

The Effect of Motivation, Working Environment and Discipline on Employee Performance: The Case of Perumda Tirta Musi Palembang

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Abstract

This study aims to determine the effect of motivation, work environment, and work discipline on employee performance at Perumda Tirta Musi Palembang. This type of research is associative. The variables used by the researcher are motivation, work environment, work discipline, and employee performance. The sample in this study was 100 employees of Perumda Tirta Musi Palembang who were selected using Cluster Random Sampling. The primary data used in this study was collected through a questionnaire. The results of this study indicate that (1) Motivation, work environment, and work discipline together have a positive and significant effect on employee performance, and (2) Motivation has a positive and significant effect on employee performance. (3) The work environment has a positive and significant effect on employee performance. (4) Work discipline has a positive and significant effect on employee performance.

Keywords: Motivation, Working Environment, Discipline, Employee Performance

1. Introduction

Resources act as the main driving factor in the implementation of all organizational activities or activities. If human resource management in a company does not run well, it can affect the quality of human resources in the organization. Employee performance is one of the benchmarks that can be used to assess the quality of human resources in a company. Employee performance is the result of work in terms of quality and quantity achieved by an employee in carrying out tasks according to the responsibilities given to him. The better the quality or quantity of employee achievements, the better their performance. According to [Wibowo \(2022\)](#), performance is about doing work and the results achieved from that work. HR (Human Resources) can implement performance through capabilities that support the performance process. Performance is a strategy used by an organization that has existed for at least one week and is oriented towards profit and non-profit. ([Asmike and Sari, 2022](#)).

According to [Kasmir \(2019\)](#), several factors influence performance, namely ability and

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expertise, knowledge, work design, personality, work motivation, leadership, leadership style, organizational culture, job satisfaction, work environment, loyalty, commitment, and work discipline. Motivation is something that supports human behavior in creating feelings of enthusiasm and enthusiasm for working to achieve optimal results. This can help a series of attitudes and values that can influence individuals in achieving goals. In addition, leadership conditions that support and pay attention to employee needs can increase work motivation. Motivated employees will have better performance. Motivation is an effort to encourage an employee to take the desired action. At the same time, motives are the driving force for someone to act because a person's behavior tends to be goal-oriented and driven by the desire to achieve a specific goal. Motivation is a desire that arises within a person or individual because they are inspired, encouraged, and driven to carry out activities with sincerity, joy, and earnestness so that the results of the activities carried out get good and quality results. In line with that, according to [Busro \(2018\)](#), motivation is a driving force from within an individual to carry out certain activities to achieve goals. With the emergence of motivation in employees, employees will be encouraged to be disciplined in working.

A conducive work environment will create a comfortable atmosphere at work. Employees will be more comfortable working if adequate work facilities are provided so that employees can carry out their assigned tasks optimally. In addition, a clean work environment, good air circulation, harmonious employee relations, and comfortable room conditions will create a sense of satisfaction in the employees themselves. This will improve the quality of employee performance. According to [Afandi \(2021\)](#), the work environment is something that exists in the environment of workers that can influence them in carrying out tasks such as temperature, humidity, ventilation, lighting, and cleanliness of the place.

Work discipline is also an important aspect of supporting employee performance. High work discipline can create order and accuracy in carrying out assigned tasks. Conversely, low work discipline will impact the quality of work and punctuality, which can be detrimental to the organization as a whole. According to [Afandi \(2021\)](#), the definition of work discipline is a rule or regulation made by the management of an organization, approved by the board of commissioners or capital owners, agreed upon by the labor union, and known by the labor office. The people who are members of the organization are subject to the existing rules and regulations with a sense of pleasure, so they are created and formed through a process of a series of behaviors that show the values of obedience, compliance, order, and order. According to [Agustini \(2019\)](#), work discipline is an attitude of obedience to the rules and norms that apply in a company in order to increase employee determination in achieving company/organizational goals.

