

Influence Motivation, Discipline, and Environment Work on Employee Performance at the District Regional Secretariat Banyuasin

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Abstract

This research aims to understand the combined influence of Motivation, Discipline, and work environment on Employee Performance at the Regional Secretariat of Banyuasin Regency. Additionally, it seeks to investigate the combined influence of Motivation, Discipline, and work environment on Employee Performance at the Regional Secretariat of Banyuasin Regency. The data used in this research are the answers from 77 civil servant respondents at the Regional Secretariat of Banyuasin Regency. The analytical method used is Multiple Linear Regression and through Validity and Reliability testing, classical Assumption testing in the form of Normality, Multicollinearity, and Heteroscedasticity Tests, at a significant level of $\alpha = 0.05$. The results of the research together show that there is a significant influence of motivation, discipline, and work environment on employee performance at the Regional Secretariat of Banyuasin Regency. And particularly, there is a substantial influence of motivation, discipline, and work environment on employee performance at the Regional Secretariat of Banyuasin Regency. The contribution of motivation, discipline, and work environment variables accounts for 89.3% of the total contribution. Meanwhile, the remaining 10.7% is explained by other variables not included in this research, including abilities and skills, knowledge, work design, personality, leadership, leadership style, organization culture, job satisfaction, loyalty, and commitment.

Keywords : Motivation, Discipline, Work Environment and performance

1. Introduction

An organization in runs its activities without any role apart from the human center. Whatever its form and purpose, an organization is made based on various visions for the interest of humans and in sanitation, with the mission of managing the forest, and is managed by humans. [Hasibuan \(2019:10\)](#), Management Human Resources is a science and art that arranges relationships and roles to power work to be more

effective and efficient helping in the realization of objectives organizations, employees, and communities. Management personnel and resources Power Humans are very important for copper government and also private in explore and utilize employee so that can function in a way productive, Success organization reach the purpose depends to quality Joint activities and efforts of the people involved inside it For reach the goal that has been determined, ([Mangkunegara 2017:10](#))

To evaluate the contribution of work to the organization's reach objective, a performance assessment is required. Performance in an organization carried out by all source Power man in the good element leader, and the workers. According to [Wibowo \(2016:7\)](#), performance is the result of jobs that have a strong relationship with the strategic objectives of the organization, consumer satisfaction, and contribute to the economy. Performance is about to do work and the results achieved from work the,

Understanding the variables that influence performance is very important, because functional management organization understands how high-performing employees work, where the main objective is to improve productivity in the organization, ([Mangkunegara, 2017:71](#))

Some factors influence performance, namely, a). Ability and Expertise, b). Knowledge, c). Design Work, d). Personality, e). Motivation Work, f). Leadership, g). Leadership Style, h). Culture Organization, i). Satisfaction Work, j). environment Work, k). loyalty), Commitment, m). Discipline Work. ([Kasmir 2016:65](#))

In management source Power man There is a number of research previously discussed about Influencer motivation, discipline, and environment Work to performance employee a agency, However, between pincer mentioned, still there is an intention or cheah-cheah research gap that has not been explained or discussed, so that allows pincer to give a Contribution deep beyond that point, *Research Gap* is a the intention that appears based on research studies the earliest possible not yet explained and not yet discussed or touched by a researcher previously, with the word ain a " problem. ([Ferdinand, 2016:02](#)).

Based on results research the previous one prove that motivation Work influential positive and significant to performance employees by [Juhana & Haryati \(2013\)](#), [Royen & Aim \(2014\)](#). Different with results research from [Hidayat \(2021\)](#), said that Motivation Work No influence on Employee Performance. Test results influence motivation Work to performance employee from the needle previously, still there is contradiction and is clear For to do testing Back to connection motivation Work to performance employee,

Then a number of the needle previously by [Suci & Ismiyati \(2015\)](#), [Nisa et al \(2017\)](#), testing influence discipline Work to performance that is that discipline Work have significant influence to performance employee, But results research from [Pramananda & Purba \(2021\)](#) results research the variable discipline Work No influential to performance employee as well as existence debate draft to indicator measurement discipline work and performance employees, so that research This important For done to test contradiction results findings research earlier,

Ability organization designing environment Work influential to performance employee, Research results the previous one prove that environment Work influential positive and significant to performance employee by [Choiriyah et al \(2022\)](#), and [Yos & Hidayat \(2023\)](#). Research results you know Still there is contradiction due to diversity indicator measurement environment work and performance employees, objects studied, methods analysis, number up

and down the theory used, This is become clear for the needle For to do testing Back to relationship environment Work to performance employee,

One of them element evaluation in this case employee performance the writer get as initial data in 4 Years Time final;

Table 1. SKM Value After Conversion Based On Performance Elements of Regional Secretariat Employees Period 2021 -2024

No	Year	Mark	Category
1	2021	82.98	Good
2	2022	83.28	Good
3	2023	82.95	Good
4	2024	88.82	Very good

Source: SKM Data, Organizational Section, Banyuasin Regency Secretariat

Based on the data obtained by researchers, it can be observed that the conclusion regarding the performance elements of Banyuasin Regency Regional Secretariat employees, as assessed through SKM (Community Satisfaction Survey) data, is auspicious. However, it is still considered not yet optimal, and instability was found in 2023, resulting in a decrease in value to 82.95, despite still being in category B (Good).

