

The Effect of Work Discipline, Work Motivation and Work Environment on Employee Performance at PT Multi Sarana Agro Mandiri

Mursanto^{1*}, Edy Mahfuz^{2*}, Abdul Kadir³

Universitas Islam Kalimantan Muhammad Arsyad Al-Bnjari Banjarmasin

Corresponding Author: Mursanto: mursanto531965@gmail.com

ARTICLE INFO

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

Received : 12 January

Revised : 23 February

Accepted: 17 March

©2026 Mursanto, Mahfuz, Kadir (s): This is an open-access article distributed under the terms of the

[Creative Commons Attribution 4.0 International](https://creativecommons.org/licenses/by/4.0/).



ABSTRACT

The Influence of Work Discipline, Work Motivation, and Work Environment on Employee Performance at PT Multi Sarana Agro Mandiri This research is intended to investigate and evaluate: (1) the individual impact of compensation, work discipline, and the work environment on employee performance; (2) the combined influence of compensation, work discipline, and the work environment on employee performance; and (3) the most dominant factor among compensation, work discipline, and the work environment affecting employee performance. An explanatory research design was employed in this study. The population consisted of all employees of PT Multi Sarana Agro Mandiri, with a total sample of 43 respondents. A saturated sampling (census) technique was applied, meaning all members of the population were included as the sample. The data were analyzed using multiple linear regression techniques. The findings indicate that the t-test produced a t-table value based on $n-4$ ($43-4 = 41$), where n represents the total sample size and 4 refers to the number of variables, resulting in a t-table value of 1.684. Furthermore, the F-test yielded a significance value of 0.000, which is lower than 0.05. These results demonstrate a positive association between work discipline, work motivation, and the work environment with employee performance. In conclusion, these variables exert a significant and strong effect on the performance of employees at PT Multi Sarana Agro Mandiri, Kotabaru Regency.

INTRODUCTION

Backgrounds of the Problem

A company's success is highly dependent on the contribution of its employees. Without proper management of human resources, achieving organizational goals becomes challenging. One crucial factor that determines this success is optimal employee performance. According to Lesmana & Damanik (2022), employees who demonstrate high levels of performance are more likely to develop strong loyalty toward the organization. Such employees are able to carry out their assigned duties effectively, as employee performance plays an essential role in supporting organizational activities and achieving company objectives. This study was conducted at PT Multi Sarana Agro Mandiri as the research site. One of the main reasons for selecting this company is the lack of effective teamwork among employees in fulfilling their responsibilities. In order to enhance employee performance at PT Multi Sarana Agro Mandiri, it is important to consider several influencing factors, including work discipline, work motivation, and the work environment, all of which are closely related to employee performance. Based on these considerations, the researchers are interested in conducting a study entitled: "The Effect of Work Discipline, Work Motivation, and Work Environment on Employee Performance at PT Multi Sarana Agro Mandiri."

Problem Formulation

Based on the background described above, the research problems can be formulated as follows:

1. Does work discipline significantly influence employee performance at PT Multi Sarana Agro Mandiri?
2. Does work motivation have a significant partial effect on employee performance at PT Multi Sarana Agro Mandiri?
3. Does the work environment have a significant partial effect on employee performance at PT Multi Sarana Agro Mandiri?
4. Do work discipline, work motivation, and the work environment simultaneously have a significant effect on employee performance at PT Multi Sarana Agro Mandiri?

Research Objectives and Benefits

Research Objectives

In line with the previously stated research problems, this study aims to:

1. Analyze and evaluate the effect of work discipline on employee performance at PT Multi Sarana Agro Mandiri.
2. Analyze and evaluate the effect of work motivation on employee performance at PT Multi Sarana Agro Mandiri.
3. Analyze and evaluate the effect of the work environment on employee performance at PT Multi Sarana Agro Mandiri.
4. Analyze and evaluate the combined influence of work discipline, work motivation, and the work environment on employee performance at PT Multi Sarana Agro Mandiri.

Research Benefits

This study is expected to offer both theoretical and practical contributions, as outlined below:

1. **Theoretical Contributions:** This research is anticipated to enrich the body of knowledge, particularly in the area of employee performance theory. In addition, it may serve as a reference for organizations in enhancing employee performance through improvements in work discipline, motivation, and the work environment.
2. **Practical Contributions:** This study is expected to broaden the researcher's understanding of human resource management, especially regarding its connection to employee performance. The insights gained are not limited to theoretical perspectives but also extend to practical applications in real-world settings, enabling a more comprehensive understanding. Moreover, the findings may be utilized as a reference for future studies.

LITERATURE REVIEW

Empirical Studies

Empirical studies are studies derived from previous research by other researchers, which are relevant to the current research. Some previous research findings include:

1. Irawan et al. (2020), titled "Employee of Performance: The Effect of Work Motivation, Work of Discipline, and Job Satisfaction at One of Music Companies in Indonesia."
2. Fiteri et al. (2021), titled "The Influence of Work Environment, Compensation, and Work of Discipline on Employee Performance at PT. Semen Padang."
3. Mochtar et al. (2021), titled "The Influence of Compensation, Work Discipline, and Work Environment on Employee Performance at the Madiun City Land Office."
4. Sutianingsih & Handayani (2021), entitled "Effect of Compensation, Work of Discipline, and Perception of Organizational Support on Employee Performance in Manyaran Sub-District Office."
5. Ningsih et al. (2022), entitled "The Effect of Compensation and Work Environment on Employee Performance at Hotel Dyan Graha Pekanbaru."
6. Sucipto et al. (2022), entitled "Compensation, Work Discipline, and Work Environment: Their Effects on Employee Performance at PT TRAD Indonesia."
7. Agustin & Wijayanti (2024), entitled "The Effect of Work Environment, Work Discipline, and Compensation on Employee Performance at the Ministry of Trade of the Republic of Indonesia."

