

The Effect of Motivation, Education and Training, Work Discipline and Working Environment on Employees Performance: The Case of Main Secretariat of the Indonesian Quarantine Agency

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Abstract

This study examines the effects of motivation, education and training, work discipline, and the work environment on employee performance at the Main Secretariat of the Indonesian Quarantine Agency. Employee performance is a critical determinant of organizational effectiveness in the public sector, particularly in supporting bureaucratic reform and improving public service quality. The study employed a quantitative, associative research design involving 107 employees selected from a population of 145 using cluster sampling. Primary data were collected through a structured questionnaire and analyzed using multiple linear regression. The findings reveal that motivation, education and training, work discipline, and the work environment simultaneously have a positive and significant effect on employee performance. Partial hypothesis testing also demonstrates that each independent variable significantly influences employee performance. Among the four predictors, work discipline exerts the strongest effect, followed by motivation, work environment, and education and training. The regression model explains 56.3% of the variance in employee performance, indicating good explanatory power. These findings suggest that strengthening employee motivation, providing relevant education and training, enforcing work discipline, and creating a supportive work environment are essential strategies for enhancing employee performance in government institutions. The study contributes to the human resource management literature by providing empirical evidence on the key organizational factors that improve employee performance within Indonesia's public sector.

Keywords: Motivation, Education and Training, Work Discipline, Working Environment, Employee Performance

JEL CODES: J24, M54, M53, H83

1. Introduction

Bureaucratic reform in the government sector is a strategic program aimed at achieving effective, efficient, transparent, and accountable governance. From the public perspective, bureaucracy is still perceived as a complex process that requires continuous improvement in public service quality. Meanwhile, the government continues to strive for improvements by

enhancing the competence, productivity, and quality of civil service services. Thus, bureaucratic reform is expected to create a more responsive, public-service-oriented government. Bureaucratic challenges in Indonesia, such as low employee quality, unclear work standards, overlapping tasks, and low employee motivation and discipline, indicate that human resource management (HR) is suboptimal. Therefore, the government needs to improve employee performance through effective, professional, and competency-based HR management. According to [Hasibuan \(2019\)](#), human resource management is the science and art of managing human resources effectively and efficiently in achieving organizational goals. This emphasizes that the success of competitive organizations depends on how well they manage their human resources. Meanwhile, [Robbins, Judge and Millett \(2019\)](#) suggests that employee performance is influenced by three factors, namely ability, motivation, and opportunity. Therefore, improving employee performance is achieved through education and training, fair incentives, and a conducive work environment.

Employee performance is a key factor in determining an organization's effectiveness and efficiency, especially in the government sector, including the Indonesian government. Optimal employee performance has a significant impact on the quality of public service and the achievement of institutional goals. Therefore, various factors that influence employee performance need to be comprehensively studied to support effective government governance. In recent studies, the Indonesian Government has assessed various improvements to its organizational structure and functions. To increase the efficiency and effectiveness of work, it is important to evaluate the factors that can influence employee performance. A 2022 study by the Ministry of State Administration and Bureaucratic Reform (Kementerian Pendayagunaan Aparatur Negara and Birokrasi) showed that employees in government agencies still perform with only 65% of employees reported to have good performance. This result indicates the need for greater attention to factors that influence employee performance. Some factors that influence employee performance include employee motivation, level of education and training, employee discipline, and the work environment. An important variable that influences employees in carrying out their tasks is their organizational goals. High levels of motivation lead employees to work harder and complete their tasks more successfully. Conversely, low motivation leads employees to be less successful at completing their tasks. Motivation is a driving force that creates behaviors that help them achieve their goals. Often, people with knowledge believe good rewards drive their motivation for work, yet they are not yet satisfied with their work. Each job certainly has its own motivations for someone to do certain types of work, for someone who works diligently, and for someone who works hard. All of these motivations are driven by motivations that encourage someone to work like that, and they are motivated by other factors.

