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Analysis of The Impact of Environment, Discipline and Work Motivation on The Performance of Employees of Employees in The Education Office of West Java Province

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Abstract: This study aims to analyze the effects of the work environment, work discipline, and work motivation on employee performance at the West Java Provincial Education Office. The study was motivated by the declining organizational performance achievement, which decreased from 82.17% in 2020 to 78.92% in 2024, accompanied by increasing employee tardiness and several work environment and motivation issues identified through a preliminary survey. These conditions indicate the need to examine factors influencing employee performance in the public sector. This research employed a quantitative approach with descriptive and verification methods. Data were collected through questionnaires distributed to 166 employees and analyzed using multiple linear regression. The results show that the work environment, work discipline, and work motivation each have a positive and significant effect on employee performance, both partially and simultaneously. Work motivation emerged as the most dominant variable influencing employee performance ($\beta = 0.292$). Furthermore, the coefficient of determination (R^2) value of 0.164 indicates that 16.4% of the variation in employee performance can be explained by the three independent variables, while the remaining 83.6% is influenced by other factors outside the model. These findings imply that improving employee motivation, strengthening disciplinary practices, and creating a supportive work environment are essential strategies for enhancing employee performance and achieving organizational objectives more effectively.

Keyword: Environment, Discipline, Work Motivation, Employee Performance.

INTRODUCTION

Employee performance is one of the most important determinants of organizational success in achieving its established objectives. In the public sector, employee performance not only affects organizational effectiveness but also determines the quality of services delivered to the community. Public organizations are required to achieve optimal performance in order to realize effective, efficient, and accountable governance (Bernardin & Russell, 2013). In the context of educational service delivery, the West Java Provincial Education Office plays a

strategic role in ensuring the provision of quality educational services in accordance with government-established public service standards.

Improving the quality of public services remains a key agenda in Indonesia's human resource development strategy. The performance of government employees is a critical factor influencing the successful implementation of development programs, including those in the education sector (Ministry of Administrative and Bureaucratic Reform, 2022). Therefore, enhancing employee performance within public institutions is essential to support organizational effectiveness and improve the quality of public service delivery.

Despite various initiatives aimed at improving service quality, the performance achievements of the West Java Provincial Education Office still indicate a gap between targeted and actual organizational performance. Organizational performance data from 2020 to 2024 reveal that performance outcomes have consistently fallen short of the established target of 100 percent, as presented in Table 1

Table 1. Performance Achievement of the West Java Provincial Education Office, 2020–2024

Year	Target (%)	Performance Achievement (%)	Deviation (%)
2020	100	82.17	17.830
2021	100	81.11	18.890
2022	100	79.12	20.88
2023	100	80.92	19.08
2024	100	78.92	21.08

Source: West Java Provincial Education Office (2024)

As shown in Table 1, organizational performance has fluctuated over the past five years, with an overall downward trend. In 2024, performance achievement declined to 78.92%, compared to 80.92% in 2023. This condition suggests the presence of several factors that may hinder the optimization of employee performance. According to Robbins and Coulter (2020), a recurring gap between targeted and actual performance indicates underlying organizational issues that require systematic corrective actions.

One factor that significantly influences employee performance is the work environment. A supportive work environment can create favorable working conditions that enable employees to perform more effectively and productively. The work environment encompasses both physical and non-physical conditions surrounding employees that may affect the execution of their duties (Sedarmayanti, 2017). Physical aspects such as lighting, ventilation, cleanliness, and adequate work facilities contribute to employee comfort and concentration. Meanwhile, non-physical aspects, including harmonious relationships among colleagues and supportive leadership, also play a crucial role in enhancing employee performance (Afandi, 2021).

A preliminary survey conducted among 30 employees revealed that several indicators of the work environment were perceived as inadequate, particularly those related to workspace lighting, room temperature and air circulation, noise levels, work facilities, and interpersonal relationships among employees. These findings suggest that the existing work environment has not fully supported employees in performing their duties effectively.

In addition to the work environment, work discipline is another important determinant of organizational success. Work discipline reflects employees' willingness and awareness to comply with organizational regulations, procedures, and standards (Hasibuan, 2020). Employees with high levels of discipline are generally more likely to complete tasks on time, adhere to established procedures, and demonstrate a strong sense of responsibility toward their duties. Conversely, poor discipline can impede organizational performance by reducing productivity and work effectiveness.