Theoretical Review

Definition of Work Discipline

In the context of human resource management, employee discipline is grounded in the understanding that individuals are not flawless and may make mistakes. Therefore, discipline can be viewed as a form of training aimed at developing and improving employees' knowledge, attitudes, and behavior, so that they willingly collaborate with their colleagues. Sinambela (2018:334) defines

work discipline as an employee's readiness, driven by personal awareness, to comply with organizational rules. Similarly, Dharma (2015:114) emphasizes that organizational regulations and norms must be followed as a reflection of employees' awareness and commitment, which form an integral part of work discipline.

According to Robbins & Coulter (2016:182), several indicators are used to assess employee work discipline within an organization, including:

1. Time discipline, which relates to compliance with working hours, such as punctuality and adherence to break schedules.
2. Interpersonal relationships, which involve obedience to workplace regulations, responsiveness to supervision, and performing tasks in accordance with established procedures.
3. Availability and use of work facilities, which include accountability in completing tasks, responsibility for assigned duties, and the careful and proper use of work equipment.

Understanding Work Motivation

Herzberg's two-factor theory of motivation can be utilized as a reference for evaluating employee motivation. According to Siagian (2014:164), work motivation refers to the internal drive within employees that generates enthusiasm and encourages them to achieve organizational goals. The indicators of motivation are categorized into two main factors:

1. Intrinsic factors, which include achievement, recognition, career advancement, the nature of the work itself, and opportunities for personal development.
2. Extrinsic factors, which consist of company policies, relationships with colleagues, job security, supervision, compensation, and working conditions.

Herzberg explains that intrinsic factors, often referred to as motivators, play a key role in creating job satisfaction and encouraging employees to perform effectively. These include achievement, advancement, the work itself, recognition, and personal growth. Such factors are closely related to the characteristics of the job and the rewards that come directly from performance and career progression. However, the absence of these factors does not necessarily lead to dissatisfaction; rather, dissatisfaction typically arises from a combination of other elements.

Definition of Work Environment

The work environment can be understood as a social system or organizational component that plays a role in shaping individual behavior within an organization (Jayanti et al., 2020). Furthermore, the work environment encompasses all elements that affect workplace conditions and influence how individuals or groups carry out their activities (Agustin & Wijayanti, 2024).

Understanding Employee Performance

Employee performance is fundamentally associated with what employees accomplish or fail to accomplish in their work. It reflects both the quality and quantity of output produced by an individual (Noermijati & Primasari, 2015; Oya, 2021). The term performance originates from "job performance" or "actual

performance," which refers to the level of achievement or real results attained by an individual (Erawati et al., 2019). Furthermore, Mangkunegara (2018:67) defines performance as the quality and quantity of work outcomes achieved by employees in carrying out their duties in accordance with their assigned responsibilities.

According to Edison et al. (2022:195), the indicators used to measure employee performance include:

1. Target achievement, which refers to the ability to complete tasks in line with predetermined targets and perform competitively compared to colleagues.
2. Quality, which relates to the standard of work produced, including completing tasks in accordance with established quality criteria and maintaining accuracy in work results.
3. Timeliness, which indicates the ability to complete tasks within the specified timeframe and meet organizational objectives set by supervisors.
4. Adherence to principles, which involves compliance with established standard operating procedures (SOPs) and following directives from superiors.

RESEARCH METHOD

Type and Source of Research

Based on the theoretical framework and prior studies, the researcher identifies several interrelated variables in this study. Work discipline, work motivation, and the work environment are positioned as independent variables, while employee performance serves as the dependent variable. The conceptual framework below illustrates the relationship among these three independent variables and the single dependent variable.

3.1.1 Data Type

This study applies a quantitative approach grounded in the positivist paradigm. It is referred to as a quantitative method because the data collected are numerical in nature and are analyzed using statistical techniques (Sugiyono, 2017:13). This approach enables systematic processing and calculation of data obtained from employees of PT Multi Sarana Agro Mandiri.

3.1.2 Data Sources

The data utilized in this study consist of primary data, secondary data, and processed data. Primary data refers to information collected directly by the researcher from the field. According to Nazir in *Research Data Analysis* (2019), primary data are obtained firsthand from the research object through methods such as measurement, observation, or interviews. Secondary data, on the other hand, are used to support and complement primary data and are derived from previous studies, as well as from books, journals, articles, and other relevant sources (Sugiyono, 2019:149). Meanwhile, processed data are data that have been analyzed and transformed by the researcher into meaningful information (2006:9), making them easier to interpret and utilize. These data may take various forms, including numerical values, text, images, audio, or other formats.

This study employs a quantitative research approach, as it fundamentally relies on numerical data as the basis for analysis. The purpose of using this

approach is to provide a statistical description of the relationships among the variables being examined.

Research Approach

In addition, this approach is intended to provide a clear explanation of the relationships among variables. Quantitative research is defined as a method grounded in the philosophy of positivism, which is used to examine a particular population or sample. Data are collected through research instruments and analyzed using statistical techniques, with the primary objective of testing predetermined hypotheses. In this type of research, the data are presented in numerical form and subsequently processed through statistical procedures to produce valid and reliable conclusions.

Research Type

This study employs a quantitative design in the form of a survey or experimental approach, where observations are expressed in numerical terms and data are collected through structured instruments using closed-ended questions. Quantitative survey research may be subject to various sources of bias, such as information bias, sampling bias, and selection bias. Nevertheless, efforts are made to reduce these potential biases by optimizing the collection of directly measured data and ensuring that all variables are quantified. Ultimately, the findings are presented in the form of numerical results to support objective conclusions.

