



## Employee performance reviewed from motivation, discipline, leadership and environment (study at Surakarta city health office)

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### ABSTRACT

This research aims to determine the influence of motivation, discipline, leadership and environment on employee performance at the Surakarta City Health Service. This research method uses a quantitative descriptive approach. The population in the study was 80 employees of the Surakarta City Health Service, all of whom were taken as research samples using total sampling techniques. Data collection using questionnaires. The data analysis techniques used for statistical analysis are multiple linear regression test, F test, t test, and coefficient of determination. The research results show that partially motivation, discipline, leadership and environment have a positive and significant effect on employee performance at the Surakarta City Health Service. Therefore, suggestions for the management of the Surakarta City Health Service need to continue to improve motivation, discipline, leadership and the environment so that they can achieve maximum performance.

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## INTRODUCTION

In this era of globalization, Human Resources (HR) plays a very important role in the company, because companies cannot carry out their activities optimally even though they have modern equipment without professional and competitive employees. For companies, employees are assets, so they are responsible for keeping employees feel safe and at home working in the company in the long run. As for employees, the company is a place to earn income, so it is obliged to carry out duties responsibly and always improve performance.

Performance is a real behavior displayed by everyone as work achievements produced by employees in accordance with their role in the company (Pusparani, 2021). Employee performance is very important in the company's efforts to achieve its goals (Wati & Amrulloh, 2022). Employee performance is one of the main factors that can affect the progress of an organization.

Motivation in a person can drive and direct his behavior to meet certain goals. Research by Okfijanti et al. (2019) states that motivation has a positive effect on employee performance. This

shows that the better the motivation possessed by employees means the better employee performance. Motivation is formed from the attitude of an employee in dealing with situations.

One of the things that affect employee performance is work discipline. Discipline itself is one of several factors that affect employee performance. Without work discipline, every activity carried out will get unsatisfactory results and not as expected. According to research conducted by Purnawijaya (2019), it proves that work discipline has a positive effect on employee performance. The positive direction that occurs shows that there is a very strong influence between work discipline and employee performance so that if work discipline increases then employee performance will also increase and vice versa, if work discipline decreases then employee performance will also decrease.

A leader is someone who can influence another person or group of people to behave and act to achieve a common goal. Research by Marjaya and Pasaribu (2019) shows that leadership is very important in managerial, because leadership, the management process will run well and employees will be passionate in doing their duties. Meanwhile, according to research by Afandi & Bahri (2020) that leadership has a very positive effect on employee performance.

The work environment is something that exists around employees that can affect employee job satisfaction in carrying out their work so that maximum work results will be obtained. Yuliantari & Prasasti (2020) research states that the work environment has a positive effect on improving performance, meaning that there is a very strong and positive influence between the work environment and performance. Performance improvement is greatly influenced by the environment because with a comfortable environment, employees will work well too.

Internal factors (motivation and discipline) and external factors (leadership and work environment) above can improve employee performance. These employee performance factors are also a concern for the management of the Surakarta City Health Office.

The Health Office as a health service provider agency is the spearhead in public health development by providing the best quality and quantity of health services to the community. To be able to fulfill this, the Health Office must have good performance. The quality of performance of human resources is a benchmark for the success of health services that shows the accountability of service institutions within the framework of good service governance.

During the Covid-19 pandemic in 2020, the Health Office as a coordinator, coach and supervisor of health services at the Surakarta City level is required to always be on standby 24 hours to provide health services in controlling and anticipating an increase in the number of patients infected with the Corona-19 virus. In the midst of an increasing surge in Covid-19 patients, employees / officers of the Health Office are one of the Care Professionals (PPA) who directly provide services to patients, so that the issue of motivation, discipline, leadership and work environment still greatly affects the improvement of employee performance.

The performance of officers during the Covid-19 pandemic is certainly more challenging because of the many activities carried out by officers that require them not to return home and also the amount of risk received when they have to deal directly with Covid-19 patients. The management of the Health Office even recruited volunteers, especially health workers, to help deal with the soaring number of patients.

Based on the results of initial interviews conducted by researchers to the Head of the Health Office, it is known that Covid-19 patients peak from June to August 2021. Even due to the extraordinary increase in cases and the overcapacity of covid-19 patients in hospitals, the Health Office has prepared a centralized isolation place (ISOTER) for asymptomatic and mildly symptomatic patients.

