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The influence of work discipline, motivation, and work environment on the performance of employees

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ABSTRACT

This study aimed to determine the effect of work discipline, motivation, and work environment on employee performance PD (Perusahaan Daerah) Pasar Kota Denpasar. This research was a quantitative study that described and explained the influence of work discipline, motivation, and work environment on employee performance PD Pasar Kota Denpasar. The study population was all employees working at PD Pasar Kota Denpasar, amounting to 130 employees using sampling techniques with 65 employee respondents. Data collection techniques that the authors used in this study include the test instrument, classic assumption test, multiple linear regression, coefficient of determinant (R^2), t-test, and f-test. The results of the analysis showed that (1) Work discipline had a positive and significant effect on the performance of PD Pasar Kota Denpasar with a significant value of 0,021. (2) Work motivation had a positive and significant effect on the performance of PD Pasar Kota Denpasar with a significant value of 0,000. (3) The work environment had a positive and significant effect on the performance of PD Pasar Kota Denpasar with a significant value of 0,009. (4) Work discipline, motivation and work environment on employee performance together had a positive and significant effect on employee performance with a significant value of 0,000 less than 0,05, the hypothesis was accepted.

Keywords: Work discipline, work motivation, work environment, employee performance

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INTRODUCTION

In today's competitive world, every organization is starting to mobilize all its capabilities in carrying out various types of management strategies, especially those that focus on internal resources to increase productivity, efficiency, and business effectiveness (Oyerinde, 2020). Human resources become the core element in every

organization, where the success of an organization relies on the performance of the employees (Jayasekara & Weeraman, 2021). The rapid growth of competition in this emerging market has forced organizations to focus heavily on their employees (Hanaysha, 2016; Verhoeven & Madsen, 2022). Government organizations should be capable of optimizing their human resources for effective management (Febrianti et al., 2020). Proper human resource management can begin with a clean and transparent recruitment or selection process, followed by training and ongoing performance evaluation. Human resource management must be well-established from the beginning, especially in the member selection process, as it will significantly impact the organization's sustainability (Rabiul et al., 2021). This responsibility falls on the leaders of the organization, namely the management or leaders. Therefore, managers or leaders should be able to develop thorough planning, devise effective strategies, and lead and organize all components of the company in general, and human resources specifically.

Employee performance is one of the challenges frequently faced by HR management. Employee performance can be described as the employee's achievement in producing good performance, meeting work goals and expectations, as well as the employee's ability to meet work targets (Atatsi et al., 2019). In other words, performance can be interpreted as the result of an employee's work, which can be measured through the amount of contribution made to the company. (Saban et al., 2020) also stated that work performance can be defined as employee work achievement which can be measured in quality, quantity, efficiency, and effectiveness. According to Mangkunegara (2009), employee performance (work achievement) is the result of work that reflects the quality and quantity achieved by an employee while performing tasks assigned to them or responsibilities entrusted to them. Employee performance plays a crucial role in a company's success. Meanwhile, according to Armstrong and Baron (1998), performance is the result of work that has a strong connection with the organization's goals and strategies, customer satisfaction, and contributes to economic value.

Employee discipline is one of the crucial aspects that requires special attention to achieve the expectations and goals of an organization effectively and efficiently. According to Sutrisno (2009), work discipline is an attitude that is highly necessary and needed by every element in the process to optimize performance and achieve the expectations and goals of an organization or company. The implementation of discipline functions for each employee aims to improve employee performance.

Meanwhile, according to Rivai (2004), employee discipline is an element used by leaders to communicate with employees so that they are willing to change deviant behavior and as an effort to optimize the awareness and willingness of an employee to comply with the rules applicable to a company. Work discipline must be understood and adhered to so that every employee can follow all regulations and policies regarding labour rules or organizational policies that apply internally. Rules that must be followed are not only written rules but also unwritten rules, and employees must execute orders from superiors properly. Having employees with a high level of discipline will undoubtedly have a significant impact on the company's development.

However, several factors contribute to employee indiscipline, including opportunities for indiscipline, a poor work culture, lax sanctions, supervisors who are unwilling to reprimand, low work morale, and employees who dislike their work. This poses a problem for researchers, as during the survey at PD Pasar Kota Denpasar, it was found that there are still employees who lack discipline in performing their duties.

To create a high level of work enthusiasm, efforts are needed to improve performance optimally and make use of the potential resources owned by the company to achieve targets in line with the organizational goals that have been set. This is expected to contribute positively to the development of the company or organization. In addition, organizations are deemed necessary to pay attention to various elements that can influence employee motivation (Titu and Pana, 2023). In this case, the role of organizational leaders is crucial in providing motivation and creating a conducive work atmosphere to encourage the development of professional actions and attitudes from each employee in solving work-related problems tailored to their respective fields and responsibilities. Forner et al. (2020) also argue that it is important for organizations to understand in depth what and how to motivate all members of the organization.

