



# The influence of work discipline, work environment and motivation on the performance of employees of the Kerinci District Education Office

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## ABSTRACT

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This study aims to determine the effect of work discipline, work environment and motivation on the performance of employees of the Kerinci Regency Education Office. This study uses a quantitative research type method, where the sampling technique uses total sampling technique, with a sample size of 40 employees of the Kerinci Regency Education Office. The analysis technique is multiple regression analysis. The results of this study are both partially and simultaneously, work discipline, work environment and motivation to the performance of employees of the Kerinci Regency Education Office.

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## 1. INTRODUCTION

Government is an organization that is tasked with implementing activities related to public services and has policies in making, running, implementing, and evaluating laws and laws in a particular area or region. And civil servants are one of the elements that hold responsibility in government organizations, both in planning, implementing and driving and at the same time acting as supervisors in national development. Civil servants are spread across various departments, higher institutions, government agencies from the center to remote areas of the country and become the backbone of national development (Daulay, 2022; Raimah & Irawanto, 2020; Syari et al., 2019). With the demands of regional autonomy, it is undeniable that bureaucratic reform is needed. The aim of bureaucratic reform is to realize professional, trustworthy, and appropriate governance (good governance) and build public trust through improved public services (Habsulhadiprasodjo Nurhadi, 2023; Thamrin, 2021).

So to achieve good governance, quality human resource management is needed, so every government organization is required to be able to optimize human resources and how human resources are managed. Human resource management is a control process based on the management function of human resources. The philosophy of human resource management and human resource programs must be included as goals of the strategic

plan of the organization and organizational goals (Habibi, 2022; Ichsan et al., 2021; Sidabutar et al., 2023; Syafruddin et al., 2022).

According to Ichsan (2021) defines HRM as planning, organizing, directing and controlling the workforce, development, compensation, integration, maintenance, and termination of employment with human resources to achieve individual, organizational and community goals. Human resource management is an integral part of management in general, which is the main key in achieving organizational goals.

The purpose of human resource management is to maximize all the potential possessed by humans / employees in an organization, one of the implications is that the most important investment made by an organization is in the field of human resources. Therefore, everything that includes human resources must be an important concern for management, so that employees have high performance so that organizational goals can be achieved effectively and efficiently (Huzain, 2021; Imbron & Pamungkas, 2021).

According to Imron (2019), employee performance (work performance) is the quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Therefore, high employee performance is very necessary in an organization to achieve the expected goals. With high performance employees will try their best to overcome and solve problems encountered in carrying out their duties and work. Conversely, with low performance, employees will easily give up on the situation when they get difficulties in carrying out their duties and work so that it will be difficult to achieve the expected goals.

Referring to Government Regulation (PP) No. 30 of 2019 concerning work appraisal of civil servants, it regulates, among others, the substance of civil servant performance appraisal consisting of work behavior assessment and civil servant performance assessment, weighting of SKP scores, and civil servant work behavior, appraisal officials and civil servant performance assessment teams, or assessment methods, follow-up assessments in the form of performance reporting, performance ratings, performance awards, and sanctions and objections and civil servant performance information systems. SKP is prepared and determined as an operational plan for the implementation of Position Duties by referring to the Strategic Plan (Renstra) and Annual Work Plan (RKT). So to realize good government, especially in local government in the context of implementing regional autonomy, it is necessary to improve performance, in carrying out duties and responsibilities, good performance is needed. To create this good performance, work discipline, work environment and work motivation must be a serious concern (Permadi, 2021).

According to Uno (2023), motivation comes from the Latin word *movere* which means encouragement or provision of driving force that creates a person's work enthusiasm so that they want to work together, work effectively, and integrate with all their efforts to achieve satisfaction. Work motivation is a process where needs encourage a person to carry out a series of activities that lead to achieving certain goals. Goals that if successfully achieved will satisfy or fulfill these needs. The more appropriate the effort to provide motivation, the higher the productivity of the workforce, as a result benefiting both parties, both organizations and employees. High employee motivation will have a positive impact on the organization and will affect the creation of organizational success. Seeing the meaning of motivation, people without motivation do not have high work results.

According to Sari (2023) Discipline is defined if employees always come and go home on time, do all their work well, and comply with all applicable organizational rules and social norms. Awareness of one's attitude that tribally willingly obeys all regulations and is aware of his duties and responsibilities. . Therefore, high employee discipline is very necessary in an organization to achieve the expected goals. With high discipline employees will try their best to overcome and solve problems encountered in carrying out their duties and work. Conversely, with low discipline, employees will easily give up on the situation

when they get difficulties in carrying out their duties and work so that it will be difficult to achieve the expected performance.

And there are work environment factors that really need to be considered if the work environment is good, it will provide comfort to employees in carrying out the tasks assigned by the organization to them. The comfort of the work environment is not only obtained from physical conditions but also from the non-physical environment in general, the type of work environment is divided into 2, namely the physical work environment and the non-physical work environment. Both the physical work environment and the non-physical work environment will be able to influence the motivation of employees to work so that it will also have an impact on the resulting performance.

To improve employee performance, the work environment can also affect the performance of employees, so the government must pay attention to this because the work environment can also have an impact on employee performance, because with a comfortable environment at work for employees, employee performance will also improve (Nguyen et al., 2020; Paais, 2020; Rachman, 2021). According to Sihaloho & Siregar (2020) Stating that the work environment is all things or elements that can directly or indirectly affect the organization which will have a good or bad impact on employee performance.

