

The Effect of Work Motivation, Work Discipline and Work Environment on the Performance of ASN Employees at the North Sumatra Provincial Education Office

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This study aims to determine the influence of work motivation, work discipline, and the work environment on the performance of civil servant employees at the North Sumatra Provincial Education Office. Employee performance is a crucial factor in improving the quality of public services and achieving organizational goals. Therefore, supporting factors such as high work motivation, good work discipline, and a conducive work environment are needed to improve employee performance. The research method used was a quantitative survey approach. Data collection was conducted by distributing questionnaires to 88 respondents, who were civil servant employees at the North Sumatra Provincial Education Office. The data obtained were analyzed using multiple linear regression analysis with the assistance of statistical software. The results of this study indicate that motivation has a negative and insignificant effect on employee performance, work discipline has a positive and significant effect on employee performance, and the work environment has a positive and significant effect on employee performance. Simultaneously, motivation, discipline, and the work environment have a significant effect on civil servant employee performance at the North Sumatra Provincial Education Office.

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

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1. Introduction

A company or organization's ability to carry out its activities is greatly assisted by human resource management (Susanto, 2025). For effective operational performance, employee participation and support are crucial (Fadli, 2024). Organizational performance is the end result of efforts made by individuals and teams within the company, in accordance with their assigned roles, duties, and expectations, to achieve these goals as efficiently and effectively as possible (Harinto, 2024). To develop, improve, and coordinate educational elements in North Sumatra Province, the North Sumatra Provincial Education Office is one of the educational institutions in North Sumatra Province. Its goals and vision can only be realized if people work hard enough (Harianto et al., 2025). States that performance is the end result of individual efforts in carrying out their responsibilities, taking into account skill level, effort level, and opportunities. Performance at the North Sumatra Provincial Education Office was unstable in 2024, according to data.



Figure 1. ASN employee performance chart in 2024

Based on the graph above, this graph shows the productivity level as a percentage from January to December 2024. It can be seen that productivity fluctuated throughout the year, with the peak productivity occurring in January, while the lowest was in August. It can be seen that in July towards August there was the largest decline in performance throughout 2024. Unstable performance reflects fluctuations in employee effort and work engagement. This condition is inseparable from the level of work motivation possessed, because motivation plays a key role in directing and maintaining performance.

According to (Maulana et al., 2025) what motivates workers to improve their attitude, work ethic, and enthusiasm to achieve organizational goals? It is a combination of internal and external forces (Yani & Zakiyatun, 2024). found that employees' intrinsic motivation significantly influenced their work productivity at the Sako District Office in Palembang. Meanwhile, research conducted by (Ahmad et al., 2023) showed that factors such as work discipline and the work environment significantly influenced employee performance, while work motivation did not. Employees at the North Sumatra Provincial Education Office were less motivated to do their jobs well, showed little interest in taking initiative in completing work, and were generally less productive on a daily basis, according to preliminary survey results. This was largely due to the heavy workload and repetitive nature of the work in the office. Both intrinsic motivation and external consequences have an impact on how well workers perform their jobs.

According to (Chaniago, 2023), workplace discipline means being able and willing to follow all rules and regulations and perform work well and attentively. Although (Sinaga, 2022) did not find a significant effect of work discipline on performance due to inadequate work environment and facilities, research by (Zulaida, 2023) shows that work discipline has a significant positive influence on employee performance in government organizations. According to pre-survey findings, the North Sumatra Provincial Education Office has discipline problems. Many employees still arrive late to work, which hinders the efficiency of task implementation, reduces organizational performance, and results in less than satisfactory service delivery. In addition to intrinsic factors such as intrinsic motivation and intrinsic discipline, the work environment also plays a role in determining employee success.

According to (Panggabean et al., Aulya & Sinaga, 2025), how enthusiastic workers are about completing their daily tasks is influenced by their work environment. While one study showed that teacher motivation and performance significantly improved with a positive work environment (Tambunan, 2023), another study (Aulya & Sinaga, 2025), revealed no such correlation. Why? Because most workers are more concerned with their own level of job satisfaction and the amount of work they have to do than the physical condition of their workplace. Researchers found problems with the work facilities of the North Sumatra Provincial Education Office, including the persistent use of old computers and poor internet connections, according to

preliminary survey results. Efficiency in completing tasks and overall employee productivity can be affected by these factors.