According to Weiner (1990), as cited by Elliot et al. (2000), motivation is defined as an internal state that can stimulate an individual to move, act, and provide the impetus for someone to achieve and reach a common goal, keeping someone interested in a particular activity. Schmid & Dowling (2022) believes that employee motivation is an essential element and has become the focus of management, where maintaining a high level of motivation in employees becomes the most crucial strategy. Referring to the results of observations conducted at PD Pasar Kota Denpasar, there are indications of the low work motivation of employees. This, of course, needs to be addressed promptly so that leaders and employee subordinates can provide excellent and more professional services. Therefore, providing good motivation will encourage employees to have a high fighting spirit and be willing and able to deploy all their strengths in achieving the company's goals.

The work environment also plays a role that is no less important in an organization, especially in maintaining business continuity, and plays an important role in the company's progress through improving employee performance (Ramos et al., 2018). The definition of the work environment for employees is the

material and psychological conditions within the organizational structure (Mozgovoy, 2022). Therefore, the organization must be able to provide a friendly and adequate work environment, including both physical and non-physical aspects. Moreover, it is believed that a conducive work environment can be the main support for employees in carrying out their work which will lead to optimal work results. In addition, a good work environment is also believed to create a sense of appreciation, respect, and trust in the minds of employees for the work they are assigned, and they will tend to be willing to sacrifice their time to complete the work as best as possible (Alameeri et al., 2021). Thus, a quality work environment can support task execution, and it is expected that employees will have optimal work enthusiasm to enhance their performance.

According to Nitisemito (1992), the work environment is defined as something around the workers that influences them in carrying out their assigned tasks. Therefore, the work environment is important in creating a comfortable atmosphere for employees, which, in turn, can affect the success of task execution and job performance. The work environment can also have psychological effects on employees (Sadick & Kamardeen, 2020). If employees enjoy their working environment, they will be comfortable working, occupying their workspace, and engaging in activities. This ensures that employees use their time optimally and effectively, focusing on their work.

Employees at PD. Pasar Kota Denpasar, who work in a market environment, are required to generate good and optimal performance. Improving performance can begin with enhancing discipline at work, conditioning the work environment to provide support, and motivating every employee so that they can work harder, diligently, and passionately in every task they perform.

LITERATURE REVIEWS

Work Discipline

Work discipline can be summarized by several references to measure work discipline, including:

1. Employee compliance with working hours.
2. Compliance with instructions from organizational leaders and discipline in adhering to written rules and regulations in the company.
3. Carefully using and maintaining office materials and equipment.
4. Dressing appropriately, and politely, and wearing organizational identification.
5. Working by the rules established by the organization.

Discipline reflects a condition or attitude of respect and appreciation for the rules and regulations of the company (Ferdinandus, 2020). Thus, if the rules or regulations of the company are ignored and frequently violated, the employee is considered to have poor disciplinary character. According to Edy Sutrisno (2009), another definition of discipline is an attitude and action to always obey the rules. According to Anoraga (2006), work discipline is an attitude that is highly needed and deserves attention in every job performed by each individual to optimize performance to achieve organizational goals.

Work Motivation

In general, work motivation is described as a need that provides impetus and actions directed toward a specific goal. Consistent with this statement, Gibson, Ivancevich, and Donnelly (1996) define motivation as an impulse that arises within an individual capable of moving and directing their behavior. According to Herzberg in Robbins (1996), work motivation is an individual's attitude toward their job that guides job satisfaction. Work motivation can also be understood as a state in employees that provides the drive and desire for individuals to carry out specific activities to achieve a goal (Adiguzel & Sonmez Cakir, 2022). Motivation has components originating from within and outside (Anxo & Ericson, 2023). The internal components involve changes within oneself, a state of never feeling satisfied, and psychological tension. Meanwhile, external components encompass what an individual expects and the goals that serve as the compass for their behavior (Febrianti et al., 2020). The internal component represents needs that one hopes to satisfy, while the external component involves goals one aims to achieve. Motivation is a model that provides impetus to move and directs employees to perform their tasks consciously, passionately, and responsibly. Thus, work motivation is something that can generate enthusiasm or provide encouragement to work (Apridar & Adamy, 2018). Therefore, work motivation in psychology is commonly referred to as the driving force of work spirit.

In line with the experts mentioned earlier, according to Steers & Porter (1983), work motivation consists of three essential components.

