

# The Effect of Work Motivation, Work Discipline, and Work Environment on Employee Performance at the Medan District Court

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This study aims to analyze the influence of work motivation, work discipline, and work environment on employee performance at the Medan District Court. Employee performance is an important aspect in public institutions because it determines the effectiveness of administrative services, work completion, and institutional accountability. This research uses a quantitative approach with an associative research design. Data were collected through questionnaires distributed to employees of the Medan District Court. The data were analyzed using SPSS through validity and reliability tests, classical assumption tests, multiple linear regression analysis, partial tests, simultaneous tests, and coefficient of determination analysis. The results show that work motivation has a positive and significant effect on employee performance. Work discipline also has a positive and significant effect on employee performance, indicating that employee compliance with rules and work procedures contributes to better performance. In addition, the work environment has a positive and significant effect on employee performance and becomes the most dominant factor in this study. Simultaneously, work motivation, work discipline, and work environment have a significant effect on employee performance. These findings indicate that improving employee performance at the Medan District Court requires stronger motivation, consistent work discipline, and a more supportive work environment.

**Keywords:** work motivation, work discipline, work environment, employee performance

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## 1. Introduction

Human resources are an essential element in determining organizational success, both in the private sector and in government institutions (Yusup, 2021). In public organizations, employees play a strategic role because their performance is directly related to the quality of public services, the timely completion of tasks, and the achievement of institutional objectives (Honkley et al., 2025). Employee performance is not only measured by the ability to complete assigned tasks, but also by the quality of work outcomes, punctuality, responsibility, discipline, and the ability to collaborate in carrying out organizational duties (Tun Huseno, 2021). In judicial institutions, employee performance plays a particularly important role because it is closely associated with case administration services, legal document management, services for justice seekers, and support for the smooth implementation of judicial processes. The Medan District Court, as one of the judicial institutions, is required to provide services that are fast, orderly, accurate, and professional. The high demands of public service, the need for timely task completion, and the ongoing drive for bureaucratic reform make employee performance an aspect that must continuously be monitored and improved (Harinto, 2024).

Work motivation is one of the factors that can influence employee performance. Work motivation refers to the internal and external drives that encourage employees to carry out their duties optimally (Riyanto & Endri, 2021). Employees with high work motivation tend to be more enthusiastic, responsible, and initiative-

driven, and are able to complete their work more effectively (Fadli, 2024). Conversely, low work motivation may cause employees to be less enthusiastic, less active in collaboration, and less optimal in completing their tasks (Sitopu, 2021). Based on preliminary interview findings, interpersonal relationships among employees at the Medan District Court have generally been fairly good. However, in certain situations, a lack of coordination and miscommunication in completing collaborative tasks is still found. This condition indicates that work motivation, particularly in terms of work enthusiasm, collaboration, and the drive to achieve optimal work outcomes, still needs to be strengthened.

In addition to work motivation, work discipline is also an important factor in improving employee performance. Work discipline reflects employees' compliance with regulations, punctuality, responsibility for assigned tasks, and consistency in carrying out work procedures (Rosalia, 2024). Employees with high work discipline are better able to maintain work order, complete tasks according to schedule, and support the smooth delivery of organizational services (Prasetya et al., 2023). However, based on preliminary interview findings, several employees were still found to arrive late or not on time, and have not fully complied with the applicable work regulations within the office environment. Such disciplinary issues may affect the smooth execution of work, reduce productivity, and hinder the effectiveness of public services.

The work environment is also a factor that plays a role in shaping employee performance. The work environment includes both physical and non-physical conditions that may support or hinder employees in carrying out their duties (Mawardi, 2025)(Alimin et al., 2025). The physical work environment includes workspace, facilities, equipment, lighting, comfort, and other supporting work infrastructure (Susanto, 2025). Meanwhile, the non-physical work environment is related to relationships among employees, relationships with supervisors, work communication, and the overall organizational atmosphere (Resta & Endratno, 2023)(Bhastary et al., 2024). Based on preliminary interview findings, several work facilities at the Medan District Court still need to be improved, as some of the work equipment consists of old facilities that have not yet been updated. This condition may hinder the smooth completion of work, particularly administrative tasks that require accuracy, speed, and adequate work support facilities.