2. Literature Review

Work Motivation

According to (Hou et al., 2022) work motivation is defined as the internal mental and emotional drive that compels an employee to achieve peak performance. This perspective is consistent with the findings of Hasibuan, as cited in (Sipayung et al., 2023), who identifies three fundamental indicators that foster and sustain this motivation. First, the fulfilment of basic needs which encompasses competitive salaries, performance bonuses, allowances for meals and transportation, and comprehensive social benefits such as pension funds and health insurance is essential to ensure the fundamental security and stability of the workforce (Nazah et al., 2021). Second, the provision of safety and security within the workplace is equally critical; this involves creating a secure environment through the implementation of rigorous Occupational Health and Safety (OHS) training, the provision of safety equipment, and the assurance of protection through accident insurance (Mulia, 2020). Finally, the need for esteem and recognition serves as a powerful motivator, realized through the public acknowledgement of achievements, merit-based promotions, and active investments in personal development, such as specialized training and educational opportunities (Hendry et al., 2025). Together, these three pillars ensure that employees feel valued, secure, and empowered to continuously excel in their professional roles (Y. Lubis et al., 2023).

Work Discipline

Refers to the self-regulated adherence of employees to the rules, policies, and professional standards established within an organization (Wibisono, 2022). It is a critical component of human resource management, as it ensures that all individuals perform their duties in a consistent, orderly, and efficient manner (Nabella, 2023). Beyond merely following instructions, effective work discipline encompasses punctuality, the responsible use of company resources, and adherence to professional codes of conduct (Buuololo, 2023). When employees cultivate a high level of work discipline, it fosters a culture of reliability and accountability, which significantly reduces operational errors and enhances overall productivity (Hajjali et al., 2022). Ultimately, work discipline serves as the foundation for organizational stability, ensuring that collective efforts are harmonized toward achieving shared goals and objectives (Yusuf Kibar et al., 2023).

Work Environment

According to (Sari et al., 2023) the work environment is defined as everything surrounding employees that has the potential to influence their performance in the workplace, whether directly or indirectly. This definition emphasizes that the work environment is not merely a physical space, but a complex setting composed of specific indicators that collectively impact employee productivity and well-being (Novirsari et al., 2022). Among these indicators, lighting plays a critical role, as the availability of sufficient and appropriate illumination is essential to enhance work efficiency, minimize operational errors, and reduce eye fatigue (Cindy et al., 2020). Furthermore, the strategic use of color on office walls and furniture serves as a psychological tool to maintain employee morale, fostering a more relaxed and positive atmosphere (Silaban, 2023). Finally, environmental factors related to air quality, such as temperature and humidity, are vital in ensuring the comfort and physical health of the staff (Bou Reslan et al., 2025). Together, these elements form a comprehensive framework that dictates the quality of the work environment, ultimately shaping how effectively employees can perform their daily tasks (Karatepe et al., 2022).

3. Method

Teuku Cik Ditiro No. 1-D, Madras Hulu, Medan Polonia District, Medan City, North Sumatra 20151 is the location of the North Sumatra Provincial Education Office. Observations and the administration of a pre-prepared questionnaire were part of this study. This study was conducted from December 2025 to June 2026. This study employed a quantitative associative approach. This study used associative techniques as its basis. Associative research aims to establish relationships between several variables, as stated by (Sugiyono, 2019; Situmorang; 2023). According to (Sujarweni, 2018; Yulandri, 2018) researchers draw conclusions about a population based on the total number of items or individuals who have the characteristics and qualities selected by the researcher. All 762 staff of the North Sumatra Provincial Education Office were used as the population for this study. According to (Yulandri, 2018; Priyatno, 2018) when conducting research, a common practice is to use a subset, or sample, of the population being studied. If researchers don't have the resources (time, money, etc.) to survey every person in a large population, they can still use a representative sample to draw conclusions. Because the population size is known with certainty, the Slovin formula was used to determine the sample size in this study. A total of 762 people made up the study population. The sample size was determined using the Slovin formula, which allows for a 10% margin of error. Here are the steps to calculate the Slovin formula:

$$n = \frac{N}{1 + (e)^2}$$

Description:

n = number of samples

N = population size

e = margin of error

A margin of error of 10% (0.1) was used in this study. Therefore, here's how to calculate the sample size:

$$\begin{aligned} n &= \frac{762}{1 + 762(0,1)^2} \\ n &= \frac{762}{1 + 7,62} \\ n &= \frac{762}{8,62} \\ n &= 88,39 \end{aligned}$$

The calculated sample size was 88.39, with the decimal point rounded to 88. Therefore, 88 participants formed the total sample size for this study. Simple random sampling, where each member of the population has an equal chance of being selected for the sample, was used as the sampling approach in this study. Data collection in this study uses techniques such as questionnaires. Quantitative data is used in this study. The researcher took data from primary and secondary sources for this study.