- a. Energy component, which is a force or effort that can lead to a certain behavior.
- b. Direction component, which is a resulting behavior directed towards a specific goal. For example, if someone needs money, the resulting behavior is directed towards activities to earn money.
- c. Persistence component, which involves efforts to maintain a behavior that occurs in the work environment.

Work Environment

Work environment is one of the essential factors in creating a conducive workplace for employees. Oyerinde (2020) states that the work environment can be interpreted as a place where employees feel comfortable doing their work both physically and mentally. The physical work environment can be defined as elements that can form a workplace that is closely related to tangible assets in providing employees with a sense of comfort and security (Alameeri et al., 2021). Meanwhile, the psychological work environment refers to workplace conditions that are healthy, conducive, and able to guarantee employee welfare. A psychological work environment can also be described as a psychologically healthy environment that can support employees in the process of carrying out work, where employees tend to have a high level of motivation when the work environment is positive (Wagdi & Sayed, 2023).

The work environment directly contributes to the employees' performance in completing tasks, ultimately improving organizational outcomes. A work environment can be considered good if employees can carry out their activities effectively and optimally, in a healthy, safe, and comfortable setting (Tripathi & Kalia, 2022). Therefore, creating an optimal work environment is crucial in determining the success of organizational achievements. Thus, establishing an optimal work environment is pivotal in achieving organizational goals. On the contrary, an unfavorable work environment can diminish motivation and enthusiasm, leading to a decline in employee performance. It is essential to pay attention to the work environment as it is a critical factor in determining employee performance. Employees may feel uncomfortable in a non-conducive work environment, leading to a decrease in performance. The work environment encompasses the conditions surrounding work, influencing the ease or difficulty of job tasks.

1. Physical Work Environment

The physical work environment refers to the conditions of the workplace that can influence the increase or decrease in work efficiency. These conditions include:

- **Good Workspace Layout:** An organization should provide employees with sufficient space to carry out their tasks. Employees will be comfortable working if their environment provides maximum comfort and tranquility.
- **Adequate Lighting in the Room:** Proper lighting in the workspace is essential to create a conducive environment for work.
- **Appropriate Room Temperature and Humidity:** Employees require a workspace with the right temperature and humidity levels for optimal comfort.
- **Disturbance-Free Sound:** Noise can significantly disrupt employee concentration. A quiet work environment is crucial for maintaining focus.
- **Overall Work Atmosphere:** The overall atmosphere within the company supports the smooth operation of company tasks.
- **Occupational Safety:** Ensuring the safety of employees in the workplace is vital for their well-being and productivity.

2. Non-Physical Work Environment

The non-physical work environment encompasses all conditions related to work relationships, including those with supervisors, fellow employees, or superiors. If an employee's relationships with colleagues and leaders are positive, it can contribute to a comfortable psychological work environment. This positive environment enhances employee morale, leading to optimal work motivation and improved productivity.

Creating a healthy non-physical work environment involves fostering positive interactions and relationships among team members, which, in turn, positively impacts the overall work atmosphere. This supportive atmosphere contributes to the well-being of employees and encourages them to perform at their best.

Employee Performance

Employee performance is generally defined as the accomplishment of tasks assigned to them (Saban et al., 2020). Employees work according to targets and work patterns predetermined by the organization to demonstrate the organization's performance level in achieving its mission, vision, and goals (Febrianti et al., 2020). According to Mathis and Jackson (2006), a factor influencing employee performance is the capacity of employees to perform their jobs. The success of an organization in achieving its goals depends on the ability and capacity of its human resources to maximize the organizational units it possesses (Chien et al., 2020). Therefore, optimal performance is required from these active participants (Anakpo et al., 2023).

Rivai and Basri (2005) define performance as the willingness of an individual or group to carry out an activity and improve it by the responsibilities assigned with targeted results. Meanwhile, according to Bambang Guritno and Waridin (2005), performance is the result of work obtained by employees with predetermined

standards. As explained above, if the human resources of the organization, i.e., its people, play an active role in achieving organizational goals, their performance will be used as a reference for measuring the originality of the selection and development programs for employees that are being implemented.

METHODS

Location

The research is conducted at the PD Pasar Kota Denpasar office located in Dauh Puri Kangin, District of West Denpasar, Denpasar City. The reason for choosing this research location is that the PD Pasar Kota Denpasar office oversees the markets in Denpasar. The consideration behind conducting research in this organization is the observed lack of discipline among employees during work hours, including attendance and general work discipline. If attendance discipline and work discipline are lacking, it indicates a lack of motivation to work. As motivation is essential, especially for leaders, solutions need to be explored. Additionally, the working environment for employees is reported to be uncomfortable, with crowded rooms and the absence of air conditioning.