Attendance records at the West Java Provincial Education Office indicate a decline in employee discipline over the past two years. The percentage of employees arriving on time decreased from 79.81% in 2023 to 75.38% in 2024, while the percentage of late arrivals

increased from 20.19% to 24.72%. These figures suggest that employee compliance with working-hour regulations remains an area requiring significant improvement.

Another important factor influencing employee performance is work motivation. Motivation refers to the process that explains the intensity, direction, and persistence of individuals in pursuing specific goals (Robbins & Judge, 2018). McClelland's Theory of Needs proposes that individual motivation is driven by three primary needs: the need for achievement (nAch), the need for affiliation (nAff), and the need for power (nPow) (McClelland, 1987). Employees with high levels of motivation tend to work harder, demonstrate greater initiative, and strive to achieve superior performance outcomes compared to those with lower levels of motivation.

The preliminary survey results indicated that several motivation-related indicators were rated unfavorably, particularly those associated with willingness to undertake challenging tasks, accountability for work outcomes, seeking performance feedback, and the desire to contribute more significantly to the organization. These findings suggest that employee motivation requires further improvement to support higher levels of performance.

Recent empirical studies have provided substantial evidence regarding the determinants of employee performance. Several studies reported that a supportive work environment significantly improves employee performance by enhancing comfort, productivity, and work effectiveness (Latif et al., 2022; Saputra & Handayani, 2023). Similarly, work discipline has been found to positively influence employee performance through increased compliance with organizational procedures and work standards (Muslimat & Wahid, 2021; Putra & Fernos, 2023). Work motivation has also been recognized as a key factor driving employee performance, as motivated employees tend to demonstrate higher commitment, initiative, and productivity (Basri et al., 2024; Koto et al., 2024).

However, previous studies have reported varying levels of influence of work environment, work discipline, and work motivation on employee performance across different organizational contexts. While Latif et al. (2022) and Saputra and Handayani (2023) found that the work environment significantly improved employee performance, other studies indicated that the relative contribution of work environment was lower than motivational and behavioral factors. Similarly, the effects of work discipline and work motivation were found to differ across sectors, organizational cultures, and employee characteristics.

Furthermore, most previous studies have been conducted in private companies or public institutions with different organizational characteristics, while empirical evidence from educational public-sector organizations remains relatively limited. Existing studies also tend to examine the effects of work environment, work discipline, and work motivation separately rather than simultaneously within a single research model. Consequently, there remains limited understanding regarding which factor exerts the strongest influence on employee performance in government institutions responsible for educational service delivery. This gap becomes particularly relevant in the context of the West Java Provincial Education Office, where declining organizational performance, increasing employee tardiness, and unfavorable perceptions regarding work environment and motivation have been observed.

Therefore, this study seeks to address both the empirical and contextual gaps by examining the simultaneous effects of work environment, work discipline, and work motivation on employee performance at the West Java Provincial Education Office. Unlike previous studies that focused on different sectors and organizational contexts, this research provides evidence from a provincial public-sector educational institution and identifies the most dominant factor influencing employee performance. The findings are expected to enrich the human resource management literature in the public sector and provide practical recommendations for improving employee performance sustainably.

METHODS

This study employed a quantitative approach with an explanatory research design to examine the effects of work environment, work discipline, and work motivation on employee performance at the West Java Provincial Education Office. The explanatory design was selected because it enables the investigation of causal relationships among variables and provides empirical evidence regarding the influence of independent variables on employee performance.

The population of this study consisted of all employees of the West Java Provincial Education Office in 2025, totaling 209 employees. A census (saturated sampling) technique was applied by distributing questionnaires to the entire population. However, only 166 questionnaires were returned and completed properly, resulting in a response rate of 79.43%. Therefore, the final analysis was conducted using data obtained from 166 respondents. Incomplete questionnaires were excluded from the analysis to ensure data quality and reliability.

Data were collected through a structured questionnaire using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The work environment variable was measured based on the dimensions of physical and non-physical work environment proposed by Sedarmayanti (2017). Work discipline was measured using indicators adapted from Hasibuan (2020), including attendance, compliance with regulations, compliance with work standards, vigilance, and ethical conduct. Work motivation was measured based on McClelland's Theory of Needs, which consists of the need for achievement, need for affiliation, and need for power (McClelland, 1987). Employee performance was measured using indicators adapted from Bernardin and Russell (2013), including quality, quantity, timeliness, effectiveness, and responsibility. The operational definitions of the variables are presented in Table 2.

