

The Effect of Discipline, Working Environment and Motivation on Employee Performance: The Case of Regional Secretariat Office at Ogan Komering Ulu Regency

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Abstract

This research aims to determine 1) The influence of work discipline, work environment, and motivation on employee performance at the Ogan Ilir Regency Secretariat, 2) The influence of work discipline on employee performance at the Ogan Ilir Regency Secretariat, 3) The influence of work environment on employee performance at the Ogan Ilir Regency Secretariat 4) The influence of motivation on employee performance at the Ogan Ilir Regency Secretariat. The type of research in this study is associative, utilizing data analysis techniques including multiple linear regression analysis. The sample in this research consisted of 68 employees from the Ogan Ilir Regency Secretariat, who were selected using a purposive sampling technique. The data used in this research were primary data collected using a questionnaire data collection method. The results of this research indicate that 1) Work discipline, work environment, and motivation have a positive and significant effect on employee performance. 2) Work discipline has a positive and significant effect on employee performance. 3) Work environment has a positive and significant effect on employee performance. 4) Motivation has a positive and significant effect on employee performance.

Keywords: Discipline, Working Environment, Motivation, Employee Performance

1. Introduction

Human Resource Management consists of two words: 'human' and 'resources'. Management is the art of effectively and efficiently utilizing human resources and other resources to achieve specific goals. The human element, one of the key resources, has evolved into a field of management science known as Human Resource Management (HRM), a translation of workforce management. The existence of government organizations is something important for the process of community life. Government organizations have a mission to provide public services. To effectively realize the role of government organizations in providing services to the community, employees in these organizations must be directed, fostered, motivated, and guided, enabling them to carry out their duties and functions efficiently. This, in turn, helps improve the performance of the employees themselves.

Good employee performance is essential for every company or organization because the higher the performance that employees can produce, the better the profitability that can be achieved

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by the agency, ultimately supporting its future progress. Performance is the result of a person's work and work behavior over a specified period, typically one year. Performance can be measured by their ability to complete the tasks and responsibilities given. Increasing individual performance will also enhance corporate performance, as the two are closely related ([Kasmir, 2019](#)). According to [Kasmir \(2019\)](#), the factors that influence employee performance are ability and expertise, knowledge, work design, personality, work motivation, leadership, leadership style, organizational culture, job satisfaction, work environment, loyalty, commitment, and work discipline.

Discipline is one of the factors that influence performance; work discipline is an attitude of obedience to the rules and norms that apply in a company, thereby increasing employee determination in achieving company or organizational goals ([Agustini, 2019](#)). As one of the key functions of Human Resource Management (HRM), discipline is the most critical operative function because the better the employee discipline, the higher the work performance that can be achieved. Without good work discipline, it is difficult for agencies to achieve optimal results. Good discipline reflects a person's great sense of responsibility for the tasks given ([Afandi, 2018](#)). Work discipline is the most critical operative function of human resource management because the better the employee's work discipline, the higher the work performance that can be achieved.

In addition to work discipline, another factor that influences performance is the work environment. According to [Sofyandi \(2015\)](#) and ([Ariani et al., 2020](#)), the work environment comprises a series of factors that affect the performance of human resource management functions or activities, originating from internal factors within the organization. The work environment is one of the key elements that significantly impacts employee performance. The environment around the workplace can affect employees in their work. A good and comfortable work environment can increase employee enthusiasm within the company, encouraging employees to work optimally. In addition to work discipline and work environment, motivation also affects performance. According to [Afandi \(2018\)](#), motivation is a desire that arises within a person or individual because they are inspired, encouraged, and driven to carry out activities with sincerity, joy, and earnestness, resulting in good and quality outcomes.