The Kerinci Regency Government, in this case the Kerinci Regency Education Office, has made efforts to improve the performance of employees based on government laws and regulations. this refers to the performance appraisal of employees of the Kerinci Regency Education Office. The results of the employee performance assessment at the Kerinci Regency Education Office show that the average performance result is 81.66 with good criteria from a total of 45 employees, this shows that there is still a need for improvement to better the performance of these pagawai thus need to pay attention to work discipline factors, work environment and work motivation. To improve employee performance, work discipline, work environment and motivation affect the performance of employees, the government must pay attention to this because discipline, work environment and motivation can also have an impact on employee performance.

To achieve high performance, the Kerinci Regency government, in this case the Kerinci Regency Education Office, motivates employees through promotions, activity fees, operational vehicles both two-wheeled and four-wheeled, wife and child allowances, incentives for those who excel, health insurance, but there are still employees who are less motivated to work because the basic salary of employees can no longer meet their needs because they have made loans or credits at the bank so that the motivation to attend is reduced, this can be seen in the attendance of employee discipline.

The level of absenteeism of employees of the Kerinci Regency Education Office can be seen how the level of employee discipline. From the data above, the number of employees of the Kerinci Regency Education Office is 45 people with 243 working days, an average of 21 days, and with a total of 10953 working days from the data above indicates that employee absenteeism is 186 days with an average of 15.5% so that the level of employee absenteeism is 20.37 or with an average of 1.69% in a one-year period, this shows an indication of the problems that occur in the agency, especially work discipline.

Based on Presidential Decree No. 68 of 1995 concerning working days in government institutions, it states that the number of effective working hours in five working days is 37.5 hours and also based on Government Regulation No. 53 of 2010 concerning Civil Servant Discipline has not been implemented properly. Control of civil servants' attendance, office hours and office return has not been implemented properly, this can be seen that five working days a week, there are still employees of the Kerinci Regency Education Office who do not comply, then tardiness and always going home quickly at work are also the cause of the lack of quantity of work of employees of the Kerinci Regency Education Office. And also discipline is usually directly proportional to the performance of employees in an organization, if the level of discipline of an organization's employees is good, then the level of performance of an organization will also be good. And also too high

enforcement of discipline can reduce employee work stress or can also trigger employee motivation because some employees are lazy to work if there is no strict and continuous enforcement of discipline. This phenomenon often occurs directly or indirectly and will affect employee performance in carrying out their duties and functions (Nomor, 68 C.E.).

From the explanation above, it can be concluded that the influence of the work environment on employee performance is that the work environment is everything that is around employees that can affect the implementation of work and also the work environment is the overall work facilities and infrastructure around employees who are doing work that can affect the implementation of work including workplaces, facilities, cleanliness, lighting, tranquility, security including work relationships between people in the place or physical work environment and non-physical work environment. But in the working relationship that occurs in the Kerinci Regency Education Office on the factor of disharmony between employees and employees and employees with superiors caused by regional political turmoil so that relationships affect the stability of the performance of employees of the Kerinci Regency Education Office.

From some of the background phenomena that occur in the Kerinci Regency Education Office, there are phenomena that are interesting to conduct research. And also this research is a development of research conducted by Istiqomah and Suhartini from the Postgraduate Program, Faculty of Economics, Islamic University of Indonesia, with the research title of the influence of Work Discipline and communication climate on the performance of employees of the Yogyakarta City Transportation Office, with work motivation as an intervening variable in 2015 (Istiqomah & Suhartini, 2015). Research conducted by Anam, Master of Management program at Adi Unggul Bhirawa Surabaya College of Economics, with the research title The Effect of Motivation, Competence, Leadership, Work Environment and Work Discipline on Teacher Performance at Vocational High Schools in 2018 (Anam, 2018). And research conducted by Nugrahaningsih and Julaela from the Faculty of Economics and Business, 17 August 1945 University Jakarta, with the research title of the effect of Work Discipline and Work Environment on employee performance with job satisfaction as an intervening variable at PT Tempuran Mas in 2017 (Nugrahaningsih & Julaela, 2017). And research conducted by Josephine and Harjanti of the Petra Christian University Surabaya Business Management program, with the research title of the effect of the Work Environment on Performance in the production section through Work Motivation as an Intervening variable at PT. Trio Corporate Plastic (Tricopla) in 2017 (Josephine, 2017). And research conducted by Siagian, Putera University Batam, with the research title the role of work discipline and compensation in determining employee performance with motivation as an intervening variable at PT Cahaya Pulau PURA in Batam City in 2018 (Siagian, 2018).

## 2. RESEARCH METHOD

### 2.1. Object of Research

This type of research is descriptive causality research which is classified as quantitative research. Causality research is research conducted to explain the effect of other variables or explain the causal relationship between research variables through hypothesis testing (Sugiyono, 2019, 2013). The object of this research is the Kerinci Regency Education Office. The implementation of research and data collection at the Kerinci Regency Education Office was carried out in 2020.

### 2.2. Population and Sample

The population in this study were all employees who worked at the Kerinci Regency Education Office, totaling 45 people. So in this study the number of employees working at the Kerinci Regency education office is less than 100 people, which amounts to 45 people.