4. Results and Discussion

Descriptive Statistics

Table 1. Descriptive Statistics

Variable	N	Minimum	Maximum	Mean	Std. Deviation	Variance
Work Motivation	88	6.00	30.00	23.2955	2.94064	20.16
Work Discipline	88	8.00	40.00	33.5682	3.74103	18.302
Work Environment	88	12.00	60.00	48.4886	5.87415	30.007
Employee Performance	88	8.00	40.00	33.0227	3.71693	26.356

A descriptive statistical analysis of the work motivation variable (X1) with 88 respondents is presented in Table 3.3. Scores ranged from 6 to 30, with an average of 23.2955. The results show that the average score

for the work discipline variable (X2) was 33.5682, with a possible range of 8 to 40. The average response from respondents was 4 (agree). It can be concluded that the average score for the work environment variable (X3) was 48.4886, with a range of 12–60, and the average respondent response was 4 (agree). Based on the data, we can see that the performance variable (Y) ranged from 8 to 40, with an average score of 33.0227, and the average respondent response was 4 (agree). Based on the responses of the majority of respondents, it can be concluded that they all agree.

Validity Test

Table 2. Validity Test

Variable	Item	r-calculated	r-table	Description
Employee Performance (X1)	EP.1	0,849	0,1745	Valid
	EP.2	0,835	0,1745	Valid
	EP.3	0,834	0,1745	Valid
	EP.4	0,788	0,1745	Valid
	EP.5	0,824	0,1745	Valid
	EP.6	0,857	0,1745	Valid
	EP.7	0,829	0,1745	Valid
	EP.8	0,770	0,1745	Valid
Motivation (X2)	MT.1	0,772	0,1745	Valid
	MT.2	0,808	0,1745	Valid
	MT.3	0,728	0,1745	Valid
	MT.4	0,702	0,1745	Valid
	MT.5	0,747	0,1745	Valid
	MT.6	0,751	0,1745	Valid
Work Discipline (X3)	WD.1	0,758	0,1745	Valid
	WD.2	0,848	0,1745	Valid
	WD.3	0,827	0,1745	Valid
	WD.4	0,816	0,1745	Valid
	WD.5	0,858	0,1745	Valid
	WD.6	0,864	0,1745	Valid
	WD.7	0,785	0,1745	Valid
	WD.8	0,765	0,1745	Valid
Work Environment (X3)	WE.1	0,800	0,1745	Valid
	WE.2	0,830	0,1745	Valid
	WE.3	0,863	0,1745	Valid
	WE.4	0,896	0,1745	Valid
	WE.5	0,818	0,1745	Valid
	WE.6	0,827	0,1745	Valid
	WE.7	0,734	0,1745	Valid
	WE.8	0,748	0,1745	Valid
	WE.9	0,748	0,1745	Valid
	WE.10	0,747	0,1745	Valid
	WE.11	0,768	0,1745	Valid
	WE.12	0,721	0,1745	Valid

The obtained r table is 0.1745 at $\alpha = 10\%$ with $n = 88$ and $df = 88-2 = 86$. Table 3.1 states that for a statement item to be considered valid, the r value must be greater than the r value in the table of 0.1745. All statements in the Work Motivation, Work Discipline, and Work Environment variables are valid, as shown by the test results, which reveal that all r values are > 0.1745 . These findings indicate that the research instruments possess high internal consistency and accurately measure the intended constructs. Consequently, all items are deemed reliable and appropriate for further statistical analysis, ensuring that the data collected from the respondents effectively reflects their perceptions regarding the variables under study.

Reliability Test

Table 3. Reliability Test

Variabel	Cronbach's Alpha	N of Items	Keterangan
Motivation (X1)	0,844	6	Reliabel
Work Discipline (X2)	0,926	8	Reliabel
Work Environment (X3)	0,945	12	Reliabel
Employee Performance (Y)	0,931	8	Reliabel

The questionnaire in this study was considered reliable based on the Cronbach's Alpha value for each research variable, which was greater than 0.60, as shown in the table. This result indicates that the instruments used to measure Work Motivation, Work Discipline, and Work Environment possess strong internal consistency, meaning that the survey items reliably measure the intended underlying constructs. A Cronbach's Alpha exceeding this threshold confirms that the responses are stable and provide a dependable basis for subsequent analysis.

