

# **Determination Of Motivation, Work Discipline, and Work Environment in Improving Employee Performance**

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## **Abstract**

This research aims to explore the impacts of motivation, work discipline, and work environment on employee performance at PT Aurora Indah Elektrik. The study involved 48 contract employees as the population, with an equal number of samples taken. Data collection was conducted through questionnaires and analyzed using multiple linear regression method aided by SPSS 24.0. The analysis results indicated that motivation, work discipline, and work environment individually as well as collectively had a significant positive effect on employee performance. The most influential variable was work motivation. Additionally, the majority of the variation in employee performance could be explained by motivation, work discipline, and work environment, while other factors also made significant contributions. In conclusion, the relationship between employee performance and motivation, work discipline, and work environment demonstrated a strong correlation.

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

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**Introduction**

PT. Aurora Indah Elektrik is a company engaged in the assembly of neon lamps and LED lamps. Established in 2012, the company is located at Jalan Medan-Binjai Km. 11.5, Puji Mulyo Village, Sunggal District. Most of its employees are contract-based workers with a heavy workload. This is because the company pursues monthly production targets, thereby enforcing a policy of high work targets for its employees (Wakhyuni et al., 2021). As a result, employees are required to deliver optimal performance in order to complete the workloads assigned to them (Waruwu & Ain, 2022).

Employee performance is crucial for PT. Aurora Indah Elektrik as it directly affects the achievement of monthly production targets. As a company assembling neon and LED lamps, PT. Aurora Indah Elektrik relies on employee efficiency and productivity to meet the increasing market demand. Employees who perform optimally ensure smooth production and high product quality, which in turn enhances customer trust. Moreover, good employee performance has the potential to reduce production costs and strengthen the company's competitiveness in the market. Therefore, PT. Aurora Indah Elektrik requires employees who can make maximum contributions to ensure the success and growth of the company (Wakhyuni & Wening, 2021).

The results of observations and preliminary surveys indicate that some contract-based employees experience declining work motivation, as reflected in declining productivity, reduced initiative and enthusiasm, as well as growing complaints and dissatisfaction. This situation has weakened employees' emotional and psychological engagement with their jobs (Yolinza & Marlius, 2023). Yet, work motivation is vital for employee performance because motivated employees tend to have strong intrinsic and extrinsic drives to achieve their work goals (Wakhyuni & Wening, 2021; Jufrizen & Noor, 2022). High motivation increases enthusiasm, the desire to achieve better results, and greater effort in carrying out their tasks (Setiawan, 2022).

The observations and preliminary surveys also reveal that some contract workers often commit indiscipline, marked by frequent violations of company rules and procedures. Such behavior results in product defects, inefficient use of working hours, tardiness, and neglect of assigned workloads (Dewi & Marpaung, 2023). Indiscipline negatively affects employee performance because high-performing employees usually demonstrate compliance with rules and procedures, regular work habits, and strong responsibility for their tasks (Ahmad, 2019). Consistent work discipline ensures efficiency, timeliness, and quality in task execution (Setiawan, 2022).

In addition, some employees complain about uncomfortable physical conditions at the factory, such as excessive heat, poor ventilation that reduces air circulation, and high humidity. This situation is exacerbated by a cluttered workspace filled with production materials, limited working space, and excessive machine noise. These unfavorable conditions reduce employee comfort at work, which may negatively affect performance (Waruwu & Ain, 2022). A positive and supportive work environment creates a pleasant atmosphere, provides comfort, and thus enhances employee performance (Verawati et al., 2023; Setiawan & Ritonga, 2017).

The high monthly production targets that must be met by PT. Aurora Indah Elektrik requires the company to ensure that every contract employee is able to deliver good performance so that the assigned work targets can be achieved (Wakhyuni et al., 2021). This is to guarantee that production targets are not disrupted (Ritonga et al., 2020).

Individually and collectively, whether work motivation, work discipline, and the work environment affect employee performance at PT. Aurora Indah Elektrik forms the research problem of this study.