### 2.3. Research Framework

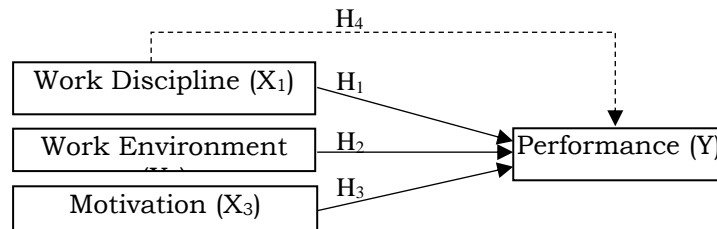


Figure 1. Research Framework

### 2.4. Research Hypothesis

Hypotheses are temporary answers that need to be proven true or not. In accordance with the theoretical study, the findings of previous research and the conceptual framework above, the hypothesis of this study is formulated as follows:

1.  $H_0 : r = 0$ , It is suspected that partially there is no significant influence between work discipline on performance in employees of the Kerinci Regency Education Office.  
 $H_1 : r \neq 0$ , It is suspected that partially there is a significant influence between work discipline on performance on employees of the Kerinci Regency Education Office.
2.  $H_0 : r = 0$ , It is suspected that partially there is no significant influence between the work environment on performance on employees of the Kerinci Regency Education Office.  
 $H_2 : r \neq 0$ , It is suspected that partially there is a significant influence between the work environment on performance in employees of the Kerinci Regency Education Office..
3.  $H_0 : r = 0$ , It is suspected that partially there is no significant influence between work motivation on performance in employees of the Kerinci Regency Education Office..  
 $H_3 : r \neq 0$ , It is suspected that partially there is a significant influence between work motivation on performance in employees of the Kerinci Regency Education Office..
4.  $H_0 : r = 0$ , It is suspected that partially there is no significant influence between work discipline, work environment and work motivation on performance in employees of the Kerinci Regency Education Office..  
 $H_4 : r \neq 0$ , It is suspected that partially there is a significant influence between work discipline, work environment and work motivation on performance in employees of the Kerinci Regency Education Office..

### 2.5. Description of Respondents According to Education

Table 1. Description of Respondents According to Education

No	Education	Frequency	
		Persons	%
1.	SMA	2	5%
2.	D3 / S1	30	75%
3.	S2	8	20%
	Total	40	100%

Source: Data Processing Results, 2023

Table 1 is based on a description based on the level of education of respondents of the Kerinci Regency Education Office with a Diploma three (D3) and Bachelor (S1) education, namely as many as 30 people or 75%, followed by a S2 education level of 8

people or 20% and SMA 2 people or 5%. This data shows that the scope of employees of the Kerinci Regency Education Office has a fairly high education, because the level of education of employees plays a role in shaping the mindset in carrying out work..

## 2.6. Description of Respondents by Gender.

Table 2. Description of Respondents by Gender

No	Gender	Frequency	
		Persons	%
1	Male	26	65%
2	Female	14	35%
	Total	40	100%

Source: Data Processing Results, 2023

Table 2. based on the description of the Kerinci Regency Education Office based on Gender Male 26 people or 65% followed by Female 14 people or 35% This data shows that within the scope of the Kerinci Regency Education Office employees have a fairly high male gender.

## 2.7. Description of Performance Variables

Respondents' responses to employee performance may be different for each person. Based on Table 3, it can be seen that the highest average value for statement 6 obtained the highest average value of 4.56 with a respondent achievement level of 91.11% which is in the very good category for performance variables. Based on the data processing above, the respondents' responses to employee performance in doing work have shown a very good category in the agency.

Table 3. Frequency Distribution of Respondents Regarding Performance (Y)

No Question Item	Score					Score Total	N	Average	TCR	Description
	STS (1)	TS (2)	RG (3)	S (4)	SS (5)					
Y 1	0	5	11	16	4	127	30	3.53	70.56	Enough
Y 2	0	0	5	18	13	152	30	4.22	84.44	Good
Y 3	0	0	6	19	11	149	30	4.14	82.78	Good
Y 4	0	2	3	22	9	146	30	4.06	81.11	Good
Y 5	0	0	2	20	14	156	30	4.33	86.67	Good
Y 6	0	0	2	12	22	164	30	4.56	91.11	Very good
Y 7	0	0	1	19	16	159	30	4.42	88.33	Good
Y 8	0	0	1	17	18	161	30	4.47	89.44	Good
Y 9	0	0	1	16	19	162	30	4.50	90.00	Very good
Y 10	0	1	1	15	19	160	30	4.44	88.89	Good
Average	0.00	0.83	3.92	18.00	13.25	151.67	30	4.21	84.26	Good

Source: Interview Results

This indicates that in carrying out their work, employees try to help their coworkers at the agency outside of their mandatory work. Meanwhile, the lowest average value is located in statement 1 of 3.53 with a respondent achievement level of 70.56%, which is in the sufficient category. This indicates that employees maintain enough tidiness in carrying out tasks and in accordance with the plans that have been prepared. The average score for the employee performance variable is 4.21 with a respondent achievement level of 84.26% which is in the good category with a number category between 80%-89.9%. This means that employees of the Kerinci Regency Education Office have good and good performance in this agency..

