

## THE INFLUENCE OF WORK DISCIPLINE, WORK MOTIVATION, AND WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE

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### Abstract

This study aims to measure the Effect of Work Discipline, Work Motivation, and Work Environment on Employee Performance. The research method uses quantitative methods, where the objects used are employees at PT RJI. The number of samples used in this study was 100 respondents using non-probability sampling techniques (saturated sampling) and the data was processed using the *SPSS program version 25 for windows*. This study used primary data conducted by distributing questionnaires to PT RJI employees. Based on the results of the analysis conducted, it can be concluded that the variables of work discipline, work motivation, and work environment have a positive and significant effect on employee performance at PT RJI.

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

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### 1. Introduction

Human resources (HR) is a very important thing and must be owned in an effort to achieve organizational or company goals (Syafrina, 2019). Discipline is very useful for improving employee skills and abilities, supporting changes in employee attitudes based on motivation to succeed in the organization. Discipline is also an important factor in increasing employee work productivity in an organization, along with other factors or resources (Hendra et al, 2019). Work discipline is a tool or means for an organization to maintain its existence. With high discipline, employees will obey all existing regulations, so that the implementation of work can be in accordance with the plan that has been determined (Prasetyo & Marlina, 2019).

Work discipline can also be interpreted as an attitude of respect, respect, obedience, and obedience to applicable regulations, both written and unwritten (Wau, Samalua W, 2021). PT. RJI is a company engaged in the food industry, which produces bread to supply to all outlets spread across Indonesia. Based on the results of information and observations obtained from HRD PT. RJI that found the phenomenon of employees who lack discipline at work, which can cause less optimal in creating performance later.

Based on the attendance data below at PT RJI, there is a dynamic in January-April that there will be a decrease in March 2023 by 83 attendances. There are still many employees who make attendance and delays while working. Therefore, employee absenteeism causes employee performance to not run effectively. Work motivation is a drive that makes employees more enthusiastic in doing something. In order to achieve certain goals, without any motivation either from managers or from employees. (Handayani et al, 2020). Based on the results of a pre-survey conducted by researchers at PT RJI, there is a phenomenon in work motivation on employee performance that occurs. The following are the results of the pre-survey on PT RJI employees.

In addition to discipline and motivation, it is stated that the creation of a pleasant work environment that can meet the needs of employees will provide a sense of satisfaction and encourage their morale. Conversely, a work environment that receives less attention will have a negative impact and reduce employee performance (Elizar & Tanjung, 2018). From the data obtained, it can be seen that the work environment is not clean enough, lighting is not enough, and is not too conducive, and lack of air circulation and lack of office equipment that makes work not optimal.

Performance is an employee achievement in explaining all their abilities to obtain the best results by considering quantity and quality so that effectiveness and efficiency are obtained in all activities and can encourage the development of a company towards a better direction (Ronal & Hotlin, 2019).

## **2. Theoretical Background**

### **2.1 Work Discipline**

Work discipline is a tool used by managers to change behavior and as an effort to increase awareness and willingness of someone to obey all company regulations and applicable social norms (Siswanto, 2019).

Discipline has an important function in human resource management, because the better the discipline of employees, the higher the performance results they achieve (Siswanto, 2019).

Indicator of work discipline, namely (Reza Nurul Ichsan, 2020):

1. Timeliness.
2. Use office equipment well.
3. High responsibility.
4. Observance of office rules.

### **2.2. Work Motivation**

Work motivation is the provision of driving force that creates one's passion, so that they want to work together, work effectively and are integrated with all their efforts to achieve goals (Arifin & Nurcaya, 2018). Motivation as a main thing that drives every motive to work (Mahardika et al, 2020). Work motivation and performance are a part that is interrelated with each other, increased work motivation will affect performance improvement and vice versa (Arifin & Nurcaya, 2018).

The following motivational indicators are used as follows (Khoerunnisa et al, 2019):

1. Morale.
2. Cooperate.
3. Work effectively.
4. Achievement of organizational goals.

### **2.3. Work Environment**

The work environment is the atmosphere or conditions around the location of the workplace, can be in the form of rooms, layouts, facilities and infrastructure as well as working relationships with fellow colleagues (Junaidi, 2021).