Classical Assumption Test Results.

Normality Test Results

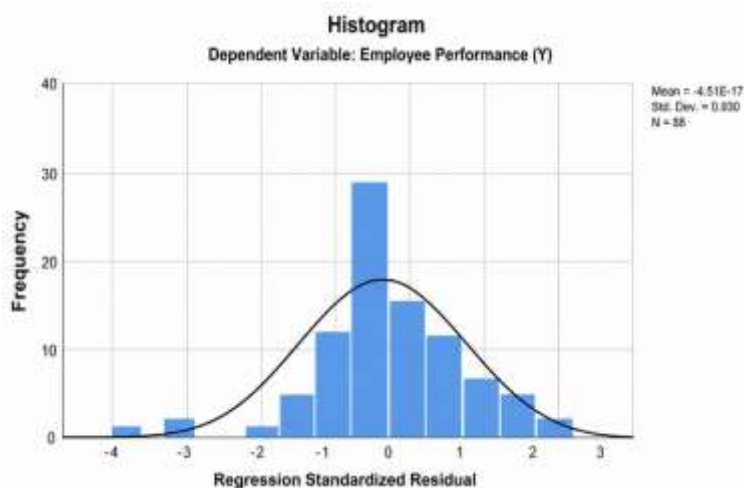


Figure 2. Results of Data Normality Test

The results of the histogram-based normality test are shown in Figure 3.4. The figure clearly shows that the data distribution is distributed around the center and resembles a normal curve, namely a bell-shaped pattern. Thus, it is reasonable to assume that the residual data follows a normal distribution.

Multicollinearity Test

Table 4. Multicollinearity Test

Model	Tolerance	VIF
(Constant)		

Model	Tolerance	VIF
Work Motivation	0.414	2.414
Work Discipline	0.45	2.222
Work Environment	0.584	1.713

Work Motivation Strategy (X1), Work Discipline (X2), and Work Environment (0.268) are three independent variables with Tolerance values > 0.10, as shown in Table 3.3. The VIF values < 10 for Work Motivation Strategy (X1), Work Discipline (X2), and Work Environment are 3.049, 2.518, and 3.732, respectively. Thus, it can be concluded that the regression model in this study does not experience multicollinearity, because there is no substantial correlation between the independent variables.

Heteroscedasticity Test

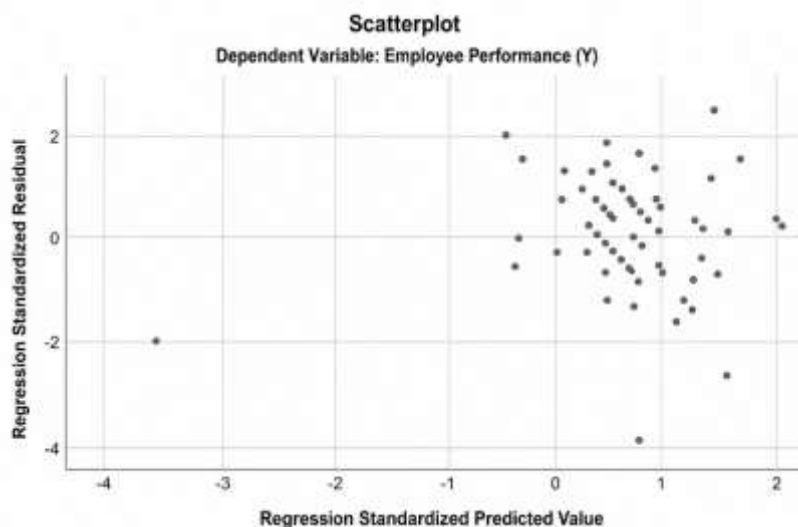


Figure 3. Scatterplot of Heteroscedasticity Test

Heteroscedasticity is a sign of a poor regression model. The regression standardized predicted values and studentized residuals can be compared using a scatterplot to identify it. Heteroscedasticity is absent in the model if there is no discernible pattern among the points. The points do not appear to fall into any particular pattern or distribution and are spread across the Y-axis, as seen in Figure 3. Thus, the traditional assumptions are met, and the regression model in this study does not exhibit heteroscedasticity.