2. Literature review,

2.1. Employee Performance

According to [Wibowo \(2016:7\)](#), performance is the result of work that has a strong relationship with the strategic goals of the organization, customer satisfaction, and contributes to the economy. Performance is about doing work and the results achieved from that work.

According to [Mangkunegara \(2012:71\)](#), employee performance (work achievement) is the work results in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.

Employee performance is a description of the level of achievement of the implementation of a program of activities or policies in realizing the targets, goals, vision and mission of an organization which are outlined in an organization's strategic planning ([Moeheriono, 2014:95](#))

Based on several opinions above, it can be concluded that employee performance is the result that can be achieved by a person by using the resources available in a particular work environment which is based on the goals and standards that have been set.

According to [Kasmir \(2016:65\)](#), the factors that influence performance are: Ability and Expertise; Knowledge; Work design; Personality; Work motivation; Leadership; Leadership style; Organizational culture; Job satisfaction; work environment; loyalty; Commitment; Work discipline,

Based on several opinions above, it can be concluded that employee performance is the result that can be achieved by a person by using the resources available in a particular work environment based on the goals and standards that have been set.

According to [Kasmir \(2016:65\)](#), the factors that influence performance are: ability and expertise; knowledge; work design; personality; work motivation; leadership; leadership style;

organizational culture; job satisfaction; work environment; loyalty; commitment; work discipline.

2.2. Work motivation

It can be concluded that motivation is the drive that prompts someone to undertake activities and fosters enthusiasm and passion for work, ultimately leading to the achievement of specific goals. According to [Sutrisno \(2012:121\)](#), there are several theories of motivation viewed from human needs and behavior as follows;

2.3. Satisfaction Theory

This theory bases its approach on the factors of individual needs and satisfaction that influence their actions and behavior. This theory focuses on factors within a person that strengthen, direct, support, and stop their behavior. If their needs and satisfaction are increasingly met then their work spirit will also be better.

2.4. Process Motivation Theory

This theory focuses on how motivation occurs. Process theory basically tries to answer the question of how to strengthen, direct, maintain and stop individual behavior so that each individual works hard, according to the wishes of the leader. If you work well now, you will get good results for tomorrow. So the results achieved are reflected in how the process of activities carried out by someone, this final result is yesterday's activity.

According to [Afandi \(2018:29\)](#) several indicators of work motivation: service standards; work facilities; work conditions; work performance; recognition from superiors; the work itself

2.5. Work Discipline

Based on several opinions from [Sutrisno, \(2012\)](#); [Hasibuan, \(2019\)](#); [Siagian, \(2014\)](#); [Rivai, \(2011\)](#) it can be concluded that work discipline is an attitude of loyalty and obedience of a person/group of people, in obeying and complying with the rules and social norms that apply in their environment.

According to [Hasibuan \(2019:194\)](#), work discipline is influenced by several indicators, namely: goals and abilities; leadership examples; service standards; justice; caution; punishment sanctions; firmness; human relations.

2.6. Work environment

Based on several opinions from [Mardiana \(2015\)](#), [Handoko \(2012\)](#), and [Mangkunegara \(2017\)](#), it can be concluded that the work environment is the conditions and atmosphere around the place where employees carry out their work activities, both physical and non-physical, which can affect their performance.

According to [Mangkunegara \(2017:92\)](#), indicators that can be used to measure the work environment are: Lighting/light in the workplace, Temperature/air temperature in the workplace, Humidity in the workplace, Air circulation in the workplace, Noise in the workplace, Color scheme in the workplace, Music in the workplace, Safety in the workplace.

2.7. Research Framework

The Influence of Work Motivation on Employee Performance at the Banyuasin Regency Regional Secretariat

This result is supported by the previous research gap conducted by [Juhana and Hayati \(2013\)](#), [Royen and Aim \(2014\)](#) which proves that motivation affects employee performance. This is different from the research results from [Hidayat \(2021\)](#) which demonstrates that motivation does not have an effect on employee performance.

The Influence of Work Discipline on Employee Performance at the Banyuasin Regency Regional Secretariat

This result is supported by the previous research gap conducted by [Suci and Ismiyati \(2015\)](#), [Nisa et al. \(2017\)](#) which proves that work discipline affects employee performance. This differs from the research results of Pramananda and Purba. (2021), which suggests that motivation does not significantly impact employee performance.

