



**THE EFFECT OF WORK DISCIPLINE, WORK ENVIRONMENT AND
WORK MOTIVATION ON EMPLOYEE PERFORMANCE****Uzla Maulidiah¹****Universitas Muhammadiyah Gresik, Gresik, Indonesia****Lalauzla30@gmail.com****Heru Baskoro²****Universitas Muhammadiyah Gresik, Gresik, Indonesia****herbas.gresik@umg.ac.id**

Abstract

This research aimed to investigate the effects of Work Discipline, Work Environment, and Work Motivation on Employee Performance at PT Hillwood. A quantitative approach was adopted, with a sample size of 65 respondents. Data analysis was performed using the Statistical Package for the Social Sciences (SPSS). The findings indicated that while Work Discipline has a significant influence on employee performance, it exhibits a negative relationship. In contrast, both Work Environment and Work Motivation were found to have a positive and statistically significant impact on employee performance at PT Hillwood.

Keywords: Discipline, Environment, Motivation, Performance



INTRODUCTION

The industrial landscape in Indonesia continues to expand, with various sectors emerging across nearly all regions. Among these, the manufacturing sector stands out as a dominant force, contributing significantly to economic growth and job creation. Every company or industry has specific goals it seeks to achieve, and effective human resource planning is a critical factor in realizing these objectives.

Employee performance plays a pivotal role in determining a company's success. As noted by Mangkunegara (2017:22), performance encompasses both the quality and quantity of work outcomes achieved by an individual when fulfilling their assigned responsibilities. Employers naturally expect employees to perform well, as this leads to positive results for the company, enabling it to thrive and compete effectively. When employees deliver strong performance, the likelihood of overall organizational success increases.

Several factors influence employee performance, including compensation, work environment, work culture, motivation, work discipline, skill level, and occupational safety and health (K3) (Ismariana, 2015). Human resources are an integral part of any organization, forming an inseparable unit that drives its operations. For an organization to function optimally, it must consist of individuals who share a common goal: contributing to the growth and profitability of the company where they work and earn their livelihood. When these shared aspirations are met, employees naturally expect to reap the rewards of their efforts. Therefore, companies must prioritize effective management of their human resources to achieve their strategic objectives.



PT. Hillwood is a company engaged in the cutting of log wood, with the resulting products exported to India. As an industrial company, PT. Hillwood heavily relies on employee performance to ensure smooth production processes and compliance with export quality standards. Work discipline is a crucial factor in company operations, as employees are expected to arrive on time, comply with company regulations, and work efficiently and responsibly. With high levels of discipline, productivity can increase, allowing production and export targets to be met on schedule. According to Siswanto (2018), the success or failure of employee discipline is influenced by several factors, including attendance frequency, alertness level, work ethics, adherence to job standards, and compliance with work regulations.

Additionally, the physical work environment plays a crucial role in supporting employee performance. PT. Hillwood must ensure that the workplace is clean, safe, and equipped with proper lighting and ventilation to enhance comfort and efficiency. A well-designed work environment enables employees to perform at their best without interruptions that could hinder their productivity.

According to Mathis and Aziri (2019), motivation refers to an individual's inner desire to take specific actions in order to achieve a goal. Motivation serves as a source of enthusiasm and drive, significantly influencing an employee's performance based on the strength of their internal motivation. Employees with high motivation are more likely to work diligently to maintain strong performance and possess the inner drive necessary to meet their targets.



LITERATURE REVIEW

Work Discipline

Discipline serves as a tool that management uses to shape attitudes and foster increased awareness and willingness among employees to adhere to all company regulations and social norms (Afandi, 2016:1). As noted by Mahawati & Sulistiyani (2021), discipline involves the management's efforts to train and habituate employees to comply with established organizational rules. Meanwhile, Amran & Taher (2021) define the concept of work discipline as an individual employee's ability to consistently follow regulations to enhance team dedication within the workplace environment. It also includes disciplined actions as a requirement for achieving certain standards.

Good work discipline is essential in supporting the smooth execution of tasks within an organization. Strong work discipline reflects an individual's level of responsibility toward the tasks assigned to them. This fosters work motivation and helps achieve organizational goals. To realize these goals, the discipline of employees must be built and enforced. Therefore, discipline is the key to an organization's success in achieving its objectives.

Work Environment

The work environment refers to the surroundings of employees that can influence their ability to perform the tasks assigned to them. Companies pay close attention to both internal and external work environments to ensure that employees can work smoothly and feel safe (Ningsih et al., 2022). A conducive work environment plays a crucial role in enhancing employee motivation (Dhyan, Parashakti, & Noviyanti, 2021).