According to [Sutrisno \(2011\)](#), motivation involves encouraging the work passion of subordinates so that they are willing to work hard by utilizing all their abilities and skills to achieve the company's goals. Motivation is a basic drive that propels a person to devote all their energy towards a goal. The employee's positive mental attitude towards the work situation is what strengthens their work motivation and enables them to achieve maximum results. Motivation arises from within humans due to the drive fueled by the element of purpose. Therefore, to achieve the expected performance, the agency needs to motivate its employees. With motivation, employees will also remain motivated and improve their performance, thus enabling the agency to achieve its goals. Several previous studies have linked employee performance with work discipline; research conducted by [Purnawijaya \(2019\)](#) and [Ondi et al. \(2023\)](#) showed results that work discipline has a significant effect on employee performance, while research conducted by [Irawan et al. \(2021\)](#) and [Muna and Isnawati \(2022\)](#) showed different results that work discipline has no significant effect on employee performance.

Another variable that can affect employee performance is the work environment. Research on work environment variables has previously been conducted by [Ferawati \(2017\)](#) and [Lestari et al. \(2024\)](#), showing results that the work environment has a significant effect on employee performance, while research conducted by [Pasaribu \(2019\)](#) and [Warongan et al. \(2022\)](#) showed

different results that the work environment has no significant effect on employee performance.

Research that links employee performance with motivation is research conducted by [Sutanjar and Saryono \(2019\)](#) and [Ekhsan \(2019\)](#), showing results that motivation has a significant effect on employee performance, while research conducted by [Pasaribu \(2019\)](#) and [Kasyifillah and Prijati \(2023\)](#) showed different results that motivation has no significant impact on employee performance. One of the government agencies that pays attention to the performance of its employees is the Regional Secretariat (Setda) located in Ogan Ilir Regency. The Regional Secretariat is an element that supports the leadership of the regional government, headed by the Regional Secretary, abbreviated as Sekda. The regional secretariat is tasked with assisting the regional head in formulating regional service policies and regional technical institutions. In addition, the district regional secretariat has the task of helping the regent in developing policies and coordinating and administratively implementing regional apparatus tasks and administrative services.

The performance phenomenon observed during the pre-survey of the research on employees of the Ogan Ilir Regency Regional Secretariat was evident in the quantity of work completed by employees, where some did not meet the work targets set by their superiors. Some employees were late in completing the assigned tasks, resulting in incomplete work that accumulated. For example, in making reports, employees were late in completing their assignments, which prevented the work from being completed on time. The next phenomenon in employee performance is observed in the time indicator (period), where employees did not complete the work within the specified time frame. This is evident when employees agree to complete tasks assigned by their superiors but fail to do so within the agreed-upon timeframe. Still, the employee did not complete the work on time, so it took a more extended period than agreed upon to complete it.

The next performance phenomenon was observed in the work quality indicator, where employees frequently made mistakes in carrying out tasks assigned by their superiors. There was no effort from employees to find solutions to the mistakes made, which could reduce the quality of work for the employees themselves and lead to delays in completing tasks assigned by their superiors. The last performance phenomenon is evident in other indicators that are problematic, specifically Interpersonal Relations. This issue is not just a matter of personal dynamics, but it directly affects the efficiency of the Ogan Ilir Regency Regional Secretariat. When employees feel unable to address problems that arise in the office, it leads to conflicts or issues between employees or superiors, causing a significant drop in efficiency and effectiveness. However, with collaboration and open communication, these issues can be resolved, thereby strengthening working relationships and preventing future inefficiencies.

The phenomenon of work discipline is evident in employee work awareness. Many employees still fail to complete their work reports on time and often leave work before it is due, resulting in suboptimal work output. The fact that many employees still do not comply with the numerous provisions and regulations of the applicable SOP is a clear indication that strict sanctions are necessary. Without these, it is difficult for agencies to achieve optimal results. The phenomenon of work discipline, as indicated by other problematic indicators, is the Attendance Level. Some employees arrive late after break time, and employees do not comply with the break time set by the relevant agency because there is already a schedule for working hours and break times; with employees who are late like this, working hours are reduced, and work can not be completed on time, and there is no employee work discipline in carrying out work.

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The phenomenon of work discipline, as indicated by the responsibility indicator, occurs when employees fail to complete tasks according to the responsibilities assigned to them. This lack of responsibility can impact employee work discipline, leading employees to feel that the tasks assigned by their superiors are not their responsibility.

