

Work Motivation, Work Discipline, and Work Environment: Their Effects on Employee Performance at PT TRAD Indonesia

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ABSTRACT: PT Trad Indonesia is a Japanese company located in Indonesia. The automotive company is located at Jalan Jababeka II, Kavling C-8, Jababeka Industrial Estate, Cikarang, Bekasi 17530, West Java. However, based on the experience gained and observations made by the researchers, there are employee problems, namely production targets that are difficult to achieve. This research was conducted to find out the effects of work motivation, work discipline, and work environment on employee performance at PT Trad Indonesia. The population consisted of 76 workers. Because the number of members of the population is fewer than 100 people, the researchers took all members of the population as a sample. Thus, the sampling technique used in this study is Non-Probability Sampling with a type of saturated sampling. Multiple Linear Regression Analysis is used to analyze data using SPSS version 22 software. According to the results obtained, partially work motivation, work discipline, and work environment positively affect employee performance. Simultaneously, work motivation, work discipline, and work environment also affect employee performance.

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

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INTRODUCTION

In this era of globalization, competition between companies is getting tighter. In order for a company to survive and compete, one of the things that can be done is to make improvements to human resources. Improvements are intended so that employees can produce good performance. Because only with good employee performance can the company win the competition and can finally make the company achieve its goals. So important is employee performance, that human resource organization becomes vital. Employee performance must be seen from the performance of individual employees and performance as a team. This arrangement covers disciplinary issues, motivation, work environment, etc. This must be done in such a way as to realize the company's goals, employee satisfaction, and society (Hasibuan, 2020, p. 10).

The performance of individuals, teams, and organizations may be able to achieve the goals and objectives that the company expects. However, the performance of individuals, teams, and organizations may also not be able to achieve goals. If that happens, improvements to performance must be made. With the improvement of individual employee performance by the company, it is expected that the organization's goals can be achieved better (Hamali, 2018, p. 105).

Work motivation is very important for an employee. Employee performance that can realize the company's goals is the performance produced by employees who are willing to work hard by giving all their abilities and skills. For that employees must be encouraged so that employees have the excitement of work. The impulse is a soul and physical movement to do (Sutrisno, 2016, p. 110).

In addition to work motivation, work discipline can also affect employee performance. Good work discipline results in good employee performance. An employee who is disciplined in working will comply with and enjoy existing rules, procedures, and policies. The higher the work discipline of an employee, the higher the work performance that can be achieved by that employee. If there is no discipline, it will be difficult for the company to achieve optimal results (Sinambela, 2018, p. 332).

In addition to work motivation and work discipline there are other factors that can affect performance, namely the work environment. An employee in doing his job needs to be raised spirit and excitement. One of the factors that can excite and excited work is the work environment. The work environment can be a physical work environment and a nonphysical work environment (Sedarmayanti in Sembiring's journal 2020) PT Trad Indonesia is a Japanese company located in Indonesia. The automotive company is located at Jalan Jababeka II, Kavling C-8, Jababeka Industrial Estate, Cikarang, Bekasi 17530, West Java.

Based on the experience gained and observations made by the researchers, there are employee performance problems, namely production targets that are difficult to achieve. The achievement of such work results is influenced by several factors, including poor work motivation, poor work discipline, and a less supportive work environment. The problem is caused by the employee's lack of care for responsibility for his work and less concern for workers towards their colleagues. Then the lack of good work discipline, including the frequent employees do not enter work, late employees enter work, and the cessation of activities before rest hours and before work

hours. The latter is the lack of a good work environment, such as a hot workspace, dust strewn about, poor work equipment, and less clear tasks.

Table1. Achievement of Production Results November 2020 – March 2021

Month	Production Targets (in piece)	Achievement of Production (in piece)	Percentage
November	53,000	49.345	93.10 %
December	52,000	48.917	94.07 %
January	55,000	51.471	93.58 %
February	53,000	49.264	92.95 %
March	56,000	52.148	93.12 %

Source: PT Trad Indonesia

From the table above it can be seen that from November 2020 to March 2021 no production reached the target. In November from the production target of 53,000 pieces obtained the production of 49,345 pieces. The following month is December, from the production target that month as many as 52,000 pieces obtained the production of 48,917 pieces. At the beginning of the year, January 2021, from the production target of 55,000 pieces obtained the production of 51,471. Then in February, from the production target of 53,000 pieces obtained the production of 49,264 pieces. And in March 2021, from the production target of 56,000 pieces obtained the production of 52,148 pieces.

To keep this study focused and because of the limitations that the researchers have, the researchers limit their research problems to performance problems in PT Trad Indonesia Injection section which is influenced by work motivation, work discipline, and work environment. The researchers realize that employee performance is affected by many factors not just three factors that are controlled by the researchers. The researchers are interested in researching this issue because employee performance issues are very important. The success of the company in achieving its goals is largely determined by the performance of its employees.

From the formulation of the above problem, the researcher can formulate their research problem, namely: What affects employee performance?

