

Factors Affecting Employee Performance: Discipline, Motivation, and Environment at a Service Company in Jakarta

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Abstract

Amid the intense business competition, the quality of human resources has become a crucial element in determining a company's success in achieving its goals. PT XYZ, which operates in the service sector, recognizes that employee performance plays a vital role in supporting productivity and the continuity of its operations. However, the company continues to face several challenges, such as low levels of discipline, fluctuating work motivation, and an unsupportive work environment, all of which have the potential to affect employee performance. The purpose of this study is to examine the extent to which work discipline, employee motivation, and work environment conditions influence employee performance at PT XYZ. This research employs a descriptive quantitative approach using simple linear regression analysis. Data were collected through questionnaires distributed to 90 employees selected using purposive sampling. The research instruments have been tested for validity and reliability, and were found to meet the required testing criteria. The results of the study show that discipline and environment have a positive and significant influence on employee performance. Discipline fosters a sense of responsibility, while a conducive work environment supports comfort and efficiency. These two variables play an important role in enhancing performance. Therefore, it is recommended that the management of PT XYZ continue to instill a culture of discipline and create a supportive work environment to improve productivity and job satisfaction.

Keyword : Work Discipline, Motivation, Work Environment, Employee Performance

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1. Introduction

Human Resources (HR) are a key element in the success of any organization. Employees not only carry out daily operational tasks but also contribute significantly to achieving strategic business goals. For this reason, companies must ensure that their employees are well-managed, disciplined, and motivated, and that they work in a conducive environment. Without these, companies may struggle to maintain productivity and achieve their planned targets.

Despite advancements in technology that assist many business functions, human effort remains irreplaceable in ensuring operational continuity. The quality of employee performance is influenced by several internal factors, particularly work discipline, motivation, and environmental conditions. Work discipline ensures employees carry out their duties in an orderly and responsible manner. Motivation drives

enthusiasm and initiative, while a supportive work environment enhances employee comfort and effectiveness. [1]

Several studies have shown that these three factors are significantly correlated with performance outcomes. This research seeks to further investigate the specific influence of discipline, motivation, and the work environment on employee performance within PT XYZ, a company operating in Jakarta's service industry sector. [2]

2. Theoretical Framework

Human Resource Management is a strategic approach to effectively and efficiently utilizing people to achieve organizational goals. It encompasses various functions, including planning, organizing, staffing, directing, and controlling human resources.

Work Discipline is defined as the voluntary compliance of employees with workplace rules and norms, fostering a productive

and orderly environment. Factors influencing discipline include leadership example, appropriate rewards, fair treatment, and supervisory control.

Motivation refers to the internal and external drive that encourages employees to perform better. Key indicators include responsibility, loyalty, and work spirit, all of which directly impact performance. [3]

Work Environment encompasses the physical and psychological conditions of the workplace that influence employee comfort and productivity. Effective workplace environments are characterized by proper facilities, positive peer relationships, and supportive management. [4]

Employee Performance reflects the effectiveness and efficiency with which employees carry out their tasks. It is measured through quality, quantity, and timeliness of output. Good performance results from the synergy of discipline, motivation, and environment. [5]

3. Methodology

This study adopts a quantitative approach to examine the influence of multiple factors, namely work discipline, employee motivation, and work environment on employee performance. The research utilizes multiple linear regression analysis to assess the extent to which these independent variables affect performance outcomes. Primary data are collected through structured questionnaires distributed to employees, while secondary data are obtained from relevant literature and organizational records.

Statistical analysis is conducted to test the significance and strength of each variable's contribution to performance. The study aims to identify which factors most significantly impact employee effectiveness and provide actionable insights for improving workforce productivity in organizational settings. The findings are expected to contribute to human resource management practices and support data-driven decision-making in employee development strategies.

4. Results and Discussion

The study used a quantitative descriptive method with a total of 90 respondents from PT XYZ. The questionnaire measured four variables: work discipline, motivation, work environment, and employee performance. Before regression analysis, validity and reliability tests were conducted.

4.1 Validity and Reliability Test

All questionnaire items showed correlation coefficients above 0.3, indicating valid items. Cronbach's Alpha values were also above 0.6, confirming reliability.

Tabel 1. Validity and Reliability Test

| Variabel | Cronbach's Alpha | Conclusion |
|----------------------|------------------|------------|
| Work dicipline | 0.748 | Reliabel |
| Motivation | 0.762 | Reliabel |
| Work Environment | 0.771 | Reliabel |
| Employee Performance | 0.799 | Reliabel |

Sumber: SPSS25, 2025

4.2 Descriptive Statistics

Descriptive statistics showed that most respondents agreed with positive statements regarding discipline, motivation, and the work environment.

Tabel 2. Validity and Reliability Test

| Variabel | Mean Score | Category |
|----------------------|------------|-----------|
| Work dicipline | 4.21 | Very Good |
| Motivation | 4.09 | Good |
| Work Environment | 4.15 | Good |
| Employee Performance | 4.23 | Very Good |

Sumber: MS Excel, 2025

4.3 Regression and Hypothesis Testing

Using simple linear regression, the following results were obtained:

Tabel 3. Validity and Reliability Test

| Variabel | t-count | Sig. Value | Conclusion |
|------------------|---------|------------|----------------------|
| Work dicipline | 3.917 | 0.000 | Significant Positive |
| Motivation | 3.145 | 0.002 | Significant Positive |
| Work Environment | 2.886 | 0.005 | Significant Positive |

Sumber: SPSS25, 2025

The F-test result of 13.721 with a significance value of 0.000 indicates that the variables of work discipline, employee motivation, and work environment collectively have a significant influence on employee performance. Furthermore, the coefficient of determination (R^2) of 0.318 suggests that 31.8% of the variation in employee performance can be explained by these three independent variables.

4.4 Interpretation

The analysis proves that work discipline fosters responsibility and organizational order, as punctual employees who adhere to rules and take accountability for their tasks tend to perform better [6]. Furthermore, motivation plays a crucial role in increasing enthusiasm and encouraging initiative. Employees who receive recognition and rewards for their efforts tend to demonstrate improved performance [7]. Additionally, a supportive work environment enhances comfort and efficiency; employees who feel safe, appreciated, and supported by both colleagues and management exhibit higher levels of productivity [8].

5. Conclusion

This research concludes that work discipline, employee motivation, and the work environment significantly influence employee performance at PT XYZ. Each of these variables has a positive and statistically significant effect:

- Work Discipline contributes to enhanced performance by fostering responsibility, punctuality, and compliance with company rules.
- Motivation drives employee enthusiasm and initiative, improving both the quantity and quality of work.
- Work Environment supports comfort and efficiency, especially when supported by good facilities, teamwork, and leadership support.

Together, these three variables explain 31.8% of the variation in employee performance. Although this percentage is not absolute, it shows that internal management factors play a crucial role in improving productivity. The remaining percentage may be influenced by external factors such as training, compensation, or leadership style, which were not explored in this study.

6. Suggestions

To further enhance employee performance, it is recommended that management at PT XYZ:

1. Strengthen work discipline by consistently enforcing company regulations and leading by example.
2. Improve motivation systems through fair rewards, recognition programs, and career development opportunities.
3. Enhance the physical and social work environment by improving workplace facilities, ensuring psychological safety, and fostering positive relationships among employees and managers.

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