of the Directorate General of Budget of the Ministry of Finance of the Republic of Indonesia following conditions in the field. The average value of employee performance variables tends to agree, this shows that employees of the Directorate General of Budget of the Ministry of Finance of the Republic of Indonesia tend to agree that the indicators, namely work quality, work quantity, and timeliness, form employee performance variables.

Based on the results of the path analysis, shows that there is no motivation to provide support for improving the work environment on the performance of employees of the Directorate General of Budget, Ministry of Finance of the Republic of Indonesia. The results of this study are not in line with the results of previous studies that have been conducted by Sabil et al (2021), Basori et al (2017), and Rinawati (2014).

## **7. The Influence of Competence on Employee Performance at the Directorate General of Budget, Ministry of Finance of the Republic of Indonesia through Motivation**

Based on the results of the descriptive analysis of competency variables, the indicator that gives the greatest value to the formation of competency variables is knowledge, that in carrying out work activities understanding the work program of the Directorate General of Budget of the Ministry of Finance of the Republic of Indonesia, carrying out work activities mastering the program implementation process of the Directorate General of Budgeting of the Ministry of Finance of the Republic of Indonesia and taking into account the impact that occurred at the Directorate General of Budget of the Ministry of Finance of the Republic of Indonesia. The average value of the competency variable tends to agree, this shows that employees of the Directorate General of Budget of the Ministry of Finance of the Republic of Indonesia tend to agree that the indicators, namely knowledge, skills, and attitudes form the competency variable.

Based on the results of the descriptive analysis of the motivational variable, the indicator that gives the greatest value to the formation of the motivational variable is the need for achievement, that promotion is the most effective reward for employee performance at the Directorate General of Budgeting of the Ministry of Finance of the Republic of Indonesia, besides being directly involved in the decision-making process, so will make employees responsible and can also be expected to increase enthusiasm and enthusiasm for work and reward employees of the Directorate General of Budget of the Ministry of Finance of the Republic of Indonesia who excel in the form of salary increases, promotions and so on. The average value of the motivational variable tends to agree, this shows that employees of the Directorate General of Budget of the Ministry of Finance of the Republic of Indonesia tend to agree that the indicators namely the need for achievement, the need for power, and the need for affiliation form the motivation variable.

Based on the results of descriptive analysis of employee performance variables, the indicator that gives the greatest value to the formation of employee performance variables is work quality, that employees of the Directorate General of Budget of the Ministry of Finance of the Republic of Indonesia always maintain that the output produced during work activities satisfies the leadership and is responsible for the job description of the Directorate General of Budget The Ministry of Finance of the Republic of Indonesia as well as reports on the implementation of work carried out by employees of the Directorate General of Budget of the Ministry of Finance of the Republic of Indonesia following conditions in the field. The average value of employee performance variables tends to agree, this shows that employees of the Directorate General of Budget of the Ministry of Finance of the Republic of Indonesia tend to agree that the indicators, namely work quality, work quantity, and timeliness, form employee performance variables.

Based on the results of the path analysis, shows that motivation does not provide support for increasing competency in the performance of employees of the Directorate General of Budget, Ministry of Finance of the Republic of Indonesia. The results of this study are in line with the results of previous studies that have been conducted by Sabil et al (2021), Basori et al (2017), Susanto et al (2022), not in line with Rinawati's research (2014).

## **VII. Conclusion**

Based on the results of research on the influence of the work environment and competence on employee performance at the office of the Directorate General of Budget of the Ministry of Finance of the Republic of Indonesia through motivation, the following conclusions can be drawn:

Based on the results of a descriptive analysis of work environment variables, the indicator that gives the greatest value to the formation of work environment variables is lighting, that lighting fixtures in the office, office circulation in the room of the Directorate General of Budget of the Ministry of Finance of the Republic of Indonesia are adequate and in the workroom of the Directorate General of Budget of the Ministry of Finance RI, the coloring of the room is well organized so that it can support work, as well as the painted walls in the office of the Directorate General of Budget of the Ministry of Finance of the Republic of Indonesia in harmony with the workplace. The average value of the work environment variable tends to agree, this shows that employees of the Directorate General of Budget of the Ministry of Finance of the Republic of Indonesia tend to agree that the indicators namely temperature, air circulation, and lighting form the work environment variable.