## 2.8. Description of Work Discipline Variable (X<sub>1</sub>)

Respondents' responses to compensation may be different for each person. Based on Table 4, it can be seen that of the 10 compensation statements, the highest average value is 4.53 with a respondent achievement level of 90.56% which is located in statement 4 in the very good category. This indicates that employees feel the compensation they receive is very good. Meanwhile, the lowest average value is located in statement 3 with a value of 4.14 with a respondent achievement level of 82.78% in the good category. This indicates that the compensation of employees in their workplace that employees feel is good.

The average score for the compensation variable is 4.31 with a respondent achievement rate of 86.28% in the high category. This means that the compensation felt by employees as a whole is high in working at the Kerinci Regency Education Office. The results of respondents' responses regarding compensation are as follows:

Table 4. Frequency Distribution of Work Discipline (X<sub>1</sub>)

No Question Item	Score					Score Total	N	Average	TCR	Description
	STS (1)	TS (2)	RG (3)	S (4)	SS (5)					
X1 1	0	0	4	14	18	158	30	4.39	87.78	High
X1 2	0	3	5	10	18	151	30	4.19	83.89	High
X1 3	0	3	5	12	16	149	30	4.14	82.78	High
X1 4	0	0	1	15	20	163	30	4.53	90.56	Very High
X1 5	0	2	2	19	13	151	30	4.19	83.89	High
X1 6	0	0	2	19	15	157	30	4.36	87.22	High
X1 7	0	1	2	16	17	157	30	4.36	87.22	High
X1 8	0	2	2	18	14	152	30	4.22	84.44	High
X1 9	0	0	2	17	17	159	30	4.42	88.33	High
X1 10	0	1	2	17	16	156	30	4.33	86.67	High
Average	0.00	1.20	2.70	15.70	16.40	155.30	30	4.31	86.28	High

Source: Interview Results

## 2.9. Description of Work Environment Variables (X<sub>2</sub>)

Respondents' responses to the Work Environment may be different for each person. Based on Table 5 above, it can be seen that of the 11 Work Discipline statements, the highest average value is 4.56 with a respondent achievement level of 91.11% which is located in statement 7 in the very high category. This indicates that employees feel that the work environment at the agency is very high.

Meanwhile, the lowest average value is located in statement 5 of 4.25 with a respondent achievement level of 85.00% in the high category. This indicates that the Work Environment of employees at the agency is of high value. The average score for the Work Discipline variable was 4.44 with a respondent achievement level of 88.80% in the high category. This means that the Work Discipline of employees at the Kerinci Regency Education Office is of high value and not in accordance with what employees expect at the agency, so that Work Discipline can make employees not enthusiastic about working at their agency. The results of respondents' responses regarding Work Discipline are as follows:

Table 5. Frequency Distribution of Work Environment (X<sub>2</sub>)

No Question Item	Score					Score Total	N	Average	TCR	Description
	STS (1)	TS (2)	RG (3)	S (4)	SS (5)					
X2 1	0	0	5	16	15	154	30	4.28	85.56	
X2 2	0	0	1	17	18	161	30	4.47	89.44	High
X2 3	0	0	3	16	17	158	30	4.39	87.78	High
X2 4	0	0	2	16	18	160	30	4.44	88.89	High
X2 5	0	1	5	14	16	153	30	4.25	85.00	High

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X2 6	0	0	4	16	16	156	30	4.33	86.67	High
X2 7	0	0	0	16	20	164	30	4.56	91.11	Very High
X2 8	0	0	1	15	20	163	30	4.53	90.56	Very High
X2 9	0	1	1	11	23	164	30	4.56	91.11	Very High
X210	0	0	3	13	20	161	30	4.47	89.44	High
X211	0	0	4	11	21	161	30	4.47	89.44	High
Average	0.00	0.25	2.50	14.42	18.83	159.83	30	4.44	88.80	High

Source: Interview Results

### 2.10. Description of Motivation Variable ( $X_3$ )

Respondents' responses to Motivation may be different for each person. Based on Table 6 above, it can be seen that of the 11 Motivation statements, the highest average value is 4.57 with a respondent achievement level of 92.11%, which is located in statement 7 in the very high category. This indicates that employees feel that motivation at the agency is very high.

Meanwhile, the lowest average value is located in statement 5 of 4.15 with a respondent achievement level of 85.00% in the high category. This indicates that employee motivation at the agency is of high value. The average score for the work motivation variable was 4.44 with a respondent achievement level of 88.80% in the high category. This means that employee motivation at the Kerinci Regency Education Office is of high value and not in accordance with what employees expect at the agency, so that the Work Environment can make employees not enthusiastic about working at their agency. The results of respondents' responses regarding the work environment are as follows:

Table 6. Frequency Distribution of Motivation ( $X_3$ )

No Question Item	Score					Score Total	N	Average	TCR	Description
	STS (1)	TS (2)	RG (3)	S (4)	SS (5)					
X3 1	0	0	5	16	15	154	30	4.28	85.56	
X3 2	0	0	1	17	18	161	30	4.47	89.44	High
X3 3	0	0	3	16	17	158	30	4.39	87.78	High
X3 4	0	0	2	16	18	160	30	4.44	88.89	High
X3 5	0	1	5	14	16	153	30	4.15	85.00	High
X3 6	0	0	4	16	16	156	30	4.33	86.67	High
X3 7	0	0	0	16	20	164	30	4.56	92.11	Very High
X3 8	0	0	1	15	20	163	30	4.53	90.56	Very High
X3 9	0	1	1	11	23	164	30	4.56	91.11	Very High
X310	0	0	3	13	20	161	30	4.47	89.44	High
X311	0	0	4	11	21	161	30	4.57	89.44	High
Average	0.00	0.25	2.50	14.42	18.83	159.83	30	4.44	88.80	High