## Literature Review

### 2.1 Employee Performance

Employee performance refers to the outcomes achieved by individuals in carrying out their tasks and responsibilities in the workplace. This includes efficiency, productivity, quality of work, and contribution to organizational goals. Employee performance plays a vital role in a company's success as it directly impacts the achievement of corporate objectives, as well as its reputation and business sustainability. Performance is the result of work and behavior accomplished in completing assigned tasks and responsibilities within a specific period (Kasmir, 2018). Kasmir (2018) explains that there are many factors influencing employee performance, both results and work behaviors, such as work discipline, organizational culture, job satisfaction, ability and expertise, leadership style, knowledge, job design, work environment, personality, work motivation, leadership, loyalty, and commitment. Effective management in motivating, managing, and developing employees helps improve individual and organizational performance. Thus, employee performance is a key element in achieving competitive advantage and sustainable business growth.

Work quality, work quantity, time utilization, and teamwork are the four main indicators of performance (Kasmir, 2018). Studies conducted by Soejarminto & Hidayat (2023), Bukhori & Karnawati (2023), Nofianto & Suwitho (2022), and Hustia (2020) demonstrate that work motivation, work discipline, and work environment simultaneously have a positive and significant effect on employee performance.

### 2.2 Work Motivation

Work motivation is the driving force that encourages an employee to take positive actions aligned with the needs and goals of the company (Rivai, 2019). Employee work motivation can also be defined as an internal force that drives individuals to achieve goals and satisfaction at work. Motivation may arise from various sources, such as intrinsic drives (personal satisfaction, achievement) and extrinsic drives (recognition, financial incentives). Employees with high work motivation tend to be more enthusiastic, focused, and persistent in performing their tasks. They feel connected to the company's goals and find meaning in their work. The relationship between work motivation and employee performance is close, as high motivation can increase productivity and work quality. Motivated employees are also more likely to seek creative solutions, overcome obstacles, and adapt to changes. Therefore, management that succeeds in fostering employee motivation can achieve better performance and increase overall organizational success.

Motives, expectations, and incentives are the three main indicators of work motivation (Rivai, 2019). Research conducted by Putra & Fernos (2023), Yolinza & Marlius (2023), Tsuraya & Fernos (2023), and Jufrizen & Noor (2022) shows that individually or partially, work motivation has a positive and significant effect on employee performance.

### 2.3 Work Discipline

Work discipline is an attitude in which an individual willingly and voluntarily complies with and adheres to the rules and norms prevailing in their environment (Sutrisno, 2017). Work discipline refers to compliance and responsibility in performing work tasks in accordance with established rules, norms, and standards. This includes punctual attendance, meeting deadlines, consistent work quality, and adherence to operational procedures. Employees with strong work discipline tend to be more reliable, efficient, and productive in carrying out their tasks. Such employees usually achieve higher productivity levels, complete their tasks effectively and efficiently, produce quality work, and meet company targets. Furthermore, consistent work discipline creates an orderly and stable work environment, which in turn enhances overall team or departmental performance.

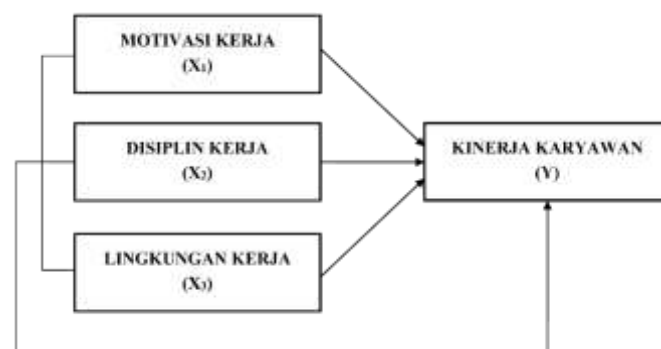
Absenteeism, compliance with rules, adherence to work standards, and a high level of vigilance are the four main indicators of work discipline (Sutrisno, 2017). Research conducted by Dewi & Marpaung (2023), Fajri et al. (2022), Maharani et al. (2022), and Erni et al. (2022) demonstrates that individually or partially, work discipline has a positive and significant effect on employee performance.