In previous research studies conducted by [Rasmianti, et al. \(2021\)](#), the results showed that simultaneously motivation, environment, and work discipline have a significant effect on employee performance. Previous research studies conducted by [Juita et al. \(2023\)](#) research results show that work motivation has a positive and significant effect on performance. [Lestari & Liana's \(2023\)](#) research results show that work motivation has a positive and significant effect on performance. [Hasibuan & Hanum's \(2022\)](#) research results show that work motivation has a positive and significant effect on performance. [Indardi et al. \(2024\)](#) research results show that work motivation has a positive and significant effect on performance. In contrast to the research conducted by [Sugeng \(2021\)](#), the results of his research showed that work motivation had no significant effect on performance. The reason the results of [Sugeng's \(2021\)](#) research were different was based on several aspects, namely, the difference in the indicators used, namely



only taking two indicators that were in accordance with the existing problems, the sample used was 30 people. The sampling technique used was the saturated sample technique.

Previous research studies conducted by [Aco et al. \(2024\)](#) showed that the work environment has a positive and significant effect on performance. [Hasibuan & Hanum \(2022\)](#) showed that the work environment has a positive and significant impact on performance. [Indardi et al. \(2024\)](#) showed that the work environment has a positive and significant effect on performance. [Ghifary & Fadili \(2023\)](#) showed that the work environment has a positive and significant impact on performance. [Salsabiila \(2022\)](#) showed that the work environment has a positive and significant effect on performance. [Jannah \(2020\)](#) showed that the work environment has a positive and significant impact on performance. In contrast to the research conducted by [I'tamara & Hadi \(2021\)](#), the results showed that the work environment had no significant effect on performance. The reason the results of [I'tamara & Hadi's \(2021\)](#) study are different is because they are based on several aspects, namely, differences in the indicators used; the sample used was 96 people. The sampling technique used the proportionate stratified random sampling method. [I'tamara & Hadi \(2021\)](#) in their research, indicated that the better or worse the work environment in the company, the less it affects employee performance. Previous research studies were conducted by [Rifanki et al. \(2024\)](#), and the results of the study showed that work discipline had a positive and significant effect on performance. [Murdiyanto & Indriyaningrum \(2022\)](#), the results of the study showed that work discipline had a positive and significant effect. [Amalia & Indriyaningrum \(2023\)](#), the results of the study showed that work discipline had a positive and significant impact on performance. In contrast to the research conducted by [Wibowo et al. \(2024\)](#), the results of the study showed that work discipline had a positive and insignificant effect on performance. The reason for the different research results of [Wibowo et al. \(2024\)](#) is because it is based on several aspects, namely, differences in the indicators used; the sample used was 80 people. The sampling technique used was the proportional sampling technique.

Perumda Tirta Musi Palembang, as one of the Regional-Owned Enterprises (BUMD) that carries out the task and obligation to manage drinking water for the benefit of the community/customers, is not free from the demands to always be able to provide superior service in an effort to increase customer satisfaction. Perumda Tirta Musi Palembang is a company that pays great attention to the performance of its employees. In an effort to improve employee performance, the company is obliged to maintain the existence of human resources by making them practical and efficient. However, in the actual process, there are still several problems that affect employee performance, so Perumda Tirta Musi Palembang must implement policies that can overcome these problems, namely by providing motivation and a good work environment to employees so that employees feel satisfied so that they can work optimally and improve their performance.

Performance achievement at Perumda Tirta Musi Palembang can be demanded to have a sense of responsibility that is carried out and borne together in an effort to improve performance, competence, and the value of the apparatus's involvement in following various parameters for improving performance. In terms of quantity, the performance of Perumda Tirta Musi Palembang employees has not been optimal. However, in 2019/2020, the company's target had increased. Still, in 2021-2023, the company's target experienced a decline in employee performance in the last five years and did not reach the target set by the company. The realization of income, which has declined over the past three years, suggests that employee performance is also declining. Researchers found a phenomenon in the indicator of employee