Based on the results of the descriptive analysis of the motivational variable, the indicator that gives the greatest value to the formation of the motivational variable is the need for achievement, that promotion is the most effective reward for employee performance at the Directorate General of Budgeting of the Ministry of Finance of the Republic of Indonesia, besides being directly involved in the decision-making process, so will make employees responsible and can also be expected to increase enthusiasm and enthusiasm for work and reward employees of the Directorate General of Budget of the Ministry of Finance of the Republic of Indonesia who excel in the form of salary increases, promotions and so on. The average value of the motivational variable tends to agree, this shows that employees of the Directorate General of Budget of the Ministry of Finance of the Republic

of Indonesia tend to agree that the indicators namely the need for achievement, the need for power, and the need for affiliation form the motivation variable. Based on the results of the regression analysis, shows that the work environment provides increased support for employee motivation at the Directorate General of Budget, Ministry of Finance of the Republic of Indonesia.

Based on the results of descriptive analysis of employee performance variables, the indicator that gives the greatest value to the formation of employee performance variables is work quality, that employees of the Directorate General of Budget of the Ministry of Finance of the Republic of Indonesia always maintain that the output produced during work activities satisfies the leadership and is responsible for the job description of the Directorate General of Budget The Ministry of Finance of the Republic of Indonesia as well as reports on the implementation of work carried out by employees of the Directorate General of Budget of the Ministry of Finance of the Republic of Indonesia following conditions in the field. The average value of employee performance variables tends to agree, this shows that employees of the Directorate General of Budget of the Ministry of Finance of the Republic of Indonesia tend to agree that the indicators, namely work quality, work quantity, and timeliness, form employee performance variables. Based on the results of the path analysis, shows that motivation does not provide support for increasing competency in the performance of employees of the Directorate General of Budget, Ministry of Finance of the Republic of Indonesia.

### VIII. Suggestion

Based on the results of research on the influence of the work environment and competence on employee performance at the office of the Directorate General of Budget of the Ministry of Finance of the Republic of Indonesia through motivation, several suggestions can be submitted as follows:

The results of this study are information, theory, and implementation of employee performance as an institutional benchmark to be used as material for consideration to achieve a work environment, competence, and motivation on employee performance at the Directorate General of Budgeting, Ministry of Finance of the Republic of Indonesia, taking into account the following:

1. The leadership of the Directorate General of Budget of the Ministry of Finance of the Republic of Indonesia must pay attention to the temperature indicator that gives the lowest value to the work environment variable using the atmosphere of the office of the Directorate General of Budget of the Ministry of Finance of the Republic of Indonesia must be made comfortable by paying attention to the workplace equipped with air conditioning, as well as office circulation must be neat and clean with windows in the office of the Directorate General of Budget of the Ministry of Finance of the Republic of Indonesia provide healthy air circulation.
2. The leadership of the Directorate General of Budget of the Ministry of Finance of the Republic of Indonesia must pay attention to the skills indicator that gives the lowest score to the competency variable using carrying out work activities it is necessary to provide employment skills so that they can increase work concentration at the Directorate General of Budget of the Ministry of Finance of the Republic of Indonesia, the jobs given must be following the abilities and expertise of the employees of the Directorate General of Budget of the Ministry of Finance of the Republic of Indonesia.
3. The leadership of the Directorate General of Budget of the Ministry of Finance of the Republic of Indonesia must pay attention to the indicator of the need for affiliation which gives the lowest value to the motivational variable using the actions of employees of the Directorate General of Budget of the Ministry of Finance of the Republic of Indonesia must comply with the applicable provisions in working based on full dedication in work and must have loyalty in work, and leadership provides rewards or bonuses for employees who excel.
4. The leadership of the Directorate General of Budget of the Ministry of Finance of the Republic of Indonesia must pay attention to the timeliness indicator that gives the lowest value to employee performance variables using employees of the Directorate General of Budget of the Ministry of Finance of the Republic of Indonesia must adapt to different situations, not waste time on personal matters and take time off allowed.

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