

## THE INFLUENCE OF WORK ENVIRONMENT, WORK DISCIPLINE, WORK MOTIVATION ON EMPLOYEE PERFORMANCE IN THE NORTH SUMATRA NATIONAL UNITY AND POLITICS AGENCY OFFICE

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### Abstract

This study was conducted to determine whether there is an influence caused by factors of the Work Environment, Work Discipline, and Work Motivation at the National Unity and Politics Agency office in North Sumatra located on the road to Employee Performance. From this study we obtained 62 people as our research subjects. Our data collection technique that we used was the distribution of Questionnaires (Surveys) so that the data obtained showed that our sample was predominantly Generation Z (Born 1997-2012) as many as 48 people and the rest by the generation below or above. The results of the study revealed that partially the Work Environment and Discipline have a positive effect and show significant changes on Employee Performance while Work Motivation does not affect Employee Performance. Simultaneously, the Work Environment, Work Discipline, and Work Motivation have a positive and significant effect on Employee Performance.

**Keywords:** *Work Environment, Work Discipline, Work Motivation, Employee Performance*

### INTRODUCTION

In order to achieve its goals, an organization really needs the presence of human resources who play a role as workers to assist in this. The goals of the organization can be achieved by paying attention to the work of employees in the company, especially workers are required to carry out their work efficiently so that they can contribute greatly to the organization so that the organization can grow and achieve its goals. Employees are an important part of an organization who play a major role in planning and organizing certain activities so that the organization's goals are achieved thanks to the high performance of workers. Thus, the organization is able to achieve its goals. The National Unity and Politics Agency carries out the duties listed in the Regional Regulation in the form of compiling and implementing regional regulations that have specific characteristics in the fields of National Character, National Insight, Political Development, Socio-Cultural, and Community Organizations, then Assistance Tasks and General Administration.

However, the phenomenon that occurred in the National Unity and Politics Agency shows that there are several things that affect the performance of workers, including the level of discipline that is lacking in work so that the effectiveness aspect in work is reduced, the unsupportive environment for work because the necessary facilities are inadequate and the presence or absence of motivation that can increase or decrease employee confidence in completing work. In a company, problems often occur in the performance of workers, including workers who come and go outside the specified time, there are employees who are absent or absent from the place without clear reasons, misuse of break time for non-work purposes which causes delays in returning to work. Things like these are the cause of decreased performance in employees, lateness and employee attendance often occur and become quite serious problems because they will impact employee discipline. Speculation arose with the news that employees felt a lack of concern from the company, which included motivation, training to hone skills, as well as a work environment in which there was inactivity and difficulty in working together between individuals within the company. All of this indicates an oddity in the work environment ecosystem that will later become a barrier for both parties. The need to improve discipline, working conditions, facilities, and skills training so that productivity, work results, and employee satisfaction can increase. And closing all these speculations, work motivation, work

environment, and discipline in the work are already controlled and optimal within it. So these factors can create an obstacle for employees in completing projects or tasks that have been assigned to each individual in the company, which will certainly impact the company and the employees themselves. In government agencies, particularly in the National Unity and Politics Agency of North Sumatra, employee performance improvements are urgently needed so that public services or a program that has been established by the governor will later have an impact on the welfare of the community that is orderly and optimally organized. The work environment is understood as the things surrounding employees that can influence them in carrying out their work. Sedarmayanti (2017) explains her opinion regarding the work environment, which is the entire environment surrounding employees when they are carrying out and managing their work. The work environment is understood as everything around employees that can create a comfortable working situation and atmosphere and can support workers to optimize their performance when fulfilling assigned tasks. This includes a comfortable, clean, and conducive workspace, then harmonious social relationships with subordinates, superiors, and coworkers (Desiyani, RE, Nuryanto, UW, & Hasanah, 2025). According to (Jerisna and Nur Sumawidjaja, 2025) work discipline is a behavior that can be managed to strengthen company standards and determine employee compliance with applicable guidelines and regulations. Work discipline is a tool used by managers to communicate with employees in order to request their willingness to improve their actions and also as an effort to boost employee willingness and awareness to comply with all social norms and existing company regulations (Darmawan, 2019). In an organization, it is required to enforce discipline, because if employees do not have discipline in their work, it will have an impact on the difficulty of realizing company goals.