The Influence of the Work Environment on Employee Performance at the Banyuasin Regency Regional Secretariat

This is supported by the research gap from previous studies conducted by [Choiriyah et al. \(2022\)](#), [Yos and Hidayat \(2023\)](#) which prove that the work environment affects employee performance.

The description above provides a conclusion (synthesis), the employee work environment is the conditions and atmosphere around the place where the Banyuasin Regency Regional Secretariat employees carry out their work activities, both physical and non-physical, which can affect their performance.

Based on the explanation that has been put forward, that there is an influence of work motivation, work discipline, and work environment on employee performance. This can be said if the better the work motivation, work discipline, and work environment, the better the employee performance. Based on the framework of thought that has been explained, it can be stated in the following diagram.

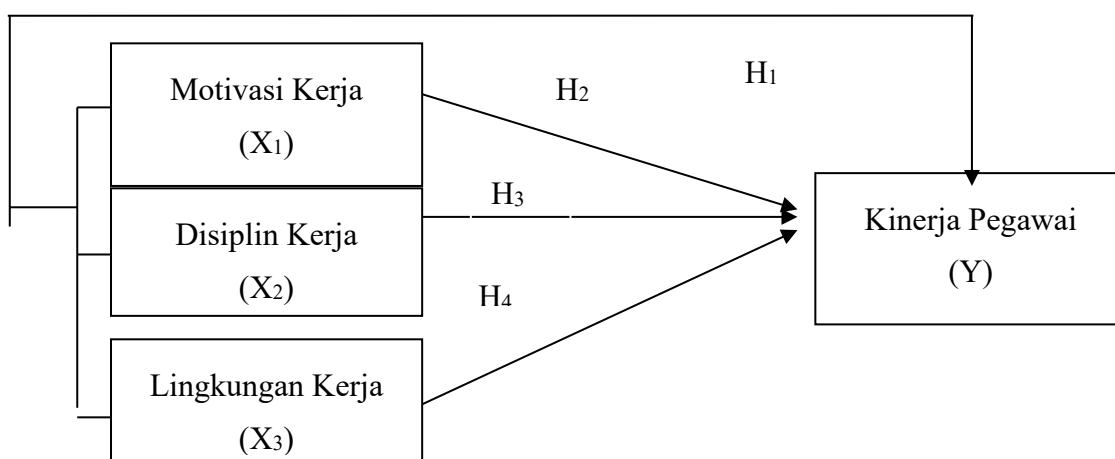


Figure 1. Framework of Thought

2.8. Research Hypothesis

Based on the above framework of thought, the temporary answer to the problem is the following hypothesis:

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1. There is an influence of Work Motivation, Work Discipline, and work environment on Employee Performance at the Banyuasin Regency Regional Secretariat.
2. There is an influence of work motivation on employee performance at the Banyuasin Regency Regional Secretariat.
3. There is an influence of Work Discipline on Employee Performance at the Banyuasin Regency Regional Secretariat.
4. There is an Influence of the Work Environment on Employee Performance at the Banyuasin Regency Regional Secretariat.

3. Research Methods

3.1. Operational Variables

In early research, there are four variables consisting of 3 (three) independent variables (X1, X2, X3) and 1 (one) dependent variable (Y). The operational variables can be seen in the following table:

Table 2. Operationalization of Variables

VARIABLES	DEFINITION OPERATIONS	INDICATOR	QUESTION ITEM
Employee Performance (Y)	The results that can be achieved by a person by using the resources available in the work environment, which are based on the objectives and standards that have been set by the Banyuasin Regency Regional Secretariat.	1. Achievement of Work Results	1 to 3
Employee Performance (Y)		2. Speed in workers	4 to 6
Employee Performance (Y)		3. Cooperation	7 to 9
Employee Performance (Y)		4. initiative prioritize goals	10 to 13 14 to 15
Motivation (X ₁)	The motivation that moves an employee to carry out activities and creates enthusiasm and work passion, which leads to achieving certain goals at the Banyuasin Regency Regional Secretariat.	1. Facility Work 2. Condition Work 3. Performance Work 4. Confession from Superior	
Discipline Work (X ₂)	The attitude of loyalty and obedience of an employee/group of employees, in complying with and obeying the regulations and social norms that apply in the	1. Preventive 2. Corrective	1 to 2 3 to 4

	Banyuasin Regional environment.	Regency Secretariat	
Environment Work (X ₃)	Conditions and atmosphere around place employee do activity it works well physical and non- physical, which can influence his performance at the District Regional Secretariat Banyuasin	1. Availability Facility Work 2. Atmosphere Work 3. Connection with colleague Work	1 to 2 3 to 6 7 to 8

3.2. Population and Sample

Population is the sum of all individual units with characteristics to be studied. This study uses the entire population of Civil Servants (PNS) for the data collection process (Questionnaire) until the beginning of 2024 there were 95 employees of the Banyuasin Regency Regional Secretariat.