Motivation is increasingly important for leaders to share their employees' work with the intention of doing so well and in accordance with the goals they have set. Leaders must motivate their employees to work with the intention of being well-intentioned and to achieve it in accordance with the goals they have set. When carrying out other work, employees do not do it all themselves; they often need help after completing their own. In this regard, the leadership can encourage and raise employees' work standards, motivating them to work as well as possible and increasing their productivity. This needs to be considered because the manager is not an object that can be moved in this way, but rather a living creature that has its own perceptions, needs, desires, and thought patterns.

The managerial institution has a performance plan, a process carried out by employees and

managers to plan the things the manager has recognized, to plan the results of the control, and to achieve the same goals as the workers. An employee's performance is good if they have strong skills, are willing to work, are paid in accordance with the agreement, and have higher expectations. Work discipline is also very important in improving employee performance. Work discipline is a form of behavior that is believed to comply with the rules and regulations governing employees and is applied in accordance with organizational norms. Work discipline needs to be owned by everyone for an organization to play, be orderly, and be fluid. The lack of work discipline affects the efficiency and effectiveness of employees' work. If discipline is not upheld, the goals that are not upheld may not be achieved effectively and efficiently. As a result, the institution will not pay attention to education, expertise, and technology without considering employee discipline; education, expertise, and high technology will not produce competitive products without being able to perform their functions effectively and maintain high levels of employee discipline. The work environment also influences employee performance. A conducive work environment is crucial for achieving optimal employee performance. Organizations need to pay attention to various aspects of the work environment to achieve conditions that enable their employees to thrive and make their best contributions.

Civil Servants (PNS) as a source of workforce in the government sector, including in the Indonesian Quarantine Office, play an important role in the success of government implementation and national development, and are therefore crucial to the implementation of government activities. Indonesia Quarantine Office is a non-ministerial government institution responsible for the President's duties, led by a Chief of Office, and tasked with carrying out the government's duties in the field of government affairs, including the administration of the Republic of Indonesia. This institution was established in 2023 based on Presidential Decree No. 45 of 2023, which is a different action from Undang-Undang No. 21 of 2019 regarding the Ministry of Environment, Forestry, and Forestry as a merger of previous ministries, such as the Ministry of Agriculture, the Ministry of Transportation, and the Ministry of Finance. Currently, the Main Secretariat of the Indonesian Quarantine Agency requires good employee performance to support its duties and functions. As is evident in the field, indications of poor employee performance persist. Regarding employee performance, the Main Secretariat of the Indonesian Quarantine Agency is still below expectations. This is evident in that some employees are less adept at solving problems and still lack innovation in their work, due to their reliance on instructions or orders from superiors or leaders. Therefore, the Head of the Indonesian Quarantine Agency issued Decree No. 2534 of 2025 dated July 21, 2025, concerning the Balance of Competition for Civil Servants within the Indonesian Quarantine Agency through Educational Pathways, to support the improvement of the work competition of Indonesian Quarantine Agency employees, including employees of the Main Secretariat of the Indonesian Quarantine Agency. Centered on the vision of protecting biological natural resources, realizing an advanced Indonesia, and becoming a STRONG institution (Kompeten, Unggul, Amanah, Tangguh), which is driven by training, a conducive work environment, supportive leadership, and recognition of performance, to ensure national biosecurity from the threat of pests & diseases, as reflected in efforts to improve services and readiness to face challenges. Employee motivation in the Main Secretariat of the Indonesian Quarantine Agency plays an important role in supporting the agency's vision. Highly motivated employees tend to work more productively, be disciplined, and be focused on results. When work motivation aligns with the vision, every work activity focuses not only on task completion but also on contributing to the organization's strategic goals. Organizational goals can be optimally achieved by improving employee

performance. Employee performance can be improved through various efforts, including education and training. The Main Secretariat of the Indonesian Quarantine Agency also offers education and training programs, including Quarantine Tasks Training (Langaskara), which aims to improve human resource knowledge and skills. The Main Secretariat of the Indonesian Quarantine Agency aims to provide prospective civil servants (CPNS) with knowledge and understanding of quarantine duties.

