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THE EFFECT OF DISCIPLINE, MOTIVATION, AND ENVIRONMENT ON PERFORMANCE OF EMPLOYEES IN KECAMATAN KOTA PALEMBANG

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ABSTRACT

Problem and research objectives is analyzing the effect of discipline, motivation, and environment together at employee and partially on the performance of Palembang City District Office employees. The plan of this consider could be a correlational plan that communicates the standard relationship between independent variables, individually discipline (X 1), motivation (X 2), and environment (X 3) on employee with the dependent variable, employee performance (Y). The population used in this study were all State Civil Apparatuses (ASN), SU I, SU II, Plaju, Kertapati, and Jakabaring Districts, amounting to 243 employees. The sample is 151 respondents. Based on the F test the coefficient value sig. F <P-value (α) of 0.05 means that there is a significant relationship between variables of work discipline (X1), work motivation (X2), and work environment (X3), to the dependent variable, namely employee performance (Y). The T-test (t-test) is known that the account for the variables of discipline, motivation and environment partially significant effect on employee performance. The results of the multiple regression equation state that the three coefficients of the positive slant variable are definite, this appears a positive direct relationship (unidirectional) between Work Discipline Variables (X 1), Work Motivation (X 2) and Work Environment (X 3), on the Bound Variable, namely Employee Performance (Y) means work discipline (X 1), work motivation (X 2) and work environment (X 3), the better, the better the performance of employees (Y). This study concludes. First, work discipline, work motivation, and work environment together have a significant effect on employee performance. Second, work discipline, work motivation, and work environment partially have a significant effect on employee performance. Third, work motivation contributes significantly to employee performance (Y), while the lowest work environment has to employee performance (Y) Palembang District Office employees.

INTRODUCTION

Employees do not have the initiative, just waiting for direction from superiors and accustomed to depend on other employees in completing their work. Employees in carrying out the work sometimes do not prioritize the goals set, and the work is done only to avoid obligations only, not the goals to be achieved. Governmental organizations, employees are the leading movers in all organizational activities. The performance of its employees strongly influences the success of an organization. Law No. 43/1999 concerning amendments to Law No. 8/1994 concerning the principles of civil service are any citizen of the Republic of Indonesia who has fulfilled the specified requirements, appointed by an decision maker official and entrusted with duties in a public office or assigned other State obligations and are paid according to the applicable laws and regulations. to increase of management activity to be very well, the government must have learned and profoundly gifted workers and endeavors to oversee the organization as ideally as conceivable so that representative execution progress. According to Mangkunegara (2012, p. 10), staffing and human resource management are significant for the government and private institutions in managing and utilizing employees so that they can function productively. The success of an organization to achieve its objectives depends on the quality of the activities and joint efforts of the people involved in it to achieve the goals set.

In order to assess the extent of the ¹⁰ of the workforce, a performance appraisal is needed. Performance in an organization is carried out by all human resources in the organization, both elements of the leaders and workers. According to Wibowo (2016, p. 7), performance is the result of work that contains a strong relationship with the organization's key targets, client fulfillment, and contributing to the economy. Execution is approximately doing work and the comes about accomplished from work. Factors affecting performance are work discipline. Discipline is an attitude of willingness and willingness to obey and obey the norms of regulations that apply around it. Great representative teach will quicken organizational objectives whereas declining teach will ended up a obstruction and moderate the accomplishment of organizational objectives (Sutrisno, 2012, p. 96). one's awareness in obeying organizational and social rules is a form of discipline standards that apply (Hasibuan, 2013, p. 193). Enforcement of discipline is essential in Organization because with discipline, it is expected that most employees will obey most of the rules and the work will be carried out effectively and efficiently. Motivating an employee is not as easy as saying it, it must be considered by management and leaders, if they want employees to make a positive contribution to the achievement of organizational goals. An employee will have high enthusiasm for carrying out the tasks assigned to him if the employee has been motivated; otherwise if not motivated, the employee can not fulfill their duties and responsibilities. Motivation can undoubtedly impact for performance, although motivation is not the only to be effect of shapes performance (Wibowo, 2016, p. 330). The success of the organization is also determined by k Capacity of the organization to design a work environment in order to improve the performance of employees. According to Mangkunegara

(2012, p. 85), the work environment is everything that is around workers and can affect work, including lighting, air temperature control, noise control, motion control, and workplace security. The inappropriate work environment will disrupt labor in the work environment, and in the end, will also affect productivity (Haryono, 2008, p. 65). The work environment must be a concern given that most of the time each employee is spent at work.