The work environment states everything or elements that can affect directly or indirectly on the organization or company that will have a good or bad impact on employee performance and job satisfaction, this is stated (Ronal & Hotlin, 2019).

Environmental indicators are taken from theory. The theory includes seven indicators consisting of (Ahmad et al, 2022):

1. Lighting.
2. Temperatures.
3. Noisy sound.
4. Use of color.
5. Necessary Moving Space.
6. Ability to Work.
7. Relationship Between Employees

#### 2.4. Employee Performance

Performance is the achievement of employee work based on quality and quantity in a certain period of time adjusted to the duties and responsibilities of employees. (Junaidi, 2021). Performance is a record of the final results carried out or produced in certain job functions or activities during a certain period (Endra, 2021). There are several indicators in individual employee performance, namely (Sukiyah et al, 2021):

1. Quality of Work  
The quality of work is measured by employee perceptions of the quality of work produced and the perfection of tasks.
2. Working Quantity  
The resulting amount is expressed in terms such as the number of units, the number of activity cycles completed timeliness.  
The activity level is completed at the beginning of the stated time, in terms of coordination with the output as well as maximizing the time available for other activities.
3. Effectiveness  
The level of use of organizational resources (labor, money, technology, raw materials) is maximized with the intention of increasing the results of each unit in the use of human resources.

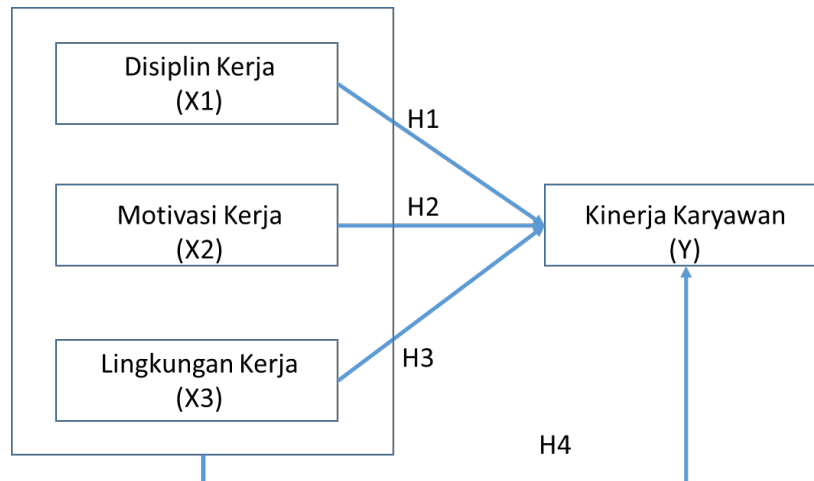
#### 2.5. Previous Research

Title: The Effect of Work Discipline and Job Training on Employee Performance (Lestari & Afifah, 2020). From the results of the research conducted, it shows that the work environment, work discipline, and job training simultaneously affect employee performance. Title The Effect of Work Discipline, Work Motivation and Career Development on the Performance of Demak Sejahtera Employees. (Muna & Isnowati, 2022). The results of this study explain that partially the variables of work discipline do not have a significant effect on employee performance, work motivation and career development have a significant effect on employee performance. Title The Influence of Work Discipline, Work Motivation, and Organizational Commitment on the Performance of West Semarang Sub-District Office Employees. (Hestini & HaryAni, 2020). The results of this study explain that partially the variables of work discipline have a significant effect on employee performance, work motivation and organizational commitment have a significant effect on employee performance.

Title The effect of work discipline, compensation, and workload on employee performance. (Saputra et al, 2023). Based on the results of the study, it is known that work discipline does not have a significant effect on employee performance, partial, while the independent variable can explain the dependent variable by 65.1% while the remaining 34.9%. is described by variables outside the model.