In this study) the population to be selected as members of the sample object of this study is the performance of the employees of the Banyuasin Regency Regional Secretariat from Groups IV, III, and II with a total of 95 people and the sample to be taken using the Slovin formula method proposed by [Sugiyono \(2020:137\)](#) with a confidence level of 95% with a value of $e = 5\%$ is as follows: So, it is known that the calculation for the sample size in this study is 76.61 employees, to facilitate the calculation, the sample is made into 77 employees with an error rate of 5%.

Table 3. Population and Sample Size Employee District Regional Secretariat Banyuasin

No	Goongan	Population	Calculation	Until
1	Group IV	18	$(18/95) \times 77$	15
2	Group III	56	$(56/95) \times 77$	45
3	Class II	21	$(21/95) \times 77$	17
4	Group I	-		-
Friday		95		77

Source: Sub. Personnel Data of the Regional Secretariat of Banyuasin Regency in 2024

The sampling technique chosen is Proportionate Stratified Random Sampling, which according to [Sugiyono \(2017:143\)](#) is a sampling technique where the population is divided into several strata of groups that have certain characteristics, such as gender, age, or socio-economic status. After the population is divided into these strata, samples are taken randomly from each stratum with a proportion that corresponds to the size of each stratum in the population. In other words, the number of samples taken from each stratum will be proportional to the proportion of the number of members of that stratum in the population.

This study uses a questionnaire method as the main technique, then interviews and documentation as a complement in data collection. Data collection in this way is done using GoogleForm and given to respondents of Banyuasin Regency Regional Secretariat employees

using a Likert scale. The questionnaire given to respondents in the form of choices where each question and statement is provided with 5 alternative answers so that it can be calculated.

Table 4. Likert Scale Instruments

Evaluation	Score
Strongly Agree (SS)	5
Agree (S)	4
Disagree (KS)	3
Disagree (TS)	2
Strongly Disagree (STS)	1

Source: [Sugiyono \(2017:121\)](#)

The primary data used were obtained from the answers to the questionnaire of the variables to be studied on employees of the Banyuasin Regency Regional Secretariat. The secondary data are employee data at the Banyuasin Regency Regional Secretariat.

3.3. Data Testing Methods

Research data testing is a tool used to measure natural and social phenomena observed by the author specifically. The method or instrument used to measure must be tested for validity and reliability ([Sugiyono 2017:121](#)), namely as follows: Validity Test and Reliability Test

3.4. Analysis Method

Multiple Linear Regression Analysis

The equation modes used are as follows:

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

Information:

Y	: Employee Performance
α	: Constant
b_1, b_2, b_3	: Multiple regression coefficients
X_1	: Motivation
X_2	: Discipline
X_3	: Work Environment
e	: Error Term

3.5. Hypothesis Testing

- a) **The mode fit test uses the ANOVA test and the regression coefficient test uses the t-test, and Coefficient of Determination (R^2)**

The determination coefficient test is primarily used to predict the extent to which the independent variable contributes to the dependent variable.

4. Results and Discussion

4.1. Instrument Test

Validity Test

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Validity test using the *Cronbach's Alpha method*, the calculated r value is represented by the *Corrected Item-Total Correlation value*, using the assistance of *SPSS for Windows Version 21.0*, with the test results as follows:

$n = 30$
 $df = 30 - 2 = 28$
 Error rate = 5% or 0.05
 Table r value = 0.361

Employee Performance (Y)

Based on the results of the validity test all indicators used in each question item in the employee performance variable are said to be valid, because all indicators used have a calculated r -value $> r$ -table (0.361).

Work Motivation (X_1)

Based on the results of the validity test all indicators used in each question item for the work motivation variable are deemed valid, as all indicators have a calculated r value greater than the r table value (0.361).

Work Discipline (X_2)

Based on the results of the validity test all indicators used in each question item in the work discipline variable are said to be valid, because all indicators used have a calculated r value $> r$ table (0.361).

Work environment (X_3)

Based on the results of the validity test all indicators used in each question item in the work environment variable are said to be valid, because all indicators used have a calculated r value $> r$ table (0.361).

Reliability Test

Based on the results of the reliability test in Table IV.6, the overall value of the employee performance, work motivation, work discipline and work environment variables used in this study are said to be reliable, because overall they have a value > 0.6 .