Other factors influencing employee performance in carrying out their duties and achieving organizational goals include work discipline and a positive work environment. The work discipline of the employees of the Main Secretariat of the Indonesian Quarantine Agency is currently focused on integrity, professionalism through competition and training, service digitalization (such as the Best-Trust system), and compliance with regulations such as attendance and high work ethics, this is supported by regulations such as the Agency Regulation (Perbarantin) regarding Performance Allowances Perbarantin 10/2025), with emphasis on improving human resources and excellent service in all work units. However, there are still employees who have the habit of arriving late and leaving early, not in accordance with the arrival and departure deadlines, which are now provisions of the Main Secretariat of the Indonesian Quarantine Agency. This results in inefficient time use, thereby impacting the performance of these employees. Currently, the Main Secretariat of the Indonesian Quarantine Agency is also striving to create a comfortable, safe, and enjoyable work environment that can improve employee performance. Given the existing limitations, because the Main Secretariat of the Indonesian Quarantine Agency does not have the facilities and infrastructure in the form of office buildings, its employees are still based in several buildings that are united in one building.

Work motivation is an internal factor that influences employee enthusiasm and initiative in carrying out their duties and responsibilities. According to [Robbins, Judge and Millett \(2019\)](#), high work motivation can increase individual productivity and performance within an organization. Meanwhile, education and training equip employees with the knowledge and skills to enhance their competence. Work discipline also plays a crucial role in creating consistency and adherence to organizational rules and procedures. Without good discipline, achieving effective work will be difficult. In addition, the work environment - both physically and psychologically - contributes to the comfort and productivity of employees while working.

2. Literature Review

Influence of motivation, education and training, work discipline, and the work environment on the performance of employees of the Main Secretariat of the Indonesian Quarantine Agency. Motivation is a series of efforts an individual makes to achieve high-quality results. Work motivation is closely related to employee performance because motivated employees work with enthusiasm, initiative, and passion, enabling them to complete their tasks on time and improve the quality and productivity of their work. In addition to work motivation, education and training also influence employee performance, as they are systematic efforts carried out by organizations to improve employees' abilities, skills, and attitudes, making them more effective in performing their work tasks. Good discipline reflects a strong sense of responsibility for the tasks assigned. This fosters a passion for performance, a sense of work ethic, and the achievement of the agency's, employees', and community's goals. The work environment significantly impacts employee performance because a comfortable, safe, and supportive environment increases engagement, motivation, and work effectiveness, thereby affecting the

quality and quantity of output. The results of this framework are supported by [Pramesti, Erica and Budiastuti \(2025\)](#) and [Sapardi, Nugroho and Nenobais \(2025\)](#), [Yolanda and Kurniasari \(2023\)](#), [Raudhotunnisa and Husniati \(2022\)](#), [Prabowo \(2022\)](#), [Aulianadewi and Siska \(2024\)](#), [Sefriady and Iskandar \(2018\)](#), which show that motivation, education and training, discipline, and work environment have a significant impact on employee performance. Some problems occur in the Main Secretariat of the Indonesian Quarantine Agency, namely work motivation problems due to the lack of both physical and psychological aspects, employee appreciation and self-actualization, the lack of education and training attended by employees, the lack of employee discipline and a safe and comfortable work environment for employees, thus affecting the performance of the Main Secretariat of the Indonesian Quarantine Agency employees.

Influencing Motivation on the Performance of Employees of the Main Secretariat of the Indonesian Quarantine Agency. Work motivation is an internal and external force within the Main Secretariat of the Indonesian Quarantine Agency that influences enthusiasm and motivation in carrying out work, achieved through physiological factors, esteem, and self-actualization. The results of this framework are supported by [Raudhotunnisa and Husniati \(2022\)](#), [Aulianadewi and Siska \(2024\)](#) demonstrated that motivation significantly impacts employee performance. The phenomena observed at the Main Secretariat of the Indonesian Quarantine Agency include salaries commensurate with workload, adequate facilities and infrastructure, and a performance-based bureaucratic system and culture. This has led some employees to be less motivated to work optimally, thereby impacting their performance.