Post-Covid-19 has resulted in a gap between actual conditions and ideal expectations. With these imbalances or gaps, employee performance can be disrupted due to excessive workload (overload), so it is suspected that employee performance has not been optimal. In this case, the

motivation, discipline, leadership, and work environment aspects of the employee also determine the performance of the employee.

The current research, conducted at the Surakarta city health office, comprehensively examines the interplay of motivation, discipline, leadership, and the work environment on employee performance. Building upon prior studies that individually explored these factors, such as Purnawijaya's (2019) emphasis on the positive correlation between work discipline and performance, Marjaya and Pasaribu's (2019) focus on the importance of leadership, and Yuliantari & Prasasti's (2020) investigation into the positive impact of the work environment, the present study aims to provide a holistic understanding of how these elements collectively influence employee performance in a specific organizational context.

The urgency of the research lies in its relevance to addressing key challenges and optimizing organizational performance at the Surakarta City Health Office. By investigating the impacts of motivation, discipline, leadership, and the work environment on employee performance, the research directly addresses crucial factors influencing workplace effectiveness. Understanding these dynamics is essential for organizational leaders and policymakers to implement targeted strategies that enhance employee productivity, job satisfaction, and overall performance. The findings provide actionable insights that can contribute to the development of informed policies and practices, fostering a conducive work environment that maximizes the potential of employees. In this way, the research serves as a valuable resource for decision-makers seeking to improve the functioning of the Surakarta City Health Office and potentially informs broader organizational management practices.

## RESEARCH METHOD

This research uses a quantitative descriptive approach. The population in this study was all employees of the Surakarta City Health Office totaling 80 employees. The sample taken in this study was as many as 80 employees using census sampling techniques.

Data collection using a questionnaire technique. The employee performance questionnaire consists of 6 statement items which include indicators of quality, quantity, time, cost suppression, supervision, and relations between employees (Musdalifah & Iswandari, 2020). The work motivation questionnaire consists of 5 statement items which include indicators of physical needs, security needs, social needs, the need for rewards, the need for encouragement to achieve goals (Rizkie, Ani, & Hartanto, 2019). The work discipline questionnaire consists of 7 statement items which include indicators of goals and abilities, leadership example, fairness, inherent supervision, punitive sanctions, firmness, human relations (Putra, Asmony, & Nasir, 2016). The leadership questionnaire consists of 6 statement items which include indicators of decision-making ability, motivational ability, communication skills, ability to control subordinates, responsibility, and ability to control emotions (Setiawan & Primary, 2019). The work environment questionnaire consists of 6 statement items which include indicators of working atmosphere, relationships with colleagues, availability of work facilities (William & Ekawati, 2022)

Before the questionnaires were distributed, the researcher first conducted an instrument test consisting of validity and reliability tests which were given to 20 respondents outside the research sample. The validity test is used to assess the validity of each item in the questionnaire statement. From the results of the validity test, it is known that the  $r$  value for each item is  $> 0.444$  so it can be said that all research variable items are valid to be used as instruments in research.

The reliability test was carried out to determine the extent to which the instrument can be trusted to be used as a research questionnaire. The results of the reliability test show that work motivation has a Cronbach's Alpha value of 0.848, work discipline of 0.914, leadership of 0.899, work environment of 0.915, and employee performance of 0.891. So, the reliability test results have a Cronbach's Alpha value of more than 0.6. Then the instrument is declared reliable.

After the data has been collected, a classic assumption test is carried out to test the quality of the data so that the validity of the data is known and avoid biased estimates. This classic assumption test consists of a normality test, multicollinearity test, and heteroscedasticity test. The hypothesis test consists of a Significance Test (t-test), an F test, a Coefficient of Determination Test (R<sup>2</sup>), and a Multiple Regression Test.

