



# Competence communication discipline and work environment on employee performance

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## ABSTRACT

This study aims to determine the effect of competence, communication, discipline and work environment variables on the performance of employees at Sangkrah Health Center, Pasar Kliwon District, Surakarta City. This research method uses a quantitative research design. The sample in the study was 37 employees at the Sangkrah Health Center, Pasar Kliwon District, Surakarta City. The sampling technique used in this research is the Census technique. Data collection using a questionnaire. The data analysis technique used statistical analysis, namely multiple linear regression test, F test, t-test, and coefficient of determination. The results showed that competence, communication, discipline and work environment had a significant effect on the performance of employees at the Sangkrah Health Center, Pasar Kliwon District.

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## INTRODUCTION

The company's ability to develop in the era of globalization, which is accompanied by an increasingly high level of competition, largely depends on its human resource strategy. The main asset of a business is its people, who play a critical role in all of its operations. Because people are the most potent resource and can propel a company forward with their abilities and skills, they have a significant impact on the success or failure of a company.

Performance according to Baehaki & Faisal (2020) is the result of work in quality and quantity achieved by an employee in carrying out his duties by the responsibilities given to him. To produce the best performance and develop in the face of intense international competition, employee performance must be achieved. Companies that can adapt will be able to face every challenge and turn it into an opportunity for the company.

Performance is the result of a person's achievement of his work both in quality and quantity by the task or tasks assigned to him. Performance in an organization is a measure of how well a worker does his job (Noor, 2022). Danial & Nasir (2020) revealed employee behaviour is divided into two categories, namely in-role performance and employee performance above or outside the role (extra-role). In-role performance is related to prerequisites, expectations, and employees' clear impression of the company. Usually, these conditions are stated in work agreements, performance

goals and targets. Unclear, implicit, and unstated behaviour that strengthens or adds value to the relationship between leaders and employees in a company is considered extra-role behaviour.

Many factors influence employee performance to increase the productivity of a company, both from individual factors themselves or from organizational factors and management processes. Several studies have examined individual, group and organizational factors on performance. Individual factors such as locus of control (Sari & Thawil, 2016), competence and discipline (Suhasto & Lestariningsih, 2021). Management and organizational factors include; leadership, conflict (Sari, 2018), communication (Lustono & Hasnaeni, 2019) and work environment (Adha, Qomariah, & Hafidzi, 2019; Siahaan & Bahri, 2019).

The individual factors in this study are competence and discipline. Competence is a broad concept that includes the ability to transfer skills and abilities to new situations in the work area (Suhairi, 2018). The ability of employees to do their jobs more effectively is supported by increased competence, meaning that the more competent an employee is, the better his performance will be. Another factor that affects employee performance is discipline. Discipline is a person's awareness and willingness to comply with all applicable company regulations and social norms (Pranitasari & Sidqi, 2021). Previous studies have proven that competence and discipline affect performance (Suhasto & Lestariningsih, 2021). But several studies do not get support for this competency, only the level of discipline that affects performance (Lustono & Hasnaeni, 2019).

This study incorporates organizational elements in terms of communication and work environment in addition to individual factors. Communication is the process of conveying messages or intentions that are carried out through one party or person to another party or person, either directly or through the media (Chaerudin, Rani, & Alicia, 2020). Humans in everyday life, whether they realize it or not, communication is part of human life itself. Humans since birth have communicated with their environment (Amelia & Ronald, 2021). The majority of humans are produced as a result of social integration with other people in groups and societies. In a group or organization, there is always a type of leadership which is vital matter for the survival of the group, which consists of superiors and subordinates.

Work environment and communication are very important in terms of improving employee performance (Suryani, 2019). The work environment is something that exists in the environment of workers who can influence themselves in carrying out tasks such as temperature, humidity, ventilation, lighting, noise, cleanliness of the workplace, and the adequacy of work equipment (Tambunan, 2018). In general, the work environment is the physical, social and psychological life in a company that influences employee performance and productivity. The work environment is all things that are around employees that affect them in working and carrying out their duties (Winata, 2022). The work environment has a strong impact on employee satisfaction, because job satisfaction increases performance and vice versa, and successful performance also increases satisfaction.

There have been many studies linking these factors to performance, but there has been no simultaneous model research combining individual disciplinary factors, competencies and organizational factors in communication and the work environment. Therefore this study tries to answer the research gap by examining the factors that influence performance, namely discipline, competence, communication and work environment. The implications of this study highlight the importance of developing nurse competence, effective communication, high discipline, and creating a positive work environment as key factors in improving nurse performance and providing quality care services.