Multiple Linear Regression Test

Table 5. Multiple Linear Regression Test

Model	Unstandardized Coefficients	Std. Error	Standardized Coefficients	t	Sig.
(Constant)	2.946	1.763		1.671	.098
Work Motivation	-.040	.112	-.032	-.361	.719
Work Discipline	.463	.080	.466	5.803	.000
Work Environment	.319	.062	.504	5.154	.000

The following multiple linear regression equation can be derived from the coefficient table:

$$Y = 2,946 - 0,40 X1 + 0,463 X2 + 0,397 X3 + e$$

Based on this equation, it can be interpreted as follows:

1. A performance score of 2.946 will be achieved with three independent variables: work motivation (X1), work discipline (X2), and work environment (X3).

2. Work Motivation has a negative trend and a coefficient value of -0.040. This means that for every 1-unit increase in Work Motivation, Performance will decrease by 0.040 units, with all other variables remaining constant.
3. Work Discipline has a positive trend coefficient value of 0.463, meaning that, assuming all other variables remain constant, a one-unit increase in Work Discipline will lead to a 0.463-unit increase in Performance.
4. Work Environment has a positive trend coefficient value of 0.319, meaning that, assuming all other variables remain constant, a one-unit increase in Work Environment will lead to a 0.319-unit increase in Performance.

Coefficient of Determination Test

Table 6. Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.886	.785	.777	1.755

Based on Table 3.6, the results of the determination coefficient (R^2) test show that the correlation value (R) is 0.886. This value indicates a strong relationship between the independent variables consisting of work motivation (X1), work discipline (X2), and work environment (X3) with the dependent variable, namely employee performance (Y). The Adjusted R Square value of 0.777 indicates that the three independent variables are able to explain variations in employee performance by 77.7%. Meanwhile, the remaining 22.3% (100% minus 77.7%) is influenced by other factors not included in the variables examined in this study.

F Test

Table 7. F Test

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	9.43.168	3	314.389	102.048	.000
Residual	258.786	84	3.081		
Total	1201.955	87			

The probability of significance is less than 0.05, and Table 3.7 shows that the calculated F value (102.048) is higher than the table F value (2.15). Consequently, we accept H_a and reject H_0 . As a result, we can say that X1, Work Motivation, X2, and X3 all have a positive and significant impact on Y, the Performance metric.

t-test

Table 8. t-test

Model	Unstandardized Coefficients	Std. Error	Standardized Coefficients	t	Sig.
(Constant)	2.946	1.763		1.671	.098
Work Motivation	-.040	.112	-.032	-.361	.719
Work Discipline	.463	.080	.466	5.803	.000
Work Environment	.319	.062	.504	5.154	.000

Considering the dependent variable, performance, and coefficient table in the figure (with a t-table of ± 1.663 at $\alpha = 0.10$):

1. The Work Motivation variable has a calculated t-value of $-0.361 < 1.663$ and a significance value of $0.719 > 0.10$. The North Sumatra Provincial Education Office accepts H_0 and rejects H_a because work motivation does not significantly influence performance.

2. The Work Discipline variable has a t-value of $5.803 > 1.663$ and a sig. value of $0.000 < 0.10$. The North Sumatra Provincial Education Office has confirmed H_a and rejected H_0 , indicating that Work Discipline has a significant and positive effect on performance.
3. The Work Environment variable has a t-value of 5.154, which is greater than 1.663, and a significance value of 0.000, which is less than 0.10. The North Sumatra Provincial Education Office accepts H_a and rejects H_0 because the Work Environment has a significant and positive effect on Performance.
4. In the North Sumatra Provincial Education Office, the Work Environment and Work Discipline factors have a positive and substantial effect on Performance, while Work Motivation does not.

Discussion

The Influence of Work Motivation on Employee Performance

The results of the (partial) t-test of this study indicate that ASN employee performance satisfaction is not influenced by work motivation at the North Sumatra Provincial Education Office. The t-test findings support this, showing that the estimated t-value is less than 1.663 and the Sig. value is greater than 0.10. This supports the acceptance of H_0 and the rejection of H_a , which states that work motivation does not significantly affect performance (Laurentino Moreira, 2023) explains that work motivation is a drive that arises from within an individual, both psychologically and emotionally, that drives someone to work optimally to achieve desired work results. Meanwhile, (Purba et al., 2025) states that the higher the level of motivation an employee has, the greater the likelihood of increased job satisfaction they experience. The non-significant result may imply that other structural or external factors such as rigid administrative procedures, standardized compensation packages, or the nature of public sector work potentially overshadow the influence of internal motivational drivers (Kirana et al., 2024). Consequently, even when employees possess a strong internal drive, that motivation may not translate into tangible performance gains if the organizational environment does not provide the necessary mechanisms or incentives to channel that energy into productive outcomes (Purba et al., 2023).