Table 2. Operational Definition of Variables

Variable	Dimensions	Indicators Source
Work Environment (X1)	Physical Work Environment; Non-Physical Work Environment	Sedarmayanti (2017)
Work Discipline (X2)	Attendance; Compliance with Regulations; Compliance with Work Standards; Vigilance; Ethical Conduct	Hasibuan (2020)
Work Motivation (X3)	Need for Achievement; Need for Affiliation; Need for Power	McClelland (1987)
Employee Performance (Y)	Quality; Quantity; Timeliness; Effectiveness; Responsibility	Bernardin & Russell (2013)

Prior to hypothesis testing, the research instrument was evaluated through validity and reliability tests to ensure the accuracy and consistency of the measurements. Classical assumption tests, including normality, multicollinearity, and heteroscedasticity tests, were also conducted to verify the suitability of the regression model.

Data analysis was performed using multiple linear regression analysis with the assistance of IBM SPSS Statistics software. Descriptive statistical analysis was first conducted to describe respondents' perceptions of the study variables. Subsequently, partial hypothesis testing was carried out using the t-test to determine the individual effect of each independent variable on employee performance, while the F-test was used to examine the simultaneous effects of work environment, work discipline, and work motivation on employee performance. The coefficient of determination (R^2) was also calculated to assess the proportion of variance in employee performance explained by the independent variables. All statistical tests were conducted at a significance level of 5 percent ($\alpha = 0.05$).

Despite its methodological rigor, this study has several limitations. First, the cross-sectional design captures employee perceptions at a single point in time, limiting the ability to observe changes in behavior and performance over time. Second, the use of self-reported questionnaire data may introduce response bias due to subjective perceptions. Therefore, future

studies are encouraged to employ longitudinal designs and incorporate qualitative approaches to gain a deeper understanding of the factors influencing employee performance in public sector organizations.

RESULT AND DISCUSSION

Respondent Profile

The respondents in this study were 166 employees of the West Java Provincial Education Office. The respondents represented various demographic and professional characteristics, including gender, age, educational background, and length of service. These characteristics provide an overview of the workforce composition and strengthen the representativeness of the study in examining the influence of work environment, discipline, and work motivation on employee performance. The majority of respondents were male employees, possessed undergraduate educational qualifications, belonged to the mature productive age group, and had extensive work experience within the organization. A detailed profile of the respondents is presented in Table 3.

Table 3. Respondent Profile

Characteristics	Category	Frequency	Percentage (%)
Gender	Male	104	63
	Female	62	37
Age	20–30 years	29	17
	31–40 years	26	16
	41–50 years	65	39
	>50 years	46	28
Education Level	Senior High School/Vocational School	24	14
	Diploma (D3)	13	8
	Bachelor's Degree (D4/S1)	86	52
	Master's Degree (S2)	42	25
	Doctoral Degree (S3)	1	1
Length of Service	0–5 years	37	22
	6–10 years	11	7
	11–20 years	95	57
	>21 years	23	14
Total Respondents		**166**	**100**

Source: Questionnaire Data Processed (2025)

Table 2 shows that male employees accounted for the majority of respondents (63%), while female employees represented 37%. In terms of age, most respondents were between 41 and 50 years old (39%), followed by employees over 50 years old (28%), indicating that the workforce was largely composed of experienced and mature personnel. Regarding educational attainment, more than half of the respondents held a bachelor's degree (52%), while 26% had postgraduate qualifications (master's or doctoral degrees), reflecting a relatively high level of human capital within the organization. Furthermore, most respondents had worked for 11–20 years (57%), suggesting substantial organizational experience and familiarity with institutional procedures. These characteristics indicate that respondents possessed adequate knowledge and experience to evaluate the organizational conditions related to work environment, discipline, motivation, and performance.

Descriptive Analysis

Descriptive analysis was conducted to examine employees' perceptions of the work environment, work discipline, work motivation, and employee performance. All variables were measured using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The descriptive results are summarized in Table 4.

