

Factors Affecting Employee Performance

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Abstract

This study aims to determine and analyze the effect of Work Motivation, Work Discipline, and Work Environment, both partially and simultaneously, on Employee Performance at the Regional Office of the Ministry of Law North Sumatra. This study uses a quantitative approach with an associative/causal method. The research sample consisted of 57 employees selected using a saturated sampling technique. Data were collected through a Likert-scale questionnaire and analyzed using validity tests, reliability tests, classical assumption tests, and multiple linear regression analysis.

The results show that all instrument items are valid and reliable. The classical assumption tests indicate that the data are normally distributed and free from heteroscedasticity, although a high indication of multicollinearity was found among the independent variables. Partially, only Work Environment has a positive and significant effect on Employee Performance ($t = 2.308 > t \text{ table } 2.006$; sig. 0.025), while Work Motivation (sig. 0.062) and Work Discipline (sig. 0.277) do not show a significant partial effect. Simultaneously, Work Motivation, Work Discipline, and Work Environment have a positive and significant effect on Employee Performance ($F = 41.071 > F \text{ table } 2.779$; sig. 0.000), contributing 68.2% (Adjusted R Square), while the remaining 31.8% is explained by other factors outside the model.

This study concludes that Work Environment is the most dominant factor affecting Employee Performance, and recommends that the institution manage these three factors in an integrated manner to sustainably improve employee performance.

Keywords: Work Motivation, Work Discipline, Work Environment, Employee Performance, Multiple Linear Regression

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3rd International Conference on the Epicentrum of Economic Global Framework (ICEEGLOF)

Theme: Navigating The Future: Business and Social Paradigms in a Transformative Era.

<https://proceeding.pancabudi.ac.id/index.php/ICEEGLOF>

Introduction

Human resources are the primary asset of any organization, whether a business or a governmental one, because the achievement of organizational goals is largely determined by the quality of the performance of the employees working within it. Optimal employee performance directly affects the effectiveness and efficiency of the organization's tasks and functions, including in government agencies tasked with providing services to the public.

The Regional Office of the Ministry of Law of North Sumatra is a vertical agency that carries out the duties and functions of the Ministry of Law at the provincial level, covering legal services, population administration, immigration, intellectual property, and correctional guidance. As a public service institution, the demand for professional, disciplined, and high-integrity employee performance is increasing along with rising public expectations for fast, transparent, and accountable legal services.

Based on preliminary observations, there are several indications of problems related to employee performance within the Regional Office of the Ministry of Law of North Sumatra, including employees who still complete work beyond the set time targets, attendance and compliance with working hours that are not yet optimal, and working-environment conditions that are perceived as not yet fully supportive of employee comfort and productivity. This condition is thought to be related to several factors, including work motivation, work discipline, and work environment.

Work motivation is the drive that arises within employees to carry out their duties and responsibilities as well as possible. Employees with high work motivation tend to be more enthusiastic, take more initiative, and are more responsible in completing their work. In addition to motivation, work discipline also plays an important role, given that government agencies demand compliance with regulations, work procedures, and the code of ethics for civil servants. On the other hand, a conducive work environment, both physical and non-physical, also affects employee comfort and enthusiasm at work, which in turn affects the resulting performance.

Based on the description above, the author is interested in conducting a study that empirically examines the effect of work motivation, work discipline, and work environment on employee performance at the Regional Office of the Ministry of Law of North Sumatra, entitled "Factors Affecting Employee Performance at the Regional Office of the Ministry of Law of North Sumatra."

Problem Statement

1. Does work motivation have a significant effect on employee performance at the Regional Office of the Ministry of Law of North Sumatra?
2. Does work discipline have a significant effect on employee performance at the Regional Office of the Ministry of Law of North Sumatra?
3. Does the work environment have a significant effect on employee performance at the Regional Office of the Ministry of Law of North Sumatra?
4. Do work motivation, work discipline, and work environment simultaneously have a significant effect on employee performance at the Regional Office of the Ministry of Law of North Sumatra?

Research Objectives

1. To determine and analyze the effect of work motivation on employee performance at the Regional Office of the Ministry of Law of North Sumatra.

