

THE EFFECT OF WORK MOTIVATION, WORK DISCIPLINE, AND WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE

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Article Info:

Article History:

Received: 2025-10-17

Revised: 2025-12-19

Accepted: 2026-01-11

Abstract:

Purpose:

This study examines the effects of work motivation, work discipline, and the work environment on employee performance at CV. Pasek Sangkan Buana, Badung Regency.

Keywords:

Work Motivation, Work Discipline

Methodology:

A quantitative survey was conducted using a saturated sample of all 30 employees of CV. Pasek Sangkan Buana. Data were collected using Likert-scale questionnaires, observation, interviews, and documentation, and were analyzed using descriptive statistics, validity and reliability tests, classical-assumption tests, multiple linear regression, F-tests, and t-tests.

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Findings:

Work motivation, work discipline, and the work environment each have positive and significant effects on employee performance, both partially and simultaneously. The adjusted R-squared value of 0.814 indicates that the three variables explain 81.4% of the variation in employee performance.

Paper Type:

Research Paper



Implication:

The company should strengthen employee motivation and work ethic, enforce attendance and work rules consistently, and improve physical workplace conditions such as lighting, safety, and cleanliness to support stronger performance.

INTRODUCTION

In the era of globalization, business competition is intensifying alongside technological progress, market demand, and continually changing industrial dynamics. In line with organizational standards, employees are expected to carry out operational responsibilities effectively and efficiently. Employee performance reflects the extent to which work is completed in terms of quality, quantity, timeliness, and compliance with established standard operating procedures. In construction-service companies, employee performance is strategically important because it is related to project implementation, budget control, and construction quality. CV. Pasek Sangkan Buana is a construction-service business operating under the Indonesian National Construction Contractors Association (GAPENSI).

Preliminary observations of ten employees and internal company data indicated that performance had not reached an optimal level. During 2025, realized revenue was IDR 637,000,000 compared with an annual target of IDR 1,500,000,000, reflecting a 42.47% shortfall from the target. This condition suggests that operational performance remains suboptimal. The failure to achieve the revenue target is also suspected to be associated with varying levels of work motivation, work discipline, and a work environment that is not yet fully conducive.

These inconsistencies indicate disparities in productivity and operational effectiveness that may disrupt project implementation. Work ethic and employee initiative at CV. Pasek Sangkan Buana vary, indicating issues related to work motivation. As an important internal determinant, motivation encourages employees to achieve stronger work outcomes. Maslow's hierarchy of needs and Herzberg's two-factor theory explain that employee motivation increases when physiological, safety, social, recognition, and self-actualization needs are fulfilled.

Employees with low motivation may perform only to meet minimum obligations, show little initiative, and focus narrowly on immediate output, which can result in suboptimal performance. Empirical studies over the past five years have reported significant relationships between work motivation and performance, although inconsistent findings indicate that this relationship requires further examination, particularly in construction-service companies. Work discipline is another important determinant. Attendance records for CV. Pasek Sangkan Buana in 2025 showed that the ten employees initially observed had between 20 and 21 operational days per month.

From a human-resource-management perspective, attendance is an important indicator of employee discipline, engagement, and satisfaction. Work discipline is used to regulate behavior so that it remains aligned with organizational objectives. At CV. Pasek Sangkan Buana, deviations from work rules, delays in completing tasks, and violations of operational schedules indicate that discipline is not yet optimal. The work environment is another relevant determinant of performance.

A conducive work environment can create a sense of safety and comfort and thereby increase concentration and productivity. Empirical conditions at CV. Pasek Sangkan Buana indicate that the work environment is not yet fully optimal. Accordingly, work motivation, work discipline, and the work environment are considered important determinants of employee performance, and context-specific empirical evidence is required.

Literature Review

Human Resource Management

Human Resource Management (HRM) is a fundamental organizational function that enables employees to support the achievement of organizational objectives. Sasikirono (2024) explains that HRM includes recruitment, competency development, performance evaluation, remuneration, and employment-relationship management intended to maximize productive employee contributions. Rivai and Sagala (2021) argue that effective HRM can create synergistic and productive employment relationships. At CV. Pasek Sangkan Buana, HRM is relevant to the management of work motivation, work discipline, and a conducive work environment. Sinambela (2021) emphasizes sustaining and developing employee capacity, while Armstrong (2021) emphasizes building a competent, high-performing workforce.

Employee Performance

Employee performance is a key indicator of organizational success because it reflects work outcomes aligned with assignments, responsibilities, and company objectives. Retnowati (2023) defines performance as work results achieved in terms of quality and quantity according to assigned tasks. Afandi (2021) emphasizes compliance with organizational provisions, standards, and ethics, while Sutrisno (2021) highlights timeliness, attendance, competence, and accountability. Hasibuan (2023) identifies competence, professional experience, and work dedication as determinants, and Wibowo (2022) links performance closely to the achievement of organizational targets.

