

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

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## ABSTRACT

*The aim of this study is to determine the influence of the work environment, work discipline, and work motivation on the performance of employees at CV Jf United. This study employs quantitative methodologies, utilizing surveys and library data as data collection approaches. The study sample consisted of 81 employees from Cv. Jf United, selected using the saturated sample approach. The data analysis technique involved utilizing smartPLS software as a tool for data processing. Penluis utilizes structural equation model (SEM) approaches for data analysis, which are categorized as outer models for assessing validity and dependability, and inner models for analyzing the data. In addition, the data analysis technique utilizes the Path analysis model. The results of this study suggest that the work environment, work discipline, and work motivation have a significant influence on employee performance. Work discipline is the primary factor that significantly impacts employee performance.*

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

## 1. INTRODUCTION

In the fiercely competitive realm of retail, stores encounter ever confusing obstacles in order to sustain peak performance. Management has prioritized the impact of a shop's work environment on employee performance as the primary emphasis in their efforts to enhance employee productivity and satisfaction. A well-designed environment includes not only physical aspects such as layout and facilities, but also a company culture that provides room for employees' personal and professional growth.

In addition, maintaining work discipline is a vital factor in ensuring constant performance in the day-to-day operations of a shop. Exemplary performance shown by management, clarity of policies, and appropriate supervision are key factors that form the foundation of solid work discipline. This discipline not only leads to compliance with rules, but also fosters a deep sense of responsibility among employees.

Human resource performance refers to the outcomes that can be accomplished by the individuals working in an organization, in line with their designated authority and responsibilities, with the aim of achieving the organization's objectives in a legal manner, while adhering to moral and ethical principles (Prawirosentono, 2012). Performance refers to the outcome of an employee's work that is assessed in order to meet predetermined objectives. Performance refers to the outcome achieved through specific job functions or activities within a given job and timeframe. It indicates the level of quality and quantity of the work performed (Benardin and Russel in Priansa, 2017). Performance is the measurable outcome or overall degree of achievement of an individual within a specific period of time in completing activities, in relation to several factors such as normal job outputs, predetermined targets, or mutually agreed-upon standards.

Creating an optimal work environment will improve the efficiency and productivity of employees. As to Jufrizen & Rahmadhani (2020), the work environment refers to the tools, materials, physical surroundings, work methods, and arrangements that an individual meets while working, either alone or as part of a team. Arep & Tanjung (2015;35) assert that the work environment influences productivity significantly. Provided that the work environment is agreeable, employees will exhibit greater enthusiasm and dedication in their tasks. Hence, it is imperative to establish a congenial environment by implementing measures to control workplace conditions, noise levels, air quality, occupational safety, and cleanliness. The work environment is the physical or virtual space where an employee carries out assigned tasks and responsibilities. The expected work environment is of course one that can provide comfort for employees when carrying out work activities (Farisi & Fani, 2019).

The crucial determinant for enhancing the work environment's effectiveness is the comprehensive engagement of strategic management throughout the organization. Another crucial element is the engagement of human resources and occupational health services as auxiliary assets at the strategic level, along with the cooperation between these two assets. (Schmidt et al., 2017). The work environment refers to the set of situations and circumstances within an agency where employees carry out their work. In a 2015 study conducted by S. P. Siagian, it was discovered that the work environment had a positive and significant influence on employee performance. Furthermore, various additional studies have found that the work environment significantly influences performance (Elizar & Tanjung, 2018), (Farisi & Fani, 2019), (Bahagia, Putri, & Rizdwansyah, 2018), (T. S. Siagian & Khair, 2018), and (Julita & Arianty, 2018). Siahaan and Bahri (2019) illustrate in their research that the work environment has a significant influence on employee performance. Sidanti (2015) asserts that the work environment exerts a significant influence on employee performance.

In addition to the work environment, employee discipline also has a significant role in determining both individual and organizational performance. Busro (2018) defines work discipline as the psychological disposition of an individual or a group that consistently seeks to adhere to and fulfill all established regulations. Discipline is a prescribed set of rules and regulations that are enforced to govern and control managerial actions within an organization (Handoko, 2012). Work discipline can be defined as an inclination towards following norms and regulations, motivated by internal consciousness rather than external coercion, as evidenced by these arguments. By adhering to work discipline, individuals can assume greater responsibility for their obligations, leading to improved performance. Individuals who demonstrate work discipline are more likely to achieve higher levels of productivity.