Then based on the formulation of the research problem above, the researchers can formulate research questions, namely:

1. Does work motivation affect employee performance at PT Trad Indonesia?
2. Does work discipline affect employee performance at PT Trad Indonesia?
3. Does work environment affect employee performance at PT Trad Indonesia?
4. Do work motivation, work discipline, and work environment affect employee performance at PT Trad Indonesia?

THEORETICAL REVIEW

Employee Performance

Mangkunegara (2017, p. 67) states that the term performance comes from the words Job Performance or Actual Performance. He defines performance as a result of quality work and the amount earned by an employee in fulfilling his work in accordance with the responsibilities bestowed on him. According to Gibson, Ivancevich, and Donnelly (in Titisari 2014, p. 74) performance is the desired result of behavior. While Hasibuan (in Titisari 2014, p. 74) defines work performance as an ability of a person in an effort to achieve better or more prominent work towards achieving organizational goals.

According to Mangkunegara (2017, p. 67), there are two factors that can affect performance, namely:

1. **Ability**
Employee ability consists of potential ability (IQ) and reality ability (knowledge + skill).
2. **Motivation**
Motivation is formed from the attitude of an employee in dealing with work situations. Motivation is a condition that mobilizes employees who are directed to achieve work goals.

To be able to measure employee performance, there needs to be aspects that are key areas of achievement for the company in question. Sutrisno (2016, p. 152) states that six key areas of achievement, namely:

1. **Work results**
The results of employee work include the quality and quantity produced and the extent to which supervision is carried out.
2. **Knowledge of work**
The level of knowledge of the work of employees is related to work tasks that will directly affect the quality and quantity of results they do.
3. **Initiative**
The level of initiative in dealing with problems that arise during the carrying out of their work duties.
4. **Mental dexterity**
The extent to which an employee is able and quick to receive work instructions, adjust to the way of work, and the existing work situation.
5. **Attitude**
Attitude refers to the spirit of work and the positive attitude of an employee in carrying out his work duties.
6. **Time discipline and absence**
It has to do with punctuality and the level of attendance.

Motivation

Hamali (2018, p. 130) states that the term motivation comes from Latin, namely "movere" which means "move". According to Gray (in Hamali 2018, p. 130), motivation is the result of processes that are internal and external to a person that cause enthusiasm and persistence in carrying out certain activities. Siagian (in Sedarmayanti 2017, p. 257) states that motivation is the whole process of giving motivation to work on a subordinate in such a way that the subordinate is willing to work sincerely to achieve the company's goals efficiently and economically. Stanford (in Mangkunegara 2017, p. 93) states that motivation is a condition that moves people toward a particular goal. According to Hasibuan (in Hakim, Faizah, and Najulah's journal 2021), motivation is the driving force that creates a person's work enthusiasm.

Mangkunegara (2017, p. 104) states that there are two factors that greatly affect work motivation, namely:

1. Level of intelligence (IQ)
IQ is a potential ability.
2. Personality
Personality is a person's ability to integrate his psycho-physical functions that determine him in adjusting to the environment.

According to Sunyoto (in Sembiring's journal, 2020), there are six indicators of motivation, namely:

1. Promotion
Promotion is an employee's advancement in a better task, both in terms of heavier responsibilities, dignity or higher status, better prowess, and a higher salary.
2. Work performance
Work performance is the starting point of career development. Without job performance it is impossible for an employee to be promoted by his or her superiors to a higher position.
3. The work itself
The responsibility of career development is on each employee. Whether the employee can take advantage of the opportunity to improve his or her career or not depends on the employee himself. Leaders, direct superiors, or other parties in the staffing department are only helpful.
4. Appreciation
Giving awards is one way to motivate an employee. This award can be in the form of an award for his achievements, recognition of his expertise, and so on.
5. Confession
The company is obliged to give recognition to an employee for his or her abilities and expertise. This can encourage employees who have a job in their field to perform better.
6. Success at work
An employee will be motivated if the employee succeeds in his work. This will make him more eager to carry out the tasks given by the company to him.

Work Discipline

Handoko (in Sinambela 2018, p. 334) defines discipline as a person's willingness arising with self-awareness to follow the rules that apply in an organization. Handoko (in Harianto and Saputra's journal, 2020) explained that the discipline of work in a business organization can provide direction and rules that can be used as a work guide to maintain mutually agreed order.. According to Hasibuan (2020, p. 193), discipline is the awareness and willingness of a person to obey all applicable social rules and norms. Sinambela (2018, p. 334) states that discipline is compliance with rules or orders set by the organization. The meaning of work as given by Taliziduhu Ndrah (in Sinambela 2018, p. 335) is an activity carried out by a person to get a positive value from that activity. So that work discipline can be interpreted as the awareness and willingness of employees to comply with all organizational regulations and applicable norms (Sinambela, 2018, p. 335).

