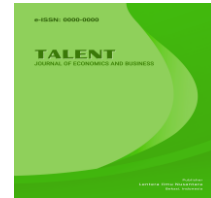




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## **Improving Employee Performance: The Roles Of Work Environment, Work Motivation And Work Discipline**

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### **Abstract**

The issue of employee performance remains highly relevant in supporting a company's operational activities. Therefore, many companies strive to enhance their employees' performance to achieve organizational success. This research aims to examine the influence of the work environment, work motivation, and work discipline on the performance of PT Katolec Indonesia employees. The sampling method used was a saturated non-probability sampling technique, ensuring that the entire population of 70 employees, including 63 production staff, 4 leaders, and 3 quality control personnel, was included in the sample. This study employs a quantitative approach, with data collected through questionnaires filled out by PT Katolec Indonesia employees. The analysis methods used include the Validity Test, Reliability Test, Classical Assumption Test, Regression Test, and Hypothesis Testing, conducted using the IBM SPSS 23 for Windows program. The research findings indicate that the work environment, work motivation, and work discipline significantly influence employee performance. The practical implications of this study suggest that companies should focus on improving workplace conditions, fostering employee motivation, and enforcing work discipline to enhance overall employee performance and achieve organizational goals effectively.

**Keywords** : Enhancing Employee Performance, Work Environment, Work Motivation, Work discipline

### **Introduction**

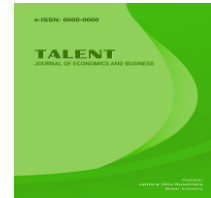
Competition between various companies in Indonesia is considered very tight, both businesses operating in the services and production sectors. Winning this opposition is said to be not easy. Human resources or workers are often needed in business development. In order to achieve this goal, every company needs to be trained in managing and controlling the various "resources" that the company uses, such as assets, materials and machines. According to (Nitiseminto, 2013) a company's superiority is determined by resources that have high alertness and capability which makes the company have a competitive advantage so that it can win the competition. Seeing that most of the pioneers of the organization really expect good performance execution from each employee in carrying out the tasks assigned by the company.

Humans as the main driver of an organization are the most important part of the progress of a company depending on the individuals involved in it. So a good resource management process is needed to produce valuable human resources. Human resource management can be described as the process of acquiring knowledge and art, so as to create, and maintain competent human resources so that organizational goals are met efficiently



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(Gadzali et al., 2023). because human resources can be said to be an interaction for organizational improvement within a company. Therefore, skills & human resource development need to be created and coordinated to achieve predetermined targets. Improving the quality of human resources is very important in work activities, especially in an organization, with this being a company as an organizational unit, it must be able to manage and develop the resources it has (Inbar al., 2018).

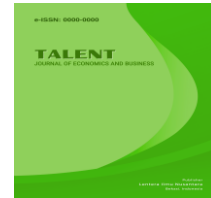
One way to develop a well-organized company business environment is that managers must have the competence and choice to create and improve the quality of the company in various different ways that have been arranged in work programs to improve the performance of their employees. The success of an organization in improving its organizational performance also greatly depends on the quality of performance of its employees within the organization itself (Sinambela et al., 2022).

Performance focuses on what is required for workers to achieve results. Performance. In corporate organizations, it is not uncommon for work unit leaders to face differences regarding employee performance that is better than other employees. And this question is one that comes up very often. There are workers who have the abilities and skills in accordance with the organization's assumptions, there are also workers who have the ability and enthusiasm for work but do not have high determination, so that their performance results do not match the company's expectations. This needs to be paid attention to, because a company organization consists of people who have various foundations and different goals (Alerasoul et al., 2022).

Regarding this observation, the researcher focused on the work environment, work motivation and work discipline. If the work environment and work motivation are good, the resulting performance will also be good. Likewise, superior motivation will bring discipline to one's responsibilities in carrying out each job, so the resulting performance will increase. Motivation is a factor that really determines performance. Motivation can be said to be a driving force that creates enthusiasm for work, so that a person can work effectively and integrate with all his efforts to achieve maximum performance (Riyanto et al., 2021). So when a company wants to reap maximum performance commensurate with setting targets, it is best for leaders to be immediately responsive in providing direction and support in motivating employees so they can restore their enthusiasm for work. Therefore, if management is willing to understand the issue of incentives and can regulate them, then the company does not rule out the possibility of achieving maximum employee performance in line with standard provisions.

