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The Effect Of Motivation, Discipline, And Work Environment On Employee Performance

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Abstract

This study was conducted on all employees of CV. Tanjung Mandiri Sejati. This research is motivated by the high employee turnover occurring in several companies, which has led CV. Tanjung Mandiri Sejati to strive to improve its organizational management structure so that operations can run optimally. CV. Cape Independent True believes that a company can be considered competitive if it is supported by competent human resources within the organization. This study aims to test and analyze the effect of Motivation, Work Discipline, and Work Environment on Employee Performance at CV. Tanjung Mandiri Sejati. This research uses a quantitative method. The data processing technique uses SEM-PLS, consisting of two tests: the outer model and the inner model. The population in this study consists of all employees working at CV. Cape Independent True. The sample consisted of 110 respondents. Motivation has a t-statistic value (3,253 > 1,987) with a P-value (0.001 < 0.05), so it can be stated that there is a positive and significant effect on Employee Performance at CV. Tanjung Mandiri Sejati. Work Discipline has a t-statistic value (2.148 > 1.987) with a p-value (0.032 < 0.05), so it can be stated that it has a significant effect on Employee Performance at CV. Tanjung Mandiri True. The Work Environment has a t-statistic value (13,635 > 1,987) with a p-value (0.000 < 0.05), so it can be stated that there is a significant effect on Employee Performance at CV. Tanjung Mandiri Sejati. Motivation, Work Discipline, and Work Environment on Employee Performance simultaneously have a p-value (0.000 < 0.05), therefore it is concluded that Motivation, Work Discipline and Work Environment Affect Employee Performance at CV. Tanjung Mandiri Sejati.

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

INTRODUCTION

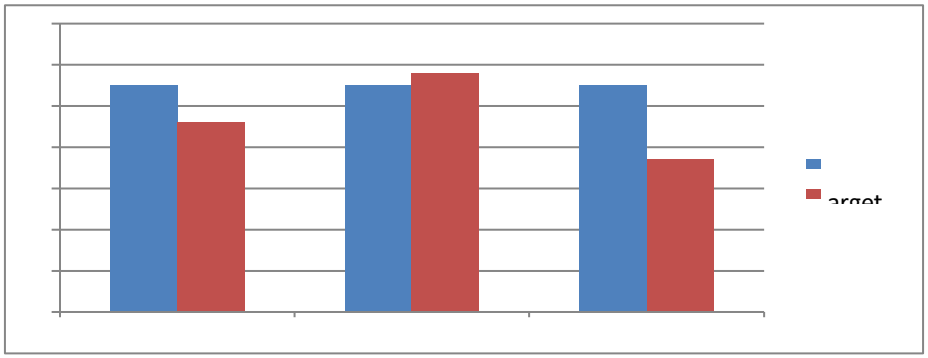
In today's very modern era, very rapid technological developments are encouraging many companies to create sophisticated technological tools. tall use compete with company other. Competition business this is getting rampant And become competitive so that product or service Which they The product offered still has a market and continues to provide benefits to a wide audience. However, a company's competitive success depends on the support of competent, high-quality human resources. No matter how sophisticated the technology or how much capital is invested, without the support of quality human resources, a company can fail at any time.

Source Power man become asset main company Which play a role crucial to achieve target organization with optimal. Source Power man is driving force in determining the operational success of a group or company. For reach success the employee must given Motivation as a stimulus encourages work enthusiasm. Highly motivated employees will be more diligent and diligent in their work, thus being more productive and more responsible and disciplined in their work.

One company that applies this principle is CV. Tanjung Mandiri Sejati. CV. Tanjung Mandiri Sejati is a business entity engaged in the construction project implementation sector and is a member of the association. GAPENSI. CV. Tanjung Mandiri Sejati is headquartered in East Kotawaringin Regency, Indonesia. CV. Tanjung Mandiri Sejati has a strong reputation for providing excellent service in the *Development area* . CV. Tanjung Mandiri Sejati was founded in 2018 under the ownership of Mr. Muslim as Director. Company This established with vision And mission as pioneer in the sector development expect can give contribution on Sustainable infrastructure construction creates additional benefits for the Indonesian community, while also focusing on *quality, innovation, and excellent customer service* . *The* following is employee performance data for CV. Tanjung Mandiri Sejati from 2022 to 2024.