Influencing education and training on the performance of employees of the Main Secretariat of the Indonesian Quarantine Agency. Education and training are organizational efforts to improve the knowledge, skills, and competence of employees of the Main Secretariat of the Indonesian Quarantine Agency through structured, effective, and appropriate training activities. Training focuses on improving technical skills, while education focuses on balancing employees' knowledge and insight over the long term, aiming to improve their ability to meet organizational goals. The results of this framework are supported by [Sapardi, Nugroho and Nenobais \(2025\)](#), [Sefriady and Iskandar \(2018\)](#), which show that education and training have a positive and significant impact on employee performance. Another phenomenon observed at the Main Secretariat of the Indonesian Quarantine Agency was the limited number of employees who attended education and training programs. This is because the Indonesian Quarantine Agency was established in 2023. Consequently, training materials appropriate to job requirements remain limited, and employee knowledge and skills remain suboptimal. However, most employees of the Indonesian Quarantine Agency (BKI) Secretariat recognize the importance of education and training, and management also makes systematic efforts to improve the development and balance of these programs.

Influencing Discipline in the Performance of Indonesian Quarantine Agency (BKI) Secretariat Employees. Work discipline is the level of obedience, consistency, and responsibility of Indonesian Quarantine Agency (BKI) Secretariat Employees in carrying out their duties in accordance with organizational rules, schedules, and standards. Good discipline reflects a strong sense of responsibility for the tasks assigned. This fosters a passion for performance, a sense of work ethic, and the achievement of the agency's, employees', and community's goals. The results of this framework are supported by research conducted by [Pramesti, Erica and Budiastuti \(2025\)](#), [Raudhotunnisa and Husniati \(2022\)](#), and [Prabowo \(2022\)](#), which states that work discipline has a positive and significant impact on employee performance. Another issue

at the Main Secretariat of the Indonesian Quarantine Agency was that some employees still arrived late to work, preventing them from completing their work within the established timeframe. Furthermore, employees still had to comply with all established regulations and consistently follow the work procedures (SOP) and, in completing their duties, be supervised by their superiors. If discipline were not enforced, the set goals would likely not be achieved effectively and efficiently.

The Impact of the Work Environment on the Performance of Employees at the Main Secretariat of the Indonesian Quarantine Agency. The work environment is the physical and psychological conditions within which employees of the Main Secretariat of the Indonesian Quarantine Agency perform their duties comfortably, productively, and smoothly. The work environment can be defined as the factors that directly and indirectly influence employee and organizational performance. The results of this framework are supported by [Pramesti, Erica and Budiastuti \(2025\)](#), [Yolanda and Kurniasari \(2023\)](#), [Raudhotunnisa and Husniati \(2022\)](#), [Prabowo \(2022\)](#), [Aulianadewi and Siska \(2024\)](#), which shows that the work environment has a significant impact on employee performance. The problem is that the Main Secretariat of the Indonesian Quarantine Agency has adequate facilities and infrastructure, ensuring a safe and comfortable working environment for employees. This affects the performance of the Main Secretariat's employees.

3. Research Method

The research design used in this study is an associative design. According to this definition, it explains the relationship and influence between variables. In this study, the primary aim is to examine the relationships between the X variables (dependent variables) of Motivation, Education and Training, Work Discipline, and Work Environment, and the Y variable (dependent variable), namely Employee Performance of the Main Secretariat of the Indonesian Quarantine Agency. The employee performance indicators are work quality, work quantity, and work discipline. The motivation indicators are physiological, appreciation, and self-actualization needs. The education and training indicators are the suitability of training materials, training methods and techniques, and evaluation and training results. The work discipline indicators are attendance, compliance with regulations, and high alertness. The work environment indicators are the work atmosphere, work facilities, and relationships with coworkers. The population for this study comprised 145 employees of the Main Secretariat of the Indonesian Quarantine Agency, with a sample of 107 and a cluster sampling technique. The research instrument was a questionnaire, and the data analysis method was multiple linear regression.

4. Findings and Discussions

The simultaneous test of the influence of independent variables on the changes in the value of independent variables is carried out through a test of the magnitude of the changes in the value of independent variables, which is intuitively necessary to carry out an F test (simultaneous test).

