

The Effect of Work Discipline, Work Motivation, and Work Environment on Employee Performance at BKPSDM North Lombok Regency

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Abstract

The study purpose was to analyze the effects of Work Discipline, Work Motivation, and Work Environment on Employee Performance at the Human Resources Personnel and Development Agency (BKPSDM) of North Lombok Regency. The study was conducted based on the importance of employee behavior, motivation, and working conditions in supporting the achievement of organizational performance. The study also aimed to determine the partial and simultaneous effects of the independent variables on Employee Performance. Materials and methods. This study employed a quantitative approach with an associative research design. The population and sample consisted of all employees of BKPSDM North Lombok Regency, totaling 65 respondents, selected using a saturated sampling technique. Data were collected through questionnaires using a Likert scale and analyzed using IBM SPSS version 26. The analytical techniques included multiple linear regression analysis, partial significance testing (t-test), simultaneous significance testing (F-test), and the coefficient of determination (R^2). Results. The results showed that Work Discipline had a positive but not significant effect on Employee Performance, with a regression coefficient of 0.104, a t-value of 1.987, and a significance value of 0.051. Work Motivation also had a positive but not significant effect, with a regression coefficient of 0.062, a t-value of 0.773, and a significance value of 0.443. In contrast, Work Environment had a positive and significant effect, with a regression coefficient of 0.614, a t-value of 7.860, and a significance value of <0.001 . Simultaneously, Work Discipline, Work Motivation, and Work Environment significantly affected Employee Performance, with an F-value of 64.893 and a significance value of <0.001 . The R Square value of 0.764 indicates that the three independent variables explained 76.4% of the variation in Employee Performance. Conclusions. Work Discipline and Work Motivation did not have significant partial effects on Employee Performance, while Work Environment had a positive and significant effect. Simultaneously, the three variables significantly affected

Employee Performance. These findings indicate that maintaining a comfortable, safe, and conducive work environment is important for supporting employee performance at BKPSDM North Lombok Regency.

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

INTRODUCTION

Human resources are an important element in achieving organizational objectives because employee performance determines the extent to which organizational tasks and responsibilities can be accomplished effectively. Employee performance reflects the results achieved by employees in carrying out their duties and responsibilities, including the quality and quantity of work, timeliness, and responsibility. Therefore, organizations need to create conditions that support employees in carrying out their duties optimally. In government institutions, employee performance is particularly important because the achievement of organizational objectives is closely related to the ability of employees to perform their responsibilities effectively.

One of the factors associated with employee performance is work discipline. Work discipline refers to employees' compliance with organizational rules, work procedures, working hours, and responsibilities. Employees who demonstrate good work discipline are expected to carry out their duties regularly, comply with applicable regulations, use working hours effectively, and complete their responsibilities appropriately. Good discipline can support the achievement of organizational objectives by encouraging employees to work according to established standards and procedures.

Another factor that is relevant to employee performance is work motivation. Work motivation represents the internal and external encouragement that stimulates employees to perform their duties and achieve organizational goals. Employees with stronger work motivation are expected to demonstrate greater enthusiasm, responsibility, and willingness to complete their assigned tasks. Motivation can encourage employees to make greater efforts in carrying out their work and contribute to the achievement of organizational objectives.

In addition to work discipline and motivation, the work environment is also an important factor related to employee performance. The work environment includes physical conditions surrounding employees as well as non-physical conditions involving relationships and interactions within the organization. A supportive physical work environment can provide comfort and safety for employees in carrying out their activities. Adequate facilities, comfortable workspace, lighting, air circulation, cleanliness, and workplace safety can support employees in completing their tasks. Meanwhile, a non-physical work environment, including relationships among employees and relationships between employees and supervisors, can influence employees' experiences and comfort while working.