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Picture 1. Data Performance Employee CV. Cape True Independence
Source : data from CV. Cape True Independence

Based on on data on picture 1 Which served, can seen A recapitulation of employee performance at CV. Tanjung Mandiri Sejati shows that employee performance at CV. Tanjung Mandiri Sejati in 2022 did not achieve its target. Then, in 2023, employee performance increased, and in 2024, employee performance decreased again. Opinion Priansa (2019) disclose that performance is The level of employee success in completing their assigned tasks. Performance is also known as *job performance* , *actual performance* , or *level of performance* . Several assumptions contribute to a decline in employee performance. CV. Cape Independent True on year 2024, allegedly factor work environment. The work environment is the overall atmosphere at the work location which includes aspect physique, social, psychological, And administrative Which Can It impacts employee performance, comfort, and well-being. According to Yamin et al., 2021, the work environment also serves as a form of company motivation to optimize employee morale.

Discipline factors can also be a factor in the decline in performance at CV Tanjung Mandiri Sejati. Optimal discipline represents responsibility. individual Which big on his job. Through discipline Work High employee motivation can achieve effective and optimal performance, including time discipline, regulations, and rules established by the company. Based on this explanation, researchers need to conduct a study entitled: "The Influence of Motivation, Discipline, and Work Environment on Employee Performance at CV. Tanjung Mandiri Sejati."

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REVIEW LIBRARY

Understanding Motivation

According to Maswar et al. (2020), motivation is the drive that drives a person to willingly and sincerely devote their full capacity in the form of skills, energy, and time to carry out work or responsibilities to achieve company goals or targets . Meanwhile, according to Sodik et al. (2020), motivation is a person's state that drives their will in carrying out their responsibilities to achieve goals.

Understanding Discipline

According to Sutrisno (2019), work discipline is an individual's attitude that is directly proportional to applicable regulations and operational procedures. According to Hasibuan (2020), discipline is an individual's awareness and willingness to comply with all company regulations and applicable social norms.

Understanding Environment Work

Definition of work environment, (Eric Hermawan, 2022) explains that condition Work Which conducive is something aspect Which can Increasing employee productivity and performance, as a result, has implications for increased efficiency while reducing company expenses. Subaris (2022) further emphasized that the work environment encompasses all aspects surrounding the work location that can influence employee performance and well-being. According to Subaris, the work environment encompasses not only physical conditions such as facilities and equipment, but also social dimensions such as interactions between employees, the work atmosphere, and company customs. Subaris emphasized that good and supportive working conditions can boost employee morale and performance, while simultaneously reducing stress and conflict in the workplace.

Understanding Performance Employee

Organizational performance is the overall performance achieved by an organization. The realization of organizational goals indicates the extent to which an

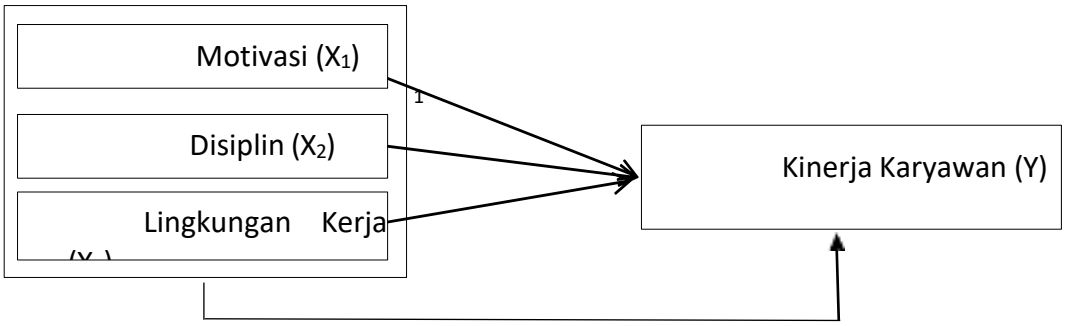
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organization is able to achieve its goals based on predetermined targets (Pasaribu & Manurung, Adler Haymans Rony, 2022).

Framework Conceptual

The following is an illustration of the conceptual framework in this research which represents the correlation between the independent variables and the dependent variable:



A. *Picture 2. Framework Conceptual*

Hypothesis Study

Based on review library And identification problem, hypothesis The questions proposed in this research are as follows:

1 H1: Motivation has a positive and significant influence on performance. Employees of CV. Tanjung Mandiri Sejati.
2 H2 : Discipline own influence positive And significant to Employee Performance of CV. Tanjung Mandiri Sejati.
3 H3: The work environment has a positive and significant influence on employee performance at CV. Tanjung Mandiri Sejati.
4 H4 : Motivation, Discipline And Environment Work own influence positive and significant on Employee Performance of CV. Tanjung Mandiri Sejati.