Table 1. ANOVA test

Model		Sum of Squares	Df	Mean Square	F	Sig
1	Regression	428,516	4	187,799	32,784	,000 ^b

Residual	333,214	102	4,496
Total	761,730	106	

Based on the F test results, the calculated F value is 32.784, with a significance level of 0.000. The significance value is smaller than 0.05, so the variables of Work Motivation, Education and Training, Work Discipline, and Work Environment simultaneously have a significant effect on the Employee Performance variable. When compared with the F table value of 2.46 at a significance level of 5% with $df_1 = 4$ and $df_2 = 102$, the calculated F value of 32.784 is greater than the F table value of 2.46. This indicates that the regression model used is appropriate and can explain the influence of the independent variables on the dependent variables. Thus, the hypothesis that Work Motivation, Education and Training, Work Discipline, and Work Environment all have a positive and significant influence on Employee Performance can be accepted.

This test is used to determine whether the sample world has different averages. The t-test compares the difference between the two mean values with the standard deviation of the difference between the sample averages.

Table 2. t-test Result

Model		Unstandardized Coefficient		Standardized Coefficient		
		B	Std. Error	Beta	T	Sig
1	(Constant)	0,284	0,140		2,026	,050
	X1	,284	,079	,310	3,595	,001
	X2	,231	,073	,287	3,164	,002
	X3	,317	,081	,356	3,914	,000
	X4	,265	,076	,298	3,487	,001

Based on the t-test table, all independent variables have t-count values greater than the t-table value of 1.983 and significance values less than 0.05. This indicates that partially each independent variable has a significant effect on Employee Performance. The Work Motivation variable (X1) has a regression coefficient of 0.284, a t-value of 3.595, and a significance of 0.001. These results indicate that work motivation has a positive and significant effect on employee performance. This means that higher work motivation leads to higher employee performance. The Education and Training variable (X2) has a regression coefficient of 0.231, a t-value of 3.164, and a significance level of 0.002. This indicates that education and training have a positive and significant effect on employee performance. The better the education and training provided, the higher the employee performance. The Work Discipline variable (X3) has a regressive coefficient of 0.317, a t-value of 3.914, and a significance level of 0.000. These results indicate that Work Discipline has a positive and significant impact on Employee Performance. This variable also has the greatest impact among the others because it has the highest regressive coefficient and t-value.

The Work Environment variable (X4) has a regressive coefficient of 0.265, a t-value of 3.487, and a significance level of 0.001. This shows that the work environment has a positive and significant impact on employee performance. A comfortable and conducive work environment will help improve employee performance. Thus, the hypothesis states that work motivation, education and training, work discipline, and the work environment have a positive and significant impact on employee performance can be accepted.

Table 3. Coefficient Determination

Model	R	R Square	Adjusted R Square	S.E of the Estimate
1	,750 ^a	,563	,546	1,807

Based on the determination coefficient, the R-squared value was 0.563, or 56.3%. This indicates that the variables Work Motivation, Education and Training, Work Discipline, and Work Environment accounted for 56.3% of the variation in Employee Performance. Meanwhile, the remaining 43.7% was attributed to variables outside the study, such as competition, leadership, organizational culture, job satisfaction, communication, and other factors not included in the study model. The adjusted R-squared value of 0.546 indicates that, after adjusting for the number of independent variables and the number of research samples, the model's ability to explain the independent variables remains of sufficient quality. Thus, the model of regression used in this study has a strong ability to explain the influence of Work Motivation, Education and Training, Work Discipline, and Work Environment on Employee Performance.