In addition to work discipline, the work environment also affects the performance of employees of the Ogan Ilir Regency Regional Secretariat; when the work environment pre-survey was conducted, it was found in the indicator of air conditions in the workplace, where the air in this office does not match the air circulation so that employees feel that the air temperature cannot affect body temperature and causes employees to feel still hot. The work environment influences employee performance because it encompasses everything that surrounds employees and can impact their ability to carry out their duties and responsibilities. A good work environment can support effective work implementation, creating enthusiasm for work and improving employee performance. The phenomenon of the work environment in the indicator of relationships between colleagues, where there is a lack of cooperation and good communication with colleagues, is caused by several things, such as lack of communication between colleagues and distance between individuals, which causes slack and lack of interaction with this the work environment will feel less comfortable. It can affect the performance of other employees. The next phenomenon in the work environment is the presence of other indicators that pose problems, namely inadequate work facilities. For instance, there are still rooms in the office that lack air conditioning, causing employees to feel uncomfortable due to the heat. This discomfort can lead to decreased employee performance, as it is challenging to focus and work efficiently in such conditions.

Another variable that affects employee performance is motivation; another effort to improve employee performance is through motivation. In motivation, when a pre-survey was conducted on employees of the Ogan Ilir Regency Regional Secretariat, it was found in the dimension of encouragement to be able to work as well as possible and in the work indicator itself, there was still work that could not be completed correctly, or there were still many employees who were not responsible for the work that had been given so that the work that had to be completed by employees was neglected and piled up. The phenomenon of motivation in the Regional Secretariat of Ogan Ilir Regency is also evident in the dimension of tranquility, as indicated by the working conditions. Uncomfortable and unpleasant working conditions in the agency can significantly impact employee motivation and, consequently, their performance. It is crucial for superiors to change the atmosphere and working conditions so that employees always feel comfortable and pleasant. This immediate action can significantly enhance the performance of agency employees.

The phenomenon of motivation in the Ogan Ilir Regency Regional Secretariat office is reflected in the dimension of work performance indicators, where employees feel less motivated. In this case, the role of superiors can provide support to employees in various forms, thereby motivating them. Motivation is essential, especially in work performance. It is not only driven by coworkers but also by superiors, particularly agencies that provide employees with opportunities for advancement. Employees greatly need this because they will feel motivated and enthusiastic about their work, which can lead to improved quality and productivity. In this case, motivation is very much needed because employee motivation in carrying out their work is a significant problem in every effort to achieve goals because the success of an organization is greatly influenced by the performance of its employees, which can be seen and assessed in real terms, in carrying out tasks and achieving success standards that the organization has

determined to employees according to the job given to each employee.

2 Literature Review

Human Resources are the only resources that have reason, feelings, desires, skills, knowledge, drive, power, and work (ratio, taste, and will). All of these HR potentials affect the organization's efforts to achieve its goals. No matter how advanced technology, information development, capital availability, and adequate materials are, without HR, it is difficult for an organization to achieve its goals [Sutrisno \(2011\)](#). Human Resources have a significant role in every organizational activity. Although supported by facilities and infrastructure and excess Resources, without the support of reliable Human Resources, organizational activities will not be completed properly. This shows that Human Resources are the primary key that must be considered, encompassing all its needs. As the key to success, Human Resources will determine the effectiveness of implementing organizational activities.

