



THE IMPORTANCE OF EDUCATION, COMPETENCE, WORK ENVIRONMENT, WORK DISCIPLINE, AND COMPENSATION IN IMPROVING EMPLOYEE PERFORMANCE

By:

Maman Sulaeman¹, Diksi Metris², Iu Rusliana³

^{1,2} Institut Teknologi dan Bisnis Muhammadiyah Purbalingga

³. UIN Sunan Gunung Djati, Bandung

Email: mansulaeman1274@gmail.com

ABSTRACT

The State Civil Apparatus (ASN) is a professional group for employees who work in central government agencies and local governments. ASN performance assessment is conducted to ensure the objectivity of ASN coaching based on the achievement system and career system. The purpose of this study is to find out the influence of the level of education; competence; work environment; discipline of work; and compensation for the performance of the ASN of the Purbalingga Regency Regional Secretariat. Research methods use quantitative methods. Data retrieval techniques using surveys. The instrument used is a questionnaire. The results showed that the level of education, competence, work environment, compensation and work discipline had a positive effect on employee performance. The higher the level of education, the better the competence, the better the conditions of the work environment, and the better the compensation received and the better the employee's work discipline causes the better their performance.

Keywords: Level of education; Competence; Work environment; Compensation; Work Discipline

INTRODUCTION

Based on Law Number 5 of 2014 concerning ASN states that institutionally the president as the holder of government power is the highest power holder in policy, professional development, and management of ASN. All ASN employees must implement the policies that have been set by the head of the agency in order to be in harmony with achieving the vision and mission of a goal in organizing and must be free from the influence of intervention of all groups and political parties. One of the functions of

an ASN is as a professional and qualified public servant. This also affects the competence and work environment of ASN in each agency. A positive work environment will also affect the performance of ASN in carrying out its functions so that it will also affect the level of competence of ASN in working to serve the community according to their respective roles.

The purpose of the ASN performance assessment is to guarantee the objectivity of ASN coaching which is based on the achievement system and

career system (Haryomo, 2020). ASN performance appraisal is carried out based on performance planning at the individual level and the unit or organization level by taking into account the targets, achievements, results, and benefits achieved as well as ASN behavior (BKN, 2019). The performance assessment of ASN is under the authority of the authorized officials in each government agency which is carried out in an objective, measurable, accountable, participatory, and transparent manner. The ASN performance appraisal is delegated on a tiered basis to the immediate superior of the ASN and can also consider the opinions of colleagues of the same level and subordinates. This is conveyed to the ASN performance assessment team which is used to guarantee objectivity in the development of ASN, and is used as a requirement in the appointment of positions and promotions, the provision of benefits and sanctions, mutations, and promotions, as well as to attend education and training (Haryomo, 2020). For ASNs whose performance assessment does not reach the performance target, they are subject to administrative sanctions up to dismissal in accordance with the provisions of laws and regulations (BKN, 2020).

Based on these things, it is explained that the work environment will form an ASN character in carrying out work discipline so that the predetermined performance targets will help ASNs in being competent to achieve an individual goal openly, so that these factors will also affect the level of education of an ASN on the performance of ASNs in an agency. An ASN workplace agency is obliged to provide fair and proper compensation to the ASN and ensure the welfare of the ASN. The compensation in question is paid in accordance with the workload, responsibility, and risk of the work whose implementation is carried out in stages

(Supardi, 2014). Compensation for ASNs working in local government is charged to the regional revenue and expenditure budget paid in accordance with the achievement of performance. Compensation is given to ASNs who have demonstrated loyalty of devotion, proficiency, honesty, and work achievements in carrying out their duties. Such compensation may be in the form of honorary promotions, special promotions, priority opportunities for competency development, and/or the opportunity to attend official events and/or state events. ASNs who are sentenced to severe administrative penalties in the form of dismissals are not respectfully deprived of the right to wear honorary marks under the law (Supardi, 2014).