Source: Interview Results

## 3. RESULTS AND DISCUSSIONS

### 3.1 Validity and Reliability Data Testing

#### Validity Test

To measure the accuracy and reliability of the instrument (questionnaire) in data collection, it is necessary to test the validity and reliability to be used. To test the validity of each item, the scores on the item in question are correlated with the total score. The formula used to measure validity is to use the product moment correlation proposed by Arikunto (2017: 146), which is said to be valid or valid research instruments if they have a value of  $r_{count} > r_{table}$ . In relation to the description above, it can be presented the processed results of validity data on research instruments using the product moment correlation analysis model through the table below.

Table 7. Results of the Employee Performance Variable Validity Test (Y)

Question	Corrected Item-Total Correlation (r count)	r table	Description
1	0.674	0.3610	Valid
2	0.561	0.3610	Valid
3	0.412	0.3610	Valid
4	0.520	0.3610	Valid
5	0.664	0.3610	Valid
6	0.788	0.3610	Valid
7	0.784	0.3610	Valid
8	0.773	0.3610	Valid
9	0.555	0.3610	Valid
10	0.467	0.3610	Valid

Source: data processing results with SPSS,  $n = 40$

While testing the validity of variable Y employee performance on 40 respondents, it was found that all question items were valid. This is indicated by the Corrected Item-Total Correlation value (r count) which is greater than r table. Where the value of r table in the study was sought at a significance of 0.05 with a 2-sided test and the value of  $df = n-2 = 30-2 = 28$ , namely 0.3610. In the sense that the question items in this study show the accuracy and accuracy of the measuring instrument in performing its measuring function.

Table 8. Results of the Work Discipline Variable Validity Test (X<sub>1</sub>)

Question	Corrected Item-Total Correlation (r-count)	r table	Description
1	0.507	0.3610	Valid
2	0.638	0.3610	Valid
3	0.727	0.3610	Valid
4	0.637	0.3610	Valid
5	0.523	0.3610	Valid
6	0.475	0.3610	Valid
7	0.532	0.3610	Valid
8	0.656	0.3610	Valid
9	0.775	0.3610	Valid
10	0.797	0.3610	Valid

Source: data processing results with SPSS,  $n = 40$

Furthermore, the validity test of variable X<sub>1</sub> (Work Discipline) on respondents found that all question items were valid. This is indicated by the Corrected Item-Total Correlation value (r count) which is greater than r table. Where the value of r table in the study is sought at a significance of 0.05 with a 2-sided test and a df value of  $n-2 = 30-2 = 28$ , namely 0.3610. In the sense that the question items in this study show the accuracy and accuracy of the measuring instrument in performing its measuring function. The following are the results of the validity test using the SPSS Version 21.0 program of all variable statement items. The results of the validity test using the program from SPSS Version 21.0 of all statement items for each variable can be seen in table 8.

Furthermore, the validity test of variable X<sub>2</sub> (Work Environment) on 40 respondents found that all question items were valid. This is indicated by the Corrected Item-Total Correlation value (r count) which is greater than r table. Where the value of r table in the study was sought at a significance of 0.05 with a 2-sided test and a df value of  $n-2 = 30-2 = 28$ , namely 0.3610. In the sense that the question items in this study show the accuracy and accuracy of the measuring instrument in performing its measuring function. The following are the results of the validity test using the SPSS Version 21.0 program of all

variable statement items. The results of the validity test using the program from SPSS Version 21.0 of all statement items for each variable can be seen in table 9.

Table 9. Results of the Work Environment Variable Validity Test (X<sub>2</sub>)

Question	Corrected Item-Total Correlation	r table	Description
1	0.500	0.3610	Valid
2	0.674	0.3610	Valid
3	0.710	0.3610	Valid
4	0.641	0.3610	Valid
5	0.502	0.3610	Valid
6	0.534	0.3610	Valid
7	0.633	0.3610	Valid
8	0.644	0.3610	Valid
9	0.419	0.3610	Valid
10	0.537	0.3610	Valid
11	0.620	0.3610	Valid

Source: data processing results with SPSS 21, n = 40

Furthermore, the validity test of variable X<sub>3</sub> (Motivation) on 40 respondents found that all question items were valid. This is indicated by the Corrected Item-Total Correlation value (r count) which is greater than r table. Where the value of r table in the study is sought at a significance of 0.05 with a 2-sided test and a df value of  $n-2 = 30-2 = 28$ , namely 0.3610. In the sense that the question items in this study show the accuracy and accuracy of the measuring instrument in performing its measuring function. The following are the results of the validity test using the SPSS Version 21.0 program of all variable statement items. The results of the validity test using the program from SPSS Version 21.0 of all statement items for each variable can be seen in table 10.