4.2. Descriptive Analysis of Respondent Characteristics

Descriptive analysis was conducted on the characteristics of respondents (employees of the Banyuasin Regency Regional Secretariat) with a total of 77 employees. The following are each of these characteristics:

Table 5. Characteristics Based on Respondents

Characteristics	Types of Sex	Friday	
		Person	Percentage
Types of Sex	Man	43	55.8%
	Woman	34	44.2%
	Total	77	100%
Age	18-30 Years	12	15.6%
	31-40 Years	26	33.8%

	41-50 Years	30	39.0%
	51-58 Years	9	11.7%
	Total	77	100%
Marital status	Marry	71	92.2%
	Not Married Yet	6	7.8%
	Total	77	100%
Education	SENIOR HIGH	9	11.7%
	D3	8	10.4%
	S1	28	36.4%
	S2	32	41.6%
	S3	0	0.0%
	Total	77	100%
Job Security	≤ 5 Years	14	18.2%
	6-15 Years	32	41.6%
	16-25 Years	16	20.8%
	26-35 Years	13	26.9%
	> 35 Years	2	2.6%
	Total	77	100%

Source: Data Processing, 2025

Based on Table 5, it can be seen that from 77 respondents who came from the Banyuasin Regency Regional Secretariat employees, there were 55.8% male employees and 44.2% female employees. The age of respondents generally included employees aged 41-50 years as many as 39%, 31-40 years as many as 33.8%, 18-30 years as many as 15.6%, and those aged 51-58 years as many as only 11.7%. The marital status of respondents consisted of 92.2% married employees, and 7.8% unmarried employees.

Based on education, respondents generally have education, Strata 2 as much as 41.6%, Strata 1 as much as 36.4%, High School as much as 11.7%, and Dipoma 3 as much as 10.4%. Respondents' job security consists of 41.6% employees who have experience for 6-15 years, 20.8% have experience for 16-25 years, 18.2% employees have experience below or equal to 5 years, 16.9% have experience for 26-35 years, and only 2.6% employees who have experience for more than 35 years.

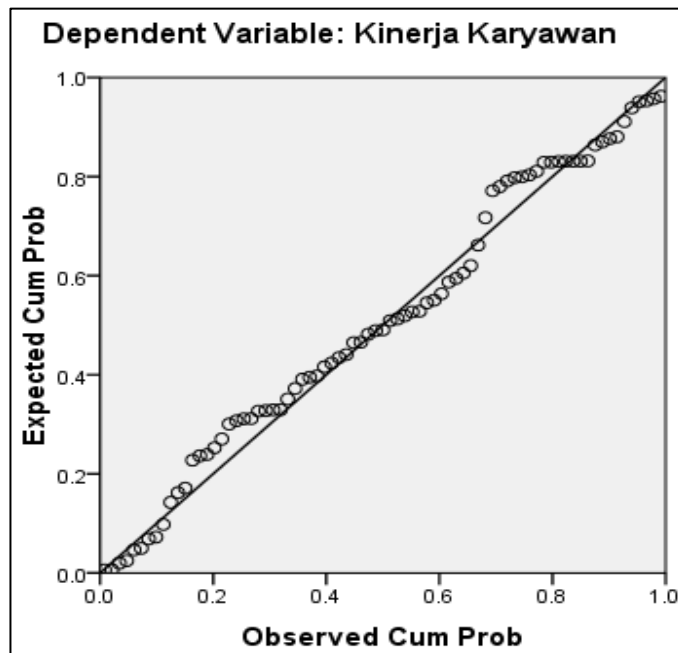
Descriptive Analysis of Research Variables

Inferential Statistical Analysis

4.3. Data Test

Normality Test

Normality test is a test to measure whether the data is normally distributed so that it can be used in statistics. A good regression model should be normally distributed or close to normal. How to detect data can be seen through the distribution of data through a graph, if the data is spread around the diagonal line and follows the direction of the diagonal line, the regression mode meets normality. Then the results of the normality test can be seen, as follows:



Source: Data Processing, 2025

Figure 2. Normality Test s

Based on Figure 2 PP Plot, it can be seen that the points follow and approach the diagonal line so it can be concluded that the regression model meets the normality standards.

