



The Influence Of Work Discipline, Work Motivation, And Work Environment On Employee Performance At UD. Karya Jati

Ridwan Mahmud ¹, Budi Prabowo ²

^{1,2} Study Program of Administrasi Bisnis, Fakultas Ilmu Sosial dan Ilmu Politik Universitas Pembangunan Nasional "Veteran" Jawa Timur

Email: ¹ ridwanmahmud029@gmail.com, ² bprabowo621@gmail.com

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ABSTRACT

This study is used to test the influence of Work Discipline, Work Motivation, and Work Environment on Employee Performance at UD. Karya Jati. The method used is a quantitative method using primary and secondary data. The number of samples in this study is 48 respondents. Data were analyzed using SPSS software, and the analysis conducted includes validity test, reliability test, classical assumption test, multiple linear regression, coefficient of determination, F test, and t test. The research results show that (1) simultaneously, work discipline, work motivation, and work environment have a positive and significant effect on employee performance with a significance of $0.001 < 0.05$. Partially, (2) work discipline has a positive and significant effect on employee performance with a significance of $0.014 < 0.05$, (3) work motivation does not have a significant effect on employee performance with a significance of $0.106 > 0.05$, and (4) work environment has a positive and significant effect on employee performance with a significance of $0.003 < 0.05$. Based on research findings, it is recommended that UD. Karya Jati implement stricter sanctions against employees who violate industry regulations. Not only that, increasing employee motivation, such as by providing social security benefits, and paying more attention to workplace safety and comfort with the aim of improving their performance.

INTRODUCTION

In the growth of the industrial era 4.0 in Indonesia, an industry is required to be more competitive and have advantages and capacities to consistently survive in business competition with other industries. One of the efforts to face this is by improving the quality of human resources (HR) who play a major role in an industry in order to achieve the company's goals.

According to Indrastuti (2020) Human Resource Management is the process of regulating the interaction and role of labor owned by individuals, which is managed by HR professionals and managers, to manage 5M (Man, Money, Material, Method, Machine) efficiently and effectively in order to achieve maximum company goals. Cushway (1994) in Hertati (2019) also expressed a similar view that Human Resources is part of the process that helps organizations achieve their goals. So it can be concluded that Human Resource Management (HRM) is a scientific perspective that observes human relationships and tasks in carrying out business practices. Without the presence of human resources, it is impossible for an industry to operate smoothly. Therefore, an industry must have a commitment to improve the quality of its human resources by providing a comfortable working environment, thus creating a balance between the needs of employees and the demands of their jobs. With this, it will create good employee performance. Fitri (2020) It explains that employee performance is the process by which an organization observes to what extent an employee successfully performs their tasks well in the work environment. One of the keys to employees completing their tasks effectively is to maintain discipline. By having a disciplined behavior, employees can ensure that the work and responsibilities given can be completed according to the schedule that has been set. Fauzia (2019) explains that work discipline includes an attitude of compliance with policies and norms in the company, this aims to support employees in achieving company or organizational targets. Therefore, discipline can be measured through punctuality and awareness in doing something based on the applicable rules. The creation of a good employee performance is also inseparable from the existence of a motivation within the employee. Employees will do something well if they have enthusiasm within themselves or encouragement from outside their person. Fauzia (2019) explains that employee motivation is a drive that arises both from within the individual (internal) and from external factors. This drive encourages employees to give the best of their abilities in completing the assigned tasks, thus forming mature employee characteristics to support the achievement of company goals as well as employees' personal goals. The work environment is also one of the important points that can affect employee performance. The work environment is a social system that affects the behavior of individuals in the organization and the overall performance of the organization. A structured work environment can increase employee achievement, but a negative work environment will create more problems and is detrimental to the company.

UD. Karya Jati is a trading company that focuses on the furniture manufacturing industry located at Jalan Tirta Buana number 12, Peterongan District, Jombang Regency, East Java. Below are the results of employee performance appraisals at UD. Karya Jati.

Table 1 Performance Assessment

NO	Performance Assessment Categories	Rate
1.	Attendance	75
2.	Loyalty	80
3.	Creativity	81
4.	Discipline	75
5.	Motivation	78
6.	Cooperation	80
7.	Skills	82
Total Score		551

Source: UD. Karya Jati

In this table, it can be summarized that employee attendance and discipline at UD. Karya Jati has the lowest value of 75 and the highest value is in the skills category with a value of 82.