**Table 1.** Phenomenon of Research Variable Problems at the Medan District Court

| Variable             | Problem Phenomenon  | Impact on Employee Performance  |
|----------------------|---|---|
| Work Motivation      | A lack of coordination and miscommunication is still found in completing collaborative tasks.       | Work becomes less effective, and employee collaboration has not been fully optimized.             |
| Work Discipline      | Some employees still arrive late or not on time and have not fully complied with work regulations.  | The smooth execution of work may be disrupted, and work productivity may decline.                 |
| Work Environment     | Several work facilities and pieces of equipment are still considered old and have not been updated. | Task completion becomes less optimal because work facilities do not fully support employee needs. |
| Employee Performance | There are still obstacles in work effectiveness, punctuality, and task coordination.                | Administrative services to the public may potentially become less optimal.                        |

The table above indicates that the problems related to employee performance at the Medan District Court do not stand alone, but are associated with several supporting factors, namely work motivation, work discipline, and the work environment. Uneven levels of work motivation may affect employees' enthusiasm and collaboration. Suboptimal work discipline may have an impact on punctuality and the smooth implementation of duties. Meanwhile, a work environment that is not yet fully supported by adequate facilities may influence employees' comfort and effectiveness in carrying out their work.

Employee performance is the main variable in this study because the quality of public services in judicial institutions strongly depends on employees' ability to carry out their duties effectively, accurately, and responsibly (Syaifuddin et al., 2024). If employee performance is not optimal, case administration services, document completion, and public services may encounter obstacles (Faris et al., 2024). Therefore, improving employee performance needs to be carried out by strengthening factors that are directly related to employees' work behavior, such as work motivation, work discipline, and the work environment.

The urgency of this study lies in the importance of improving employee performance within the Medan District Court as a public service institution in the judicial sector. Court employees are not only required to complete administrative tasks, but also to provide services that are orderly, fast, accurate, and in accordance with established procedures. This study is important because it enables the organization to identify which factors have the most significant influence on employee performance. Thus, the findings can serve as a basis for improving human resource management, enhancing work discipline, strengthening motivation, and providing a more supportive work environment.

The novelty of this study lies in its focus on examining the influence of work motivation, work discipline, and the work environment on employee performance in the context of a judicial institution, particularly the Medan District Court. This study offers a more specific perspective because it examines employee performance in a judicial organization with distinct work characteristics, such as the demand for accuracy in legal administration, compliance with procedures, and direct service to justice seekers. Therefore, this study is expected to provide an empirical contribution to the development of human resource management studies in the public sector, particularly within judicial institutions.

Based on the phenomena and problems described above, this study is conducted to analyze the influence of work motivation, work discipline, and the work environment on employee performance at the Medan District Court. This study is expected to provide theoretical benefits for the development of human resource management knowledge, as well as practical benefits for the Medan District Court in improving employee performance through better management of motivation, discipline, and the work environment.

## 2. Method

This study uses a quantitative approach with an associative research design to analyze the influence of work motivation, work discipline, and the work environment on employee performance at the Medan District Court. A quantitative approach was selected because this study examines relationships among variables using numerical data and statistical analysis. The research data were collected by distributing questionnaires to employees of the Medan District Court using a Likert scale. The population of this study consists of all employees of the Medan District Court, while the sampling technique used is saturated sampling, in which the entire population is taken as the research sample because the population size is relatively limited and allows for comprehensive examination. The collected data were analyzed using SPSS software. The stages of analysis include validity and reliability tests to ensure the feasibility of the research instrument, as well as classical assumption tests consisting of normality, multicollinearity, and heteroscedasticity tests to ensure the suitability of the regression model. Furthermore, multiple linear regression analysis was conducted to determine the influence of work motivation, work discipline, and the work environment on employee performance. Hypothesis testing was carried out using the t-test to examine partial effects, the F-test to examine simultaneous effects, and the coefficient of determination to determine the ability of the independent variables to explain employee performance.