The study conducted by Arif, Syaifani, Siswadi, & Jufrizen (2019) has shown that employee discipline has a positive and significant effect on employee performance. The research undertaken by Tanjung (2016), Arianty (2016), Nasution & Lesmana (2018), and Prayogi & Nursidin (2019) has unequivocally proven that work discipline has a positive and significant influence on employee performance. The study conducted by Yusnandar, Nefri, & Siregar (2020) establishes a strong and significant association between work discipline and employee performance. Employee performance is greatly influenced by the level of work discipline. Enhancing work discipline directly correlates with a corresponding improvement in employee performance.

Motivation is a cognitive state that influences an individual's desire to participate in particular behaviors with the purpose of achieving goals (Widyaputra & Dewi, 2018). Motivation is a state that drives people who are focused on attaining organizational objectives. In this

context, there exists a positive correlation between achievement motives and performance accomplishment (Mangkunegara, 2017).

Sukmadinata (2016, 61) states that motivation is formed by forces originating from within and outside the individual. Therefore, motivation is the influential factor that leads a member of an organization to willingly and actively utilize their expertise, skills, energy, and time to perform their assigned tasks and fulfill their obligations, with the aim of accomplishing the predetermined goals and targets of the organisation. Providing employees with appropriate job motivation can enhance their performance. Jufrizen (2017) provides evidence that motivation exerts a substantial influence on the performance of employees. The studies conducted by Jufrizen & Hadi (2021), Sembiring, Jufrizen, & Tanjung (2021), Andayani & Tirtayasa (2019), Jufrizen & Pulungan (2017), Farisi, Irnawati, & Fahmi (2020), Gultom (2014), and Hasibuan & Silvyia (2019) consistently show that motivation has a significant and advantageous influence on employee performance.

According to the given description, the author argues that the influence of the work environment, work discipline, and motivation on employee performance is both favorable and significant. The correlation between an individual's performance and their work environment, work discipline, and motivation is due to the fact that a person's performance is generally enhanced under favorable conditions in these areas.

## **2. RESEARCH METHOD**

The objective of this study is to assess the impact of the independent variables, namely work environment, work motivation, and work discipline, on the dependent variable, which is employee performance. This study utilizes an associative and quantitative methodology. The associative technique is a systematic approach used to establish a causal relationship between two variables, specifically the independent variable and the dependent variable. The data utilized is presented in a quantitative manner.

The investigation utilized a saturation sampling technique. Saturated sampling is a sampling approach that involves including every member of the population as a sample (Sugiyono 2009:122). The study included a population of 81 persons in its entirety. To improve the validity of the research findings, the researchers used the entire population as the sample. This is in accordance with what was stated by Suharsimi (1996: 120) that: "If the subject population is less than 100, then it is better to take all of them, but if the number of subjects is large or more than 100, between 10-15% or 10-25 can be taken. % of the population". The sample used in this study consists of the complete population, specifically all 81 employees of CV JF UNITED.

Operational definitions are used to provide the same perception of the variables studied according to the research topic being conducted. An operational definition is a clear and specific description of how a variable is measured. It is used to determine the quality of a measurement in research:

### **Employee Performance**

Employee performance is determined by the manner in which an individual fulfills their job tasks and responsibilities. This encompasses factors such as efficiency, excellence in work, and the attainment of objectives established by the shops. Below are the indicators utilized for assessing employee performance.

Table 1. Performance Variable Indicators  
 Source: James L. Gibson (2019)

<b>Dimensions</b>	<b>Indicator</b>	<b>Code</b>
Productivity	The number of tasks completed in a certain time period	KK1
	The level of time efficiency in completing tasks	KK2
	Project completion rate according to target time	KK3
Quality of Work	Level of accuracy in work	KK4
	Level of customer satisfaction with work results	KK5
	Level of improvement or improvement of products or services	KK6
Kreativitas	Creativity Number of creative ideas proposed	KK7
	Contribution to innovation in work processes or products	KK8

### Work Environment

The work environment encompasses all the factors present in the workplace, such as the ambient climate, interpersonal dynamics among colleagues, managerial assistance, and overall comfort levels. It has a significant influence on our daily emotions and productivity. An optimal work environment may foster motivation, enhance productivity, and promote enjoyment in the workplace. Below are the indicators utilized to assess the work environment.