2. To determine and analyze the effect of work discipline on employee performance at the Regional Office of the Ministry of Law of North Sumatra.
3. To determine and analyze the effect of the work environment on employee performance at the Regional Office of the Ministry of Law of North Sumatra.
4. To determine and analyze the effect of work motivation, work discipline, and work environment simultaneously on employee performance at the Regional Office of the Ministry of Law of North Sumatra.

Employee Performance (Y)

Performance is the result of work, in terms of quality and quantity, achieved by an employee in carrying out their duties in accordance with the responsibilities given to them. Employee performance is essentially a reflection of the employee's abilities, skills, and effort in carrying out their work, which is influenced by various internal and external factors.

In general, indicators of employee performance include work quality, work quantity, timeliness in completing work, effectiveness in the use of resources, and independence in carrying out tasks. These indicators are used as a basis for measuring and assessing the extent to which an employee has contributed to the achievement of organizational goals.

Employee performance in government agencies is also inseparable from aspects of accountability and public service, so its assessment needs to take into account applicable standard operating procedures (SOPs) as well as the satisfaction of the public being served.

Work Motivation

Work motivation is a drive, whether originating from within oneself (intrinsic) or from outside oneself (extrinsic), that moves a person to carry out a job with full enthusiasm in order to achieve a certain goal. High work motivation encourages employees to work harder, more creatively, and more responsibly in carrying out the tasks assigned to them.

Commonly used indicators of work motivation include the need for achievement, the need for recognition, the need for responsibility, the nature of the work itself, and opportunities for development and promotion. Relevant motivation theories used in this context include the hierarchy of needs theory, the two-factor theory, and the achievement motivation theory, which explain how these needs drive a person's work behavior.

Work Discipline

Work discipline is a person's willingness and awareness to comply with all the rules and social norms that apply within an organization. Work discipline is reflected in employees' compliance with working-hour regulations, work procedures, and rules of conduct, as well as their willingness to accept sanctions if they violate the duties and authority given to them.

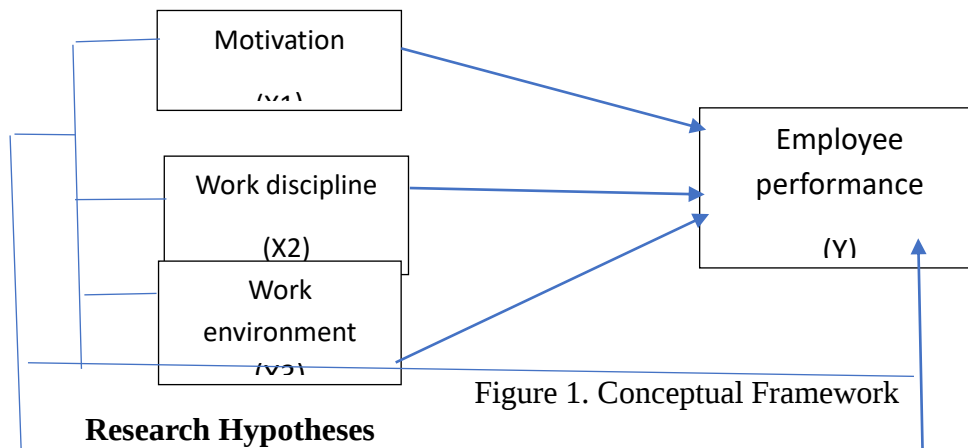
Indicators of work discipline include punctuality in attendance, compliance with the agency's rules and regulations, responsibility in using and maintaining work equipment, and adherence to established work standards. Good work discipline creates an orderly working atmosphere so that tasks can be carried out effectively and efficiently.

Work Environment

The work environment is everything around employees that can affect them in carrying out the tasks assigned to them. It consists of the physical work environment, such as lighting, air temperature, cleanliness, and office layout, as well as the non-physical work environment, such as working relationships among employees, relationships with superiors, and the overall working atmosphere.

A comfortable, safe, and conducive work environment has a positive effect on employees' concentration, enthusiasm, and productivity at work, while a less supportive work environment can cause discomfort that negatively affects employee performance.