### 3. Results and Discussion

#### Validity Test

A questionnaire is considered valid if the calculated r-value is greater than the r-table value. If the calculated r-value > r-table, the item is valid. Conversely, if the calculated r-value < r-table, the item is not valid (Ghazali, 2013). The r-table value can be determined using the formula  $df = n - 2$ . Thus,  $df = 30 - 2 = 28$ . At a significance level of 5%, the r-table value is 0.361. The following table presents the calculated r-values obtained from the validity test.

**Table 2.** Results of Validity Test

| Variable             | Correlation Value               | Questionnaire Items | Result |
|----------------------|---------------------------------|---------------------|--------|
| Motivation           | All questionnaire items > 0.361 | 8                   | Valid  |
| Discipline           | All questionnaire items > 0.361 | 10                  | Valid  |
| Work Environment     | All questionnaire items > 0.361 | 14                  | Valid  |
| Employee Performance | All questionnaire items > 0.361 | 8                   | Valid  |

Source: SPSS 26 Data Processing Results.

#### Reliability Test

A questionnaire can be considered reliable if the Cronbach's Alpha value for each variable is greater than 0.70 (Ghazali, 2013). The following table presents the results of the reliability test.

**Table 3.** Results of Reliability Test

| Variable             | Cronbach's Alpha | N of Items | Result   |
|----------------------|------------------|------------|----------|
| Motivation           | 0.906 > 0.70     | 8          | Reliable |
| Discipline           | 0.923 > 0.70     | 10         | Reliable |
| Work Environment     | 0.950 > 0.70     | 14         | Reliable |
| Employee Performance | 0.913 > 0.70     | 8          | Reliable |

Source: SPSS 26 Data Processing Results.

#### Multiple Linear Regression Analysis

**Table 4.** Multiple Linear Regression Analysis

| Model      | Unstandardized Coefficients B | Std. Error | Standardized Coefficients Beta | t     | Sig.  | Tolerance | VIF   |
|------------|-------------------------------|------------|--------------------------------|-------|-------|-----------|-------|
| (Constant) | -2.061                        | 3.181      |                                | -     | 0.518 |           |       |
|            |                               |            |                                | 0.648 |       |           |       |
| X1         | 0.254                         | 0.097      | 0.182                          | 2.610 | 0.010 | 0.815     | 1.227 |
| X2         | 0.231                         | 0.069      | 0.277                          | 3.369 | 0.001 | 0.588     | 1.701 |
| X3         | 0.278                         | 0.053      | 0.462                          | 5.204 | 0.000 | 0.505     | 1.981 |

Source: SPSS 26 Data Processing Results.

Based on the regression results presented in Table 4, the regression equation is obtained as follows:

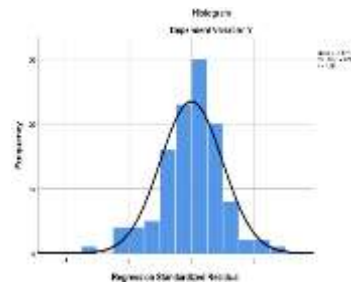
$$Y = -2.061 + 0.254X_1 + 0.231X_2 + 0.278X_3 + e$$

Based on the results of the regression analysis of the research model, the equation above can be interpreted as follows:

1. The constant value of -2.061 indicates that if the independent variables, namely motivation, work discipline, and work environment, are considered constant, employee performance would have a value of -2.061.
2. The regression coefficient of the motivation variable is 0.254, indicating that every increase in motivation will increase employee performance by 0.254.