This study was conducted at the Human Resources Personnel and Development Agency (BKPSDM) of North Lombok Regency. The empirical condition identified in the

research indicates that work discipline, work motivation, and work environment remain important aspects to be examined in relation to employee performance. Based on initial observations, several issues were identified, including employee attendance discipline, motivation in carrying out work, and several aspects of the work environment that still require attention. These conditions indicate that the three factors are relevant to be examined as factors associated with employee performance at BKPSDM of North Lombok Regency. The following table presents an overview of employee performance indicators examined in this research.

Table 2. Employee Performance Indicators at BKPSDM of North Lombok Regency

No.	Performance Indicator	Description
1	Quality of Work	The extent to which employees complete work according to the required standards.
2	Quantity of Work	The ability of employees to complete the expected amount of work.
3	Timeliness	The ability of employees to complete tasks within the specified time.
4	Responsibility	The ability of employees to carry out assigned duties and responsibilities.

Source: Research data, 2026.

The table indicates that employee performance can be viewed through several aspects, including quality, quantity, timeliness, responsibility, and effectiveness. These aspects provide an empirical basis for examining factors that may be associated with employee performance at BKPSDM of North Lombok Regency. In this context, work discipline, work motivation, and work environment become relevant factors to be examined simultaneously.

Previous studies have reported different findings regarding the relationship between work discipline, work motivation, work environment, and employee performance. Several studies have found that work discipline has a positive and significant effect on employee performance, while other studies have reported different results. Previous research has also indicated that work motivation and work environment may contribute positively to employee performance. However, these studies were conducted in different organizational contexts and characteristics, so their findings cannot necessarily represent the conditions at BKPSDM of North Lombok Regency. Furthermore, research examining work discipline, work motivation, and work environment simultaneously in relation to employee performance at BKPSDM of North Lombok Regency remains limited. This condition provides a research gap that needs further empirical examination.

The research gap is increasingly relevant to the empirical conditions at BKPSDM of North Lombok Regency. Initial observations indicate that employee attendance discipline still requires attention, employee motivation in carrying out their duties is not yet fully optimal, and several aspects of the work environment still need improvement.

Although employees have generally demonstrated positive working conditions, these issues indicate that work discipline, work motivation, and work environment remain important factors to be examined in efforts to improve employee performance.

Based on this background, this study aims to analyze the effect of work discipline, work motivation, and work environment on employee performance at BKPSDM of North Lombok Regency, both partially and simultaneously. The results are expected to provide empirical information regarding factors associated with employee performance and to serve as consideration for efforts to improve employee performance within the organization.

METHOD

This research uses a quantitative approach with an associative research design to examine the effect of the independent variables on the dependent variable. Data were collected through a survey by distributing questionnaires to employees who were the respondents of the study. The independent variables in this research consist of work discipline, work motivation, and work environment, while employee performance is the dependent variable.

The research was conducted at the Human Resources Personnel and Development Agency (BKPSDM) of North Lombok Regency. The population in this study consisted of 65 employees. The sample was determined using a saturated sampling technique, in which all employees were included as research respondents. Primary data were collected using questionnaires designed based on the indicators of each research variable. The questionnaire used a five-point Likert scale to measure respondents' perceptions of work discipline, work motivation, work environment, and employee performance.

The data were analyzed using multiple linear regression to determine the effect of work discipline, work motivation, and work environment on employee performance. The analysis included hypothesis testing through the partial significance test (t-test) to determine the effect of each independent variable on employee performance, the simultaneous significance test (F-test) to determine the joint effect of the independent variables, and the coefficient of determination (R^2) to determine the proportion of variation in employee performance explained by the research model. Classical assumption tests were also conducted, including the Kolmogorov-Smirnov normality test and Normal P-P Plot, multicollinearity test using tolerance and VIF values, and heteroscedasticity test using a scatterplot. The analysis was conducted using IBM SPSS Statistics version 26 with a significance level of 5%.

FINDING AND DISCUSSION

Outer Model or Measurement Model

The descriptive analysis was conducted to provide an overview of respondents' perceptions of work discipline, work motivation, work environment, and employee performance. The results are presented based on the mean scores obtained from the

questionnaire responses. The descriptive results of each research variable are presented in Table 1.