## 2.6 Conceptual framework

This frame of mind is presented only temporarily as an explanation to be carried out:



**Figure 1.** Conceptual Framework

## 2.7 Hypothesis

- H1 : It is suspected that there is an influence of work discipline on employee performance
- H2 : It is suspected that there is an influence of work motivation on employee performance
- H3 : It is suspected that there is an influence of the work environment on employee performance
- H4 : It is suspected that there is an influence of work discipline, work motivation and work environment on employee performance.

## 3. Methods

The research design discusses and studies how the population, methods and objectives of the research to be carried out. This study used quantitative research (Suryani, 2015). Quantitative research is a study that uses numerical data. The goal is to develop research related to the phenomenon to be studied (Suryani, 2015). Population is a generalized area consisting of objects or subjects that researchers decide and draw conclusions with certain properties and characteristics that will be studied (Sugiyono, 2017).

Sample is a part of the number and characteristics of a population (Sugiyono, 2017). Researchers want to take a sample with a saturated sample or census where all populations are sampled by 100 employees at PT. RJI.

## 4. Results and Discussion

This research was conducted at PT RJI by taking the population of all employees at PT RJI. From the population, researchers took samples with saturated samples where the entire population was sampled totaling 100 people. In this study, researchers wanted to know the influence work discipline. In this study, researchers used the questionnaire method, in which researchers gave 40 statements. Then, the statement is given to employees at PT RJI yang researchers entrusted through HRD PT RJI. After the questionnaire is collected, then the researcher processes the questionnaire by entering it into excel for each statement point in the tabulation. After that, researcher Perform data

analysis tests. then at the final stage of this research, the researcher asked for a certificate of having conducted research from PT RJI.

#### 4.1 Validity Test

**Table 1.** Validity Test Results

Variabel-variabel	r-hitung									
Disiplin Kerja (X1)	0,608	0,509	0,603	0,549	0,442	0,595	0,499	0,517	0,592	0,484
Motivasi Kerja (X2)	0,624	0,614	0,505	0,583	0,591	0,54	0,629	0,541	0,621	0,639
Lingkungan Kerja (X3)	0,399	0,443	0,433	0,45	0,33	0,379	0,508	0,491	0,546	0,536
Kinerja Karyawan (Y)	0,662	0,626	0,538	0,552	0,506	0,557	0,575	0,498	0,34	0,414

Source: Data processed, 2023

Based on the table above, the total number of statement items totaling 40 pieces by obtaining the result of the calculated r value is greater than the table r value ( $r \text{ count} > r \text{ table}$ ), it can be interpreted that 40 pieces of statement items related to free and bound variables are declared valid or able to measure the variables used in this study.

#### 4.2 Reliability Test

Based on the table, it can be seen that the results of the reliability test show that the result of Cronbach's Alpha is 0.710 where the result is greater than *Cronbach's Alpha* of 0.60, so it can be concluded that the variable of work discipline is reliable. The reliability test results show the result of Cronbach's Alpha of 0.775 where the result is greater than *Cronbach's Alpha* of 0.60, so it can be concluded that the variable of work motivation is reliable. The reliability test results show a result of Cronbach's Alpha of 0.713 where the result is greater than *Cronbach's Alpha* of 0.60, so it can be concluded that the variable work environment is reliable. The reliability test results show the result of Cronbach's Alpha of 0.717 where the result is greater than *Cronbach's Alpha* which is 0.60, so it can be concluded that the employee performance variable is reliable.

**Table 2.** Reliability Test Results

Variabel	Cronbach's Alpha
Disiplin Kerja (X1)	0,71
Motivasi Kerja (X2)	0,78
Lingkungan Kerja (X3)	0,71
Kinerja Karyawan (Y)	0,72

Source: Data processed (2023)

#### 4.3 Normality Test

The normality test is used to determine whether the data used in this study is normally distributed or not. To see whether the sig value is normal or not, namely with the criteria if the sig value (*Asym Sig 2 tailed*)  $> 0.50$ , then the data is given normal spark plugs, and vice versa if the sig value (*Asym Sig 2 tailed*)  $< 0.50$ , the data is not normally distributed.

**Table 3.** Normality Test Results

**One-Sample Kolmogorov-Smirnov Test**

		Unstandardized Residual
N		100
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	2.81466914
Most Extreme Differences	Absolute	.079
	Positive	.064
	Negative	-.079
Test Statistics		.079
Asymp. Sig. (2-tailed)		.121 <sup>c</sup>

a. Test distribution is Normal.