3. The regression coefficient of the discipline variable is 0.231, indicating that every increase in work discipline will increase employee performance by 0.231.
4. The regression coefficient of the work environment variable is 0.278, indicating that every improvement in the work environment will increase employee performance by 0.278.

### Normality Test



**Figure 1.** Normality Test

Source: SPSS 26 Data Processing Results.

The histogram graph in Figure 1 above shows a normal distribution pattern, as the graph is neither skewed to the left nor to the right, and the curve forms a bell-shaped pattern.

### Multicollinearity Test

**Table 5.** Multicollinearity Test

| Variable | Tolerance | VIF   |
|----------|-----------|-------|
| X1       | 0.815     | 1.227 |
| X2       | 0.588     | 1.701 |
| X3       | 0.505     | 1.981 |

Source: SPSS Version 26 Data Processing Results.

Based on the table above, it can be seen that the tolerance values of the independent variables are greater than 0.1, while the VIF values do not exceed 10. Therefore, the regression model does not indicate any symptoms of multicollinearity.

### Heteroscedasticity Test

**Table 6.** Heteroscedasticity Test

| Model      | Unstandardized Coefficients B | Std. Error | Standardized Coefficients Beta | t      | Sig.  |
|------------|-------------------------------|------------|--------------------------------|--------|-------|
| (Constant) | 3.638                         | 2.088      |                                | 1.742  | 0.084 |
| X1         | -0.082                        | 0.064      | -0.133                         | -1.288 | 0.200 |
| X2         | -0.038                        | 0.045      | -0.102                         | -0.837 | 0.404 |
| X3         | 0.059                         | 0.035      | 0.221                          | 1.683  | 0.095 |

Source: SPSS 26 Data Processing Results.

Based on the heteroscedasticity test using the Breusch-Pagan-Godfrey method, as presented in the table above, the significance value of each independent variable toward the absolute residual variable is greater than 0.05. Thus, it can be concluded that the data do not indicate symptoms of heteroscedasticity, meaning that the model passes the heteroscedasticity test.

**Coefficient of Determination**

**Table 7.** Coefficient of Determination

| Model | R     | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------|----------|-------------------|----------------------------|
| 1     | 0.745 | 0.555    | 0.543             | 4.00390                    |

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

b. Dependent Variable: Y

Source: SPSS 26 Data Processing Results.

Based on the table above, the R Square value is 0.555. This value indicates that the independent variables are able to explain or influence employee performance by 55.5%, while the remaining percentage is influenced by other variables not examined in this study.

**Partial Hypothesis Testing (t-Test)**

**Table 8.** Partial Test Results (t-Test)

| Model      | Unstandardized Coefficients<br>B | Std.<br>Error | Standardized Coefficients<br>Beta | t     | Sig.  |
|------------|----------------------------------|---------------|-----------------------------------|-------|-------|
| (Constant) | -2.061                           | 3.181         |                                   | -     | 0.518 |
| X1         | 0.254                            | 0.097         | 0.182                             | 2.610 | 0.010 |
| X2         | 0.231                            | 0.069         | 0.277                             | 3.369 | 0.001 |
| X3         | 0.278                            | 0.053         | 0.462                             | 5.204 | 0.000 |

In this study, the number of samples is 116 ( $n = 116$ ), and the number of model parameters is 4 ( $k = 4$ ). The formula for determining the t-table value is  $df = n - k$ . Therefore,  $df = 116 - 4 = 112$ . At a significance level of 0.05, the t-table value obtained is 1.658.

Based on the table above, the results can be explained as follows:

1. The calculated t-value of the motivation variable is 2.610, while the t-table value is 1.658. Since  $t\text{-count} > t\text{-table}$  and the significance value is  $0.010 < 0.05$ , motivation has a significant effect on employee performance.
2. The calculated t-value of the discipline variable is 3.369, while the t-table value is 1.658. Since  $t\text{-count} > t\text{-table}$  and the significance value is  $0.001 < 0.05$ , discipline has a significant effect on employee performance.
3. The calculated t-value of the work environment variable is 5.204, while the t-table value is 1.658. Since  $t\text{-count} > t\text{-table}$  and the significance value is  $0.000 < 0.05$ , the work environment has a significant effect on employee performance.