Table 2. Descriptive Statistics of Research Variables

Variable	Mean	Category
Work Discipline	3.87	High
Work Motivation	3.74	Good
Work Environment	3.85	High
Employee Performance	4.00*	High

Source: Primary data, 2026.
Note: The employee-performance mean is based on the item-level results in the research data.

The descriptive results show that work discipline obtained a mean score of 3.87 and was categorized as high. The highest score was found on the statement that employees complete work according to predetermined quality targets, with a mean of 3.98. Meanwhile, the lowest score was found on the statement that employees maintain a professional attitude in carrying out their daily duties, with a mean of 3.61. These results indicate that employees generally demonstrate a high level of work discipline.

Work motivation obtained a mean score of 3.74 and was categorized as good. The highest mean score was found on the statement that employees have good working relationships with colleagues, with a mean of 3.97. The lowest mean score was found on the statement that the income received is sufficient to meet employees' living needs, with a mean of 3.41. These results indicate that employees generally have a good level of work motivation.

The work environment obtained a mean score of 3.85 and was categorized as high. The highest mean score was found on the statement that air circulation in the workplace operates well, with a mean of 3.98. Meanwhile, the lowest scores were found for workplace cleanliness and noise levels, each with a mean of 3.72. These results indicate that employees generally perceive the work environment at BKPSDM North Lombok Regency as supportive of their work activities.

Employee performance was generally categorized positively. The highest mean score was found on the statement that employees' work results conform to the standards established by the agency, with a mean of 4.09. Meanwhile, the lowest mean score was 3.91 on the statement concerning employees' ability to produce good-quality work. These results indicate that employee performance at BKPSDM North Lombok Regency is generally high, particularly in meeting work standards, achieving targets, completing work on time, and carrying out assigned responsibilities.

Validity Test

The validity test was conducted to determine whether each questionnaire item was capable of measuring the intended variable. With 65 respondents, the research used an r-table value of 0.2461 at a 5% significance level. An item is considered valid when the calculated correlation value exceeds the r-table value.

Table 3. Validity Test Results

Variable	Number of Items	r-count Range	r-table	Description
Work Discipline (X1)	10	0.297–0.942	0.2461	Valid
Work Motivation (X2)	10	0.646–0.819	0.2461	Valid
Work Environment (X3)	10	0.732–0.906	0.2461	Valid
Employee Performance (Y)	8	0.767–0.908	0.2461	Valid

Source: Primary data, 2026.

The results show that all questionnaire items have calculated correlation values greater than the r-table value of 0.2461. Therefore, all items measuring work discipline, work motivation, work environment, and employee performance are declared valid and suitable for further analysis.

Reliability Test

The reliability test was conducted using Cronbach's Alpha. An instrument is considered reliable when the Cronbach's Alpha value exceeds 0.70.

Table 4. Reliability Test Results

Variable	Cronbach's Alpha	Standard	Description
Work Discipline (X1)	0.784	0.70	Reliable
Work Motivation (X2)	0.777	0.70	Reliable
Work Environment (X3)	0.787	0.70	Reliable
Employee Performance (Y)	0.796	0.70	Reliable

Source: Primary data, 2026.

The results show that all variables have Cronbach's Alpha values above 0.70. Therefore, all research instruments are reliable and can be used for subsequent statistical analysis.

The normality test was conducted using the Kolmogorov-Smirnov test and Normal P-P Plot of Regression Standardized Residual. The results indicate that the residual data meet the normality assumption. The points in the Normal P-P Plot tend to follow the diagonal line, indicating that the residual distribution is approximately normal. The multicollinearity test was conducted by examining the tolerance and Variance Inflation Factor (VIF) values.