Employees desire well-organized workspaces with optimal functionality so they can perform their tasks efficiently (Dhyan et al., 2021). In this context, employees tend to prefer workplaces that are safe and not burdensome (Dhyan et al., 2021). Factors such as temperature, lighting, noise levels, and other workplace tools are carefully managed to create a sense of comfort for employees (Dhyan et al., 2021). An ideal work environment is believed to promote overall productivity, while inadequate working conditions may reduce efficiency and, ultimately, decrease employee engagement (Dhyan et al., 2021).

Work Motivation

According to Chandra & Syardiansah (2021), work motivation is a hidden force within individuals that can be developed through external pressure, monetary and non-monetary rewards, and influences performance. Susilo et al. (2023) state that work motivation is a situation that can stimulate, direct, and sustain attitudes related to the work environment.

Based on Enny (2019:17), motivation is one of the most important factors in any collaborative effort aimed at achieving a specific goal. This is because each individual has feelings or desires that significantly influence their abilities, thereby motivating them to act. Meanwhile, Kurniawan (2022) defines work motivation as a set or collection of behaviors that serve as the foundation for individuals to act in ways aligned with specific goals.

Employee Performance

Edison (2016) defines performance as the outcome of a process that can be observed and measured over a defined period, based on predetermined criteria or agreements. Mangkunegara (2017:9) explains that employee performance refers to the level of work accomplishment both in terms of quality and quantity



achieved by an employee in fulfilling the duties assigned by their supervisor. According to Sutrisno (2016), performance reflects an individual's effectiveness in completing tasks, representing the outcome that a person or group achieves within an organization based on their respective roles and responsibilities. It also relates to how individuals are expected to perform and behave in accordance with the duties assigned to them, considering both quantitative and qualitative aspects.

Performance is influenced by job requirements that must be met by every worker. An employee must have the willingness to work with full enthusiasm and responsibility. Employees who meet these criteria are considered to possess the necessary skills, physical health, intelligence, education, and competence to complete relevant tasks and meet quality and quantity standards satisfactorily (Arifin & Sasana, 2022).

RESEARCH METHOD

This study utilizes a quantitative research design. As outlined by Sugiyono (2020:16), the quantitative research method is rooted in positivist philosophy and is utilized to study a specific population or sample. This approach involves gathering data using research tools and analyzing quantitative or statistical information with the objective of testing pre-established hypotheses. The research process involves establishing the timeframe, identifying data sources, and outlining the steps for collecting, processing, and analyzing the data.

The research employed a survey method, in which the researcher distributed questionnaires to gather data (Sugiyono, 2019:17). The study was carried out at PT. HillWood, located at Jl. Mayjend Sungkono No. 35A, Sekar



Kurung, Kebomas, Gresik. A total of 65 respondents were selected as the sample for this study. The data collected were based on the respondents' answers to the indicators of the following variables: Work Discipline (X1), Work Environment (X2), Work Motivation (X3), and Employee Performance (Y), which were included in the questionnaire.

RESULTS AND DISCUSSION

Table 1.
Validity and Reliability Test

Variable	Statement	r Calculated	r Table	Description
Work Discipline (X1)	DK1	0,626	0,244	Valid
	DK2	0,545	0,244	Valid
	DK3	0,771	0,244	Valid
	DK4	0,637	0,244	Valid
	DK5	0,728	0,244	Valid
Work Environment (X2)	LK1	0,538	0,244	Valid
	LK2	0,512	0,244	Valid
	LK3	0,526	0,244	Valid
	LK4	0,769	0,244	Valid
	LK5	0,591	0,244	Valid
	LK6	0,716	0,244	Valid
Work Motivation (X3)	MK1	0,668	0,244	Valid
	MK2	0,630	0,244	Valid
	MK3	0,644	0,244	Valid
	MK4	0,692	0,244	Valid
	MK5	0,593	0,244	Valid
Employee Performance (Y)	KK1	0,524	0,244	Valid
	KK2	0,458	0,244	Valid
	KK3	0,781	0,244	Valid
	KK4	0,764	0,244	Valid
	KK5	0,665	0,244	Valid
Variable	Cronbach's Alpha		Description	
Work Discipline (X1)	0,685		Reliable	



Work Environment (X2)	0,663	Reliable
Work Motivation (X3)	0,647	Reliable
Employee Performance (Y)	0,646	Reliable

Source: Primary Data, 2025

Based on Table 1, all items used to measure the independent variables—Work Discipline, Work Environment, and Work Motivation—as well as the dependent variable, Employee Performance, demonstrate varied correlation coefficients. The calculated r values range from 0.626 to 0.728 for Work Discipline, 0.538 to 0.716 for Work Environment, 0.668 to 0.593 for Work Motivation, and 0.524 to 0.665 for Employee Performance. All of these values exceed the critical r value at the 5% significance level (0.244), indicating that all items are valid.