Pemerintah Kota Denpasar was established on February 27, 1992. Initially, Denpasar was part of the Badung Regency, but due to regional expansion programs and the need for special and well-organized handling of the city's population, Denpasar grew into a city. Denpasar is comprised of four sub-districts, namely Denpasar, West Denpasar, East Denpasar, and North Denpasar, with a total population of 606,077 people. In line with the establishment of the government, the municipal government-owned enterprises in Denpasar were officially inaugurated on August 1, 1994. This municipal enterprise manages 16 traditional markets within the city's administrative area.

Population and Sample

The population used as the research object is the PD Pasar Kota Denpasar office, which consists of 130 employees. The researcher then selected a sample size of 50% of the total population, resulting in a sample of 65 employees.

Data Type

The data used in this research is quantitative. Quantitative data refers to information that can be measured or expressed numerically. In this study, quantitative data was collected through questionnaires distributed to the employees at PD Pasar Kota Denpasar.

Data Sources

- Primary Data: The primary data source is information obtained directly from the employees through questionnaires. This data is collected firsthand by the researcher.
- Secondary Data: Secondary data refers to information that was previously collected and reported by others outside the researcher. In this study, secondary data may include information obtained from internal data sources.

Data Collection Techniques

The data collection techniques in this research involve the following stages:

- Interviews: Conducting interviews with the employees to gather information directly from them. This method allows for more in-depth insights and clarification on certain aspects.
- Questionnaire: Distributing a list of questions (questionnaire) to the employees. This method is efficient for collecting standardized responses from a larger sample.
- Observation: The researcher will observe the working environment, employee behaviors, and other relevant aspects. This method provides insights into actual practices and behaviors in the workplace.

Research Instrument

The measurement used to determine the influence of variables is ordinal. This ordinal measurement is conducted through the construction of a scale using a questionnaire measurement technique. In this study, respondent responses are measured using a Likert scale that has been adjusted to the respondents' conditions. This involves providing 5 answer choices for each question. The scores range from 1 to 5, considering that this helps to avoid respondents' tendencies not to explicitly choose between agree and disagree. The questionnaire in this study serves as the main basis for analysis, with a primary focus on the respondent scores for each observation. The accuracy of data collection is determined by the validity of the questionnaire.

Data Analysis Technique

Multiple linear regression analysis is a method used to examine the linear relationship between two or more independent variables (X_1, X_2, \dots, X_n) and a dependent variable (Y). This analysis aims to determine the

direction of the relationship between independent variables and the dependent variable, and whether each independent variable is positively or negatively correlated. Additionally, it is utilized to predict the value of the dependent variable when the values of the independent variables increase or decrease.

Equation of Multiple Linear Regression

$$Y' = a + b_1 X_1 + b_2 X_2 + \dots + b_n X_n$$

In addition to multiple linear regression analysis, this research also employs the F-test. According to Cooper & Schindler, the F-test essentially aims to test the feasibility of a model (Andoko & Devina, 2015). The null hypothesis (H_0) indicates that all independent variables included in the model do not collectively play a role in the dependent variable. Meanwhile, the alternative hypothesis (H_1) suggests that all independent variables significantly influence the dependent variable.

The t-test is used to examine how effectively individual independent variables used in this study explain the dependent variable partially, with a level of error or level of significance of 5% or 0.05 (Ghozali, 2011).

RESULTS AND DISCUSSION

RESULTS

The characteristics of respondents

Respondents aged 21-25 years are 7 people, accounting for 10.8%. Respondents aged 26-30 years are 31 people, accounting for 47.7%. Respondents aged 31-35 years are 13 people, accounting for 20.0%, and respondents aged above 35 years are 14 people, accounting for 21.5%. This indicates that respondents aged 26-30 years dominate among other age groups.

TABLE 1. The Characteristics of Respondents Based on Age

| Classification (Age) | Number of Respondents (People) | Respondents Percentage (%) |
|----------------------|--------------------------------|----------------------------|
| 21 - 25 | 7 | 10,8 |
| 26 - 30 | 31 | 47,7 |
| 31 - 35 | 13 | 20,0 |
| >35 | 14 | 21,5 |
| Total | 65 | 100,0 |

It was found that male respondents are 33 people, accounting for 50.8%. Meanwhile, female respondents are 32 people, accounting for 49.2%. This indicates that male respondents are more dominant than females.