METHOD STUDY

Place And Research Time

This research was conducted at CV. Tanjung Mandiri Sejati, which is located at in road Little Riwut No. 48, Regency Kotawaringin East, Central Kalimantan, with data collection conducted *online* . The research period was January 2025 to January 2026.

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Method Study

This research approach utilizes quantitative research methods, which are appropriate for studies involving large, measurable, and highly visible populations, as well as studies aimed at testing hypotheses. This quantitative approach also utilizes numerical data, processes the data using statistical techniques, and tests the general applicability of theories or hypotheses. It is objective and relatively concise.

Population And Research Sample

Population

According to Sugiyono (2020), population is a general area that includes objects and subjects with specific qualities and characteristics determined by researchers to be studied and then interpreted.

Sample

According to Paramita, et al. (2021) sample is combination all over element which are events, objects, or individuals with similar characteristics, become the focus of researchers because they are considered as objects of study. The sample is determined in study This is all over Employee Which Work in CV. Cape Independent True. Study This use method Probability Sampling due to each population members determined become sample. On research This many sample The sample used was 110 respondents from all employees of CV. Tanjung Mandiri Sejati.

Type And Source Data

1. Primary Data: Primary data is information collected directly by researchers from primary sources for specific research purposes, such as interviews, observations, surveys, or questionnaires.
2. Secondary Data: Secondary data is information that has been collected and provided For public previously by party other Which the goal not the same with research Which middle implemented. Like Publication scientific and research journals, archives or company documents.

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Identification and Operational Definition of Research Variables

Table 1. Definition Operational Variables Study

Variables	definition	Indicator	Measurement
Motivation (X1)	Motivation is the drive to set attitude goals on group work, level of effort, and belief overcoming obstacles . George & Jones (2019)	1. Physiological 2. Sense of security 3. Social 4. Award 5. Actualization self Hasibuan (2019)	Scale *Likert*
Discipline (X2)	Discipline Work is the ability of employees to comply order orderly and rule which is enforced in the organization in a way consistent and responsible answer . Hasibuan (2020)	1. Compliance on the rules 2. Punctuality of work 3. Obedience on the rules of procedure 4. Consistency in carrying out tasks 5. attitude of responsibility (2020)	Scale *Likert*
Work Environment (X3)	work environment is something condition in a conducive work location including physical and non-physical aspects capable creates comfort, security, peace, comfort, and so on. (Octavia & Fernos, 2023)	1. Atmosphere Work 2. Relationship with work colleague 3. Availability of Facilities for Employees. (Jalil, 2020)	Scale *Likert*
Employee performance (Y)	Performance is the achievement of individual work achievements in terms of quality and quantity in line with the workload assigned to him (Sudiantini et al., 2023)	1. Quantity of work 2. Quality of work 3. Knowledge of cooperation (Subroto, (2019)	Scale *Likert*

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Technique Data analysis

A program called SmartPLS was used in the data analysis in this research. One statistical approach to path analysis is SmartPLS, which stands for Partial Least Squares Structural Equation Modeling. Testing model internal And external, as well as connection between research model variables, carried out using PLS-SEM.

Test Outer Model

Testing *outer model* covers two stages testing, namely significance testing And testing VIF. Testing significance observed based on level significance weight every parameter to variables latent through resampling method. In this case, the significance level must be ≤ 0.05 or a T- *statistic* of 1.96. VIF testing, if the VIF value ≤ 10, then it meets the *outer model testing criteria, while a VIF value > 10 does not meet the outer model* testing criteria . (Ghozali, 2021) .

Validity Test

As stated by Sugiyono (2018), it involves comparing data presented by researchers with data collected directly. from subject. Mark loading factor every indicator must exceed 0.70 and the AVE value must exceed 0.50 for SmartPLS to be considered valid.

Reliability Test

According to Sugiyono (2017), the consistency of data obtained from measurements of the same four objects is measured in a reliability test. If the composite reliability value and Cronbach's alpha value are greater than 0.60, the data is considered reliable.

Coefficient of Determination

The coefficient of determination reflects the extent of diversity utilized in the model. According to Kuncoro (2019), the multiple coefficient of determination is used to assess the model's capacity to explain the impact of independent variables on the dependent variable.

Testing Hypothesis In a way Simultan (Test F)

According to Ferdinand (2017), the complete structural model is tested using the F-test in SmartPLS. This test tells you whether the developed model variables have a

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statistically meaningful relationship. Furthermore, the SmartPLS F-test indicates whether the model variables contribute significantly to explaining the variation in the dependent variable.