Multicollinearity Test

The multicollinearity test is applied to multiple regression analysis consisting of two or more independent variables, the closeness of the relationship between the independent variables will be measured through the magnitude of the correlation coefficient (r). If the VIF value in the SPSS output results has a value of no more than 10 and the *Toerance* value is not less than 0.1, then it can be stated that the multiple linear regression mode is free from classical assumptions and can be used in research. Then the results of the multicollinearity test can be seen as follows:

Table 6. Multilinearity Test

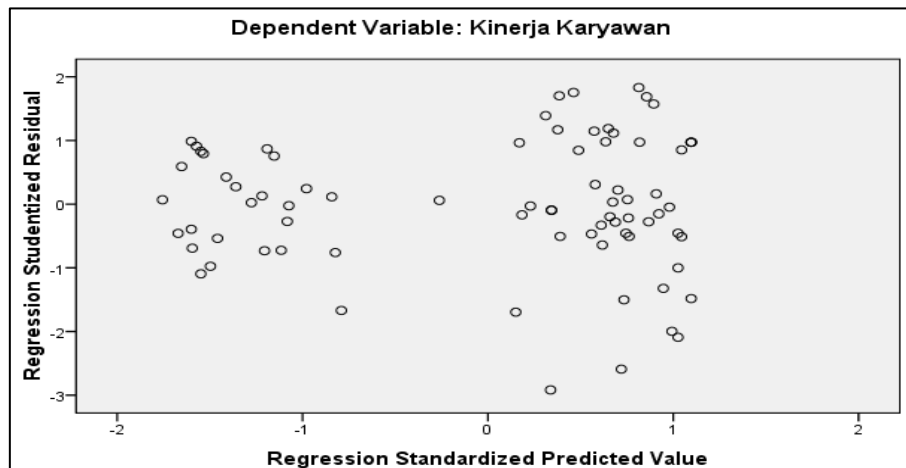
Mode (Constant)	Coinearity Statistics	
	Toerance	VIF
Motivation	0.126	7,941
Discipline	0.192	5,213
Environment	0.136	7,375

Source: Data processing, 2025

Based on the multicollinearity test in Table 6, all variables used in this study have a *Tolerance* value > 0.1 , and a VIF value < 10 , so it can be ascertained that the model used in this study does not experience significant multicollinearity.

Heteroscedasticity Test

The heteroscedasticity test is used to test the occurrence of differences in *residual variance* from one observation period to another observation period. How to predict the presence or absence of heteroscedasticity in a mode can be seen with the *Scatterplot image pattern*, as follows:



Source: Data Processing, 2025

Figure 3. Heteroscedasticity Test

Based on Figure 3, it can be seen that the points on the *Scatterplot* are spread above and below/around the number 0, and the data points do not gather only above or below. The distribution of data points does not form a wavy pattern that widens then narrows and widens again, even the distribution of data points is not patterned. So it can be said that there are no symptoms of heteroscedasticity in the regression mode in this study.

Multiple Linear Regression Analysis

Multiple linear regression analysis was used to determine the regression between motivation, discipline and work environment variables on employee performance at the Banyuasin Regency Regional Secretariat:

Table 7. Multiple Linear Regression Analysis

Mode	Unstandardized Coefficients		Standardized Coefficients
	B	Std. Error	Beta
1 (Constant)	19,801	1,800	
Motivation	0.558	0.142	0.416
Work Discipline	0.760	0.207	0.316
work environment	0.352	0.144	0.250

Source: Data Processing, 2025

Based on Table 7, it can be arranged into a multiple linear regression equation, as follows:

$$Y = 19.801 + 0.558 X_1 + 0.760 X_2 + 0.352 X_3$$

Based on the results of linear regression analysis, a constant value of 19.801 was obtained. This value indicates that employee performance is still at a certain level, although the independent

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variables in this study, namely motivation, discipline, and work environment, have not yet given any influence. In other words, in conditions where the influence of the three variables has not yet emerged significantly, employee performance still shows a basic figure of 19.801.

The work motivation coefficient value of 0.558 indicates that work motivation has a positive effect on employee performance. This means that if work motivation increases, it will be followed by an increase in employee performance, but if work motivation decreases, it will be followed by a decrease in employee performance.

The coefficient value of work discipline of 0.760 indicates that work discipline has a positive effect on employee performance. This means that if work discipline increases, it will be followed by an increase in employee performance, whereas if work discipline decreases, it will be followed by a decrease in employee performance.

The work environment coefficient value of 0.352 indicates that the work environment has a positive effect on employee performance. This means that if the work environment improves, it will be followed by an increase in employee performance, conversely if the work environment decreases, it will be followed by a decrease in employee performance.

4.4. Hypothesis Testing

F Test he mode fit test uses the ANOVA test

The F test is intended to test independent variables simultaneously/jointly against the dependent variable, the results are as follows:

Table 8. F Test

Mode		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8792,109	3	2930,703	211,465	0.000 ^a
	Residua	1011,709	73	13,859		
	Total	9803,818	76			

Source: Data Processing, 2025

Determining the F_{table} with a confidence level of 95% and an error level (α) of 5% = 0.05 with degrees of freedom (df) $v_1 = k - 1 = 4 - 1 = 3$, and $v_2 = nk - 77 - 4 = 73$, so that the F_{table} value is obtained = 2.73