TABLE 2. The Characteristics of Respondents Based on Gender

| Gender | Number of Respondents (People) | Respondents Percentage (%) |
|--------------|--------------------------------|----------------------------|
| Laki-Laki | 33 | 50,8 |
| Perempuan | 32 | 49,2 |
| Total | 65 | 100,0 |

Analysis Descriptive

TABLE 3. Criteria Categories of Assessment from Respondent Answers

| No | Criteria | Categories of Assessment |
|----|-------------|--------------------------|
| 1 | 1,00 – 1,80 | Very Bad |
| 2 | 1,81 – 2,60 | Bad |
| 3 | 2,61 – 3,40 | Enough |
| 4 | 3,41 – 4,20 | Good |
| 5 | 4,21 – 5,00 | Very Good |

The respondents' perceptions of the variables of work discipline with 5 statements, work motivation with 5 statements, work environment with 5 statements, and employee performance with 5 statements are described as follows.

The work discipline variable has an overall average of 4.02 with a good category. The lowest score is on the statement "I always tidy up work equipment after finishing a task" with a score of 3.88 in the good category, while the highest score is on the statement "I come to work on time" with a score of 4.22 in the very good category.

TABLE 4. Description of Respondents' Answers to Work Discipline Variable

| Statement | Frequency | | | | | Average | Categories |
|--|----------------|-------|---------|----------|-------------------|-------------|-------------|
| | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree | | |
| I come to work on time | 17 | 45 | 3 | 0 | 0 | 4,22 | Very Good |
| I always adhere to the rules of the company | 14 | 47 | 14 | 0 | 0 | 4,15 | Good |
| I work according to the established standards | 5 | 49 | 11 | 0 | 0 | 3,91 | Good |
| I am always meticulous in my work | 8 | 45 | 12 | 0 | 0 | 3,94 | Good |
| I always tidy up work equipment after finishing a task | 7 | 43 | 15 | 0 | 0 | 3,88 | Good |
| The overall average | | | | | | 4,02 | Good |

The overall average for the work motivation variable is 3.96, categorized as good. The lowest score is for the statement 'I feel comfortable completing tasks in a clean and peaceful work environment' with a score of 3.71, categorized as good. Meanwhile, the highest score is for the statement 'I have a close relationship with other employees' with a score of 4.11, also categorized as good.

TABLE 5. Description of Respondents' Answers on the Variable of Work Motivation

| Statement | Frequency | | | | | Average | Categories |
|---|----------------|-------|---------|----------|-------------------|-------------|-------------|
| | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree | | |
| I receive a fair wage/salary by the standard of living | 14 | 43 | 8 | 0 | 0 | 4,09 | Good |
| I want to receive a bonus based on the work I have completed | 8 | 50 | 7 | 0 | 0 | 4,02 | Good |
| I have a close relationship with other employees | 13 | 46 | 6 | 0 | 0 | 4,11 | Good |
| The tasks assigned by the company have been completed with the skills I possess | 7 | 42 | 16 | 0 | 0 | 3,86 | Good |
| I feel comfortable completing tasks in a clean and peaceful work environment. | 7 | 34 | 22 | 2 | 0 | 3,71 | Good |
| The overall average | | | | | | 3,96 | Good |

The overall average for the work environment variable is 4.01, categorized as good. The lowest score is for the statement 'The facilities provided by the company are suitable for my job' with a score of 3.86, categorized as good. Meanwhile, the highest score is for the statement 'I feel safe working in the office' with a score of 4.12, also categorized as good.

TABLE 6. Description of Respondents' Answers on the Variable of Work Environment

| Statement | Frequency | | | | | Average | Categories |
|--|----------------|-------|---------|----------|-------------------|-------------|-------------|
| | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree | | |
| The lighting in my workplace is not glaring | 9 | 46 | 10 | 0 | 0 | 3,98 | Good |
| The temperature in my office workspace is uncomfortable | 9 | 45 | 11 | 0 | 0 | 3,97 | Good |
| My relationship with the supervisor and colleagues is good | 12 | 48 | 5 | 0 | 0 | 4,11 | Good |
| I feel safe working in the office | 15 | 43 | 7 | 0 | 0 | 4,12 | Good |
| The facilities provided by the company are suitable for my job | 11 | 34 | 20 | 2 | 0 | 3,86 | Good |
| The overall average | | | | | | 4,01 | Good |

The overall average for the variable of students' interest in pursuing a career as a public accountant is 4.04,

categorized as good. The lowest score is for the statement 'I feel a sense of responsibility towards the tasks assigned to me' with a score of 3.94, categorized as good. Meanwhile, the highest score is for the statement 'I can complete tasks on time' with a score of 4.12, also categorized as good.