**Simultaneous Hypothesis Testing (F-Test)**

**Table 9.** F-Test Results

| Model      | Sum of Squares | df  | Mean Square | F      | Sig.  |
|------------|----------------|-----|-------------|--------|-------|
| Regression | 2239.816       | 3   | 746.605     | 46.572 | 0.000 |
| Residual   | 1795.494       | 112 | 16.031      |        |       |
| Total      | 4035.310       | 115 |             |        |       |

The number of samples in this study is 116 ( $n = 116$ ), and the number of parameters is 4 ( $k = 4$ ). Therefore,  $df1 = k - 1 = 4 - 1 = 3$ , and  $df2 = n - k = 116 - 4 = 112$ . At a significance level of 0.05, the F-table value obtained is 2.690. Based on the F-statistic test, the calculated F-value is 46.572, while the F-table value is 2.690. Since  $F\text{-count} > F\text{-table}$  and the significance value is  $0.000 < 0.05$ , it can be concluded that motivation, discipline, and the work environment simultaneously have a significant effect on employee performance.

## Discussion

### The Effect of Motivation on Employee Performance

Based on the results of the t-test, it is known that motivation has a positive and significant effect on employee performance at the Medan District Court. This is indicated by the calculated t-value of 2.610, which is greater than the t-table value of 1.658, with a significance value of  $0.010 < 0.05$ . The regression coefficient of motivation is 0.254, indicating that every increase in work motivation will increase employee performance by 0.254, assuming that other variables remain constant. These results prove that work motivation is one of the important factors that can encourage employees to work more optimally, responsibly, and with a stronger orientation toward achieving work targets.

Theoretically, work motivation is a driving force that encourages individuals to direct their energy, thoughts, and behavior toward achieving certain goals (Astika et al., 2022). Employees with high motivation tend to have stronger work enthusiasm, demonstrate initiative, and show perseverance in completing their tasks (F. R. A. Lubis et al., 2023). In public organizations such as courts, motivation is highly important because employees' work is not only administrative in nature, but also closely related to public service. When employees have strong work motivation, they are more likely to perform their duties carefully, quickly, and responsibly (Hasrul Azwar Hasibuan et al., 2022).

The implementation of these findings at the Medan District Court indicates that improving employee performance can be carried out by strengthening work motivation, both intrinsic and extrinsic. Intrinsic motivation can be developed by providing employees with a sense of responsibility, trust in carrying out their duties, and opportunities to improve their abilities. Meanwhile, extrinsic motivation can be strengthened through rewards, fair performance evaluations, leadership support, and a work atmosphere that appreciates employee contributions. With strong motivation, employees will feel that the work they perform has meaningful value for both the organization and the community. The results of this study are in line with the studies conducted by (Nugroho et al., 2022)(Augustinus & Halim, 2021)(Y. Lubis et al., 2025), which found that work motivation has a positive and significant effect on employee performance. These findings reinforce the view that the higher the motivation possessed by employees, the higher the performance they can achieve. Motivation serves as a key driving force for employees to work more actively, with greater discipline, and with a stronger orientation toward results.

The managerial implication of these findings is that the leadership of the Medan District Court needs to pay continuous attention to strategies for improving employee motivation. Leaders can provide appreciation to employees who demonstrate good performance, create more open work communication, and provide clear direction regarding work targets. In addition, the organization needs to develop a reward system that is not only material in nature, but also non-material, such as recognition, opportunities to participate in training, and trust in carrying out certain responsibilities.