In terms of reliability, the Cronbach's Alpha coefficients are 0.685 for Work Discipline, 0.663 for Work Environment, 0.647 for Work Motivation, and 0.646 for Employee Performance. Since all of these values are above 0.6, they confirm that the data collected is consistent and reliable.

Table 2.
Multiple Linear Regression Test Results

Model	Unstandardized Coefficients	Significance
(Constant)	15.046	.000
Work Discipline	-.061	.001
Work Environment	.222	.000
Work Motivation	.137	.000

Source: Primary Data, 2025

Based on Table 2, the constant value (a) is 15.046. The coefficient for Work Discipline (X_1) is -0.061, indicating a negative relationship with employee performance. Meanwhile, the coefficients for Work Environment (X_2) and Work Motivation (X_3) are 0.222 and 0.137, respectively, suggesting positive



relationships with employee performance. So, the regression equation written is

$$Y = 15,046 - 0,061 X_1 + 0,222 X_2 + 0,137 X_3 + e$$

Table 3.
Results of the Determination Coefficient Test (R²)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.905 ^a	.819	.810	.342

Source: Primary Data, 2025

According to Table 3, the results of the coefficient of determination test indicate that the R-square value is 0.819. This indicates that the independent variables in this study explain 81.9% of the variation in the dependent variable. The remaining 18.1% can be attributed to factors not accounted for in this study.

Table 4.
t-Test Results

Model	t	Sig.	(α)	Description
work discipline	-3.539	.001	0,05	significant
work environment	13.960	.000	0,05	significant
work motivation	6.650	.000	0,05	significant

Source: Primary Data, 2025

Based on the partial t-test results, the significance value for the impact of Work Discipline (X₁) on Employee Performance (Y) is 0.001 < 0.05, confirming a statistically significant relationship between Work Discipline and Employee Performance.

Similarly, the t-test findings reveal that the significance value for the effect of Work Environment (X₂) on Employee Performance (Y) is 0.000 < 0.05, establishing a significant association between the Work Environment and Employee Performance.



Furthermore, the t-test results indicate that the significance value for the influence of Work Motivation (X3) on Employee Performance (Y) is also $0.000 < 0.05$, demonstrating that Work Motivation has a statistically significant effect on Employee Performance.

SUMMARY OF KEY DISCUSSION

Effect of Work Discipline (X1) on Employee Performance (Y)

The research findings demonstrate that the variable Work Discipline (X1) has a significant impact on Employee Performance (Y) at PT. Hillwood, with a significance level of $0.001 < 0.05$. This suggests that as work discipline improves, employee performance tends to increase at PT. Hillwood. This result is consistent with Sinambela's theory (2016:332), which emphasizes that discipline is essential for organizational development. Discipline acts as a mechanism to train employees to comply with established rules, procedures, and policies, thereby fostering optimal performance. This perspective aligns with the conclusions drawn by Nurbaiti et al. (2022), who similarly found that work discipline significantly impacts employee performance.

Effect of Work Environment (X2) on Employee Performance (Y)

The research findings show that the Work Environment (X2) variable has a significant influence on Employee Performance (Y) at PT. Hillwood, with a significance level of $0.000 < 0.05$. This indicates that as the quality of the work environment improves, employee performance at the company tends to increase. This finding is consistent with Afandi's perspective (2018:53), which posits that an efficient and well-structured workspace can enhance employee productivity. Furthermore, this notion is supported by research conducted by Fahmi, H.Z., et



al. (2023), which also identified a positive correlation between the work environment and employee performance.

Effect of Work Motivation (X3) on Employee Performance (Y)

The research findings reveal that the Work Motivation (X3) variable has a statistically significant influence on Employee Performance (Y) at PT. Hillwood, with a significance level of $0.000 < 0.05$. This suggests that as work motivation increases, employee performance at the company tends to improve. This finding aligns with the theory proposed by Afandi (2018:23), which states that motivation is an internal drive triggered by enthusiasm, inspiration, and desire to perform activities wholeheartedly, enthusiastically, and sincerely, thereby leading to optimal outcomes in the tasks performed. This perspective is consistent with the research conducted by Nunu Nurjaya (2021), who concluded that work motivation positively influences employee performance.

CONCLUSION

From the data analysis and interpretation carried out in this study, several conclusions can be drawn. Work Discipline (X1) has a negative but statistically significant effect on employee performance at PT. Hillwood. In contrast, both Work Environment (X2) and Work Motivation (X3) have a positive and significant impact on employee performance, highlighting their crucial role in boosting productivity and effectiveness in the workplace.

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