Apart from that, work discipline is also a factor that influences work productivity, and productivity is the success of an organization. Therefore, there is a link between work discipline and productivity. So it can be said that discipline is a determining factor in determining the success or failure of an organizational goal (Ernest, 2021). Of course, organizations require high work discipline to maintain consistency in the tasks assigned and performance will not decline. So, the better the level of employee discipline, the better the level of performance will be.

Based on the results of an interview with the Supervisor (Mr. Suwarno) as the person in charge of the PT Katolec Indonesia work unit, in reality PT Katolec Indonesia already has a stable work environment, but there are still obstacles related to motivation, including the characteristics of each person and the characteristics of the work carried out by each employee.



These two characteristics are one of the factors that influence the level of motivation. If a person's characteristics cannot adapt to the surrounding circumstances and situations, it will have a negative impact on employee job satisfaction, especially their performance. The mismatching characteristics of each person causes poor communication between employees and employees and employees and their superiors. This can affect production targets not being achieved.

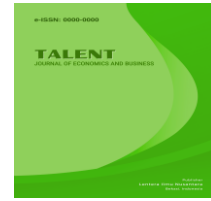
Furthermore, the results of observations and interviews with the person in charge of the PT Katolec Indonesia work unit (Mr. Suwarno), the problem of work discipline is very lacking in improving the company's progress, namely the presence and application of company rules and regulations which are less strict and the implementation of daily attendance which is not sufficient to provide gaps in employees, the most obvious impact of which is visible in employee attendance. Through the explanation above, this research focuses on the influence of employee performance which is thought to decline from a certain month with indications of several violations of regulations set by the company.

More on that, many studies have explored employee performance in various sectors, research that focuses on the combined impact of work environment, motivation, and discipline on the performance of the manufacturing sector in Indonesia, especially in foreign-owned companies such as PT Katolec Indonesia, is still limited. Most previous studies emphasize motivation or work discipline separately, without analyzing the combined impact of both on the work environment. To address this gap, this study aims to comprehensively investigate how these three factors collectively influence employee performance.

The selection of PT Katolec Indonesia as the research object was based on its strategic role in the Indonesian electronics manufacturing industry and real challenges related to employee motivation and discipline. As a multinational company operating in a competitive environment, PT Katolec Indonesia faces the dual challenge of maintaining productivity while ensuring employee satisfaction. In addition, recent concerns regarding declining performance trends over certain periods, as indicated by increasing corporate regulatory violations, warrant further investigation. Understanding these fundamental issues will provide valuable insights into effective HR management strategies, contributing to theoretical and practical advances in employee performance research.

## **Methods**

In this research, researchers used quantitative methods. Quantitative research can be defined as "a research method based on the philosophy of positivity, used to research certain populations or samples, collecting data using research instruments, analyzing quantitative/statistical data, with the aim of testing predetermined hypotheses." The data in this study were obtained through the distribution of questionnaires to respondents. The population of this study consisted of 70 employees of PT Katolec Indonesia. This research employs a non-probability sampling technique, specifically saturated sampling, because the sample studied is the entire population, totaling 70 employees, including 63 production staff, 4 leaders, and 3 quality control personnel. The reason for choosing a saturated sampling technique is to ensure that all members of the population are represented in the study, thereby minimizing sampling bias and providing more comprehensive and accurate results. For data processing, this study utilizes the IBM SPSS 23



software program, which was chosen due to its capability to handle complex statistical analysis efficiently, ensuring the accuracy and reliability of the findings. Data analysis begins with validity and reliability testing, followed by classical assumption testing, which includes the normality test, heteroscedasticity test, and multicollinearity test. Subsequently, multiple linear regression analysis is conducted to test the hypotheses and determine the coefficient of determination.

## Results and Discussion

### Multiple Linear Regression Analysis

Multiple linear analysis in this research is used to measure whether or not there is a relationship between the work environment, work motivation and work discipline on employee performance as the dependent (dependent) variable. Multiple linear analysis testing was carried out using the t-test (partially).