The opinion conveyed by Supardi (2014) above shows that theoretically there is a close relationship between compensation and performance. The compensation policy implemented by an organization will also affect the level of performance of its employees. Likewise with discipline, work discipline has a positive influence on employee performance. High labor discipline of employees in an enterprise indicates the integrity and responsibility of employees towards the company. With high work discipline, making it easier for the company to achieve its goals, if employees have work discipline, employees will work effectively and can streamline time at work so that there will be no deviations that can harm the company and can improve the performance of the employees themselves.

Employee performance can be improved if the employee's education level also increases (Sitompul and Susanti, 2018). This is because the habitual factor during which a person carries out education at a certain level

must be trained to be disciplined in time and work, and trained to be responsible for the tasks given during education. Safitri (2019) also found that there is a positive influence of education level on performance. This means that the higher the level of education of an employee, the more skill will increase so that it will make it easier for him to work which has an impact on his better performance. In addition to education, the work environment affects performance as according to Candra (2018) that the work environment has a positive effect on employee performance. Research conducted by Riski and Riana (2018) that, work discipline directly affects employee performance.

Based on the problems of the Regional Secretariat of Purbalingga Regency and supported by theory, the author is interested in conducting research on the influence of education level, competence, work environment, work discipline, and compensation on the performance of ASN in the Purbalingga Regency Regional Secretariat agency. The output of this research can make a solution for regional leaders, namely the Regent in general and the head of the Regional Secretariat of Purbalingga Regency in particular in making policies related to improving the performance of the ASN of the Regional Secretariat of Purbalingga Regency.

LITERATURE REVIEW

1. The Influence of Education on Performance

Jayasman (2013) stated that a person's level of education can affect a person's morale, this means that the higher the level of education of an employee, the more skills, knowledge and attitude changes will increase, so that employee performance increases. Thora (2004) stated that employees who have an adequate level of education certainly

have hopes of continuing to skyrocket their careers, so employees tend to have higher work motivation because they have hopes of being able to occupy higher positions. The results of an empirical study from Yuni (2013) which stated that the level of education has a positive and significant effect on performance. Based on the description above, education affects performance (Hypothesis 1).

2. The Influence of competence on performance

According to Sedarmayanti (2017) said that competence is closer to the ability or capability applied and produces employees or leaders or officials who show maximum performance is called having competence. Competence as the ability of an individual that is demonstrated by performance either in his position or job. Competence is a collection of knowledge, skills and behaviors that are used to improve performance or circumstances or qualities that are adequate or of high quality, having the ability to display certain roles. This means that First, competence is a combination of knowledge, skills, and behaviors to improve performance. Second, a strong indicator of competence here is the improvement of performance to a good or excellent level. Third, combination and behavior are the capital to generate performance. Based on this opinion, competence affects performance (Hypothesis 2).

3. The Influence of work environment on performance

The work environment is one of the factors that determine employee performance. Employee performance is one of the keys to the company's success to achieve success. Therefore, every company must have a work environment that is suitable for employee work continuity and improves employee performance. A working environment

condition can be said to be good or appropriate if the humans in it can carry out all their activities optimally, healthy, safe and comfortable. The suitability of the work environment can have an impact for a long time, as well as a bad work environment will result in the difficulty of obtaining an effective and efficient work system. A safe and healthy work environment is proven to affect productivity, in addition to pleasant working conditions that include workplaces and facilities that can help speed up the completion of work. Research certifies that work environment variables have a very significant influence on employee performance ((Widiasworo, 2014); Jayaweera (2015); (Samson, Waiganjo, & Koima, 2015); (Malik, Ahmad, Gomez, & Ali, 2011)). Based on the description mentioned, the work environment affects employee performance (Hypothesis 3).

4. The Influence of discipline on performance

Mangkuprawira (2007) suggests that discipline is the nature of an employee who consciously complies with the rules and regulations of a particular organization. Discipline greatly affects the performance of employees and the company, because discipline is a form of training for employees in implementing company rules. The more disciplined the higher the work productivity of employees and the performance of the company. Performance according to Mangkuprawira (2007) is the result of a certain planned work process at the time and right of the employee and the organization concerned. Discipline is very important for the development of the company because it can be used as a tool to motivate in order to discipline themselves in carrying out work both individually and in groups. In addition, discipline is useful in educating employees to comply with existing

regulations, procedures, and policies so that they can produce good performance. Discipline greatly affects the performance of employees and the company, because discipline is a form of training for employees in implementing company rules (Hypothesis 4). The more disciplined the higher the work productivity of employees and the performance of the company.