Testing Hypothesis In a way Partial (Test T)

To identify whether the partial relationship between two variables is statistically significant, a t-test is used (Sujarweni, 2019). If the p-value is <0.05 and the t-statistic is >1.96 in SmartPLS, a t-test is performed.

DISCUSSION RESULTS STUDY

Characteristics Respondents

On research This there is character respondents as following **:**

1. Type Sex. From a number of 110 respondents, All over CV. Tanjung Mandiri Sejati employees number 89 male and 21 female employees. Age. Of the 110 respondents, most were aged between 25 and 45 .
2. Long Work. From a number of 110 respondents, All over An employee of CV. Tanjung Mandiri Sejati who has worked for more than a year.

Descriptive Statistics

Table 2. Descriptive Statistics

	Mean	Median	Min	Max	Standard Deviation
Discipline Work (X1)	24,309	24	17	30	3,680
Motivation (X2)	22,345	23	13	30	3,634
Environment Work (X3)	27,136	28	16	35	4,857
Performance Employee (Y)	22,127	22	14	30	3,581

Source: *Data Processed, 2025*

In the table, it can be observed that of the total 110 respondents, Discipline Work have average 24,309 with mark lowest 17 and the highest score is 30. Motivation has an average of 22,345 with the lowest score of 13 and the highest score of 30. Work Environment has an average of 27,136 with the lowest score of 16 and the highest score

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of 35. Employee Performance has an average (mean) of 22,127 with the lowest score of 22 and the highest score of 30.

Results Research Test

Outer Model

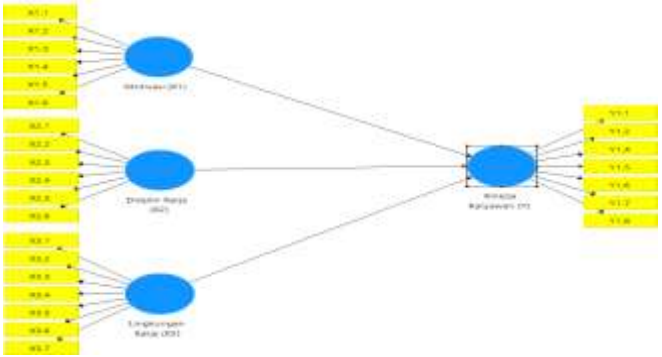
Convergent Validity Test

Convergent validity is evaluated by determining whether the measurement instruments there is difference, Which from conceptual arranged use evaluate the idea that identical, produce output Which reliable And in harmony. Validity Strong convergent validity indicates that the assessed measurement instrument stably measures the same fundamental construct, that is, the measurement instrument is able to represent the intended idea. Convergent validity testing in SmartPLS version 4.0 includes evaluation of outer loading and construct validity. the evaluate level connection between second variables. Purpose To meet the external loading value requirements, the figure must exceed 0.7. The following are the test findings.

Table 3. *Outer Loading Test*

Variables	Outer Loading Value
Work Discipline	1000
Motivation	1000
Environment Performance	1000
Employee performance	1,000

Source: *Data Processed, 2025*



Picture 3. Model Study

Source: SmartPLS (*Data Processed, 2025*)

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Sourced on table Which served looks output from *outer loading* on every construct. Number Which obtained must beyond 0.7 use in accordance with *outer loading* requirements . It appears from these results that each construct has mark Which exceed 0.7 its meaning every grains data all construct already appropriate testing *outer loading* . Discipline there is results *outer loading* (1000) > (0.7), Motivation has an *outer loading value* (1000) > (0.7), Work Environment has an *outer loading value* (1000) > (0.7), Employee Performance at CV. Tanjung Mandiri Sejati has an *outer loading result* (1,000) > (0.7).

Table 4. Construct Reliability and Validity Test

Variabel	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Motivasi	0.903	1.451	0.914	0.641
Disiplin Kerja	0.915	0.922	0.934	0.702
Lingkungan Kerja	0.932	0.937	0.945	0.711
Kinerja Karyawan	0.915	0.927	0.931	0.659

Source: *Data Processed, 2025*

The findings of the construct validity test are presented in the table above. The internal consistency of the composite must exceed 0.6 and the AVE value must exceed 0.5 for the test to be considered valid. The average variance value generated for each variable must exceed 0.5, and the composite reliability across all variables must exceed 0.5. exceed 0.6, like Which displayed on table. As the result, it was concluded that the data on all variables had fulfilled the construct validity test.