Table 2. Work Environment Variable Indicators  
 Source: Khakurel Jayden (2017)

<b>Dimensions</b>	<b>Indicator</b>	<b>Code</b>
Physical Work Environment	Maximum lighting in the work space	LK1
	The air temperature remains maintained and consistent	LK2
	Air circulation must run well to maintain a healthy work space	LK3
	Work space to avoid noise disturbances	LK4
	The indoor layout provides freedom to move around.	LK5
Non-Physical Work Environment	Guaranteed continuous work security	LK6
	Relations between colleagues, both vertical and horizontal, are maintained in harmony	LK7

### Work Discipline

Work discipline refers to the capacity to consistently and punctually fulfill one's obligations and adhere to established rules and regulations. This includes regularity and consistency in carrying out work as well as a commitment to carrying out responsibilities well. The indicators used to measure work discipline can be seen below.

Table 3. Work Discipline Variable Indicators  
 Source: Ravid, White, Tomczak, Miles, & Behrend, 2022

<b>Dimensions</b>	<b>Indicator</b>	<b>Code</b>
Presence	Punctual attendance at work	DK1
	Minimum amount of leave taken	DK2
	Attendance at important meetings and gatherings	DK3
Rule Compliance	Comply with company policies	DK4
	Follow company policies	DK5
	Does not violate health and safety regulations	DK6
Responsibility	Responsible for tasks and projects	DK7
	Admit mistakes and find solutions	DK8

### Motivation

Motivation is the drive or reason behind a person's desire and effort to work well. The desire to achieve goals or personal satisfaction that drives a person to act and give their best in their work. The indicators used to measure motivation can be seen below.

Table 4. Work Motivation Variable Indicators  
 Source: Tonhäuser & Büker, 2016

Dimensions	Indicator	Code
Job Challenges	Opportunity to use skills	MK1
	Freedom to get work done	MK2
	Feedback	MK3
Wage system and Promotion rules	Wages according to job requirements	MK4
	Wages according to skills	MK5
	Wages according to community standards	MK6
	Fair promotion policy	MK7
Working Conditions	Comfortable working conditions	MK8
	Adequate working conditions	MK9

The collected data from the questionnaire will be processed and analyzed in order to transform it into meaningful information. This information will help us gain a better understanding of the features, which can then be used as a foundation for making informed decisions. The data processing and analysis were conducted using smartPLS software, which served as a data processing tool. Penluis utilizes structural equation model (SEM) approaches for data analysis, which consist of outer models for assessing validity and reliability, and inner models for analyzing the data. Additionally, the data analysis technique employs the Path analysis model.

### 3. RESULTS AND DISCUSSIONS

The table displays the findings of the Effect Size ( $f^2$ ), r-square, and Predictive Relevance ( $Q^2$ ) investigation:

Table 5. Effect Size Analysis Results ( $f^2$ ), r-square, Predictive Relevance ( $Q^2$ )  
 Source: SmartPLS Data Processing Results (2023)

Variabel	$f^2$	Keterangan
Work Environment → Employee Performance	0,249	Currently
Work Discipline → Employee Performance	0,060	Small
Motivation → Employee Performance	0,106	Small
<b>R-Square</b>	0,767	High
<b>Predictive Relevance (<math>Q^2</math>)</b>		0,735

The effect size analysis in this study reveals that the work environment variable has a moderate impact (0.249) on employee performance, the work discipline variable has a small impact (0.060) on employee performance, and the motivation variable also has a small impact (0.106) on employee performance.

The R-square analysis yielded a coefficient of determination of 0.767. This indicates that a significant majority, specifically 76.7%, of the factors that influence employee performance may be attributed to characteristics related to the work environment, work discipline, and motivation. The remaining 23.3% is ascribed to unanalyzed factors.