## 2.4 Work Environment

The work environment encompasses all factors present around an employee that have the potential to influence the execution of assigned tasks (Nitisemito, 2020). The work environment refers to all physical, social, and psychological elements in the workplace that affect employee experience and behavior. This includes work atmosphere, relationships among employees, company policies, physical facilities, and organizational culture. A positive work environment creates conditions that make employees feel comfortable, motivated, and high-performing. Conversely, an unsupportive or toxic work environment may hinder motivation and employee performance. A supportive, inclusive environment that fosters employee development tends to increase motivation, engagement, and productivity. On the other hand, environments filled with conflict, pressure, or injustice may cause stress, dissatisfaction, and performance decline.

Facilities, lighting, air temperature, workspace layout, and employee relationships are the five main indicators of the work environment (Nitisemito, 2020). Research conducted by Verawati et al. (2023), Saputra & Fernos (2023), Wokas et al. (2022), and Shihab et al. (2022) shows that individually or partially, the work environment has a positive and significant effect on employee performance.

Based on the theories and research journals reviewed, it is hypothesized that work motivation, work discipline, and work environment—both individually (partially) and collectively (simultaneously)—have a positive and significant effect on the performance of employees at PT. Aurora Beautiful Electric.



**Figure 1. Conceptual Framework of the Research**

## Research Methodology

This research was conducted at PT. Aurora Indah Elektrik, located at Jalan Medan-Binjai Km 11.5, Deli Serdang, North Sumatra 20351. The subjects of the study included all 48 contract-based employees of PT. Aurora Indah Elektrik, who served as the research population. The research sample also consisted of 48 employees, selected using a saturated sampling technique. The study employed three independent variables, namely Work Motivation (X<sub>1</sub>), Work Discipline (X<sub>2</sub>), and Work Environment (X<sub>3</sub>), along with one dependent variable, Employee Performance (Y).

The research method applied was an associative-quantitative approach, with quantitative data analysis using multiple linear regression assisted by SPSS version 24.0. Questionnaire data collected were converted into numerical values using a Likert scale to enable statistical

processing in SPSS. The preliminary analysis included validity and reliability testing of the data. Subsequently, classical assumption tests were conducted, including normality, multicollinearity, and heteroscedasticity tests. Finally, multiple linear regression analysis was performed based on the established formula (Hasibuan, 2022; Ahmad, 2022).

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

Explanation: Y = Employee Performance,  $\alpha$  = Constant,  $\beta$  = Regression Coefficient,

Hypothesis testing was conducted in two stages, namely the t-test (partial test) and the F-test (simultaneous test), which aimed to identify the effects both partially and simultaneously (Wakhyuni & Wening, 2021). The final step involved the coefficient of determination ( $R^2$  test) to evaluate the contribution of the independent variables to the dependent variable and the extent of their influence (Andika, 2019).

## RESEARCH RESULTS AND DISCUSSION

### Research result

#### 4.1 Data Quality Test

##### a. Validity Test

Validity testing is used to examine the extent to which a measurement instrument can accurately measure what it is intended to measure (Setiawan, 2022).

**Table 1. Validity Test Results**

Variable	Item No.	Symbol	r-count	r-table	Validity
Work Motivation (X1)	1	X1-1.1	0.904	0.279	Valid
	2	X1-1.2	0.672	0.279	Valid
	3	X1-1.3	0.802	0.279	Valid
	4	X1-2.1	0.922	0.279	Valid
	5	X1-2.2	0.929	0.279	Valid
	6	X1-2.3	0.548	0.279	Valid
	7	X1-3.1	0.956	0.279	Valid
	8	X1-3.2	0.866	0.279	Valid
	9	X1-3.3	0.903	0.279	Valid
Work Discipline (X2)	1	X2-1.1	0.735	0.279	Valid
	2	X2-1.2	0.402	0.279	Valid
	3	X2-2.1	0.419	0.279	Valid
	4	X2-2.2	0.835	0.279	Valid
	5	X2-3.1	0.622	0.279	Valid
	6	X2-3.2	0.808	0.279	Valid
	7	X2-4.1	0.823	0.279	Valid
	8	X2-4.2	0.615	0.279	Valid
Work Environment (X3)	1	X3-1.1	0.769	0.279	Valid
	2	X3-1.2	0.661	0.279	Valid
	3	X3-2.1	0.629	0.279	Valid
	4	X3-2.2	0.756	0.279	Valid
	5	X3-3.1	0.594	0.279	Valid
	6	X3-3.2	0.741	0.279	Valid
	7	X3-4.1	0.578	0.279	Valid
	8	X3-4.2	0.880	0.279	Valid
	9	X3-5.1	0.533	0.279	Valid
	10	X3-5.2	0.880	0.279	Valid
	1	Y-1.1	0.836	0.279	Valid