The work environment, which is not conducive and does not support the implementation of the work activities of employees, will affect the level of success of employees towards their work (Maselena et al., 2019). Likewise, the availability of fewer facilities will affect the effectiveness and efficiency ⁸ work time. The work environment is a supporter of successful work performance, the better the working environment conditions, the better the work results achieved by employees. According to Haryono (2008, p. 65), the right working environment conditions will encourage employee performance optimally, and vice versa, a poor work environment can cause employee performance is not optimal.

the lack of firmness from the leadership to employees who like to violate regulations and the breach of discipline by employees is one of the reasons for the lack of socialization of regulations on discipline and employees and the lack of information about employees' rights and obligations. There are still many employees who arrive late, employees should be 07.30 WIB already in the office, but some employees come at 08.00 WIB, and many employees do not arrive on time, another discipline., Another disciplinary problem is that there are still differences in the attitude of superiors towards subordinates primarily related to violations of applicable rules. Superiors appear to be unfair and unable to take action against individual employees who have a close and kinship relationship, even though the person concerned is often late or absent from work, but is always tolerated. Not the sanction of punishment that is given causes the level of employee discipline to become low, this can be seen from the number of violations of the rules committed by employees, but superiors do not impose sanctions either in the form of reprimands or written.

The next phenomenon that is related to employee motivation, this can be seen from the courage of employees to take risks to work well, employees are not motivated to improve work performance, there is no promotion of position on the achievements of employees. Employees do not have the desire to be leaders, and employees always avoid when given responsibility. Work facilities are still far from optimal, there are still many employees who do not have a work desk and a seat, and the lack of work equipment such as computers and printers. The lack of job security also affects employee motivation; for example, there is no promotion of position obtained by employees even though the person concerned has shown achievement, dedication, and high loyalty at work. Job promotions are only given to employees who have kinship and family relationships. Another phenomenon is that employees do not get awards and recognition for their achievements, whereas superiors always claim employee achievements as their achievements.

The next phenomenon that is related to the work environment in the Jakabaring Subdistrict Office in Palembang City is the temperature of the hot workspace because not all workspace is equipped with air conditioning (*Air Conditioner*). Poor air circulation, due to the lack of ventilation where the air exchange is due to office buildings in the form of shophouses and building walls, which are mostly glass, make employees uncomfortable at work. Also, in terms of decoration and neatness of spatial layout, it is still not optimal, because there are still neat work file arrangements, work tables between employees are too close together, many documents and items Other items placed on the work table often interfere with employees in completing their tasks.

Work relations between employees have not been well established, and there are still groups, especially employees who work in the financial department, seem to close information meetings, and keep their distance from other employees. Lack of superiors close to subordinates, and superiors less mingled with subordinates. Based on theoretical studies and phenomena that occur at the Palembang City District Office, researchers are interested in conducting tests in order to obtain clarity on whether the variables of discipline, motivation, and environment of influence employee performance at the Palembang City District Office. For this reason, the researcher took the title " **The Effect of Discipline, Work Motivation, and Environment On the Performance of Employees in the District of Palembang City** ".

RESEARCH METHODS

Research design

The design used in this study is correlational. Correlational is a research design that will reveal a cooperative relationship between two or more variables. This research will correlate the independent variables namely work discipline (X1), work motivation (X2), and work environment (X3) with the dependent variable namely employee performance (Y).

Data

1. Types of Data

There are two types of data used in this study, namely:

- 1). Quantitative data; is data from the results of a questionnaire conducted on work discipline, work motivation, and work environment, as well as performance, which is analyzed using statistical methods.
- 2). Qualitative data; is data observations made by researchers of the object under study at the study site.

The data to be analyzed in this study is data with the cross-section data type, which is data consisting of one or more variables, collected at the same time (at the same point in time), where data regarding work discipline

(X1), work motivation (X2), work environment (X3), and employee performance (Y) are taken at the same time.