## RESULTS AND DISCUSSIONS

### Normality test

**Table 1.** Data Normality Test Results  
*One-Sample Kolmogorov-Smirnov Test*

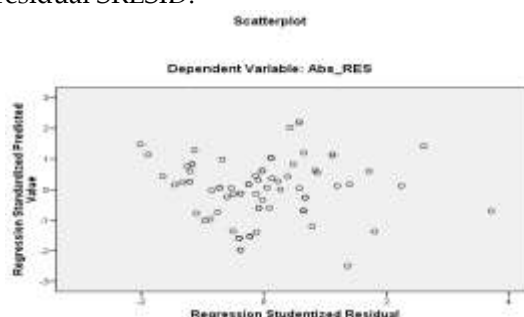
		Unstandardized Residual
N		80
Normal Parameters(a,b)	Mean	,0000000
	Std. Deviation	,65609041
Most Extreme Differences	Absolute	,051
	Positive	,049
	Negative	-,051
Kolmogorov-Smirnov with		,454
Asymp. Sig. (2-tailed)		,986

a Test distribution is Normal.  
b Calculated from data.

From the table above, it can be seen that the Asymp sig value > 0.05, can be stated that the data is normally distributed.

### Heteroscedasticity Test

The test method uses a plot graph between the predicted value of the dependent variable, namely ZPRED, with the residual SRESID.



**Figure 1.** Heteroscedasticity Test Diagram

Based on the norm provisions, in the scatterplot presentation, no clear patterns are found, and the points spread above and below 0 on the Y axis, so there is no heteroscedasticity.

### Multicollinearity Test

To detect whether there is multicollinearity in the regression model, it can be seen from the tolerance value and variance inflation factor (VIF). Test norm, if the tolerance value is > 0.10 and the VIF value is < 10, there are no symptoms of multicollinearity

**Table 2. Multicollinearity Test Results**  
Coefficients<sup>(a)</sup>

Model	t	Sig.	Collinearity Statistics	
			Tolerance	VIF
1 (Constant)	11,166	,000		
Motivasis (x1)	-2,280	,025	,446	2,242
Disiplin (X2)	4,605	,000	,482	2,076
Leadership (X3)	3,199	,002	,250	4,007
Environment (X4)	6,718	,000	,289	3,460

a Dependent Variable: Y

**Significance Test (t-test)**

t-test results can be seen in the table below:

**Table 3. Significance Test (t-test)**

Model	t	Sig.
1 (Constant)	11,247	,000
Motivasis (x1)	4,493	,000
Disiplin (X2)	3,135	,002
Leadership (X3)	3,104	,003
Environment (X4)	5,274	,000

a Dependent Variable: Y

$$Y = 7,933 + 0,186(X1) + 0,095(X2) + 0,178(X3) + 0,238(X4) +$$

4,493	3,315	3,104	5,247
0,000	0,000	0,002	0,000

The calculated t value can be obtained from the formula  $df = n - k - 1$  or  $80 - 4 - 1 = 75$  then the table t value can be obtained which is 1.665 the test criteria are if the significance value  $< 0.05$  and  $t_{calculate} > t_{table}$   $H_0$  is rejected (there is an effect) and vice versa if the significance value  $> 0.05$  and  $t_{calculate} < t_{table}$  then  $H_0$  is accepted (there is no effect) then the hypothesis is as follows:

The value of t calculated for the variable Discipline (X2) is 3.135 while t table is obtained at 1.665 and signification is 0.002 then  $t_{calculate} > t_{table}$  and signification  $< 0.05$  ie  $H_a$  is accepted, meaning that Discipline (X2) partially affects employee performance (Y).

The calculated t value for the Leadership variable (X3) is 3.104 while t table is obtained at 1.665 and signification is 0.003, then  $t_{calculate} > t_{table}$  and the  $< 0.05$  signification is  $H_a$  accepted, meaning that Leadership (X3) partially affects employee performance (Y).

The calculated t value for the environmental variable (X4) is 5.274 while the table t is obtained at 1.665 and the significance is 0.000, then  $t_{calculate} > t_{table}$  and the  $< 0.05$  signification is  $H_a$  accepted, meaning that the environment (X4) partially affects employee performance (Y).