The Influence of Work Discipline on Employee Performance. According to [Yudiningsih, Yudiaatmaja, and Yulianthini \(2016\)](#), increasing work discipline can lead to improved performance. This is because high work discipline can contribute to organizational success, ultimately enhancing employee performance. This finding is supported by previous research conducted by [Ondi et al. \(2023\)](#), titled "The Influence of Work Discipline on the Performance of Non-ASN Employees at the West Java Provincial Education Office." Shows the results that work discipline has a significant effect on employee performance. This finding is supported by previous research conducted by [Muna and Isnowati \(2022\)](#), titled "The Influence of Work Discipline, Work Motivation, and Career Development on Employee Performance." Shows different results that work discipline has no significant effect on employee performance. At the Regional Secretariat of Ogan Ilir Regency, it was found that employee work awareness was still lacking, as many employees were late in completing their work report results and often left work before the scheduled time, resulting in suboptimal work output. Recognizing that many employees still fail to comply with the numerous provisions and regulations of the applicable SOP due to the lack of strict sanctions against them. At the Regional Secretariat of Ogan Ilir Regency, it was found that employees were unable to complete tasks according to their assigned responsibilities. This lack of responsibility can affect employee work discipline, leading employees to feel that the work given by their superiors is not their responsibility.

The Influence of the Work Environment on Employee Performance. According to [Sofyandi \(2015\)](#), the human resource management environment is defined as a series of factors that affect the performance of human resource management functions or activities, consisting of internal factors originating from within the organization and external factors originating from outside the organization. According to [Handoko \(2016\)](#), the organization is surrounded by an external scope comprising various variables, mostly uncontrollable. This finding is supported by previous research conducted by [Lestari et al. \(2024\)](#), titled "The Influence of Work Discipline, Work Environment, and Motivation on Employee Performance in North Bekasi." Showing results that the work environment has a significant effect on employee performance. This is supported by research conducted by [Warongan et al. \(2022\)](#), entitled "The Influence of Work Environment and Work Stress on Employee Performance at PT." Jordan Bakery Tomohon. Showing different results that the work environment has no significant effect on employee performance. At the Regional Secretariat of Ogan Ilir Regency, it was found that the air condition indicator in the workplace did not match the actual air circulation, causing employees to feel that the air temperature could not affect their body temperature and that they still felt hot. At the Regional Secretariat of Ogan Ilir Regency, there was an indicator of strained

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relationships between coworkers, characterized by a lack of cooperation and poor communication. This was caused by several factors, including inadequate communication between coworkers and physical distance between individuals, which led to a sense of disconnection.

The Influence of Motivation on Employee Performance. Motivation is closely tied to a person's attitudes and behaviors. The attitudes that exist in each individual interact with values, emotions, roles, social structures, and new events, which together can be influenced and changed by behavior ([Cahya, Damare & Harjo, 2021](#)). [Baharudin and Wahyuni \(2012\)](#) stated that with the formation of strong motivation, it will be able to produce good results, as well as quality, from the work carried out. If the motivation given to employees is lacking, then their performance will also be less effective. With the motivation provided, employees will be encouraged to work harder and improve their performance, ultimately enabling the company to achieve its goals. This is supported by previous research by [Sutanjar and Saryono \(2019\)](#), titled "The Influence of Motivation, Leadership, and Employee Discipline on Employee Performance." Based on the results of the study on the Influence of Motivation, Leadership, and Employee Discipline on Employee Performance at the Banjar City Civil Service Police Unit. It can be concluded that 1). There is an influence of motivation on employee performance, meaning that the higher the motivation, the more employee performance will increase; 2). There is an influence of leadership on employee performance, meaning that the better the leadership, the more employee performance will increase; 3). There is an influence of employee discipline on employee performance, meaning that the higher the employee discipline, the more employee performance will increase; 4). There is an influence of motivation, leadership, and employee discipline on employee performance, meaning that the better the motivation, leadership, and employee discipline, the greater the increase in employee performance. This is supported by research conducted by [Pasaribu \(2019\)](#) entitled The Influence of Motivation, Competence, and Work Environment on Performance. Shows different results that motivation has no significant effect on employee performance. In the Regional Secretariat of Ogan Ilir Regency, it was found in the Dimension of encouragement to be able to work as well as possible, and in the indicators of the work itself, there is still work that cannot be completed correctly, or there are still many employees who are not responsible for the work that has been given so that the work that employees must complete is neglected and becomes piled up. In the Regional Secretariat of Ogan Ilir Regency, there is a dimension of encouragement in the work performance indicator, where employees feel less motivated in working even though motivation is essential, especially in work performance; motivation is not only from coworkers but also motivation from superiors, especially motivation from agencies, there is motivation from agencies that give employees the opportunity to get promoted.

