

INFLUENCE OF WORK ENVIRONMENT AND COMPENSATION ON EMPLOYEE PERFORMANCE WITH WORK MOTIVATION AS AN INTERVENING VARIABLE AT THE REGIONAL SECRETARIAT OFFICE OF KOTABARU DISTRICT, SOUTH KALIMANTAN PROVINCE

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ARTICLE INFO	ABSTRACT
<p><i>Keywords:</i> Work Environment, Compensation, Work Motivation, and Employee Performance</p>	<p>Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Meanwhile, improving performance is something that is desired by both the employer and the workers. To achieve good performance, work environment and compensation are very influential. In addition, the motivation obtained by employees is an important aspect, because it has an impact on better performance. This study aims to determine the effect of work environment, compensation and job satisfaction on performance. The population in this study were all employees at the Regional Secretariat Office of Kotabaru Regency, Province South Kalimantan totaling 60 people. The researcher uses a saturated sampling technique. The data analysis in this study used the path analysis model, because of the intervening variables. The value of this study indicates that the work environment and compensation have a significant positive effect on motivation. Work environment, compensation and work motivation are proven to have a significant positive effect on employee performance.</p>
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1. INTRODUCTION

Performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Meanwhile, improving performance is something that is desired by both employers and workers (Arianty, 2014). Employers want their employees to perform well for the sake of improving results for self-development and job promotion. In general, it can be said that good employee performance aims to increase productivity. Therefore, improving the system Work done by every component Which There is in company. For This objective will require a performance management system. good (Elphiana et al., 2017).

The success of an organization is greatly influenced by the performance of its employees. Every organization or company will always try to improve the performance of its employees in the hope that the goals of the agency are achieved. To achieve these results, factors that influence performance achievement consist of many factors, including the work environment, compensation, and a person's motivation to work (Parerung et al., 2015).

The work environment is everything around employees that can affect the implementation of work. The work environment is all the work facilities and infrastructure around employees who are doing work that can affect the implementation of work including the workplace, facilities, cleanliness, lighting, tranquility, including work relationships between people in that place (Sofyan, 2013). According to Mangkunegara (2013), the compensation given to employees has a significant influence on the level of job satisfaction and work motivation, as well as work results.

Furthermore, Saleem et al (2010) describe motivation as the driving force that makes someone have the desire to do the best of what they do. The best known motivation theory is Abraham Maslow's hierarchy of needs theory (Robbins, 2001). Maslow stated that in every human being there is a hierarchy of five needs, namely physiological needs, safety needs, social needs, esteem needs, and self-actualization needs. There are two elements that influence motivation according to Luthans (2006), namely motivational motivation

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is a driver for achievement that comes from within a person or is intrinsic in nature. Based on the results of the explanation above, the researcher is interested in conducting research with the title "The Influence of Work Environment and Compensation on Employee Performance with Work Motivation ". As an Intervening Variable at the Regional Secretariat Office of Kotabaru Regency , South Kalimantan Province ." Based on the background and problems formulated above, this research aims to:

1. To determine whether the work environment has a significant influence on employee work motivation at the regional secretariat office of Kotabaru district, South Kalimantan province.
2. To determine whether compensation has a significant effect on employee work motivation at the regional secretariat office of Kotabaru district, South Kalimantan province.
3. To determine whether the work environment has a significant influence on employee performance at the regional secretariat office of Kotabaru district, South Kalimantan province.
4. To determine whether compensation has a significant effect on employee performance at the regional secretariat office of Kotabaru district, South Kalimantan province.
5. To determine whether motivation has a significant influence on employee performance at the regional secretariat office of Kotabaru district, South Kalimantan province.