According to Singodimedjo (in Sutrisno 2016, p. 89), the factors that affect employee discipline are:

1. Large or small compensation
An employee will comply with all applicable regulations in his company if he feels he gets a guarantee of return of services that are comparable to his efforts given to the company.
2. Whether or not there is leadership in the company.
In a company, employees will always pay attention to how the leader can enforce his or her discipline and how the leader can control speech, actions, and attitudes that if he cannot control it will harm the disciplinary rules that have been set.
3. Whether or not there are certain rules that can be used as a guide.
Regulations in a company must be there and written that can be used as a joint guide. Rules will not be able to be implemented if only in the form of oral instructions.
4. Courage of the leadership in taking action
The leader must dare to take action if there are employees who violate and sanction in accordance with the level of violation carried out. If this is done by the leadership, all employees will feel protected and deep in their hearts they promise that they do not want to do such a thing.
5. Whether or not there is leadership supervision.
Supervision is very important because supervision can direct employees to be able to carry out their work appropriately and in accordance with what has been set.
6. Whether or not there is attention to employees.
Employees have different characters. There are employees who are dissatisfied with just receiving high compensation and challenging work. Something else that he needs is the attention of his leadership. He wants his complaints and difficulties to be heard and find a way out.
7. Created habits that support the establishment of discipline
Positive habits that can be done to establish discipline, such as respect each other, give compliments according to the place and time, often include employees in meetings, and tell colleagues if they want to leave the place.

Hasibuan (2020, p. 194) states that there are seven indicators of discipline, namely:

1. Purpose and ability
Goals that must be clear and ideally set and challenging enough for the ability of employees.
2. Exemplary leader
The leader must set a good example, be well disciplined, honest, fair, and in accordance with his actions This is important because the leader is used as an example and role model by his subordinates.
3. Reply to services
Salary and well-being should be able to provide satisfaction and love for employees to work and the company. If employees love the company or their job more, they will be more disciplined.
4. Justice
Justice that is used as the basis of wisdom in the provision of compensation or punishment will encourage the creation of employee work discipline.
5. *Waskat* (inherent supervision)
Superiors must actively and directly supervise their subordinates in terms of behavior, morals, attitudes, morale, and achievements. Thus, the boss will be able to give instructions if there are subordinates who have difficulty in doing their work.
6. Punitive sanctions
Increasingly severe penalties will make employees more afraid to violate company rules. This will make the attitude and behavior of indiscipline reduced. However, the weight or lightness of sanctions must be determined based on logical balance, reasonable, and clearly informed to all employees.
7. Assertiveness
Leaders who are brave and firm in applying penalties for employees who violate the rules will be respected and recognized by their subordinates. Because a firm and courageous boss will be able to maintain employee discipline in work.

Work environment

Nitisemito (2018, p. 183) defines the work environment as everything around workers that can have an effect on those workers in carrying out the tasks charged. According to Sutrisno (2016, p. 118), the work environment is the work facilities and infrastructure that exist around employees who are doing work that can affect the implementation of work. Sedarmayanti (in Mochtar, Rohmatiah, and Mutmainah's journal 2021) explains that the work environment is divided into two, namely, the physical work environment and the nonphysical work environment. According to Sedarmayanti, the physical work environment is coloring, air, noise, space, safety, and cleanliness. While the nonphysical work environment is cooperation between groups and smooth communication, work structure, attention and support from leadership.

Sunyoto (in Sembiring's journal 2020) states that the indicators of the work environment are as follows:

1. Employee relationships
There are two types of relationships in employee relationships: relationships as individuals and relationships as a group. Relationships as individuals are the relationships of an employee with colleagues and superiors. If the relationship

between the individual and his co-workers is harmonious, it will be the motivation for the individual at work. While in an employee relationship as a group, that employee will relate to many people, either individually or in groups. In this regard, the existence of the group should be more productive, that is, the existence of good leadership, good distribution of information, good working conditions, and a clear wage system.

2. Noise levels of the work environment

A noisy work environment will have a bad effect that causes uncertainty in work. The calmness of the work environment will greatly help employees in completing their work and can increase their productivity.

3. Work rules

Good and obvious work rules are very important. With a good and clear work, employees will be required to carry out their activities to achieve company goals or individual goals. and they will also be motivated to work better.

4. Light

What is meant by lighting here is not only electric lighting, but also solar lighting. Employees often need sufficient lighting in doing their work, especially if the worker demands thoroughness.

5. Air circulation

Sufficient air exchange is indispensable in the room where employees work. For that, ventilation needs to be held and should be quite spacious, especially in a room that is hot enough.

6. Security

Employees desperately need calmness and comfort when they are at work because this can make them passionate in work. The security referred to here is security against the private property of employees.