Table 4. Descriptive Statistics of Research Variables

Variable	Highest Indicator Mean	Lowest Indicator Mean	Variable Mean	Category
Work Environment (X1)	3.55	3.33	3.410	Good
Work Discipline (X2)	3.48	3.35	3.420	Good
Work Motivation (X3)	4.08	4.02	4.05	Good
Employee Performance (Y)	4.14	4.05	4.1	Good

Source: Questionnaire Data Processed (2025)

Based on Table 4, all research variables were categorized as good, indicating positive employee perceptions toward organizational conditions and performance outcomes. The work environment variable obtained a mean score of 3.41, suggesting that employees generally perceived both physical and non-physical aspects of the workplace as supportive of their work activities. The highest-rated indicator was workplace temperature comfort (mean = 3.55), while workplace aesthetics and safety received comparatively lower evaluations.

Work discipline achieved a mean score of 3.42, reflecting employees' adherence to organizational rules and procedures. The highest score was observed in supervisory monitoring practices (mean = 3.48), indicating that regular and constructive supervision contributed positively to employee discipline. However, the reward system for disciplined employees received relatively lower evaluations, suggesting room for improvement in organizational recognition practices.

Among all variables, work motivation recorded one of the highest mean scores (4.05). Employees perceived strong opportunities for achievement, autonomy in task completion, and supportive interpersonal relationships. The highest-rated indicator concerned opportunities to achieve accomplishments within the organization (mean = 4.08), demonstrating a strong motivational climate among employees.

Employee performance exhibited the highest overall mean score (4.10), indicating that respondents perceived themselves as performing effectively in terms of quality, quantity, timeliness, efficiency, independence, and commitment. The dimensions of independence and work commitment obtained the highest mean scores (4.14), suggesting that employees demonstrated a strong sense of responsibility and dedication toward organizational goals.

Overall, the descriptive findings indicate that employees of the West Java Provincial Education Office perceive their work environment, discipline, motivation, and performance positively. These results suggest that organizational conditions have generally supported employee effectiveness and may contribute to enhanced performance outcomes. Such findings are consistent with organizational behavior theories, which emphasize the importance of supportive work environments, strong disciplinary systems, and employee motivation in improving individual performance (Robbins & Judge, 2022; Armstrong, 2020).

Research Instrument Testing

Research instrument testing was conducted to ensure that all indicators used in this study were capable of measuring the research constructs accurately and consistently. The testing process consisted of validity and reliability assessments. Validity was examined using the Pearson Product-Moment Correlation, while reliability was evaluated using Cronbach's Alpha. An instrument was considered valid if the correlation coefficient (r-value) exceeded the critical

value of 0.152, whereas an instrument was considered reliable if the Cronbach's Alpha value was greater than 0.70.

Table 5. Summary of Research Instrument Testing Results

Variable	Number of Items	Range of Correlation Coefficients (r)	Cronbach's Alpha	Conclusion
Work Environment (X1)	9	0.728 – 0.875	0.935	Valid & Reliable
Work Discipline (X2)	11	0.583 – 0.742	0.870	Valid & Reliable
Work Motivation (X3)	8	0.889 – 0.957	0.974	Valid & Reliable
Employee Performance (Y)	6	0.871 – 0.959	0.957	Valid & Reliable

Source: Questionnaire Data Processed (2025)

Based on Table 5, all questionnaire items measuring Work Environment, Work Discipline, Work Motivation, and Employee Performance obtained correlation coefficients exceeding the critical value of 0.152. Therefore, all measurement indicators were declared valid and capable of adequately representing their respective constructs.

Among the variables, Work Motivation demonstrated the strongest validity performance, with correlation coefficients ranging from 0.889 to 0.957. Similarly, the Employee Performance variable exhibited very strong item-total correlations, ranging from 0.871 to 0.959. Meanwhile, the Work Environment and Work Discipline variables also showed satisfactory validity, as all indicators fulfilled the established validity criteria.

The reliability analysis further revealed that all variables achieved Cronbach's Alpha values above the recommended threshold of 0.70. The highest reliability coefficient was found in Work Motivation (0.974), followed by Employee Performance (0.957), Work Environment (0.935), and Work Discipline (0.870). These findings indicate that all constructs possess excellent internal consistency and are suitable for further statistical analysis.

Overall, the validity and reliability results confirm that all research instruments meet the required standards and are appropriate for examining the relationships among Work Environment, Work Discipline, Work Motivation, and Employee Performance.

Classical Assumption Testing

Classical assumption testing was conducted to ensure that the multiple linear regression model satisfied the fundamental statistical assumptions required to produce unbiased and efficient parameter estimates. The tests included normality, multicollinearity, and heteroscedasticity assessments.