**F test**

The F test is used to determine how far the independent or independent variables can affect the dependent or dependent variable. The full results of the F test using SPSS 20 are presented in Table 10:

**Table 4. Significance Results (Test F)**  
ANOVA(b)

Model	Sum of Squares	df	MeanSquare	F	Sig.
1 Regression	259,982	4	64,995	143,347	,000(a)
residual	34,006	75	,453		
Total	293,987	79			

a Predictors: (Constant), Environment (X4), Leadership (X3), Motivation (X1), Discipline (X2)

b Dependent Variable: Employee Performance (Y)

From the table above, it can be seen that the  $F_{\text{calculated}}$  value is 143.347 while the table F value is 2.49 and the significance of  $0.000 < 0.05$  means that there is an influence between Motivation (X1), Discipline (X2), Leadership (X3) and Environment (X4) on employee performance (Y).

**Determination Coefficient Test (R<sup>2</sup>)**

The determination test results are below:

**Table 5.** Test Results for the Coefficient of Determination (R<sup>2</sup>)

Summary models					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,940(a)	,884	,878	,67336	,940(a)

A Predictors: (Constant), Environment (X4), Discipline (X2), Motivation (X1), Leadership (X3)

b Dependent Variable: Performance (Y)

In accordance with the table above, the number R<sup>2</sup> (R Square) is 0.884 or (88.4%). This shows that the percentage of the influence of remuneration, work motivation, discipline, and employee satisfaction on the performance of Surakarta City Health Office Employees is 88.4%. In other words, employee performance variables can be explained or influenced by variables of remuneration, work motivation, discipline, and employee satisfaction by 88.4%, while the remaining 11.6% are explained or influenced by other variables that are not studied.

**Multiple Regression Test**

Multiple regression is used for one dependent variable and more than one independent variable. In business practice, multiple regression is generally used, apart from the many variables in the business that must be analyzed together, multiple regression is also more relevant in many cases used (Agung & Yuesti, 2019). The full multiple regression test results are shown in Table 10.

**Table 6.** Multiple Regression Test

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	7,933	,705		11,247	,000
Motivation (x1)	,186	,041	,264	4,493	,000
Discipline (X2)	,095	,030	,177	3,135	,002
Leadership (X3)	,178	,057	,244	3,104	,003
Environment (X4)	,238	,045	,385	5,274	,000

The results of the regression test obtained multiple linear regression equations as follows:

$$Y = 7,933 + 0,186X_1 + 0,095X_2 + 0,178X_3 + 0,238X_4$$

The constant value of 7.933 can be interpreted if the motivation, discipline, leadership, and environment value is 0, then employee performance will increase by 7.933. The value of the regression coefficient on the Motivation variable (X 1) is positive, which is 0.186 which means that every increase in work motivation by 1 unit will increase employee performance by 0.186 units assuming the independent variable is fixed. The value of the regression coefficient in the Work Discipline variable (X<sub>2</sub>) is positive, which is 0.095 which means that every increase in discipline by 1 unit will increase employee performance by 0.095 units assuming the independent variable has a fixed value. The value of the regression coefficient in the Leadership variable (X<sub>3</sub>) is positive, which is 0.178 which means that every increase in remuneration by 1 unit will increase employee performance by 0.178 units assuming the independent variable is fixed. The value of the regression coefficient in the Work Environment variable (X<sub>4</sub>) is positive, which is 0.238 which means that

every increase in employee satisfaction by 1 unit will increase employee performance by 0.238 units assuming the independent variable is fixed.

### **The Effect of Motivation on Employee Performance at the Surakarta City Health Office**

The results of the motivation test on employee performance obtained that motivation has a positive and significant effect on employee performance. The research findings are supported by several previous studies, including Sriyono et al. (2022), Afandi & Bahri (2020), and Astuti et al. (2020) which prove that work motivation has a positive effect on employee performance. The results of the study presented by Thang & Nghi (2022) concluded that research has shown a positive relationship between work, motivation, and employee performance of Otuksa, Japan.

Work motivation plays an important role in improving employee performance because it has a positive impact on several psychological aspects and worker behavior (Hariyanto, Samalelo, & Hellyani, 2023). Work motivation creates an internal drive that drives employees to achieve their goals. Employees who feel motivated have a strong desire to succeed and strive to achieve satisfactory results. This drive spurs them to work more efficiently and focus on achieving goals, thus contributing to an increase in overall productivity.

Furthermore, work motivation increases the level of employee engagement with their work. Employees who feel motivated tend to feel more attached to their tasks and have a high sense of responsibility towards work results (Angelina & Supriadi, 2023). This engagement creates an environment where employees feel connected to the organization's goals, which in turn increases their dedication to the job and the company as a whole.