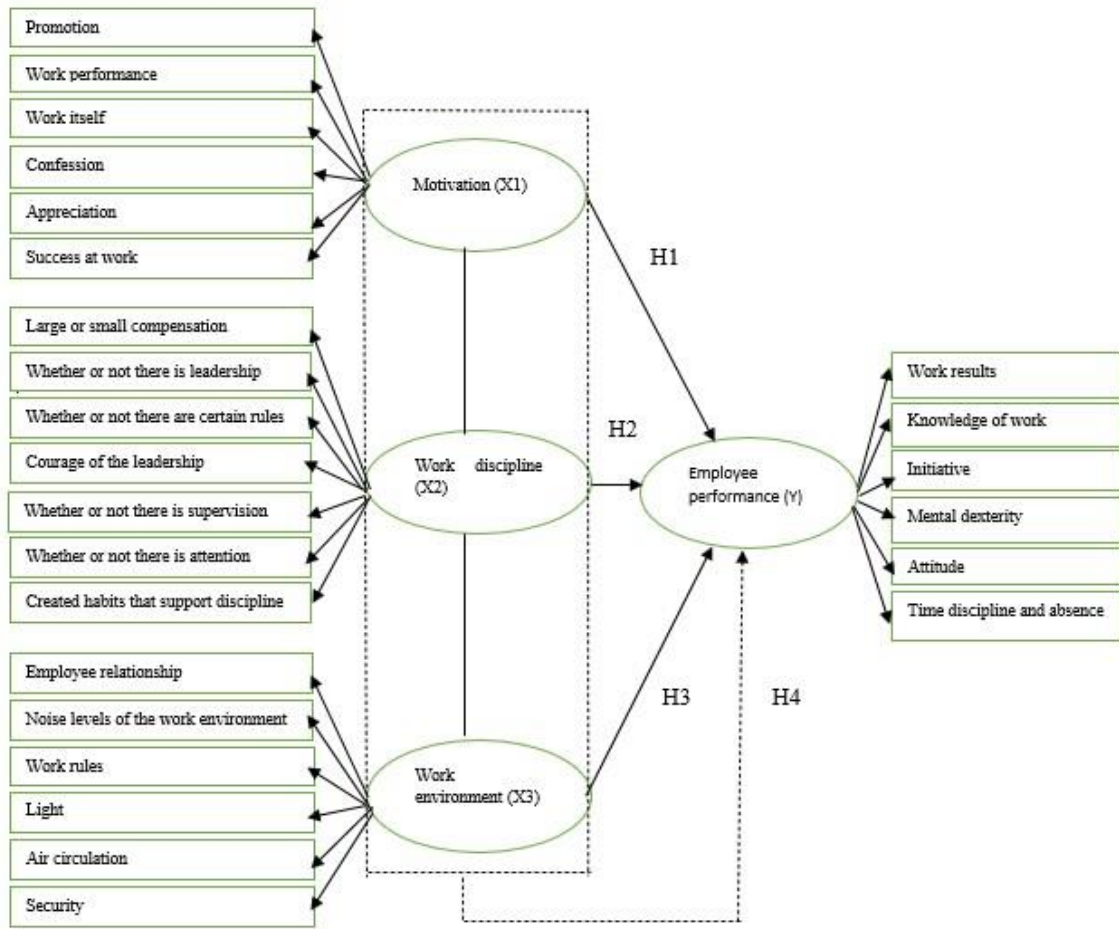


Figure 1. Research Model

Source: Work motivation from Sunyoto (in Sembiring’s journal 2020), work discipline from Singodimedjo (in Sutrisno 2016, p. 89), work environment from Sunyoto (in Sembiring’s journal 2020), and employee performance from Sutrisno (2016, p. 152)

From the research model above, the hypotheses in this study can be expressed as follows:

H1: There is an effect of work motivation on employee performance at PT Trad Indonesia.

In a previous study conducted by Hakim, Faizah, and Nujulah, in their article entitled *The Effect of Work Motivation and Work Discipline on Employee Performance*, they stated that work motivation has an effect on employee performance.

H2: There is an effect of work discipline on employee performance at PT Trad Indonesia.

This hypothesis is in accordance with the results of research conducted by Siswadi, Syaifuddin, and Mahrani. In their article entitled *The Effect of Work Environment, Work Motivation, and Work Discipline on Employee's Performance in Regional Secretariat of Wakatobi Regency* published in the *Journal of Business and*

Management (IQSR-JBM) Volume 21 Number3 in May 2019, they stated that work discipline positively affects employee performance in regional secretariat of Wakatobi Regency.

H3: There is an effect on the work environment on employee performance at PT Trad Indonesia.

This hypothesis is in accordance with the results of research conducted by Ong, Ariani, and Arrywibowo. In their article entitled Performance Influenced by Motivation, Work Discipline and Employee Work Environment published in *Journal of Management Science (JIMMU)* Volume 7 Number 1 in March 2022, they stated that the work environment positively affects employee performance at PT Mitra Sehat Utama Balikpapan.

H4: There is a simultaneous effect of work motivation, work discipline, and work environment on employee performance at PT Trad Indonesia.

This hypothesis is in accordance with the results of previous research conducted by Siagian, Rini, and Iskandarini. In their article entitled The Effect of Work Motivation, Work Environment, and Work Discipline on Employee Performance at PT Sucofindo, they stated that there is an effect of work motivation, work environment, and work discipline simultaneously on employee performance.