5. The Influence of compensation on performance

Compensation is a reward given by the company to employees, because the employee has contributed thoughts for the progress of the company in order to achieve the goals that have been set, both in the long and short term with the provision of compensation in the form of salaries, incentives, benefits and facilities, the employee's performance will increase and carry out duties earnestly and professionally. Compensation is a very important factor in improving employee performance because with compensation employees are increasingly enthusiastic in working for the betterment of the company. The greater the compensation given by the company, the higher the employee's efforts in improving company performance, and vice versa (Hasibuan, 2016). Based on this opinion, it can be concluded that compensation affects performance (Hypothesis 5). The greater the compensation given by the company, the higher the employee's efforts in improving company performance, and vice versa.

6. The Influence of Education, competence, work environment, discipline and compensation on performance

Human resources in an organization need to be managed professionally in order to realize a balance between employee needs and organizational demands and capabilities.

This balance is the main key for the company to develop productively and reasonably. It is not natural that many employees are actually potentially highly capable but unable to excel at work, this is possible because of factors of education, work environment, competence and compensation as well as discipline (Hasibuan, 2016).

The competencies possessed by each employee are different, the level of education and expertise are the main important factors in supporting the fecundity of employee performance. The level of education can change the mindset of a person better than a person, employees who work equipped with higher education can be said to be more able to complete their tasks well, so that the performance of the company can be satisfied. Employees who have a high level of knowledge and skills or expertise must be able to be utilized to the maximum by the company. Abilities obtained through a training and getting a certificate from training obtained through training held by the company. The competencies in the company must be adequate, for example, the company provides training and training to its employees. With this training, employees can master their duties and can complete work as charged by the company to him, because the employee has competence in terms of education, abilities, skills, skills and experience he has at work and solving his responsibilities in solving problems and is able to transfer information to others related to the tasks instructed by the superior.

Another factor that also affects employee performance is the work environment. Poor working conditions have the potential to cause employees to get sick easily, easily stressed, difficult to concentrate and reduce work productivity. Imagine if the work space is not comfortable, hot, air circulation is

inadequate, the work room is too dense, the work environment is not clean, noisy, of course it has a very big influence on the work comfort of employees.

Compensation is all income in the form of money, direct or indirect goods that an employee receives in exchange for services provided to the company. Appropriate compensation will determine whether the employee will stay employed or leave the company/place where he/she works. The amount of compensation paid to each employee must be adjusted to work performance, type of work, job risk, job responsibilities and job title. The benchmark for decent is relative, the determination of the amount of compensation is based on the government's minimum wages. But if the compensation provided is unfair or unfit, then the employee's job performance, motivation and job satisfaction will decrease. The provision of fair and reasonable compensation greatly affects the performance of employees, because in providing fair and correct compensation will increase employee productivity to complete work on time. In addition to compensation, organizations can also improve employee performance with work discipline. Work discipline is an effort used to change behavior and increase a person's awareness in order to comply with applicable organizational rules and social norms (Afandi, 2018). High work discipline reflects the high performance of employees. But on the contrary, low employee work discipline reflects low employee performance.

RESEARCH METHODS

The type of research used is quantitative research. This type of quantitative analysis is used with a linear regression method to measure and analyze the value of the influence of education level, competence, work

environment, work discipline, and compensation on employee performance. The data collection method used in this study is a direct field survey, namely sampling with one population using data collection techniques in the form of questionnaires with the main intention of explanation. The population in this study was all ASN employees of the Regional Secretariat of Purbalingga Regency which amounted to 160 people. The samples used in this study were obtained by nonprobability sampling techniques with saturated sampling. Researchers used this sampling because the population was 160 people. The data collection method carried out in this study is to use direct field studies, namely submitting research to the object under study. This study has a type of data in the form of primary data whose data collection is carried out by the method of distributing questionnaires. The variables used in this study consisted of:

1. Independent variables, that is, variables whose values affect other variables. The free variables (X) in this study are Education Level (X1), Competence (X2), Work Environment (X3), Work Discipline (X4), and Compensation (X5).
2. Dependent variables, which are variables whose value depends on the free variable. The bound variable (Y) in this study is employee performance.