Research Location

The research was conducted at PT Multi Sarana Agro Mandiri, located on Jalan Stagen Kotabaru, Km 9, RT 04, Stagen Village, Pulau Laut Utara District, Kotabaru Regency. The study was conducted in September 2025.

Population and Sample

Population

The population includes all members and subgroups of research subjects who share certain characteristics and whose information is needed by the researcher for the survey (Stockemer, 2019:57). The population of this study was 43 employees of PT Multi Sarana Agro Mandiri.

Research Sample

A sample represents a subset of the population, reflecting its size and characteristics (Sugiyono, 2019:18). This study applies a non-probability sampling method, which does not provide equal opportunities for all members of the population to be selected as samples (Sugiyono, 2019:18). Specifically, a census or saturated sampling technique is utilized, where the entire population is included as the research sample. In this study, the sample consists of 43 employees of PT Multi Sarana Agro Mandiri. The use of a saturated sampling technique is justified by the relatively small population size, which is fewer than 100 individuals.

Operational Definition of Variables

According to Singarimbun & Effendi (2015:51), an operational definition refers to the specification of variables that explains how each variable is measured in a study. In other words, operational definitions provide clear and systematic information that can assist other researchers in applying the same

variables in similar studies. In this research, the operational definitions of the variables are described as follows:

1. Work Discipline (X1) refers to the internal drive of employees at PT Multi Sarana Agro Mandiri that encourages them to demonstrate disciplined behavior in carrying out their duties to achieve organizational objectives. Based on Robbins & Coulter (2016:182), the indicators of work discipline include: (1) time discipline, (2) adherence to regulations, and (3) responsibility discipline.
2. Work Motivation (X2) is defined as the internal and external forces that stimulate employees of PT Multi Sarana Agro Mandiri to work enthusiastically in achieving organizational goals. According to Siagian (2014:164), the indicators of work motivation consist of: (1) intrinsic motivation and (2) extrinsic motivation.
3. Work Environment (X3) encompasses all physical and non-physical aspects within PT Multi Sarana Agro Mandiri that influence employee behavior and activities in the workplace. According to Nitisemito (2018:159), the indicators of the work environment include: (1) work atmosphere, (2) relationships with coworkers, and (3) availability of work facilities.
4. Employee Performance (Y) refers to the outcomes achieved by employees of PT Multi Sarana Agro Mandiri in performing their duties, in accordance with their roles and the standards set by the organization. Based on Edison et al. (2022:195), the indicators of employee performance include: (1) target achievement, (2) quality of work, (3) timeliness of task completion, and (4) compliance with established principles.

3.2 Data Collection Techniques

Data collection techniques refer to the methods employed by researchers to obtain the necessary data for a study (Riduwan, 2019:69). In this research, the data were collected using the following techniques: (1) observation and (2) questionnaires.

3.3 Scoring Technique

The questionnaire in this study utilized a Likert scale to assess the level of respondents' agreement or disagreement with given statements by assigning numerical values to each response (Sekaran & Bougie, 2017:31). The scoring system applied on the Likert scale is as follows: Strongly Agree (SS) = 5; Agree (S) = 4; Neutral (N) = 3; Disagree (TS) = 2; and Strongly Disagree (STS) = 1.

3.4 Data Analysis Techniques

3.4.1 Instruments of research

Research instruments are tools utilized by researchers to support and simplify the data collection process (Riduwan, 2016:51). In this study, the instrument employed is a questionnaire. Prior to being distributed and answered by respondents, the questionnaire is first subjected to testing to ensure its validity and reliability.

3.4.2 Validity Testing

Validity testing is conducted to assess whether a questionnaire accurately measures what it is intended to measure. An instrument is considered valid if it is capable of precisely capturing the concept being studied. According to Siregar

(2015:77), the validity of an instrument can be determined using the following formula:

$$r_{hitung} = \frac{n(\sum XY) - (\sum X)(\sum Y)}{\sqrt{[n(\sum X^2) - (\sum X)^2][n(\sum Y^2) - (\sum Y)^2]}}$$

A questionnaire item is regarded as valid when the calculated r-value exceeds the r-table value. The r-value is determined using the formula for degrees of freedom (df) = n - k, where n represents the sample size and k refers to the number of independent variables. In this study, the validity test was conducted using SPSS for Windows.

Reliability Test

Reliability testing is used to evaluate the consistency of a questionnaire as a measurement tool for research variables. A questionnaire is considered reliable if respondents' answers remain consistent and stable over time (Sekaran & Bougie, 2017:7). In this study, reliability is measured using the Cronbach's Alpha formula :

$$r_{ii} = \left(\frac{k}{k-1} \right) \left(1 - \frac{\sum \sigma_b^2}{\sigma_t^2} \right)$$

A variable is considered reliable when it has a Cronbach's Alpha value greater than 0.70 (Ghozali, 2018:48). In this study, the reliability analysis was performed using SPSS for Windows.

3.4.3 Analisis Inferensial

Inferential analysis refers to statistical methods used to analyze data obtained from a sample, with the results generalized to the broader population. The conclusions derived for the population are based on sample data and are probabilistic in nature. According to Sugiyono (2019:210), hypothesis testing through inferential analysis requires several assumptions to be met as prerequisites for conducting the analysis.

3.5 Classical Assumptions

1. Normality Test

The normality test is conducted to determine whether the dependent and independent variables in the regression model are normally distributed (Ghozali, 2018:25). This study employs the Kolmogorov-Smirnov test with a significance level of 5%, using the following criteria:

- 1) If the significance value is greater than 0.05, the data are considered normally distributed.
- 2) If the significance value is less than 0.05, the data are not normally distributed.