From the context of the existing background and problems, the author intends to process

the problem into a scientific work entitled *The Effect of Work Discipline, Work Motivation and Work Environment on Employee Performance at UD. Karya Jati*.

LITERATURE REVIEW

Work Discipline

Discipline is an instrument applied by company leaders to interact with their employees, encourage them to improve their attitudes, as well as their understanding and motivation to comply with organizational rules and social values (Rivai 2004 in Hidayat 2019). Sinambela (2016) cited in Pribowo Galy & Antonius (2024), defines work discipline as the awareness and willingness of employees to comply with all applicable organizational rules and social norms. According to Cahyono (2005) in Dewi & Trihudiyatmanto (2020), work discipline is an attitude characterized by awareness to comply with applicable rules and regulations, and to carry them out properly. Employees are expected to obey and obey these rules, because violations can result in sanctions. According to Handoko (2001) in Muzdalifah (2020), work discipline can be grouped into three types, namely: preventive discipline, corrective discipline, and progressive discipline. According to Hasibuan (2009) as explained by Burhannudin et al., (2019), factors that influence employee work discipline include; goals and abilities, leadership, compensation, and supervision.

Work Motivation

Work motivation is a stimulus to arouse work enthusiasm, encourage them to collaborate effectively, and unite their targets to achieve satisfaction at work (Hasibuan 2016 in Nurjaya, 2021). according to Yusuf (2021) cited in Lawang et al., 2024), outlines that motivation is elements that come from inside or outside the individual that affect psychological processes. According to Handoko (2010) stated in Dewi & Trihudiyatmanto (2020), motivation comes from the Latin root word "movere", which indicates the encouragement or provision of driving force that produces a person's work spirit so that they are motivated to work together, work effectively, and unite all their efforts to achieve satisfaction. Mangkunegara (2017) in Anggoro & Wijono (2022), states that work motivation is influenced by several factors, including: (1) Hard work, (2) Future orientation, (3) High level of aspiration, (4) Task/goal orientation, (5) Effort for progress, (6) Perseverance, (7) Choice of colleagues, and (8) Time utilization. According to Zameer, Ali, Nisar, and Amir (2014) as explained in Shihab et al., (2022), there are several indicators in increasing work motivation, including; salary, bonuses, employee welfare guarantees, feelings of security, and promotions.

Work Environment

Robbins and Judge (2017) in Setiawan & Krisnandi, (2024), explain that the work environment refers to conditions in the workplace that have the potential to influence the behavior and performance of employees. According to Sedarmayanti (2017) cited by Shihab et al., (2022), explains that the work environment includes all equipment, materials, workplaces, work techniques, and work structures both individually and in groups. Meanwhile, according to Nitisemito (2014) in Burhannudin et al., (2019), the work environment can be defined as a place where information sources are obtained and activities are carried out. Therefore, it is important to create good work environment conditions so that employees feel comfortable and at home in their workspace, so as to increase the level of efficiency. According to Afandi (2018) in Nurjaya, (2021), there are several factors that can create a good work environment, including: workplace building structure, spacious workspace, efficient air ventilation system, available worship facilities, and employee transportation facilities provided. According to Sunyoto (2012) cited by Muzdalifah (2020), work environment indicators include relationships between employees, work regulations, lighting, air circulation, and security.

Employee Performance

Employee performance is the result of the work of individuals or groups of people in an organization in accordance with their duties and obligations in order to achieve organizational targets legally, in accordance with applicable regulations, according to Sedarmayanti (2017) in Burhannudin et al., (2019). According to Mangkunegara (2003) in (Hustia, 2020), performance refers to how employees carry out their responsibilities by achieving work results in accordance with the quality and quantity standards that apply in the company. It can be concluded that all work actions, attitudes, and skills that lead to the achievement of work results can be considered as performance (Sutoro et al., 2020 in Rahmawati & Kusuma, 2024). According to Mondy (2002) as cited by Muzdalifah (2020), performance appraisal indicators include performance standards or components that are assessed and evaluated in carrying out work. Some of these indicators include: work quantity, work quality, initiative, adaptability, and cooperation. According to Amalia & Siagian (2021), there are several components that affect employee performance including; work enthusiasm, suitability in the field and ability, attitude of direct supervisors, work atmosphere, salary and incentives.

