JENIUS
Scientific Journal, Human Resource Management
p-ISSN: 2581-2769; e-ISSN: 2598-9502
DOI: http://dx.doi.org/ 10.32493/JJDP.v9i3.59631

The Impact of Motivation, Discipline, and the Work Environment on Employee Performance PT Sumber Alfaria Trijaya Tbk Head Office Tangerang City

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Received 20 April 2026 | Accepted 02 May 2026 | Published 05 May 2026
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Abstract

This study aims to determine how motivation, discipline, and the work environment influence employee performance at the PT. Sumber Alfaria Trijaya Tbk Head Office in Tangerang, given the presence of issues such as tardiness, high work pressure, delays in task completion, and fluctuations in productivity—particularly in divisions with intensive workloads, such as Digital Operations, Merchandising, and Supply Chain. These conditions indicate that performance effectiveness is not yet fully optimized and is influenced by various internal and external factors. This study employs an associative quantitative approach and conducted a survey of 103 respondents. Data were analyzed using multiple linear regression with the aid of IBM SPSS Statistics after being collected via a Likert-scale questionnaire. The results of the multiple linear regression analysis indicate that work motivation, work discipline, and work environment each have a positive influence on employee performance. Specifically, work discipline contributes the most with a regression coefficient of 0.511, followed by the work environment at 0.337, and work motivation at 0.272. Simultaneously, the coefficient of determination (R^2) is 0.809, meaning that 80.9% of the variation in employee performance can be explained by these three independent variables.

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

INTRODUCTION

Human Resources (HR) is a key factor in facing increasingly competitive business environments (Ginting, Putri & Nurbaiti, 2021). As the primary drivers of a company's operations, employees are expected to possess high motivation, strong work discipline, and a supportive work environment to enhance both individual and organizational performance (Syahsudarmi, 2022). In the modern era marked by rapid technological advancements, competition among companies is intensifying, making employee performance a key indicator of organizational success because it reflects tangible contributions toward achieving the organization's vision and mission (Kuruppu et al., 2021).

PT Sumber Alfaria Trijaya Tbk (AMRT) is one of Indonesia's leading retail companies, operating the Alfamart minimarket chain. Founded by Djoko Susanto in 1989 and entering the retail sector in 1999, the company focuses its business on providing daily necessities through an extensive franchise system under the Alfa Group umbrella. As a company listed on the Indonesia Stock Exchange (IDX), PT Sumber Alfaria Trijaya Tbk also oversees various other retail chains such as Alfamidi, Lawson, and DAN+DAN. With its headquarters located at Jl. Jalur Sutera Barat Kav. 9, Alam Sutera, Tangerang City, the company's vision is to become a leading retail distribution network dedicated to empowering small business owners and fulfilling consumer expectations on a global scale. In carrying out its operations, the company upholds core values that prioritize integrity, including honesty, discipline, consistency, high business ethics, and full responsibility for work as the foundation for achieving optimal organizational performance. The urgency of this study stems from the phenomena observed at the Head Office of PT. Sumber Alfaria Trijaya Tbk in Tangerang City, where symptoms such as tardiness, high work pressure, delays in task completion, and fluctuations in productivity, particularly in divisions with intensive workloads such as Digital Operations, Merchandising, and Supply Chain. These conditions indicate that employee performance effectiveness is not yet fully optimal and is influenced by various internal and external factors.

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Theoretically, motivation is the internal drive within an individual to achieve both organizational and personal goals (Hafni, 2024). High motivation can increase employee productivity and work enthusiasm (Alkadri, 2024; Haris & Seitiawan, 2023). Furthermore, work discipline plays a crucial role in fostering an effective organizational culture because it reflects employees' adherence to company rules and policies (Eilisabeith, 2023). A conducive work environment also plays a role in creating physical and psychological comfort, thereby having a positive impact on employee performance (Lutfhi & Wihara, 2021).

Previous literature indicates that both intrinsic and extrinsic motivation are positively associated with individual productivity (Latham & Pinder, 2023). However, research examining the simultaneous effects of motivation, work discipline, and work environment in the context of large retail companies with complex work systems in Indonesia remains relatively limited. Therefore, this study was conducted to fill this gap and provide an empirical contribution to the modern retail sector.

