

The Effect of Motivation, Working Environment and Discipline on Employee Performance: The Case of South Sumatera Regional House of Representative Secretariat

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Abstract

This study aims to determine 1) the influence of motivation, work environment, and work discipline on the performance of employees in the Secretariat of the Regional People's Representative Council of South Sumatra Province. 2) The influence of motivation on the performance of employees in the Secretariat of the Regional People's Representative Council of South Sumatra Province. 3) The Influence of the Work Environment on the Performance of Employees at the Secretariat of the Regional People's Representative Council of South Sumatra Province. 4) The Influence of Work Discipline on the Performance of Employees at the Secretariat of the Regional People's Representative Council of South Sumatra Province. This research was associative. The population of this study comprised all 224 employees; the sample comprised 142 employees, and the sampling technique was cluster sampling. The data used in this study were primary data collected using a questionnaire. The data analysis technique used was multiple linear regression in SPSS. The results of this study indicate that: 1) there is a significant influence of motivation, work environment, and work discipline on employee performance. 2) There is a significant influence of motivation on employee performance. 3) There is a significant influence of the work environment on employee performance. 4) There is a significant influence of work discipline on employee performance.

Keywords: Motivation, Working Environment. Work Discipline, Employee Performance.

1. Introduction

Human resource management (HRM) plays a key role in running operations and production within a company and is crucial for maintaining its continued survival. Human resources play an increasingly crucial role in creating a competitive organization in the current and ongoing era of globalization. Without highly competent human resources in their fields of work and responsibilities, an organization will fail to achieve its goals. According to [Sedarmayanti \(2018\)](#), human resource management in the current era is an approach to managing human resources based on three principles: Human resources are the most valuable and important asset an organization possesses. Company success is most likely achieved when its policies, procedures, and people-related regulations are interconnected and mutually beneficial to all

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parties involved.

Employee performance is directly linked to effective human resource management at the individual, company, and workgroup levels. Human resources are crucial to organizational management. This means that expected performance will be achieved if people have the resources and abilities to meet the demands of the company's activities. Performance is the quality and quantity of an individual's or group's work in a specific activity, resulting from natural abilities or abilities acquired through learning. [Kasmir \(2019\)](#) defines employee performance as the results of work and work behavior achieved in completing assigned tasks and responsibilities within a specific period.

According to [Kasmir \(2019\)](#), several key factors influencing employee performance include ability and expertise, knowledge, work design, personality, work motivation, leadership, leadership style, organizational culture, job satisfaction, work environment, loyalty, commitment, and work discipline. One factor influencing low employee performance is work motivation. Companies strive to improve employee performance and achieve optimal results by implementing several activities, including providing effective motivation. According to [Sutrisno \(2019\)](#), work motivation is what causes, channels, and supports human behavior, encouraging them to work diligently and enthusiastically to achieve optimal results. This refers to mental processes, such as cognitive (reasoning) or affective (feelings). Specifically, motivation falls under the mental process or psychosocial phenomenon of conation, which refers to a person's will or desire. Therefore, motivation can also be defined as the mental process by which someone possesses the will or desire to do something. Strong motivation leads to good performance.

According to [Hasibuan \(2018\)](#), work motivation is what drives a person (either internally or externally), leading them to have high enthusiasm, desire, and willpower, and to contribute as much as possible to achieving shared goals. Motivation arises as energy to stimulate a person's self-drive. This drive arises from an unmet need, which then leads to activities to fulfill that need. Companies cannot understand employee behavior without understanding their needs. If an employee's needs are not met, they will exhibit signs of disappointment. Conversely, if their needs are met, they will exhibit happy behavior as a sign of satisfaction.

Another factor influencing performance is the work environment. The work environment plays a crucial role in employee performance. This is because a pleasant work environment encourages employees to work with greater enthusiasm and drive, leading to better performance. According to [Sedarmayanti \(2018\)](#), the work environment is all the conditions surrounding the workplace that directly and indirectly influence employees' work. This work environment comprises both physical and non-physical environments, which are inherently related to employees and therefore inseparable from efforts to improve employee performance. A good, comfortable, and appropriate work environment will influence employees in carrying out their duties. A conducive non-physical work environment is a mandatory requirement for continuously developing the quality of employee thinking, which ultimately leads to continuous improvement in their performance.

