



# The influence of motivation, work discipline, and work environment on employee performance at PT. Cipta Rasa Multindo

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## ABSTRACT

This study aims to examine and analyze the effect of motivation, work discipline, and work environment on employee performance. The object of research in this writing is the employees of PT. Cipta Rasa Multindo. Respondents in this study amounted to 40 employees with the criteria of respondents aged 20-40 years. Data collection techniques using survey methods through questionnaires. The results of this study resulted in the finding that the variable motivation has a negative and not significant effect on employee performance, work discipline has a negative and significant effect on employee performance and the work environment has a positive and significant effect on employee performance.

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

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## 1. INTRODUCTION

Human resources are productive individuals who work as the driving force of an organization. The granting of authority and responsibility to be achieved by employees must be determined by standards or benchmarks that have been agreed upon by management and employees. Employees together with their respective leaders can set work targets and performance standards that must be achieved and assess the actual results achieved in a certain period of time. Improving individual employee performance will encourage overall human resource performance, which can reflect increased productivity (according to Panjaitan, 2017).

Employee performance is a factor that influences the development of a business entity or company. A company can develop very rapidly if it has many employees who are competent in their field, on the other hand if the employees who work in a company are not qualified, then the company's development will also be hampered, therefore to improve employee performance, work motivation, work discipline and the influence of a good work environment are needed. good (according to Adha et al., 2019).

Work motivation is an encouragement and stimulus that causes a person to be enthusiastic at work because his needs are fulfilled. Every employee has different needs, so the motivation needed by employees is also different from one another. But if it already exists in an agency, the agency must be able to meet the needs of its employees. Employee motivation must remain high to achieve predetermined work goals according to Rosmaini & Tanjung, (2019) . Besides that, employee work discipline is also needed to realize good employee performance which is driven by motivation.

Discipline is a starting point in achieving success for the company. Good work discipline can be seen from the high awareness of employees in obeying and complying with all applicable regulations and the great sense of responsibility for the duties of each employee according to Syafrina, (2017) . Applying discipline in the work environment, one of which is by arriving on time, carrying out task responsibilities according to the stipulated time and much more. Employees who are able to apply work discipline in the company will form a good and supportive work environment to achieve the employee's own work targets and company targets.

The work environment is everything or elements that can affect directly or indirectly an organization or company. A pleasant work environment is very important in improving employee performance, so that the work environment is said to be good when employees can make a big contribution to the company. An unpleasant work environment will make employees have decreased performance and the time to achieve the tasks that have been given can not run according to the target given so that the results of the work system that is implemented are ineffective and inefficient, (according to Ronal & Hotlin, 2019).

Motivation has a significant effect on employee performance according to Kariyamin et al., (2020) . However, the results of other studies show different results where partially the motivational variable has no significant effect on employee performance according to Siahaan, et al., (2019) . The results of research on work discipline variables show that work discipline has a significant effect on employee performance according to Kristianti et al., (2021) . However, the results of other studies show different results according to Arisanti et al., (2019) the work discipline variable has no significant effect on employee performance. The work environment has a positive and significant effect on employee performance according to Siagian & Khair, (2018) . Meanwhile, the results of other studies show that partially the work environment has no significant effect on employee performance (according to Nabawi, 2019) .

## 2. LITERATURE REVIEW

### Motivation

According to Bahri & Nisa (2017) motivation is one of the things that influences human behavior, motivation is also known as a driver, desire, support for needs that can make a person excited and motivated to reduce and fulfill self-motivation. According to Rumbewas et al., (2018) motivation is the force or drive that drives individuals or groups to take actions that lead to certain goals. From this understanding it can be understood that motivation is an important factor for individuals or groups to be able to carry out an action that leads to the achievement of a goal that is found.

According to Arianti (2019) motivation is defined as strength, encouragement, need, enthusiasm, pressure, or psychological mechanisms that encourage a person or group of people to achieve certain achievements according to what they want. Motivation as a driving force that transforms energy in a person into a form of real activity to achieve certain goals.