Motivation is the driving force that encourages employees to voluntarily devote their skills and expertise. In line with research (Siagian, 2025), each individual possesses a drive to behave and carry out work, obligations, and assigned tasks with vigor, which constitutes work motivation. This motivation is also understood as a form of stimulus, interest, or strong desire within an individual to achieve goals, objectives, or desires (Putra, 2022). Nura and Yurmila Maria (2025) define performance as how successful an individual is in fulfilling assigned tasks and responsibilities within the allotted timeframe. According to (Made Pradnya Dhaniswari, 2024), employee performance is a requirement for all workers who are required to carry out work and responsibilities delegated by the company efficiently, effectively, and successfully to face various challenges that arise during the process. This study aims to determine whether the conditions of the Work Environment, Work Discipline, and Motivation can simultaneously have a positive or negative impact on the work results of employees in government institutions, especially at the Department of Industry, Trade, Energy and Mineral Resources (ESDM) of North Sumatra. The phenomenon that has been described previously made the researcher interested in compiling a study entitled "The Influence of the Work Environment, Work Discipline, and Work Motivation on Employee Performance at the Office of the National Unity and Politics Agency of North Sumatra."

### **Formulation of the problem**

1. How does the work environment influence employee performance at the North Sumatra National Unity and Politics Agency Office?
2. How does Work Discipline affect Employee Performance at the North Sumatra National Unity and Politics Agency Office?
3. How does work motivation influence employee performance at the North Sumatra National Unity and Politics Agency Office?
4. How do the work environment, work discipline, and work motivation affect employee performance at the North Sumatra National Unity and Politics Agency Office?

## **LITERATURE REVIEW**

### **Work environment**

One factor that influences employee performance is the work environment. This directly impacts how employees perform their jobs, thus improving overall company performance. The work environment is a key factor that can influence employee retention. The work environment plays a crucial role in increasing employee motivation to work effectively to achieve company goals (Diyan Mayangsari, 2025). If employees are able to perform their work comfortably, healthily, safely, and optimally, then the work environment can be considered good.

### **Work Discipline**

Work discipline measures an employee's compliance with established regulations. Failure to comply with these regulations can result in punishment or sanctions, such as verbal or written warnings. The higher an employee's

discipline, the higher the consistency of work quality, punctuality, and accountability, which further drives the company's goal achievement (Prasetyani, 2026).

### Work motivation

(Aryansena, 2026) states that high motivation or work enthusiasm can increase employee loyalty and commitment, which has an impact on increasing employee performance optimally.

### Employee performance

Performance is understood as the result of the work process or work achievement which is seen through the quantity and quality produced by each employee when fulfilling the responsibilities and tasks entrusted to them (Puadi Ibra, 2026). Employees who Being passionate about work can certainly produce good results. Employee performance is a major influence on the extent of their contribution to the company (Massie, Areros, and Rumawas, 2018). Therefore, in general, employee performance can influence how well or poorly an organization or agency operates.

### Conceptual Framework

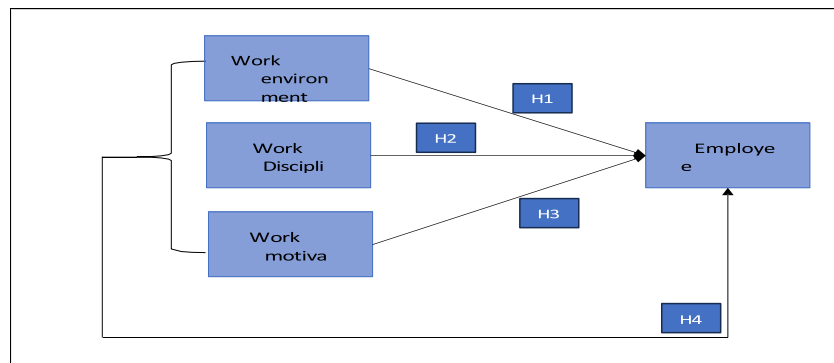


Figure 1.1 Conceptual Framework

### Hypothesis

- H1 : The work environment influences employee performance at the National Unity and Politics Agency of North Sumatra.
- H2 : Work discipline influences employee performance at the National Unity and Politics Agency of North Sumatra.
- H3 : Work motivation influences employee performance at the National Unity and Politics Agency of North Sumatra.
- H4 : Work Environment, Work Discipline, Work Motivation Influence Employee Performance at the National Unity and Politics Agency of North Sumatra.