The Influence of Work Motivation, Education and Training, Work Discipline, and the Work Environment on the Performance of Employees at the Main Secretariat of the Indonesian Quarantine Agency. The survey participants indicated that work motivation, education and training, work discipline, and the work environment were in the good category. From the problem formulation that has been revealed in the previous chapter, the results of the hypothesis test by conducting the F-test, it was found that there was a positive and significant influence between the variables of work motivation, education and training, work discipline, and work environment on the performance of employees of the Main Secretariat of the Indonesian Quarantine Agency. This can be seen in the results of the F-test with an F-calculation of 32.784 with a significance level of 0.000. The significance value is less than 0.05, so the variables of work motivation, education and training, work discipline, and work environment simultaneously have a significant effect on employee performance. This can be seen in the results of the F-test, where the F-calculation is 32.784, and the probability level (sig) is 0.000. When compared to the F-table at $\alpha = 0.05$, it means that $F\text{-calculation} > F\text{-table}$ and $\text{sig} < 0.05$ ($32.784 > 2.46$ and $0.000 < 0.05$). This shows that the model of regulation used is appropriate and can explain the influence of the independent variables on the dependent variable. This means that the researcher's first hypothesis is accepted: work motivation, education and training, work discipline, and work environment simultaneously influence the performance of employees of the Main Secretariat of the Indonesian Quarantine Agency. The results of this study are consistent with the research conducted by [Pramesti, Erica and Budiastuti \(2025\)](#), [Sapardi, Nugroho and Nenobais \(2025\)](#), [Yolanda and Kurniasari \(2023\)](#), [Raudhotunnisa and Husniati \(2022\)](#), [Prabowo \(2022\)](#), [Aulianadewi and Siska \(2024\)](#), [Sefriady and Iskandar \(2018\)](#), which show that motivation, education and training, discipline, and work environment have a significant impact on employee performance.

The Influence of Work Motivation on the Performance of Employees at the Main Secretariat of the Indonesian Quarantine Agency. The influence of work motivation on employees' performance at the Main Secretariat of the Indonesian Quarantine Agency, as indicated by the questionnaire survey, indicates that work motivation is in the good category. Based on the problem formulation presented in the previous chapter, the t-test results indicated a positive and significant influence of work motivation variables on employees' performance at the Main Secretariat of the Indonesian Quarantine Agency. This is evident in the t-test results, which

show a t-value of 3.595 and a p-value (sig) of 0.001. When compared to the t-table at $\alpha = 0.05$, it means that the t-count $>$ t-table and sig < 0.05 ($3.595 > 1.983$ and $0.001 < 0.05$). This means that the researcher's second hypothesis is accepted, namely that there is an influence of work motivation variables on the performance of employees of the Main Secretariat of the Indonesian Quarantine Agency. These results indicate that work motivation has a positive and significant impact on employee performance, such that the higher the work motivation, the higher the employees' performance at the Main Secretariat of the Indonesian Quarantine Agency. Employees with high motivation tend to perform well, while those with low motivation are likely to be less motivated. The results of this study are consistent with research conducted by [Raudhotunnisa and Husniati \(2022\)](#) and [Aulianadewi and Siska \(2024\)](#), which shows that work motivation has a positive and significant effect on employee performance. Work motivation is an internal and external influence on employees of the Main Secretariat of the Indonesian Quarantine Agency that influences enthusiasm and willingness to perform work, achieved through the development of physiological, esteem, and self-actualization needs. If employees' psychological esteem and self-actualization are well developed, their performance will improve.

Influence of Education and Training on the Performance of Employees of the Main Secretariat of the Indonesian Quarantine Agency. The survey results indicate that education and training in this category are good, as outlined in the problem formulation presented in the previous chapter. The t-test results indicated a positive, significant relationship between education and training and employees' performance at the Main Secretariat of the Indonesian Quarantine Agency. This can be seen in the results of the t-test with a t-count of 3.164 with a probability level (sig) of 0.002. When compared to the t-table at $\alpha = 0.05$, it means that t-count $>$ t-table and sig < 0.05 ($3.164 > 1.983$ and $0.002 > 0.05$). This means that the researcher's third hypothesis is accepted, namely that there is an influence of education and training variables on the performance of employees of the Main Secretariat of the Indonesian Quarantine Agency. Implementing education and training programs will enable the organization to identify and improve employees' abilities and knowledge. The results of education and training will help employees apply the knowledge they gain to their daily work, enabling them to work more effectively. This means that the more employees of the Main Secretariat of the Indonesian Quarantine Agency participate in training appropriate to their job requirements, the greater their performance will be. This finding aligns with research by [Sapardi, Nugroho and Nenobais \(2025\)](#) which found a positive, very strong relationship between education and training and employee performance at the Ministry of State Apparatus Empowerment and Bureaucratic Reform. This finding also aligns with research by [Sapardi, Nugroho and Nenobais \(2025\)](#), which found that training variables have a positive and significant impact on employee performance variables at the Bureau of Organization and Personnel of the Trade and Industry Intelligence Office.