Data analysis using multiple correlations.

RESULTS AND DISCUSSION

Multiple regression analysis is used to determine the influence of education level, competence, work environment, work discipline, and compensation on employee performance, can be done by multiple regression tests. The output analysis can be seen in table 1 as follows:

Table 1
Multiple Linear Regression Analysis Test Results.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.067	1.362		2.252	.026
	Education	.405	.108	.199	3.742	.000
	Competence	.199	.096	.126	2.087	.039
	Environment	.162	.050	.187	3.231	.002
	Compensation	.564	.072	.550	7.853	.000
	Discipline	.210	.061	.161	3.422	.001

a. Dependent Variable: Performance

Based on Table 1 in the results of the multiple linear regression analysis test, a calculated value of 2.252 was obtained while the calculated value of each variable consisting of the level of education, Competence, Work environment, Work discipline, and Compensation successively was 3,742; 2,087; 3,231; 7,853; and 3,422.

So that it can be concluded that the variable level of education significantly affects employee performance. This is due to the differences in education level graduates between employees of the Regional Secretariat of Purbalingga Regency starting from basic education, secondary education, and higher education.

Competence variables are not on employee performance. Work environment variables affect employee performance. The discipline variable of work significantly affects employee performance. Compensation significantly affects employee performance.

1. Coefficient of Determination (R^2)

To find out how much influence the level of education, Competence, Work Environment, Work Discipline,

and Compensation has on employee performance, it can be seen through the adjusted R square. A small value means that the ability of the dependent variables is very limited. A value close to one means that independent variables provide almost all the information needed to predict the variation of dependent variables. The results of the adjusted R square test can be seen in table 2 as follows:

Table 2
Coefficient of Determination Test Results (R^2)
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.860 ^a	.740	.731	1.38616

a. Predictors: (Constant), Discipline, Education, Environment, Competence, Compensation

Based on table 2, it can be seen that the adjusted R square value is 0.740 or 74%, this means that the variables of influence of education level, Competence, Work Environment, Work Discipline, and Compensation on employee performance by 74%, while the remaining 26% is influenced by other factors that are not studied.

2. Hypothesis Testing

a Simultaneous Test (F Test)

The F test is used to test the accuracy of the regression model or the goodness of fit, whether the

formed equation falls within the fit criterion or not. If the value of $f_{count} > f$ of the table, then it can be concluded that the model of the regression equation formed enters the criteria of fit or fit. To test simultaneously or together the influence of variables of influence on the level of education, Competence, Work environment, Work discipline, and Compensation on employee performance, the results of the F test can be seen in table 3 as follows:

Table 3
Simultaneous Test (F Test)
ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	840.791	5	168.158	87.516	.000 ^b
Residual	295.903	154	1.921		
Total	1136.694	159			

a. Dependent Variable: Performance

b. Predictors: (Constant), Discipline, Education, Environment, Competence, Compensation

From the ANOVA table, it can be seen that the Fcount of $> F_{table}$ is $87.516 > 2.43$ with a signification rate of 0.000, because the probability of 0.000 is far small from 0.05, the F test regression model can be used to predict employee performance. Ho's fifth hypothesis was rejected H_a ditirma, meaning that there is a simultaneous significant influence of variables on the influence of education levels, Competence, Environment, Work discipline, and Compensation on employee performance.

b. Partial Test (t test)

Hypothesis testing is to test the proposed hypothesis. This study proposes hypotheses regarding the influence of education levels, Competence, Work environment, Work Discipline, and Compensation on employee performance, the results of hypothesis testing can also be seen in Table 1.