2. Multicollinearity Test

The multicollinearity test aims to examine whether there is a correlation among the independent variables in the regression model (Ghozali, 2018:105). According to Sujarweni (2015:227), the presence of multicollinearity can be identified through tolerance values and the Variance Inflation Factor (VIF), based on the following criteria:

- 1) If the tolerance value is less than 0.1 or the VIF is greater than 10, multicollinearity is indicated.
- 2) If the tolerance value is greater than 0.1 or the VIF is less than 10, multicollinearity is not present.

3. Heteroscedasticity Test

The heteroscedasticity test is used to assess whether there is an inconsistency in the variance of residuals across observations within the regression model (Ghozali, 2018:139). In this study, the Glejser test is applied with the following criteria:

- 1) If the significance value is greater than 0.05, heteroscedasticity is not present.
- 2) If the significance value is less than 0.05, heteroscedasticity is present.

3.11 Coefficient of Determination (R-square) Test

The coefficient of determination is used to assess the extent to which the independent variables are able to explain variations in the dependent variable. Its value ranges from 0 to 1. A lower coefficient indicates that the explanatory power of the independent variables is limited in describing the dependent variable (Ghozali, 2018:97). If a negative value is obtained, it is treated as zero. Since this study involves three independent variables, the coefficient of determination is measured using the R-square value.

3.12 Data Analysis and Hypothesis Testing

3.12.1 Data Analysis

To test the proposed hypotheses, the researcher conducted several stages following data collection, including processing and analyzing the data. Data analysis refers to the techniques applied by the researcher to examine the collected data, along with the necessary testing procedures. It also involves systematically reviewing, interpreting, and verifying data to generate findings that hold social, academic, and scientific significance (Sangadji & Sopiah, 2010:198).

In this quantitative study, multiple linear regression analysis is employed to determine the extent of the influence of independent variables namely compensation, work discipline, and the work environment on the dependent variable, which is employee performance. The analytical procedures include descriptive statistical analysis and classical assumption testing. Following the regression analysis, hypothesis testing is carried out by evaluating the coefficient of determination (Adjusted R²) and conducting the t-test to assess the significance of individual variables.

3.12.2 Hypothesis Testing

A hypothesis is a provisional assumption that offers a temporary answer to a research problem and requires empirical testing to determine its validity. This tentative statement is subject to verification through data collected during the research process. In quantitative studies, hypotheses may involve a single variable, two variables, or multiple variables. In this study, the presence of three independent variables and one dependent variable forms a causal hypothesis.

Furthermore, hypothesis testing in this research is conducted using statistical approaches, including the t-test (partial test) and the F-test

(simultaneous test), as well as a dominance test to identify the most influential independent variable.

1. t-test (Partial)

The t-test is applied to determine the extent to which each independent variable individually influences the dependent variable (Kuncoro, 2016:244). The decision criteria for the t-test, using a significance level of 0.05 ($\alpha = 5\%$), are as follows:

1) If the significance value is greater than 0.05, then H_0 is rejected, indicating that the independent variable does not have a significant partial effect on the dependent variable.

2) If the significance value is less than 0.05, then H_0 is accepted, indicating that the independent variable has a significant partial effect on the dependent variable.

2. F Test (Simultaneous)

The F-test is commonly used to evaluate whether all independent variables simultaneously have a significant effect on the dependent variable (Ghozali, 2018:98). The decision criteria for the F-test, based on a significance level of 0.05 ($\alpha = 5\%$), are as follows:

1. If the significance value is greater than 0.05, then H_0 is rejected, indicating that the independent variables do not collectively have a significant effect on the dependent variable.

2. If the significance value is less than 0.05, then H_0 is accepted, indicating that the independent variables simultaneously have a significant effect on the dependent variable.

In addition, a dominance test is conducted to identify which independent variable has the strongest influence compared to the others. This test is based on the standardized beta coefficient (β) of each independent variable. The variable with the highest β value is considered the most dominant factor influencing the dependent variable (Y).

RESEARCH RESULTS AND DISCUSSION

Research Results

Respondent Characteristics

The characteristics data relate to the identity of the respondents (employees of PT Multi Sarana Agro Mandiri) presented descriptively with a sample of 43 respondents. The characteristics of the respondents in this study are described as follows:

Table 4.1 Respondent Characteristics Based on Gender

| Jenis Kelamin | Total | Presentase (%) |
|---------------|-----------|----------------|
| Male | 31 | 72,1 |
| Female | 12 | 27,9 |
| Total | 43 | 100 |

Source: Processed primary data, 2026

Table 4.1 above shows that the majority of respondents (72.1%) were male, while 27.9% were female.

Table 4.1.2 Respondent Characteristics Based on Age

| Age | Total | Presentase (%) |
|-------------------|-----------|----------------|
| 20 - 29 years old | 11 | 25,6 |
| 30 - 39 years old | 19 | 44,2 |
| > 39 years old | 13 | 30,2 |
| Total | 43 | 100 |

Source: Processed primary data, 2026

Based on the data presented in the table above, it can be observed that the majority of employees at PT Multi Sarana Agro Mandiri fall within the age range of 30–39 years, accounting for 44.2% of the total respondents.

Table 4.1.3 Respondent Characteristics Based on Education

| Level of education | Total | Presentase (%) |
|-----------------------------|-----------|----------------|
| High School and Diploma III | 14 | 32,6 |
| Bachelor degree) | 25 | 58,1 |
| Masters (S2) | 4 | 9,3 |
| Total | 43 | 100 |

Source: Processed primary data, 2026

Table 4.3 indicates that the majority of employees at PT Multi Sarana Agro Mandiri hold a bachelor's degree (S1), representing 58.1% of the respondents. Meanwhile, 32.6% have a high school or diploma-level education, and 9.3% possess a master's degree. These findings suggest that undergraduate qualifications (S1) are the most prevalent educational requirement within the organization.