The Impact of Work Discipline on the Performance of Employees at the Main Secretariat of the Indonesian Quarantine Agency. The impact of work discipline on employee performance at the Main Secretariat of the Indonesian Quarantine Agency, based on questionnaire results, indicates that work discipline is rated as good. Based on the problem formulation presented in the previous chapter, the results of the t-test revealed a positive and significant effect of the work discipline variable on employees' performance at the Main Secretariat of the Indonesian Quarantine Agency. This can be seen in the results of the t-test, the t-count is 3.914 with a probability level (sig) of 0.000. When compared to the t-table at $\alpha = 0.05$, it means that the t-count $>$ t-table and sig < 0.05 ($3.914 > 1.983$ and $0.000 < 0.05$). This means that the fourth

hypothesis proposed by the researcher is accepted, namely that there is an influence between work discipline variables on the performance of the Main Secretariat Employees of the Indonesian Quarantine Agency. The work discipline variable has a coefficient of 0.317, a t-value of 3.914, and a significance level of 0.000. These results indicate that work discipline has a positive and significant impact on employee performance. This variable also has the greatest impact among the other variables, with the highest coefficient (0.317) and t-value. Employees at the Main Secretariat of the Indonesian Quarantine Agency are capable and aware of the importance of discipline in their activities, and they implement and achieve the tasks targeted by the government agency. The discipline of employees in the Main Secretariat of the Indonesian Quarantine Agency is already good, but it must be closely monitored and continually improved to enhance employee performance. Well-managed work discipline will lead to employee compliance with organizational regulations intended to improve performance. Therefore, the leadership of government agencies needs to supervise every behavior and action taken by all employees while on the job. Discipline is the awareness and willingness of everyone to obey all company regulations, bodies or organizations, and applicable social norms. A high level of work discipline reflects an employee's credibility in achieving optimal results, which is essential to the company's success. This finding is consistent with research by [Pramesti, Erica and Budiastuti \(2025\)](#), which found that work discipline has a positive and significant impact on employee performance at the Directorate of Zakat and Waqf Empowerment of the Republic of Indonesia's Religious Affairs Ministry. [Raudhotunnisa and Husniati \(2022\)](#) found that work discipline has a positive and significant impact on employee performance at the Civil Service and Human Resource Balance Agency of Tangerang City. This research is also in accordance with the results of research conducted by [Prabowo \(2022\)](#), which stated that work discipline has a positive and significant impact on employee performance at the Surabaya 1 City Land Office.

The Impact of the Work Environment on the Performance of Employees at the Main Secretariat of the Indonesian Quarantine Agency. The impact of the work environment on employees' performance at the Main Secretariat of the Indonesian Quarantine Agency, based on questionnaire results, indicates that the work environment is rated as good. Based on the problem formulation presented in the previous chapter, the results of the t-test revealed a positive and significant influence of work environment variables on employee performance at the Main Secretariat of the Indonesian Quarantine Agency. This can be seen in the results of the t-test, the t-count is 3.487 with a probability level (sig) of 0.001. When compared to the t-table at $\alpha = 0.05$, it means that the t-count > t-table and sig < 0.05 ($3.487 > 1.983$ and $0.001 < 0.05$). This means that the researcher's fifth hypothesis is accepted, namely that there is an influence of work environment variables on the performance of employees of the Main Secretariat of the Indonesian Quarantine Agency. This means that a more comfortable, conducive work environment will improve employee performance at the Main Secretariat of the Indonesian Quarantine Agency. The work environment supports the smooth running of the work process, with comfort and safety highly considered to create a conducive and enjoyable work atmosphere for employees, thereby supporting their performance in carrying out their work activities. The work environment refers to the conditions and presence of a work environment within an agency that serves as the workplace for employees in the capital city. This finding is consistent with [Pramesti, Erica and Budiastuti \(2025\)](#), who found that the work environment has a positive and significant impact on employee performance at the Directorate of Zakat and Waqf Empowerment of the Indonesian Religious Affairs Ministry. Research by [Yolanda and](#)