METHODS

This research is an associative research type with a quantitative approach. According to Darmanah (2019) associative research is a type of research that aims to identify the relationship between two or more variables. This research aims to develop a theory that can explain, predict, and control a phenomenon, there are at least two variables connected in this study. In this research, the population consists of all employees of UD. Karya Jati, totaling 91 people. The use of the Slovin formula to ensure the sample so as to create the number of samples to 48 respondents, the reason for using the Slovin formula in this research is used at the request of the research object, namely UD. Karya Jati with the aim of optimizing time in conducting research. The sampling technique applied is simple random sampling. This research comes from primary data and secondary data obtained from questionnaires. Not only that, this research also uses supporting information obtained from previous research. The data collection method of this study uses a questionnaire distributed in the form of a questionnaire to respondents. Data processing was carried out using SPSS statistical analysis tools. The analysis used in this research includes; validity test, reliability test, classical assumption test, multiple linear regression, coefficient of determination and F test and t test.

RESULTS

General Description of Respondents

This discussion explains the answers of the respondents, a description of the interviewees' personal circumstances in this research as follows; gender, age of respondents, level of education and duration of work.

1. Respondents by Gender

In this study, respondents were grouped by gender. In the context of work, gender also affects the types of activities performed by employees during work.

Table 2 Gender of Respondens

Gender	Total Respondents	Percentages (%)
Male	42	87,5
Female	6	12,5
Total	48	100

Source: Data Processed by Researchers, 2024

Based on the table, it can be seen that the number of male respondents is more dominant, namely 42 respondents or 87.5%. Meanwhile, female respondents were only 6 people or 12.5%.

2. Respondents by Age

In this study, respondents were grouped by age because age can affect the productivity of an employee. Age differences in the production process tend to affect the amount of energy and mental readiness of an employee.

Table 3 Age of Respondens

Age	Total Respondents	Percentages (%)
<25 Years	13	27,1
26-35 Years	15	31,2
36-45 Years	17	35,4
46-55 Years	1	2,1
>55 Years	2	4,2
Total	48	100

Source: Data Processed by Researchers, 2024

Based on this table, it can be seen that the number of respondents under 25 years of age was 13 respondents or 27.1%. Respondents aged 26-35 years totaled 15 respondents or 31.2%. Meanwhile, respondents aged 36-45 years dominated with 17 respondents or 35.4%. Respondents aged 46-55 years were only 1 respondent or 2.1%, while respondents over 55 years old amounted to 2 respondents or 4.2%.

3. Respondents by Education Level

In this study, participants were grouped by education level. In the context of work, the level of education usually affects the mindset and knowledge of employees during work.

Table 4 Edycation Level of Respondents

Type of Education	Total Respondents	Percentages (%)
Elementary school/equivalent	2	4,2
Junior high school/equivalent	13	27,1
High school/equivalent	32	66,7
Bachelor's degree	1	2,1
Total	48	100

Source: Data Processed by Researchers, 2024

Based on this table, it can be concluded that the number of respondents with elementary/equivalent education levels is 2 respondents or 4.2%. Respondents with junior high school/equivalent education levels totaled 13 respondents or 27.1%. Respondents with high school/equivalent education levels have the highest number, namely 32 respondents or 66.7%. Meanwhile, respondents with a Bachelor's degree were only 1 respondent or 2.1%.

4. Respondents Based on Length of Service

In this study, participants were grouped based on length of service. In the context of work, the level of education tends to influence the experience that employees have during their work.