The findings of the relevance predictive analysis (Q2) must have a value that is higher than 0. This indicates a correlation between the variable constructions in this study.

The process of hypothesis testing is conducted by employing bootstrapping through the use of SmartPLS. The results of hypothesis tests are used to evaluate the influence of the independent variable on the dependent variable

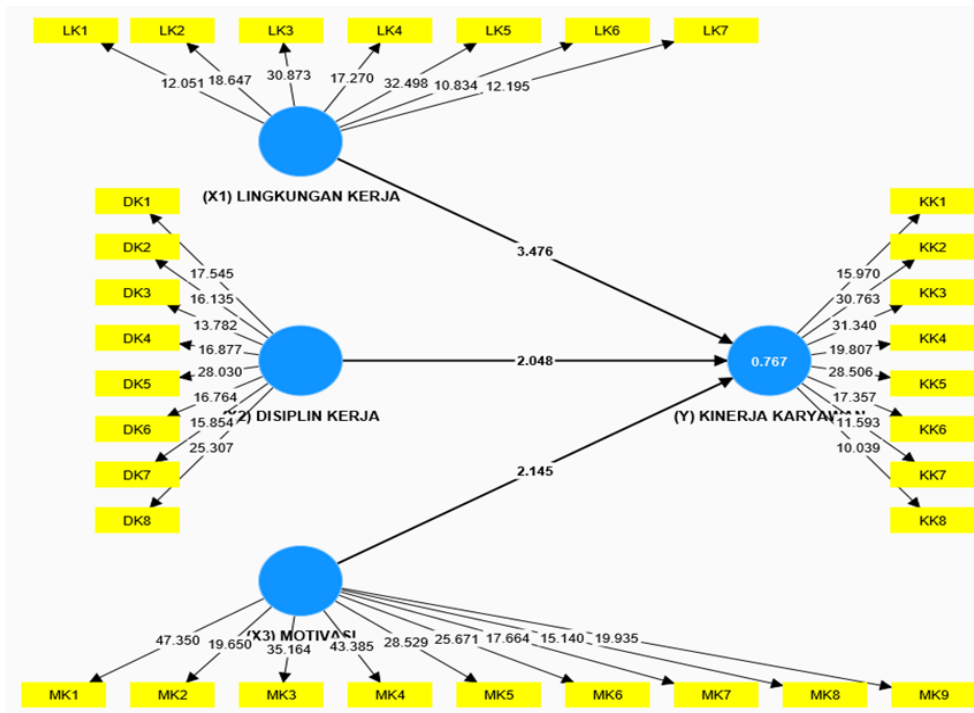


Figure 1 Bootstrapping Test Results  
 Source: SmartPLS Data Processing Results (2023)

Table 6. Hypothesis Testing Results  
 Source: SmartPLS Data Processing Results (2023)

Variabel	Sampel Asli (O)	Rata-Rata Sampel (M)	Standar Deviasi (STDEV)	T Statistik ((O/STDEV))	P Values
Lingkungan Kerja → Kinerja Karyawan	0,392	0,410	0,113	3,476	0,001
Disiplin Kerja → Kinerja Karyawan	0,270	0,253	0,132	2,048	0,041
Motivasi → Kinerja Karyawan	0,295	0,294	0,137	2,145	0,032

The chart demonstrates that the work environment component exerts a substantial and advantageous impact on employee performance. Similarly, the variable of work discipline has a positive and significant influence on employees' performance. Moreover, research has established that the factor of work motivation has a positive and significant influence on employees' performance.

The JF United organization aims to enhance the quality of its work environment in order to optimize employee performance and thus increase overall value. Harmonious working relationships within a company are very necessary to achieve better performance. Because

harmonious working relationships will support and improve better cooperation and communication in a company so that better performance can be achieved. An ergonomic work environment can enhance employee focus and productivity, resulting in improved overall performance. Conversely, a hostile work environment may result in reduced employee performance and may lead to delays in completing assigned tasks, which can undermine the effectiveness and efficiency of the adopted work system.

A supportive environment like this allows employees to focus on their tasks better. A high level of concentration will encourage productivity and help achieve targets more effectively. Nugroho (2020) and Siagian and Khair (2018) corroborate the research findings indicating that the work environment exerts a favorable and substantial impact on employee performance.