[Kurniasari \(2023\)](#) also states that the work environment has a positive and significant impact on employee performance at the BPPSDMP of the Indonesian Religious Affairs Ministry. This research is also consistent with the findings of [Raudhotunnisa and Husniati \(2022\)](#), which show that the work environment has a positive and significant influence on the performance of employees of the Civil Service and Human Resource Balance Agency of Tangerang City. While the research results of [Prabowo \(2022\)](#) state that the work environment has a positive and insignificant influence on employee performance at the Land Office of Surabaya City 1. Research conducted by [Aulianadewi and Siska \(2024\)](#) found that the work environment significantly impacted the performance of State Finance and Policy employees at STAN.

5. Conclusion

There is a positive and significant influence of work motivation, education and training, work discipline, and the work environment on the performance of employees of the Main Secretariat of the Indonesian Quarantine Agency. Based on the research results, the performance variables of employees of the Main Secretariat of the Indonesian Quarantine Agency, specifically the work quality indicator, have relatively high values. This condition indicates that the employee's work quality still needs improvement to achieve optimal results. Therefore, improvement efforts are needed through increasing employee competency, improving the Standard Operating Procedure (SOP), and strengthening the performance monitoring and evaluation system. With these efforts, the quality of work by employees of the Main Secretariat of the Indonesian Quarantine Agency will improve, thereby increasing employee performance. Based on the research conducted, it is known that motivational variables, especially indicators of appreciation, have relatively high values. This indicates that employees of the Main Secretariat of the Indonesian Quarantine Agency feel underappreciated, unrecognized, and undervalued for their performance. Therefore, improvements are needed through the implementation of a fair and transparent reward system, increased appreciation from management for employee performance, and a balanced work culture that values each employee's contributions. With this transparent effort, it is hoped that work motivation, particularly in indicators of reward quality, will increase, thereby positively impacting overall employee performance. Based on the research conducted, the variables of education and training, especially the indicators of the suitability of training materials, have relatively high values. This indicates that the training materials provided are in accordance with the work requirements of the employees of the Main Secretariat of the Indonesian Quarantine Agency. Therefore, it is necessary to make improvements through periodic analysis of training requirements, adjustment of training materials to work objectives, and continuous evaluation of the implemented education and training programs. Thus, the suitability of training materials can be improved to optimally enhance employee performance. Furthermore, the Main Secretariat of the Indonesian Quarantine Agency needs to strengthen the alignment between training materials and field work practices so that the knowledge gained is not only theoretical but can also be effectively applied in task execution. Based on the research, it is evident that work discipline variables, particularly the attendance indicator, have relatively high values. This shows that there are still problems such as tardiness, poor attendance, and absenteeism. Therefore, improvement efforts are needed through consistent disciplinary enforcement, the support of an accurate and transparent attendance system, and increased employee awareness of the importance of work discipline. With these efforts, the attendance rate as part of work discipline can increase, thereby positively impacting the performance of the Main Secretariat of the Indonesian Quarantine Agency as a whole. Based on the research conducted, it is evident that the work environment variables,

especially the work facility indicators, have relatively high values. These conditions indicate that the available facilities have optimally supported the employees' work activities at the Main Secretariat of the Indonesian Quarantine Agency. Therefore, it is necessary to improve by increasing the availability of work facilities in line with employees' rational needs. One effort that can be made is the provision of facilities and infrastructure, including a private office building, by the Main Secretariat of the Indonesian Quarantine Agency, to create a safer, more comfortable working atmosphere. In addition, the Main Secretariat of the Indonesian Quarantine Agency must conduct regular maintenance of existing facilities to ensure they remain in good condition and suitable for use. Adjusting work facilities to employees' needs through evaluations or surveys is also a crucial step to ensure the facilities provided are truly relevant to the work being done.

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