Work discipline also influences performance. According to [Siagian \(2022\)](#), work discipline is an individual's awareness and willingness to comply with all organizational regulations and applicable social norms. High work discipline will help improve employee performance. Discipline is the practice of complying with applicable regulations, both written and unwritten. This obedience is manifested in attitudes, behaviors, and actions that comply with these

regulations. How can an organization run well if its employees, or human resources, are not disciplined and lack the awareness and willingness to comply with all organizational regulations? Conversely, if employees improve discipline from a high level of awareness and comply with all organizational regulations, a positive work atmosphere is created, which will greatly affect employee performance.

An organization's efforts to achieve its goals inevitably encounter challenges, as seen at the Secretariat of the Regional People's Representative Council of South Sumatra Province. Researchers identified phenomena that could impact or degrade the Secretariat's performance. Before discussing these phenomena, the researchers will briefly explain the South Sumatra Provincial DPRD Secretariat. This institution supports the implementation of the South Sumatra Provincial DPRD's duties and functions. Employee performance is crucial for any government agency or institution, as it determines the ability, skills, objectives, work standards, and time spent on work. Therefore, employee performance also determines the achievement of desired goals. The South Sumatra Provincial DPRD Secretariat also has goals to achieve, which depend on the resources available. In carrying out its activities, the South Sumatra Provincial DPRD Secretariat appears not to have achieved its goals. A company's success is considered good if it produces optimal or high employee performance. Initial data show that the objectives set by the Secretariat of the DPRD of South Sumatra Province have not been achieved optimally, nor have they been achieved as desired by the agency. The Secretariat of the DPRD of South Sumatra Province on target 1 has 2 indicators with the target indicator 1 only reaching 80 out of 100% of the target objectives set, meaning it did not achieve the target with good category capabilities, on indicator 2 the percentage of financial accountability according to accounting standards achieved the set objectives of 100%, meaning it achieved the target with very good category capabilities, then on target 2 it only reached 75 out of 100% that had been set, meaning it did not achieve the target with poor capabilities, then on target 3 only 80 out of 100% that had been set was realized, meaning it did not achieve the target with good category capabilities. Based on the researcher's review, a phenomenon was identified: failure to meet standard work indicators to support the DPRD's needs. In the implementation of facilitation tasks to support the work needs of the South Sumatra Provincial DPRD, there is often a mismatch between the established standard requirements and the actual deliverables. Limited resources, both in terms of budget, quality of goods/services, and slow procurement processes, cause needs such as office stationery, technological equipment, and meeting room facilities to not be optimally met. Another phenomenon was found regarding the timeliness indicator, based on statements from several employees regarding the unfulfilled agenda of facilitated activities, such as during plenary meetings, commission meetings, or working visits, not being carried out according to schedule due to a lack of coordination between departments, delays in providing supporting documents, and sudden schedule changes that also worsen the timeliness of implementation. One variable influencing performance is work motivation. Based on statements from several employees, a phenomenon emerged: relations between employees and their superiors are less harmonious, and there is still a lack of effective communication, particularly in the preparation for plenary sessions. Coordination between the trial and general sections often does not run smoothly. In addition, new employees feel less accepted in the work environment due to the lack of mentoring from senior employees. Another phenomenon was found: indicators of opportunities for advancement, rotation, and promotion of structural positions in the secretariat are more based on non-performance considerations, such as the employee's closeness to the relevant superior. Furthermore, functional or technical training

programs for ASN and contract workers, such as technical guidance or public relations training, are provided only to certain employees, leaving other employees feeling their opportunities are blocked.

Another problem was found to be a lack of recognition or appreciation given to employees with good performance, such as employees who work extra to support DPRD activities, for example, preparing session materials until late at night, often not given special appreciation, either in the form of praise or incentives. The working environment at the Secretariat Office of the Regional People's Representative Council of South Sumatra Province, based on the statements of several employees, is still often found in a room that is too hot due to the air conditioner not working optimally, and there are still computers that often experience damage but have not been replaced. Workplace decoration, where the condition of the work room in one area is less than ideal, this can be seen from the still merging of rooms between sections and staff, besides the room layout is considered less neat, furniture is arranged less neatly, the building is old and the choice of colors for the walls of the room and the sound of noisy vehicles so that sometimes disturbs the comfort of employees in working. The Secretariat of the South Sumatra Provincial People's Representative Council (DPRD) has clear rules and procedures regarding work discipline. However, several employees say some still disobey established rules, such as the formal dress code. Some employees don't wear uniforms on designated workdays. Furthermore, employees often fulfill their duties while ignoring established rules, such as the continued late submission of personnel administration documents. Data shows a high monthly rate of unexcused absences, indicating a lack of concern for the work discipline established by the Secretariat of the South Sumatra Provincial DPRD. The issue with the on-time indicator is that a high number of employees still arrive late, despite the stipulated start time of 7:30 a.m. Another issue is the indicator of absence, where some employees leave the office without notice for personal reasons, such as shopping or family matters, leading to frequent staff vacancies. This indicates a lack of discipline, especially in relation to compliance with regulations, arriving at work on time, and never being absent/skipping work hours, which has not yet been fully implemented by employees at the Secretariat Office of the Regional People's Representative Council of South Sumatra Province.