Literature Review

The work environment is everything that is around workers and that can influence them in carrying out the tasks assigned, for example cleanliness, music, lighting and so on (Munawaroh, 2019). The work environment indicators according to Nitisemito (2003) are as follows:

1. Atmosphere Work
2. Relationship with colleagues Work
3. Availability of work facilities
4. Lighting/light in the workplace
5. Air circulation in the workplace

Sutrisno (2017) stated, Compensation is one of the important functions in human resource management (HRM). Because compensation is one of the most sensitive aspects in employment relationships. The amount of compensation can affect performance, work motivation and job satisfaction. According to Simamora in Heriyati (2016), employee compensation indicators are as follows:

1. Salary/wages
2. Incentive
3. Allowance
4. Job Promotion Facilities

Mulyasa (2007) stated that motivation is an active driving force, which occurs at a certain time, especially when the need to achieve needs has been felt or is urgent. Meanwhile, according to Silalahi (2002) motivation is defined as a drive within an individual based on which he tries and behaves in a certain way to fulfill his needs and desires. According to Wibowo (2014), motivation indicators are as follows:

1. The need to achieve
2. The need to expand social circles
3. The need for a decent life
4. Job requirements
5. The need for personal and family security

According to Mangkunegara (2017), employee performance (work achievement) is the work results in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Performance indicators according to Mathis and Jackson (2006) are as follows:

1. Quantity
2. Quality
3. Punctuality
4. Presence
5. Ability to Work The same

Based on the problem formulation and literature review above, the research hypothesis is presented as follows:

1. The work environment has a significant influence on employee work motivation at the Regional Secretariat Office of Kotabaru Regency, South Kalimantan Province.
2. Compensation has a significant effect on Employee Work Motivation at the Regional Secretariat Office of Kotabaru Regency, South Kalimantan Province.

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3. The work environment has a significant influence on employee performance at the Regional Secretariat Office of Kotabaru Regency, South Kalimantan Province.
4. Compensation has a significant effect on Employee Performance at the Regional Secretariat Office of Kotabaru Regency, South Kalimantan Province.
5. Motivation has a significant influence on Employee Performance at the Regional Secretariat Office of Kotabaru Regency, South Kalimantan Province.

2. METHOD

Data Types and Sources

The following are several types of data, consisting of:

1. Quantitative data is data that can be input into a statistical measurement scale. The facts and phenomena in this data are not expressed in natural language, but in numbers.
2. Qualitative data is data that can include almost all non-numerical data. This data can use words to describe observed facts and phenomena.

Data sources:

1. Primary data is data collected by the researcher himself or herself. This is data that has not been collected before, either in a particular way or over a certain period of time.
2. Secondary Data is data collected by others, not the researcher himself. This data usually comes from other research conducted by institutions or organizations such as BPS and others.

Population and Sample

Population According to Sugiarto (2017), Population is a group of individuals who have unique characteristics that are of concern in a study (observation) in the scope to be studied. Population in study This that is totaling 60 people. According to Sugiarto (2017), a sample is a portion of the population members. Which taken according to procedure certain so that expected can represent its population. In study This, all population will The sample used was 60 people. Data collection techniques are as follows:

1. Interview is a data collection technique carried out through face-to-face and direct question and answer between researchers and sources. In this case, the data was obtained by conducting interviews with several employees of the Kotabaru Regency Regional Secretariat Office.
2. A questionnaire is a data collection technique that is carried out by giving a set of questions or statements to respondents to answer.

Data Analysis Techniques The data obtained from the results of filling out the questionnaire will be analyzed using a formula that is in accordance with the research approach. Researchers conducted data analysis testing using the SPSS version 25.0 program. Location This research was conducted at: Regional Secretariat Office of Kotabaru Regency Jl. P. Indra Kusuma Negara No.1 Telp/Fax (0518) 21222 Kotabaru, South Kalimantan Province. schedule was conducted in April-August 2021

3. RESULT AND DISCUSSION

Analysis of Research Results

Test Validity

No.	Variables	R count	R table	Status
1.	Work Environment (X1)	0.501	0.258	Valid
		0.734		
		0.663		
		0.720		
		0.619		
2.	Compensation (X2)	0.588	0.258	Valid
		0.582		
		0.647		
		0.747		
		0.567		
3.	Motivation (Z)	0.604	0.258	Valid
		0.647		
		0.620		
		0.575		

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		0.443	
4.	Employee Performance (Y)	0.705	0.258 Valid
		0.712	
		0.758	
		0.613	
		0.612	

Source: Data processed by SPSS 25.0

Based on the table of data processing results above, all variables, namely work environment (X1), compensation (X2), motivation (Z), and employee performance (Y), show that all *Pearson correlations* have values greater than r table, meaning that all statements are valid. All statements can be used as valid measuring tools in subsequent analysis.