### Work Discipline

According to Arifin (2017) Discipline is one of the many efforts to improve individual behavior so that they obey and comply with applicable rules, laws or norms. Discipline is often referred to as a person's mental attitude that contains a willingness to comply with applicable rules, regulations and norms in carrying out duties and responsibilities, both responsibilities related to time and to rights and obligations.

According to Wulandari & Hamzah (2019) Discipline is the most important operational function of human resource management because the better the employee's work discipline, the better the performance that can be achieved. Without good discipline, it is difficult for organizations to achieve optimal results. Discipline is the main factor needed as a warning tool for employees who do not want to change their attitude and behavior. So that an employee is said to have good discipline if the employee has a sense of responsibility for the tasks assigned to him.

### Work environment

According to Parluhutan Tambunan, (2018) The work environment is something that exists in the environment of workers who can influence themselves in carrying out tasks such as temperature, humidity, ventilation, noise lighting, workplace cleanliness and the adequacy of work equipment. A conducive work environment provides a sense of security and allows employees to work optimally. If an employee likes the work environment where he works, then the employee will feel at home at work and carry out his activities, so that work time is used effectively. Conversely, an inadequate work environment will reduce employee performance.

According to Saleh & Utomo, (2018) The work environment is one of the components in a company that management must pay attention to. In the context of a manufacturing company, the work environment plays an important role in the company's activities. The work environment is the place where the company's products are produced.

### hypothesis

#### The Effect of Motivation on Employee Performance

Positive motivation must be maintained because it can improve better employee performance at work. According to Prasetyo et al., (2021) Motivation also needs to be maintained, especially in aspects where leaders must pay attention to the interests of employees and the interests of the company in order to realize increased performance for employees. In the research of Hadi Purnomo et al., (2017) also explained that the better the company's treatment related to employee motivation, the efforts to improve employee performance will also increase (according to Hanafi & Yohana, 2017) .

H1: Motivation influences Employee Performance

#### The Effect of Work Discipline on Employee Performance

Good work discipline can be seen from the high awareness of employees in obeying and complying with all applicable regulations and the great sense of responsibility for the duties of each employee. Discipline is a starting point in achieving success for the company. Discipline has an important role in employee performance, therefore, as employee discipline increases, employee performance will increase (Syafriana, (2017). In Liyas & Primadi's research, (2017) also stated that employee work discipline affects employee performance in the company, it is hoped that the company will provide rewards or awards to employees who have high discipline in order to improve employee performance and as a trigger for other employees.

H2: Work Discipline influences Employee Performance

## The Effect of the Work Environment on Employee Performance

A working environment condition is said to be good if employees can carry out activities optimally, healthy, safe and comfortable. The work environment is an important factor in creating employee performance. Because the work environment has a direct influence on employees in completing work which will ultimately improve organizational performance. Therefore the determination and creation of a good work environment will greatly determine the success of achieving organizational goals Yantika et al., (2018) .The work environment is a supporting factor by having the ability to involve employees in their performance Novriani Gultom & Nurmaysaroh, (2021) . In Yuliantari & Prasasti's research, (2020) states that the work environment affects employee performance.

H3: Work Environment influences Employee Performance

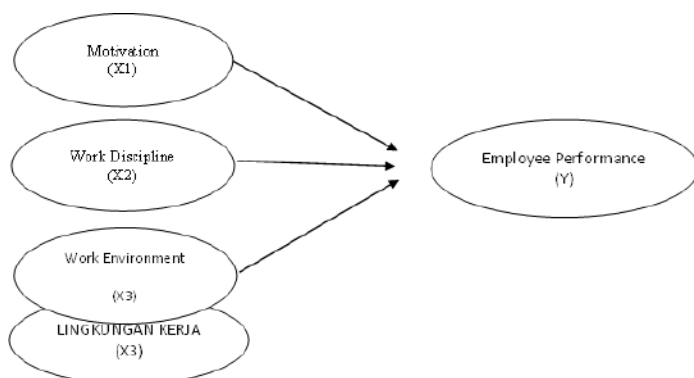


Figure 1.