performance quantity, where it was seen that in the last five years, the production of Perumda Tirta Musi Palembang water did not reach the target set by the company, and still did not meet the target standards set by the company. Another phenomenon that researchers identified based on one of the employees' statements was that some employees still entered data carelessly or failed to check documents carefully. This causes repeated errors in reports or inconsistent data, resulting in a prolonged repair process that hinders workflow and ultimately decreases the number of work results produced by Perumda Tirta Musi Palembang. Furthermore, problems were also identified in the indicator of employee relations, where a lack of cooperation between employees persisted. Based on the statement from one of the employees, employees tend to be individualistic in working and only think about their work, for example, in making an analysis report that has not been completed because there are employees who have difficulty in communicating and moreover do not trust each other when making production analysis reports in the same work shift, with a lack of cooperation between employees, it will certainly hinder work results and affect performance at Perumda Tirta Musi Palembang. One of the variables that affects performance is work motivation. In relation to work motivation, researchers also found another phenomenon at Perumda Tirta Musi Palembang, namely in the responsibility indicator, there are still employees who are not responsible for completing work on work that has been given by superiors such as employees who are given the task of summarizing work reports are not immediately done, and after being asked by superiors, they are only done so that the work presented is not completed correctly and correctly. Another phenomenon was found in the employee work performance indicator; based on the employee's statement, this work performance has not received attention from the leaders, so there are still some employees at Perumda Tirta Musi Palembang who think why work for those who excel because the value is the same. In addition, the phenomenon regarding the opportunity to advance is still low. The level of employee desire to advance to develop ideas for the progress of the company, and some employees lack initiative in working. Then, there is still a lack of employee activity to show their best abilities to get promoted. Many employees are still afraid of the risks of work, so there is a lack of innovation or expressing opinions at work.

In addition to motivation, one of the variables that affects performance is the work environment. In relation to the work environment, researchers also found another phenomenon at Perumda Tirta Musi Palembang, namely in the indicators of facilities and infrastructure, where the facilities provided by Perumda Tirta Musi Palembang still experience limitations such as outdated technical equipment facilities, namely computers that are often damaged and printers that are often damaged, due to lack of care and maintenance so that performance is disrupted, in addition to the lack of operational vehicles which hampers service or repairs to customers. Another phenomenon found regarding the noise indicator is that the sound of a generator engine is often heard near the employee's workroom, making employees feel uncomfortable and very noisy in these conditions. In addition, a phenomenon was also found regarding the air circulation indicator in the General Section of the Household Section; there are 10 permanent employees, and the capacity in the room is small with a large number of employees, causing poor air circulation. Based on initial observation data, the level of employee absence per month is relatively high, which means that employees still care less about the work discipline regulated or determined by Perumda Tirta Musi Palembang. Attendance at work, such as there are still employees who are late for work, where the work time is 07.30 WIB while employees often come later than that hour, in addition, there are still many employees who are absent without explanation, this shows that the level of employee attendance is still relatively low. In addition,



a phenomenon was found in the indicator of compliance with regulations; based on the results of observations, there are still employees who leave their jobs during working hours for various reasons; some work elsewhere, or personal interests or shopping; this is contrary to the regulations applied at Perumda Tirta Musi Palembang which should be obeyed and obeyed by all employees. Ineffective use of time in daily life carrying out other tasks, there are still many who relax, such as watching YouTube and others. In addition to the phenomenon of the indicator of compliance with work standards, some employees work without complying with the work standards set by the company; for example, in the water quality standard checking section, they do not wear clothes according to the regulations, forget to bring the standard measuring tools that have been set, are not on time to complete daily reports, are not responsible for the tasks and responsibilities that the leadership has given.

2. Literature Review

The Influence of Motivation, Work Environment and Work Discipline on Employee Performance. According to [Kasmir \(2019\)](#), several factors influence performance, namely motivation, work environment, and work discipline. Previous research studies conducted by [Rasmianti, et al. \(2021\)](#) showed that motivation, environment, and work discipline simultaneously have a significant effect on employee performance. Many things can cause employee performance to decline, including low employee work motivation, especially in the indicators of responsibility, work performance, and opportunities for advancement. Furthermore, there are problems with the work environment, where there is still a lack of facilities, air circulation, and noise in the workplace. The last one is from the lack of work discipline from employees, where the level of employee attendance is still low, and lack of compliance with regulations and work standards.