Based on Table 8 F-Test, it shows the F_{count} value of $211.465 > F_{table} 2.73$, with a sig.F level of $0.000 < 0.05$ (significant), then H_{01} is rejected and H_{a1} is accepted, meaning that there is a significant influence of motivation, discipline and work environment on employee performance at the Banyuasin Regency Regional Secretariat.

t-test (Partial)

This t-test is intended to test the independent variables partially/individually against the dependent variable, with the following results:

Table 9. t-test

Mode	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	19,801	1,800		10,998	0,000
Work motivation	0.558	0.142	0.416	3,925	0,000
Work Discipline	0.760	0.207	0.316	3,681	0,000
work environment	0.352	0.144	0.250	2,444	0.017

Source: Data Processing, 2024

Determine the t_{table} with a confidence level of 95% and an error level (α) of 5% = 0.05 and a degree of freedom (df) = nk. Then: (df) = 0.05 (77-4) is 0.05 = 73. So the t_{table} value = 1.992

Based on Table 9, it can be seen as follows:

The calculated t-value is 3.925, which is greater than the t-table value of 1.992, with a significant t-level of 0.000 (< 0.05). Therefore, H_{02} is rejected, and H_{a2} is accepted, indicating a significant influence of work motivation on employee performance at the Banyuasin Regency Regional Secretariat.

calculated t value is 3.681 $> t_{table}$ 1.992, with a sig.t level of 0.000 < 0.05 (significant), then H_{03} is rejected and H_{a3} is accepted, meaning that there is a significant influence of work discipline on employee performance at the Banyuasin Regency Regional Secretariat.

calculated t value is 2.444 $> t_{table}$ 1.992, with a sig.t level of 0.017 < 0.05 (significant), then H_{04} is rejected and H_{a4} is accepted, meaning that there is a significant influence of the work environment on employee performance at the Banyuasin Regency Regional Secretariat.

Coefficient of Determination

This determination coefficient is used to determine how much the independent variables, namely motivation, discipline and work environment contribute to employee performance at the Banyuasin Regency Regional Secretariat, with the following results :

Table 10. Coefficient Test Determination

Mode	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.947 ^a	0.897	0.893	3.72277

Source: Data Processing, 2024

Based on the calculation results in Table 10, the *Adjusted R Square value* (determination coefficient) is 0.893 or 89.3%, meaning that motivation, discipline and work environment are able to contribute to the rise and fall of employee performance, with the amount of contribution caused by 89.3%. While the remaining 10.7% is explained by other variables not included in this study, including ability and expertise, knowledge, work design, personality, leadership, leadership style, organizational culture, job satisfaction, loyalty, and commitment.

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4.5. Discussion

The Influence of Motivation, Discipline and Work Environment on Employee Performance

Based on the results of simultaneous hypothesis testing that has been conducted in this study, it proves that there is a significant influence of motivation, discipline and work environment on employee performance at the Banyuasin Regency Regional Secretariat. These results indicate a positive or unidirectional linear relationship between the variables of motivation, discipline and work environment on employee performance, which means that if motivation, discipline and work environment increase, it will have a positive impact on improving employee performance. This is supported by the coefficient of determination value which shows that motivation, discipline and work environment are able to contribute to the rise and fall of employee performance, with the amount of contribution caused by it being 89.3%.

This result is in accordance with the theory put forward by According to [Wibowo \(2016:7\)](#), performance is the result of work related to the strategic goals of the organization, customer satisfaction, and contribution to the economy. Performance is not only influenced by one factor, but is the result of a combination of various supporting elements. The system theory in management states that output (performance) is the result of the synergy of various inputs, including motivation, discipline, and work environment.

Differences in organizational context, indicators, and analysis methods in these studies provide room for verification in the context of local government. The results of the simultaneous test (F test) show an F-count value of 211.465 with a significance value of 0.000, which is less than 0.05. This shows that motivation, discipline, and work environment simultaneously have a significant effect on employee performance. These results are in line with the research of [Juhana & Hayati \(2013\)](#), and research by [Nisa et al. \(2017\)](#), which prove that motivation, discipline and work environment have a significant effect on employee performance.

Based on the discussion above, employee performance is influenced simultaneously by internal factors (motivation and discipline) and external factors (work environment). The three cannot be separated, because they complement each other in creating sustainable productivity. High motivation without discipline will be ineffective, and a good work environment will not be optimal without work enthusiasm. Therefore, the author suggests that improvements be made comprehensively and integrated so that all aspects supporting performance increase synergistically.