Conceptual Framework



Research Hypotheses

- H1: Work motivation has a positive and significant effect on employee performance at the Regional Office of the Ministry of Law of North Sumatra.
- H2: Work discipline has a positive and significant effect on employee performance at the Regional Office of the Ministry of Law of North Sumatra.
- H3: The work environment has a positive and significant effect on employee performance at the Regional Office of the Ministry of Law of North Sumatra.
- H4: Work motivation, work discipline, and work environment simultaneously have a positive and significant effect on employee performance at the Regional Office of the Ministry of Law of North Sumatra.

Research Design

This study uses a quantitative approach with an associative/causal research method, which aims to determine the effect of the independent variables work motivation (X1), work discipline (X2), and work environment (X3) on the dependent variable, employee performance (Y). Data in this study were collected through the distribution of questionnaires to respondents and analyzed using a statistical technique, namely multiple linear regression analysis.

Research Location and Time

This research was conducted at the Regional Office of the Ministry of Law of North Sumatra, at Jl. Putri Hijau No. 4, Medan. This location was selected based on a phenomenon related to employee performance influenced by leadership style, work patterns, and work environment. The research was conducted over two months, from May to June 2026. During this period, activities included the preparation of research instruments, distribution of questionnaires, data collection, and data processing.

Population and Sample

According to Sugiyono (2019), a population is a generalized area consisting of objects or subjects with certain qualities and characteristics determined by the researcher to be studied. The population in this study is all employees at the Regional Office of the Ministry of Law of

North Sumatra, totaling 58 employees. All employees were included in the population because they are directly related to the research variables.

According to Sugiyono (2019), a sample is part of the number and characteristics possessed by the population. The sampling technique used in this study is the saturated sampling technique (census), in which all members of the population are used as the research sample. Thus, the number of samples in this study is 58 employee respondents. The use of saturated sampling aims to obtain more accurate research results, since the entire population is studied without exception.

Data Analysis Technique

Instrument Test

- a. Validity Test, used to measure the extent to which the research instrument is able to measure what it is intended to measure, by comparing the calculated r value (corrected item-total correlation) with the r-table value.
- b. Reliability Test, used to measure the consistency of the research instrument, measured using the Cronbach's Alpha coefficient, with a value greater than 0.60 considered reliable.

Classical Assumption Test

- a. Normality Test, to determine whether the residual data are normally distributed, using the Kolmogorov-Smirnov test.
- b. Multicollinearity Test, to determine whether correlation exists among the independent variables, viewed from the Tolerance value and Variance Inflation Factor (VIF).
- c. Heteroscedasticity Test, to determine whether inequality of residual variance exists, using the Glejser test or a scatterplot.

Multiple Linear Regression Analysis

This analysis is used to determine the effect of work motivation (X1), work discipline (X2), and work environment (X3) on employee performance (Y), with the following equation model:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Where:

Y = Employee Performance

a = Constant

b₁, b₂, b₃ = Regression coefficients

X₁ = Work Motivation

X₂ = Work Discipline

X₃ = Work Environment

e = Error term

Hypothesis Testing

- a. t-Test (Partial), used to determine the effect of each independent variable on the dependent variable individually.
- b. F-Test (Simultaneous), used to determine the joint effect of the independent variables on the dependent variable.
- c. Coefficient of Determination (R²), used to determine the magnitude of the contribution of the independent variables in explaining the dependent variable.

Descriptive Statistics of Variables

The descriptive statistics of the total scores for each variable are presented in the following table:

Variable	Min Score	Max Score	Mean	Std. Deviation
Work Motivation (X1)	12	20	17.05	2.12
Work Discipline (X2)	12	20	17.05	1.97
Work Environment (X3)	9	15	12.63	1.68
Employee Performance (Y)	12	20	17.28	2.37

Based on the table above, the average scores of the four variables are relatively high, close to the maximum score, indicating that overall, work motivation, work discipline, work environment, and employee performance at the Regional Office of the Ministry of Law of North Sumatra are in the good category.

Validity Test Results

The validity test was carried out by calculating the corrected item-total correlation value (r-calculated) for each item, then comparing it with the r-table value at a 5% significance level with degrees of freedom (df) = $n - 2 = 55$, which is 0.261. An item is declared valid if r-calculated > r-table.