Work Motivation

Afandi (2021) defines work motivation as intrinsic and extrinsic stimuli that encourage individuals to optimize their capabilities, effort, and time in carrying out work activities to achieve organizational objectives. Motivation can improve work ethic, discipline, accountability, and persistence. Highly motivated employees tend to display stronger performance, greater initiative, and greater organizational loyalty. Motivation can be shaped by both intrinsic and extrinsic factors, including proportionate remuneration, career-development opportunities, the work environment, and recognition for work achievements.

Work Discipline

Work discipline is a central component of HRM because it reflects employees' compliance with rules, operating procedures, and responsibilities. Hasibuan (2021) defines discipline as individual awareness and willingness to comply with standards and company provisions. Afandi (2021) describes it as a managerial mechanism that supports systematic, orderly, and accountable work. Retnowati (2023) argues that discipline can improve performance quality, while Sutrisno (2022) notes that high discipline contributes to a more conducive work climate and greater organizational effectiveness.

Work Environment

The work environment is an important component of HRM because it affects operational comfort, workplace safety, and employee performance. A conducive work environment can strengthen motivation, work ethic, and productivity, whereas an unfavorable environment may suppress performance. Riyanto (2022) explains that the work environment includes all physical and non-physical conditions surrounding employees. Afandi (2021) includes workplace conditions and social interaction, while Sutrisno (2022) emphasizes adequate facilities, a conducive atmosphere, and harmonious employee relationships. Robbins and Judge (2021) also associate a conducive work environment with stronger performance and organizational commitment.

Research Hypotheses

Based on the theoretical framework and previous empirical findings, the study formulates the following hypotheses.

H1: Work motivation has a positive and significant effect on employee performance.

H2: Work discipline has a positive and significant effect on employee performance.

H3: The work environment has a positive and significant effect on employee performance.

H4: Work motivation, work discipline, and the work environment simultaneously have positive and significant effects on employee performance.

METHODS

The study was conducted at CV. Pasek Sangkan Buana in Banjar Dukuh Moncos, Sobangan, Mengwi, Badung, Bali. A saturated-sampling approach was applied to the entire population of 30 employees. The independent variables were work motivation (X1), work discipline (X2), and work environment (X3), while employee performance (Y) was the dependent variable. Numerical data supported by primary and secondary sources were collected using Likert-scale questionnaires, observation, interviews, and documentation. Employee performance was assessed through quality, quantity, timeliness, accountability, and collaboration indicators.

Data Analysis

Descriptive analysis was used to characterize each variable. Data-quality testing included validity and reliability assessment using Cronbach's alpha, while classical-assumption testing covered normality using Kolmogorov-Smirnov, multicollinearity using tolerance and VIF, and heteroskedasticity using the Glejser approach and graphical inspection. Multiple linear regression was used to assess the effects of work motivation, work discipline, and the work environment on employee performance. F-tests and t-tests at a 5% significance level were used to test simultaneous and partial effects.

RESULTS AND DISCUSSION

Results

Respondent Characteristics

The sample comprised 30 employees. Men represented 70.0% of respondents. Employees older than 35 years were the largest age group at 53.3%. Bachelor's degree holders represented the largest educational group at 40.0%, while employees with 3-5 years of service represented the largest tenure group at 56.7%.

Research-Instrument Testing

Validity Test

All instruments used to measure the study variables met the validity criteria. Each item had a total Pearson correlation coefficient above 0.30 and a significance value below 0.05, indicating that the instruments were suitable for measuring the intended variables.

Reliability Test

All instruments met the reliability criterion because the Cronbach's alpha value for each variable exceeded 0.60, indicating acceptable internal consistency.

Descriptive Analysis

Questionnaires used a five-point Likert scale: Strongly Agree = 5, Agree = 4, Moderately Agree = 3, Disagree = 2, and Strongly Disagree = 1. The descriptive evaluation used a class interval of 0.80, producing the categories very poor (1.00-1.80), poor (1.81-2.60), fairly good (2.61-3.40), good (3.41-4.20), and very good (4.21-5.00).

Employee Performance

Employees had not fully optimized their ability to complete work in accordance with established quantitative targets. The statement "I am able to complete work activities in accordance with established quantity targets" had the lowest mean score of 3.27 and was categorized as good.

Work Motivation

The five work-motivation items had an average score of 3.32, categorized as fairly good. The statement “I have a high work ethic in completing work activities” had the lowest mean score of 3.17, indicating that employee work ethic had not yet been fully optimized.

Work Discipline

The five work-discipline items had an average score of 3.30, categorized as fairly good. The statement “I always attend according to the established work schedule” had the lowest mean score of 3.17, indicating that compliance with established work schedules remained suboptimal.