2. Literature Review

The Influence of Motivation, Work Environment, and Work Discipline on Employee Performance at the Secretariat of the Regional People's Representative Council of South Sumatra Province. According to [Kasmir \(2019\)](#), factors influencing employee performance include motivation, work environment, and work discipline. Work motivation encourages employees to work enthusiastically, and a positive, supportive work environment can create a comfortable environment. Meanwhile, work discipline reflects employee compliance with regulations, thus directly contributing to the smooth and orderly execution of work. Research by [Desi \(2020\)](#) and [Hidayatullah, Ramadhan and Setianingsih \(2023\)](#) found that work motivation, work environment, and work discipline positively and significantly impact employee performance. This contrasts with research by [Hidayatullah, Ramadhan and Setianingsih \(2023\)](#) and [Fatmasari and Badaruddin \(2022\)](#), which found that motivation, work environment, and work discipline had a negative, insignificant impact on employee performance. The phenomenon that occurred at the Secretariat of the Regional People's Representative Council of South Sumatra Province was a problem related to work motivation, particularly in the indicators of work relations, recognition/appreciation, and opportunities for advancement. Furthermore, there was a problem with the work environment, particularly in the

indicators of facilities/infrastructure, workplace decoration, and sound/noise. There was a problem with work discipline, particularly in complying with regulations, arriving at work on time, and being absent. These problems affected employee performance, particularly in goal-setting, adherence to work standards, and punctuality.

The Influence of Motivation on Employee Performance at the Secretariat of the Regional People's Representative Council of South Sumatra Province. According to [Kasmir \(2019\)](#), motivation is one of the factors influencing employee performance. [Kasmir \(2019\)](#) defines work motivation as the driving force behind someone's performance, whether it is internal or external, for example, from within the company. Research studies conducted by [Desi \(2020\)](#), [Hasica, Isyanto and Yani \(2023\)](#), [Saruran, Marewa and Biringkanae \(2025\)](#), [Afqiah and Diana \(2022\)](#), [Hardi, Idris, and Didin \(2021\)](#), and [Pranata \(2024\)](#) show that work motivation has a positive and significant effect on employee performance. This contrasts with research by [Hidayatullah, Ramadhan and Setianingsih \(2023\)](#), which found that work motivation has a negative, insignificant effect on employee performance. A phenomenon occurring at the Secretariat of the Regional People's Representative Council of South Sumatra Province is a problem related to work motivation, particularly in terms of work relations, recognition/rewards, and opportunities for advancement. These problems affect employee performance, particularly in meeting objectives, maintaining work standards, and being punctual.

The Influence of the Work Environment on Employee Performance at the Secretariat of the Regional People's Representative Council of South Sumatra Province. According to [Kasmir \(2019\)](#), factors influencing employee performance include the work environment. According to [Kasmir \(2019\)](#), the work environment is the atmosphere or conditions surrounding the workplace. The work environment can include the space, layout, facilities, infrastructure, and working relationships with coworkers. Research studies conducted by [Desi \(2020\)](#), [Hidayatullah, Ramadhan and Setianingsih \(2023\)](#), [Saruran, Marewa and Biringkanae \(2025\)](#), [Saifullah, Burhanuddin and Darmawan \(2023\)](#), and [Matingmabi \(2023\)](#) indicate that the work environment has a positive and significant impact on employee performance. In contrast, [Fatmasari and Badaruddin \(2022\)](#) research found that the work environment had a negative, insignificant effect on employee performance. The phenomenon observed at the Secretariat of the Regional People's Representative Council of South Sumatra Province revealed problems with the work environment, particularly facilities and infrastructure, workplace decor, and noise. These problems affected employee performance, particularly in meeting objectives, maintaining work standards, and being punctual.