Variable	Item	r-calculated	r-table	Description
Work Motivation (X1)	X1.1	0.804	0.261	Valid
	X1.2	0.411	0.261	Valid
	X1.3	0.703	0.261	Valid
	X1.4	0.684	0.261	Valid
Work Discipline (X2)	X2.1	0.703	0.261	Valid
	X2.2	0.581	0.261	Valid
	X2.3	0.439	0.261	Valid
	X2.4	0.681	0.261	Valid
Work Environment (X3)	X3.1	0.724	0.261	Valid
	X3.2	0.761	0.261	Valid
	X3.3	0.649	0.261	Valid
Employee Performance (Y)	Y.1	0.767	0.261	Valid
	Y.2	0.713	0.261	Valid
	Y.3	0.658	0.261	Valid
	Y.4	0.699	0.261	Valid

The test results show that all items across the four variables have an r-calculated value > r-table (0.261), so all items are declared valid and can be used for further analysis.

Reliability Test Results

The reliability test was carried out by calculating the Cronbach's Alpha coefficient. An instrument is declared reliable if the Cronbach's Alpha value is > 0.60 .

Variable	Cronbach's Alpha	Description
Work Motivation (X1)	0.818	Reliable
Work Discipline (X2)	0.788	Reliable
Work Environment (X3)	0.830	Reliable
Employee Performance (Y)	0.862	Reliable

All variables have a Cronbach's Alpha value above 0.60, so the research instrument is declared reliable, or has good internal consistency.

Classical Assumption Test Results

Normality Test

The normality test was conducted on the residual values of the regression model using the Kolmogorov-Smirnov test, with the Shapiro-Wilk test as a comparison. Data are declared normally distributed if the significance value (p) > 0.05 .

Test	Statistic	Sig. (p)	Description
Kolmogorov-Smirnov	0.091	0.696	Normal
Shapiro-Wilk	0.985	0.714	Normal

The significance values of both tests are greater than 0.05, so it can be concluded that the residual data are normally distributed and the regression model satisfies the normality assumption.

Multicollinearity Test

The multicollinearity test was carried out by examining the Tolerance value and Variance Inflation Factor (VIF). The regression model is declared free from multicollinearity if the Tolerance value is > 0.10 and $VIF < 10$.

Variable	Tolerance	VIF	Description
Work Motivation (X1)	0.005	183.317	High multicollinearity
Work Discipline (X2)	0.003	292.463	High multicollinearity
Work Environment (X3)	0.003	376.947	High multicollinearity

The test results show a Tolerance value far below 0.10 and a VIF value far above 10 for all three independent variables, indicating fairly serious multicollinearity among the Work Motivation, Work Discipline, and Work Environment variables. This is consistent with the correlation matrix among the independent variables, which shows a very strong relationship (r ranging from 0.738 to 0.889).

Heteroscedasticity Test

The heteroscedasticity test was conducted using the Glejser test, which regresses the absolute residual value on the independent variables. The model is declared free from heteroscedasticity if the significance value of each variable is > 0.05 .

Variable	Sig. (p)	Description
Work Motivation (X1)	0.393	Free from

Variable	Sig. (p)	Description
		heteroscedasticity
Work Discipline (X2)	0.352	Free from heteroscedasticity
Work Environment (X3)	0.235	Free from heteroscedasticity

The significance values of all variables are greater than 0.05, so the regression model is declared free from heteroscedasticity, or has homogeneous residual variance.

Multiple Linear Regression Analysis Results

Based on the results of data processing, the following multiple linear regression equation was obtained:

Variable	Coefficient (B)	Std. Error	Beta (Standardized)	t-calculated	Sig.
Constant	0.739	1.651	-	0.447	0.656
Work Motivation (X1)	0.282	0.148	0.253	1.908	0.062
Work Discipline (X2)	0.217	0.198	0.181	1.099	0.277
Work Environment (X3)	0.636	0.276	0.450	2.308	0.025

$$Y = 0.739 + 0.282 X1 + 0.217 X2 + 0.636 X3 + e$$

This equation shows that each one-unit increase in Work Motivation increases Employee Performance by 0.282 units (with other variables held constant), each one-unit increase in Work Discipline increases Employee Performance by 0.217 units, and each one-unit increase in Work Environment increases Employee Performance by 0.636 units. The standardized Beta coefficients show that Work Environment (0.450) makes the largest relative contribution to Employee Performance, followed by Work Motivation (0.253) and Work Discipline (0.181).