The Influence of Work Motivation on Employee Performance

SKM data shows that employee performance scores are classified as good during 2021–2023, but there was a decline in 2023 (score 82.95) compared to 2022 (score 83.28). Based on pre-research observations and interviews, the phenomenon of low motivation is reflected in the lack of non-material rewards, disproportionate workload, lack of training and self-development, unclear career paths

Based on the results of partial hypothesis testing that have been carried out in this study, it proves that there is a significant influence of work motivation on employee performance at the Banyuasin Regency Regional Secretariat. These results indicate a positive or unidirectional linear relationship between work motivation variables and employee performance, which means that if work motivation increases, it will be followed by an increase in employee performance so that employees are motivated to optimize the performance they produce,

This result is in accordance with the theory put forward by [Busro \(2018:51\)](#) which is an internal drive that activates and directs behavior to achieve goals. [Wibowo \(2016:330\)](#) states that motivation influences performance, although it is not the only factor. [Sutrisno \(2012:96\)](#) explains that motivation is closely related to satisfaction and the need for achievement.

Based on the Research Gap from [Hidayat's research \(2021\)](#) which states that motivation has no effect on performance. This inconsistency creates room for proof with different organizational contexts. The results of the regression test show a motivation regression coefficient value of 0.558, indicating a positive and significant influence on employee performance. So this result is in line with the research of [Juhana & Hayati \(2013\)](#), and the research of [Royen & Aim \(2014\)](#), which proves that work motivation has a significant influence on employee performance.

Based on the discussion above, Motivation is an important factor in shaping employee work behavior. When employees do not feel appreciated, do not receive training, and do not see a clear career direction, work enthusiasm decreases. Therefore, organizations need to implement reward-based policies, training, and career ladder systems to encourage optimal performance.

The Influence of Work Discipline on Employee Performance

The problem of work discipline at the Banyuasin Regency Regional Secretariat is considered less than optimal, which is observed to include high levels of lateness, employees leaving the office without permission, ignoring SOPs, and the absence of a firm sanction and reward system. Based on the results of the partial hypothesis test that has been carried out in this study, it proves that there is a significant influence of work discipline on employee performance at the Banyuasin Regency Regional Secretariat. These results indicate a positive or unidirectional linear relationship between work discipline variables and employee performance, with a significant influence, this means that if work discipline increases, it will be followed by an increase in employee performance.

These results are in accordance with the theory put forward by [Sutrisno \(2012:96\)](#) defines discipline as an individual's willingness and willingness to comply with applicable rules and norms. [Puspita \(2023:45\)](#) states that high discipline encourages responsibility and orientation towards work results. [Siagian \(2014:135\)](#) adds that work discipline accelerates the achievement of organizational goals.

Based on *the Research Gap* from the research of [Pramananda & Purba \(2021\)](#), discipline does not have a significant effect, the regression results show that discipline has a coefficient of 0.760, the highest among other variables, indicating a strong and significant influence on performance. These results are in line with the research of [Suci & Ismiyati \(2015\)](#), as well as the research of [Nisa et al. \(2017\)](#), which proves that work discipline has a significant effect on employee performance.

Based on the discussion above, work discipline is the main driver of sustainable performance. When there is no firm sanction system and rewards for disciplined employees, the work culture tends to weaken.

The Influence of the Work Environment on Employee Performance

The working environment of the Banyuasin Regency Regional Secretariat is considered less than optimal, namely the room temperature is hot because the AC is not functioning optimally, electrical disturbances often occur, limited work facilities such as computers and slow internet.

Untidy layout, old buildings, and noise between sections Based on the results of partial hypothesis testing that has been carried out in this study, it proves that there is a significant influence of the work environment on employee performance at the Banyuasin Regency Regional Secretariat. This shows a positive or unidirectional linear relationship between work environment variables and employee performance, which means that if the work environment improves, it will be followed by an increase in employee performance.

This result is in accordance with the theory put forward by [Mangkunegara \(2017:85\)](#)nbj who stated that the work environment includes everything around employees that affects work comfort and productivity. emphasized that inappropriate physical conditions can cause work disorders. Stated that a good work environment encourages performance optimization.

The results of the work environment regression coefficient are 0.352, indicating a positive and significant influence, although its contribution is smaller than motivation and discipline. These results are in line with research by [Choiriyah et al. \(2022\)](#), as well as research by [Yos & Hidayat \(2023\)](#), which prove that the work environment has a significant effect on employee performance.

Based on the discussion above, a comfortable work environment is not only about physical facilities, but also a work atmosphere that supports collaboration and communication. The author suggests improving the work space, supporting facilities, and strengthening the work climate between departments to support optimal work performance.

5. Conclusion

Based on the research results and discussion, the following conclusions can be drawn: There is a significant influence of motivation, discipline and work environment on employee performance at the Banyuasin Regency Regional Secretariat. There is a significant influence of work motivation on employee performance at the Banyuasin Regency Regional Secretariat. There is a significant influence of work discipline on employee performance at the Banyuasin Regency Regional Secretariat. There is a substantial influence of work environment on employee performance at the Banyuasin Regency Regional Secretariat.

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