Table 5 Respondent's Length of Service

Length of Service	Total Respondents	Percentages (%)
1-5 Years	17	35,42
6-10 Years	11	22,92
11-15 Years	15	31,25
16-20 Years	3	6,25
>20 Years	2	4,17
Total	48	100

Source: Data Processed by Researchers, 2024

Based on the table above, it can be concluded that respondents with a tenure of 1-5 years dominate with 17 respondents or have a percentage value of 35.42%, respondents with a tenure of 6-10 years are 11 respondents or have a percentage value of 22.92%, respondents with a length of service of 11-15 years are ranked second with 17 respondents or have a value percentage of 31.25%, and respondents with a length of service of 16-20 years are 3 respondents or have a value percentage of 6.25%, and the last and lowest value is respondents with a length of service of > 20 years with 2 respondents or have a value percentage of 4.17%.

Validity Test Results

The validity test is intended to ensure the quality of a testing tool, such as a reliable questionnaire, the questionnaire is concluded to be valid if the questions or statements can explain the purpose of the questionnaire properly (Sugiyono 2022).

Table 6 Validity Test Results

Variables	Correlation Coefficient (r count)	r table	Description
Work Discipline (X1)			
Indicator X1	0,284	0,616	Valid
Indicator X1	0,284	0,524	Valid
Indicator X1	0,284	0,478	Valid
Indicator X1	0,284	0,781	Valid
Indicator X1	0,284	0,816	Valid
Work Motivation (X2)			
Indicator X2	0,284	0,570	Valid
Indicator X2	0,284	0,568	Valid
Indicator X2	0,284	0,617	Valid
Indicator X2	0,284	0,688	Valid
Indicator X2	0,284	0,723	Valid
Work Environment (X3)			
Indicator X3	0,284	0,483	Valid
Indicator X3	0,284	0,593	Valid
Indicator X3	0,284	0,676	Valid
Indicator X3	0,284	0,741	Valid
Indicator X3	0,284	0,633	Valid
Employee Performance (Y1)			
Indicator Y1	0,284	0,741	Valid
Indicator Y1	0,284	0,825	Valid
Indicator Y1	0,284	0,659	Valid
Indicator Y1	0,284	0,413	Valid
Indicator Y1	0,284	0,517	Valid
Indicator Y1	0,284	0,448	Valid

Source: Data Processed by Researchers, 2024

Based on the above tests, it can be concluded that in the validity test table, all statement indicators for work discipline, work motivation, work environment, and employee performance variables have been said to be valid because the calculated r value is greater than the r table value of 0.284.

Reliability Test Results

Table 7 Reliability Test Results

Variabel	Nilai Cronbach's Alpha	Keterangan
Disiplin Kerja (X1)	0,642	Reliabel
Motivasi Kerja (X2)	0,609	Reliabel
Lingkungan Kerja (X3)	0,610	Reliabel
Kinerja Karyawan (Y1)	0,641	Reliabel

Source: Data Processed by Researchers, 2024

Based on the explanation of the table above, it can be concluded that from the reliability test table, the Cronbach Alpha values for work discipline, work motivation, work environment, and employee performance variables are all greater than 0.60. Thus, these variables can be considered reliable.

Normality test results

The normality test is focused on checking whether the confounding variables in the regression form have a fair distribution or not. The Komogorov-Smirnov (K-S) test can be used to perform the normality test.

Table 8 Normality test results

One-Sample Kolmogorov-Smirnov Test

			Unstandardized Residual
N			48
Normal Parameters a,b	Mean		0,00000
	Std. Deviation		1,1741
Most Extreme Differences	Absolute		0,081
	Positive		0,081
	Negative		-0,044
Kolmogorov -Smirnov Z			0,081
Asy mp. Sig. (2-tailed)			0,200
Monte Carlo Sig. (2-tailed) ^c	Sig.		0,604
		99% Confidence Interval	
	Lower Bound		0,591
	Upper Bound		0,617

a. Test distribution is Normal.

b. Calculated from data.

Source: Data Processed by Researchers, 2024

Based on the value of the Kolmogorov-Smirnov test above, the amount of 0.200 is greater than 0.05. With this, it can be concluded that the regression model residuals are fairly distributed.

Multicollinearity Test Results

Multicollinearity test is focused on seeing whether the regression form has a relationship between independent variables.