In addition, high work motivation also affects psychological aspects of employees, such as job satisfaction and well-being. Employees who feel motivated tend to feel greater satisfaction from their work because they see value and meaning in the efforts they put in (Munir, 2023). This high level of satisfaction not only increases their motivation, but also creates a positive work environment, where employees feel happy and excited to come to work every day.

### **The influence of discipline on employee performance at the Surakarta City Health Office**

The results of discipline testing on employee performance obtained that discipline has a positive and significant effect on employee performance. The findings of this study are in line with previous research including Sriyono et al. (2022) and Chandra et al. which proved that discipline has a positive effect on employee performance.

High work discipline has a significant positive impact on employee performance at the Surakarta City Health Office. Work discipline creates an orderly and orderly framework in carrying out daily tasks. With clear rules and procedures, employees have guidelines that make it easier for them to carry out their responsibilities (Pentury, 2022). This helps prevent confusion or uncertainty in the execution of tasks, which in turn increases efficiency and productivity.

Work discipline also creates consistency in the implementation of daily work. Disciplined employees tend to maintain good attendance rates, follow schedules with order, and complete their tasks on time (Nugraha & Faddila, 2023). This consistency is essential in health services in the Health Office, where punctuality and compliance with procedures can have a direct impact on public health services.

In addition, work discipline reflects the responsibility and dedication of employees to their work. Disciplined employees have a high sense of responsibility for their duties, so they are more likely to be committed to providing the best health services (Husain & Santoso, 2022). This high level of dedication can improve the quality of service and strengthen the positive image of the Health Office in the eyes of the public.

### **The influence of leadership on employee performance at the Surakarta City Health Office**

The results of leadership testing on employee performance obtained that leadership has a positive and significant effect on employee performance. The results of this study are in line with several previous studies from Sriyono et al. (2022), Afandi & Bahri (2020), and Astuti et al. (2020) which stated that leadership has a positive effect on employee performance.

Leadership that positively influences has a significant impact on employee performance through various mechanisms. Leaders who are able to present a clear and inspiring vision can ignite enthusiasm and motivation in their teams (Senny, Wijayaningsih, & Kurniawan, 2018). Employees become more committed and eager to achieve a common goal, driven by a strong understanding of the direction their leader wants. Fair and consistent leaders create a stable and confident work climate. Employees who feel treated fairly and equally tend to be more motivated to make the best contribution. Constructive feedback and support in career development signals that employees are valued, increasing a sense of ownership of work and organization. Overall, influential leadership positively creates a work environment that supports employee growth, motivation, and performance, leading the team to success together.

### **The influence of the environment on the performance of employees at the Surakarta City Health Office**

The results of employee environmental testing of employee performance obtained that the environment has a positive and significant effect on employee performance. The results of this study are in line with previous research from Sari & Agussalim (2022), Yuliantari & Prasasti (2020), and Handayani & Daulay (2021), which stated that the environment has a positive effect on employee performance. The work environment that has a positive influence at the Surakarta City Health Office has a significant positive impact on employee performance in various aspects. The existence of a supportive and collaborative environment creates a positive work atmosphere (Muzaki, Sari, Putri, Arianto, & Putra, 2023). Employees feel recognized, valued, and supported in carrying out their duties and responsibilities. This encourages the team to work efficiently and contribute to the maximum.

Furthermore, clarity of the organization's vision and mission in the work environment can motivate employees. If the goals of the organization and the role of each employee in the Surakarta City Health Office are clearly conveyed, then employees have a solid understanding of their contribution to the success of the organization. This provides a stable foundation for optimal performance.

In addition, a positive work environment also includes adequate facilities and resources to support the work of employees in the Health Office. Comfortable working conditions, access to information, as well as opportunities for skills development and career advancement can provide additional motivation for employees to achieve the best results.

### **The Influence of Motivation, Discipline, Leadership and Environment on the performance of employees at the Surakarta City Health Office**

From the results of regression analysis, it can be seen that motivation, discipline, leadership and environment simultaneously affect the performance of Surakarta City Health Office Employees. The test result of  $R^2$  (*R Square*) was obtained at 0.884 or (88.4%). This shows that employee performance variables can be explained or influenced by Motivation, Discipline, Leadership and Environmental variables by 88.4%, while the remaining 11.6% are explained or influenced by other variables that are not studied such as leadership, work environment, work culture, and others.