### METHOD

#### Research object

We as researchers chose the object/place of research as a government agency, namely the National Unity and Politics Agency of North Sumatra, which is located in the heart of Medan City.

#### Types of research

The researchers chose quantitative methods for compiling the study, applying this method to measure variables. Then, when dealing with complex problems, they applied mixed methods (Leli Rahmi, Rusydi Nur Ramadhan, and Syarifuddin 2026).

### **Population and Sample**

Sugiyono (2017) defines a population as a large area containing objects or subjects, including humans and various natural objects with specific characteristics that can be analyzed to draw conclusions. In this study, the population consisted of 62 employees of the National Unity and Politics Agency. Samples are elements of a population obtained using existing techniques in accordance with research guidelines (Sugiyono 2018). As researchers in this study, we applied simple random sampling as a sampling technique.

### **Data collection technique**

In collecting or gathering data, techniques such as interviews and questionnaires were utilized in compiling this study.

### **Data Types and Sources**

Primary data is determined in this research which is collected without intermediaries and directly through original sources with the help of questionnaires and interviews.

### **Validity and Reliability Test**

#### 1. Validity Test

This test aims to measure the validity of a statement in a prepared questionnaire (Ghozali 2021). A questionnaire is declared valid if the calculated r-value is greater than the table r-value.

#### 2. Reliability Test

This test aims to measure the questionnaire as an indicator variable (Ghozali 2021). A questionnaire can be considered reliable if a person answers the questions correctly and is stable or consistent over time. A threshold value of 0.6 is used to determine instrument reliability.

### **Classical Assumption Test**

Multiple linear regression analysis was used as a test in compiling the research. To evaluate the feasibility of the regression model to be implemented, classical assumption tests were conducted. These tests included tests for normality, multicollinearity, and heteroscedasticity (Priyatno, 2022).

#### 1. Normality Test

This test is conducted to verify the normality assumption in a regression model, which includes the assumption of a normal distribution of the independent and dependent variables (Ghozali 2023a). The T and F tests are known to assume that the residual values are normally distributed. The normality distribution test, often referred to as the normality test, is applied to measure whether the collected data is normally distributed or not, which can ultimately be applied to parametric statistics (inferential statistics).

#### 2. Multicollinearity Test

This test is conducted to determine if there is no relationship between the independent variables in an overly strong regression model (Ghozali 2023a). This test will produce results in the form of no relationship between the independent variables, indicating that the applied regression model is declared good. Ghozali (2018:108) states that the multicollinearity test can be conducted by utilizing the Variance Inflation Factor (VIF) value. If the tolerance value  $w > 0.10$  and the  $VIF < 10$ , it can be concluded that multicollinearity is not found in the study. Meanwhile, if the tolerance value  $\leq 0.10$  and the  $VIF \geq 10$ , it can be concluded that multicollinearity is found in the study.

#### 3. Heteroscedasticity Test

This test is applied to identify whether there is a residual variance in the regression model that is inconsistent across observations (Ghozali, 2023). A residual variance is said to be homoscedastic if it has consistent results throughout the observations. If differences are found, it is said to be heteroscedastic. Scatterplot graphs are used to determine whether heteroscedasticity is present. If the graph is spread below and above the number 0 on the y-axis or does not form a pattern, then heteroscedasticity is declared absent. A good model is one that does not occur heteroscedasticity.

### Data Analysis Model

Auliya (2020:328) states that multiple linear regression analysis is a regression analysis technique that is applied to see the correlation of two or more independent variables with the dependent variable.

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

Where:

Y	= PerformanceEmployee
a	=Constant
b1, b2, b3	=Regression Coefficient
X1	=Work environment
X2	=Work Discipline
X3	=Work motivation
e	=Standard Error(Error Rate) 5%

### Coefficient of Determination

According to (Ghozali, 2023) the Coefficient of Determination ( $R^2$ ) is used to measure how far the model's ability to explain the dependent variable. The formula used is:  $KD = r^2 \times 100\%$ .