Employees at JF United who possess a strong work ethic exhibit enhanced productivity, punctuality, and a consistent attendance record. Enhanced employee enthusiasm leads to increased work discipline. When a corporation maintains a high level of work discipline, it is expected that employees will perform more effectively, leading to a rise in the company's productivity. In addition, maintaining a strong work ethic will significantly enhance work productivity and allow for effective utilization of time in order to accomplish organizational objectives.

Work discipline is a crucial mindset that is given significant consideration in every task performed by individuals to enhance their performance and accomplish organizational objectives. Discipline is the mental attitude of a person or group that shows strict adherence and obedience to the rules and regulations set within an organization. The aims of discipline are to rectify infractions, deter other employees from engaging in similar behavior, and uphold diverse group norms in a consistent and efficient manner, hence promoting enhanced performance. A diligent mindset in the professional setting is a crucial element that showcases an individual's dedication to their responsibilities and commitments in the workplace. Based on the studies conducted by Sandika and Andani (2020) and Susanto (2019), there is compelling evidence to suggest that work discipline has a beneficial and substantial impact on employee performance.

The JF United organization should give priority to the motivation variable as it significantly influences employee performance. Motivation is the internal drive or eagerness that individuals or employees experience to engage in a task or work, due to external influences from both supervisors and the work environment, as well as the presence of a foundation for fulfilling needs and experiencing satisfaction, while also fulfilling assigned responsibilities. Conducted and implemented internally by the organization. Each employee requires constructive reinforcement in executing their tasks. The staff morale will be influenced by these specific requirements. The provision of incentives is intended to foster increased enthusiasm and dedication among employees in their work. Enhancing an employee's excitement and passion for work can be achieved by offering strong work motivation. By fostering strong motivation, one can enhance the performance of employees.

Understanding individual needs and providing the right motivation can produce more committed and productive employees. This study is backed by Munawirsyah (2018) and Muzakki et. al. (2017), who assert that motivation has a favorable and noteworthy impact on employee performance.

#### 4. CONCLUSIONS AND SUGGESTIONS

The discussion indicates that the work environment exerts a favorable and substantial influence on employee performance. Additionally, work discipline has a beneficial and large impact on employee performance, while motivation has a positive and significant effect on employee performance at CV Jf United.

There are several recommendations that can provide benefits for companies and researchers in the future. Here are some suggestions that can be considered, namely: The Lighting Indicator (LK1) gets the lowest outer loading value, namely 0.724. This indicates that the company must create a supportive work environment, it is hoped that employees can increase their overall productivity and performance, DK Indicator 2 (Leave) got the lowest outer loading value, namely 0.809. It is less strong in aspects such as unclear rules, lack of consequences, dissatisfaction or poor communication. Work discipline that influences employee performance includes several important aspects. One of them is adherence to schedules and attendance, which influence how effective an employee is. Additionally, work discipline encompasses the level of job quality and thoroughness in task completion. This is demonstrated in an individual's proficiency in successfully accomplishing tasks with a high level of accuracy and minimal mistakes. In addition, elements of professionalism in workplace interactions, such as adhering to ethical standards, effective communication, and collaboration with colleagues, are crucial components of work discipline that significantly impact employee performance.

Work discipline encompasses more than just adhering to official regulations; it also encompasses attitudes, behavior, and the quality of work, all of which significantly influence employee effectiveness and productivity. Through the effective implementation of work discipline, it is anticipated that there would be a substantial improvement in employee performance. The MK 8 indicator (Work conditions) gets the lowest outer loading value, namely 0.813. Therefore, companies need to recognize achievements, provide opportunities for personal growth and development, create clear and inspiring goals, and facilitate a work environment that supports collaboration and innovation. By effectively incentivizing employees, it is anticipated that they will demonstrate increased dedication and productivity, hence enhancing the overall success of the organization. The KK 8 indicator (Contribution to innovation) gets the lowest outer loading value, namely 0.727. This shows that it is possible that these indicators are not completely effective in measuring certain aspects related to employee performance. Employee performance refers to how emotionally attached employees are to the company where they work.

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