This study aims to analyze the effects of work motivation, work discipline, and work environment—both individually and collectively—on employee performance at the Head Office of PT Sumber Alfaria Trijaya Tbk in Tangerang City. The results of this study are expected to serve as a basis for company management in formulating performance improvement policies through motivation strategies, strengthening discipline, and improving the work environment to make it more conducive in the digital era.

Motivation

Work motivation is considered an important internal and external factor that drives employees to achieve organizational goals. This study adopts Self-Determination Theory, which distinguishes motivation into intrinsic forms, such as personal satisfaction and meaning in work, and extrinsic forms, such as rewards and recognition (Ryan & Deici, 2020). Furthermore, Herzberg's Two-Factor Theory emphasizes that motivational factors, including achievement, responsibility, and work-life balance, are crucial for improving employee performance, while hygiene factors such as salary and workplace conditions prevent dissatisfaction (Herzberg, 1966). This perspective suggests that employees with higher motivation tend to demonstrate greater engagement, productivity, and commitment in carrying out their tasks.

H1: Motivation has a positive and significant impact on Employee Performance.

Discipline

Work discipline is also recognized as a key determinant of employee performance. This study refers to reinforcement theory, which explains that employee behavior can be shaped through a consistent reinforcement system, including rewards for compliance and sanctions for violations (Skinner, 1953; Luthans, 2021). Discipline reflects an employee's willingness to comply with organizational regulations, maintain punctuality, and carry out responsibilities effectively.

H2: Discipline has a positive and significant effect on Employee Performance.

Work Environment

In addition, the work environment plays an important role in supporting employee performance through physical and psychological aspects. Herzberg classified workplace conditions as hygiene factors, meaning that a supportive environment helps maintain employee satisfaction and stability (Herzberg, 1966). The Environmental Comfort Theory also suggests that a comfortable physical environment and positive social interactions can enhance focus and productivity (Vischeir, 2007). Employee performance itself is explained through Performance Theory, which proposes that performance is influenced by the interaction between motivation, discipline, and situational work environment factors (Campbell, 1990; Armstrong, 2020). Empirical studies generally confirm that motivation, discipline, and the work environment significantly influence employee performance, although findings regarding the work environment remain inconsistent across various contexts. This gap is particularly evident in large retail companies in Indonesia, where simultaneous examinations of these variables remain limited. Therefore, this study contributes to addressing this gap through an investigation of performance determinants at the Head Office of PT. Sumber Alfaria Trijaya Tbk in Tangerang.

H3: Work Environment has a positive and significant effect on employee performance.

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Employee Performance

According to (Ismartaya et al., 2024), Mangkunegara characterizes performance as the qualitative and quantitative results produced by an employee while fulfilling their job responsibilities. Performance essentially reflects how an individual's motivation combines with their underlying competencies to generate outcomes. Mangkunegara, as referenced in (Ismartaya et al., 2024), identifies five measurable performance indicators: quality of work output, quantity of completed tasks, sense of responsibility, capacity for cooperation, and willingness to show initiative.

H4: Motivation, discipline, and work environment simultaneously have a positive and significant effect on employee performance.

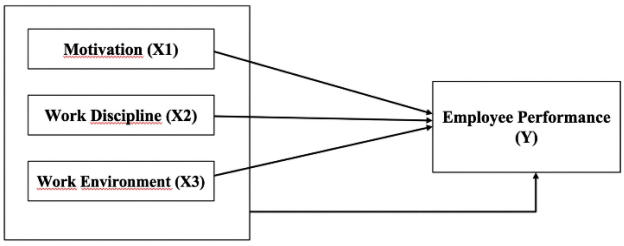

Figure 1. Research Model

Figure 1 presents the conceptual framework of this study. The model was empirically tested to assess how much of the variation in employee performance can be explained by each of the three independent variables.

Hypothesis

H1: Motivation has a significant partial effect on employee performance at the PT Sumber Alfaria Trijaya Tbk Head Office in Tangerang City.

H2: Discipline has a significant partial effect on employee performance at the PT Sumber Alfaria Trijaya Tbk Head Office in Tangerang City.

H3: There is a partial significant effect of work environment on employee performance at the PT Sumber Alfaria Trijaya Tbk Head Office in Tangerang City.