### Hypothesis Testing

#### 1. Simultaneous (F) Test

The purpose of this test is to determine whether all independent variables included in the model simultaneously exert an influence (Ratnasari, 2020). The simultaneous test (F-test) is applied to identify whether the independent variables simultaneously influence the dependent variable. The following conditions apply:

- a) If  $F_{count} > F_{table}$ , then  $H_0$  is rejected while  $H_a$  is accepted
- b) If  $F_{count} < F_{table}$ , then  $H_0$  is accepted while  $H_a$  is rejected.

#### 2. Partial (T) Test

This test is applied to determine whether all dependent variables in the model individually contribute significantly to the model (Ratnasari, 2020). The simultaneous test (F-test) is applied to identify whether there is a simultaneous influence of the independent variables on the dependent variable. The following conditions apply:

- a) If  $F_{count} > F_{table}$ , then  $H_0$  is rejected while  $H_a$  is accepted.
- b) If  $F_{count} < F_{table}$ , then  $H_0$  is accepted while  $H_a$  is rejected.

## RESULTS AND DISCUSSION

In compiling this research, we categorized our respondents into several groups divided by Gender, Respondents' Educational Background, and Respondents' Age.

### Respondent Profile

#### 1. Respondent Profile Based on Gender

Based on the circular table above, which totals 62 people, it shows that the respondents are dominated by women, amounting to 71%, amounting to 44 respondents, then the other 29% come from male respondents, amounting to 18 respondents. From the data above, it shows that the number of female workers in the National Unity and Politics Agency is greater than the number of male workers.

Jenis Kelamin  
62 jawaban

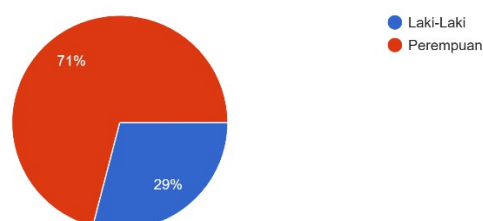


Figure 3.1 Groups Based on Gender

2. Respondent Profile Based on Educational Background

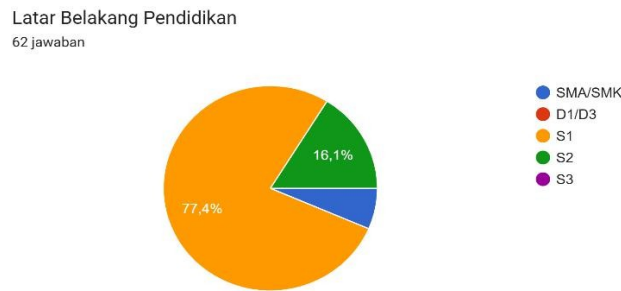


Figure 3.2 Respondents Based on Educational Background

Based on the questionnaire data above, from all respondents who filled out the questionnaire, the results obtained showed that the respondents were dominated by groups with a bachelor's degree of education, amounting to 48 people (77.4%), followed by a master's degree of education of 10 people (16.1%), and finally high school/vocational school graduates of 4 people (6.5%).

3. Respondent Profile Based on Age

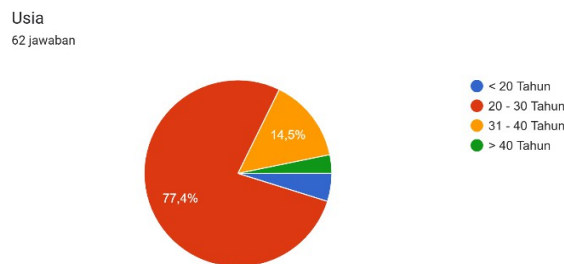


Figure 3. 3 Respondents Based on Age

Based on the respondents' age group, we got the answer that Gen Z aged 20-30 years was more than other ages at 77.4% as many as 48 people, 31-40 years at 14.5% as many as 9 people, less than 20 years at 4.8% as many as 3 people, and more than 40 years at 3.2% as many as 2 people.