3. Research Method

The research was conducted at the Regional Secretariat of Ogan Ilir Regency, Tanjung Senai Office Complex, Indralaya, South Sumatra, Indonesia. This research is included in quantitative analysis research because the data collection is in the form of numbers that will be processed into statistical methods. The dependent variable is performance, with indicators of quality, quantity, time, and period, as well as interpersonal relationships. The independent variables are discipline, work environment, and motivation. The indicators of discipline are work awareness, attendance rate, and responsibility. The indicators of the work environment include air quality in the workplace, relationships between coworkers, and work facilities. The indicators of motivation are the work itself, work performance, and working conditions. The population in

this study consisted of all employees at the Regional Secretariat of Ogan Ilir Regency, totaling 98 employees. The sampling technique used in this study was non-probability sampling, specifically the Purposive Sampling method. This sampling uses the Rosce formula. The Rosce formula has sample requirements regarding sample size for research as follows: a. A feasible sample size in research typically ranges from 30 to 500. b. If the sample is divided into categories, the number of sample members in each category is at least 30. c. If the research will analyze data using multivariate methods (such as correlation or regression), then the number of sample members is at least 10 times the number of variables studied. For example, if there are four research variables (independent and dependent), then the number of sample members is $10 \times 4 = 40$. d. For simple experimental research, if strict experimental control is used, then the number of sample members is between 10 and 20. Because this analysis method employs multiple linear regression, it is necessary to determine the number of samples using Rosce's theory in point C, namely through multivariate research, by adding variables. Specifically, this involves independent variables totaling 3 and dependent variables totaling 1, resulting in a total of 4 variables, which is multiplied by <10 . So, the minimum number of samples in this study is 17. So, the number of samples in this study is: Sample = number of indicators $\times$ 17. So, 4 multiply by 17 is 68. Based on the results of the sample calculation above, the study comprises 68 samples/respondents. The data collection technique employed in this study was a questionnaire. This study employs a questionnaire method as a data collection instrument, presenting respondents with several statements to be answered. The analysis model used in this study is multiple regression analysis.

4. Findings and Discussions

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

Table 1. Regression Result

Coefficients ^a					
		Unstandardized Coefficients		Standardized Coefficients	
Model		B	Std. Error	Beta	t
1	(Constant)	.772	.220		3.502
	Discipline	.260	.036	.497	7.234
	Working Environment	.236	.043	.377	5.459
	Motivation	.375	.049	.531	7.643

a. Dependent Variable: Y1

Based on the Table 1 above, the results of multiple regression on the variables Work Discipline (X_1), Work Environment (X_2), Motivation (X_3), and Employee Performance (Y) can be described by the multiple regression equation below as follows: $Y = 0.772 + 0.260 X_1 + 0.236 X_2 + 0.375 X_3$. From the regression equation above, it can be interpreted as follows: 1) The constant value (a) is 0.772, indicating that Work Discipline (X_1), Work Environment (X_2), and Motivation (X_3) are considered constant, so the Employee Performance value (Y) remains at 0.772. 2) The regression coefficient value of work discipline (X_1) on employee performance (Y) shows a positive coefficient of 0.260, meaning that work discipline (X_1) has a positive relationship with employee performance (Y). This means that if there is an increase, employee performance (Y) will increase by 0.260, and vice versa. If there is a decrease, employee

performance (Y) will decrease by 0.260. 3) The coefficient value of the work environment (X_2) on employee performance (Y) shows a positive coefficient of 0.236, meaning that the work environment (X_2) has a positive relationship with employee performance (Y). This means that if there is an increase in employee performance (Y), it will increase by 0.236, and vice versa. If there is a decrease, employee performance (Y) will decrease by 0.236. 4) The coefficient value of motivation (X_3) on employee performance (Y) shows a positive coefficient of 0.375, meaning that motivation (X_3) has a positive relationship with employee performance (Y). This means that if there is an increase, employee performance (Y) will increase by 0.375, and vice versa; if there is a decrease, employee performance (Y) will decrease by 0.375.