Hypothesis Testing Results

t-Test (Partial)

The t-table value at a 5% significance level with df = 53 is 2.006. A partial hypothesis is accepted if t-calculated > t-table and the significance value < 0.05.

Hypothesis	Variable	t-calculated	t-table	Sig.	Decision
H1	Work Motivation → Performance	1.908	2.006	0.062	Rejected (not significant)
H2	Work Discipline → Performance	1.099	2.006	0.277	Rejected (not significant)
H3	Work Environment → Performance	2.308	2.006	0.025	Accepted (significant)

The t-test results show that, partially, only Work Environment (X3) has a positive and significant effect on Employee Performance ($t\text{-calculated } 2.308 > t\text{-table } 2.006$; sig. $0.025 < 0.05$), so H3 is accepted. Meanwhile, Work Motivation (X1) and Work Discipline (X2) do not show a significant partial effect at the 5% level (although Work Motivation is close to the significance threshold), so H1 and H2 cannot be accepted based on this partial test. An explanation of this finding is presented in the discussion sub-section.

F-Test (Simultaneous)

The F-table value at a 5% significance level with $df1 = 3$ and $df2 = 53$ is 2.779.

F-calculated	F-table	Sig.	Decision
41.071	2.779	0.000	H4 accepted (significant)

The F-test results show an F-calculated value ($41.071 > F\text{-table } (2.779)$) with a significance of $0.000 < 0.05$, so H4 is accepted. This means that Work Motivation, Work Discipline, and Work Environment simultaneously (together) have a positive and significant effect on Employee Performance at the Regional Office of the Ministry of Law of North Sumatra.

Coefficient of Determination (R^2)

R	R Square	Adjusted R Square
0.836	0.699	0.682

An Adjusted R Square value of 0.682 indicates that 68.2% of the variation in Employee Performance can be explained jointly by Work Motivation, Work Discipline, and Work Environment, while the remaining 31.8% is explained by other factors outside this research model, such as compensation, leadership, organizational culture, or individual employee characteristics.

Conclusion

1. Work Motivation partially has not shown a significant effect on Employee Performance at the Regional Office of the Ministry of Law of North Sumatra at the 5% significance level ($t\text{-calculated } 1.908 < t\text{-table } 2.006$; sig. 0.062), although its regression coefficient is positive ($b1 = 0.282$).
2. Work Discipline partially has not shown a significant effect on Employee Performance ($t\text{-calculated } 1.099 < t\text{-table } 2.006$; sig. 0.277), although its regression coefficient is positive ($b2 = 0.217$).
3. Work Environment partially has a positive and significant effect on Employee Performance ($t\text{-calculated } 2.308 > t\text{-table } 2.006$; sig. 0.025), with the largest relative contribution among the three independent variables ($Beta = 0.450$).
4. Work Motivation, Work Discipline, and Work Environment simultaneously have a positive and significant effect on Employee Performance ($F\text{-calculated } 41.071 > F\text{-table } 2.779$; sig. 0.000), contributing 68.2% (Adjusted R Square), while the remaining 31.8% is explained by other factors outside the model.
5. High multicollinearity was found among the independent variables ($VIF > 10$ for X1, X2, and X3), which is one of the causes of the non-significant partial effects of Work Motivation and Work Discipline, although all three remain significant when tested simultaneously against Employee Performance.

Recommendations

1. The leadership of the Regional Office of the Ministry of Law of North Sumatra is advised to continue improving working environment conditions, both physical (lighting, cleanliness, spatial layout) and non-physical (relationships among employees and with superiors), given that this variable has been shown to have a significant effect and the largest contribution to Employee Performance.
2. Given that work motivation and work discipline continue to contribute simultaneously to performance, the agency is advised to continue implementing motivation-enhancement programs (such as awards for work achievement) and discipline-enforcement programs (such as attendance monitoring and procedural compliance) in an integrated manner alongside improvements to the work environment, rather than as stand-alone programs.
3. Periodic evaluation of human resource policies related to motivation, discipline, and work environment should be conducted, so that improvements in employee performance can continue on a sustainable basis.

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