Discriminant Validity Test

Data analysis was carried out using SmartPLS version 4.0, and testing validity discriminant is part from outer model. This examination includes the Fornell Larcker Criteria, the HTMT correlation ratio test, and the cross-loading test.

Table 5. *Cross-Loading Test*

	Motivasi (X1)	Disiplin Kerja (X2)	Lingkungan Kerja (X3)	Kinerja Karyawan (Y)
Motivasi (X1)	1000	-0.005	-0.090	-0.132
Disiplin Kerja (X2)	-0.005	1000	0.799	0.676
Lingkungan Kerja (X3)	-0.090	0.799	1000	0.789
Kinerja Karyawan (Y)	-0.132	0.676	0.789	1000

Source: *Data Processed, 2025*

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The table shows that all measuring instruments have a cross-loading of 1,000, meaning all indicators are valid because the cross-loading value of the variables exceeds 0.70. This value indicates a positive relationship between the measuring instruments and each other.

Table 6. ***Heterotrait-Monotrait Ratio of Correlations (HTMT)***

	Motivasi (X1)	Disiplin Kerja (X2)	Lingkungan Kerja (X3)	Kinerja Karyawan (Y)
Motivasi (X1)	0.801	0.001	-0.148	-0158`
Disiplin Kerja (X2)		0.838		
Lingkungan Kerja (X3)		0.817	0.843	0.870
Kinerja Karyawan (Y)		0.742		0.812

Source: *Data Processed, 2025*

The HTMT values shown in the table above indicate that the required value is below 0.85 to meet the HTMT requirements. The HTMT requirements have been met because the value is below 0.85, namely 0.870. Based on the data presented, the HTMT for all constructs meets the requirements.

Table 7. ***Construct Reliability Test***

Variabel	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Motivasi	0.903	1.451	0.914	0.641
Disiplin Kerja	0.915	0.922	0.934	0.702
Lingkungan Kerja	0.932	0.937	0.945	0.711
Kinerja Karyawan	0.915	0.927	0.931	0.659

Source: *Data Processed, 2025*

Findings testing reliability construct Which covers reliability The composite reliability and Cronbach's Alpha values presented in the table above show that the composite reliability and Cronbach's Alpha values must exceed 0.6 to meet the criteria. The table shows that the composite reliability and Cronbach's Alpha values for all

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variables exceed 0.6. Thus, the reliability test is declared to meet the requirements for all constructs.

Inner Model

R- Square

R-squared, which is generally denoted by R2, is a measure that describe proportion diversity on variables latent bound Which can be explained by the independent latent variables in a model. A larger R-square indicates a better level of model fit, meaning that the independent latent variables in the model are able to explain or predict changes in the dependent latent variables.

Table 8. R- Square

	Adjusted R Square
Employee performance	0.758

Source: *Data Processed, 2025*

Based on the table presented, the adjusted R-square value is 0.758. Findings the indicates existence implications between Discipline Work, Motivation and Environment Work to Performance Employee classified as tall that is amounting to 75.8% and the remaining 24.2% contained other construct interventions that were not discussed in this study.

Hypothesis Testing

Testing hypothesis is testing validity to A assumptions with statistics to obtain a conclusion whether the assumption is accepted or rejected. In hypothesis testing, evidence in the form of data is collected to determine whether the formulated assumption is rejected or accepted.

Table 9. t -test

	T Statistics	P Values
Motivation	3,253	0.001
Work Discipline	2,148	0.032
Environment Work	13,625	0.000

Source: *Data Processed, 2025*

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Based on the table presented, it is identified that the t-statistic figure must exceed 1.987 or The p-value results are less than 0.05 so that it can be said that there are implications. The examination findings state that:

1. Motivation has a statistical t result (3.253 > 1.987) at the p value result (0.001 < 0.05) as the meaning there is a significant influence on the Employee Performance of CV. Tanjung Mandiri Sejati.
2. Work Discipline has a statistical t result (2.148 > 1.987) at the p value result (0.032 < 0.05) as the meaning there is a significant influence on the Employee Performance of CV. Tanjung Mandiri Sejati.
3. Environment Work have results t statistics (13,625 > 1,987) on The results of the p values (0.000 < 0.05) indicate that there is a significant influence on the employee performance of CV. Tanjung Mandiri Sejati.