2. Data Sources

This study uses the data's main primary data and secondary data as supporting.

a. Primary data

Primary data is data collected and processed and directly obtained from respondents. This data is the result of the recapitulation of filling out the questionnaire at the research location, through a questionnaire distributed to the employees of the Palembang City District Office.

b. Secondary data

Secondary data is data that is related to the problem under study, obtained from documents and observations of the District of Palembang City. The data obtained through this questionnaire has an ordinal measurement scale, therefore, before conducting statistical tests, the primary data obtained need to be raised from the ordinal scale to an interval scale, so that normal distribution conditions can be met when using parametric statistics. The method used to increase the scale of measurement here is the transformation method that is often used, the successive interval (MSI) method. The measurement scale of the data in this study uses a Likert scale, with the following considerations:

- 1). Has many conveniences
- 2). Having high reliability in sorting subjects based on perception
- 3). Flexible compared to other techniques
- 4). Applicative in various situations

In data processing, the Likert scale is included in the interval scale, the determination of the Likert scale of this study is made a scale of 1 to 5. Guidelines for measuring all variables is to use a 5 point Likert scale, where answers with low weights are given a score of 1 (one) and so on, answers those with high weight are given a score of 5 (five), with the following criteria: Very Good / Very Agree (score 5); Good / Agree (score 4); Neutral / Disagree (score 3); Not Good / Disagree (score 2); Very Poor / Very Disagree (score 1), by Sugiono (2018, p. 168).

Variable

In this study, four variables are consisting of 3 (three) independent variables (X1, X2, X3) and 1 (one) dependent variable (Y). The operational variables can be seen below:

Employee Performance Variable (Y), which is the result that can be accomplished by a worker by using existing resources in the work environment, which is based on the goals and standards set in the District of Palembang City. The indicator

- 1). Achievement of work results,
- 2). Speed, in workers,

- 3). Cooperation,
- 4). Initiative,
- 5). Prioritizing Goals

Work Discipline (X1), which is the attitude of loyalty and obedience of an employee/group of employees, in obeying and obeying the rules and social standards that apply within the Palembang City District indicators,

- 1). Preventive,
- 2). Corrective,

Motivation (X2), which is the impetus that moves an employee to carry out activities and generate enthusiasm and enthusiasm for work, which leads to the achievement of particular objectives in the District of Palembang City. The indicator

- 1). Need for achievement,
- 2). The need for domination,
- 3). Affiliate needs

Work environment (X3), namely the circumstances and atmosphere around the place where employees carry out their work activities, both physical and non -physical, which can affect their performance in the District of Palembang City. The indicator

- 1). Air temperature at work.
- 2). Air circulation,
- 3). Workplace decoration,
- 4). Work relationship.

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Population and Sample

1. Population

The population used in this study were all employees of the ASN Kecamatan SU I, SU II, Plaju, Kertapati, and Jakabaring, amounting to 243 Employees.

2. Samples

According to Sugiyono (2018, p. 149), the sample is portion of the number and characteristics had by the populac. In this study, the sampling method is done by the cluster random sampling method (researchers have determined the determination of the sample). The number of samples in this study was 151 respondents.

Multiple Linear Regression Analysis

The model Multiple linear regression analysis can be used in this analysis model. Multiple linear regression analysis is used to determine the coefficients and significant so that it can be used to answer hypotheses. This test is also used to determine the effect of independent variables in a direct and indirect form on the dependent variable, using the multiple linear regression model as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

Description:

Y = Performance
 α = Constant
 $\beta_1, \beta_2, \beta_3$ = Regression coefficient
X1 = Work discipline
X2 = work motivation
X3 = Work environment
e = error of term

Coefficient Test

To answer the hypothesis simultaneously used (F test), while to answer the hypothesis partially used (t-test).

1). ANOVA Test F

The F test was carried out to prove the research hypothesis of the influence of the variables of work discipline, work motivation, and work environment together on the performance variables.

a). The hypothesis is as follows:

Ho; There is no definite and significant influence of work discipline, work motivation, and work environment together on the performance of employees in the District of Palembang City. Ha; There is a positive and significant influence of work discipline, work motivation, and work environment together on the performance of employees in the District of Palembang City.

b). The testing criteria are as follows:

(1). If $F_{count} > F_{table}$ or $Sig F < 0.05$; Ho was rejected and Ha was accepted, meaning that there was a positive and significant influence of work discipline, work motivation, and work environment together on the performance of employees in Palembang City District.

(2). If $F_{count} \leq F_{table}$ or $Sig F \geq 0.05$; Ho accepted, Ha rejected, meaning that there is no definite and significant influence of work discipline, work motivation, and work environment together on the performance of employees in the District of Palembang City.