Table 9 Multicollinearity Test Results

Model		Coefficient ^a	
		Tolerance	VIF
1	DISIPLIN	0,401	2,491
	MOTIVASI	0,417	2,397
	LINGKUNGAN	0,653	1,532

a. Dependent Variable: KINERJA

Source: Data Processed by Researchers, 2024

Based on the information provided, it can be concluded that there is no multicollinearity constraint in the regression form used in this research. This is because all variables (work discipline, work motivation, and work environment) have tolerance values above 0.1 and VIF values below 10, indicating that there is no indication of multicollinearity.

Heteroscedasticity Test Results

The heteroscedasticity test is a test intended to determine whether there are differences in the variation (variance) of the residuals between studies in the regression model.

Table 10 Heteroscedasticity Test Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6,088	4,953		1,229	0,226
	DISIPLIN	-0,15	0,329	-0,01	0,044	0,965
	MOTIVASI	0,15	0,303	0,111	0,496	0,622
	LINGKUNGAN	-0,466	0,25	-0,332	-1,863	0,069

a. Dependent Variable: LNU2I

Source: Data Processed by Researchers, 2024

Based on the information provided, it can be concluded that there are no signs of heteroscedasticity in the data. This is supported by the fact that the significance value is greater than 0.05 for all independent variables in the heteroscedasticity test.

Multiple Regression Analysis Test Results

Multiple linear regression analysis is a statistical procedure to calculate the bond of one dependent variable with two or more independent variables.

Table 11 Multiple Regression Analysis Test Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2,148	2,56		0,839	0,406
	DISIPLIN	0,434	0,17	0,358	2,549	0,014
	MOTIVASI	0,259	0,157	0,227	1,651	0,106
	LINGKUNGAN	0,413	0,129	0,351	3,193	0,003

a. Dependent Variable: KINERJA

Source: Data Processed by Researchers, 2024

Based on the regression calculations in the previous table, the regression equations used in this research include:

$$Y = 2,148 + 0,434(X1) + 0,259(X2) + 0,413(X3)$$

The results of the previous regression equation are presented below:

1. The constant value (intercept) of 2.148 shows that if all independent variables (X1, X2, X3) are 0, which means the value of the dependent variable (Y) will be 2.148.
2. The regression coefficient for variable X1 of 0.434 shows that if variable X1 increases, which means variable Y will also increase by 0.434.
3. The regression coefficient for variable X2 of 0.259 shows that if the X2 variable increases, which means that the Y variable will also increase by 0.259.
4. The regression coefficient for variable X3 of 0.413 shows that if variable X3 increases, which means variable Y will also increase by 0.413.

Determination Coefficient Analysis Results

The coefficient of determination (R²) is a measuring tool used to calculate how well the independent variables (X1, X2, X3) can describe the variation in the dependent variable (Y) in the regression model.

Table 12 Determination Coefficient Analysis Results

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,808 ^a	0,652	0,629	1,213

a. Predictors: (Constant), DISIPLIN, MOTIVASI, LINGKUNGAN

Source: Data Processed by Researchers, 2024

Based on the Adjusted R Square value of 0.629, it states that 62.9% of the variation in employee performance variables can be explained by the independent variables (work discipline, work motivation, and work environment) in the regression model. The remaining 37.1% may be influenced by additional components not described in this research.

Partial Test Results (t)

Partial tests are applied to evaluate the hypothesis by considering the influence of each variable on the dependent variable.

Table 13 Partial Test Results (t)

Coefficient^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2,148	2,56		0,839	0,406
	DISIPLIN	0,434	0,17	0,358	2,549	0,014
	MOTIVASI	0,259	0,157	0,227	1,651	0,106
	LINGKUNGAN	0,413	0,129	0,351	3,193	0,003

a. Dependent Variable: KINERJA

Source: Data Processed by Researchers, 2024

Based on the test results shown earlier, it can be concluded that the effect of each independent variable on the dependent variable is:

1. Work discipline:
Sig. value for variable X1 is 0.014 < 0.05, indicating that work discipline has a significant positive effect on employee performance.

2. Work motivation:

The Sig. value for variable X2 is 0.106 > 0.05, indicating that work motivation has no significant effect on employee performance.

3. Work environment:

Sig. value for variable X3 is 0.003 < 0.05, indicating that the work environment has a significant positive effect on employee performance.

Simultaneous Test Results (F)

Simultaneous tests are used to assess hypotheses concerning the simultaneous influence of one or more independent variables on the dependent variable.