**Descriptive Data Analysis**

1. Descriptive Statistics

Table 3.1 Descriptive Statistics Results

	N	Minimum	Maximum	Mean	Standard Deviation
Work environment	62	30.00	50.00	40.3387	4.86858
Work Discipline	62	16.00	30.00	24,5000	3.26306
Work motivation	62	14.00	30.00	24.3226	3.42974
Employee performance	62	22.00	40.00	32.5645	4.32917
Valid N (listwise)	62				

The table presents if the data is in the form of employees of the National Unity and Politics Agency of North Sumatra totaling 62 people. Variable (X1) which is the Work Environment produces a minimum value of 30 with a maximum value of 50, then the average obtained is 40.33 with a standard deviation of 4.868. Then the variable (X2) which is Work Discipline produces a minimum value of 16 with a maximum value of 30, then the average obtained is 24.50 with a standard deviation of 3.263. Furthermore, variable (X3) which is Work Motivation produces a minimum value of 14 with a maximum value of 30, then the average obtained is 24.32 with a standard deviation of 3.429. Variable (Y) which is Employee Performance produces

**THE INFLUENCE OF WORK ENVIRONMENT, WORK DISCIPLINE, WORK MOTIVATION ON EMPLOYEE PERFORMANCE IN THE NORTH SUMATRA NATIONAL UNITY AND POLITICS AGENCY OFFICE**

Eka Anugrah Pandia et al

a minimum value of 22 with a maximum value of 40, then the average obtained is 32.56 with a standard deviation of 4.329.

2. Validity test

In order to identify the validity of the statements given to respondents, a Validity Test is required with the provision that  $r\text{-calculated} > r\text{-table}$  in this study  $r\text{-table}$  is 0.250, and significant  $< 0.05$ .

Table 3.2 Validity Test Results

VARIABLES	STATEMENT	R-Count	Sig (2-Tailed)
Work Environment (X1)	Question 1.1	0.612	0,000
	Question 1.2	0.387	0,000
	Question 1.3	0.520	0,000
	Question 1.4	0.507	0,000
	Question 1.5	0.632	0,000
	Question 1.6	0.687	0,000
	Question 1.7	0.481	0,000
	Question 1.8	0.666	0,000
	Question 1.9	0.605	0,000
	Question 1.10	0.523	0,000
Work Discipline (X2)	Question 2.1	0.590	0,000
	Question 2.2	0.627	0,000
	Question 2.3	0.595	0,000
	Question 2.4	0.712	0,000
	Question 2.5	0.729	0,000
	Question 2.6	0.695	0,000
Work motivation (X3)	Question 3.1	0.723	0,000
	Question 3.2	0.707	0,000
	Question 3.3	0.695	0,000
	Question 3.4	0.769	0,000
	Question 3.5	0.712	0,000
	Question 3.6	0.686	0,000
Employee Performance (Y)	Question 1.1	0.786	0,000
	Question 1.2	0.664	0,000
	Question 1.3	0.704	0,000
	Question 1.4	0.716	0,000
	Question 1.5	0.504	0,000
	Question 1.6	0.709	0,000
	Question 1.7	0.751	0,000
	Question 1.8	0.625	0,000

(Source: processed primary data, 2026)

The table above indicates that the calculated  $r$ -value is greater than the table  $r$ -value obtained through a significance test of 0.05. Thus, the items are declared valid.

3. Reliability Test

Table 3.3 Reliability Test Results

Variables	Cronbach's Alpha
Work environment	0.765
Work Discipline	0.737
Work motivation	0.808
Employee performance	0.830

(Source: processed primary data, 2026)

The data can be declared reliable if the Cronbach's Alpha value is greater than the threshold value of 0.60. The data above shows that the Cronbach's Alpha value for Work Environment (0.765), Work Discipline (0.737), Work Motivation (0.808), and Employee Performance (0.830). From the overall data

above, the Cronbach's Alpha value for each variable is relatively high and it can be said that this instrument is reliable or consistent so it can be relied upon in data analysis.

### Classical Assumption Test

#### 1. Normality Test

This study used two methods to test the normality of the data: graphical analysis and statistical analysis.

The results are presented in a histogram and a normal probability plot.