Reliability Test

Variables	Cronbach's Alpha	Criteria	Information
Work environment	.660	0.6	Reliable
Compensation	.610	0.6	Reliable
Motivation	.675	0.6	Reliable
Employee Performance	.738	0.6	Reliable

Source: Data processed by SPSS 25.0

From the table above, it can be seen that all variables have *Cronbach's Alpha* > 0.60. Thus, the variables of Work Environment, Compensation, Motivation and Employee Performance can be said to be reliable and the instrument proposed in this study is worthy of being used as a data collection tool.

Classical Assumption Test

Sub Structural Model 1

Normality Test with Graphs P-Plot

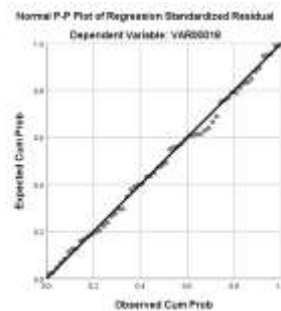


Figure 5.1. P-Plot Graph

Based on the image above, it is known that the data is spread around the diagonal line and follows the direction of the diagonal line or the histogram graph shows a normal distribution pattern, so the regression model meets the normality assumption.

Heteroscedasticity Test

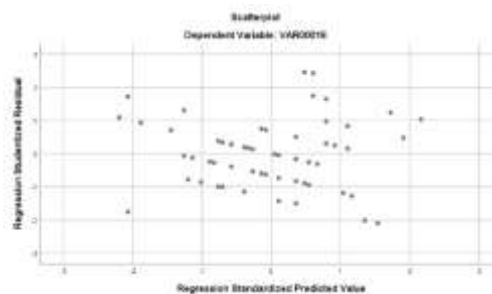


Figure 5.2. Results of Heteroscedasticity Analysis

From the scatterplot *graph* in Figure 4.5 above, it can be seen that there is no clear pattern, and the points are spread randomly above and below the number 0 on the Y axis. It can be concluded that there is no heteroscedasticity in the regression model in this study.

Test Multicollinearity

Table 5.10 Multicollinearity Test of Mode

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Model		Coefficients ^a				Collinearity Statistics		
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Tolerance	VIF
		B	Std. Error	Beta				
1	(Constant)	8,980	2,792		3,216	.002		
	Work environment	.308	.115	.321	2,688	.009	.878	1.139
	Compensation	.221	.093	.284	2,374	.021	.926	1,081

a. Dependent Variable: Motivation

Based on the table above, all variables have a tolerance value above 0.10 and a VIF value below 10. So it can be concluded that the regression model in this study does not have multicollinearity between independent variables.

Sub Structural Model 2

Normality Test with Graphs P-Plot

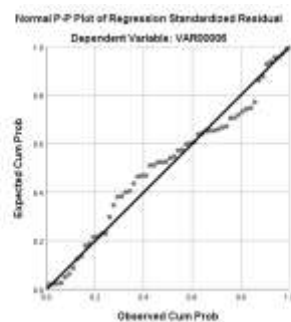


Figure 5.3. P-Plot Graph

Based on the image above, it is known that the data is spread around the diagonal line and follows the direction of the diagonal line or the histogram graph shows a normal distribution pattern, so the regression model meets the normality assumption.

Heteroscedasticity Test

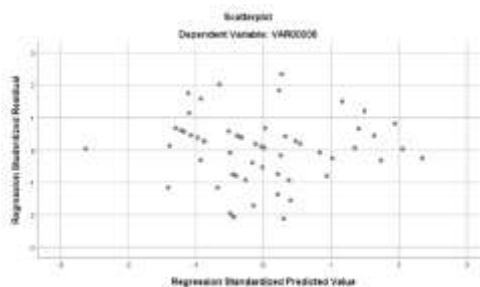


Figure 5.4. Results of Heteroscedasticity Analysis

From the *scatterplot graph* in Figure 4.5 above, it can be seen that there is no clear pattern, and the points are spread randomly above and below the number 0 on the Y axis. It can be concluded that there is no heteroscedasticity in the regression model in this study.