Table 2. F-test

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.494	3	3.498	51.720	.000 ^b
	Residual	4.329	64	.068		
	Total	14.823	67			

a. Dependent Variable: Y1

b. Predictors: (Constant), discipline, working environment, motivation

Based on the table of hypothesis test results above shows that the F-value is 51,720. The results are then compared with the F-table. F-table is obtained by looking at the fundamental level (α) of 5% (0.05) and the numerator ($k = 3$), so $k-1 = 2$ and $(df_2) = n-k-1 = (68-3-1) = 64$ is 3,140, thus the F-value > F-table ($51,720 > 3,140$) so it can be concluded that work discipline, work environment, and motivation have a joint effect on employee performance. From the F-test results, the significance (Sig) value appears to be 0.000. which means $\text{Sig } F \ 0.000 < \alpha \ 0.05$; thus, it illustrates a strong significance between the independent variables and the dependent variable.

Table 3. t-test

Coefficients ^a						
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	.772	.220		3.502	.001
	Discipline	.260	.036	.497	7.234	.000
	Working Environment	.236	.043	.377	5.459	.000
	Motivation	.375	.049	.531	7.643	.000

a. Dependent Variable: Y1

The Influence of Work Discipline on Employee Performance at the Ogan Ilir Regency Secretariat

Based on the results of the hypothesis test, it can be concluded that H_{01} is rejected and H_{a1} is accepted. The results of the test, showed that T-value > T-table, with a value of $7.234 > 1.997$, indicating a significant p-value of 0.000. Therefore, the significance value of X_1 ($0.000 < 0.05$) can be concluded that Work Discipline has a substantial effect on Employee Performance at the Ogan Ilir Regency Secretariat. According to [Yudiningsih, Yudiaatmaja, and Yulianthini \(2016\)](#), increasing work discipline can lead to improved performance. This is because high work discipline can contribute to organizational success, ultimately enhancing employee

performance. The results of this study align with the theory proposed by [Yudiningsih, Yudiaatmaja, and Yulianthini \(2016\)](#), which suggests that increasing work discipline can lead to improved performance. This is because high work discipline can contribute to achieving organizational success and enhancing employee performance. The results of this study align with those of [Purnawijaya \(2019\)](#) and [Ondi et al. \(2023\)](#), which also demonstrate that work discipline has a positive and significant impact on employee performance. However, this finding is not in line with the research of [Irawan et al. \(2021\)](#), which states that work discipline has a negative and insignificant effect on employee performance. In contrast, [Muna and Isnowati \(2022\)](#) found that work discipline has a positive but insignificant impact on employee performance. The reason this study is different from the research of [Irawan et al. \(2021\)](#) is because the sample used by the research of [Irawan et al. \(2021\)](#) amounted to 53 samples; in contrast to this study, the sample used was 68 samples. The reason this study differs from [Muna and Isnowati \(2022\)](#) research is that it is based on several aspects. Specifically, [Muna and Isnowati \(2022\)](#) sample consisted of 52 samples, whereas this study used 68 samples. In addition, the sampling technique used in the [Muna and Isnowati \(2022\)](#) study was the saturated sampling method, whereas this study employed the Purposive Sampling method. Based on the study's results, the respondents' answers indicate a positive and significant influence of work discipline on employee performance. It can be seen in the respondents' answers that there are problems; the problems are as follows: a. There are still employees who are hesitant and disagree because they are present and come to work outside of working hours and use time that does not match the set schedule. b. There are still employees who express doubt and disagree because their superiors do not reprimand them for poor work performance, and some employees still delay work. c. There are still employees who are hesitant and disagree because they cannot complete a number of jobs that are their responsibility. Researchers suggest that to improve employee discipline; leaders must pay more attention to employees who violate established workplace regulations, as good performance can be observed in the discipline of the employees themselves. In addition, it is hoped that leaders will be more assertive in informing or reprimanding employees who are not good at work, employees who often delay work, employees who take a long time to complete a number of jobs, and employees who are not responsible for their work because this will have an impact on employee performance. This is expected to improve employee work discipline at the Regional Secretariat of Ogan Ilir Regency.