TABLE 7. Description of Respondents' Answers on the Employee Performance Variable

| Statement | Frequency | | | | | Average | Categories |
|---|----------------|-------|---------|----------|-------------------|-------------|-------------|
| | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree | | |
| I am always enthusiastic about completing tasks | 10 | 51 | 4 | 0 | 0 | 4,09 | Good |
| I master the tasks I work on | 10 | 49 | 6 | 0 | 0 | 4,06 | Good |
| I can complete tasks on time | 12 | 49 | 4 | 0 | 0 | 4,12 | Good |
| I am willing to take responsibility for mistakes I make while working | 11 | 42 | 12 | 0 | 0 | 3,98 | Good |
| I feel a sense of responsibility towards the tasks assigned to me | 7 | 47 | 11 | 0 | 0 | 3,94 | Good |
| The overall average | | | | | | 4,04 | Good |

Results of Instrument Testing

Based on the instrument validity test results, it is found that all items in the instrument can be considered valid and reliable. This conclusion is drawn because all correlation coefficients are greater than 0.30. Therefore, all statement items are considered valid and suitable for use.

In terms of the reliability test, the results show that all variables in the study have Cronbach's alpha values above 0.6. Consequently, all variables are reliable and deemed suitable for further analysis.

Data Analysis Technique

Normality Test

It can be observed that the Kolmogorov-Smirnov (K-S) value is 0.076, while the Asymp. Sig. (2-tailed) value is 0.200. This result indicates that the regression equation model is normally distributed, as the Asymp. Sig. (2-tailed) value is greater than the alpha value of 0.05.

TABLE 8. Normality Test

| One-Sample Kolmogorov-Smirnov Test | | Unstandardized Residual |
|--|----------------|-------------------------|
| N | | 65 |
| Normal Parameters ^{a,b} | Mean | .0000000 |
| | Std. Deviation | 1.22900992 |
| Most Extreme Differences | Absolute | .076 |
| | Positive | .076 |
| | Negative | -.042 |
| Test Statistic | | .076 |
| Asymp. Sig. (2-tailed) | | .200 ^{c,d} |
| a. Test distribution is Normal. | | |
| b. Calculated from data. | | |
| c. Lilliefors Significance Correction. | | |
| d. This is a lower bound of true significance. | | |

It can be observed that the points form a straight diagonal line, and the residual data plotting will be compared with this diagonal line. Therefore, it can be concluded that the residual data is normally distributed.

Multicollinearity Test

The tolerance and VIF values for the variables work discipline, work motivation, and work environment show that the tolerance for each variable is greater than 0.10, and the VIF values are less than 10. This indicates the absence of multicollinearity.

TABLE 9. Multicollinearity Test

| Model | Collinearity Statistics | |
|--------------|-------------------------|-----|
| | Tolerance | VIF |
| 1 (Constant) | | |

| | | |
|-----------------------|------|-------|
| Work Discipline (X1) | .836 | 1.196 |
| Work Motivation (X2) | .589 | 1.697 |
| Work Environment (X3) | .656 | 1.524 |

a. Dependent Variable: Employee Performance

Heteroskedasticity Test

The Heteroskedasticity test, in principle, aims to examine whether there is a significant influence between predictors and their residual values. If this correlation is significant, then the residual values cannot be ignored.

It can be observed that the significance value for the Work Discipline variable is 0.374, the significance value for the Work Motivation variable is 0.478, and the significance value for the Work Environment variable is 0.950. These values are greater than 0.05, indicating the absence of heteroskedasticity.

TABLE 10. Heteroskedasticity Test

| | | Coefficients ^a | | | | |
|-------|------------------|---------------------------|-------------------------|--------------------------------|-------|------|
| Model | | Unstandardized B | Coefficients Std. Error | Standardized Coefficients Beta | t | Sig. |
| 1 | (Constant) | -.796 | 1.143 | | -.696 | .489 |
| | Work Discipline | .048 | .054 | .123 | .896 | .374 |
| | Work Motivation | .038 | .053 | .116 | .714 | .478 |
| | Work Environment | .003 | .048 | .010 | .063 | .950 |

a. Dependent Variable: ABS_RES1

Results of Multiple Linear Regression Analysis

TABLE 11. Multiple Regression Test

| | | Coefficients ^a | | | | |
|-------|------------------|---------------------------|-------------------------|--------------------------------|-------|------|
| Model | | Unstandardized B | Coefficients Std. Error | Standardized Coefficients Beta | t | Sig. |
| 1 | (Constant) | 4.064 | 1.939 | | 2.096 | .040 |
| | Work Discipline | .215 | .091 | .215 | 2.370 | .021 |
| | Work Motivation | .372 | .089 | .450 | 4.170 | .000 |
| | Work Environment | .221 | .082 | .276 | 2.699 | .009 |

a. Dependent Variable: Employee Performance

Based on the results of the regression analysis as presented in Table 11, the structural equation can be formulated as follows:

$$Y = 4,064 + 0,215 X_1 + 0,372 X_2 + 0,221 X_3$$

- The constant value is assumed that without adding work discipline, work motivation, and work environment variables, the employee performance value is 4.064.
- If X₁ (work discipline) increases by 1 unit, assuming work motivation and work environment remain constant, the employee performance will increase by 0.215.
- If X₂ (work motivation) increases by 1 unit, assuming work discipline and work environment remain constant, the employee performance will increase by 0.372.
- If X₃ (work environment) increases by 1 unit, assuming work discipline and work motivation remain constant, the employee performance will increase by 0.221.