The Influence of Motivation on Employee Performance. According to [Kasmir \(2019\)](#), there are several factors that influence performance, one of which is motivation. Previous research studies conducted by [Juita et al. \(2023\)](#) showed that work motivation has a positive and significant effect on performance. [Aco et al. \(2024\)](#) showed that work motivation has a positive and significant impact on performance. Lestari and Liana (2023) demonstrated that work motivation has a positive and significant impact on performance. [Hasibuan & Hanum \(2022\)](#) showed that work motivation has a positive and significant effect on performance. [Indardi et al. \(2024\)](#) showed that work motivation has a positive and significant impact on performance. In contrast to the research conducted by [Sugeng \(2021\)](#), the results of his study showed that work motivation had no significant effect on performance. The reason for the different results of [Sugeng's \(2021\)](#) research is because it is based on several aspects, namely, the difference in the indicators used; only two indicators that are in accordance with the existing problems, the sample used was 30 people. The sampling technique used was saturated sample technique. There is a phenomenon that occurs in employee work motivation, which is still low, especially in the indicators of responsibility, work performance, and opportunities for advancement, so it has an impact on employee performance, especially in problematic indicators, namely quantity, quality, and employee relations, which are still low.

The Influence of the Work Environment on Employee Performance. According to [Kasmir \(2019\)](#), several factors influence performance, one of which is the work environment. Previous research studies conducted by [Aco et al. \(2024\)](#) showed that the work environment has a positive and significant effect on performance. [Hasibuan & Hanum \(2022\)](#) showed that the work environment has a positive and significant impact on performance. [Indardi et al. \(2024\)](#)



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The Influence of Work Discipline on Employee Performance. According to [Kasmir \(2019\)](#), several factors influence performance, one of which is work discipline. Previous research studies were conducted by [Nurjaya \(2021\)](#), the results of the study showed that work discipline had a positive and significant impact on performance. [Rifanki et al. \(2024\)](#) results of the study showed that work discipline had a positive and significant effect on performance. [Murdiyanto & Indriyaningrum \(2022\)](#), the results of the study showed that work discipline had a positive and significant effect. [Amalia & Indriyaningrum \(2023\)](#), the results of the study showed that work discipline had a positive and significant impact on performance. In contrast to the study conducted by [Wibowo et al. \(2024\)](#), the results showed that work discipline had a positive and insignificant effect on performance. The reason for the different results of [Wibowo et al. \(2024\)](#) research is because it is based on several aspects, namely, the difference in indicators used; the sample used was 80 people. The sampling technique used was the proportional sampling technique. The phenomenon that occurs in work discipline is still low, especially in the indicators of attendance, compliance with regulations, and compliance with work standards, so it has an impact on employee performance, especially on problematic indicators, namely quantity, quality, and employee relations, which are still low.

3. Research Method

This research was conducted at Perumda Tirta Musi Palembang Rambutan Unit located at Jl. Rambutan Ujung No. 1, 30 Ilir, Kec. Ilir Barat II, Palembang City, South Sumatra, 30129. In this study, the author used an associative research study to identify the extent of the influence of variable X (independent variable) consisting of Motivation (X1), Work Environment (X2), and Work Discipline (X3) on variable Y, namely Employee Performance (dependent variable), both partially and simultaneously. The indicators of employee performance are quality, quantity, and employee relations. The indicators of motivation are responsibility, work achievement, and opportunities for advancement. The indicators of the work environment are facilities, noise, and air circulation. The indicators of work discipline are attendance, obedience to work hours, and obedience to work standards. The population in this study was 127 employees of Perumda Tirta Musi Palembang. The sample size was determined using the Slovin formula. So, based on the calculation above, the sample used was 97 respondents. The sampling method used in this study is Cluster random sampling. The data collection method used in this study is a questionnaire, namely the answers from respondents to a series of questions related to the influence of the Work Environment, Motivation, and Work Discipline on employee performance at Perumda



Tirta Musi Palembang, according to the indicators used by the researcher. The analysis method used in this study is multiple regression analysis.