Variable	Item No.	Symbol	r-count	r-table	Validity
Employee Performance (Y)	2	Y-1.2	0.699	0.279	Valid
	3	Y-2.1	0.421	0.279	Valid
	4	Y-2.2	0.813	0.279	Valid
	5	Y-3.1	0.508	0.279	Valid
	6	Y-3.2	0.868	0.279	Valid
	7	Y-4.1	0.475	0.279	Valid
	8	Y-4.2	0.893	0.279	Valid

The results of the validity test show that each question item for the variables Work Motivation (X1), Work Discipline (X2), Work Environment (X3), and Employee Performance (Y) has an r-count value greater than the r-table, or  $r\text{-count} > 0.279$ . This finding confirms that the data obtained from the distribution of questionnaires for each variable are considered valid and reliable for use in further analysis, in line with previous research (Sugiyono, 2016).

#### b. Reliability Test

Reliability tests are used to evaluate the reliability and consistency of measurement instruments in producing consistent results over time (Setiawan & Ritonga, 2017).

**Table 2. Reliability Test Results**

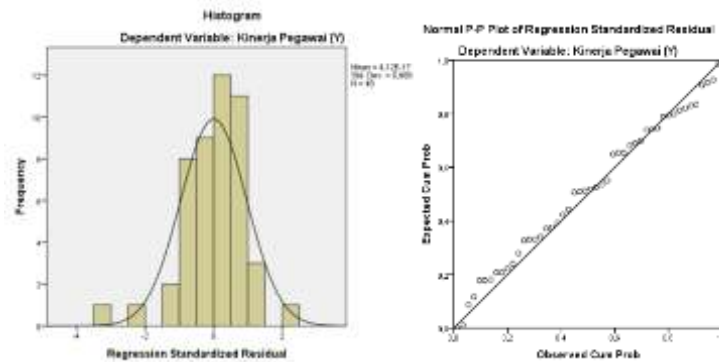
Reliability Statistics				
Variables	<i>Cronbach's Alpha</i>	<i>N of Items</i>	<i>Cronbach's Alpha Minimum</i>	Reliability
Work Motivation (X1)	<b>0.959</b>	9	0.70	<b>Reliable</b>
Work Discipline (X2)	<b>0.887</b>	8	0.70	<b>Reliable</b>
Work Environment (X3)	<b>0.921</b>	10	0.70	<b>Reliable</b>
Employee Performance (Y)	<b>0.899</b>	8	0.70	<b>Reliable</b>

The results of the reliability test show that each variable of Work Motivation (X1), Work Discipline (X2), Work Environment (X3), and Employee Performance (Y) has a Cronbach's Alpha value exceeding 0.70. This finding confirms that all data obtained from the questionnaire distribution for each variable is considered reliable and can be trusted for use in further analysis (Sujarweni, 2016).

## 4.2 Classical Assumption Test

### a. Data Normality Test

The normality test is used to check whether the data in the sample is normally distributed or not (Ritonga et al, 2020).



**Figure 2. Histogram Curve and PP Plot Graph of Normality**

The histogram graph shows a bell-shaped pattern that is convex in the center, with a symmetrical data distribution that is not skewed to the left or right, as explained by Setiawan (2018) and Waruwu & Aina (2022). The PP plot depicts the distribution of data points around a diagonal line, with most data points located close to the line. This distribution of points indicates that the respondents' answers have a normal distribution, which meets the assumption of normality for the regression model (Setiawan et al., 2018) (Wakhyuni & Dalimunthe, 2020).