1) First Hypothesis

The education level variable has a calculated value of 3,742 while the t_{table} value of 1.9750 and has a significant value of 0.000 Because the significant value of < 0.05 and the calculated value of $> t_{table}$ ($3,742 > 1.9750$) means that H_0 is rejected, and the first hypothesis that states that the level of education partially has a positive effect on employee performance is accepted.

2) The second hypothesis

The Competence variable has a calculated value of 2,087, a t_{table} value of 1.9750 and has a significant value of 0.039. Because the significant value of > 0.05 and the calculated value of $> t_{table}$ ($2.087 < 1.9750$) means H_a is accepted, and the first hypothesis that states that Competence

partially has a positive effect on employee performance is accepted.

3) The third hypothesis The work Environment variable has a calculated value of 3,231 while the t_{table} value of 1.9750 and has a significant value of 0.002. Because the significant value of > 0.05 and the calculated value of $< t_{table}$ ($3.231 < 1.9750$) means H_0 is accepted, and the third hypothesis that states that the work environment partially has a positive effect on employee performance..

3) The fourth hypothesis

The Work Discipline variable has a calculated value of 3.422 while the t_{table} value is 1.9750 and has a significant value of 0.001. Because the significant value of < 0.05 and the calculated value of $> t_{table}$ ($3.422 > 1.9750$) means that H_0 is rejected, and the fourth hypothesis which states that work discipline partially has a positive effect on employee performance is accepted.

4) The fifth hypothesis

The Compensation variable has a calculated value of 7.853 while the t_{table} value is 1.9750 and has a significant value of 0.002. Since the significant value of < 0.05 and the calculated value of $< t_{table}$ ($-7.853 < -1.9750$) means that H_a is accepted, and the fifth hypothesis which states that Compensation partially has a positive effect on employee performance is accepted.

Discussion

1. The influence of education level on employee performance

Based on the value of the education level variable regression coefficient (X1) of 0.191; this means that if other independent variables have a fixed value and the level of education

(X1) increases by 1 unit, then the employee performance value (Y) will increase by 0.191 units. Koefisien is positive in value, which means that there is a positive relationship between the level of education (X1) and employee performance (Y), the higher the level of education, the higher the performance of employees. The results of hypothesis testing (H1) have proven that there is an influence between education levels on employee performance. Through the results of the calculation test shows a calculation of 3.742 with a ttable of 1.9750, then the calculation $>$ ttable, with the t test, it shows that the level of education is the performance of employees. This means that the level of education of the employees in the Regional Secretariat of Purbalingga Regency is in accordance with the standards of the education level. The number of employees of the Regional Secretariat of Purbalingga Regency, which is high in circulation, reached 65%; 31% are medium-educational and 4% are low-bereducation. This is because the leaders in the Regional Secretariat of Purbalingga Regency have implemented standardization of the level of education in accordance with job needs so as to encourage increased employee performance. This is also based on the Purbalingga Regent Regulation Number 164 of 2020 concerning the Position, Organizational Structure, Duties and Functions, and Work Procedures of the Regional Secretariat of Purbalingga Regency.

Carrying out the activities of an agency needs an adequate level of education to maximize the performance possessed in carrying out these activities. As the purpose of the education level itself is to improve the performance of employees produced through human resources in an agency. This is in accordance with the opinion of Manizar (2009; 8) where it is stated that what is meant by the level of education is the

level of education obtained formally, which is evidenced by a formal diploma. A diploma is a sign of recognition that a person has completed a certain educational program. A diploma can be used to demonstrate a person's abilities (Bounty; 2018; 32).

This research is in line with research conducted in several companies or agencies, including research conducted by: Rahmawati, R.A. and Armida, S. (2019) which stated that the level of education has a significant effect on employee performance..

2. The Influence of Competence on employee performance

Based on the value of the regression coefficient of the Competence variable (X2) of 0.064; this means that if other independent variables have a fixed value and Competence (X2) increases by 1 unit, then the employee performance value (Y) will increase by 0.064 units. Koefisien is positive in value, meaning that there is a positive relationship between Competence (X2) and employee performance (Y), the better the Competence, the better the employee performance.