4. Findings and Discussions

This multiple linear regression analysis is used to determine the influence of work motivation variables, work environment, and work discipline on employee performance. The results of the multiple linear regression analysis can be seen in the following table:

Table 1. Regression Result

Model		Unstandardized Coefficients		Standardized Coefficients
		B	Std. Error	Beta
1	(Constant)	1.742	1.860	
	Motivation	.293	.080	.294
	Working Environment	.251	.064	.291
	Discipline	.383	.079	.397

a. Dependent Variable: Kinerja Karyawan

Based on Table 1, the results of the multiple linear regression test obtained the following

$$\text{results: } Y = 1.742 + 0.293 X_1 + 0.251 X_2 + 0.383 X_3$$

The constant value of 1.742 indicates that if motivation, environment, and discipline are equal to zero, then employee performance remains at 1.742. Motivation has a regression coefficient of 0.293. This shows that every increase in motivation will increase employee performance by 0.293, assuming other variables remain constant. Work Environment has a regression coefficient of 0.251. This shows that every increase in the work environment will increase employee performance by 0.251, assuming other variables remain constant. Work discipline has a regression coefficient of 0.383. This shows that every increase in work discipline will increase employee performance by 0.383, assuming other variables remain constant.

The F test is used to determine whether the variables of motivation, working environment and discipline simultaneously affect employee performance. The results can be seen in the following table:

Table 2. F-test. ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	706.732	3	235.577	35.714	.000 ^b
	Residual	613.454	93	6.596		
	Total	1320.186	96			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Motivation, Working Environment, Discipline

Determining F-table with a confidence level of 95% and an error rate (α) of 5% = 0.05, with degrees of freedom (df) $V_1 = k-1 = 4-1 = 3$ and $V_2 = 97-4 = 93$, so the F-table value = 2.70. Based on Table 2 F Test (Anova), it can be seen that the F-value is $35.714 > \text{F-table } 2.70$ with a Sig F level of $0.000 < 0.05$, then H_{a1} is accepted, meaning that there is a significant influence of motivation, work environment, and work discipline on the performance of Perumda Tirta Musi Palembang employees.

The t-test aims to test the independent variables partially/individually against the dependent variables, with the following results:

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Table 3. t-test

Coefficients ^a			
Model		t	Sig
1	(Constant)	.937	.351
	Motivation	3.665	.000
	Working Environment	3.943	.000
	Discipline	4.875	.000

a. Dependent Variable: Employee Performance

Determine a t-table with a confidence level of 95% and an error rate (α) of 5% = 0.05 and degrees of freedom (df) = n-k. Then (df) = 0.05/2 (97-4) is (df) = 0.025 (93), so the t-table value is 1.98. Based on Table 3 t-test (partial), it can be seen as follows: a) The calculated t value for motivation (X1) is 3.665 > t-table 1.98 with a sig.t level of 0.000 < 0.05 (significant), then Ha2 is accepted, meaning that there is a significant influence of work motivation on the performance of Perumda Tirta Musi Palembang employees. b) The calculated t value for the work environment (X2) is 3.943 > t-table 1.98 with a sig.t level of 0.000 < 0.05 (significant), then Ha3 is accepted, meaning that there is a significant influence of the work environment on the performance of Perumda Tirta Musi Palembang employees. c) The calculated t-value for discipline (X3) is 4.875, which is greater than the t-table value of 1.98 with a significant t-level of 0.000 (< 0.05), indicating that Ha4 is accepted. This means that there is a significant influence of work discipline on the performance of Perumda Tirta Musi Palembang employees.