Table 6. Summary of Classical Assumption Test Results

Test Type	Indicator	Result	Conclusion
Normality	Monte Carlo Sig. (K–S)	0.114 > 0.05	Normally Distributed
Multicollinearity	Tolerance	0.947 – 0.997 (> 0.10)	No Multicollinearity
	VIF	1.003 – 1.056 (< 10)	
Heteroscedasticity	Glejser Significance	0.085 – 0.305 (> 0.05)	No Heteroscedasticity

Source: Questionnaire data processed by the author (2026)

As presented in Table 6, the normality test using the Kolmogorov–Smirnov method produced a Monte Carlo significance value of 0.114, which exceeds the threshold of 0.05. This result indicates that the regression residuals are normally distributed. The finding was further supported by the Normal P–P Plot, where the residual points were distributed closely around the diagonal line without substantial deviations, confirming that the normality assumption was satisfied.

The multicollinearity test results showed that all independent variables had tolerance values ranging from 0.947 to 0.997, which are substantially higher than the minimum acceptable value of 0.10. In addition, the Variance Inflation Factor (VIF) values ranged from 1.003 to 1.056, well below the critical value of 10. These results indicate the absence of strong correlations among the independent variables, confirming that the regression model is free from multicollinearity issues.

The heteroscedasticity test was conducted using the Glejser method. The significance values obtained for Work Environment, Work Discipline, and Work Motivation were 0.305, 0.089, and 0.085, respectively. Since all significance values exceeded 0.05, the model was considered free from heteroscedasticity problems. This conclusion was further supported by the scatterplot analysis, which revealed a random distribution of residuals above and below the zero line without any discernible pattern.

Overall, the results of the classical assumption tests indicate that all regression assumptions have been fulfilled. The data satisfy the assumptions of normality, are free from multicollinearity, and do not exhibit heteroscedasticity. Therefore, the multiple linear regression model employed in this study is appropriate for testing the effects of Work Environment, Work Discipline, and Work Motivation on Employee Performance at the West Java Provincial Education Office.

Multiple Linear Regression Analysis

Multiple linear regression analysis was conducted to examine the effects of Work Environment (X_1), Work Discipline (X_2), and Work Motivation (X_3) on Employee Performance (Y). The results are presented in Table 7.

Table 7. Results of Multiple Linear Regression Analysis

Variable	B	Std. Error	Beta
Constant	9.108	2.968	-
Work Environment (X_1)	0.118	0.052	0.169
Work Discipline (X_2)	0.142	0.055	0.187
Work Motivation (X_3)	0.201	0.051	0.292

Source: Processed research data (2026)

Based on Table 7, the multiple linear regression equation can be formulated as follows:

$$Y = 9.108 + 0.118X1 + 0.142X2 + 0.201X3 + e$$

The regression equation indicates that all independent variables have positive coefficients, suggesting that improvements in the work environment, work discipline, and work motivation contribute to higher employee performance. The constant value of 9.108 implies that when all independent variables are assumed to be constant, employee performance remains at a baseline value of 9.108.

Among the independent variables, work motivation exhibits the largest regression coefficient (B = 0.201), indicating that motivation has the strongest contribution to employee performance compared to the work environment and work discipline. These findings suggest that employees with higher motivation tend to demonstrate better performance outcomes.

Simultaneous Effect Test (F-Test)

The F-test was conducted to determine whether Work Environment, Work Discipline, and Work Motivation simultaneously affect Employee Performance.

Table 8. Results of F-Test (ANOVA)

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	630.484	3	210	11	0,000
Residual	3209.66	162	20		
Total	3840.145	165			

Source: Processed research data (2026)

Based on Table 8, the F-statistic value is 10.607 with a significance value of 0.000. Since the significance value is less than 0.05, it can be concluded that Work Environment, Work Discipline, and Work Motivation simultaneously have a significant effect on Employee Performance. Therefore, the regression model is considered fit and appropriate for explaining variations in employee performance.

Partial Effect Test (t-Test)

The t-test was performed to evaluate the individual contribution of each independent variable to Employee Performance.

Table 9. Results of Partial t-Test

Variable	B	Beta	t-value	Sig.
Work Environment (X_1)	0.118	0.169	2	0
Work Discipline (X_2)	0.142	0.19	3	0.01
Work Motivation (X_3)	0.201	0.292	3.955	0

Source: Processed research data (2026)

The results indicate that all independent variables significantly influence employee performance, as evidenced by significance values below 0.05.