Table 4.1.4 Respondent Characteristics Based on Length of Service

| Length of work | Total | Presentase (%) |
|----------------------|-----------|----------------|
| 1 - 5 years old | 8 | 18,6 |
| 6 - 10 years old | 16 | 37,2 |
| > 10 tahun years old | 19 | 44,2 |
| Total | 43 | 100 |

Source: Processed primary data, 2026

The data above indicate that most employees at PT Multi Sarana Agro Mandiri, accounting for 44.2%, have a tenure of more than 10 years. This suggests that, in general, the workforce has considerable work experience and has been employed by the company for a relatively long period.

Instrument Test Results

Validity Test

This test was carried out using the Pearson product-moment correlation technique. With a significance level of 5% and degrees of freedom (df) calculated as $n - 2$ ($43 - 2 = 41$), the critical value obtained from the r-table was 0.301. The results of the validity test are presented in Table 4.5

Table 4.5 Validity Test Results

| Items | Statement | r-hitung | r-tabel | Results |
|---------------------------------|------------|----------|---------|---------|
| Work discipline variable | | | | |
| x1.1 | Come early | 0,790 | 0,301 | Valid |

| | | | | |
|---------------------------------------|--|-------|-------|-------|
| x1.2 | Making the most of your break time | 0,915 | | |
| x1.3 | Comply with regulations | 0,803 | | |
| x1.4 | The boss gave strict sanctions | 0,757 | | |
| x1.5 | Work according to procedures | 0,897 | | |
| x1.6 | Responsible for work | 0,708 | | |
| x1.7 | Responsible for tasks | 0,874 | | |
| x1.8 | Be careful when using work tools | 0,856 | | |
| Work Motivation Variable | | | | |
| X2.1 | Make a positive contribution | 0,831 | 0,301 | Valid |
| X2.2 | Seriously do the work | 0,876 | | |
| X3.3 | Get awards | 0,869 | | |
| X2.4 | Skills develop | 0,873 | | |
| X2.5 | Easy to get along with coworkers | 0,820 | | |
| X2.6 | The boss supports the completion of the work | 0,805 | | |
| X2.7 | Salary motivates to work better | 0,856 | | |
| X2.8 | Fun work environment | 0,916 | | |
| Work Environment Variables | | | | |
| x3.1 | Comfortable work environment | 0,773 | 0,301 | Valid |
| x3.2 | Fun working atmosphere | 0,755 | | |
| x3.3 | Good air circulation | 0,870 | | |
| x3.4 | A sense of solidarity between employees | 0,701 | | |
| x3.5 | Good communication is established | 0,608 | | |
| x3.6 | Providing assistance to coworkers | 0,657 | | |
| x3.7 | Facilities support smooth performance | 0,784 | | |
| x3.8 | Availability of SOPs | 0,861 | | |
| Employee Performance Variables | | | | |
| y1 | Complete the work according to the target | 0,766 | 0,301 | Valid |
| y2 | Work better than your colleagues | 0,701 | | |
| y3 | Doing tasks according to quality | 0,681 | | |
| y4 | Complete the work with precision | 0,653 | | |
| y5 | Complete the task on time | 0,767 | | |
| y6 | Achieve the goals given by superiors | 0,736 | | |
| y7 | Comply with established SOPs | 0,726 | | |
| y8 | Obey superiors | 0,682 | | |

Source: Processed primary data, 2026

The data is written in Table 4.5 above shows that all four variables studied, with 32 statement on the item, and declared "valid" as their calculated r-values were greater than the table r-values (0.301). Therefore, the statements above can be used to measure the variables being studied.

4.1.1.1 Reliability Test

The reliability of the instrument items is determined based on the calculation of the Cronbach's Alpha coefficient. A variable is considered reliable if the Cronbach's Alpha value exceeds 0.70. The results of the reliability analysis are presented in Table 4.6.

Table 4.6 Reliability Test Results

| Variabel | Cronbach's Alpha | Reliability Criteria | Results |
|-----------------------------|------------------|----------------------|----------|
| Work Discipline | 0,931 | 0,70 | Reliabel |
| Work Motivation | 0,947 | | |
| Work environment | 0,888 | | |
| Employee performance | 0,859 | | |

Source: Processed primary data, 2026

Table 4.6 indicates that the Cronbach's Alpha values for all variables exceed 0.70. Therefore, it can be concluded that all variables in this study are considered reliable.

4.1.2 Descriptive Analysis

Descriptive analysis, also known as statistical descriptive analysis, is used to examine data by presenting it as it is, without aiming to draw generalized conclusions. According to Ghozali (2018:19), this type of analysis is utilized to display values such as the maximum, minimum, total, mean, and standard deviation for each variable. In this study, descriptive analysis focuses on the mean (average) values derived from respondents' answers to the research questionnaire. This analysis provides an overall picture of how respondents responded to the questions, which are directly related to the variables examined in the study.

4.1.3 Classical Assumption Test

4.1.3.1 Normality Test

The normality test in this study was conducted using the One-Sample Kolmogorov-Smirnov test. The data are considered to be normally distributed if the Asymp. Sig. (2-tailed) value exceeds 0.05. The results of the normality test are presented in Table 4.7.

Table 4.7 Normality Test Results

| Variabel | Kolmogorov-Smirnov Z | Asymp. Sig. (2-tailed) | Conclusion |
|--------------------------------|----------------------|------------------------|------------|
| <i>Unstandarize d Residual</i> | 0,667 | 0,765 | Normal |

Source: Processed primary data, 2026

Table 4.7 indicates that the Asymp. Sig. (2-tailed) value is greater than 0.05, specifically 0.765. This result shows that the data in this study are normally distributed.