Competence is needed to help organizations to create a culture of high performance. The number of competencies used by human resources will improve performance. Competence contains aspects; knowledge, skills – skills and abilities or personality characteristics that affect performance. The results of hypothesis testing (H2) have proven that there is an influence between competencies on employee performance. This is in accordance with the opinion of Hutapea and Thoha in Rahim (2017) Competence is a capacity that exists in a person that can make that person able to fulfill what is required by workers in an organization so that the organization is able to achieve the expected results. This research is also in line with the research of E.A. and Afrizal (2019); Siregar (2019), which states

Competence has a significant effect on employee performance.

3. The influence of the work environment on employee performance

Based on the value of the regression coefficient of the working Environment variable (X3) of 0.102; this means that if other independent variables have a fixed value and the work environment (X3) increases by 1 unit, then the employee performance value (Y) will increase by 0.102 units. Koefesien is positive in value means that there is a positive relationship between the work environment (X3) and employee performance (Y), the better the work environment, the better the employee performance. The results of hypothesis testing (H3) have proven that there is an influence between the work environment on employee performance. This means that the work environment has a positive impact on employee performance. A comfortable work environment in the Setda of Purbalingga Regency causes the level of employee concentration in work to increase, and these conditions cause the level of employee work productivity to increase. This is in accordance with the opinion of Sunyoto (2015).

The work environment is a very important component part when employees carry out work activities. Paying attention to a good work environment or creating working conditions that are able to provide motivation to work, it will have an influence on the excitement or enthusiasm of employees at work. This research is in line with research conducted on several companies or agencies, including research conducted by: Ahmad, Y. Et al (2019) which states that the work environment has a significant influence on employee performance. The same is in accordance with research by Diaksa (2014) and Nor, A. (2016) which states that the work environment has a significant influence

on employee performance in the Regional Finance Management Service.

4. Positive influence of work discipline on employee performance

Based on the value of the regression coefficient of the work Discipline variable (X4) of 0.662; this means that if other independent variables have a fixed value and work Discipline (X4) increases by 1 unit, then the employee performance value (Y) will increase by 0.662 units. Koefesien is positive in value, which means that there is a positive relationship between work discipline (X4) and employee performance (Y), the more discipline employees, the better the employee performance.

The results of hypothesis testing (H4) have proven that there is an influence between work disciplines on employee performance. Through the results of the calculation test, it shows a calculation of 3,422 with a ttabel of 1.9750, the calculation of the > ttabel, with the t test showing that work discipline has a positive effect on employee performance. This means that the better the work discipline, the higher the performance carried out by employees in the Environment of the Regional Secretariat of Purbalingga Regency. Enforcement of employee discipline in the Purbalingga Regency Regional Office in the form of providing penalties for employees who do not comply with regulations is able to make the work carried out more effectively and efficiently.

This is in accordance with the opinion according to Singodimedjo (Sutrisno; 2013; 86), (Faizal et al., 2019) it is stated that Discipline is an attitude of a person's willingness and willingness to obey and obey the norms of the regulations that apply around him. The definition of Discipline according to the expert can be concluded, that discipline in an organization is needed to smooth all existing affairs. In a narrower and

more widely used sense, Discipline means an action taken by supervisory to correct wrong behaviors and attitudes in some workers. This research is in line with research conducted on several companies or agencies, including research conducted by: Hamid, and Kurniawaty (2020) in the Bajeng District Government Apparatus, Gowa and Lubis Regencies, S. (2020) on Teachers of Madrasah Aliyah Negeri 2 Medan Model which states that work discipline has a significant effect on employee performance..

5. The influence of Compensation on employee performance

Based on the value of the coefficient of regression of the variable Compensation (X5) of - 0.122; this means that if other independent variables have a fixed value and Compensation (X5) increases by 1 unit, then the employee performance value (Y) will decrease by 0.122 units. The results of hypothesis testing (H5) have proven that there is an influence between compensation and employee performance.