The regression coefficients for the work discipline, work motivation, and work environment variables have a positive impact with significant test values less than 0.05. This indicates that work discipline, work motivation, and work environment each have a significant positive influence on the employee performance variable.

Coefficient of Determination Test (R²)

TABLE 12. Analysis of Coefficient of Determination

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------|----------|-------------------|----------------------------|
| 1 | .762a | .580 | .560 | 1.259 |

a. Predictors: (Constant), Work Environment, Work Discipline, Work Motivation

b. Dependent Variable: Employee Performance

The magnitude of the influence of independent variables on the dependent variable, as indicated by the total determination value (Adjusted R Square) of 0.762, means that 76.2% of the employee performance variable is influenced by work discipline, work motivation, and work environment variables. The remaining 23.8% is explained by other factors not included in the model.

Partial Coefficient Significance Test (T-test)

TABLE 13. Partial Test (T-test)

| Model | Unstandardized B | Coefficients Std. Error | Standardized Coefficients Beta | t | Sig. |
|------------------|------------------|-------------------------|--------------------------------|-------|------|
| 1 (Constant) | 4.064 | 1.939 | | 2.096 | .040 |
| Work Discipline | .215 | .091 | .215 | 2.370 | .021 |
| Work Motivation | .372 | .089 | .450 | 4.170 | .000 |
| Work Environment | .221 | .082 | .276 | 2.699 | .009 |

a. Dependent Variable: Employee Performance

- **The Influence of Work Discipline on Employee Performance**
Based on the analysis results, the significant value for the variable Work Discipline on Employee Performance is 0.021 with a regression coefficient value of 0.215, which is positive. The value of 0.021 is less than 0.05 ($0.021 < 0.05$). This result indicates that Work Discipline has a positive and significant influence on Employee Performance.
- **The Influence of Work Motivation on Employee Performance**
Based on the analysis results, the significant value for the variable Work Motivation on Employee Performance is 0.000 with a regression coefficient value of 0.372, which is positive. The value of 0.000 is less than 0.05 ($0.000 < 0.05$). This result indicates that Work Motivation has a positive and significant influence on Employee Performance.
- **The Influence of Work Environment on Employee Performance**
Based on the analysis results, the significant value for the variable Work Environment on Employee Performance is 0.009 with a regression coefficient value of 0.221, which is positive. The value of 0.009 is less than 0.05 ($0.009 < 0.05$). This result indicates that the Work Environment has a positive and significant influence on Employee Performance.

Simultaneous Coefficient Significance Test (F-test)

The simultaneous significance test for the variables work discipline, work motivation, and work environment on employee performance yields a significance value of 0.000, which is less than 0.05 ($0.000 < 0.05$).

TABLE 14. Simultaneous Test (F-test)

| ANOVA ^a | | | | | | |
|--------------------|------------|----------------|----|-------------|--------|-------------------|
| Model | | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 133.730 | 3 | 44.577 | 28.129 | .000 ^b |
| | Residual | 96.670 | 61 | 1.585 | | |
| | Total | 230.400 | 64 | | | |

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Work Environment, Work Discipline, Work Motivation

DISCUSSION

The Influence of Work Discipline on Employee Performance

Based on the analysis results, the significant value for the variable Work Discipline on Employee Performance is 0.021, with a regression coefficient value of 0.215, which is positive. The value of 0.021 is less than 0.05 ($0.021 < 0.05$). This result means that Work Discipline has a positive and significant influence on Employee Performance. This implies that any increase in Work Discipline will lead to an increase in Employee Performance, and conversely, any decrease in Work Discipline will result in a decrease in Employee Performance.

The results obtained in this research found that a high level of employee discipline will be able to increase the work performance provided by employees (Ferdinandus, 2020). In this case, disciplined employees

will be able to complete the work assigned with full responsibility, so their ability to complete the task well reflects their optimal work performance. Furthermore, the results obtained also succeeded in supporting the findings. Prayogi et al. (2019) reveal that a high level of discipline in employees will be able to encourage them to produce better performance.