4.1.3.2 Multicollinearity Test

Multicollinearity was assessed by analyzing the tolerance and Variance Inflation Factor (VIF) values for each variable. The results of the multicollinearity test are presented in Table 4.8.

Table 4.8 Multicollinearity Test Results

| Variabel Independen | Tolerance | VIF | Conclusion |
|---------------------|-----------|-------|-----------------------------------|
| Discipline of work | 0,690 | 1,448 | No Multicollinearity Occurs |
| Motivation of work | 0,897 | 1,115 | |
| Environment of work | 0,632 | 1,583 | |

Source: Processed primary data, 2026

Based on Table 4.8, all independent variables show tolerance values above 0.10 and VIF values below 10. These findings indicate that there is no multicollinearity among the independent variables in this study.

4.1.3.3 Heteroscedasticity Test

Heteroscedasticity was examined using the Glejser method by regressing all independent variables on the absolute values of their residuals. The results of the heteroscedasticity test are presented in Table 4.9 below.

Table 4.9 Heteroscedasticity Test Results (Glejser)

| Model | Sig. | Conclusion |
|------------------|-------|---------------------------------|
| Work Discipline | 0,730 | No Heteroscedasticity Occurs |
| Work motivation | 0,191 | |
| Work Environment | 0,234 | |

Source: Processed primary data, 2026

Table 4.9 indicates that all independent variables have significance values greater than 0.05. Therefore, it can be concluded that the regression model in this study does not show any heteroscedasticity.

4.1.4 Multiple Linear Regression Analysis

Multiple linear regression analysis was applied to assess both the individual (partial) and combined (simultaneous) effects of work discipline, work motivation, and the work environment on employee performance. The results of the analysis are presented in Table 4.10 below.

Table 4.10: Regression Calculation Results

| Variabel | Koefisien Regresi | t-hitung | Sig. | Conclusion |
|------------------|-------------------|----------|-------|------------|
| Constant | 5,744 | | | |
| Work Discipline | 0,336 | 5,942 | 0,000 | Accepted |
| Work motivation | 0,308 | 7,268 | 0,000 | Accepted |
| Work Environment | 0,217 | 2,872 | 0,007 | Accepted |

Source: Processed primary data, 2026

Based on the results presented in Table 4.10, the regression equation can be formulated as follows:

$$Y = 5.744 + 0.308X_1 + 0.336X_2 + 0.217X_3$$

The interpretation of the regression coefficients is as follows:

1. The constant (a) value of 5.744 indicates that when the variables of work discipline, work motivation, and work environment are assumed to be zero, the employee performance score is 5.744, meaning it is not influenced by these independent variables.
2. The coefficient (b) of 0.308 for work discipline (X₁) shows that an increase in work discipline will lead to an increase in employee performance, assuming other independent variables remain constant.
3. The coefficient (b) of 0.336 for work motivation (X₂) indicates that higher work motivation is associated with an improvement in employee performance, with other variables held constant.
4. The coefficient (b) of 0.217 for the work environment (X₃) suggests that improvements in the work environment will contribute to an increase in employee performance, assuming other variables remain unchanged.

4.1.5 Hypothesis Testing

4.1.5.1 t-Test (Partial)

The t-test is conducted to assess whether each independent variable individually has a significant effect on the dependent variable. The results of the t-test are presented in Table 4.11 below

Table 4.11 Results of the t-Test (Partial)

| Variabel | t-hitung | Sig. | Conclusion |
|------------------|----------|-------|------------|
| Work Discipline | 5,942 | 0,000 | Accepted |
| Work motivation | 7,872 | 0,000 | Accepted |
| Work Environment | 2,872 | 0,007 | Accepted |

Source: Processed primary data, 2026

Based on the results presented in Table 4.11, the following analysis can be drawn:

1. Hypothesis 1: The work discipline variable shows a calculated t-value of 5.942, which is greater than the t-table value of 1.684, with a significance value of 0.000 (0.000 < 0.05). This indicates that work discipline has a significant and positive effect on employee performance.
2. Hypothesis 2: The work motivation variable has a calculated t-value of 7.268, exceeding the t-table value of 1.684, with a significance value of 0.000 (0.000 < 0.05). Thus, it can be concluded that work motivation has a significant positive influence on employee performance.
3. Hypothesis 3: The work environment variable produces a calculated t-value of 2.872, which is higher than the t-table value of 1.684, with a significance value of 0.007 (0.007 < 0.05). Therefore, the work environment is found to have a significant positive effect on employee performance.

The t-table value is obtained using the formula $n - 4$ ($43 - 4 = 41$), where n represents the sample size and 4 refers to the total number of variables, resulting in a t-table value of 1.684.

Based on these findings, all proposed hypotheses are accepted. This means that work discipline, work motivation, and the work environment each have a significant partial effect on employee performance at PT Multi Sarana Agro Mandiri (H1, H2, and H3 are supported)

4.1.5.2 F-Test (Simultaneous)

The F-test is applied to assess the simultaneous effect of all independent variables on the dependent variable. The results of the F-test are presented in Table 4.12 below.

Table 4.12 F-Test Results (Simultaneous)

| Variabel | F-hitung | Sig. | Conclusion |
|---|----------|-------|------------|
| Work discipline, work motivation and work environment | 61,081 | 0,000 | Accepted |

Source: Processed primary data, 2026

Based on the data presented in Table 4.12, the significance value is 0.000, which is less than 0.05. Therefore, the hypothesis stating that work discipline, work motivation, and the work environment simultaneously have a significant effect on the performance of employees at PT Multi Sarana Agro Mandiri is accepted (H4 is supported).

4.1.6 Coefficient of Determination

The coefficient of determination represents the degree to which the independent variables explain the variation in the dependent variable. The results of this analysis are presented in Table 4.13.