Test Multicollinearity

Table 5.11 Multicollinearity Test

Model		Coefficients ^a				t	Sig.	Collinearity Statistics	
		Unstandardized Coefficients		Standardized Coefficients	Tolerance			VIF	
		B	Std. Error	Beta					
1	(Constant)	-4.033	3.260		-1.237	.221			
	Work environment	.433	.131	.341	3.312	.002	.887	1.127	

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Model	Coefficients ^a						
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
Compensation	.281	.105	.273	2,685	.010	.910	1.099
Motivation	.494	.142	.373	3.472	.001	.815	1.228

a. Dependent Variable: Employee Performance

Based on the table above, all variables have a tolerance value above 0.10 and a VIF value below 10. So it can be concluded that the regression model in this study does not have multicollinearity between independent variables.

Path Analysis

Analysis of the influence of work environment and compensation on work motivation

According to Ghozali (2009: 211) the path coefficient uses *standardized* regression coefficient. The results of the regression analysis of the influence of the work environment and compensation on work motivation can be seen in the table below:

Table 5.12 Results of Simultaneous Test of Work Motivation

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.431 ^a	.185	.157	1.51213

Source: Processed primary data, 2021

Table 5.12 shows the R² (R Square) value of 0.185. This R² value is used in calculating the value of the motivation variable variance. work that is not explained by the work environment and compensation.

Table 5.13 Work Motivation Regression Analysis

Model		Coefficients ^a			t	Sig.
		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	8.980	2.792		3.216	.002
	Work environment	.308	.115	.321	2.688	.009
	Compensation	.221	.093	.284	2.374	.021

Source: Processed primary data, 2021

Based on table 5.13, the regression equation can be seen as follows:

$$Z = b_1 X_1 + b_2 X_2 + e$$

$$Z = 0.321 X_1 + 0.284 X_2 + e$$

The equation shows that:

- Every happen improvement the quality of the work environment will followed increase in work motivation by 0, 321 .
- Increasing the quality of compensation will be followed by an increase in work motivation of 0, 284.

So from equation (1) it can be seen that if the work environment improves then work motivation will increase. Likewise with compensation, if compensation increases then work motivation will also increase.

Analysis of the influence of work environment, compensation and work motivation on employee performance

The results of the regression analysis of the influence of the work environment, compensation and work motivation on employee performance can be seen in table 5.14 below:

Table 5.14 Results of Simultaneous Employee Performance Test

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.688 ^a	.473	.445	1.62401

Source: Processed primary data, 2021

Table 5.14 shows the R² (R Square) value of 0.473. This R² value is used in calculating the value of the performance variable variance. not explained by the work environment, compensation and work motivation.

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Table 5.15. Employee Performance Regression Analysis

Model		Coefficients ^a			t	Sig.
		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	-4.033	3.260		-1.237	.221
	Work environment	.433	.131	.341	3.312	.002
	Compensation	.281	.105	.273	2.685	.010
	Motivation	.494	.142	.373	3.472	.001

Source: Processed primary data, 2021

Based on table 5.15, the regression equation can be seen as follows:

$$Y = b_1 X_1 + b_2 X_2 + b_3 Z + e$$

$$Y = 0.341 X_1 + 0.273 X_2 + 0.373 Z + e$$

The equation shows that:

- Every time there is an increase in the work environment, it will be followed by an increase in employee performance of 0.341.
- Every time there is an increase in compensation, it will be followed by an increase in employee performance of 0,273.
- Every time there is an increase in work motivation, it will be followed by an increase in employee performance of 0,373.

Hypothesis Testing

Direct, Indirect and Total Influence

In the path analysis model, this study will explain the direct and indirect influence of *exogenous variables* on *endogenous variables*.