## RESEARCH METHOD

This research uses a quantitative descriptive approach with a survey method. The research was carried out at the Sangkrah District Health Center, Surakarta City, which is located at Jl. Indragiri River RT 04 RW 01, Sangkrah, Pasar Kliwon District, Surakarta City, Central Java 57199.

In this study, 37 employees of Sangkrah District Health Center, Surakarta Municipality, were used as the population. The sampling technique used in this study is saturated sampling. So in this study, 37 employees of the Sangkrah District Health Center, Surakarta City, were used as research samples.

Data collection uses a questionnaire technique. Before the questionnaires were distributed, the researcher first conducted an instrument test consisting of validity and reliability tests which were given to 20 respondents outside the research sample. The validity test is used to assess the validity of each item in the questionnaire statement. The results of the validity test show that the  $r$  value for each item is  $> 0.444$  so it can be said that all research variable items are valid to be used as instruments in research.

The reliability test was carried out to determine the extent to which the instrument can be trusted to be used as a research questionnaire. The reliability test results have a Cronbach's Alpha value of more than 0.6. Then the instrument is declared reliable.

After the data has been collected, a classical assumption test is carried out to test the quality of the data so that the validity of the data is known and to avoid biased estimates. This classic assumption test consists of a normality test, multicollinearity test, and heteroscedasticity test. The hypothesis test consists of a Significance Test (t-test), an F test, a Coefficient of Determination Test ( $R^2$ ), and a Multiple Regression Test.

## RESULTS AND DISCUSSIONS

### Characteristics of Respondents

Respondents of this study were 37 employees of Sangkrah District Health Center, Surakarta Municipality. At the time of the study, all 37 respondents agreed to participate in filling out the questionnaire. The character of the research respondents are:

**Table 1.** Gender of respondents

Gender	Frequency	Percentage (%)
Man	7	18,9
Woman	30	81.1
Totals	37	100.0

Number of employees at Sangkrah Health Center as shown in the table above, more than 50% are women. Male employees get a share of 18.9%.

The age-character employee at Sangkrah District Health Center, Surakarta Municipality, is known to be the lowest aged between 20 years – 25 years. Based on age, the most common age range is between 26-30 years. The following is employee data based on the age of the respondents.

**Table 2.** Frequency distribution of respondents by age

Age	Frequency	Percentage (%)
20 years – 25 years	4	10,8
26 years – 30 years	9	24,3
31 years – 35 years	6	16,2
36 years – 40 years	7	18,9
41 years – 45 years	2	5,4
Over 50 years	3	8,1
Totals	6	16,2

Employee age Sangkrah District Health Center, Surakarta City, as shown in the table above, the least number is 41-45 years old, namely 2 people or 5.4%. Male employees get a share of 18.9 per cent. Age between 20 years - 25 years there are 4 respondents or 10.8%; between the ages of 26 - 30 years, there were 9 respondents or 10.24.3%.

The working period of Sangkrah District Health Center employees of Surakarta City has an

average working period of more than 5 years. The full frequency distribution of the respondents' tenure can be seen in the table below:

**Table 3.** Frequency distribution of respondents based on working periods

Working Periods	Frequency	Percentage (%)
Less than 1 year	4	10,8
1 year - 2 years	7	18,9
2.1 years - 3 years	1	2,7
3.1 years - 4 years	4	10,8
More than 5 years	21	56,8
Total	37	100.0

Employees of Sangkrah District Health Center, Surakarta City, who have the most years of service A little according to the table above, only 1 employee (2.7%) with a service period of 2.1 years - 3 years, followed by a service period of 3.1 years - 4 years and less than 1 year each with 4 employees (10.8%) ), then 7 employees (18.9%) of 1 year - 2 years of service, and the rest are employees who have worked for more than 5 years of 21 employees (56.8%).

The education of employees at the Sangkrah District Health Center in Surakarta Municipality is dominated by employees with D3 educational backgrounds. The full distribution of respondents' educational frequency can be seen in the table below:

**Table 4.** Respondent education

Education	Frequency	Percentage (%)
D3	23	62,2
S1	10	27,0
Senior High School (SMA)	4	10,8
Total	37	100.0

The employees of the Sangkrah District Health Center in Surakarta Municipality who have the lowest education according to the table above are employees with a senior high school education background of 4 employees (10.8%), followed by S1 with 10 employees (27%), and the rest are D3 employees with 23 employees (62.2%).