2). T-test

To be able to see the effect of each variable, it can be explained by the t-test.

a). The hypothesis is as follows:

Ho; There is no definite and significant influence of work discipline, work motivation, and work environment partially on the performance of employees in the District of Palembang City. Ha; There is a positive and significant influence of work discipline, work motivation, and work environment partially on the performance of employees in Palembang City District.

RESULTS AND DISCUSSION

Multiple Regression Coefficient Results

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coefficients a

Model	Unstandarize		Standari	T	Sig.
	Coefficients		Coeff		
	B	Std. Error	Beta		
1					
(Const)	.402	.165		2,443	.016
X1	.299	.477	.353	3,432	.000
X2	.575	.056	.533	0.325	.000
X3	.120	.041	.136	2,903	.004

a. Dependent Variable: Y

Source: Primary data processing results, 2019 Based on the table above we get the following simple regression equation:

$$Y = 0.402 + 0.299X1 + 0.575X2 + 0.120X3$$

1 Interpretation of the multiple regression equation regarding the effect of Work Discipline Variables (X1), Work Motivation (X2) and Work Environment (X3), on the Bound Variable namely Employee Performance (Y) is explained as follows:

4. The constant value of 0.402 indicates that if there is no influence of the Work Discipline Variable (X1), Work Motivation (X2), and Work Environment (X3), then Employee Performance (Y1) is worth 0.402.

2). The Work Discipline Variable regression coefficient (X1), amounting to 0.299 is positive, this states that if the Work Discipline (X1) has increased by 1 unit, the Employee Performance (Y) will experience an increase of 0.299 or it can also be said that the higher the Work Discipline (X1), an employee will be able to improve Employee Performance (Y).

3). The regression coefficient of Work Motivation Variable (X2) of 0.575 is positive, this states that if Work Motivation (X2) has increased by 1 unit, the Employee Performance (Y) will experience an increase of 0.575 or it can also be said that the better Work Motivation (X2) will be able to improve Employee Performance (Y).

4). The coefficient of regression of the Work Environment Variable (X3) of 0.120 is positive, this states that if the Work Environment (X3) increases by 1 unit, the Employee Performance (Y) will experience an increase of 0.120 or it can also be said that the better Work Environment (X3) will be able to improve Employee Performance (Y).

5). The three coefficients of the free variable positive slope, this shows a positive linear relationship (unidirectional) between Work Discipline Variables (X1), Work Motivation (X2) and Work Environment (X3), on the Bound Variable, namely Employee Performance (Y1) means Discipline Work (X1), Work Motivation (X2) and Work Environment (X3) the better, the better the Employee Performance (Y).

Correlation Test Results
Determination Coefficient Value (R²)
Research
Summary Model b

Model	R	R. Square	Adjusted R Square	Std. Error Of the Estimate
1	.869 a	.756	.751	3,57780

- a. Predictors: (Constant), X3, X2, X1
b. dependent variable Y

Based on the calculation results, the correlation coefficient (R) value of 0.869 was obtained. From the results obtained by linking the results of the correlation coefficient with the level of closeness between the variables of 0.869, which is in the interpretation of the correlation value (0.80-1.000) means that the relationship between the two variables is significant and the level of closeness is **powerful**.

DISCUSSION OF RESEARCH RESULTS

1. Effect of Work Discipline (X 1), Work Motivation (X 2), and Work Environment (X 3), on Employee Performance (Y).

Based on the results of the F test (together), it is known that the Fcount value is 151.671 > Ftable value of 2.67 and is strengthened by the coefficient value sig. Fcount of 0,000 <P-value (α) of 0.05. Based on the test criteria is if the coefficient value sig. F <P-value (α) of 0.05 means that Ha is accepted, and Ho is rejected. This shows that there is a positive and significant influence of Employee Work Discipline (X1), Employee Work Motivation (X2), and Employee Work Environment (X3), on the Bound Variable namely Employee Performance (Y) of Palembang City District Office. Thus, the research hypothesis which states that there is a significant influence of Employee Discipline (X1), Employee Work Motivation (X2), and Employee Work Environment (X3), on Bound Variables namely Employee Performance (Y) of Palembang City District Office is acceptable. From the calculation above, illustrates that essentially independent variables that researchers use in this study, the variable of employee discipline, motivate employee, and the employee work environment provides a considerable impact on the performance of employees of the District Office of Palembang. This study is in line with the theory expressed by Kashmir (2016 P. 65) the employee's performance is influenced by several factors, namely the ability and expertise, knowledge, design work, personality, motivation, leadership, style of leadership, culture organization, job satisfaction, work environment, loyalty, commitment, and work discipline.