The Influence of Work Discipline on Employee Performance at the Secretariat of the Regional People's Representative Council of South Sumatra Province. According to [Kasmir \(2019\)](#), one factor influencing employee performance is work discipline. [Sutrisno \(2019\)](#) defines work discipline as a person's willingness and readiness to obey and implement applicable norms or regulations. Research studies conducted by [Desi \(2020\)](#), [Hidayatullah, Ramadhan and Setianingsih \(2023\)](#), [Afqiah and Diana \(2022\)](#), [Hardi, Idris and Didin \(2021\)](#), [Saifullah, Burhanuddin and Darmawan \(2023\)](#), [Pranata \(2024\)](#), and [Matingmabi \(2023\)](#) indicate that work discipline has a positive and significant effect on employee performance. This contrasts with [Fatmasari and Badaruddin \(2022\)](#) research, which found that work discipline has a negative, insignificant effect on employee performance. A phenomenon occurring at the Secretariat of the Regional People's Representative Council of South Sumatra Province is a problem related to work discipline, particularly in terms of compliance with regulations, arriving at work on time, and never being absent. These problems affect employee performance, particularly in

meeting objectives, maintaining work standards, and being punctual.

3. Research Method

The research was conducted at the Secretariat of the Regional People's Representative Council of South Sumatra Province, located at Jl. Kapten A. Rivai No. 1, Lorok Pakjo, Ilir Barat I District, Palembang City, South Sumatra 30135. The research design used in this study is quantitative and descriptive. The Independent Variables are Work Motivation (X1), Work Environment (X2), and Work Discipline (X3). while the dependent variable is Employee Performance (Y). The performance indicators are goals, work standards, and punctuality. The motivation indicators are relationships between employees, opportunities for advancement, and awards. The work environment indicators are facilities and infrastructure, workplace decoration, and noise. The work discipline indicators are compliance with all work regulations, arriving at work on time, and never being absent. The population in this study comprises all employees of the Secretariat of the Regional People's Representative Council of South Sumatra Province, totaling 224 employees, with a sample of 142 respondents. The sampling technique is cluster sampling. Researchers used a questionnaire to be completed by employees of the Secretariat of the Regional People's Representative Council of South Sumatra Province. The analytical method used was multiple linear regression.

4. Findings and Discussions

Below is the regression result.

Table 1. Regression Result

	Predictor	B	Std. Error	Beta
1	(Constant)	.280	.166	
	Motivation	.207	.045	.232
	Working Environment	.271	.054	.325
	Discipline	.446	.059	.482

a. Dependent Variable: Employee Performance

Based on the results of the multiple linear regression test obtained using SPSS, the following multiple linear regression was obtained:

$$Y = 0.280 + 0.207 X1 + 0.271 X2 + 0.446 X3$$

The result shows a constant value of 0.280, indicating that if motivation, work environment, and work discipline are equal to zero, employee performance remains at 0.280. The regression coefficient for motivation is 0.207 (positive), indicating that motivation positively affects employee performance at the Secretariat of the Regional People's Representative Council of South Sumatra Province. This figure indicates that if motivation increases, employee performance will increase, and conversely, if motivation decreases, employee performance will decrease. The regression coefficient for the work environment is 0.271 (positive), indicating that the work environment positively affects employee performance at the Secretariat of the Regional People's Representative Council of South Sumatra Province. This figure indicates that if the work environment improves, employee performance will increase; conversely, if the work environment worsens, employee performance will decrease. The regression coefficient for work discipline is 0.446 (positive), indicating that work discipline positively affects employee performance at the Secretariat of the Regional People's Representative Council of South Sumatra Province. This figure indicates that if work discipline improves, employee

performance will improve, and conversely, if employee discipline decreases, employee performance will also decline. The analysis above indicates that, in this multiple linear regression model, work discipline is the most dominant factor influencing employee performance, followed by motivation and the work environment. Therefore, strategies to improve employee performance should focus more on improving work discipline.

The F test was conducted to determine the influence of motivation, working environment and discipline on the performance of employees.

Table 2. F Test

	Sum of Squares	df	Mean Square	F	Sig.
Regression	27.230	3	9.077	92.224	.000 ^b
Residual	13.582	38	.098		
Total	40.811	141			

Determining F-table with a 95% confidence level and an error rate (α) of 5% = 0.05, with degrees of freedom (df) $V1 = k-1 = 4-1 = 3$ and $V2 = 142-4 = 138$, so the F-value = 2.67. Based on the F Test (Anova), it can be seen that the F-value is $92.224 > F\text{-Table } 2.67$ with a Sig F level of $0.000 < 0.05$, so H_{a1} is accepted, meaning there is a significant influence of motivation, work environment, and work discipline on the performance of employees of the Secretariat of the Regional People's Representative Council of South Sumatra Province.