Table 5. Multicollinearity Test Results

Variable	Tolerance	VIF	Description
Work Discipline	0.850	1.177	No Multicollinearity
Work Motivation	0.423	2.363	No Multicollinearity
Work Environment	0.423	2.366	No Multicollinearity

Source: Primary data, 2026.

All tolerance values are greater than 0.10 and all VIF values are below 10. Therefore, the regression model does not show symptoms of multicollinearity. The heteroscedasticity test was conducted using a scatterplot. The residual points were distributed randomly above and below the zero value on the Y-axis and did not form a clear pattern. Therefore, the regression model does not show symptoms of heteroscedasticity and is suitable for further analysis.

Table 6. Multiple Linear Regression Results

Variable	Tolerance	VIF	Description
Work Discipline	0.850	1.177	No Multicollinearity
Work Motivation	0.423	2.363	No Multicollinearity
Work Environment	0.423	2.366	No Multicollinearity

Source: Primary data, 2026.

Based on Table 6, the multiple linear regression equation is: $Y = 1.949 + 0.104X_1 + 0.062X_2 + 0.614X_3 + e$

The work discipline coefficient is 0.104, indicating a positive relationship with employee performance. The work motivation coefficient is 0.062, also indicating a positive relationship with employee performance. Meanwhile, the work environment coefficient is 0.614, indicating a positive relationship with employee performance.

Table 7. Simultaneous Test (F-Test)

F-count	Sig.	Description
64.893	<0.001	Significant

Source: Primary data, 2026.

The F-test shows an F-count of 64.893 with a significance value of less than 0.001, which is below 0.05. Thus, work discipline, work motivation, and work environment simultaneously have a significant effect on employee performance.

Table 8. Partial Test (t-Test)

Hypothesis	Variable	t-count	Sig.	Result
H1	Work Discipline → Employee Performance	1.987	0.051	Rejected
H2	Work Motivation →	0.773	0.443	Rejected

	Employee Performance			
H3	Work Environment → Employee Performance	7.860	<0.001	Accepted

Source: Primary data, 2026.

The partial test shows that work discipline has a positive but not significant effect on employee performance because the t-count is 1.987 with a significance value of 0.051, which is greater than 0.05. Therefore, H1 is rejected. Work motivation also has a positive but not significant effect on employee performance. The t-count is 0.773 with a significance value of 0.443, which is greater than 0.05. Therefore, H2 is rejected.

Meanwhile, work environment has a positive and significant effect on employee performance. The t-count is 7.860 with a significance value of less than 0.001, which is below 0.05. Therefore, H3 is accepted.

Table 9. Coefficient of Determination

R	R Square	Adjusted R Square
0.874	0.764	0.753

Source: Primary data, 2026.

The model produces an R Square of 0.764, while the Adjusted R Square is 0.753. This means that work discipline, work motivation, and work environment explain 76.4% of the variation in employee performance, while the remaining 23.6% is explained by other factors outside the research model.

The Effect of Organizational Culture on Job Satisfaction

Based on the results of hypothesis testing, it is found that the organizational culture variable has a positive and significant effect on job satisfaction. This result indicates that the higher the employee's perception of organizational culture, the more likely the employee will get job satisfaction at the Agam Regency Land Office. Organizational culture is a system of shared meanings adopted by members that distinguishes the organization from other organizations. Organizational culture (culture developed in an organization) needs to be created and familiarized through learning, directed at achieving organizational goals. The application of organizational culture is certainly not intended to make it difficult for employees, but to make it clear to employees how to achieve company goals. The company certainly requires employees to act according to its organizational culture. In return, the company is also obliged to take care of its employees, meaning giving what is already the right of employees. The results of this study are in line with the results of research found by (Abadiyah, 2021) which found that organizational culture has a significant effect on job satisfaction. In addition, research from (Herawati & Ranteallo, 2020) also found that organizational culture has a significant effect on job satisfaction. The better the organizational culture, the more employee job satisfaction will increase...