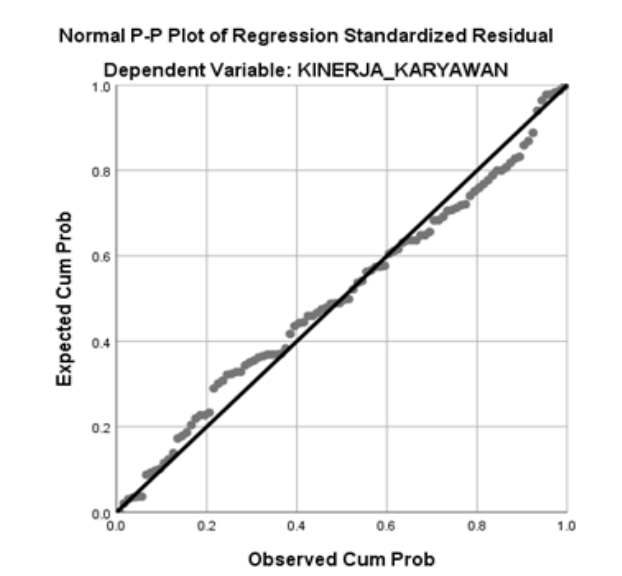
b. Calculated from data.

c. Lilliefors Significance Correction.

Source: Data processed (2023)

Based on the table above, it can be seen that the value of Asymp. Sig. (2-tailed) for variables of work discipline, work motivation and work environment on employee performance of  $0.121 > 0.05$ . Since the significance value is greater than 0.05, it can be concluded that the residual data are normally distributed.

Furthermore, the method of decision making in the normality test by looking at the P-P Plot is that if the points spread around the diagonal line and follow the diagonal direction, then the residuals are normally distributed. Whereas if the data spreads far from the diagonal line and does not follow the diagonal direction, then the residual is not normally distributed. It can be seen through the picture below.



**Figure 2.** P-P Plot Normality Test Results

#### 4.4 Multicollinearity Test

Multicollinearity test is a test used to determine the presence or absence of independent variables that have similarities between independent variables in an existing model. With criteria, if the resulting VIF value is between 1-10 then multicollinearity does not occur.

**Table 4.** Multicollinearity Test Results

		Coefficients <sup>a</sup>						
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
Model		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	18.975	4.874		3.893	.000		
	DISIPLIN_KERJA	.413	.066	.475	6.243	.000	.981	1.020
	MOTIVASI_KERJA	-.243	.058	-.322	-4.214	.000	.976	1.025
	LINGKUNGAN_KERJA	.431	.078	.418	5.524	.000	.993	1.007

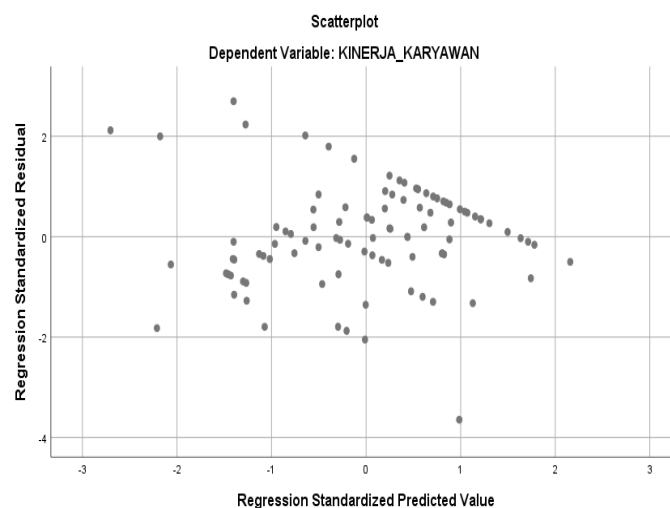
a. Dependent Variable: KINERJA\_KARYAWAN

Source: Data processed (2023)

Based on the results of the multicollinearity test output in the table above with a Tolerance value of  $0.981 > 0.10$ , and a VIF value of  $1.020 < 10.00$  in the work discipline variable, in the work motivation variable with a Tolerance value of  $0.976 > 0.10$  and a VIF value of  $1.025 < 10.00$ , in the work environment variable with a Tolerance value of  $0.993 > 0.10$  and the VIF value of  $1.007 < 10.00$ , so it can be concluded that the variables of work discipline, work motivation and work environment do not have multicollinearity disorders or the absence of multicollinearity.