### Normality test

Normality test using One Kolmogrov-Smirnov. Complete normality test results can be seen in Table 5:

**Table 5.** Data normality test results

		Unstandardized Residuals
N		37
Normal Parameters(a,b)	Means	,0000000
	std. Deviation	1.87062388
Most Extreme Differences	absolute	,145
	Positive	,145
	Negative	-,126
Kolmogorov-Smirnov Z		,883
asyp. Sig. (2-tailed)		,417

a Test distribution is Normal.

b Calculated from data.

From the table above, it can be seen that the Asymp sig value > 0.05, can be stated that the data is normally distributed.

### Heteroscedasticity Test

To detect whether there is heteroscedasticity, Spearman's rank test is used. It is done by

correlating all independent variables to their absolute residual values.

**Table 6.** Heteroscedasticity test results

		Unstandardized Residuals	
Spearman's rho	Competency (X1)	Correlation Coefficient	,071
		Sig. (2-tailed)	,677
		N	37
	Communication (X2)	Correlation Coefficient	-,011
		Sig. (2-tailed)	,947
		N	37
	Discipline (X3)	Correlation Coefficient	,001
		Sig. (2-tailed)	,994
		N	37
	Work Environment (X4)	Correlation Coefficient	-,140
		Sig. (2-tailed)	,410
		N	37
Unstandardized Residuals		Correlation Coefficient	1,000
		Sig. (2-tailed)	.
		N	37

\*\* Correlation is significant at the 0.01 level (2-tailed).

\* Correlation is significant at the 0.05 level (2-tailed).

Based on the table above, the significant value is greater than the value of  $\alpha = 0.05$ , so it can be ascertained that the model does not show symptoms of heteroscedasticity.

### Multicollinearity Test

To detect whether there is multicollinearity in the regression model, it can be seen from the tolerance value and variance inflation factor (VIF). Test norm, if the tolerance value is  $> 0.10$  and the VIF value is  $< 10$ , there are no symptoms of multicollinearity.

**Table 7.** Multicollinearity test results

Model	Collinearity Statistics	
	tolerance	VIF
1 (Constant)		
Competency (X1)	,305	3,278
Communication (X2)	,633	1,580
Discipline (X3)	,723	1,383
Work Environment (X4)	,423	2,365

a Dependent Variable: Performance (Y)

### Significance Test (t-test)

The t-test is used to determine whether the independent variable is partial to the dependent variable and whether the effect is significant or not. If  $t_{count} < t_{table}$  so  $H_0$  is accepted then variable X does not affect variable Y, and conversely if  $t_{count} > t_{table}$  so  $H_0$  is rejected then variable X affects variable Y. The complete t-test results can be seen in the table below:

**Table 8.** Significance test (t-test)

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	std. Error	Beta			
1 (Constant)	-3,383	6,292			-,538	0,595
X1	0,943	0,262	0,477		3,601	0,001
X2	0,352	0,161	0,201		2,186	0,036
X3	0,255	0,119	0,185		2,152	0,039
X4	0,418	0,196	0,241		2,138	0,040

a Dependent Variable: Y

The calculated t value can be obtained from the formula  $df = nk-1$  or  $37-4-1 = 32$ , so the t table

value can be obtained, which is 1.694. The test criteria are if the significance value is  $< 0.05$  and  $t$  count  $> t$  table  $H_0$  is rejected (there is an influence) and vice versa if the significance value is  $> 0.05$  and  $t$  count  $< t$  table then  $H_0$  is accepted (no effect) then the hypothesis is as follows:

From the table above, it can be seen that the  $t$  value for the Competency variable (X1) is 3.601, while the  $t$  table is 1.694 and the significance is 0.001, so  $t$  count  $> t$  table and significance  $< 0.05$ , namely  $H_a$  is accepted, meaning that Competence (X1) is a significant partial effect on employee performance (Y).

From the table above, it can be seen that the  $t$  value for the Communication variable (X2) is 2.186, while the  $t$  table is 1.694 and the significance is 0.036, so  $t$  count  $> t$  table and significance  $< 0.05$ , namely  $H_a$  is accepted, meaning that Communication (X2) is a partial effect on employee performance (Y).

From the table above, it can be seen that the  $t$  value for the Discipline variable (X3) is 2.152, while the  $t$  table is 1.694 and the significance is 0.039, so  $t$  count  $> t$  table and significance  $< 0.05$ , namely  $H_a$  is accepted, meaning that Discipline (X3) is a significant partial effect on employee performance (Y).