The Influence of Work Motivation on Employee Performance

Based on the analysis results, the significant value for the variable Work Motivation on Employee Performance is 0.000, with a regression coefficient value of 0.372, which is positive. The value of 0.000 is less than 0.05 ($0.000 < 0.05$). This result means that Work Motivation has a positive and significant influence on Employee Performance. This implies that any increase in Work Motivation will lead to an increase in Employee Performance, and conversely, any decrease in Work Motivation will result in a decrease in Employee Performance.

The findings in this study were found to be able to strengthen Self-Determination Theory (SDT), which is a motivation theory that is very well-known in management literature, this theory states that when the basic psychological needs of each employee have been met, they tend to be more motivated, especially to be involved in their duties or work voluntarily (Forner et al., 2020; Semedo et al., 2022). The results of research conducted by Lee et al. (2020), succeeded in proving that external work motivation can be increased by providing incentives for employees so that this will have an impact on work performance. Furthermore, it was explained that in the private sector, monetary incentives given to employees were able to increase work motivation which then has a positive impact on the speed and accuracy of work. Meanwhile, in the public sector, it was found that work motivation through providing non-monetary incentives only had an impact on work speed but had no impact on accuracy. Findings in the study conducted by Nafukho et al. (2022) reveal that increased employee motivation tends to lead to increased transfer of learning and skills acquired in training to their workplace. (Adiguzel & Sonmez Cakir, 2022) in their study also found that a highly motivated employee will lead to high performance and innovation.

The Influence of Work Environment on Employee Performance

Based on the analysis results, the significant value for the variable Work Environment on Employee Performance is 0.009, with a regression coefficient value of 0.221, which is positive. The value of 0.009 is less than 0.05 ($0.009 < 0.05$). This result means that the Work Environment has a positive and significant influence on Employee Performance. This implies that any increase in the Work Environment will lead to an increase in Employee Performance, and conversely, any decrease in the Work Environment will result in a decrease in Employee Performance.

The findings of research conducted by Li et al. (2022) show that organizations that can provide a peaceful, positive, and supportive work environment will lead to employees being increasingly encouraged to work better. In this case, an organization that can show a caring attitude and can provide high levels of support to each of its employees will have an impact on the resulting better performance. Moreover, Rasool et al. (2021) in their study proved that the work environment is an important factor for employees, where employees who work in a toxic work environment will cause negative feelings to emerge among other co-workers. Thus, it will have an impact on decreasing the level of harmony within the organization which can lead to a decrease in the performance produced by employees. Furthermore, the results of the study Nafukho et al. (2022) reveal that creating a good work environment, especially by increasing flexibility and prioritizing autonomy, can have an impact on the smooth transfer of employee learning and skills.

The Influence of Work Discipline, Work Motivation, and Work Environment on Employee Performance

Based on the analysis results, the simultaneous significance test for the variables work discipline, work motivation and work environment on employee performance yields a significance value of 0.000, which is less than 0.05 ($0.000 < 0.05$). This result means that the variables of work discipline, work motivation, and work environment simultaneously have a positive and significant influence on employee performance. This implies that any simultaneous increase in work discipline, work motivation, and work environment will lead to an increase in employee performance, and conversely, any simultaneous decrease in work discipline, work motivation, and work environment will result in a decrease in employee performance. The results obtained reveal that high motivation with a good work environment can influence the transfer of employee learning and skills (Nafukho et al., 2022).

CONCLUSION

Based on the results of data analysis and discussion, the research findings can be summarized as follows:

1. Work Discipline has a positive and significant effect on Employee Performance. This means that any improvement in Work Discipline will lead to an increase in Employee Performance, and vice versa. This is

- supported by a significance value of 0.021, which is less than 0.05, thus accepting the hypothesis.
2. Work Motivation has a positive and significant effect on Employee Performance. This implies that any increase in Work Motivation will result in an improvement in Employee Performance, and vice versa. The significance value of 0.000 is less than 0.05, leading to the acceptance of the hypothesis.
 3. Work Environment has a positive and significant effect on Employee Performance. This indicates that any improvement in the Work Environment will lead to an increase in Employee Performance, and vice versa. The significance value of 0.009 is less than 0.05, confirming the acceptance of the hypothesis.
 4. Work Discipline, Work Motivation, and Work Environment together have a positive and significant influence on employee performance. This suggests that any simultaneous improvement in work discipline, work motivation, and work environment will lead to an increase in employee performance, and conversely, any simultaneous decline in work discipline, work motivation, and work environment will result in a decrease in employee performance. The significance value of 0.000 is less than 0.05, confirming the acceptance of the hypothesis.

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