Work Environment

The five work-environment items had an average score of 3.38, categorized as fairly good. The statement “My work environment has comfortable physical conditions (hygienic, safe, and adequately illuminated)” had the lowest mean score of 3.17, indicating that physical workplace comfort had not yet been fully optimized.

Classical-Assumption Tests

Normality Test

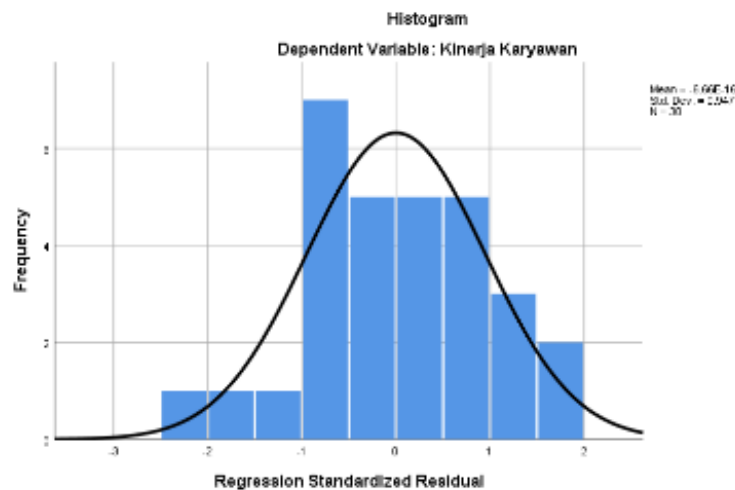


Figure 1. Normality Test (Histogram)

Source: Processed data (2026).

The histogram follows an approximately normal bell-shaped distribution, indicating a normal distribution pattern.

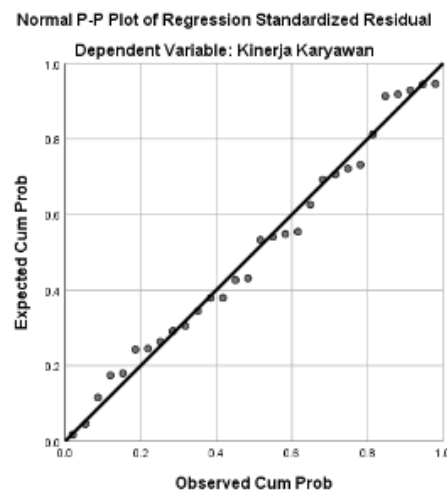


Figure 2. Normality Test (Normal Probability Plot)

Source: Processed data (2026).

The normal probability plot shows data points distributed around and following the diagonal line. A one-sample Kolmogorov-Smirnov test was also used to assess normality in addition to the graphical analysis.

Multicollinearity Test

The regression model is free from multicollinearity because the tolerance values of the independent variables exceed 0.10 and the VIF values are below 10.

Heteroskedasticity Test

The significance values for the models exceed 0.05, indicating that the independent variables do not significantly affect the absolute residuals. The scatterplot also shows points dispersed randomly above and below zero on the Y-axis. Accordingly, the regression model does not indicate heteroskedasticity.

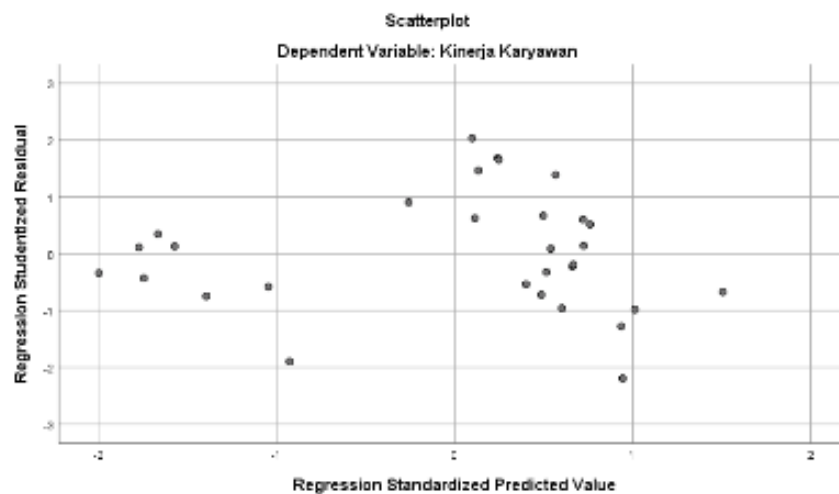


Figure 3. Heteroskedasticity Test (Scatterplot)

Source: Processed data (2026).