The Influence of Work Discipline on Employee Performance

The results of this study's partial t-test indicate that work discipline at the North Sumatra Provincial Education Office has a somewhat beneficial and significant influence on employee performance satisfaction. The t-test results confirm this, showing that the calculated t-value is $5.803 > 1.663$ and the Sig. value is $0.000 < 0.10$. This supports the acceptance of H_a and the rejection of H_0 , indicating that work discipline significantly and positively influences performance. Accountability in the workplace, as defined by (Widnyani & Suartina, 2021)(F. R. A. Lubis et al., 2023)(Nasib et al., 2024) is characterized by "compliance and awareness" of all relevant work laws and norms. According to (Edward, 2021), an individual demonstrates work discipline when they adhere to the rules and regulations of their business.

These findings highlight that disciplined behavior functions as a stabilizer within the organizational structure, ensuring that human capital is aligned with institutional objectives. When employees consistently uphold professional standards, it fosters a predictable and reliable work environment that minimizes operational disruptions and maximizes task completion efficiency. This empirical evidence suggests that discipline is not merely about adherence to attendance or procedural rules, but is a fundamental driver that translates employee effort into measurable performance results. Consequently, fostering a culture of discipline is a vital management strategy for the Education Office to ensure that professional conduct directly contributes to the overall success and service quality of the institution.

The Influence of the Work Environment on Employee Performance

According to the results of the partial t-test, staff satisfaction with their performance at the North Sumatra Provincial Education Office is positively and significantly influenced by work discipline. The statistical results indicate this is true, with a t-value of $5.154 > 1.663$ and a Sig. value of $0.000 < 0.10$. We can conclude that work discipline significantly improves performance, thus rejecting H_0 and accepting H_a (Akbar et al., 2023; Honkley et al., 2024)(Lestari & Nasib, 2021) stated that supportive work environment conditions, such as adequate lighting, good ventilation, and the availability of adequate work facilities, can create comfort for employees. This comfort can contribute to improving employee performance in carrying out their work.

These findings suggest that when discipline acts as the structural foundation of the organization, it creates a conducive environment where employees are better positioned to utilize their facilities and resources effectively. By ensuring that employees feel comfortable in their workspace, the North Sumatra Provincial Education Office can synergize behavioral adherence with environmental support. This dual approach promoting disciplined conduct while maintaining high-quality physical surroundings not only reduces workplace stress but also aligns individual energy with organizational goals, creating a sustained impact on overall institutional productivity.

5. Conclusion

Based on the results of the analysis, it can be concluded that, partially, work motivation does not have a significant effect on the performance of civil servants at the North Sumatra Provincial Education Office. This is indicated by the t-value (-0.361), which is lower than the t-table value (1.663), and a significance level of 0.719 , which exceeds 0.10 . In contrast, work discipline and the work environment have been proven to exert a positive and significant influence on employee performance, with t-values of 5.803 and 5.154 , respectively, both exceeding the critical value and having significance levels of $0.000 < 0.10$. Simultaneously, work motivation, discipline, and the work environment collectively have a significant effect on performance, as evidenced by an F-value of 102.048 , which is greater than the F-table value of 2.15 , and a significance level of less than 0.05 . This indicates that the proposed model is capable of explaining variations in employee performance effectively.

Based on these findings, it is recommended that the organization prioritize efforts to enhance employee performance by strengthening work discipline and creating a conducive work environment. Management should implement consistent policies regarding attendance, punctuality, and adherence to standard operating procedures. In addition, improvements in workplace facilities, including technological infrastructure and physical working conditions, should be considered a priority. Although work motivation was not found to have a significant effect, organizations should still manage motivational aspects through non-financial approaches such as recognition, career development opportunities, and effective internal communication.

This study has several limitations. First, the research was conducted within a single institution, which limits the generalizability of the findings. Second, the study only examined three independent variables, which may not fully capture the complexity of factors influencing employee performance. Furthermore, the use of a quantitative approach restricts deeper exploration of behavioral and psychological aspects that may also play a significant role in shaping performance outcomes.

From a managerial perspective, the findings imply that improving employee performance is more effectively achieved through structural and environmental approaches rather than relying solely on individual motivation. Organizations should develop performance management systems that emphasize discipline and are supported by a productive work environment. Investments in digital infrastructure, balanced

workload management, and the strengthening of a professional work culture are essential strategies to enhance efficiency and overall employee performance, particularly in the public sector.

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