H4: There is a simultaneous effect of motivation, discipline, and work environment on employee performance at the PT Sumber Alfaria Trijaya Tbk Head Office in Tangerang City.

METHOD

This study employs a quantitative approach. According to Sugiyono (2017), quantitative research is based on the philosophy of positivism, which involves studying a specific population or sample. Data collection was conducted using research instruments, which were then analyzed statistically or quantitatively to test the established hypotheses. The population in this study consists of 103 employees working at the Head Office of PT. Sumber Alfaria Trijaya Tbk in Tangerang City.

This study uses a convenience sampling technique, so the entire population of 103 employees is used as the research sample. Data was collected through a questionnaire designed based on indicators for each variable, referring to theoretical references, using a 1-5 Likert scale. According to Seikaran & Boiugiei (2016), the Likert scale is used to measure the level of respondents' agreement with a statement on a five-point scale, ranging from strongly disagree (1) to strongly agree (5). The collected data was then analyzed using SPSS version 22.0 In this study, there were three independent variables, namely motivation (X1), discipline (X2), and environment (X3), as well as one dependent variable, namely employee performance (Y). Statistical analysis was conducted using SPSS version 22.0 with multiple linear regression.

RESULT and DISCUSSION

Result

Characteristics Of Respondents

This study involved a total of 103 employees at the Head Office of PT. Sumber Alfaria Trijaya Tbk in Tangerang City, to identify the respondents. The respondents in this study were categorized by gender, age, length of service, and educational level. Based on gender, the characteristics of the respondents working at the PT. Sumber Alfaria Trijaya Tbk Head Office in Tangerang are as follows:

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Table 1. By Gender

No	Gender	Total Respondents	Percentage (%)
1.	Male	55	53,4 %
2.	Female	48	46,6%
	Amount	103	100%

Based on the data above, it shows that the majority of respondents were the subjects of this study, and it was found that there were 55 men among the respondents, or 53.4% of the total respondents, while 48 people, or 46.6% of the total respondents, were women. Therefore, men account for 53.4% of the respondents in this study.

Table 2. By Age

No	Age	Total Respondents	Percentage (%)
1.	20-30	41	39,8 %
2.	31-40	48	46,6%
3.	>40	14	13,6%
	Amount	103	100%

The data mentioned above shows that the majority of respondents who were the focus of this study were categorized based on their age groups. Forty-one respondents, or 39.8% of the total, were in the 20–30 age group, forty-eight respondents, or 46.6%, were in the age group of thirty-one to forty years, and forty-five respondents, or 13.6% of the total, were over forty years old. Thus, based on the age distribution, it can be seen that the total respondents in this study are dominated by those aged thirty-one to forty, accounting for 46.6% of all respondents.

Table 3. Based on Last Education

No	Last Education	Total Respondents	Percentage (%)
1.	SMA/SMK	50	48,5 %
2.	S1	53	51,5%
	Amount	103	100%

Based on the data above, it shows that the majority of participants in this study fall into a specific educational category: 50 individuals, or 48.5% of all respondents, are high school graduates, and 53 individuals, or 51.5% of all respondents, hold a bachelor's degree. Therefore, 53 respondents, or 51.5% of the sample, held a bachelor's degree.

Table 4. Based on Work Period

No	Work Period	Total Respondents	Percentage (%)
1.	1-4 years	3	2,9 %
2.	5-9 years	28	27,2%
3.	10-14 years	72	69,9%
	Amount	103	100%

Concerning work period distribution, the plurality of respondents had more than 20 years of professional experience (38 individuals, 29.9%), with the next largest groups being those with 6–10 years (19.7%) and 11–15 years (18.1%) of service.