The Influence of Motivation, Work Environment, and Work Discipline on Employee Performance at Perumda Tirta Musi Palembang. The results of the simultaneous hypothesis test indicate that motivation, work environment, and work discipline have a significant influence on employee performance at Perumda Tirta Musi Palembang. These results explain that with high motivation, a supportive work environment, and good work discipline, employees can work optimally, which affects their performance. The results of this study are in accordance with the theory put forward by [Kasmir \(2019\)](#). The factors that influence employee performance are Work Motivation, Work Environment, and Work Discipline. The results of this study are supported by previous research conducted by [Rasmianti, DDK \(2021\)](#); the results of the study showed that simultaneously motivation, environment, and work discipline have a significant effect on employee performance.

The Influence of Motivation on Employee Performance at Perumda Tirta Musi Palembang. The results of the partial hypothesis test show a significant influence of motivation on employee performance at Perumda Tirta Musi Palembang. These results explain that whether the motivation of employees is good or bad will determine whether the employee's performance is good or bad. High motivation encourages employees to work productively and achieve organizational goals. This study demonstrates that motivation significantly contributes to employee performance. This indicates that employees who feel appreciated will have a greater desire to work optimally. The results of this study are in accordance with the theory put forward by [Kasmir \(2019\)](#). One factor that influences employee performance is Work Motivation. Previous research studies conducted by [Juita et al. \(2023\)](#) showed that work motivation has a positive and significant effect on performance. [Aco et al. \(2024\)](#) showed that work motivation has a positive and significant impact on performance. [Lestari & Liana \(2023\)](#) showed that work motivation has a positive and significant effect on performance. [Hasibuan & Hanum's \(2022\)](#)



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The Influence of the Work Environment on the Performance of Employees of Perumda Tirta Musi Palembang. The results of the partial hypothesis test indicate a significant influence of the work environment on the performance of Perumda Tirta Musi Palembang's employees. These results suggest that a conducive work environment, encompassing both physical facilities and relationships among employees, plays a crucial role in enhancing performance. A comfortable work environment fosters a supportive atmosphere, enabling employees to focus and work more efficiently. Partially, the work environment shows a significant influence on employee performance. The results of this study are in accordance with [Kasmir's \(2019\)](#) theory of the factors that influence employee performance, one of which is the Work Environment. Previous research studies conducted by [Aco et al. \(2024\)](#) showed that the work environment had a positive and significant effect on performance. [Hasibuan & Hanum \(2022\)](#) reported that the results of their research showed a positive and significant impact of the work environment on performance. [Indardi et al. \(2024\)](#) reported that the results of their study showed a positive and significant effect of the work environment on performance. [Ghifary & Fadili's \(2023\)](#) research results show that the work environment has a positive and significant impact on performance. [Salsabiila \(2022\)](#) research results show that the work environment has a positive and significant effect on performance. [Jannah's \(2020\)](#) research results show that the work environment has a positive and significant impact on performance. In contrast to the research conducted by [I'tamara & Hadi \(2021\)](#), the results show that the work environment has no significant effect on



performance. The reason the results of [I'tamara & Hadi's \(2021\)](#) research are different is because they are based on several aspects, namely, differences in the indicators used; the sample used was 96 people. The sampling technique uses the proportionate stratified random sampling method. [I'tamara & Hadi \(2021\)](#) in their research, indicated that the better or not the work environment in the company, the less it affects employee performance. Based on the researcher's findings regarding the facilities and infrastructure indicators, 75.2% of respondents answered disagree and strongly disagree, meaning that most employees stated that the facilities provided by the organization do not support employees in completing tasks efficiently, 78.3% of respondents answered disagree and strongly disagree, meaning that most employees feel that the work facilities provided are inadequate to meet daily work needs and 75.3% of respondents answered disagree and strongly disagree, meaning that most employees stated that the availability of complete facilities still does not make employees more comfortable and productive in working because there are still many employees who are not proficient in using the equipment provided. Regarding the air circulation indicator, 76.4% of respondents answered disagree and strongly disagree, meaning that most employees stated that air circulation in the workplace does not support employee comfort while carrying out daily tasks. Based on the results of the study, the researcher suggests that companies should pay more attention to the work environment, especially regarding facilities and infrastructure, namely by providing inadequate facilities such as modern work equipment, a clean and comfortable work environment, then regulating noise that can interfere with employees in working and regulating air circulation and so that employees feel comfortable working every day. If these improvements are made, it can improve employee performance so that employees are able to ensure that the work they complete has a quality that satisfies all related parties. Employees are able to complete the amount of work according to the targets set by the organization, and employees will feel comfortable providing feedback or suggestions to coworkers.