Table 10. Results of the Motivation Variable Validity Test (X<sub>3</sub>)

Question	Corrected Item-Total Correlation	r table	Description
1	0.500	0.3610	Valid
2	0.674	0.3610	Valid
3	0.710	0.3610	Valid
4	0.641	0.3610	Valid
5	0.502	0.3610	Valid
6	0.534	0.3610	Valid
7	0.633	0.3610	Valid
8	0.644	0.3610	Valid
9	0.419	0.3610	Valid
10	0.537	0.3610	Valid
11	0.620	0.3610	Valid

Source: data processing results with SPSS 21, n = 40

#### Reliability Test

The results of the reliability test in this study on variable Y obtained an Alpha value of 0.780. The high and low reliability is indicated by a Cronbach Alpha ( $\alpha$ ) coefficient number  $\geq 0.55$ . Because the Cronbach Alpha ( $\alpha$ ) value  $\geq 0.55$ , the question instrument items on variable Y proved to be reliable. In other words, the measuring instrument in this study has consistency so that if the measurement is made again on the same subject at different times, relatively the same results will be obtained.

The results of the reliability test in this study on variable X<sub>1</sub> obtained an Alpha value of 0.765. The high and low reliability is indicated by a Cronbach Alpha ( $\alpha$ ) coefficient

number  $\geq 0.55$ . Because the Cronbach Alpha ( $\alpha$ ) value  $\geq 0.55$ , the question instrument items on variable Y proved to be reliable. In other words, the measuring instrument in this study has consistency so that if the measurement is made again on the same subject at different times, relatively the same results will be obtained.

The results of the reliability test in this study on variable X2 obtained an Alpha value of 0.760. The high and low reliability is indicated by a Cronbach Alpha ( $\alpha$ ) coefficient number  $\geq 0.55$ . Because the Cronbach Alpha ( $\alpha$ ) value  $\geq 0.55$ , the question instrument items on variable Y proved to be reliable. In other words, the measuring instrument in this study has consistency so that if the measurement is made again on the same subject at different times, relatively the same results will be obtained.

The results of the reliability test in this study on variable X3 obtained an Alpha value of 0.626. The high and low reliability is indicated by a Cronbach Alpha ( $\alpha$ ) coefficient number  $\geq 0.55$ . Because the Cronbach Alpha ( $\alpha$ ) value  $\geq 0.55$ , the question instrument items on variable Y proved to be reliable. In other words, the measuring instrument in this study has consistency so that if the measurement is made again on the same subject at different times, relatively the same results will be obtained. The results can be seen in table 11 below:

Table 11. Reliability Test

No	Variable	Cronbach's Alpha	Description
1	Performance (Y)	0.780	Reliable
2	Work Discipline (X1)	0.765	Reliable
3	Work Environment (X2)	0.760	Reliable
4	Motivation (X3)	0.626	Reliable

Source: data processing results with SPSS 21,  $n = 40$

### 3.2. Classical Assumption Test

#### Normality Test

This normality test is used by the author to test the normality of the regression model. The test was carried out using the Kolmogorov-Smirnov test method for each variable. The regression model is normally distributed if the Kolmogorov-Smirnov sign value of each variable is greater than  $\alpha = 0.05$ . The following Variable Normality test results can be seen in Table 12 :

Table 12. Normality Test Results  
One-Sample Kolmogorov-Smirnov Test

		Performance	Work Discipline	Work Environment	Motivation
N		24	24	24	24
Normal Parameters <sup>a</sup>	Mean	51.3091	17.7091	43.5273	53.5455
	Std. Deviation	2.89874	1.25717	2.24313	2.41000
Most Extreme Differences	Absolute	.112	.155	.126	.117
	Positive	.088	.150	.126	.117
	Negative	-.112	-.155	-.101	-.091
Kolmogorov-Smirnov Z		.831	1.151	.932	.866
Asymp. Sig. (2-tailed)		.594	.542	.550	.541

a. Test distribution is Normal.

Source: SPSS output results, 2023

From Table 12 above, which is a normality test, it can be seen that in the regression model, confounding or residual variables have a normal distribution. This can be seen from the results of the sig value of the performance variable (Y) is  $0.594 > 0.05$  work discipline

variable ( $X_1$ ) is  $0.542 > 0.05$ ; Work Environment variable ( $X_2$ ) is  $0.550 > 0.05$ ; Motivation variable ( $X_3$ ) is  $0.541 > 0.05$ . So it is concluded that for performance variables, work discipline compensation and Work Ethic of employees of the Kerinci Regency Education Office are normally distributed.

#### Multicollinearity Test

The Multicollinearity test is useful for testing whether the regression model found a correlation between the independent variables. A good regression model should not have a correlation between the independent variables if the independent variables are correlated then these variables are not orthogonal. Orthogonal variables are independent variables whose correlation value between fellow independent variables = 0 (Alawiyah et al., 2019). Multicollinearity can be seen from tolerance and Variance Inflation Factor (VIF). How to determine whether or not there is a deviation in the multicollinearity test is by looking at the Tolerance and VIF values of each independent variable, if the Tolerance value  $> 0.10$  and the VIF value  $< 10$  then the data is free from multicollinearity symptoms can be seen in table 13.

Based on the multicollinearity test in the table above, it can be seen that there is no relationship between the independent variables as the VIF value of all variables  $< 10$ .