Validity Test

Table 5. Validity Test Results

No. Statement	r_{count}	r_{table}	Decision
1.	0,574	0,197	Valid
2.	0,544	0,197	Valid
3.	0,466	0,197	Valid
4.	0,428	0,197	Valid
5.	0,519	0,197	Valid
6.	0,708	0,197	Valid
7.	0,623	0,197	Valid
8.	0,608	0,197	Valid
9.	0,491	0,197	Valid
10.	0,593	0,197	Valid
11.	0,540	0,197	Valid
12.	0,482	0,197	Valid
13.	0,580	0,197	Valid
14.	0,599	0,197	Valid

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No. Statement	r_{count}	r_{table}	Decision
15.	0,649	0,197	Valid
16.	0,600	0,197	Valid
17.	0,542	0,197	Valid
18.	0,636	0,197	Valid
19.	0,578	0,197	Valid
20.	0,588	0,197	Valid
21.	0,550	0,197	Valid
22.	0,602	0,197	Valid
23.	0,373	0,197	Valid
24.	0,645	0,197	Valid
25.	0,626	0,197	Valid
26.	0,590	0,197	Valid
27.	0,587	0,197	Valid
28.	0,610	0,197	Valid
29.	0,603	0,197	Valid
30.	0,731	0,197	Valid
31.	0,536	0,197	Valid
32.	0,612	0,197	Valid
33.	0,522	0,197	Valid
34.	0,630	0,197	Valid
35.	0,500	0,197	Valid
36.	0,502	0,197	Valid
37.	0,562	0,197	Valid
38.	0,620	0,197	Valid
39.	0,533	0,197	Valid
40.	0,558	0,197	Valid

Based on the validity test results in Table 5 above, it can be seen that all items for each variable have a calculated r value > the table r value (0.197), so it can be concluded that all items for the variables Work Motivation, Work Discipline, Work Environment, and Employee Performance are valid.

Reliability Test

Table 6. Reliability Test Results

Variable	Cronbach's Alpha	Decision
Motivation	0,711	Reliable
Discipline	0,779	Reliable
Work Environment	0,804	Reliable
Employee Performance	0,796	Reliable

Reliability testing yielded Cronbach's Alpha values of 0.720 for transformational leadership, 0.738 for organizational culture, 0.716 for work motivation, and 0.692 for employee performance. Since all values exceed the minimum acceptable threshold of 0.60, all measurement instruments are considered reliable. This is consistent with the standard proposed by Anggraini et al. (2022), who established 0.60 as an acceptable alpha benchmark, particularly for studies with an exploratory character.

Normality Test

Table 7. Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		100
Normal Parameters[a,b]	Mean	,0000000
	Std. Deviation	1, 92674570
Most Extreme Differences	Absolute	,066
	Positive	,054
	Negative	-,066
Test Statistic		,066
Asymp. Sig. (2-tailed)		,200[c,d]

a. Test distribution is Normal.
b. Calculated from data.
c. Lilliefors Significance Correction.

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DOI: http://dx.doi.org/ 10.32493/JJDP.v9i3.59631

The results of the normality test in Table 7 above indicate that the calculated Asymp. Sig. (2-tailed) value is 0.200 > 0.05; therefore, it can be concluded that the residual data in this study follow a normal distribution.

Multicolinearity Test

Table 8. Multicollinearity Test Results

Variable	Tolerance	VIF
Motivation	0,363	2,755
Discipline	0,384	2,606
Work Environment	0,522	1,916

Based on the results of the analysis in Table 8 above, it is found that the Work Motivation variable has a tolerance value of 0.363 and a VIF value of 2.755. The Work Discipline variable has a tolerance value of 0.384 and a VIF of 2.606. The Work Environment variable has a tolerance value of 0.522 and a VIF of 1.916. All of these variables have a tolerance value > 0.1 and a VIF < 10; therefore, it can be concluded that there is no multicollinearity in the regression model.

Heteroskedastisitas

Table 9. Heteroskedastisitas

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	3,836	1,621		2,366	,020
	Motivation	-,005	,063	-,014	-,084	,933
	Discipline	-,010	,053	,030	,183	,855
	Work Environment	-,055	,040	-,190	-1,364	,176

a. Dependent Variable: abs_residual

Based on the results of the statistical tests in Table 9 above, the p-value for the Work Motivation variable is 0.933, the significance value for the Work Discipline variable is 0.855, and the significance value for the Work Environment variable is 0.176. Since all variables have significance values > 0.05, it can be concluded that there is no heteroscedasticity in this study.