Figure 3.4 Histogram of Normality Test  
(source: Processed Primary Data, 2026)

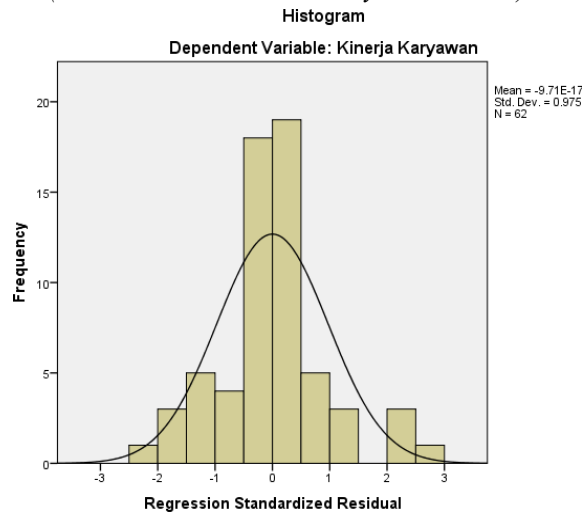
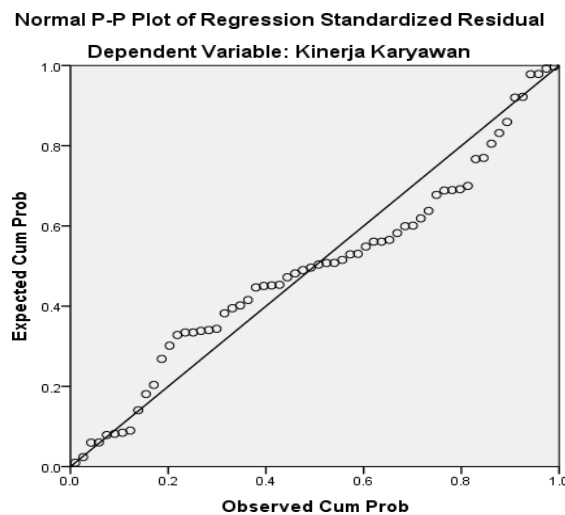


Figure 3.5 Results of Normality Test with the Probably Plot Method



(source: processed primary data, 2026)

Figure 3.4 above shows that the line forms a bell shape and does not point to the right or left. This indicates that the data is normally distributed and meets the assumptions of normality. Figure 3.5 also shows that the data in the image are spread near the diagonal line and align with the direction of the diagonal line. This indicates that the data used in this study are normally distributed.

Table 3. 4 One Sample Kolmogrov-Smirnov Test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		62
Normal Parameters <sup>a,b</sup>	Mean	0E-7
	Std. Deviation	2.48526766
Most Extreme Differences	Absolute	.118
	Positive	.118
	Negative	-.114
Kolmogorov-Smirnov Z		.931
Asymp. Sig. (2-tailed)		.352

a. Test distribution is Normal.  
 b. Calculated from data.

(Source: Processed Primary Data, 2026)

Table 3.4 above shows that the Komogrov-Smirnov value obtained is 0.05 with a significance value of 0.352. The significance value obtained is greater than 0.05, indicating that H1 is accepted, with the conclusion that the residual data is normally distributed.

2. Multiconvergence Test

Table 3.5 Multicollinearity Test Results

Coefficients <sup>a</sup>								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	3.706	2.887		1.284	.204		
	Lingkungan Kerja	.026	.100	.029	.259	.797	.449	2.227
	Disiplin Kerja	.699	.155	.527	4.501	.000	.414	2.415
	Motivasi Kerja	.439	.129	.348	3.400	.001	.543	1.842

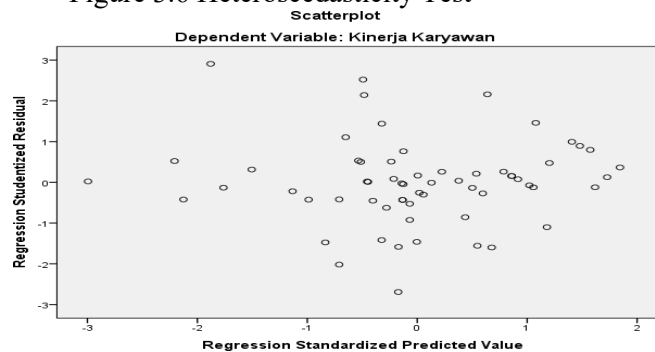
a. Dependent Variable: Kinerja Karyawan

(Source: processed primary data, 2026)

Table 3.5 presents the VIF values of the variables Work Environment, Work Discipline, and Work Motivation <10 with tolerance values >0.1. Thus, the conclusion is that the data does not show multicollinearity.