**Table 3. Data Normality with the Kolmogorov-Smirnov Test**

<b>One-Sample Kolmogorov-Smirnov Test</b>	
	Unstandardized Residual
N	48
Asymp. Sig. (2-tailed)	<b>0.200c,d</b>

The Kolmogorov-Smirnov test results showed a significance value of 0.200, which is greater than 0.05. This indicates that the data has a normal distribution (Manullang & Manuntun, 2016), thus meeting the requirements of the classical assumption test (Andika, 2019).

#### **b. Multicollinearity Test**

The multicollinearity test is used to examine the relationship between independent variables in the regression model (Setiawan, 2018).

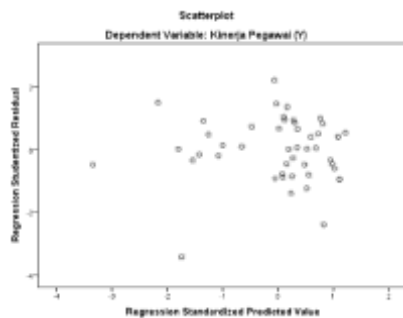
**Table 4. Multicollinearity Test Results**

Coefficients <sup>a</sup>						
Model		Collinearity Statistics				Conclusion
		Tolerance	Minimum Tolerance	VIF	Maximum VIF	
1	(Constant)					No Multicollinearity Problem
	Work Motivation (X1)	0.122	0.10	8,211	10	
	Work Discipline (X2)	0.137	0.10	7,279	10	
	Work Environment (X3)	0.215	0.10	4,659	10	
a. Dependent Variable: Employee Performance (Y)						

The multicollinearity test shows that the tolerance and VIF (Variance Inflation Factor) values for each variable, namely Work Motivation (X1), Work Discipline (X2), and Work Environment (X3), are within the range that meets the criteria. Tolerance is greater than 0.10 and VIF is less than 10 (Manullang & Manuntun, 2016), indicating the absence of multicollinearity problems in these variables (Darmilisani, 2021).

### c. Heteroscedasticity Test

The heteroscedasticity test is used to evaluate whether the variation of the dependent variable is not constant across all levels of the independent variable in the regression model, but rather varies unevenly (Wakhyuni et al, 2021)



Coefficients <sup>a</sup>				
Model		Sig.	Sig. Requirements	Conclusion
1	(Constant)	0.059		<b>No Heteroscedasticity Symptoms</b>
	Work Motivation (X1)	<b>0.335</b>	> 0.05	
	Work Discipline (X2)	<b>0.956</b>	> 0.05	
	Work Environment (X3)	<b>0.125</b>	> 0.05	
<b>a. Dependent Variable: Absolute Residual</b>				

**Figure 3. Scatterplot Graph and Glejser Test**

The scatterplot diagram shows that the 48 data points are randomly distributed without a clear pattern, are not grouped, and are evenly distributed along the zero Y-axis. This indicates the absence of heteroscedasticity in the regression model (Merya et al., 2021). The Glejser test results also show that the variables Work Motivation (X1), Work Discipline (X2), and Work Environment (X3) have a significance value (sig) greater than 0.05, indicating the absence of heteroscedasticity in each independent variable. Therefore, the regression model can be said to meet standard assumptions (Soejarminto & Hidayat, 2023).

### 4.3 Multiple Linear Regression Analysis

Multiple linear regression analysis is a statistical method used to understand the relationship between one dependent variable and two or more independent variables in a regression model (Sujarweni, 2016). Multiple linear regression analysis is used to understand the relationship between one dependent variable and two or more independent variables in a regression model, with the aim of predicting the value of the dependent variable based on the independent variables (Ahmad, 2022).