Table 13. Multicollinearity Test Results  
Coefficients<sup>a</sup>

Model		Collinearity Statistics	
		Tolerance	VIF
1	Work Discipline	0.819	1.220
	Work Environment	0.876	1.141
	Motivation	0.874	1.144

a. Dependent Variable: Kinerja

Source: SPSS output results, 2023

#### Heteroscedasticity Test

The heteroscedasticity test aims to test whether in a regression model there is an inequality of variance from the residuals of one observation to another. If the variance of the residuals of an observation to another observation is constant, it is called homoscedasticity and if it is different it is called heteroscedasticity. Detecting the presence of heteroscedasticity in this study using the Scatter Plot test. This test if there is no clear pattern, such as the point spreads above and below the number 0 (zero) on the Y axis then there is no heterokedasitas. The test results can be seen in Figure 2.

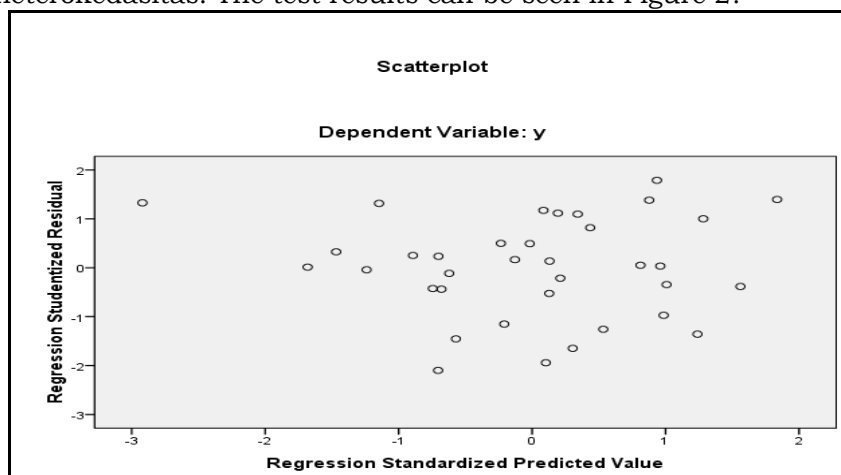


Figure 2. Heteroscedasticity Test Results

In Figure 2 above, it can be seen that there is no clear pattern and the points spread above and below the number 0 on the Y axis. The distribution of data points does not form a wavy pattern widening then narrowing and widening again. The spread of data points is also not patterned, so this shows that the data in this study does not occur Heteroscedasticity.

### 3.3. Research Hypothesis Test

#### Multiple Linear Regression Analysis

In testing the hypothesis of this study, multiple linear regression tests were used, which aim to determine how much influence several independent variables have on the dependent variable. Multiple regression analysis is done by comparing tcount with ttable and sig value with  $\alpha = 0.05$ . In detail the results of multiple regression testing can be seen in Table 14.

Table 14. Multiple Regression Equation  
Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
		1	(Constant)	49.582		
	Work Discipline	.504	.153	.045	3.294	.009
	Work Environment	.124	.034	.096	3.645	.001
	Motivation	0.234	.056	.028	4.190	.000

a. Dependent Variable: Y

Source: SPSS output results, 2023

From table 14 above, the form of the regression equation model for the influence, compensation, work discipline and work ethic on the performance of employees of the Kerinci Regency Education Office is as follows:

$$Y = 49.582 + 0.504 (X_1) + 0.124 (X_2) + 0.234 (X_3)$$

Based on the above equation, it can be explained that:

1. From the above equation it can be seen that there is a constant value of 49,582 which means that if work discipline, work environment and motivation are zero, then the value of the performance variable is at 49,582. This means that the variables of work discipline, work environment and motivation contribute to improving the performance of employees of the Kerinci Regency Education Office.
2. The regression coefficient value of Work Discipline is positive 504. This means that if work discipline increases by one unit, it will result in a decrease in performance by 504 units.
3. The Work Environment regression coefficient value is positive, namely .124. This means that if the work environment increases by one unit, it will result in a decrease in employee performance by 124 units.
4. The regression coefficient value of motivation is positive, namely 0.234. This means that if motivation increases by one unit, it will result in a decrease in employee performance by 1.234 units.

#### Statistical Test of t Test and F Test

##### t Test

This t (partial) test is intended to determine the partial (individual) effect of work discipline, work environment and motivation on employee performance. From table 4.15,

it can also be tested partially (t test) for each cause variable (independent) on the effect variable (bound) as follows :

#### 1. Hypothesis Testing 1

The first hypothesis proposed, that work discipline partially has a significant and positive effect on employee performance. Based on the analysis results of the t test, it is known that the significance level of the work discipline variable is  $0.509 >$  from the significance value (0.05). Thus  $H_0$  is rejected and  $H_a$  is accepted so that the alternative hypothesis proposed in this study is accepted. This means that there is a significant positive influence between compensation on the performance of employees of the Kerinci Regency Education Office.

#### 2. Hypothesis Testing 2

The second hypothesis proposed, that the work environment partially has a positive effect on employee performance. Based on the analysis results of the t test, it is known that the significance level of the work discipline variable is  $0.501 >$  from the significance value (0.05). Thus  $H_0$  is rejected and  $H_a$  is accepted so that the alternative hypothesis proposed in this study is accepted. This means that there is a significant positive influence between the work environment on the performance of employees of the Kerinci Regency Education Office.

#### 3. Hypothesis Testing 3

The third hypothesis proposed, that Motivation partially has a positive effect on performance. Based on the analysis results of the t test, it is known that the significance level of the work discipline variable is  $0.502 >$  from the significance value (0.05). Thus  $H_0$  is rejected and  $H_a$  is accepted so that the alternative hypothesis proposed in this study is accepted. This means that there is a significant positive influence between motivation on the performance of employees of the Kerinci Regency Education Office.