First, Work Environment has a positive and significant effect on Employee Performance ($t = 2.295$; $p = 0.023$). This finding suggests that a more supportive and comfortable work environment contributes to higher employee performance.

Second, Work Discipline positively and significantly affects Employee Performance ($t = 2.594$; $p = 0.010$). Employees who demonstrate higher levels of discipline tend to perform their duties more effectively and efficiently.

Third, Work Motivation has a positive and significant effect on Employee Performance ($t = 3.955$; $p = 0.000$). Furthermore, motivation is identified as the most dominant predictor, as reflected by the highest standardized coefficient (Beta = 0.292). This result indicates that motivated employees are more likely to achieve superior performance outcomes.

Coefficient of Determination (R^2)

The coefficient of determination was used to assess the explanatory power of the regression model in predicting Employee Performance.

Table 10. Coefficient of Determination

Indicator	Value
R	0.405
R Square **(R^2)**	0.164
Adjusted R Square	0.149

Source: Processed research data (2026)

Based on Table 10, the R value of 0.405 indicates a moderate relationship between the independent variables and employee performance. The coefficient of determination (R^2) of 0.164 indicates that Work Environment, Work Discipline, and Work Motivation collectively explain 16.4% of the variance in Employee Performance. Meanwhile, the remaining 83.6% of the variance is influenced by other factors that were not included in the present model.

The relatively low R^2 value suggests that employee performance in public sector organizations is a multidimensional construct influenced by a wide range of organizational, managerial, and individual factors. Although work environment, discipline, and motivation significantly affect employee performance, these variables represent only a limited portion of the determinants that shape employee behavior and work outcomes.

Several studies have emphasized that leadership effectiveness, organizational culture, employee competence, job satisfaction, and work engagement are among the most influential predictors of employee performance in public institutions. Leadership plays a critical role in

directing employee behavior, providing support, and establishing performance expectations. Likewise, a strong organizational culture can influence employee commitment and work attitudes, while competence determines employees' ability to perform assigned tasks effectively. In addition, job satisfaction and work engagement have been consistently associated with higher levels of performance because satisfied and engaged employees tend to demonstrate stronger commitment, initiative, and productivity.

The findings of this study indicate that improvements in work environment, discipline, and motivation alone may not be sufficient to substantially enhance employee performance at the West Java Provincial Education Office. Therefore, organizational efforts should also focus on strengthening leadership quality, developing employee competencies, fostering a supportive organizational culture, and increasing employee engagement and job satisfaction. These factors may provide greater explanatory power in understanding employee performance within public sector organizations.

Although the explanatory power of the model is relatively modest, the findings remain meaningful because all three independent variables were found to have significant positive effects on employee performance. This suggests that work environment, discipline, and motivation constitute important supporting factors, while broader organizational and managerial variables may serve as the primary drivers of employee performance in the public sector.

Discussion

The findings indicate that the work environment, work discipline, work motivation, and employee performance at the West Java Provincial Education Office are generally classified as good. These findings suggest that the organization has successfully established working conditions that support employees in carrying out their duties effectively. According to Robbins and Judge (2022), a supportive organizational environment enhances employee comfort, commitment, and productivity in achieving organizational objectives.

Descriptively, the work environment variable obtained an average score of 3.41, which falls into the good category. This condition is reflected in a comfortable physical environment, adequate lighting, and harmonious relationships among employees. This finding is consistent with the theory proposed by Sedarmayanti (2017), which states that the work environment encompasses all physical and non-physical conditions surrounding employees that may influence job performance. A conducive work environment enables employees to work more comfortably and, consequently, improves their productivity.

Work discipline was also categorized as good, with an average score of 3.42. The high level of work discipline indicates that employees possess strong awareness and responsibility in complying with organizational regulations. According to Hasibuan (2020), work discipline refers to an individual's awareness and willingness to obey all organizational rules and prevailing norms. A high level of discipline creates orderliness in work execution, thereby enabling organizational goals to be achieved more effectively.

Meanwhile, work motivation recorded an average score of 4.05, making it the highest-rated independent variable in this study. The high level of motivation indicates that employees have a strong drive to achieve success, gain recognition, and establish positive relationships with colleagues. This finding is consistent with McClelland's (1987) theory of needs, which explains that the need for achievement, the need for power, and the need for affiliation are the primary factors motivating individuals to perform better.