METHODOLOGY

This research is survey research. Here the researchers only collect data on work motivation, work discipline, work environment, and employee performance to be analyzed using multiple linear regressions. This study was conducted at PT Trad Indonesia in March 2022. The data obtained by the researchers is primary data in which the researchers collect their own data on work motivation, work discipline, work environment, and employee performance directly from the first source. The population in this study was employees of PT Trad Indonesia which numbered 76 people. The data was collected using questionnaires containing statements to elicit responses using the Likert's scale. Score 1 strongly disagrees, score 2 disagrees, score 3 is neutral, score 4 agrees, and score 5 strongly agrees.

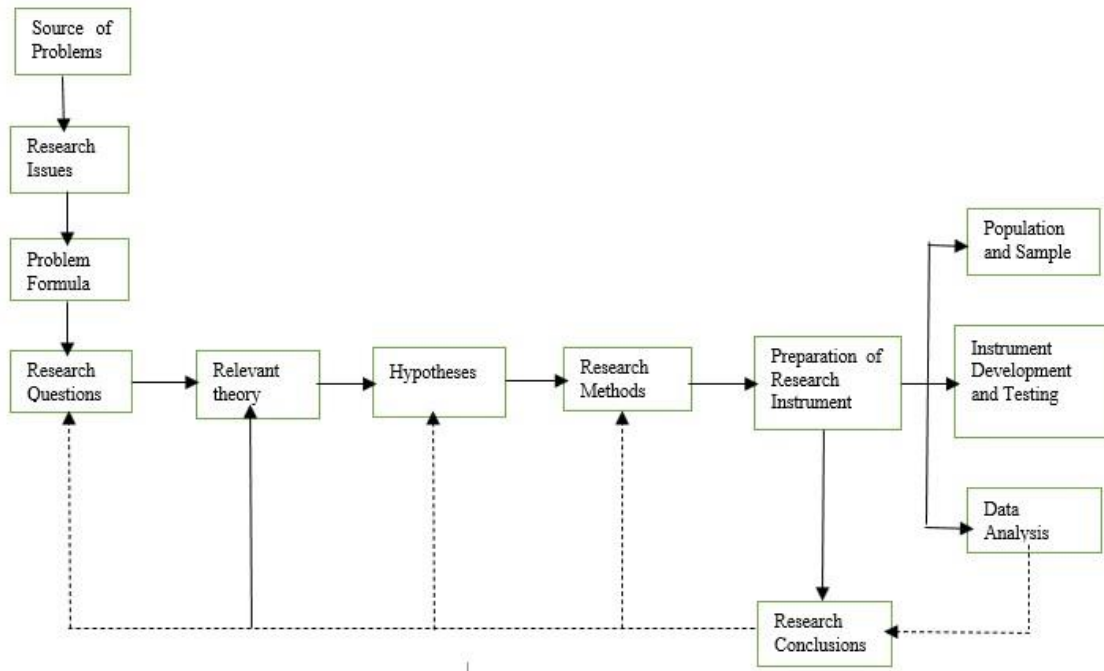


Figure 2. Research Design

RESULTS

Based on the questionnaires given to the respondents, it can be known that employees of the male and female sex, are as follows:

Table 2. Respondents by gender

Kind of Gender	Frequency	Percentage
Man	45	59.2%
Woman	31	40.8%
Total	76	100%

Source: Data from processed questionnaires

From the table above it can be known that the number of male employees (59.2%) is greater than the number of female employees (40.8%).

Based on the questionnaire distributed, the number of employees based on age groups can be seen at the following table:

Table 3. Respondents by age group

Age	Frequency	Percentage
18-23 years	36	47.4%
24-29 years	28	36.8%
30-35 years	4	5.3%
Above 35 years	8	10.5%
Total	76	100%

Source: Data from processed questionnaires

According to table 3, the majority of employees are between the ages of 18-23 with 36 people (47.4%). In second place employees aged 24-29 years with 28 people (36.8%). In third place employees are over 35 years old with 8 people (10.5%). And the fewest are employees aged 30-35 years with 4 people (5.3%).

From the questionnaires distributed, the number of employees based on education can be seen in table 4 below:

Table 4. Respondents based on the last education

The Last Education	Frequency	Percentage
SMA/SMK	51	67.1%
D3	10	13.2%
S1	15	19.7%
Total	76	100%

Source: Data from processed questionnaires

The table above shows that employees with high school/vocational education dominated 51 people (67.1%). The second largest number of employees is employees with the last education of S1, which is 15 people (19.7%). And the number of employees with D3 education is 10 people (13.2%).

From questionnaires distributed the researchers also obtained data on the number of employees based on working life.

Table 5. Respondents based on working time

Working Time	Frequency	Percentage
<1 year	25	32.9%
1-2 years	21	27.6%
>2 years	30	39.5%
Total	70	100%

Source: Data from processed questionnaires

From the table above it can be known that the number of employees who worked for more than 2 years is 30 people (39.5%). In the second, is the number of employees who worked for less than 1 year with 25 people (32.9%). And lastly, employees with a working period of between 1 year and 2 years with 21 people (27.6%).