### The Effect of Work Discipline on Employee Performance

Based on the results of the t-test, it is known that work discipline has a positive and significant effect on employee performance at the Medan District Court. This is proven by the calculated t-value of 3.369, which is greater than the t-table value of 1.658, with a significance value of  $0.001 < 0.05$ . The regression coefficient of work discipline is 0.231, indicating that every increase in work discipline will increase employee performance by 0.231, assuming that other variables remain constant. These results show that the better the level of employee discipline, the better the performance produced.

Theoretically, work discipline refers to employees' willingness and awareness to comply with the rules, procedures, and work norms applicable within an organization (Sofiyan et al., 2026). Discipline is not only

related to attendance or punctuality, but also includes compliance with work procedures, responsibility for assigned tasks, effective use of working time, and consistency in carrying out obligations (A. Susanto et al., 2025). Employees with high discipline tend to be able to maintain work order, complete tasks according to schedule, and avoid negligence in performing their duties (Sinaga, 2022).

The implementation of these findings at the Medan District Court indicates that work discipline is highly needed because work within the court environment is related to case administration, document management, public services, and procedural accuracy. Employee tardiness, lack of compliance with regulations, or low work responsibility may hinder the service process. Therefore, work discipline becomes an important factor in ensuring that every task can be completed in an orderly manner, on time, and in accordance with applicable operational standards.

The results of this study are in line with the studies conducted by (Mawardi, 2025)(Resta & Endratno, 2023)(Ginting & Siagian, 2021), which stated that work discipline has a positive and significant effect on employee performance. These studies emphasize that discipline is an important foundation for maintaining organizational work effectiveness. Employees who comply with regulations and demonstrate a strong sense of responsibility are more likely to achieve work targets and support the smooth operation of the organization.

The managerial implication of these findings is that the Medan District Court needs to strengthen the implementation of work discipline through consistent supervision, fair enforcement of regulations, and proportional sanctions and rewards. Leaders need to ensure that work rules are understood by all employees and applied equally without discrimination. In addition, evaluations of attendance, timeliness in task completion, and compliance with work procedures need to be conducted regularly.

### **The Effect of the Work Environment on Employee Performance**

Based on the results of the t-test, it is known that the work environment has a positive and significant effect on employee performance at the Medan District Court. This is indicated by the calculated t-value of 5.204, which is greater than the t-table value of 1.658, with a significance value of  $0.000 < 0.05$ . The regression coefficient of the work environment is 0.278, indicating that every improvement in the work environment will increase employee performance by 0.278, assuming that other variables remain constant. Based on the standardized coefficient beta value of 0.462, the work environment is the variable with the most dominant influence on employee performance compared to motivation and work discipline.

Theoretically, the work environment refers to all conditions surrounding employees that may influence the implementation of their work, both physically and non-physically. The physical work environment includes work facilities, workspace, lighting, temperature, cleanliness, equipment, and workplace comfort (Goyal et al., 2023). Meanwhile, the non-physical work environment includes relationships among employees, communication with leaders, teamwork, and the overall organizational atmosphere. A good work environment can make employees feel comfortable, safe, and more focused in completing their tasks. Conversely, an unsupportive work environment may reduce concentration, increase stress, and decrease work effectiveness. The implementation of these findings at the Medan District Court indicates that improving employee performance needs to be supported by a conducive work environment. Based on the initial phenomenon, several work facilities and pieces of equipment still need to be improved because some of them are old and have not been updated. This condition may affect the smooth completion of work, particularly administrative tasks that require accuracy, speed, and adequate work support facilities. In addition to physical facilities, the non-physical work environment, such as relationships between employees and leaders, also needs to be maintained in order to create a harmonious and productive work atmosphere.