The findings of this study are supported by several previous studies, including Sriyono et al. (2022), Afandi & Bahri (2020), and Astuti et al. (2020) which prove simultaneously Motivation,

Discipline, Leadership and Environment have a positive and significant effect on employee performance.

Simultaneously, motivation, discipline, leadership, and environment that have a positive and significant effect on employee performance show that these four factors interact with each other to create optimal working conditions. Employee motivation, which arises from internal and external drives, can increase morale and the desire to achieve the best results. Discipline, as an order in carrying out duties and responsibilities, provides a solid foundation for employees in achieving organizational goals.

Effective leadership acts as a guide who provides direction and inspiration to employees. A leader who is able to provide motivation, facilitate development, and provide clear direction can improve overall performance. Meanwhile, a positive work environment creates a supportive and motivating atmosphere, with adequate facilities, effective communication, and support for professional growth.

With the combination of these four elements together, employee performance can be improved holistically. High motivation supported by discipline, effective leadership, and a conducive environment creates conditions where employees feel valued, inspired, and have the support to make maximum contribution. Thus, the result is a significant increase in employee performance in achieving the goals and tasks carried out.

## CONCLUSION

The research entitled "Employee Performance in terms of motivation, discipline, leadership and environment" has the following conclusions: (1) Motivation has a positive and significant effect on employee performance at the Surakarta City Health Office. (2) Discipline has a positive and significant effect on the performance of employees at the Surakarta City Health Office. (3) Work leadership has a positive and significant effect on the performance of employees at the Surakarta City Health Office. (4) The employee environment has a positive and significant effect on the performance of employees at the Surakarta City Health Office.

This research makes significant scientific contributions by providing empirical evidence of the positive and significant effects of motivation, discipline, leadership, and the work environment on employee performance at the Surakarta City Health Office. The study not only confirms the individual impacts of these factors but also establishes their collective influence, offering valuable insights into the complex dynamics that contribute to employee performance in a specific organizational context. These findings contribute to the existing body of knowledge by providing a nuanced understanding of the multifaceted relationships between motivation, discipline, leadership, environment, and employee performance, thereby informing both academic discussions and practical strategies for optimizing workplace effectiveness.

While the research on "Employee Performance in terms of motivation, discipline, leadership, and environment" provides valuable insights, it also has some limitations that could pave the way for future research opportunities. Firstly, the study focused on the Surakarta City Health Office, limiting its generalizability to other organizational settings. Future research could explore diverse industries and sectors to assess the applicability of the findings across various contexts. Additionally, the study primarily relied on quantitative methods; incorporating qualitative approaches, such as interviews or focus groups, could offer a more comprehensive understanding of the nuanced factors influencing employee performance. Furthermore, the research did not delve deeply into the potential interaction effects among motivation, discipline, leadership, and environment. Future studies could explore the intricate relationships and potential synergies between these factors to provide a more nuanced perspective. Lastly, considering the dynamic nature of work environments, longitudinal studies could investigate how these factors evolve over time and their sustained impact on employee performance. Addressing these

limitations could contribute to a more robust and nuanced understanding of the complex interplay between motivational, disciplinary, leadership, and environmental factors in influencing employee performance.

Based on the conclusions and limitations that have been presented, the suggestions that can be conveyed are as follows: (1) For the Surakarta City Health Office, it is necessary to focus on improving motivation, discipline, work leadership, and employee environment for performance optimization. Concrete measures such as the development of motivation programs, strengthening the discipline system, employee-oriented leadership training, and maintaining a positive work environment can ensure the welfare and effectiveness of employees in providing health services to the community. (2) For future researchers, it is recommended to conduct more in-depth research on specific supporting factors in motivation, discipline, work leadership, and employee environment at the Surakarta City Health Office. Case studies involving the implementation of specific programs can provide more detailed insights. In addition, research can explore the influence of additional variables that might affect employee performance. This exploration can make an additional contribution to the understanding of work dynamics in organizations.

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