From the table above, it can be seen that the  $t$  value for the work environment variable (X4) is 2.138, while the  $t$  table is 1.694 and the significance is 0.040, so  $t$  count  $> t$  table and significance  $< 0.05$ , namely  $H_a$  is accepted, meaning that the work environment (X4) partially affect employee performance (Y).

**F test**

The F test is used to determine how far the independent or independent variables can affect the dependent or dependent variable. The full results of the F test using SPSS 20 are presented in Table 9:

**Table 9.** Significance results (F Test)  
ANOVA(b)

Model	Sum of Squares	df	MeanSquare	F	Sig.
1 Regression	608,947	4	152,237	38,672	,000(a)
residual	125,972	32	3,937		
Total	734,919	36			

a Predictors: (Constant), Work Environment (X4), Communication (X2), Discipline (X3), Competence (X1)

b Dependent Variable: Employee Performance (Y)

From the table above, it can be seen that the calculated F value is 38.672 while the F table value is 2.67 and a significance of 0.000  $< 0.05$  means that there is an influence between Competence (X1), Communication (X2), Discipline (X3), and the work environment (X4) on employee performance (Y).

**Determination Coefficient Test (R<sup>2</sup>)**

The coefficient of determination (R<sup>2</sup>) is used to measure how far the model's ability to explain the variation of the dependent variable is. The value of the coefficient of determination is between zero and one. The small R<sup>2</sup> means that the ability of the independent variables to explain the variation in the dependent variable is very limited. A value that is close to one means that the independent variables provide the value of almost all the information needed to predict the variation of the independent variable. The complete determination test results are below:

**Table 10.** Determination coefficient test results (R<sup>2</sup>)  
Summary models

Model	R	R Square	Adjusted R Square	std. Error of the Estimate	Durbin-Watson
1	,910(a)	,829	,807	1.98410	1,720

a Predictors: (Constant), Work Environment (X4), Communication (X2), Discipline (X3), Competence (X1)

b Dependent Variable: Employee Performance (Y)

According to the table above, the R2 (R Square) figure is 0.829 or (82.9%). This shows that the percentage of influence of competence, communication, discipline, and work environment on the performance of employees of the Sangkrah District Health Center, Surakarta Municipality, is 82.9%. In other words, employee performance variables can be explained or influenced by competence, communication, discipline, and work environment variables by 82.9%, while the remaining 17.1% is explained or influenced by other variables not examined.

### Multiple Regression Test

Multiple regression is used for one dependent variable and more than one independent variable. In business practice, multiple regression is generally used, apart from the many variables in the business that must be analyzed together, multiple regression is also used in many more relevant cases (Agung & Yuesti, 2019). The complete multiple regression test results are shown in Table 11.

**Table 11.** Multiple regression test  
Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	std. Error	Beta		
1 (Constant)	-3,383	6,292		-.538	,595
X1	,943	,262	,477	3,601	,001
X2	,352	,161	,201	2,186	,036
X3	,255	,119	,185	2,152	,039
X4	,418	,196	,241	2,138	,040

Based on the table above, the multiple linear regression analysis formula can be presented as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4$$

Information:

Y = Predictive value of customer decision-making variables

a = Constant

X1 = Competency variable

X2 = Communication variable

X3 = Discipline variable

X4 = Work Environment Variables

From the results of the SPSS 20 output above, the multiple linear regression equation is as follows:

$$Y = -3.383 + 0.943X_1 + 0.352X_2 + 0.255X_3 + 0.418X_4$$

The constant value is 3.383 so it can be interpreted that if the competency, communication, discipline, and work environment values are 0, then the employee's performance will increase by 3.383.

The value of the regression coefficient on the Competency variable (X1) is positive, which is equal to 0.943, which means that every 1 unit increase in Competence will increase employee performance by 0.943 units assuming the independent variables are fixed.

The value of the regression coefficient on the Communication variable (X2) is positive, which is equal to 0.352, which means that every 1 unit increase in communication will increase employee performance by 0.352 units assuming the independent variables are fixed.

The value of the regression coefficient on the Discipline variable (X3) is positive, which is equal to 0.255, which means that every 1 unit increase in Discipline will increase employee performance by 0.255 units assuming the independent variables are fixed.

The value of the regression coefficient on the work environment variable (X4) is positive, which is equal to 0.418, which means that every increase in the work environment by 1 unit will

increase employee performance by 0.418 units assuming the value of the independent variables is fixed.