Table 5.13 Results of the Coefficient of Determination Test

| R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|----------|-------------------|----------------------------|
| 0,908 | 0,825 | 0,811 | 1,215 |

Source: Processed primary data, 2026

Table 4.13 indicates that the Adjusted R Square value is 0.811, meaning that 81.1% of the variation in employee performance can be explained by work discipline, work motivation, and the work environment. The remaining 18.9% is influenced by other variables not included in this study.

4.1.7 Dominant Influence

The dominant effect is determined based on the standardized beta coefficient values. The results of the dominance test are presented in Table 4.14 below.

Table 4.14 Dominant Test Results

| Variabel | Standardized Coefficients Beta | Sig. |
|------------------|--------------------------------|-------|
| Work discipline | 0,480 | 0,000 |
| work motivation | 0,515 | 0,000 |
| work environment | 0,242 | 0,007 |

Source: Processed primary data, 2026

Based on Table 4.14, the work motivation variable has the highest standardized beta coefficient value, which is 0.515. This indicates that work motivation is the most dominant factor influencing employee performance

DISCUSSION

4.1.8 The Effect of Work Discipline on Employee Performance

Work discipline has a significant partial effect on employee performance at PT Multi Sarana Agro Mandiri, indicating that H1 in this study is supported. This suggests that employees who demonstrate strong discipline tend to exhibit higher morale in carrying out their responsibilities, which in turn enhances their performance. According to Hasibuan (2019:193), discipline reflects an individual's awareness and willingness to comply with organizational rules and prevailing social norms. Therefore, work discipline is considered a crucial asset in achieving organizational success and requires serious attention within the company.

4.1.9 The Effect from Work Motivation on Employee Performance

Work motivation has a significant partial effect on employee performance at PT Multi Sarana Agro Mandiri, which means that H2 of this study is supported. This implies that higher levels of employee motivation are associated with improved performance. Mulyadi (2015:87) explains that motivation is the encouragement, either from within or from external sources, that drives an individual to perform tasks consciously and enthusiastically to achieve specific goals. Consequently, stronger work motivation leads to higher employee performance, and conversely, lower motivation may result in reduced performance.

4.1.10 The Influence from the Work Environment on Employee Performance

The work environment also has a significant effect on employee performance at PT Multi Sarana Agro Mandiri, indicating that H3 of this study is accepted. This suggests that an improved work environment contributes to higher employee performance. According to Sunyoto (2015:38), the work environment is a critical factor in supporting employees during their job activities. A positive work environment can enhance employee motivation and enthusiasm, thereby boosting their overall performance.

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

Work discipline, work motivation, and the work environment together have a significant impact on employee performance at PT Multi Sarana Agro Mandiri, meaning that H4 of this study is accepted. This indicates that simultaneous improvements in work discipline, motivation, and the work environment will lead to enhanced employee performance. These three factors act as key supports that enable employees to carry out their tasks effectively. Conversely, if work discipline, motivation, and the work environment deteriorate, employee performance is likely to decline.

CONCLUSION

The statistical test results demonstrate a significant relationship between work discipline, work motivation, and the work environment on employee performance at PT Multi Sarana Agro Mandiri. The findings are as follows:

1. Work Discipline: The calculated t-value of 5.942 exceeds the t-table value of 1.684, with a significance of 0.000 ($0.000 < 0.05$). This indicates

that work discipline has a significant positive effect on employee performance.

2. Work Motivation: The calculated t-value of 7.268 is greater than the t-table value of 1.684, with a significance of 0.000 ($0.000 < 0.05$). This confirms that work motivation significantly positively affects employee performance.
3. Work Environment: The t-value of 2.872 exceeds the t-table value of 1.684, with a significance of 0.007 ($0.007 < 0.05$), showing that the work environment significantly and positively influences employee performance.
4. Simultaneous Effect (F-Test): The F-test value of 61.081 with a significance of 0.000 (< 0.05) indicates that work discipline, work motivation, and the work environment collectively have a significant effect on employee performance.
5. t-Table Reference: The t-table value was determined using $n-4$ ($43-4 = 41$), where n is the number of respondents and 4 is the number of variables, resulting in a t-table value of 1.684. The F-test further confirms a strong positive simultaneous relationship between the independent variables and employee performance.
6. Conclusion: Overall, the analysis of the four hypotheses shows that work discipline, work motivation, and the work environment significantly influence employee performance both partially and simultaneously at PT Multi Sarana Agro Mandiri.

RECOMMENDATIONS

Based on the conclusions of this study, the following recommendations are proposed:

1. Enhance Employee Discipline: The company should continue to prioritize employee discipline, particularly in terms of attendance, and strengthen the implementation of sanctions for low attendance. This will support employees in improving their overall performance.
2. Align Motivation with Employee Welfare: Employee rights and obligations should be clearly defined and supported by adequate work motivation and human resource management, in accordance with applicable labor regulations, to ensure employee welfare and engagement.
3. Improve the Work Environment: The company should pay closer attention to creating a comfortable and productive work environment. This includes adequate lighting, minimizing crowding and noise, and maintaining cleanliness, all of which contribute to employee effectiveness.
4. Further Research: Future studies can explore additional factors influencing employee performance to obtain more comprehensive results. This may include examining the relationship between work discipline and employee welfare, the impact of motivation on organizational outcomes, and environmental factors that enhance employee comfort and productivity.