A partial test (t-test) was conducted to determine the effect of the independent variable on the dependent variable, controlling for other variables. The results of the t-test analysis can be seen in the following table:

Table 3. t-test

Predictor	t	sig
(Constant)	1.686	.094
Motivation	4.618	.000
Working Environment	5.054	.000
Discipline	7.500	.000

Determine the t-table with a 95% confidence level and a 5% error rate (α) of 0.05 and degrees of freedom (df) = $n-k$. Therefore, (df) = $0.05/2 (142-4)$ or (df) = 0.025 (138), so the t-table is 1.977. Based on t-test, the following can be seen: a) The calculated t-value for Motivation (X1) is $4.618 > t\text{-table } 1.977$ with a significance level of $0.000 < 0.05$ (significant). Therefore, H_{o2} is rejected, indicating that motivation significantly influences employee performance at the Secretariat of the Regional People's Representative Council of South Sumatra Province. b) The calculated t-value for Work Environment (X2) is $5.054 > t\text{-table } 1.977$ with a sig.t level of $0.000 < 0.05$ (significant), then H_{o3} is rejected, meaning there is a significant influence of the work environment on the performance of employees of the Secretariat of the Regional People's Representative Council of South Sumatra Province. c) The calculated t-value for Work Discipline (X3) is $7.500 > t\text{-table } 1.977$ with a sig.t level of $0.000 < 0.05$ (significant), then H_{o4} , meaning there is a significant influence of work discipline on the performance of employees of the Secretariat of the Regional People's Representative Council of South Sumatra Province.

The Effect of Motivation, Work Environment, and Work Discipline on Employee Performance at the Secretariat of the Regional People's Representative Council of South Sumatra Province.

Based on the results of a multiple linear regression analysis, the coefficient values for the variables motivation, work environment, and work discipline indicate a positive influence. This means that if motivation, the work environment, and work discipline improve, employee performance will improve. Conversely, if motivation, work environment, and work discipline decline, employee performance will decline. The results of simultaneous hypothesis testing indicate that motivation, work environment, and work discipline significantly influence employee performance at the Secretariat of the Regional People's Representative Council of South Sumatra Province. These results indicate that motivation, work environment, and work discipline enable employees to work optimally, thus impacting their performance. The high Adjusted R Square value in the regression model indicates that motivation, work environment, and work discipline make a significant contribution to employee performance at the Secretariat of the Regional People's Representative Council of South Sumatra Province. This study indicates that motivation, work environment, and work discipline account for 66% of employee performance. Meanwhile, other factors influencing performance include abilities and expertise, knowledge, work plans, personality, leadership, leadership style, organizational culture, job satisfaction, loyalty, and commitment. In this study, the variables used were competence, motivation, and work discipline [Kasmir \(2019\)](#). Several studies conducted by [Desi \(2020\)](#) and [Hidayatullah, Ramadhan and Setianingsih \(2023\)](#) indicate that work motivation, work environment, and work discipline have a positive and significant influence on employee performance. This contrasts with studies by [Hidayatullah, Ramadhan and Setianingsih \(2023\)](#) and [Fatmasari and Badaruddin \(2022\)](#), which found that motivation, work environment, and work discipline have a negative, insignificant influence on employee performance.

The Influence of Motivation on Employee Performance at the Secretariat of the Regional People's Representative Council of South Sumatra Province. The results of partial hypothesis testing indicate a significant influence of motivation on employee performance at the Secretariat of the Regional People's Representative Council of South Sumatra Province. These results demonstrate that the quality of employee motivation will determine the quality of employee performance. Good motivation encourages employees to work productively and achieve organizational goals. This study demonstrated that motivation significantly contributes to employee performance. This indicates that employees who feel valued are more likely to perform optimally. According to [Kasmir \(2019\)](#), motivation is one of the factors influencing employee performance. Work motivation is the driving force behind someone's performance, whether internal or external to the company. Several studies have been conducted, including: [Desi \(2020\)](#), [Hasica, Isyanto and Yani \(2023\)](#), [Saruran, Marewa and Biringkanae \(2025\)](#), [Afqiah and Diana \(2022\)](#), [Hardi, Idris and Didin \(2021\)](#), and [Pranata \(2024\)](#). Their research demonstrated that work motivation has a positive and significant effect on employee performance. This contrasts with research by Hidayatullah et al. [Hidayatullah, Ramadhan and Setianingsih \(2023\)](#), which found that work motivation has a negative, insignificant effect on employee performance.