Employee performance was also found to be in the good category, with an average score of 4.10. The high level of performance is reflected in work quality, effectiveness in task completion, punctuality, and employees' responsibility in carrying out their duties. According to Robbins and Coulter (2020), performance refers to the outcomes achieved by an individual based on standards established by the organization within a specific period.

The results of the multiple linear regression analysis indicate that the work environment, work discipline, and work motivation have positive effects on employee performance. These findings suggest that improvements in the quality of the work environment, discipline, and motivation are associated with higher employee performance. Theoretically, employee performance is influenced by a combination of individual and organizational factors that interact to support the achievement of organizational goals (Robbins & Coulter, 2020).

The Effect of Work Environment on Employee Performance

The results reveal that the work environment has a positive and significant effect on employee performance, with a significance value of 0.023 (< 0.05). This finding indicates that the more favorable the work environment perceived by employees, the higher their performance will be.

This result supports Sedarmayanti's (2017) theory, which argues that a comfortable and conducive work environment enhances employee morale, effectiveness, and productivity. A supportive work environment minimizes work-related obstacles and creates conditions that facilitate optimal task completion.

The finding is also consistent with the study conducted by Irwan and Irfan (2021), which found that the work environment has a positive and significant effect on employee performance at PT Riztechindo Makassar. Similar results were reported by Arianto and Kurniawan (2020), Latif et al. (2022), and Nanda et al. (2022), who concluded that the work environment is a critical factor in improving employee productivity and work quality.

The Effect of Work Discipline on Employee Performance

The findings indicate that work discipline has a positive and significant effect on employee performance, with a significance value of 0.010 (< 0.05). This result suggests that higher levels of employee discipline in adhering to organizational rules and work procedures lead to improved performance.

This finding supports Hasibuan's (2020) theory, which emphasizes that work discipline is an essential factor in enhancing employee effectiveness and efficiency. Disciplined employees tend to demonstrate greater responsibility toward their work, resulting in better performance outcomes.

The result is in line with Zackharia (2020), who found that work discipline has a positive and significant effect on employee performance at PT Bhakti Karya Distribusi Indonesia. Furthermore, studies by Muslimat and Wahid (2021) and Putra and Fernos (2023) also indicate that improvements in work discipline directly contribute to higher productivity and employee performance.

The Effect of Work Motivation on Employee Performance

The results demonstrate that work motivation has a positive and significant effect on employee performance, with a significance value of 0.000 (< 0.05). Furthermore, work motivation exhibits the highest standardized beta coefficient among all independent variables, indicating that it is the most dominant factor influencing employee performance at the West Java Provincial Education Office.

This finding supports McClelland's (1987) Theory of Needs, which explains that individuals are motivated by the need for achievement, affiliation, and power. Employees with strong motivational drives tend to exert greater effort, demonstrate higher initiative, and persist in achieving organizational goals. Consequently, motivated employees are more likely to achieve superior performance outcomes.

The dominance of work motivation in this study may be explained by the specific characteristics of the West Java Provincial Education Office as a public sector institution. Most respondents were employees aged over 40 years and had worked in the organization for more

than 11 years. Employees with long organizational tenure generally possess adequate technical competence and are already familiar with organizational procedures and work regulations. Under such conditions, performance differences are less likely to be determined by environmental factors or disciplinary compliance alone and are more likely to be influenced by employees' internal willingness to perform beyond minimum job requirements.

In addition, the descriptive analysis revealed that motivation obtained the highest average score among all independent variables. Indicators related to opportunities for achievement, responsibility, and recognition received relatively favorable evaluations from respondents. This suggests that employees perceive personal accomplishment and professional recognition as important drivers of their work behavior. As a government institution responsible for managing educational services across West Java Province, the organization requires employees to handle complex administrative and service-related responsibilities. Therefore, employees who possess stronger achievement motivation are more likely to demonstrate initiative, solve problems effectively, and contribute to organizational performance.

Another possible explanation is that public sector employees often operate within relatively standardized work procedures and regulations. Because work discipline is largely governed by formal rules and monitoring systems, variations in employee performance may depend more on differences in motivational levels than on differences in disciplinary behavior. Employees who are intrinsically motivated tend to demonstrate greater commitment, creativity, and responsibility, even when working under the same organizational regulations and environmental conditions.