The results of this study are also in line with the research of Juhana & Haryati (2013) with the title "The Effect of Motivation, Discipline and Work Environment on Employee Performance in Cimahi City Health Office." The variables of motivation, discipline and work environment have a direct influence on employee performance. Likewise with the research of Royen & Alim (2014) with the title "The effect of work motivation and work discipline on the performance of employees of the Communication

and Information Office of the Katingan Regency" with the results of research on work motivation variables and work discipline variables have a positive and significant effect on employee performance. The motivation variable is the most dominant variable on the performance of Katingan Regency Transportation, Communication, and Information Department employees.

Based on the results of the respondents' answers in table IV.8, it is seen that there are still respondents who answered negatively towards statements related to the variable performance of Palembang City District employees. In the statement about "carrying out the work set by the organization," there are still some employees who answered neutrally as many as 25 people (16.6%) and disagree as much as one person (0.7%). In the statement about "getting the most out of work," there are still some employees who answered neutrally as many as 24 people (15.9%) disagree as many as two people (1.3%), and strongly disagree as many as two people (1.3 %). In the statement "use the rest time as effectively and efficiently," there are still employees who answered neutrally as many as 22 people (14.6%) and strongly disagreed as many as one people (0.7%). The results of these respondents' answers illustrate that there are still some Palembang City Sub-district employees who do not carry out the work set by the organization, do not get maximum work results, and are unable to make effective and efficient hours of rest.

Steps that can be taken by the leadership, in this case, the District Head at the Palembang City Sub-District Office, must be gradual. First, through reprimands, employees who do not carry out the specified work and are unable to use the rest time effectively and efficiently are expected to realize the mistake. Second, the leader assigns the task to the employee, as well as the deadline for the work to be completed. Third, when these steps have not made employees aware of the mistakes made, then a formal warning letter will be given. However, in addition to the sanctions given to employees who break the rules, the leader must also give rewards to high-performing and high-performing employees.

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2. The effect of work discipline partially on the performance of Palembang City District Office employees.

The regression coefficient of the Work Discipline Variable (31), amounting to 0.299, is positive; this value is relatively low. This states that if the Work Discipline (X1) has increased by 1 unit, then the Employee Performance (Y) will increase by 0.299. This means that there is a positive and significant influence of work discipline on performance so that H_0 is rejected and H_2 is accepted. From the results of the above calculation, illustrate that work discipline has a relatively low influence on the performance of Palembang District Office employees although the influence of labor discipline on the performance of the weak, but in the daily activities will be influential on the performance of employees of the City District Office P Palembang. This study has similarities with several studies, Juhana & Haryati (2013), Royen & Alim (2014), Dapu (2015), Pramadita & Surya (2015), Pramananda & Djastuti (2015), Sidanti (2015), Suci & Ismiyati (2015) 2015), Thaeif et al (2015), Tumilaar (2015), Afandi et al (2016), Kasim et al (2016), Darmanto & Harahap (2017), Jeffrey &

Soleman (2017), Mariani Sari Yathi (2017), Nugraha & Jauvani (2017), Nugrahaningsih & Julaela (2017), Prabowo Ropiyani (2017), Prasetyo (2018) and Idris (2018).

Discipline factors have a positive and noteworthy impact on representative and effect positive on employee. However, in the research that researchers did work discipline variables are still relatively low. The leaders in the sub-districts have not carried out preventive and corrective measures on employee discipline. The employees have not yet fully received the Dissemination of discipline rules that apply in their institutions. Employees have not been able to control themselves not to break the rules. Sanctions for employees who commit violations have not been implemented. Furthermore, the affirmation of sanctions for employees also does not meet the element of justice.