The Influence of the Work Environment on the Performance of Employees at the Secretariat of the Regional People's Representative Council of South Sumatra Province. The results of the partial hypothesis test indicate a significant effect of the work environment on employees' performance at the Secretariat of the Regional People's Representative Council of South Sumatra Province. These results show that a company's work environment, good or bad, determines employee performance. In this study, the work environment was found to contribute significantly to employee performance. This indicates that the work environment supports

employees in their work, enabling them to perform optimally. These research results align with [Kasmir \(2019\)](#) theory, which states that many factors influence performance, including the work environment. The work environment is the atmosphere or conditions surrounding the workplace. The work environment can include the space, layout, facilities, infrastructure, and working relationships with colleagues. Previous research conducted by [Desi \(2020\)](#), [Hidayatullah, Ramadhan and Setianingsih \(2023\)](#), [Saruran, Marewa and Biringkanae \(2025\)](#), [Saifullah, Burhanuddin and Darmawan \(2023\)](#), and [Matingmabi \(2023\)](#) showed that the work environment has a positive and significant effect on employee performance. This contrasts with [Fatmasari and Badaruddin \(2022\)](#) research, which found that the work environment has a negative, insignificant effect on employee performance.

The Influence of Work Discipline on the Performance of Employees at the Secretariat of the Regional People's Representative Council of South Sumatra Province. The results of the partial hypothesis test indicate a significant effect of work discipline on employees' performance at the Secretariat of the Regional People's Representative Council of South Sumatra Province. These results show that an employee's work discipline determines their performance. This study supports the earlier hypothesis that work discipline significantly influences employee performance at the Secretariat of the Regional People's Representative Council of South Sumatra Province. This is consistent with the theory put forward by [Kasmir \(2019\)](#), which holds that many factors influence performance, including work discipline. Work discipline is a person's willingness and readiness to obey and implement applicable norms or regulations. Research conducted by [Desi \(2020\)](#), [Hidayatullah, Ramadhan and Setianingsih \(2023\)](#), [Afqiah and Diana \(2022\)](#), [Hardi, Idris and Didin \(2021\)](#), [Saifullah, Burhanuddin and Darmawan \(2023\)](#), [Pranata \(2024\)](#), and [Matingmabi \(2023\)](#) shows that work discipline has a positive and significant effect on employee performance. This contrasts with [Fatmasari and Badaruddin \(2022\)](#) research, which found that work discipline has a negative, insignificant effect on employee performance.

The coefficient determination measures the extent to which the independent variable contributes to the dependent variable. The results of the determination analysis can be seen in the following table:

Table 4. Coefficient of Determination

R	R Square	Adjusted R Square	Std. Error of the Estimate
.817 ^a	.667	.660	.31372

The Adjusted R-Square value is 0.660, or 66%. The coefficient of determination indicates that the variables Motivation (X1), Work Environment (X2), and Work Discipline (X3) explain 66% of the variance in the Employee Performance variable. In comparison, the remaining 34% is explained by other variables such as compensation, systems, leadership, organizational culture, work design, personality, leadership style, job satisfaction, and commitment.

5. Conclusion

Motivation, work environment, and work discipline significantly influence the performance of employees in the Secretariat of the Regional People's Representative Council of South Sumatra Province. What needs to be improved is the indicator of relationships between employees through open communication, teamwork, or togetherness activities between employees, in addition to opportunities for advancement being given fairly through career development, training, or promotions based on performance, and recognition or awards can be given with

small appreciations through charters or verbal appreciation to increase employee motivation. What needs to be improved is the indicator of adequate facilities and infrastructure by routinely maintaining them so that work can be completed effectively. Neat, comfortable workplace decor can improve employee comfort and concentration. In addition, noise control should be considered to avoid disruptions to work focus. Regarding work discipline, especially regarding the indicator of complying with all regulations, namely by committing to obeying established procedures, coming to work on time, and never being absent, can be done with permission when leaving work, because good discipline can increase work responsibility and support the achievement of goals that the agency has set.

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