#### 4.5 Heteroskedastisitas Test

The occurrence of residuals that vary from one observation period to another is the definition of heteroscedasticity test. By looking at scatterplot image patterns is a way of predicting the presence or absence of heteroscedasticity in a model, heteroscedasticity does not occur if the points are spread above and below or around the number 0 and data points do not collect only above or below to test the occurrence of residual variance differences from the observation period to other observation periods.



**Figure 3.** Heterokedasticity Test Results



It can be seen in the picture above that the points spread randomly above and below the number 0 on the Y axis. therefore, it can be said that there is no heteroscedasticity problem.

#### 4.6 Test Coefficient of Determination ( $R^2$ )

The coefficient of determination ( $R^2$ ) test can't be used to measure how much the value of the ability of the independent variable to the dependent variable. to see the percentage value of how much influence the independent variable has on the dependent variable can be seen based on the value in the Adjusted R Square table as follows:

**Table 5.** Coefficient of Determination Test

Model Summary <sup>b</sup>				
Type	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.674 <sup>a</sup>	.455	.437	2.858

a. Predictors: (Constant), LINGKUNGAN\_KERJA, DISIPLIN\_KERJA, MOTIVASI\_KERJA

b. Dependent Variable: KINERJA\_KARYAWAN

It can be seen in the table above that it is known that the Adjusted R Square value is 0.437 which from this value can be seen that work discipline, work motivation, and work environment have a joint influence of 43.7% and the remaining 56.3% which is influenced by other factors or other variables that are not studied in this study.

#### 4.7 Partial Test (Test t)

**Table 6.** Partial Test Results (Test t)

Coefficients <sup>a</sup>								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	18.975	4.874		3.893	.000		
	DISIPLIN_KERJA	.413	.066	.475	6.243	.000	.981	1.020
	MOTIVASI_KERJA	-.243	.058	-.322	-4.214	.000	.976	1.025
	LINGKUNGAN_KERJA	.431	.078	.418	5.524	.000	.993	1.007

a. Dependent Variable: KINERJA\_KARYAWAN

Source: Data processed 2023

It can be seen from the table above that there is a test of the results of partial tests of variables Work Discipline, Work Motivation and Work Environment on Employee Performance. Then the following results are obtained:

1. Work Discipline (X1) has a positive and significant effect on Employee Performance (Y)

Based on the results of the t test for the variable of work discipline, t was obtained to calculate > t table with a significant level of < 0.05, obtained value = 6,243 > 1.984 with a significance of 0.000 < 0.05 which means that partially work discipline has a positive and significant effect on employee performance at PT. RJI.



2. Work Motivation (X2) has a positive and significant effect on Performance Employee (Y)

Based on the results of the t test for variable work motivation obtained t count > t table with a significant level of  $< 0.05$  obtained value =  $4.214 > 1.984$  with a significance of  $0.005 < 0.05$  which means that partially work motivation has a positive and significant effect on employee performance on PT. RJI.

3. Work Environment (X3) has a positive and significant effect on Employee Performance (Y)

Based on the results of the t test for the Work Environment variable, t was obtained to calculate > t table with a significant level of  $< 0.05$ , obtained value =  $5,524 > 1.984$  with a significance of  $0.001 < 0.05$  which means that partially employee performance has an effect and is significant on employee performance at PT. RJI.