Through the results of the calculation test, it shows a calculation of 7.832 with a *t*table of 1.9750, the calculation < *t*table, with the *t*-test showing that Compensation affects employee performance. This means that compensation in the form of salaries, incentives, bonuses, benefits, work and job environment is an important factor to influence the improvement of employee performance. The greater the compensation given by the company to its employees, the higher the efforts of the employees to improve their performance.

This is in accordance with the opinion of Handoko (2012) stated that Compensation is everything that is accepted by employees in return for their work. The results of this study support previous research conducted by Riwanto (2016) in his research showing that

Compensation has a negative and insignificant effect on employee performance. This can be caused because most new employees work for less than 5 years and most new employees are aged 21-30 years so it does not make Compensation the main reason in improving performance. Because it is likely only to seek comfort and satisfaction with him. Therefore, it can be concluded that the compensation of employees in the Regional Secretariat of Purbalingga Regency has a negative effect on employee performance.

This research is in line with research conducted on several companies or agencies, including research conducted by: (Sulaeman & Herdiani, 2018), Yusuf, T. (2019) on employees of the Regional Education and Training Personnel Agency of East Lampung and Wicaksana Regencies, R.H., et al (2017) on employees of the production department of CV Panca Putra in Karanganyar which stated that Compensation had a significant effect on employee performance..

Conclusion

1. The level of education has a positive effect on the performance of employees of the Purbalingga Regency Regional Secretariat employees, this is evidenced by the regression value which shows a positive relationship between the level of education and employee performance which means that the higher the level of education of employees of the Purbalingga Regency Regional Secretariat, the better the performance.
2. Competence partially affects the performance of employees of the Regional Secretariat of Purbalingga Regency, this is evidenced by the regression value which shows a positive relationship with employee performance. So that the better the Competence level of employees of the Regional Secretariat of Purbalingga

- Regency, the better the performance.
3. The work environment partially has a significant effect on the performance of employees of the Purbalingga Regency Regional Secretariat employees, this is evidenced by the regression value which shows a positive relationship as well as competence. So that the good environment of work at the Purbalingga Regency Regional Secretariat Office, the better the performance of its employees.
 4. Work discipline partially has a positive effect on the performance of employees of the Purbalingga Regency Regional Secretariat, this is evidenced by the highest regression value compared to other variables and shows a positive relationship between work discipline and employee performance which means that the higher the work discipline of employees of the Purbalingga Regency Regional Secretariat, the better the performance.
 5. Compensation partially affects the performance of employees of the Regional Secretariat of Purbalingga Regency, this shows that the greater the Compensation received by employees of the Regional Secretariat of Purbalingga Regency, it will cause employee performance to increase.

Research Limitations

This research has been attempted and carried out in accordance with scientific procedures, however, it still has limitations, namely:

1. The factors that influence employee performance behavior in this study only consist of five variables, namely the level of education, Competence, Work environment, Work discipline and Compensation, while there are many other factors that can affect employee performance variables.
2. There are limitations of research using questionnaires, namely that sometimes the answers given by respondents do not point to the real situation..

REFERENCES

- BKN, 2019, Center for Staffing Assessment and Research
- BKN, 2020, Center for Staffing Assessment and Research
- Candra Wijaya. and Muhamad Rifa'i. 2016. *Fundamentals of Management*. Medan: Perdana Publishing
- Fitria, A.M. dkk. 2019. The Influence of Work Environment, Morale and Competence on Teacher Performance at SMK Teknologi Bojonegoro. *Journal of Education Partners*. Vol.3. No.2. 657-669
- Hamid, H. dan Kurniawaty. 2020. The Influence of Leadership Style, Motivation and Work Discipline on ASN Performance. *Journal of Economics*. Vol.4. No.1. 58-67
- Handayani, S. 2017. The Effect of Financial Compensation on the Performance of Freelance Daily Employees in the Palembang City Living and Hygiene Environment Office. *Scientific Journal of Today's Global Economy*. Vol.8. No.1. 12-20
- Handoko, T. H. 2012. *Management* 23. Issue 2. Yogyakarta : BPFE.
- Hartanto, Hendriani, S., Maulida, Y. 2018. Analysis of the Effect of Working Conditions, Work Motivation, and Work Discipline on the Performance of Employees of the Regional Office of the Directorate General of State Assets of Riau, West Sumatra, and Riau Islands. *Journal of Business Management*. Vol.10. No.2. 226-241
- Haryomo, 2020, Civil Service Career Development Policy, Level I National Leadership Training Batch XLIV National Leadership Competence Development Center and Management of the State Civil Apparatus of the State Administrative Institution of the Republic of Indonesia Jakarta, 30 Juni 2020
- Hasibuan. 2005. *Basic Human Resource Management and the Key to Success*. Jakarta : Haji Masagung.