The Influence of the Work Environment on Employee Performance at the Ogan Ilir Regency Secretariat. Based on the results of the hypothesis test, it can be concluded that H_{a2} is rejected and H_{a2} is accepted. The test results showed that the T-value was greater than the T-table value, with a value of $5.459 > 1.997$, indicating a significant p-value of 0.000. Therefore, the sig X_2 value of 0.000 (< 0.05) suggests that the Work Environment has a significant effect on Employee Performance at the Ogan Ilir Regency Secretariat. According to [Sofyandi \(2015\)](#), the human resource management environment is defined as a series of factors that influence the performance of human resource management functions or activities, consisting of internal factors originating from within the organization and external factors originating from outside the organization. The results of this study align with [Sofyandi \(2015\)](#) theory, which defines the human resource management environment as a series of factors that influence the performance of human resource management functions or activities. These factors consist of both internal, originating from within the organization, and external factors, originating from outside the organization. The results of this study align with those of [Ferawati \(2017\)](#) and [Lestari et al. \(2024\)](#), which also demonstrate a positive and significant effect of the work environment on

employee performance. However, compared to research conducted by Bukhari and Sjahril (2019), which stated that the work environment has a positive but insignificant effect on employee performance, [Warongan et al. \(2022\)](#) found that the work environment has a negative and negligible impact on employee performance. The reason this study differs from [Pasaribu \(2019\)](#) is that it is based on a different sample, as [Pasaribu \(2019\)](#) research used 57 samples, whereas this study used 68 samples. The reason this study differs from [Warongan et al. \(2022\)](#) is that it is based on several aspects. Firstly, the sample used by [Warongan et al. \(2022\)](#) consisted of 50 samples, whereas this study used 68 samples. Based on the study's results, the respondents' answers indicate a positive and significant influence of the work environment on employee performance. It can be seen in the respondents' answers that there are problems; the problems are as follows: a. There are still employees who feel hesitant and disagree because the air circulation in the workroom is inadequate and the air temperature does not adequately regulate the employee's body temperature. b. There are still employees who hesitate and disagree because they feel they get the best facilities from the office and the facilities in the employee room are not functioning properly c. There are still employees who hesitate and disagree because they lack good and friendly coworkers, and there is poor cooperation and communication among coworkers. The researcher suggests that to improve a good work environment, leaders must pay more attention to the employee's work environment, both indoors and outdoors, so that each employee feels comfortable and safe while working. The leader should pay more attention to each employee who works because there are still employees who are hesitant and do not agree to have good and friendly coworkers, meaning that the leader needs to evaluate related matters because with good coworkers, employees will feel comfortable and work can be completed well, another solution is to hold outbound events or activities outside of work so that employees interact more with each other so that employees can feel close and get good coworkers. This is expected to enable a better work environment for employees at the Regional Secretariat of Ogan Ilir Regency in the future.

The Influence of Motivation on Employee Performance at the Ogan Ilir Regency Secretariat. Based on the results of the hypothesis test, it can be concluded that H_{02} is rejected and H_{a3} is accepted. The results of the test, carried out using SPSS version 26, showed that the T-value (7.643) exceeded the T-table value of 1.997, with a significant p-value of 0.000. Therefore, the significance value of X_3 , $0.000 < 0.05$, can be concluded that the Work Environment has a significant effect on Employee Performance at the Ogan Ilir Regency Secretariat. [Baharudin and Wahyuni \(2012\)](#) stated that with the formation of strong motivation, it will be able to produce good results, as well as quality, from the work carried out. If the motivation given to employees is lacking, then their performance will also be less effective. With the motivation provided, the enthusiasm for working and improving their performance will enable the company to achieve its goals. The results of this study align with the theory proposed by [Baharudin and Wahyuni \(2012\)](#), who noted that strong motivation can lead to good results, improved performance, and higher quality in work carried out. The results of this study are also in line with research conducted by [Sutanjar and Saryono \(2019\)](#) and [Ekhsan \(2019\)](#), which showed that motivation has a positive and significant effect on employee performance. However, compared to research conducted by [Pasaribu \(2019\)](#) stated that motivation has a positive but not significant impact on employee performance variables. Meanwhile, according to [Kasyifillah and Prijati \(2023\)](#) who noted that motivation has an insignificant effect on employee performance. The reason this study differs from [Pasaribu \(2019\)](#) is that it is based on a different sample. The reason this study differs from [Kasyifillah and Prijati \(2023\)](#) study is that it is based on several factors, namely, a different sample size. While [Kasyifillah and Prijati](#)