Hypothesis Testing

Multiple Linear Regression Analysis

$$Y = 0.072 + 0.291X_1 + 0.466X_2 + 0.275X_3$$

The regression model shows the relationships between work motivation (X_1), work discipline (X_2), and the work environment (X_3) and employee performance (Y). The constant of 0.072 indicates the estimated employee-performance value when all independent variables are zero. The coefficient of 0.291 indicates a positive relationship between work motivation and performance; the coefficient of 0.466 indicates a positive relationship between work discipline and performance; and the coefficient of 0.275 indicates a positive relationship between the work environment and performance.

Coefficient of Determination (R^2)

The adjusted R-squared value is 0.814. Thus, work motivation, work discipline, and the work environment explain 81.4% of the variation in employee performance at CV. Pasek Sangkan Buana, while the remaining 18.6% is explained by other variables not examined in this study.

F Test

The F-test produced $F_{\text{count}} = 43.394$, which is greater than $F_{\text{table}} = 2.98$, with a significance value of $0.000 < 0.05$. H_0 is therefore rejected and H_a is accepted, indicating that work motivation, work discipline, and the work environment simultaneously have a significant effect on employee performance.

t Test

Table 1. t-Test Results

Model	Variable	B	Std. Error	Beta	t	Sig.
1	Constant	0.072	1.648	-	0.044	0.965

1	Work Motivation	0.291	0.121	0.257	2.406	0.024
1	Work Discipline	0.466	0.109	0.501	4.277	0.000
1	Work Environment	0.275	0.122	0.279	2.257	0.033

Source: Processed data (2026).

The t-test results show positive and significant effects for the three independent variables. Work motivation has $t = 2.406$ and $p = 0.024$, work discipline has $t = 4.277$ and $p = 0.000$, and the work environment has $t = 2.257$ and $p = 0.033$. All three coefficients are positive, indicating that stronger work motivation, work discipline, and work-environment conditions are associated with better employee performance.

Discussion

Effect of Work Motivation on Employee Performance

Work motivation has a positive and significant effect on employee performance at CV. Pasek Sangkan Buana, with $t_{count} = 2.406 > t_{table} = 2.055$ and $p = 0.024 < 0.05$. The regression coefficient of 0.291 indicates that stronger work motivation is associated with higher performance. This is consistent with Afandi (2021), who defines motivation as intrinsic and extrinsic stimuli that influence work behavior. The result is also consistent with Wibowo and Putra (2021), Sari and Nugroho (2022), and Rahmawati et al. (2023).

Effect of Work Discipline on Employee Performance

Work discipline has a positive and significant effect on employee performance, with $t_{count} = 4.277 > t_{table} = 2.055$ and $p = 0.000 < 0.05$. The coefficient of 0.466 indicates that stronger discipline is associated with higher performance. Hasibuan (2021) emphasizes that discipline is essential to organizational success because it determines the consistency and effectiveness with which work is performed. The result is consistent with Sutrisno (2021), Pratama and Lestari (2022), and Hidayat et al. (2023).

Effect of the Work Environment on Employee Performance

The work environment has a positive and significant effect on employee performance, with $t_{count} = 2.257 > t_{table} = 2.055$ and $p = 0.033 < 0.05$. The regression coefficient of 0.275 indicates that better workplace conditions are associated with higher employee performance. Riyanto (2022) argues that a conducive work environment can improve work ethic, reduce fatigue, and increase productivity. The result is consistent with La'bi et al. (2024), Faadillah and Noermijati (2023), and Arbyan and Riyanto (2024).

Simultaneous Effect of Work Motivation, Work Discipline, and the Work Environment on Employee Performance

The F-test confirms a positive and significant simultaneous effect, with $F_{count} = 43.394 > F_{table} = 2.98$ and $p = 0.000 < 0.05$. The R^2 value of 0.814 indicates that the three variables explain 81.4% of employee-performance variation, while 18.6% is attributable to other determinants. The result is consistent with Kurnianingsih et al. (2024), Ridwan and Prabowo (2024), and Maisyuroh and Ubaidillah (2023).

CONCLUSION AND RECOMMENDATIONS

Conclusion

Work motivation has a positive and significant effect on employee performance at CV. Pasek Sangkan Buana, indicating that stronger motivation is associated with better performance. Work discipline also has a positive and significant effect, so higher employee compliance is associated with improved performance. The work environment likewise has a positive and significant effect on employee performance.

Recommendations

First, although work motivation is relatively good, work ethic in completing tasks remains the lowest indicator. The company should strengthen it through greater appreciation and a more supportive work environment.

Second, work discipline is relatively good, but compliance in completing tasks and following work schedules still requires stronger supervision and more consistent enforcement of attendance rules.

Third, although the work environment is relatively good, physical comfort—including lighting, safety, and cleanliness—should be improved to strengthen employee comfort and productivity.

Fourth, future studies should include additional variables such as organizational culture, organizational commitment, and compensation because 18.6% of employee-performance variation is still explained by factors outside the present model.

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