Direct Effect (DE)

The Influence of Work Environment Variables on Employee Performance

$$X_1 \rightarrow Y = \rho_{zx_1} = 0.341$$

The path coefficient value of the work environment on employee performance directly is 0.341 and the significance is 0.002, which means that **Hypothesis 1** can be **accepted** because the path coefficient value is positive (0.341) and the significance value is smaller than 0.05 (0.002 < 0.05). This means that the hypothesis stating that there is a direct and significant positive influence of the work environment on employee performance at the Regional Secretariat Office of Kotabaru Regency can be accepted.

The Influence of Work Environment Variables on Work Motivation

$$X_1 \rightarrow Z = \rho_{zx_1} = 0.321$$

The path coefficient value of the work environment on employee work motivation directly is 0.321 and the significance is 0.009, which means that **Hypothesis 2** can be **accepted** because the path coefficient value is positive (0.321) and the significance value is smaller than 0.05 (0.009 < 0.05). This means that the hypothesis stating that there is a direct and significant positive influence of the work environment on employee work motivation at the Regional Secretariat Office of Kotabaru Regency can be accepted.

The Influence of Compensation Variables on Employee Performance

$$X_2 \rightarrow Y = \rho_{yx_2} = 0.273$$

The coefficient value of the compensation path on employee performance directly is 0.273 and the significance is 0.002, which means that **Hypothesis 3** can be **accepted** because the coefficient value of the path is positive (0.273) and the significance value is smaller than 0.05 (0.002 < 0.05). This means that the hypothesis stating that there is a direct and significant positive influence of compensation on employee performance at the Regional Secretariat Office of Kotabaru Regency can be accepted.

The Influence of Compensation Variables on Work Motivation

$$X_2 \rightarrow Z = \rho_{zx_2} = 0.284$$

The value of the compensation path coefficient on work motivation directly is 0.284 and the significance is 0.017, which means that **Hypothesis 4** can be **accepted** because the path coefficient value is positive (0.284) and the significance value is smaller than 0.05 (0.017 < 0.05). This means that the hypothesis stating that there is a direct and significant positive influence of compensation on work motivation at the Regional Secretariat Office of Kotabaru Regency can be accepted.

The Influence of Work Motivation Variables on Employee Performance

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$$Z \rightarrow Y = \rho_{yz} = 0.373$$

The coefficient value of the employee work motivation path on employee performance is 0.380 with a significance of 0.001, which means that **Hypothesis 5** can be **accepted** because the significance value is less than 0.05 ($0.001 < 0.05$). This means that the hypothesis that states that there is a direct and significant positive influence of employee work motivation on employee performance at the Kotabaru Regency Regional Secretariat Office can be accepted.

Indirect Effect or IE)

The Influence of Work Environment Variables on Performance through Work Motivation

$$X_1 \rightarrow Z \rightarrow Y = (\rho_{yx_1}) \times (\rho_{yz}) = (0.341 \times 0.373) = 0.127$$

The indirect influence value is obtained from the path coefficient value ρ_{zx_1} multiplied by the path coefficient value ρ_{yx_1} to become $(0.341 \times 0.373) = 0.127$. The multiplication results show that the value of the indirect influence coefficient $\{(\rho_{yx_1}) \times (\rho_{yz})\}$ is smaller than the value of the direct influence coefficient ρ_{zx_1} , ($0.127 < 0.321$). This shows that work environment variables can influence employee performance through intervening variables, namely work motivation, but the coefficient value without going through work motivation or directly on employee performance is greater.

The influence of compensation variables on employee performance through motivation

$$X_2 \rightarrow Y_1 \rightarrow Y_2 = (\rho_{yx_2}) \times (\rho_{yz}) = (0.273 \times 0.373) = 0.101$$

The indirect influence value is obtained from the path coefficient value ρ_{zx_2} multiplied by the path coefficient value ρ_{yx_2} to become $(0.273 \times 0.373) = 0.101$. The multiplication results show that the value of the indirect effect coefficient $\{(\rho_{yx_2}) \times (\rho_{yz})\}$ is smaller than the value of the effect coefficient ρ_{zx_2} , ($0.101 < 0.284$). This shows that the compensation variable can through the intervening variable, namely work motivation, influence employee performance, but the coefficient value without going through work motivation or directly on employee performance is greater.