(2023) study used 40 samples, this study utilized 68 samples. In addition, the sampling technique used in this study was the Saturated Sampling technique, whereas the Purposive Sampling method was employed. Based on the study's results, the respondents' answers indicate a positive and significant influence of motivation on employee performance. It can be seen in the respondents' answers that there are problems; the problems are as follows: a. There are still employees who strongly disagree because they are not comfortable with the office atmosphere in which they work. b. There are still employees who are not motivated by the achievements of their colleagues, and they are also not motivated by opportunities from the agency to advance. c. There are still employees who fail to meet their professional responsibilities in a timely manner, and there is a lack of direct communication regarding work programs. Researchers suggest that to increase the sense of motivation of employees, leaders are expected to be able to change the work atmosphere that employees consider uncomfortable because this is done so that employees feel more comfortable and the work done can be completed well; in addition, leaders are expected to pay more attention to employees, especially in terms of motivating because there are still employees who feel unmotivated towards other employees who have exemplary achievements. Leaders are also expected to be more assertive and give guidance to employees who are not meeting expectations. Employees should be given more direction and motivation so that they are aware of the tasks and responsibilities assigned to them. This is expected to increase later employee motivation to be responsible and work better. If the motivation given to employees is lacking, then the performance given is also not good. With the motivation given, the enthusiasm for working and increasing their performance the company will also achieve the company's/agency's goals (Baharudin & Wahyuni, 2012).

5. Conclusion

It can be concluded that there is a significant influence of Work Discipline, Work Environment, and Motivation on Employee Performance at the Regional Secretariat of Ogan Ilir Regency. 1. To improve employee discipline, leaders must pay more attention to employees who violate the rules in the workplace that have been set, because good performance can be seen from the discipline of the employees themselves. In addition, it is hoped that leaders will be more assertive in informing or reprimanding employees who are not good at work, employees who often delay work, employees who take a long time to complete a number of jobs, and employees who are not responsible for their work because this will have an impact on employee performance. This is expected to improve employee work discipline at the Regional Secretariat of Ogan Ilir Regency. 2. To create a good work environment, leaders must pay attention to the employee's work environment, both indoors and outdoors, so that each employee feels comfortable and safe while working. It is better for the leader to pay more attention to each employee who works, as there are still employees who are hesitant and do not agree to have good and friendly coworkers, meaning that the leader needs to evaluate related matters. After all, with good coworkers, employees will feel comfortable, and work can be completed well. Another solution is to hold outbound events or activities outside of work, allowing employees to interact more with each other and form closer relationships, which can lead to better working conditions and good coworkers. This is expected to enable a better work environment for employees at the Ogan Ilir Regency Secretariat in the future. 3. To increase the sense of motivation for employees, leaders are expected to be able to change the work atmosphere that employees consider uncomfortable because this is done so that employees feel more comfortable and the work done can be completed well; in addition, it is expected that leaders will pay more attention to employees, especially in terms of providing motivation, because

there are still employees who feel unmotivated towards other employees who have exemplary achievements. Leaders are also expected to be more assertive and provide guidance to employees who are not meeting expectations. Employees should be given more direction and motivation so that they are aware of the duties and responsibilities assigned to them. This will increase employee motivation to take responsibility and work more effectively.

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