3. The influence of work motivation on the performance of Palembang City District Office employees.

The regression coefficient³ of Work Motivation Variable (X2) of 0.575 is positive, and this states that if Work Motivation (X2) has increased by 1 unit, the Employee Performance (Y) will experience an increase of 0.575. This means that there is a positive and significant influence of work motivation on performance so that Ho is rejected and Ha is accepted. From the results of the above calculation, illustrates that work motivation has a relatively strong influence on the performance of Palembang District Office employees. This illustrates that motivation affects performance. The leadership is quite useful in motivating employees. Leaders always deliberate and get closer to their subordinates. Rewards and sanctions are carried out well and are carried out persuasively. This study has similarities with several studies, Azar & Shafiqhi (2013), Deikme (2013), Juhana & Haryati (2013), Royen & Alim (2014), Zameer et al. (2014), Dapu (2015), Pramadita & Surya (2015), Sidanti (2015), Suci & Ismiyati (2015), Tumilaar (2015), Afandi et al (2016), Kasim et al (2016), Mahajaya & Subudi (2016), Mangkunegara & Agustine (2016), Darmanto & Harahap (2017), Jeffrey & Soleman (2017), Mariani & Sari Yathi (2017), Nugraha & Jauvani (2017), Prabowo & Ropiyani (2017), Qatmeemalmar Hoon et al (2017), Riyanto et al (2017) and Prasetyo (2018). The results of these studies state that motivation variables influence employee performance. Motivational variables in research conducted by researchers strongly influence employee performance. High employee work motivation must be maintained and improved. Periodically giving sanctions and awards must always be carried out by leaders in the Palembang City sub-district.

4. The effect of the work environment partially on the performance of Palembang City District Office employees.

Regression coefficient Work Environment Variable (X3) worth 0,120 positive, relatively low (weak).³ This states that if the Work Environment (X3) experiences an increase of 1 unit, the Employee Performance (Y) will only increase by 0.120. This illustrates that the work environment is still deficient affecting performance. The leadership must pay attention to the facilities that should have been replaced. There are still many facilities that are not feasible to be replaced, such as a table and chair (member). Working

room conditions such as air conditioners (AC) are not cold anymore; the temperature and air circulation become not useful. So that employees often become hot or feel hot quickly. The decoration is still very monotonous and not creative. Relationships between employees, employees and leadership relations are still shallow. This study is in line with several researchers, such as Enny (2015), Pramadita & Surya (2015), Primananda & Djastuti (2015), Sidanti (2015), Afandi et al. (2016), Mahajaya & Subudi (2016), Mangkunegara & Agustine (2016), Nugraha & Jauvani (2017), Nugrahaningsih & Julaela (2017), Riyanto et al (2017) and Prasetyo (2018). The results of the study work environment variables affect employee performance. However, in the research conducted by researchers, the work environment variable's influence on employee performance is still relatively low. This is caused by facilities that do not yet support.

Research Implications

The findings of this study are work discipline (X1), work motivation (X2), and work environment (X3), significant and positive effects both jointly and partially on employee performance (Y). Therefore the managerial implications in managing a government agency so that high performance is as follows.

1. Work discipline shows a significant and positive effect on employee performance but is still relatively low. This means an increase in employee work discipline can be done if the leaders in Palembang City sub-district implement it in a preventive and corrective manner towards their employees.
2. Employee work motivation shows a significant and positive effect on employee performance. This research variable work motivation is quite good. This means that leaders in the sub-districts can motivate their employees. This needs to be maintained and improved, sanctions and rewards must be periodically carried out by the leadership in the district.
3. The work environment shows a significant and positive effect on employee performance but is still relatively low. Work support facilities must be repaired and replaced. Routine maintenance of all facilities must be carried out. Employees need to feel safe and comfortable in carrying out their activities. So that performance can be improved with the work supporting facilities.

CONCLUSIONS AND RECOMMENDATIONS

CONCLUSION

1. Work discipline, work motivation, and work environment together have a significant effect on the performance of Office employees in the District of Palembang City.
2. Work discipline, work motivation, and work environment partially have a significant effect on the performance of Office employees in Palembang City District.
3. Work Motivation Variables (X2) contribute significantly to Employee Performance (Y), while the lowest Work Environment (X3) to Employee Performance (Y).

RECOMMENDATION

1. Work discipline still needs to be improved so that employees can improve employee performance. The sub-district leadership must provide examples of role models to subordinates, such as discipline when coming to work on time. Promotes a strong relationship between leaders and subordinates.
2. Work motivation needs to be maintained because it has the most significant coefficient of other independent variables. Work motivation can improve employee performance. Rewards and sanctions, as well as socialization, are carried out well, but still with the right approach too (without authoritarian).
3. The Work Environment needs to be improved, the coefficient of Work Environment is the smallest of the other independent variables, by improving the Work Environment it will be able to improve Employee Performance.
4. Researchers can then choose other variables related to performance, and this study as a comparison.

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