Instrument Test

Validity Test

A validity test is a valid or invalid test of statements in a questionnaire used to retrieve data. It is said to be valid if the instrument is able to calculate what must be measured precisely and carefully. The decision-making criterion is: If the product moment correlation coefficient $> r$ -table or Sig value. $\leq \alpha$, an item is said to be valid.

Work Motivation Variable

Table 6. Results of work motivation variable validity test

Number	Statement	r-count	r-table	Information
1	X1. 1	0.651	0.225	Valid
2	X1. 2	0.597	0.225	Valid
3	X1. 3	0.672	0.225	Valid
4	X1. 4	0.593	0.225	Valid
5	X1. 5	0.372	0.225	Valid
6	X1, 6	0.282	0.225	Valid

Source: Data processed with SPSS 22

The r-table is obtained from the degree of freedom = $n-2 = 76-2 = 74$ with a significance level of 0.05. Since r-count all statements $> .225$, all statements are said to be valid.

Work Discipline Variable

Table 7. Results of work discipline variable validity test

Number	Statement	r-count	r-table	Information
1	X2. 1	0.760	0.225	Valid
2	X2. 2	0.316	0.225	Valid
3	X2. 3	0.725	0.225	Valid
4	X2. 4	0.284	0.225	Valid
5	X2. 5	0.351	0.225	Valid

Source: Data processed with SPSS 22

R-table obtained from the degree of freedom = $n-2 = 76-2 = 74$ with a significance level of 0.05. Since r-count all statements $>.225$, all statements are said to be valid.

Work Environment Variable

Table 8. Results of work environment validity test

Number	Statement	r-count	r-table	Information
1	X3. 1	0.663	0.225	Valid
2	X3. 2	0.636	0.225	Valid
3	X3. 3	0.713	0.225	Valid
4	X3. 4	0.663	0.225	Valid
5	X3. 5	0.666	0.225	Valid
6	X3. 6	0.713	0.225	Valid

Source: Data processed with SPSS 22

R-table obtained from the degree of freedom = $n-2 = 76-2 = 74$ with a significance level of 0.05. Since r-count all statements $>.225$, all statements are said to be valid.

Employee Performance Variable

Table 9. Results of employee performance validity tests

Number	Statement	r-count	r-table	Information
1	Y 1	0.607	0.225	Valid
2	Y 2	0.293	0.225	Valid
3	Y 3	0.546	0.225	Valid
4	Y 4	0.397	0.225	Valid
5	Y 5	0.559	0.225	Valid
6	Y 6	0.571	0.225	Valid

Source: Data processed with SPSS 22

R-table obtained from the degree of freedom = $n-2 = 76-2 = 74$ with a significance level of 0.05. Since r-count all statements $>.225$, all statements are said to be valid.

Reliability Test

Reliability tests are used to determine if an instrument can produce reliable measurements. The results of measurements can be trusted if in several times the measurements in the same group of subjects obtained relatively the same results. The decision-making criterion is: If Cronbach's alpha $>.60$, a measuring instrument is said to be reliable.

Work Motivation Variable

Table 10. Results of work motivation reliability tests

Reliability Statistics

Cronbach's alpha	N of Items
.794	6

Source: Data processed with SPSS 22

From table 10 above it is known that from all the work motivation statements obtained Cronbach's alpha 0.797. Because Cronbach's alpha $>.60$, the entire statement is declared reliable.

Work Discipline Variable

Table 11. Work discipline reliability test

Reliability Statistics

Cronbach's alpha	N of Items
.849	5

Source: Data processed with SPSS 22

Based on the table above, Cronbach's alpha obtained from the entire work discipline statement is 8,849. Because Cronbach's alpha $>.60$, the entire statement is declared reliable.

Work Environment Variable

Table 12. Test the reliability of the work environment

Reliability Statistics

Cronbach's alpha	N of Items
.768	6

Source: Data processed with SPSS 22

From the table above it can be seen that from all the statements obtained Cronbach's alpha amounted to 0.768. Because Cronbach's alpha $>.60$, the entire statement is declared reliable.

Employee Performance Variable

Table 13. Employee performance reliability tests

Reliability Statistics

Cronbach's alpha	N of Items
.865	6

Source: Data processed with SPSS 22

Based on the table above it can be known that from all the employee performance statements obtained Cronbach's alpha amounted to 0.865. Because Cronbach's alpha $>.60$, the entire statement is declared reliable.

Classic Assumption Test

The Normality test is used to test whether in a regression model, residual variables have a normal distribution. In this test the researchers used the Kolmogorov-Smirnov test. The decision-making criterion is: If the significance of the > 0.05 , residual distribution is normal.

Table 14. Normality test results

Test of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	df	Sig.
Unstandardized Residual	.062	76	.200*	.974	76	.129

*. This is a lower bound of the true significance.

a.Lilliefors Significance Correction

Source: Data processed with SPSS 22

Based on the table above the results of the Kolmogorov-Smirnov normality test obtained a significance value of .200. Since the significance value > 0.05 , the disruptor variable is normal.