**Table 5. Multiple Linear Regression Test Results**

<i>Coefficients<sup>a</sup></i>						
<b>Model</b>		<i>Unstandardized Coefficients</i>		<i>Standardized Coefficients</i>	<b>Direction of Influence</b>	<b>Percentage of Influence</b>
		<b>B</b>	<b>Std. Error</b>	<b>Beta</b>		
1	(Constant)	<b>1,828</b>	1,230			
	Work Motivation (X1)	<b>0.342</b>	0.088	0.429	<b>Positive</b>	<b>34.2%</b>
	Work Discipline (X2)	<b>0.291</b>	0.102	0.295	<b>Positive</b>	<b>29.1%</b>
	Work Environment (X3)	<b>0.211</b>	0.062	0.280	<b>Positive</b>	<b>21.1%</b>
<b>a. Dependent Variable: Employee Performance (Y)</b>						

The following multiple linear regression equation can be generated from the results of the multiple linear regression test: (Hasibuan, 2022).

$$Y = 1,828 + 0.342X_1 + 0.291X_2 + 0.211X_3 + e$$

The multiple linear regression equation above describes the following interpretation (Setiawan et al., 2018):

- When the value of each variable Work Motivation (X1), Work Discipline (X2), and Work Environment (X3) is zero, then Employee Performance (Y) has a value of 1.828. This indicates the level of employee performance in conditions where work motivation, work discipline, and work environment do not exist.
- Each one-unit increase in the Work Motivation variable (X1) will result in a 0.342-unit increase in Employee Performance (Y). This indicates that work motivation has a positive influence on employee performance, meaning that increasing work motivation will have an impact on improving employee performance.
- Each one-unit increase in the Work Discipline variable (X2) will cause a 0.291-unit increase in Employee Performance (Y). This indicates that work discipline has a positive effect on employee performance, with increased work discipline impacting employee performance.
- Each one-unit increase in the Work Environment variable (X3) will result in a 0.211-unit increase in Employee Performance (Y). This indicates that the work environment has a positive influence on employee performance, so that improvements in the work environment will result in improved employee performance.

#### 4.6 Hypothesis Testing

##### a. t-test (Partial)

The t-test is used to evaluate the significance of the influence of each independent variable partially on the dependent variable in the regression model (Manullang & Manuntun, 2016).

Table 6. Results of the t-Test (Partial)

<i>Coefficients<sup>a</sup></i>						
Model		thitung	ttable	Sig.	Sig. Require ments	Conclusio n of Influence
1	(Constant)	1,486		0.144		
	Work Motivation (X1)	<b>3,904</b>	2,015	<b>0,000</b>	< 0.05	<b>Significa nt</b>
	Work Discipline (X2)	<b>2,853</b>	2,015	<b>0.007</b>	< 0.05	<b>Significa nt</b>
	Work Environment (X3)	<b>3,383</b>	2,015	<b>0.002</b>	< 0.05	<b>Significa nt</b>
<b>a. Dependent Variable: Employee Performance (Y)</b>						

In this study, the t-test analysis showed that Work Motivation (X1), Work Discipline (X2), and Work Environment (X3) significantly influenced Employee Performance (Y) with a significance value (sig) <0.05. This finding indicates that each independent variable has a significant impact on the dependent variable (Wakhyuni et al., 2021). Furthermore, the calculated t-value exceeding the t-table (2.015) confirms that the influence of these variables individually is significant on employee performance.

In this study, Work Motivation (X1) was proven to be the dominant factor that had the most influence on Employee Performance (Y), with the highest t-value of 3.904 and the smallest significance of 0.000, confirming the true existence of the greatest influence of work motivation in improving employee performance (Wakhyuni & Dalimunthe, 2020).

**b. F Test (Simultaneous)**

The F test is used to simultaneously evaluate the significance of all independent variables on the dependent variable in a regression model (Manullang & Manuntun, 2016).