These findings indicate that efforts to improve employee performance should not solely focus on strengthening discipline or improving physical working conditions. Greater attention should be directed toward developing motivational strategies, including career development opportunities, competency-based training, performance recognition programs, and transparent promotion systems. Such initiatives can strengthen employees' sense of achievement and organizational commitment, ultimately leading to higher performance outcomes.

The findings are consistent with the studies conducted by Umar and Norawati (2022), Koto et al. (2024), Basri et al. (2024), Irfan et al. (2024), and Rachman, Ridwan, and Avianti (2024), which concluded that work motivation is a major determinant of employee performance. However, this study extends previous findings by demonstrating that, within the context of a provincial public-sector educational institution, motivation plays a more dominant role than work environment and work discipline in explaining employee performance.

The Simultaneous Effect of Work Environment, Work Discipline, and Work Motivation on Employee Performance

The simultaneous test results indicate that the work environment, work discipline, and work motivation jointly have a significant effect on employee performance, with a significance value of 0.000 (< 0.05). This finding suggests that employee performance is not influenced by a single factor but rather by the interaction of various organizational and individual factors.

These results reinforce the theory proposed by Robbins and Coulter (2020), which explains that performance is a function of an individual's ability, motivation, and opportunity to perform. A conducive work environment provides the necessary support for employees to perform optimally, work discipline ensures consistency in task execution, and motivation serves as the primary driving force behind the achievement of organizational goals.

The findings are also consistent with the study conducted by Hanifah and Santoso (2025), which revealed that the work environment, work discipline, and work motivation simultaneously have a significant effect on employee performance. This finding highlights the importance of managing these three variables in an integrated manner to enhance organizational performance.

The coefficient of determination (R^2) value of 0.164 indicates that 16.4% of the variation in employee performance can be explained by the work environment, work discipline, and work motivation variables. Meanwhile, the remaining 83.6% is influenced by other factors outside the research model, such as leadership, organizational culture, job satisfaction, employee competence, organizational commitment, reward systems, and other personal factors. This finding suggests that employee performance is a multidimensional phenomenon influenced by various interacting factors (Robbins & Judge, 2022).

The relatively modest explanatory power of the model indicates that employee performance within the West Java Provincial Education Office is likely influenced by organizational factors that extend beyond the variables examined in this study. As a public-sector institution responsible for managing educational services across a large province, employee performance is often affected by leadership effectiveness, bureaucratic processes, competency development, organizational culture, and employee engagement. These factors may play a substantial role in shaping employee behavior and performance outcomes. Therefore, while work environment, discipline, and motivation are important determinants, improving employee performance requires a more comprehensive human resource management approach that integrates managerial, organizational, and behavioral dimensions.

Therefore, the findings confirm that work motivation is the most dominant factor influencing employee performance, followed by work discipline and the work environment. Accordingly, the West Java Provincial Education Office should prioritize initiatives aimed at enhancing employee motivation through career development programs, training opportunities, rewards, and recognition systems. These efforts should be accompanied by continuous improvements in the work environment and the strengthening of a disciplined organizational culture to ensure sustainable improvements in employee performance.

CONCLUSION

This study examined the effects of work environment, work discipline, and work motivation on employee performance at the West Java Provincial Education Office. The findings reveal that work environment, work discipline, and work motivation each have a positive and significant effect on employee performance. Simultaneously, these three variables also significantly influence employee performance.

Among the independent variables examined, work motivation emerged as the most dominant factor affecting employee performance, followed by work discipline and work environment. This finding indicates that employees' internal drive to achieve, develop, and contribute to organizational goals plays a more important role in determining performance than environmental and disciplinary factors. Therefore, efforts to improve employee performance should prioritize strategies aimed at strengthening employee motivation through career development opportunities, competency enhancement programs, and performance-based recognition systems.

The coefficient of determination (R^2) of 0.164 indicates that the variables examined explain 16.4% of the variation in employee performance, while the remaining 83.6% is influenced by other factors outside the research model. This suggests that employee performance in public sector organizations is a multidimensional phenomenon affected by various organizational and individual factors.

This study has several limitations. First, the research was conducted only at the West Java Provincial Education Office, limiting the generalizability of the findings to other public institutions. Second, the cross-sectional design captures employee perceptions at a single point in time. Third, the relatively low explanatory power of the model indicates that other variables may play a more substantial role in influencing employee performance. Therefore, future studies are encouraged to include variables such as leadership, organizational culture, employee

competence, work engagement, and job satisfaction to provide a more comprehensive understanding of employee performance in public sector organizations.

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