3. Heteroscedasticity Test

Figure 3.6 Heteroscedasticity Test



(source: processed data, 2026)

Table 3.6 Heteroscedasticity Test

		Coefficients <sup>a</sup>				
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.706	2.887		1.284	.204
	Lingkungan Kerja	.026	.100	.029	.259	.797
	Disiplin Kerja	.699	.155	.527	4.501	.000
	Motivasi Kerja	.439	.129	.348	3.400	.001

a. Dependent Variable: Kinerja Karyawan

(source: processed primary data, 2026)

Scatterplot Figure 3.6 shows scattered points without a clear pattern, indicating no heteroscedasticity. Furthermore, Table 3.6 shows that the significance values for knowledge, skills, and abilities are above 0.05, indicating no heteroscedasticity.

### Research Data Analysis Results

#### 1. Multiple Linear Regression Equation Analysis

Table 3.7 Multiple Linear Regression Test

		Coefficients <sup>a</sup>				
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.706	2.887		1.284	.204
	Lingkungan Kerja	.026	.100	.029	.259	.797
	Disiplin Kerja	.699	.155	.527	4.501	.000
	Motivasi Kerja	.439	.129	.348	3.400	.001

a. Dependent Variable: Kinerja Karyawan

(source: processed primary data, 2026)

Table 3.7 is able to produce the Multiple Linear Regression equation  $Y=3.706 + 0.026X_1 + 0.699X_2 + 0.439X_3$ . Which means the value of a of 3,706 is a constant or condition where the Employee Performance variable has not been affected by other variables. The regression coefficient value of the Work Environment was found to be 0.026, Work Discipline was 0.699, and Work Motivation was 0.439 which had a positive influence on Employee Performance, meaning that each increase in the variable unit, the three variables would have an influence on Employee Performance with the assumption that variables outside the research were not analyzed.

#### 2. Coefficient of Determination (R)

Table 3.8 Results of the Determination Coefficient

##### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.819 <sup>a</sup>	.670	.653	2.54873

a. Predictors: (Constant), Motivasi Kerja, Lingkungan Kerja, Disiplin Kerja

(source: processed primary data, 2026)

Based on table IV.1, the R Square (R<sup>2</sup>) coefficient value is 0.670 or 67%, so the conclusion obtained is that the magnitude of the influence given by the existing variables on Employee Performance is 0.670 (67%). The rest is influenced by variables outside the research that were not analyzed.

3. Simultaneous Hypothesis Testing (F Test)

With  $df_1$  (numerator) is 3 and  $df_2$  (Denominator) is 60, then the F-Table value is 3.15.

Table 3.9 F Test Results

Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.706	2.887		1.284	.204
	Lingkungan Kerja	.026	.100	.029	.259	.797
	Disiplin Kerja	.699	.155	.527	4.501	.000
	Motivasi Kerja	.439	.129	.348	3.400	.001

a. Dependent Variable: Kinerja Karyawan

(source: processed primary data.2026)

The sign value is known to be  $0.000 < 0.05$  with a calculated F value of  $39,330 > 3.34$ , so the conclusion is that H3 is accepted, meaning that the influence of variables X1, X2, and X3 on Y is found.

4. Partial Hypothesis Testing (T-Test)

The t-statistic test basically shows the extent to which the independent variable individually explains the variation of the dependent variable.