Multicollinearity Test

The multilinearity test is used to test whether regression models find correlations between independent variables. Good regression model should not find correlations between independent variables. The basis of decision making on multicollinearity tests is: If the Tolerance value is greater than 0.10, there is no multicollinearity, or if the Variance Inflation Factor (VIF) is smaller than 10.00, there is no multicollinearity.

Table 15. Multicollinearity test results

Coefficients^a

	Unstandardized Coefficient		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	14.244	3.832		3.717	.000		
Motivation Work	.370	.196	.300	2.734	.002	.969	1.032
Discipline Work	.325	.127	.281	2.556	.001	.950	1.052
Milieu Work	.159	.073	.236	2.160	.000	.959	1.042

Dependent Variables: Employee Performance

Source: Data processed with SPSS 22

From the table above it can be known that Tolerance of motivation work amounted to 0.969, work discipline by 0.950, and work environment by 0.959. Since the Tolerance value of the three variables > 0.10, there is no multicollinearity. The VIF value of work motivation is 1.032, the work discipline is 1.052, and the work environment is 1.042. Since the VIF values of the three variables <10.00, there is no multicollinearity.

Heteroskedasticity Test

Heteroskedasticity tests are used to test whether in regression models there is a residual variance from residual one observation to another. If residual variance from one observation to another is the same, it is called homoskedasticity or there is no heteroskedasticity. A good regression model is if there is no heteroskedasticity. For this test the researchers use Glejser. The basis of decision making for this test is: If the significance value > 0.05, there is no heteroskedasticity.

Table 16. Heteroskedasticity test results

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	4.052	2.201		1.841	.070
Motivation for work	-.027	.055	-.057	-.483	.631
Discipline Work	-.105	.073	-.170	-1.430	.157
Milieu Work	.007	.042	.019	.019	.872

a. Dependent Variable: ABS_RES

Source: Data processed with SPSS 22

From the table above it can be known that the significance value of work motivation is 0.631, the discipline of work is 0.157, and the work environment is 0.872. Since the significance values of the three variables > 0.05, heteroskedasticity does not occur.

Multiple Linear Regression Test

Table 17. Multiple linear test results

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	14.244	3.832		3.717	.000
Motivation Work	.370	.196	.300	2.734	.002
Discipline	.325	.127	.281	2.556	.001

Work					
Milieu	.159	.073	.236	2.160	.000
Work					

Dependent Variable: Employee Performance

Source: Data processed with SPSS 22

Based on the above output, the multiple linear regression equation in which work motivation, work discipline, and work environment are involved is as follows:

$$Y = a + b_1 (X_1) + b_2 (X_2) + b_3 (X_3) + e$$

$$Y = 14.244 + 0.370 (X_1) + 0.325 (X_2) + 0.159 (X_3) + 27.7$$

Explanation:

- The constant value of 14.244 is the value of employee performance when work motivation, work discipline, and work environment are zero.
- Regression coefficient of 0.370 means that if work motivation is increased by 1 unit, employee performance will increase by 0.370 units assuming constant work discipline and work environment.
- Regression coefficient of 0.325 means that if the work discipline is increased by 1 unit, employee performance will increase by 0.325 units assuming constant work motivation and work environment.
- Regression coefficient of 0.159 means that if the work environment is increased by 1 unit, employee performance will increase by 0.159 units assuming constant work motivation and work discipline.

Hypothesis Test

T test (partial test)

The t test is used to find out if there is an effect of partial independent variables on dependent variables. The decision-making criterion for this test is: If t-count > t-table, there is an independent variable effect on dependent variables. Or if the significance value < 0.005, there is an independent variable effect on the dependent variable. The formula for finding t-table is: $\alpha/2: n-k-1 = 0.025 : 72 = 1.993$

Table 18. Test results t

Coefficients^a

Model	Unstandardized		Standardized	t	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		

(Constant)	14.244	3.832		3.717	.000
Motivation Work	.370	.196	.300	2.734	.002
Discipline Work	.325	.127	.281	2.556	.001
Milieu Work	.159	.073	.236	2.160	.000

Dependent Variable: Employee Performance

Source: Data processed with SPSS 22

Based on the output in the table above it can be known that the t-count of work motivation is greater than the t-table ($2.734 > 1.993$), the t-count of the work discipline is greater than the t-table ($2.556 > 1.993$), and the t-count of the work environment is greater than the t-table ($2.160 > 1.993$). It can be said that:

- a. Work motivation (X1) partially affects employee performance (Y).
 The results of this study support the results of previous research conducted by Hakim, Faizah, and Nujulah. In their article entitled *The Effect of Work Motivation and Work Discipline on Employee Performance* published in *Synergy: Scientific Journal of Management Science* Volume 11 Number 2 in September 2021, they stated that motivation affects employee performance.
- b. Work discipline (X2) partially affects employee performance (Y).
 The results of this research support the results of previous research conducted by Siswadi, Syaifuddin, and Mahrani. In their article entitled *The Effect of Work Environment, Work Motivation, and Work Discipline on Employee's Performance in regional Secretariat of Wakatobi Regency* published in *Journal of Business and Management (IQSR JBM)* Volume 21 Number 3 in May 2019, they stated that work discipline positively affects employee performance.
- c. The work environment (X3) partially affects employee performance (Y).
 The results of this study support the results of previous research conducted by Ong, Ariani, and Arrywibowo. In their article entitled *Performance Influenced by Motivation, Work Discipline and Employee Work Environment* published in *the Journal of Management Science (JIMMU)* Volume 7 Number 1 in March 2022, they stated that the work environment positively affects employee performance.