#### 4.8 Simultaneous Test

**Table 7.** Partial Test Results (Test F)

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	653.476	3	217.825	26.662	.000 <sup>b</sup>
	Residual	784.314	96	8.170		
	Total	1437.790	99			

a. Dependent Variable: KINERJA\_KARYAWAN

b. Predictors: (Constant), LINGKUNGAN\_KERJA, DISIPLIN\_KERJA, MOTIVASI\_KERJA

Source: Data processed (2023)

From the table above, it can be seen that the results of the F test value obtain a value with a value of F calculate > F table  $26.662 > 2.69$  and with a significance level of  $0.000 < 0.00$  it can be said that  $H_a$  is accepted. which means that there is a simulant influence between work discipline, work motivation and work environment on employee performance at PT RJI.

#### 4.9 The Effect of Work Discipline (X1) on Employee Performance (Y)

Based on the results of research obtained from Uji Partial (Test T) Work Discipline on Employee Performance has a positive and significant effect with the value of t calculate > t table on the variable of work discipline, which is  $6,243 > 1.984$  with a significance value of  $0.000 < 0.05$  which means that work discipline partially has a positive and significant effect on employee performance at PT. RJI.

With good work discipline from employees such as arriving on time, carrying out work in accordance with what has been set by the company, obeying company regulations, it will be able to improve the performance of these employees so that company targets will be achieved. (Vallennia et al, 2020).

#### 4.10 effect of work motivation (X2) on employee performance (Y)

Based on the results of research obtained from the Partial Test (Test t) of Work Motivation on Employee Performance has a positive and significant effect with the value of t calculate > t table on the variable of work discipline, which is  $4.214 > 1.984$  with a significant value of  $0.000 < 0.05$  which means that the performance motivation of the employee so that the company's target will be achieved. (Vallennia et al, 2020).

#### 4.11 The effect of work motivation (X2) on employee performance (Y)

Work Motivation on Employee Performance has a positive and significant influence with the value of calculated  $t > t$  table on the variable of work discipline, which is  $4.214 > 1.984$  with a significance value of  $0.000 < 0.05$  which means that work motivation partially has a positive and significant effect on employee performance at PT RJI.

Basically, employee performance is the result of a complex process, both from the employee's personal self (internal factors) and strategic efforts from the company through a leader, one way to improve in order to achieve good performance is to provide motivation or encouragement. (Jaya & Ningsih, 2018).

#### 4.12 The effect of the work environment (X3) on employee performance (Y)

Based on the results of research obtained from the Partial Test (T Test) of the Work Environment and Employee Performance has a positive and significant effect with the t-value of the-count  $> t$  table on the work environment variable, which is  $5.524 > 1.984$  with a significance value of  $0.000 < 0.05$  which means that the work environment partially has a positive and significant effect on employee performance at PT RJI.

The relationship between the work environment and employee performance means that employees will feel comfortable with the existing working environment conditions, if the environmental conditions suit them and do not feel disturbed when they work, so that with this comfort encouraged in working, this causes a lot of work to be completed properly so that their performance can be said to be good (Ahiruddin, 2020).

#### 4.12 The effect of work discipline (X1), work motivation (X2) and work environment (X3) on employee performance (Y)

It can be seen that the results of the hypothesis test have a significant effect with a calculated f value of 26.662. The significant value f calculate pafa column sig 0.000 value it means smaller than the error rate of 0.05, it can be concluded that the independent variable consisting of work discipline, work motivation and work environment significantly affects the performance of PT RJI employees.

This is due to the case of connection from the leader in responding to employee wishes, the creation of a good work discipline in the related office, the flow of work environments that can make employees comfortable in doing work so that their work is completed properly and provide motivation able to encourage employees to create stable good performance in the office (Kusumayanti et al, 2020).

### 5. Conclusion

Based on the discussion on the influence of work discipline, work motivation and the environmental employee performance at PT RJI. The conclusions of this study are as follows:

- a. Work discipline greatly affects to improve performance towards employees.
- b. Work motivation can improve performance for employees.
- c. The work environment greatly affects the performance of employees.
- d. Work discipline, work motivation and work environment can provide significant improvements to employee performance.

#### 5.1 Research Limitations

In conducting this research, the author requires an effort in research and has very limited abilities, so that this research can answer problems more effectively and

efficiently, the author only discusses the influence of work discipline, work motivation and work environment on employee performance at PT RJI.

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