The results of this study are in line with the studies conducted by (Gulo et al., 2026)(Sany et al., 2025)(Sipayung et al., 2023)(Price, 2023), which found that the work environment has a positive and significant effect on employee performance. These findings indicate that employees will perform better when they work in an environment that is comfortable, well-organized, and supportive of task implementation. A good work environment not only improves comfort, but also accelerates work processes, enhances communication, and increases employees' sense of responsibility toward their work. The managerial implication of these findings is that the Medan District Court needs to pay greater attention to improving the work environment, especially because this variable has the most dominant influence on employee performance. Improvements can be made through the renewal of work facilities, better workspace arrangement, provision of adequate equipment, and enhancement of office cleanliness and comfort. In addition, leaders also need to build work relationships that are communicative, open, and mutually supportive.

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

Based on the results of the study through the F-test, it is known that work motivation, work discipline, and work environment simultaneously have a significant effect on employee performance at the Medan District Court. This result indicates that employee performance is not influenced by only one factor, but is formed through a combination of several mutually supporting factors. Work motivation encourages employees to have enthusiasm and responsibility in carrying out their duties, work discipline ensures that employees perform their tasks according to established rules and timelines, while the work environment provides physical and social support that enables employees to work comfortably and effectively.

Theoretically, employee performance refers to the work results achieved by an individual in carrying out tasks based on the responsibilities assigned. Performance is not only determined by individual ability, but is also influenced by work motivation, compliance with rules, and the environmental conditions in which employees work (Riyanto & Endri, 2021). Work motivation functions as an internal driver that encourages employees to achieve the best results. Work discipline functions as a behavioral control that ensures employees work according to procedures (Harefa & Siboro, 2024). Meanwhile, the work environment serves as a supporting factor that creates comfort, safety, and smoothness in carrying out work. When these three factors function properly, employees will be more capable of working productively, carefully, and responsibly (Nur et al., 2021).

The implementation of these research findings at the Medan District Court shows that improving employee performance needs to be carried out comprehensively, not only through one particular aspect. Increasing motivation without the support of work discipline may cause work enthusiasm to become less directed. Conversely, high work discipline without motivation may cause employees to work merely out of obligation, rather than from a genuine drive to achieve the best results. Similarly, good motivation and discipline will not be optimal if the work environment does not provide adequate support, such as insufficient work facilities, an uncomfortable work atmosphere, or ineffective work communication.

The results of this study are in line with previous studies (Chaniago, 2023)(S. Susanto et al., 2025)(Tambunan, 2023), which show that work motivation, work discipline, and work environment have a positive relationship with employee performance. These studies strengthen the view that employee performance will improve when an organization is able to build strong work motivation, enforce discipline, and provide a comfortable and supportive work environment. Thus, the findings of this study emphasize that psychological factors, work behavior, and environmental conditions are important elements in shaping employee performance in public organizations.

The managerial implication of this study is that the Medan District Court needs to design an integrated strategy to improve employee performance. Leaders need to provide motivation through appreciation, coaching, and opportunities for employee self-development. In addition, disciplinary rules need to be implemented fairly and consistently so that employees have a high sense of responsibility toward their work. Improvements in the work environment should also become a major concern, particularly through the enhancement of work facilities, workspace arrangement, and the strengthening of harmonious working relationships between employees and leaders. By managing these three factors in a balanced manner, employee performance at the Medan District Court can improve, and public services can be delivered more effectively, orderly, and professionally.

#### 4. Conclusion

Based on the research findings, it can be concluded that work motivation, work discipline, and the work environment have a positive and significant effect on employee performance at the Medan District Court. Good work motivation is able to encourage employees to work with greater enthusiasm, responsibility, and orientation toward achieving work outcomes. High work discipline also plays a role in shaping work order, compliance with regulations, and employees' punctuality in completing assigned tasks. In addition, a comfortable and conducive work environment can support employees in working more effectively and productively. Simultaneously, work motivation, work discipline, and the work environment are proven to be important factors in improving employee performance. Among the three variables, the work environment is the most dominant factor influencing employee performance. Therefore, the Medan District Court needs to strengthen employee motivation, improve work discipline, and enhance work facilities and the overall work atmosphere so that employee performance can become more optimal in providing services to the public.

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