Test F

The F test is used to find out if regression models can be used to predict relationships and effects between independent variables and dependent variables. The formula for finding the F table is: $df 1 = \text{number of variables} - 1 = 4 - 1 = 3$ and $df 2 = \text{number of respondents} - \text{number of free variables} - 1 = 76 - 3 - 1 = 76 - 3 - 1 = 72$. It obtained F table of 2.73. The basis of decision-making is: If F count is greater than the

F table, there is simultaneous effect. Or if the significance value is smaller than 0.05, there is simultaneous effect.

Table 19. Test results F

ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	29.293	3	9.764	5.117	.003 ^b
Residual	137.378	72	1.908		
Total	166.671	75			

Dependent Variable: Employee Performance

b.Predictors: (Constant), work motivation, work discipline, work environment

Source: Data processed with SPSS 22

From the output in table 19 above it can be known that F count > F table (5.117 > 2.73), so that work motivation, work discipline, and work environment simultaneously affect employee performance. These results support the results of research conducted by Siagian, Rini, and Iskandarini. In their article entitled The Effect of Work Motivation, Work Environment, and Work Discipline on Employee Performance at PT Sucofindo Gatot Subroto Medan Branch published in *the International Journal of Research and Review* Volume 7 Issue 12 in December 2020, they stated that there is a simultaneous effect of work motivation, work environment, and work discipline on employee performance.

Determination coefficient test

The coefficient of determination test is used to determine the magnitude of the contribution of the effect of work motivation, work discipline, and work environment on employee performance.

Table 20. Determination coefficient test results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.855 ^a	.730	.723	1.580

predictors: (Constant), Work Environment, Work Motivation, Work Discipline

Source: Data processed with SPSS 22

Based on the output in table 20 above it can be known that the coefficient of determination (Adjusted R Square is 0.723 (72.3%). This figure means that work motivation, work discipline, and the work environment contribute 72.3%, while the

remaining 27.7% are affected by other variables not included in this regression model. The R value (Correlation Coefficient) indicates the strength of the relationship between work motivation, work discipline, and the work environment and employee performance. The figure of 0.855 indicates a very strong relationship.

DISCUSSION

From the results of this study it can be known that there is an effect of work motivation on employee performance. It is also known that the regression coefficient obtained is positive at 0.370. This means that work motivation positively affects employee performance. If the company increases the work motivation of its employees, employee performance will also increase. This can happen because motivation is the drive from within a person to perform activities to achieve goals. Therefore, a motivated employee will work more passionately compared to an unmotivated employee.

From the results of this study can also be known there is an effect of work discipline on employee performance. The effect of work discipline on employee performance is positive because it is indicated by a positive regression coefficient number, which is 0.325. This means that if the company improves the work discipline of its employees, employee performance will also increase. This can be explained because discipline is a tool that leaders use to communicate with employees so that they are willing to change behavior in addition to efforts to increase awareness and willingness of an employee to obey all rules. Disciplined employees will have high work productivity. Conversely, undisciplined employees will have low productivity.

From the results of this study it can also be seen that there is an effect on the work environment on employee performance and it is known that the effect is positive. This is indicated by a positive regression coefficient number, which is 0.159. This means that if the company improves the work environment, employee performance will also improve. To be able to carry out tasks, employees must work with passion and excitement. And one of the factors that can affect the morale and excitement of employees is the work environment, either the physical work environment or the nonphysical work environment.

Finally, the results of this study are also known that work motivation, work discipline, and work environment together contribute to the effect on employee performance by 72.3%. The remaining 27.7% were affected by other factors not included in the study. This is shown with a coefficient of determination of 0.723. This means that if the company wants to improve the performance of its employees, the company must pay attention to work motivation, work discipline, and employee work environment. Because these three factors have a considerable effect on employee performance.

CONCLUSIONS AND RECOMMENDATIONS

Provide some conclusions and the implementation of the research results. Based on the results that have been stated in the previous section, there are four things that can be concluded from this study, namely:

Work motivation positively affects employee performance. This is indicated by a positive regression coefficient, which is 0.370. Work discipline positively affects employee performance. This is indicated by a positive regression coefficient, which is 0.325. The work environment positively affects employee performance. This is indicated

by a positive regression coefficient, which is 0.159. Work motivation, work discipline, and work environment contributed to the effect on employee performance by 72.3%. Based on the conclusions made, the company will have to consider work motivation, work discipline, and work environment if the company responds to employee performance problems.

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