### **The influence of competence affects the performance of employees at the Sangkrah Health Center in Surakarta City**

Based on the results of the analysis, it is known that competence (X1) has a positive and significant influence on employee performance. The findings of influence and significance are indicated by a regression coefficient of 0.943, a tcount of 3.601 and with a significance level of 0.001 or less than 5%.

The findings of this study are in line with research from Setianigsih & Kader (2018) which states that competence has a positive and significant effect on teacher performance. The findings of this study are also supported by several previous research results, among others Shah et al. (2021), Rohmawati et al. (2021), Krisnandi & Saputra (2021), and Sumarsi & Rizal (2021) which both prove that competence has a positive and significant effect on performance.

Amin (2022) in his research stated that employee competence is very important for organizations and individuals in carrying out one's activities or tasks because they will do work to realize their performance by their respective work degrees. Competence plays an important role for each individual as an employee in carrying out their duties and responsibilities as individuals in carrying out work. Knowledge, skills, mastery, professionalism and experience provide meaningful and real meaning for employee performance.

One has to be in a good mood and have a certain degree of ability to perform tasks and work. Without a clear understanding of what needs to be done and how to do it, one's preparations and talents become ineffective. With the competence possessed by employees, it will be able to improve employee performance (Putra & Gupron, 2020).

It can be concluded from the statement above that competence and employee performance are two things that cannot be separated. Where employee competence is higher, where competence is useful to support work, then their performance will be even better in carrying out their duties. Therefore, it can be said that skills and work have a close relationship with each other.

### **The Effect of Communication on Employee Performance at the Sangkrah Health Center in Surakarta City**

On the results of the analysis, it is known that Communication (X2) has a positive and significant influence on employee performance. The findings of influence and significance are indicated by a regression coefficient of 0.352, tcount of 2.186 and a significance level of 0.036 or less than 5%.

The findings of this study are in line with the results of research from Wandu et al. (2019) which states that communication has a positive and significant effect on the performance of BPBD Banten Province employees. This research is also strengthened by some of the results of previous studies, including Islami et al. (2021), Krisnandi & Saputra (2021), and Antara, Sitiari, & Sarmawa (2021) which proves that communication has a positive and significant effect on employee performance.

Syahrudin, Hermanto, & Wardini (2020) in their research revealed that good relations between superiors and subordinates, feedback, a supportive communication climate and a directed organizational perspective increase employee job satisfaction more optimally. Therefore, with effective communication, employees will not experience confusion in carrying out the tasks set by the organization, causing better performance. Employees also feel involved with structured two-way communication and feedback generated from superiors and subordinates.

It can be concluded from the statement above that there is a relationship between communication and employee performance. Employees will perform better at work in situations



where communication is better and where better communication supports better work. Therefore, it can be said that performance and communication are closely correlated.

### **The Effect of Discipline on Employee Performance at the Sangkrah Health Center in Surakarta City**

Based on the results of the analysis, it is known that Discipline (X3) has a positive and significant influence on employee performance. The findings of influence and significance are indicated by a regression coefficient of 0.255, tcount of 2.152 and a significance level of 0.039 or less than 5%.

The findings of this study are the results of research from Purnawijaya (2019) who concluded that work discipline has a significant and positive effect on employee performance at Shop 27 in Surabaya. The findings of this study are also strengthened by the results of research from Fajar et al. (2022), and Mukminin et al. (2022) which proves that discipline has a positive and significant effect on employee performance.

Highly disciplined employees will complete their tasks on time even without strict supervision from superiors, do not steal work time, are accustomed to carrying out activities that are not related to work, and follow rules without feeling forced (Kirana et al., 2022). Work discipline is a way of thinking that encourages individuals, groups or communities to act by company regulations or moral standards and principles used to achieve predetermined goals (Firmansyah et al., 2020).

This shows that a high level of employee discipline will help and encourage these employees to work more productively and based on targets set by the company.

### **The Influence of the Work Environment on Employee Performance at the Sangkrah Health Center in Surakarta City**

Based on the results of the analysis, it is known that the Work Environment (X4) has a positive and significant influence on employee performance. The findings of influence and significance are indicated by a regression coefficient of 0.418, tcount of 2.138 and a significance level of 0.039 or less than 5%.

The results of this study are the same as the results of previous studies conducted by Yuliantari & Inscription (2020) which concludes that the work environment has a very strong and positive effect on employee performance. The findings of this study are also supported by several other research results including Suryani et al. (2022), Handayani & Daulay (2021), Krisnandi & Saputra (2021), (Sari et al., 2021), and Badrianto & Ekhsan (2020) which proves the work environment has a positive and significant effect on employee performance.