Total Influence

The influence of work environment variables on performance through work motivation

$$X_1 \rightarrow Z \rightarrow Y = \rho_{yx_1} + \{(\rho_{yx_1})\}$$

The total influence arising from the work environment on employee performance is 0.468.

- a. compensation variables on performance through work motivation

$$X_2 \rightarrow Z \rightarrow Y = \rho_{yx_2} + \{(\rho_{yx_2}) \times (\rho_{yz})\} = (0.273 + 0.101) = 0.373$$

The total influence arising from compensation on performance through work motivation is 0.373.

- b. work environment variables to performance

$$X_1 \rightarrow Y = \rho_{yx_1} = 0.341$$

Total influence by work environment variables on performance is 0.341.

- c. compensation variables on performance

$$X_2 \rightarrow Y = \rho_{yx_2} = 0.273$$

compensation variables on performance is 0.273.

- d. The influence of work motivation variables on performance

$$Z \rightarrow Y = \rho_{yz} = 0.373$$

The total influence of work motivation variables on performance is 0.373.

Coefficient of Determination

Table 5.17 Determination Coefficient with Work Motivation as the dependent variable

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.431 ^a	.185	.157	1.51213

Source: Processed primary data, 2021

Table 5.18 Determination Coefficient with Performance as the dependent variable

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.688 ^a	.473	.445	1.62401

Source: Processed primary data, 2021

Based on multiple linear analysis in table 5.17, the Adjusted R² determinant coefficient is 0.190 for the dependent variable of work motivation. This means that the percentage of influence of the work environment and compensation on work motivation is 19%, while the remaining 81% is influenced by other variables. In table 5.18, the Adjusted R² determinant coefficient is 0.444 for the dependent variable of employee performance. This means that the percentage of influence of the work environment,

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compensation and work motivation on employee performance is 44.4%, while the remaining 55.6% is influenced by other variables.

Discussion

Work Environment Variables Have a Positive and Significant Influence on Work Motivation at the Regional Secretariat Office of Kota Baru Regency, South Kalimantan. The results of this study indicate that the work environment variable has a significant positive effect on employee work motivation at the Regional Secretariat Office of Kotabaru Regency, South Kalimantan. Compensation Variable Has a Positive and Significant Influence on Work Motivation at the Regional Secretariat Office of Kota Baru Regency, South Kalimantan. The results of this study indicate that the compensation variable has a significant positive effect on employee work motivation at the Regional Secretariat Office of Kotabaru Regency, South Kalimantan. Work Environment Variables Have a Positive and Significant Influence on Employee Performance at the Regional Secretariat Office of Kota Baru Regency, South Kalimantan. The results of this study indicate that work environment variables have a significant positive effect on employee performance at the Regional Secretariat Office of Kotabaru Regency, South Kalimantan. Compensation Variables Have a Positive and Significant Influence on Employee Performance at the Regional Secretariat Office of Kota Baru Regency, South Kalimantan. The results of this study indicate that the compensation variable has a significant positive effect on employee performance at the Regional Secretariat Office of Kotabaru Regency, South Kalimantan. Work Motivation Variable Has a Positive and Significant Influence on Employee Performance at the Regional Secretariat Office of Kota Baru Regency, South Kalimantan. The results of this study indicate that the motivation variable has a significant positive effect on employee performance at the Regional Secretariat Office of Kotabaru Regency, South Kalimantan.

4. CONCLUSION

Based on the results of the calculations and discussions carried out in the previous chapter, the conclusions in this study can be summarized as follows: variables have a significant positive effect on employee work motivation at the Regional Secretariat Office of Kotabaru Regency, South Kalimantan Province. Compensation variables have a significant positive effect on employee work motivation at the Regional Secretariat Office of Kotabaru Regency, South Kalimantan Province. variables have a significant positive effect on employee performance at the Regional Secretariat Office of Kotabaru Regency, South Kalimantan Province. Compensation variables have a significant positive effect on employee performance at the Regional Secretariat Office of Kotabaru Regency, South Kalimantan Province. The work motivation variable has a significant positive effect on employee performance at the Regional Secretariat Office of Kotabaru Regency, South Kalimantan Province.

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