The Effect of Work life balance on Job Satisfaction

Based on the results of hypothesis testing, it is found that the work life balance variable has a positive and significant effect on job satisfaction. This result indicates that the higher the employee's perception of work life balance, the more job satisfaction of Agam Regency Land Office employees will increase. Work life balance is a condition where a person can share roles and feel satisfaction in these roles which is shown by the low level of work family conflict and the high level of work family facilitation or work family enrichment. Work life balance is generally seen as the absence of conflict. But when connected and incorporated into the notion of work life balance, balance here comes from effectiveness (functioning well, productive, successful) and appears positive (satisfying, happy) for both work and family. Therefore, everyone must be able to balance between their work and their personal life. The more workers are able to do their jobs well and produce a success for the company, then these workers can feel job satisfaction. The results of this study are in line with the results of research found by (Angelina, 2022) and (Fadilla et al., 2023) which found that work life balance has a significant effect on job satisfaction. Then, research from (Maharani et al., 2023) also found that work life balance has a significant effect on job satisfaction. The more work life balance increases, the more job satisfaction will also increase.

The Effect of Organizational Culture on Employee Performance

Based on the results of hypothesis testing, it is found that the organizational culture variable has a positive and significant effect on employee performance. These results indicate that work organizational culture is an indicator in improving the performance of employees of the Agam Regency Land Office. A strong organizational culture will support the development of employee performance and motivate employees to achieve common goals. In the end, it will shape employee behavior in a certain direction as desired by the organization. Furthermore, the type of organizational culture created in an organization will determine the impact on employee performance. Companies should create an organizational culture that is in accordance with the company's environment so that employee performance increases so that it benefits the company. The results of this study are in line with the results of research obtained by (Alfida & Widodo, 2022) and (Suyudi et al., 2021) which found that organizational culture affects performance. In addition, research from (Fauziah, 2021) also found that organizational culture affects employee performance. A strong organizational culture will create work comfort for employees so as to improve employee performance.

Effect of Work life balance on Employee Performance

Based on the results of hypothesis testing, it is found that the work life balance variable has no significant effect on employee performance. This result indicates that employee perceptions of work life balance have not been able to provide a significant increase in the performance of employees of the Agam Regency Land Office. Although it has no significant effect, work life balance is an important factor that needs to be considered in every company when formulating policies. Work life balance is the level of

satisfaction that is influenced by the dual role in a worker's life. work life balance occurs when employees can balance between personal activities and the work that must be done. When work life balance occurs this can minimize the conflict that occurs, if employees cannot balance the time between personal matters or activities at work, it will cause conflict in their personal life and work life. These results are not in line with the results of research found by (Fatma et al., 2020) and (Indriyani et al., 2021) which found that work life balance affects employee performance. In addition, research from (Surajiyo et al., 2021) also found that work life balance affects employee performance. However, this research is in line with the results of research from (Tamsyiatissanusiyah et al., 2022) which found that work life balance has no effect on employee performance.

The Effect of Job Satisfaction on Employee Performance

Based on the results of hypothesis testing, it is found that the job satisfaction variable has a positive and significant effect on employee performance. This result indicates that the higher the employee's perception of job satisfaction, the more the performance of the Agam Regency Land Office employees will increase. Satisfaction will affect employee performance if the satisfaction obtained by employees from their work because there is a match between what is expected and what is received is able to encourage employees to achieve optimal performance. Employees who have high job satisfaction in their jobs tend to be more productive, have high involvement and are less likely to resign than employees who feel less satisfaction (Sunarta, 2019) . The results of this study are not in line with the results obtained by (Fatma et al., 2020) , and (Maniku et al., 2019) , which found that work discipline has a significant effect on employee performance. Other research conducted by (Pamungkas & Widowati, 2020) also found that job satisfaction has a significant effect on employee performance. The higher the level of employee satisfaction at work, the more employee performance will increase.