Table 3. 10 T-Test Results

ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	766.472	3	255.491	39.330	.000 <sup>b</sup>
	Residual	376.770	58	6.496		
	Total	1143.242	61			

a. Dependent Variable: Kinerja Karyawan

b. Predictors: (Constant), Motivasi Kerja, Lingkungan Kerja, Disiplin Kerja

(source: processed primary data, 2026)

- The influence of variable X1 in the form of the Work Environment The influence of the Work Environment on Employee Performance (Y) the sign value is known to be  $0.797 > 0.005$  with a calculated t value of  $0.259 < 2.001$ , so the conclusion is that H1 is accepted, meaning that the influence of variable X1 on variable Y is found.
- The influence of variable X2 in the form of Work Discipline on Employee Performance (Y) the sign value is known to be  $0.000 < 0.005$  with a calculated t value of  $4.501 > 2.001$ , so the conclusion is that H2 is accepted, meaning that the influence of variable X2 on variable Y is found.
- The influence of variable X1 in the form of Work Motivation on Employee Performance (Y) has a sign value of  $0.001 > 0.005$  with a calculated t value of  $3,400 < 2.001$ , so the conclusion is that H3 is rejected, meaning that no influence of variable X3 on variable Y is found.

**Discussion**

**The Influence of Work Environment on Employee Performance**

Hypothesis testing has provided results in the form of a sign value of  $0.797 > 0.005$  with a t-value of  $0.259 < 2.001$ , then the conclusion is obtained if H1 is accepted, meaning that the influence of Variable X1 on Variable Y is found. With these results, H1 is supported, which states that the Work Environment has an influence on Employee Performance. These findings are in line with researchers (Lestary and Harmon 2017) who said that the Work Environment is a determining factor of Employee Performance. Research (Nabawi 2019) also agrees with the narrative by saying that the Work Environment is a means of supporting the smooth work process, because safety and comfort while working are aspects that need to be considered when providing a conducive and pleasant work environment for employees which makes Employee Performance can be supported while carrying out work. Moreover, in this study, the respondents we have are mostly from the Gen Z group, which of course this generation prioritizes comfort in doing things. They are very sensitive to things that disturb their activities, especially in the world of work. The room where they work can be a factor or level of their success in completing their work.

### **The Influence of Work Discipline on Employee Performance**

Hypothesis testing has provided results in the form of a sign value of  $0.000 < 0.005$  with a calculated t value of  $4.501 > 2.001$ , so the conclusion is obtained if H2 is accepted, meaning that the influence of Variable X2 on Variable Y is found. This result is also supported by research (Abdullah, Husain, and Bahari 2023) which states that Work Discipline is the willingness or awareness of each individual in the workplace to comply with all rules and social norms that have been established. Work Discipline is a means used by leaders in communicating with employees in order to see their willingness to change actions or behaviors to comply with company regulations. Then the results obtained are also in line with research (Tanjung and Rasyid 2023) which states that discipline is one of the main operative functions of human resource management because if there are more disciplined employees, the work performance obtained will also increase. It will be difficult for a company to achieve its goals and maximum work results if its employees are not disciplined.

### **The Influence of Work Motivation on Employee Performance**

Hypothesis testing has provided results in the form of a sign value of  $0.001 > 0.005$  with a calculated t value of  $3,400 < 2.001$ , so it can be concluded that H3 is rejected, meaning that there is no influence of Variable X3 on Variable Y. These results can refute research (Basyid 2024) which states that if the work motivation of employees is said to be high, Employee Performance will also increase. Then the existing results are also different from the research compiled (Anjani 2019) which states that the Motivation variable is a factor that can significantly influence Employee Performance.

## **CONCLUSION**

Based on the research that has been analyzed, many conclusions can be obtained. A person's interest in working well and in accordance with directions is greatly influenced by several factors such as we researched using variables Work Environment, Work Discipline, and Work Motivation to identify whether these variables do affect the Performance of Employees who are in the National Unity and Politics Agency in serving the Community or carrying out tasks or direct orders from superiors. And we got the Conclusion through primary data that we processed using the Determination Coefficient with 67% Employee Performance influenced by these three variables and the other 33% influenced by Variables outside the research that were not analyzed. We hope that our research can serve as a reference for government agencies, particularly the National Unity and Politics Agency, to address existing issues and increase employee engagement, ensuring stable work processes at optimal levels and minimizing future errors. Furthermore, future researchers can use this research as a useful reference and add other variables to fully understand the root causes of employee performance issues.

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