The Influence of Work Discipline on Employee Performance at Perumda Tirta Musi Palembang. The results of the partial hypothesis test show a significant influence of work discipline on employee performance at Perumda Tirta Musi Palembang. These results explain that work discipline reflects the level of attendance and compliance with rules and procedures in the workplace. The study results show that work discipline has a partially significant effect on employee performance. Disciplined employees tend to complete tasks on time and follow procedures properly. The results of this study are in accordance with [Kasmir's \(2019\)](#) theory that work discipline is one factor that influences employee performance. Previous research studies were conducted by [Nurjaya \(2021\)](#), the results of the study showed that work discipline had a positive and significant impact on performance. [Rifanki et al. \(2024\)](#) results of the study showed that work discipline had a positive and significant effect on performance. [Murdiyanto & Indriyaningrum \(2022\)](#), the results of the study showed that work discipline has a positive and significant effect. [Amalia & Indriyaningrum \(2023\)](#), the results of the study showed that work discipline has a positive and significant impact on performance. In contrast to the study conducted by [Wibowo et al. \(2024\)](#), the results showed that work discipline has a positive and insignificant effect on performance. The reason the results of the study by [Wibowo et al. \(2024\)](#) are different is that they are based on several aspects, namely, differences in the indicators used. The sample used was 80 people. The sampling technique used was proportional sampling. Based on the researcher's findings regarding the attendance indicator, 81.4% of respondents answered disagree and strongly disagree, meaning that most employees' attendance at work is not always on time according to the predetermined schedule, 81.4% of respondents answered



disagree and strongly disagree, meaning that most of the employee attendance level does not reflect employee commitment to job duties and responsibilities and indicators of compliance with work rules, 83.5% of respondents answered disagree and strongly disagree, meaning that most employees do not always comply with the regulations set by the organization. Based on the results of the study, the researcher suggests that companies should pay more attention to work discipline, especially regarding employee attendance levels, by implementing strict and fair policies regarding work rules, conducting supervision, and providing regular feedback to ensure that employees continue to comply with the regulations. If these improvements are made, it can improve employee performance so that employees are able to ensure that the work they complete is of satisfactory quality for all related parties. Employees are able to complete the amount of work according to the targets set by the organization, and employees will feel comfortable providing feedback or suggestions to coworkers.

5. Conclusion

It can be concluded that (1) There is a significant influence of motivation, work environment, and work discipline on the performance of employees of Perumda Tirta Musi Palembang; (2) There is a significant influence of motivation on the performance of employees of Perumda Tirta Musi Palembang; (3) There is a significant influence of work environment on the performance of employees of Perumda Tirta Musi Palembang; (4) There is a significant influence of work discipline on the performance of employees of Perumda Tirta Musi Palembang. Perumda Tirta Musi Palembang should pay attention to the problems that exist in work motivation, work environment, and work discipline because this has a significant effect on employee performance. Perumda Tirta Musi Palembang can pay attention to work motivation by motivating employees so that employees have a high interest in achieving, in addition to the need for training programs, clear career plans, and promotions based on achievement so that employees will try to improve their skills and knowledge so that this will affect employee performance. Perumda Tirta Musi Palembang can pay attention to the work environment through facilities and infrastructure, namely by ensuring inadequate facilities such as modern work equipment, a clean and comfortable work environment, then regulating noise that can disturb employees in working and regulating air circulation and so that employees feel comfortable working every day. Perumda Tirta Musi Palembang can pay attention to work discipline through employee attendance levels by implementing strict and fair policies regarding work rules, conducting supervision, and providing feedback periodically to ensure employees continue to comply with the regulations.

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