- Jayasman, 2013, The Intrinsic Effect of Reward And Education On Employee Work Motivation At The Regional Employment Agency (BKD) Of Pariaman City. *e-Jurnal Economic Appreciation*, Volume 1, Number 2, May 2013: 96-102
- Karunia, Nina. 2018. The Effect of Motivation and Work Discipline on the Work of the State Civil Apparatus (ASN) of the Regional Personnel Agency of North Kalimantan Province. Jakarta. Open University Graduate Program Thesis
- Lestari, R.W. 2011. The Effect of Wages, Education Levels and Technology on Labor Productivity in the Soy Sauce Industry in Pati District, Pati Regency. Semarang: Semarang State University Thesis
- Rahim, A. Dkk. 2017. The Effect of Work Environment and Competence on Work Motivation and Its Impact on Employee Performance at the Education Office of Tanjung Jabung Timur Regency. *Journal of Management and Science*. Vol.2. No.2. 133-149
- Rahmawati, R.A. dan Armida, S. 2019. Effect of Education Level and Office Physical Work Environment on Employee Performance in the Spatial and Settlement Road Infrastructure Office of West Sumatra Province. *EcoGen*. Vol.2. No.3. 513- 523
- Ratnasari, S. L. 2016. The Effect of Competence and Compensation on the Performance of Employees of the Quality Assurance Department of PT. PEB Batam. Proceedings of the National Seminar on Economics and Business and Call For Paper FEB UMSIDA. 424-434
- Rinawati, S.I. 2012. The Effect of Work Environment and Competence on Employee Performance with Motivation as an Intervening Variable in Certain Non-Vertical Work Units (SNVT) of the Ministry of Public Works in Semarang. Department of Management, Faculty of Economics and Business, Dian Nuswantoro University
- Riski dan Riana, 2018. The Influence of Leadership, Compensation and Work Discipline on Employee Performance at Cendana Resort & Spa Ubud Hotel, Gianyar. *University Management E-Journal Udayana*, 2 (1).
- Faizal, R., Sulaeman, M., & Yulizar, I. (2019). The Influence of Culture, Work Motivation and Competence on Employee Performance. *EBA Journal: Journal Economics, Bussines and Accounting*, 5(1), 11–21. <https://doi.org/10.32492/eba.v5i1.706>
- Sulaeman, M., & Herdiani, S. (2018). The Effect Of Motivation And Job Satisfaction And Its Impact On The Performance Of Employees Of The Agriculture And Food Security Service Of Banjar City. *INA-Rxiv Papers*, 1–7. <https://osf.io/preprints/inarxiv/8wb3a/>
- Wicaksana, R.H., Suddin, A. Rahadhini, M.D. 2017. Analysis of the Effect of Work Environment, Work Motivation and Compensation on Performance. *Journal of Economics and Entrepreneurship*. Vol.17 No.3. 399-406
- Yusuf, M. dkk. 2018. The Effect of Competence, Motivation and Work Environment on the Accuracy Level of Levy Data at the Regional Financial Management Agency of Soppeng Regency. *Mirai Management Journal*. Vol.3. No.1.1-18
- Yusuf, T. 2019. The Effect of Compensation and Motivation on Employee Performance at the Regional Education and Training Personnel Agency of East Lampung Regency. *Simplex Journal*. Vol.2 No.2. 172-185