#### F test (simultaneous)

The F test (model feasibility) is intended to determine the effect of the independent variables simultaneously (together) on the dependent variable. From table 4.13, a simultaneous test (F test) of the independent variables together on the dependent variable can also be carried out.

#### 4. Hypothesis Testing 3

Work discipline, work environment and motivation together affect employee performance. Based on the analysis results of the F test, it is known that the significance level of the work discipline, work environment and motivation variables is  $0.000 >$  0.05. Thus  $H_0$  is rejected and  $H_a$  is accepted so that the alternative hypothesis proposed in this study is accepted. This means that there is a significant positive influence together between work discipline, work environment and motivation on the performance of employees of the Kerinci Regency Education Office, as can be seen in table 15.

Table 15. F Test Results  
ANOVA<sup>b</sup>

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.739	3	8.246	8.141	.000 <sup>a</sup>
	Residual	450.007	26	8.824		
	Total	453.745	29			

a. Predictors: (Constant), X3, X2, X1

b. Dependent Variable: Y

Source: SPSS output results, 2023

### Coefficient of Determination (Adjusted R Square)

The Coefficient of Determination aims to see or measure how far the model's ability to explain variations in the independent variable, where the R square value is used for research with 2 variables and the Adjusted R Square value is used for research with more than 3 variables. The coefficient of determination in this study is taken from the R Square value which can be seen in table 16.

Table 16. R Square Test Results  
Model Summary<sup>b</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.791 <sup>a</sup>	.625	.601	2.97046

a. Predictors: (Constant), X3, X1, X2

b. Dependent Variable: Y

Source: SPSS data processing results (Year 2023)

Based on the results of the R square analysis, it is 0.625, this means that 62.5% of the variability in employee performance values is influenced by the variables of compensation, work discipline and work ethic. While the remaining 37.5% is influenced by other variables outside the model..

### Discussion

The discussion of the research results is intended to explain and interpret the research results.

#### The Effect of Work Discipline on the Performance of the Kerinci Regency Education Office.

The results of this study indicate that work discipline has a positive influence on employee performance. discipline determines employee performance, the higher the work discipline of employees in the agency, the better employee performance will be. From the results of this study, it can be seen that the work discipline variable has a coefficient of 0.504, which means that discipline has a greater influence than other variables. discipline can play a role in improving employee performance. If the Kerinci Regency Education Office wants to improve employee performance, it must pay attention to employee compensation in this agency.

#### The Effect of Work Environment on Employee Performance of the Kerinci Regency Education Office.

The results of this study indicate that the Work Environment has a significant positive effect on performance, From the results of this study, it can be seen that the Work Environment variable has a coefficient of 0.524, which means that the work environment has a large influence. This indicates that the environment can play a role in employee performance. If the Kerinci Regency Education Office wants to improve employee performance, it must pay attention to the work environment of employees in this agency.

#### The effect of motivation on employee performance of the Kerinci Regency Education Office.

The results of this study indicate that motivation has a significant positive effect on employee performance, the higher the motivation of employees in an agency, the higher the employee performance. From the results of this study, it can be seen that the motivation variable has a coefficient of 0.534, which means that work discipline has a big influence. This indicates that work discipline can play a role in employee performance. If the Kerinci Regency Education Office wants to improve employee performance, it must pay attention

to work discipline in the agency, so it can be concluded that work motivation has a significant effect on employee performance.

The effect of work discipline, work environment and motivation on employee performance of the Kerinci Regency Education Office.

The results of this study indicate that work discipline, work environment and motivation together have a significant influence on employee performance. This indicates that work discipline, work environment and motivation determine employee performance. This is in line with research, Mangasa Panjaitan, SE, M.Si., 2015 Audya Dewintha, Nur Fitriyah, Santi Rande., 2017 which shows that the results show support for the significant influence between work discipline, work environment and motivation on employee performance. So it can be concluded that the hypothesis of this study is that work discipline, work environment and motivation simultaneously have a significant effect on the performance of employees of the Kerinci Regency Education Office..

#### 4. CONCLUSION

Based on the results of hypothesis testing and discussion described in the previous chapter, the following conclusions can be drawn: (a). Work discipline has a significant effect on employee performance. This means that the higher the work discipline in the agency, the higher the performance of employees in doing their work in the agency; (b). Work Environment has a positive influence on employee performance. This means that employee performance will improve if the work environment discipline is good; (c). Motivation has a positive effect on employee performance. This means that employee performance will improve if motivation is always improved; (d). Work discipline, work environment and motivation together have an influence on employee performance. Thus the work discipline, work environment and motivation variables together affect the performance of employees of the Kerinci Regency Education Office. For future research development, it is recommended to involve additional aspects that can provide a deeper understanding of the factors that influence employee performance. Research can expand the scope by exploring other variables that may also contribute to performance, such as managerial support, training, and psychological factors that motivate employees. In addition, research could consider contextual aspects that may influence the relationship between work discipline, work environment and motivation with employee performance, such as organizational culture or specific characteristics of the Kerinci District Education Office. The selection of more in-depth research methods, such as interviews or observations, may provide a more comprehensive understanding of the dynamics that occur in the field.

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