Partial Test (T)

Table 10. Partial Test

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	3,592	2,469		1,455	,149
	Motivation	,272	,096	,209	2,823	,006
	Discipline	,511	,080	,459	6,365	,000
	Work Environment	,337	,061	,340	5,507	,000

a. Dependent Variable: Employee Performance

db = n – k – 1 = 100 – 3 – 1 = 96 so that the t table with α = 0,05 and db = 96 is 1,985.

Based on the results of the above analysis, the following conclusions can be drawn:

1. The work motivation variable has a t-value of 2.823 > t-value (1.985) and a significance value of 0.006 < 0.05, so H1 is accepted, leading to the conclusion that there is a significant positive influence of work motivation on employee performance.
2. The work discipline variable has a calculated t-value of 6.365 > the critical t-value (1.985) and a significance value of 0.000 < 0.05, therefore H2 is accepted, so it can be concluded that there is a significant positive influence of work discipline on employee performance.
3. The work environment variable has a calculated t-value of 5.507 > the critical t-value (1.985) and a significance value of 0.000 < 0.05, so H3 is accepted, and it can be concluded that there is a significant positive influence of the work environment on employee performance.

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DOI: http://dx.doi.org/ 10.32493/JJDP.v9i3.59631

F Test

Table 11. F Test Result

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1555,477	3	518,492	135,435	,000[b]
	Residual	367,523	96	3,872		
	Total	1923,000	99			

a. Dependent Variable: Employee Performance
b. Predictors: (Constant), Work Motivation, Organizational Culture, Transformational Leadership

db1 = k = 3 ; db2 = N – k – 1 = 100 – 3 – 1 = 96 ; Then the F table for db1 = 3 and db2 = 96 with α = 0,05 is 2,699.

Based on the results of the simultaneous test in Table 11 above, it can be seen that the calculated F value is 135.435 > the F value in the table (2.699) and the sig value obtained is 0.000 < 0.05, so it can be concluded that the variables Work Motivation, Work Discipline, and Work Environment simultaneously (together) have a significant effect on Employee Performance.

Multiple Linear Regression Analysis

Table 12. Results of Multiple Linear Regression Analysis

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3,592	2,469		1,455	,149
	Motivation	,272	,096	,209	2,823	,006
	Discipline	,511	,080	,459	6,365	,000
	Work Environment	,337	,061	,340	5,507	,000

a. Dependent Variable: Employee Performance

The regression equation can be written as follows: Y = 3.592 + 0.272X1 + 0.511X2 + 0.337X3
The multiple regression equation above means:

1. The constant value of 3.592 is the score of the Employee Performance variable when it is not influenced by the Work Motivation, Work Discipline, and Work Environment variables. If these independent variables have a value of 0, then the Employee Performance variable will have a constant score of 3.592.
2. The regression coefficient for the Work Motivation variable is 0.272, indicating that the Work Motivation variable has a positive effect on Employee Performance, meaning that a 1-unit increase in the Work Motivation variable will increase Employee Performance by 0.272 units.
3. The regression coefficient for the Work Discipline variable is 0.511, indicating that the Work Discipline variable has a positive influence on Employee Performance, meaning that a 1-unit increase in the Work Discipline variable will increase Employee Performance by 0.511 units.
4. The regression coefficient for the Work Environment variable is 0.337, indicating that the Work Environment variable has a positive influence on Employee Performance, meaning that a 1-unit increase in the Work Environment variable will increase Employee Performance by 0.337 units

Coefficient of Determination

Table 13. Results of the Determination Coefficient Test

R	R Square	Adjusted R Square
0,899[a]	0,809	0,803

Based on Table 10, the coefficient of determination or R -Square (R^2) of 0.809, which means that the influence of the variables work motivation, work discipline, and work environment on employee performance is 80.9%. The remaining 19.1% of the variation in employee performance is attributed to other variables not included in this study.

Discussion

The fulfillment of the normality assumption indicates that the distribution of respondents' answers for each research indicator is relatively even and unbiased, both for the variables of Motivation,

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p-ISSN: 2581-2769; e-ISSN: 2598-9502
DOI: http://dx.doi.org/ 10.32493/JJDP.v9i3.59631

Discipline, and Work Environment in relation to Company Employee Performance. This indicates that the respondents provided reasonable and proportional assessments of each statement, so that the resulting data can objectively represent empirical conditions.