A good work environment will make employees feel comfortable working. Convenience will certainly increase the increase in employee performance (Putri et al., 2019). Research from Zhenjing et al. (2022) proves that a positive work environment has the power to improve employee performance. The probable reason behind this result is the psychological abilities of the employees which shape the behaviour of the employees in terms of a conducive working environment. All employees may not work in the same way because they have different work styles due to different workplace environments. Some employees have the greatest potential regardless of workplace conditions, whereas others benefit from a supportive workplace environment at work.

Ramli (2019) proves that the overall work environment has a positive and significant effect on job satisfaction and employee performance in the hospital. The work environment including workplace safety, quiet workspace, arrangement of availability of informal and formal meeting areas, physical location of the workplace such as furniture, noise, lighting, temperature, air quality in the workplace, private storage areas, and others have an impact on employee performance. Because a good and comfortable work environment usually increases employee performance, and if the work environment is inadequate it can risk reducing employee performance.

From the explanation above, it can be concluded that the work environment and employee performance are two interrelated things. Where the better the work environment, where the work environment supports work better, the better the employee's performance at work. So that it can be said that the work environment and performance have a directly proportional relationship.

## CONCLUSION

The results of the regression equation obtained a regression coefficient for motivation of 0.403, besides that it has a  $t_{\text{count}}$  value of 4.523 >  $t_{\text{table}}$  1.997 and has a probability value of 0.000 < 0.05, then  $H_a$  is accepted. This means that motivation has a significant influence on the performance of nurses at the Bung Karno Regional Public Hospital. In this study, if there is an increase in leadership by 1%, it will increase nurse performance by 0.403%. The results of the regression equation shows that the regression coefficient for work discipline is 0.183, besides that it has a  $t_{\text{count}}$  of 2.273 >  $t_{\text{table}}$  1.997 and has a probability value of 0.026 < 0.05, then  $H_a$  is accepted. This means that work discipline has a significant influence on the performance of nurses at the Bung Regional Public Hospital. This means that if there is an increase in discipline of 1%, it will increase the performance of nurses by 0.183%. The results of the regression equation obtained a regression coefficient for leadership of 0.216, besides that it has a  $t_{\text{count}}$  of 2.342 >  $t_{\text{table}}$  1.997 and has a probability value of 0.022 < 0.05, then  $H_a$  is accepted. This means that work leadership has a significant influence on the performance of nurses at the Bung Karno Regional Public Hospital. It is known that if there is an increase in leadership by 1%, it will increase nurse performance by 0.216%. The results of the regression equation obtained the regression coefficient value for the work environment of 0.204, besides that it has a  $t_{\text{count}}$  value of 2.040 >  $t_{\text{table}}$  1.997 and has a probability value of 0.045 < 0.05, then  $H_a$  is accepted. This means that the work environment has a significant influence on the performance of nurses at the Bung Karno Regional Public Hospital. This means that if there is an increase in the work environment of 1%, it will increase the performance of nurses by 0.204%. The results of the regression analysis show that together the independent variables have a significant influence on the dependent variable. This is evidenced by the calculated F value of 54.258 >  $t_{\text{table}}$  of 2.51 with a significance (sig) of 0.000 < 0.05, so the regression model can be used to predict the performance of nurses at the Bung Karno Regional Public Hospital or it is said that leadership, motivation, work discipline, and the work environment simultaneously influences the performance of nurses at the Bung Karno Regional Public Hospital. The  $R^2$  test results (R Square) were obtained at 0.743 or (73.8%). This shows that the percentage of influence of motivation, work discipline, leadership, and work environment on the performance of nurses at the Bung Karno Regional Public Hospital is 73.8%. Based on the research results, leadership, work environment, and motivation have a good and significant effect on nurse performance. This shows that the management of the Bung Karno Regional Public Hospital has effectively carried out what a leader should do, namely giving clear instructions to his team. The same goes for staff members who have built work motivation, work discipline, and a positive work environment. Therefore, Regional Public Hospital must maintain a culture of motivation, discipline, leadership and work environment to improve employee performance. It is expected that researchers who carry out similar research can include factors such as work dedication, work ethic, and others that can affect nurse performance. Future studies are anticipated to include more respondents and utilize other research tools on a wider scale. The population of this study was limited to one public health center resulting in a very low level of generalization or caution in generalizing the results of the study. Therefore, it is necessary to increase the variety of the population by adding several public health center points in several regions or on a larger scale to increase the level of generalization.

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