**Table 1. Multiple Linear Regression Test Results**

Model	Coefficients	Sig value
Constant	5,043	0,001
Work Environment	0,086	0,014
Work motivation	0,447	0,001
Work discipline	1,509	0,001

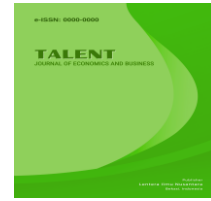
Based on the results of the multiple linear regression test shown in table 1, it can be formulated as follows:

$$Y = 5,043 + 0,086 X1 + 0,447 X2 + 1,509 X3$$

Based on the calculation, this equation does not have units, so all changes in decisions that are dependent on the variable (Y) are assumed to be proportional to changes in the independent variable (X).

From this equation it can be concluded:

1. The constant value is 5.043, meaning that if there is no change in the work environment, work motivation and work discipline variables, employee performance at PT Katolec Indonesia will be 5.043.
2. The work environment regression coefficient value is 0.086, meaning that if the work environment variable increases by 1% with the assumption that work motivation, work discipline and constants are 0 (zero), employee performance will increase by 0.086 so that the higher the work environment, the higher the employee performance.
3. The Work Motivation regression coefficient value is 0.447, meaning that if the Work Motivation variable increases by 1% with the assumption that the work environment, work discipline and constants are 0 (zero), then employee performance will increase by 0.447, so that the higher the level of work motivation will increase employee performance.



4. The Work Discipline regression coefficient value is 1.509, meaning that if the Work Discipline variable increases by 1% with the assumption that the Work Environment, Work Motivation and constant are 0 (zero), then Employee Performance will increase by 1.509 so that the higher the level of Work Discipline will increase Employee Performance.

### Partial Hypothesis Test

In regression analysis, the partial t-test is one method used to assess how much each independent variable contributes to the explanation of the variance in the dependent variable. Through the control of other independent variables in the model, this test seeks to ascertain if an independent variable has a significant association with the dependent variable.

**Table 2. Results of Partial Hypothesis Test**

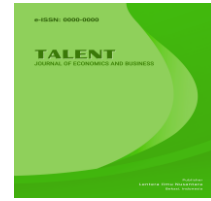
Variable	t-count	t table	Sig	Alpha
Work Environment	20,543	0,166	0,000	0,05
Work motivation	18,054	0,166	0,000	0,05
Work discipline	45,638	0,166	0,000	0,05

Source: Data Processed by Researchers (2024)

Based on the table, it can be seen that the results of testing the Work Environment variable have a calculated t value of 20.543 when compared to the t table of 0.166, so the calculated t value is greater than the t table, so it can be concluded that the Work Environment has an influence on Employee Performance. The coefficient value is obtained by comparing the sig value with the alpha value (0.05). The Sig value of the Work Environment variable has a value of 0 which is smaller than the alpha value, so this variable has a significant influence on employee performance. So it can be concluded that the Work Environment variable influences employee performance at PT employees. Katolec Indonesia, so it can be concluded that the first hypothesis (H1) is accepted.

The results of the test on the Work Motivation Variable have a calculated t value of 18.054 when compared with the t table of 0.166, so the calculated t value is greater than the t table, so it can be concluded that Work Motivation has an influence on Employee Performance. The coefficient value is obtained by comparing the sig value with the alpha value (0.05). The Sig value of the Work Motivation variable has a value of 0 which is smaller than the alpha value, so this variable has a significant influence on employee performance. So it can be concluded that the Work Motivation Variable influences Employee Performance of PT Employees. Katolec Indonesia, so it can be concluded that the second hypothesis (H2) is accepted.

The results of the test on the Work Discipline variable have a calculated t value of 45.638 when compared with the t table of 0.166, so the calculated t value is greater than the t table, so it can be concluded that Work Discipline has an influence on employee performance. The coefficient value is obtained by comparing the sig value with the alpha value (0.05). The Sig value of the Work Discipline variable has a value of 0 which is smaller than the alpha value, so this variable has a significant influence on employee performance. So it can be concluded



that the Work Discipline variable influences employee performance at PT employees. Katolec Indonesia, so it can be concluded that the third hypothesis (H3) is accepted.