Regarding the Motivation variable, indicators such as the fulfillment of basic needs through salary, job security, work-life balance, and promotions were consistently perceived by the respondents. The absence of data distribution skewness indicates that employees' perceptions of these motivational factors whether financial, social, or career balance—are not concentrated at a single extreme value. On the contrary, the data is normally distributed, reflecting the diversity of experiences and objective assessments of each individual regarding the environment provided by the company in enhancing their performance.

Furthermore, regarding the Discipline variable, the indicators reflecting punctuality, adherence to SOPs, and responsibility in task completion show a normal distribution pattern. This indicates that employees possess a consistent awareness in carrying out their superiors' instructions and maintaining professional work ethics. Thus, the results of this variable analysis can be relied upon to explain the contribution of discipline to the improvement of employee performance in general.

In the Work Environment variable, indicators related to the comfort of physical facilities (such as room temperature and cleanliness), the technological environment of the workplace, as well as the clarity of SOPs and management guidance show a normal distribution of data. This condition indicates that employees of PT Sumber Alfaria Trijaya provide consistent responses regarding each dimension of the existing work environment. Thus, the quality of the work environment at the headquarters can be accurately depicted through the collected data, making it valid for use in determining its impact on employee performance.

Thus, the results of this normality test confirm that all indicators used in this study meet the statistical assumptions, so that the relationship between Motivation, Discipline, and Work Environment on Employee Performance can be further analyzed using regression analysis methods. Furthermore, the fulfillment of the normality assumption strengthens the validity of the inferences drawn.

Furthermore, the assumption of normality implies that the research instrument is capable of measuring each indicator consistently and proportionally, so that variations in respondents' answers reflect genuine differences in perception, rather than being caused by measurement errors. This condition indicates that each statement in the questionnaire has been well understood by the respondents and is relevant to the research context, so that the resulting data is of sufficient quality to be used in further statistical analysis.

Furthermore, a normal data distribution also has implications for the reliability of the results of correlation analyses between the variables under study. Given the validity of the normality assumption, the resulting regression coefficient estimates are expected to be unbiased and efficient, so that conclusions regarding the influence of Motivation, Discipline, and Work Environment on Employee Performance can be drawn more accurately and scientifically justified.

CONCLUSION

The results of this study indicate that motivation has a positive and significant influence on employee performance. This suggests that incentives provided by the company through various dimensions of motivation can optimally improve employee performance. This effectiveness is measured through indicators such as the fulfillment of needs that drive work motivation, the achievement of performance targets set by the company, the quality of output or performance results set by the company, and efficiency in completing operational tasks. To maintain and enhance motivation, management needs to focus on meeting needs that drive productivity, such as establishing a measurable reward system and optimizing work processes.

Discipline has a positive and significant impact on employee performance. This finding indicates that employees who are able to maintain a high level of discipline tend to achieve more optimal performance. This is reflected in employees' consistency in maintaining punctuality (arriving on time and not being late) as well as their commitment to completing tasks in accordance with the established deadlines. To improve management discipline, consistent supervision and systems are required, such as strengthening attendance monitoring systems and project management.

The work environment has a positive and significant impact on employee performance. This implies that creating a conducive work environment—starting with physical comfort such as adequate

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DOI: http://dx.doi.org/ 10.32493/JJDP.v9i3.59631

lighting, a clean workspace, and a comfortable room temperature—directly contributes to improving employee productivity. Supported by safety guarantees and the availability of adequate safety equipment to minimize the risk of accidents, the work environment, in a comprehensive sense, becomes a crucial factor in optimizing employee performance within the corporate environment. Given that the physical environment and safety directly contribute to productivity, the steps that need to be improved are auditing workplace facilities and enhancing OSH (occupational safety and health) standards. Motivation, Discipline, and Work Environment in Relation to Employee Performance. These three variables together account for 80.9% of the variation in employee performance.

Overall, motivation, discipline, and the work environment have a significant combined impact on employee performance. This suggests that performance is determined by the interaction of various organizational and psychological factors, and that sustained improvement requires deliberate and coordinated efforts to strengthen all of these elements within the organization.

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p-ISSN: 2581-2769; e-ISSN: 2598-9502
DOI: http://dx.doi.org/ 10.32493/JJDP.v9i3.59631

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