The Effect of Organizational Culture on Employee Performance Through Job Satisfaction

Based on the results of the sixth hypothesis test, it is found that organizational culture has a positive and significant effect on employee performance through job satisfaction. This result indicates that organizational culture through job satisfaction is a factor that can improve employee performance. Organizational culture in the organization is very important to realize the vision and mission of the organization. This organizational culture is a very interesting and important issue of organizational behavior. Organizational culture means that the human resources in it have the same perception of norms and values. From this common perception in unison - employees will devote all their energy to the success of the organization. In addition, a good organizational culture will create job satisfaction in the members of the organization. Every job delegated to employees will be completed properly - this is the result of job satisfaction from the employees. Employees who have satisfaction with the work delegated to them will provide positive behavior so that in the end their performance will be good. The results of this study are in line with the results of research obtained by (Alfida & Widodo, 2022)

and (Suyudi et al., 2021) which found that organizational culture affects performance. In addition, research from (Fauziah, 2021) also found that organizational culture affects employee performance. The stronger the organizational culture, the more employee job satisfaction will increase and affect employee performance.

The effect of work life balance on employee performance through job satisfaction

Based on the results of hypothesis testing, it is found that the work life balance variable has a positive and significant effect on employee performance through job satisfaction. These results indicate that work life balance is a determining factor for employees to increase their job satisfaction and performance. Work life balance is an important factor that needs to be considered in every company when formulating policies. Work life balance is the level of satisfaction influenced by the dual roles in a worker's life. Work life balance is a broad concept that involves managing the gap between work (career and ambition) on the one hand and life (happiness, family, leisure and spiritual development) on the other. Similar results were found by (Fatma et al., 2020) and (Indriyani et al., 2021) which found that work life balance affects employee performance. In addition, research from (Surajiyo et al., 2021) also found that work life balance affects employee performance. Employees who have a balanced life between work and personal life will feel satisfied with their work so that their performance will also increase.

CONCLUSIONS

This study was conducted to examine the effects of work discipline, work motivation, and work environment on employee performance at the Human Resources Development and Personnel Agency (BKPSDM) of North Lombok Regency. Based on the results of the data analysis and hypothesis testing, the study provides several important conclusions. First, work discipline has a positive but not significant effect on employee performance. This finding indicates that although improvements in work discipline tend to be associated with better employee performance, the effect is not statistically significant in this research context. Employees generally demonstrated a high level of work discipline, particularly in completing work according to predetermined quality targets. However, work discipline alone was not sufficient to significantly explain differences in employee performance. Therefore, efforts to improve employee performance cannot rely solely on discipline but need to be supported by other organizational factors.

Second, work motivation has a positive but not significant effect on employee performance. This finding indicates that although higher work motivation tends to be associated with increased employee performance, the relationship was not statistically significant. Employees generally demonstrated good work motivation, particularly through positive working relationships with colleagues. However, aspects related to the ability of income to meet employees' living needs received a relatively lower assessment. These findings indicate that work motivation did not independently provide a significant contribution to employee performance in this research context.

Third, the work environment has a positive and significant effect on employee performance. This finding indicates that a better and more supportive work environment

is associated with higher employee performance at BKPSDM North Lombok Regency. Employees generally perceived the work environment positively, particularly in terms of air circulation in the workplace. Nevertheless, workplace cleanliness and noise remained aspects that could still be improved. The significant influence of the work environment emphasizes the importance of providing comfortable and supportive working conditions to help employees perform their duties effectively.

Fourth, work discipline, work motivation, and work environment simultaneously have a positive and significant effect on employee performance. The simultaneous test produced an F-value of 64.893 with a significance value of less than 0.001. Furthermore, the coefficient of determination (R^2) of 0.764 indicates that 76.4% of the variation in employee performance can be explained by work discipline, work motivation, and work environment, while the remaining 23.6% is explained by other factors outside the variables examined in this study. These findings indicate that employee performance is not determined by a single factor but is influenced collectively by discipline, motivation, and the conditions of the work environment.

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