### **Coefficient of Determination Test**

**Table 3. Determination Coefficient Test Results**

R	R Square	Adjusted R Square
0,997	0,995	0,664

Source: Data Processed by Researchers (2024)

Based on the table that has been presented, the calculation using adjusted R square is due to the presence of more than two independent variables, resulting in an R square value of 0.664. This indicates a moderate relationship between variables X1, X2, and X3 with Y at 66.4%, meaning Employee Performance is influenced by Work Environment, Work Motivation, and Work Discipline, while the remaining 33.6% is influenced by other variables not mentioned in this study.

### **The Effect of Work Environment on Employee Performance**

Based on research, the t test results show that the work environment influences employee performance. This can be seen from the calculated t value = 20.543 which is greater than t table = 0.166, the significance value is 0.000 which is smaller than 0.05. So it can be concluded that H1 is accepted. Work discipline has a positive and significant influence on employee performance, because employees who have a high level of discipline tend to be more consistent in carrying out their duties, comply with company rules, and complete work on time. Work discipline reflects responsibility, discipline in following standard operational procedures, and adherence to work schedules, all of which contribute to increasing company productivity and efficiency. The results of this research are in line with the research results of Surijadi & Musa (2020) which state that the work environment has a positive and significant influence on employee performance. PT. Work Environment Katolec Indonesia has been running well in accordance with employee needs so that it can improve employee performance.

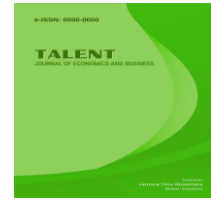
### **The Influence of the Work Motivation on Employee Performance**

Based on research, the results of the t test show that work motivation influences employee performance. This can be seen from the calculated t value = 18.054 which is greater than t table = 0.166, the significance value is 0.000 which is smaller than 0.05. So it can be concluded that H2 is accepted. Work motivation has a positive and significant influence on employee performance, because employees who have high motivation tend to be more enthusiastic in completing tasks, have better initiative, and strive to achieve work targets to the maximum. The results of this research are in line with research conducted by Sunarsi (2020) which states that work motivation has a positive and significant influence on employee performance. Research conducted by January (2021) also states that work motivation has a positive and significant influence on employee performance. PT Work Motivation. Katolec



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Indonesia has been running well in accordance with employee needs so that it can increase and maintain employee morale. High employee morale will increase employee performance.

### **The Influence of Work Discipline on Employee Performance**

Based on research, the results of the t test show that work discipline influences employee performance. This can be seen from the calculated t value = 45.638 which is greater than t table = 0.166, the significance value is 0.000 which is smaller than 0.05. So it can be concluded that H3 is accepted. The results of this research are in line with Isvandari & Idris (2018) which states that work discipline has a positive and significant influence on employee performance. Other research conducted by Arisanti & Santoso (2019) also states that work discipline has a positive and significant influence on employee performance.

Work Discipline PT. Katolec Indonesia has been running well, however, employee work discipline needs to be improved, especially at attendance levels, so that it can improve employee achievement and employee performance. Organizations require high work discipline to maintain consistency in the tasks given and performance will not decrease. So, the better the level of employee discipline, so it can improve employee achievement and employee performance

### **Conclusions**

The findings in this study conclude that the work environment has a positive and significant effect on employee performance at PT Katolec Indonesia, indicating that improvements in the work environment will enhance employee performance. Similarly, work motivation also has a positive and significant impact, meaning that higher employee motivation leads to better performance. Moreover, work discipline is proven to positively and significantly influence employee performance, reinforcing that disciplined employees tend to be more productive. However, this study has certain limitations, including its focus on only three independent variables, leaving out other potential factors that may influence employee performance, such as leadership style, organizational culture, and job satisfaction. Future research should consider incorporating additional variables and expanding the study to different industries to increase generalizability. The theoretical implications of this study support existing theories on organizational behavior and human resource management by confirming the importance of the work environment, motivation, and discipline in shaping employee performance. Practically, this research highlights the need for companies to develop policies that improve the work environment, boost motivation through incentives and career development programs, and enforce strict disciplinary measures to maintain high employee performance.

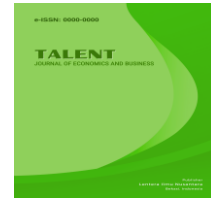
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