Table 7. F-Test Results (Simultaneous)

ANOVA									
Model		Sum of Squares	df	Mean Square	F	Ftable	Sig.	Terms and Condition s	Conclusio n
1	Regressio n	1709,129	3	569,710	212,105	2,816	0.000 b	< 0.05	Significant
	Residual	118,183	44	2,686					
	Total	1827,313	47						
a. Dependent Variable: Employee Performance (Y)									
b. Predictors: (Constant),Work Motivation (X1), Work Discipline (X2), Work Environment (X3)									

The F-test analysis in this study yielded a significance value of 0.000, which is much smaller than the threshold value of 0.05. Thus, it is concluded that there is a simultaneous significant influence of Work Motivation (X1), Work Discipline (X2), and Work Environment (X3) on Employee Performance (Y). This decision refers to the acceptance of the alternative hypothesis (Ha) and the rejection of the null hypothesis (Ho), confirming that the independent variables jointly influence the dependent variable significantly. This is

also in line with the resulting F count value of 212,105. Where the F count value  $> F$  table or  $212,105 > 2,816$ . Where  $F_{table}$  generated from the value of  $df_1 = k - 1 = 4 - 1 = 3$  and the value of  $df_2 = n - k = 48 - 3 = 44$  and  $F_{table}$  can be seen in the F table list (Wakhyuni et al, 2021).

#### 4.7 Determination Test

The determination test is a statistical analysis used to measure how much the independent variable can explain the variations or changes that occur in the dependent variable in a regression model. (Sugiyono, 2016) This provides information about how well the regression model can predict the dependent variable based on the independent variables used. (Hasibuan, 2022).

**Table 8. Determination Test Results**

<b>Model Summary</b>				
<b>Model</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Standard Error of the Estimate</b>
1	<b>0.967a</b>	0.935	<b>0.931</b>	1.63890
<b>Predictors: (Constant), Work Motivation (X1), Work Discipline (X2), Work Environment (X3)</b>				
<b>b. Dependent Variable: Employee Performance (Y)</b>				

In this study, the test results show that work motivation, work discipline, and work environment together contribute 93.1% to employee performance (Adjusted R Square = 0.931), while the remaining 6.9% is explained by other factors not included in this study. The relationship between Work Motivation (X1), Work Discipline (X2), and Work Environment (X3) with Employee Performance (Y) is categorized as very strong or very close because the resulting R value is in the range between 0.8 to 0.99, namely 0.967 (Hasibuan, 2022).

## Discussion

#### 4.8 The Influence of Work Motivation on Employee Performance

The findings of this study confirm that work motivation partially has a positive and significant impact on employee performance at PT Aurora Indah Elektrik. Support for this is seen in the t-test results which show a positive value of 0.342, with a calculated t of 3.904 which exceeds the t-table value of 2.015. This indicates that work motivation partially positively and significantly influences employee performance. This conclusion is supported by previous studies conducted by Putra & Fernos (2023), Yolinza & Marlius (2023), Tsuraya & Fernos (2023), and Jufrisen & Noor (2022), which also found a positive and significant relationship between work motivation and employee performance. This finding is consistent with Kasmir's theory (2018), which highlights work motivation as one of the important factors in influencing employee performance.

Work motivation has a positive and significant influence on employee performance through several indicators, including motives, expectations, and incentives. First, motives reflect an individual's reasons or goals for working, such as personal achievement or career development. Strong motives can drive employees to achieve the best results in their work. Second, expectations relate to an individual's expectations of the work they produce. If employees have high expectations of rewards or recognition for their hard work, they tend to be more motivated to achieve those goals. Third, incentives, such as performance bonuses or promotions, provide additional impetus for employees to improve their performance. The combination of strong motives, realistic expectations, and attractive incentives can increase employees' intrinsic and extrinsic motivation, which in turn significantly improves their

performance. Therefore, paying attention to and meeting employees' needs and expectations in terms of motives, expectations, and incentives is an important step for companies to improve overall employee performance.

#### **4.9 The Influence of Work Discipline on Employee Performance**

The findings of this study confirm that the level of work discipline partially has a positive and significant effect on employee performance at PT Aurora Indah Elektrik. The results of the multiple linear regression analysis show that in the t-test, work discipline has a positive value of 0.291,  $t_{\text{count}} = 2.853$ , and  $t_{\text{table}} = 2.015$ . This indicates that work discipline partially contributes positively and significantly to employee performance. The findings of this study are in line with the results of studies conducted by Dewi & Marpaung (2023), Fajri et al (2022), Maharani et al (2022), and Erni et al (2022) which show a positive and significant relationship between work discipline and employee performance. Thus, increasing the level of work discipline can be considered an important factor in improving employee performance, in accordance with Kasmir's theory (2018) which highlights the role of work discipline in influencing employee performance..