Table 14 Simultaneous Test Results (F)ANOVA^a

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	121,521	3	40,507	27,508	0,001
	Residual	64,791	44	1,473		
	Total	186,312	47			

a. Dependent Variable: Kinerja

b. Predictors: (Constant), LINGKUNGAN, MOTIVASI, DISIPLIN

Source: Data Processed by Researchers, 2024

Based on the test results above, it is known that the Sig. value obtained in the amount of (0.001 < 0.05) shows that together, the independent variables have a positive and significant effect on the dependent variable.

DISCUSSION**The Effect Of Work Discipline On Employee Performance**

Based on the results of hypothesis testing, it can be determined that the work discipline variable (X1) partially has a positive and significant effect on employee performance (Y) at UD. Karya Jati. The significance value of 0.014 < 0.05 indicates that the hypothesis is acceptable. In other words, respondents considered that the level of discipline was sufficient to meet the standards and regulations that apply in the company. However, it still has to be improved, especially on the "punctuality" indicator which gets the lowest response value from the respondents. From the above results, if the higher the level of work discipline, employee performance at UD. Karya Jati will also be better. The results of this study are in line with previous research conducted by (Dermawan & Dwiridhotjahjono, 2020) which explains that work discipline has a positive and significant effect on employee performance.

The Effect Of Work Motivation On Employee Performance

Based on the results of hypothesis testing, it can be determined that the work motivation variable (X2) partially has no significant effect on employee performance (Y) at UD. Karya Jati, with a significance value of 0.106 > 0.05, the hypothesis is rejected. In other words, the motivation received by employees is considered insufficient to improve their performance. This can be caused by the lack of awards or bonuses and the lack of social security provided by superiors. From the above results, if the higher the work motivation, it does not have a significant effect on improving employee performance at UD. Karya Jati. The results of this study are in line with previous research conducted by (Siahaan, 2019) which explains that work motivation has no significant effect on employee performance.

The Effect Of Work Environment On Employee Performance

Based on the results of hypothesis testing, it can be determined that the work environment variable (X3) partially has a positive and significant effect on employee performance (Y) at UD. Karya Jati. The significance value of $0.003 < 0.05$ indicates that the hypothesis is acceptable. In other words, respondents considered that the level of conduciveness of the work environment at UD.

Karya Jati is quite good this includes; the relationship between employees and superiors and security in the workplace. However, there are indicators that must be improved, namely the aspect of "air circulation" which gets the lowest response value from the respondents. From the above results, if the more conducive the work environment, the performance of employees at UD. Karya Jati will also be better. The results of this study are in line with previous research conducted by Hustia (2020) which explains that the work environment has a positive and significant effect on employee performance.

CONCLUSION

1. The first hypothesis which states that the variables of work discipline (X1), work motivation (X2), and work environment (X3) simultaneously have a positive and significant effect on employee performance (Y) at UD. Karya Jati is accepted, with a significance of $0.001 < 0.05$.
2. The second hypothesis which states that the work discipline variable (X1) has a positive and significant effect individually on employee performance (Y) at UD. Karya Jati is accepted, with a significance of $0.014 < 0.05$.
3. The third hypothesis which states that the work motivation variable (X2) has no individual effect on employee performance (Y) at UD. Karya Jati is rejected, with a significance of $0.106 > 0.05$.
4. The fourth hypothesis which states that the work environment variable (X3) has a positive and significant effect individually on employee performance (Y) at UD. Karya Jati is accepted, with a significance of $0.003 < 0.05$.

SUGGESTION

1. It is known that in the work discipline variable (X1), the statement indicator about "punctuality" received the lowest response. As a solution, it is recommended that employees increase awareness of time management and comply with established company rules, so that work can be completed on time and not delayed.
2. It is known that in the work motivation variable (X2) the statement indicator regarding "labor social security and health insurance" received the lowest response. As a solution, it is recommended that companies provide labor social security and health insurance facilities so that employees can work safely and comfortably.
3. It is known that in the work environment variable (X3) the statement indicator "air circulation" received the lowest response. As a solution, it is recommended that companies pay attention to air temperature so that employees can work more comfortably and can improve their performance.

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