Table 10. F -test

	Employee performance	P Value
Motivation, Discipline Work, Work Environment	18,132	0.000

Source: *Data Processed, 2025*

The F test is carried out to observe the implications for all independent variables. with simultaneously on variables dependent. Level Which implemented is 0.5 or 5%, if the significance level F / P Value < 0.05 means that the independent variable simultaneously has implications for the independent variable and vice versa (Ghozali, 2018). From table in on, Motivation, Discipline Work, And Environment Work with simultaneously there is results p values 0,000 < 0.05, so interpreted that Motivation, Work Discipline, and Work Environment simultaneously have implications for Employee Performance.

DISCUSSION

Influence Motivation to Employee performance

Motivation has t statistical results (3.253> 1.987) with p values (0.001< 0.05) as its meaning there is implications positive And significant on Performance Employee CV. Cape Independent True. Findings the indicates that motivation is a very crucial aspect that determines how much effort an employee will expend. The higher the individual employee's work motivation, tend increase Also performance Which produced. Motivation

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is an individual action to stimulate employee work enthusiasm, so that they try harder and carry out tasks with all their capacity and expertise. Which mastered. (Fauzi, 2018. Based on findings studies This participate This is supported by previous studies that found a positive impact on employee performance. These findings indicate that motivation is crucial during the human resources process, including recruitment, performance management, and strategy design. Increasing this drive also supports the formation of a more conducive organizational culture (Sriyanti Sinaga, 2021).

Influence Discipline to Employee performance

Discipline there is results t statistics (2,148 > 1,987) on p values (0.032 < 0.05) indicates a positive influence on employee performance. These results indicate that discipline should be an important prerequisite for performance. discipline Which tall can increase productivity, improve compliance with rules, responsibility, and work results, which ultimately achieves goals company. Discipline Which Good form regularity, efficiency time, and improve work performance. These findings are also in line with previous studies which stated that optimal work discipline can make employees feel at home in the company and do their best for their workplace (Amlelia Ade, 2024).

Influence Environment Work to Employee performance

The Work Environment has t-statistic results (13.625 > 1.987) at p values (0.000 < 0.05) which means there is an influence on CV Employee Performance. Cape Independent True **.** Environment Work is overall matter Which exist around employees that can impact them when carrying out their work. The work environment serves as a source of information and a location for carrying out activities, so a conducive work environment must be realized so that employees feel comfortable and at ease in the space to complete tasks and achieve optimal work effectiveness. This condition aligns with previous studies that suggest that a protected and pleasant work atmosphere can make individuals more comfortable. productive, diligent, as well as Serious in carry out their jobs. Conducive working conditions can be achieved if we pay attention to the components of the work environment, both physical and non-physical. Both tangible and intangible work environments impact employee performance because they are directly related to employees (Sedarmayanti, 2017).

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The Influence of Motivation, Work Discipline and Work Environment on Employee Performance

Motivation, Discipline Work And Environment Work to Performance Employees simultaneously have a p value of 0.000 < 0.05, as a result it is interpreted that Motivation, Work Discipline and Work Environment own influence to Performance Employee CV. Cape Independent True. Employees who receive motivation from the company will improve their performance, plus the creation of a comfortable work environment will support performance Which more effective And efficient. However, without discipline Which While employees may be diligent in following work procedures, they may miss crucial steps that ultimately hinder their performance. Employee performance can be achieved through several factors, including work discipline, the work environment, and motivation. These three aspects must be implemented to achieve optimal work results. According to previous studies by Nurjaya (2021) and Pereira & Said (2019), work discipline, work environment conditions, and motivation to work together positively influence employee performance.

CLOSING

Conclusion And Suggestion

Conclusion

Based on the findings and studies in this research, the following statements were interpreted as a result:

1. Work Discipline has significant positive implications for employee performance at CV. Tanjung Mandiri Sejati.
2. Motivation Work own influence positive Which significant to Employee performance at CV. Tanjung Mandiri Sejati.
3. The work environment has a significant positive influence on employee performance at CV. Tanjung Mandiri Sejati.
4. Work Discipline, Work Motivation, and Work Environment simultaneously have a significant influence on employee performance at CV. Tanjung Mandiri Sejati.

Suggestion

Based on on interpretation Which delivered in on, a number of suggestion by researchers as follows:

1. The findings of this study can be used as a reference for further research. Which study on factor Which influential on employee performance .

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2. To the management of CV. Tanjung Mandiri Sejati, to improve work discipline in each individual employee, provide work motivation to employees so that company targets are achieved, which can be in the form of promotions, bonuses or incentives measured by employee performance, and build a good, comfortable, and positive work environment, so that employee performance can be maximized.

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