REFERENCES

- Agustin & Wijayanti, 2024. *Pengaruh Motivasi dan Aktivitas Belajar Terhadap Kemampuan Pencegahan Masalah*. *Unnes Journal of Mathematics Education*.
- Dharma (2015:114), *Manajemen Kinerja, Filsafat Teori dan Penerapannya*, Pustaka Yogyakarta..
- Erawati et al. (2019). *Pengaruh Lingkungan Kerja, Beban Kerja, dan Stres Kerja Terhadap Kinerja Karyawan*, Vol 11, No. 2, Hal. 212-220, Penerbit Jiagabi, Universitas Malang, Malang.
- Edison et al. (2022:195) . *Pengaruh Gaya Kepemimpinan dan Budaya Organisasi Terhadap Kinerja Pegawai Pada Kantor Kecamatan Sonder Kabupaten Minahasa Provinsi Sulawesi Utara*. *Jurnal Emba*.
- Fitri et al. (2021). *Seminar Nasional Penelitian dan Pengabdian Teknologi Hasil Pertanian*. Vol. 2. Peberit Universitas Syiah Kuala, Aceh.
- Ghozali (2018:19), *Aplikasi Analisis Multivariate Dengan Program IBM SPSS 25*. Semarang: Badan Penerbit Universitas Diponegoro.
- Hasibuan (2019:193) *Manajemen Sumber Daya Manusia*, Jakarta: Bumi Aksara.
- Irawan et al. (2020). *Studi Evaluatif Pelaksanaan Pembelajaran Daring Pada Masa Pandemi Covid-19 Dengan Pendekatan Kualitatif di Madrasah Tassanawiyah NW Sekunjit*, Vol.3. Penerbit. <https://ojs.cahayamandalika.com/idex.php/jom;a/issue/archive>.
- Jayanti et al., 2020. *Analisis Self Regulated Learning di Masa Pandemi Covid-19 Siswa Kelas V! SD Muhammadiyah Sambisari*. Yogyakarta
- Kuncoro, 2016:244. *Revitalisasi Pasar Tradisional, Sebagai Peningkatan Pembangunan Ekonomi Lokal Kota sumenep*. Vol. 10, Penerbit. IJPA. The Indonesian Journal of Public Administration.
- Mangkunegara, 2018:67. *Pengaruh Motivasi Kerja dan Lingkungan Kerja Terhadap Kinerja Karyawan Pada BJB Kantor Cabang Cileungsi*. Skripsi. Universitas Pakuan. Bogor.
- Mochtar, I. A. I., Rohmatiah, A., & Mutmainah. (2021). *The Influence of Work Motivation, Work Discipline, and Work Environment on Employee Performance at The Madiun City Land Office*. *Journal of Applied Economics in Developing Countries*, 6(1), 14-22.
- Ningsih, O. L., Zaki, H., & Hardilawati, W. L. (2022). *Pengaruh Motivasi Kerja dan Lingkungan Kerja terhadap Kinerja Karyawan pada Hotel Dyan Graha Pekanbaru*. *ECOUNTBIS: Economics, Accounting and Bisnis Journal*, 2(1), 52-63.
- Noermijati & Primasari, D. (2015). *The Effect of Job Stress and Job Motivation on Employees' Performance through Job Satisfaction (A study at PT. Jasa Marga (Persero) Tbk. Surabaya - Gempol branch)*. *Journal of Economics, Business, and Accountancy Ventura*, 18(1), 231-240.
- Nitisemito (2018:183). *Pengaruh Lingkungan Kerja, Etos Kerja, dan Disiplin Kerja Terhadap Kinerja Karyawan (Studi Kasus pada PEMKAB Bondowoso)*. *Jurnal*
- Riduwan. (2016). *Dasar-Dasar Statistika*. Bandung: Alfabeta.
- Riduwan. (2019). *Belajar Mudah Penelitian Untuk Guru Karyawan dan Peneliti Pemula*. Bandung: Alfabeta.
- Robbins & Coulter (2016:182). *Manajemen, Jilid 1 Edisi 13, Alih. Bahasa: Bob Sabran Dan Devri Bardani P*, Erlangga, Jakarta

- Sekaran, U., & Bougie, R. (2017). *Metode Penelitian untuk Bisnis: Pendekatan Pengembangan-Keahlian*. Jakarta: Salemba Empat.
- Siagian, S. P. (2014). *Teori Motivasi dan Aplikasinya*. Jakarta: Rineka Cipta.
- Sinambela, L. P. (2018). *Manajemen Sumber Daya Manusia: Membangun Tim Kerja yang Solid untuk Meningkatkan Kinerja*. Jakarta: Bumi Aksara.
- Singarimbun & Effendi (2015:51). *Metode Penelitian Survei*. Jakarta: LP3ES.
- Sinungan (2014:135). *Manajemen Sumber Daya Manusia dan Produktivitas Kerja*. Jakarta.
- Siregar, S. (2015). *Statistik Parametrik untuk Penelitian Kuantitatif: Dilengkapi dengan Perhitungan Manual dan Aplikasi SPSS Versi 17*. Jakarta: Bumi Aksara.
- Stockemer, S. (2019). *Quantitative Methods for the Social Sciences: A Practical Introduction with Examples in SPSS and Stata*. Canada: Springer Internasional Publishing
- Sucipto, I., Gunawan, A., & Kusumah, D. H. (2022). Work Motivation, Work Discipline, and Work Environment: Their Effects on Employee Performance at PT TRAD Indonesia. *East Asian Journal of Multidisciplinary Research*, 1(3), 511-534
- Sugiyono. (2019). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. Bandung: Alfabeta.
- Sujarweni (2015:227). *Metodologi Penelitian Bisnis Dan Ekonomi*, 33. Yogyakarta
- Sunyoto (2015:38). *Penelitian Sumber Daya Manusia*. Jakarta: Buku. Seru. V. Pustaka Baru Press.
- Sutrisno (2017:96). *Manajemen Sumber Daya Manusia*. Jakarta : Kencana .