Work discipline has a positive and significant impact on employee performance through various indicators, including absenteeism, adherence to regulations, adherence to work procedures, and high vigilance. First, low absenteeism indicates consistent employee attendance, increasing productivity and work quality. Second, adherence to regulations reflects commitment to organizational values, creating an orderly and stable work environment. Third, adherence to work procedures ensures consistency in task execution and reduces errors. Fourth, high vigilance results in more accurate and efficient performance, and reduces the risk of accidents and errors. Overall, good work discipline leads to more productive, efficient, and responsible employees, which in turn improves the company's overall performance.

#### **4.10 The Influence of Work Environment on Employee Performance**

The results of the study indicate that the work environment has a positive and partially significant impact on employee performance at PT Aurora Indah Elektrik. Multiple linear regression analysis shows that in the t-test, the work environment has a positive value of 0.211,  $t = 3.383$ , and  $t = 2.015$ . This indicates that the work environment partially contributes positively and significantly to employee performance. These results indicate acceptance of the proposed hypothesis, which is supported by the research findings. Improving the work environment shows an increase in employee performance, while a decrease in the work environment can reduce employee performance. This finding is consistent with previous studies by Verawati et al. (2023), Saputra & Fernos (2023), Wokas et al. (2022), and Shihab et al. (2022) which confirmed the positive and significant influence of the work environment on employee performance. This strengthens Kasmir's (2018) theory which highlights the role of the work environment as one of the factors influencing employee performance..

The work environment plays a crucial role in influencing employee performance through several key indicators. First, adequate facilities such as a comfortable workspace and adequate work equipment can improve employee efficiency and comfort in performing their tasks. Second, adequate lighting ensures good visual conditions, enabling employees to work with focus and accuracy. Third, a comfortable air temperature provides physical comfort and reduces stress, which in turn increases productivity. Fourth, an organized and clean room layout creates a structured and pleasant work environment, facilitating collaboration and creativity. Finally, good relationships between employees create a harmonious and supportive work atmosphere, encouraging team collaboration and mutual assistance. Overall, a good work environment contributes to the physical and mental well-being of employees, increasing motivation, productivity, and the company's overall performance.

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

The results of the study indicate that work motivation, work discipline, and work environment conditions together have a positive and significant impact on employee performance at PT Aurora Indah Elektrik. This can be observed from the F test with F count = 212.105 exceeding the F table value of 2.816, and a significance of  $0.000 < 0.05$ . The conclusion drawn is to accept  $H_a$  and reject  $H_o$ , indicating a positive and significant influence. This finding supports the results of previous studies by Soejarminto & Hidayat (2023), Bukhori & Karnawati (2023), Nofianto & Suwitho (2022), and Hustia (2020), as well as Kasmir's theory (2018) on factors that influence employee performance.

The research findings indicate that work motivation, work discipline, and the work environment contribute significantly to employee performance at PT Aurora Indah Elektrik. Multiple linear regression analysis confirms that these three factors, when combined, have a positive and significant impact on employee performance. Work quality, work quantity, time utilization, and teamwork are indicators closely related to employee performance. Increased work motivation will drive improvements in both work quality and quantity. Work discipline will help in efficient and effective time utilization, while a conducive work environment will support the creation of good teamwork. Thus, all these factors complement each other to improve employee productivity and performance holistically. This underscores the importance of a comprehensive approach to human resource management to effectively achieve organizational goals.

## CONCLUSION

Work motivation, work discipline, and work environment have a positive and significant influence, both partially and simultaneously, on employee performance at PT Aurora Indah Elektrik. Work motivation is the most important variable and the most influential variable in influencing employee performance. It is recommended that PT Aurora Indah Elektrik create a clean work environment with a comfortable air temperature. Motivate employees by providing recognition for achievements with adequate rewards and incentives. Strengthen work discipline through the preparation of clear policies and procedures, and provide constructive feedback.

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