## 3. RESEARCH METHODS

Judging from the type of data, the research approach used in this study is a quantitative descriptive method. The population in the study were all employees at PT. Cipta Rasa Multindo, totaling 40 people. As for the data collection technique in this study, the method of filling out questionnaires online was to obtain primary data. The list of statements in this questionnaire includes issues related to motivation, work discipline, and work environment on employee performance. This questionnaire statement was made using a Likert scale. The Likert scale is the research subject in the form of a statement that will be given to the respondents. Regression analysis techniques are used to analyze the independent variables that have an influence on the dependent variable. The analytical method in this study uses the analysis of data normality tests, reliability tests and multiple linear regression tests. The data uses SPSS 23 analysis.

## 4. RESULTS AND DISCUSSION

### 1. Descriptive Analysis

Respondents in this study were employees at PT. Cipta Rasa Multindo. In this study, 40 respondents were taken from

employees of PT. Cipta Rasa Multindo which consisted of 26 respondents or 65% were women and 14 respondents or 35% were men. Based on the age of the respondents, there were 25 respondents or 64% of respondents with an age range above 20 years, 4 respondents or 10% of respondents with an age range above 26 years, 7 respondents or 19% of respondents with an age range above 31 years, 3 respondents or equal to 9% with an age range above 36 years, and 1 respondent or 0.4% of respondents with an age range above 40 years.

Six respondents or 15% of respondents worked for more than 5 years, 16 respondents or 40% of respondents worked for more than 1 year, and 18 respondents or 45% of respondents worked for under 1 year.

### 2. Validity Analysis

Table 1. Motivation Validity Test

No	Statement	Pearson Correlation	Critical Value	Information
1	M1	0.687	0.30	VALID
2	M2	0.565	0.30	VALID
3	M3	0.774	0.30	VALID
4	M4	0.627	0.30	VALID
5	M5	0.565	0.30	VALID
6	M6	0.608	0.30	VALID
7	M7	0.634	0.30	VALID
8	M8	0.764	0.30	VALID

Table 2. Work Discipline Validity Test

No	Statement	Pearson Correlation	Critical Value	Information
1	DK1	0.586	0.30	VALID
2	DK2	0.605	0.30	VALID
3	DK3	0.742	0.30	VALID
4	DK4	0.744	0.30	VALID
5	DK5	0.793	0.30	VALID
6	DK6	0.754	0.30	VALID
7	DK7	0.447	0.30	VALID
8	DK8	0.753	0.30	VALID
9	DK9	0.791	0.30	VALID

Table 3. Work Environment Validity Test

No	Statement	Pearson Correlation	Critical Value	Information
1	LK1	0.766	0.30	VALID
2	LK2	0.695	0.30	VALID
3	LK3	0.645	0.30	VALID
4	LK4	0.689	0.30	VALID
5	LK5	0.796	0.30	VALID
6	LK6	0.825	0.30	VALID
7	LK7	0.799	0.30	VALID
8	LK8	0.698	0.30	VALID

Table 4. Employee Performance Validity Test

No	Statement	Pearson Correlation	Critical Value	Information
1	KK1	0.737	0.30	VALID
2	KK2	0.758	0.30	VALID
3	KK3	0.742	0.30	VALID
4	KK4	0.827	0.30	VALID
5	KK5	0.871	0.30	VALID
6	KK6	0.887	0.30	VALID
7	KK7	0.836	0.30	VALID
8	KK8	0.908	0.30	VALID

### 3. Reliability Analysis

Table 5. Reliability Analysis

Variable	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items
Motivation (X1)	.797	.799
Work Discipline (X2)	.217	.255
Work Environment (X3)	.895	.896
Employee Performance (Y)	.938	.939

The results of the reliability test calculations show that the test results in Table 5 show that the Cronbach's Alpha values for the variables motivation, work discipline, work environment, and employee performance have values of 0.797, 0.217, 0.895, and 0.938 > 60 so that the values of each variable can be declared reliable.

### 4. Normality Analysis

Table 6. Normality Analysis

Unstandardized Predicted Value		
N		40
Normal Parameters <sup>a,b</sup>	Means	29,0000000
	std. Deviation	2.63396261
Most Extreme Differences	absolute	.116
	Positive	.086
	Negative	-.116
Statistics Test		.116
	asymp. Sig. (2-tailed)	.195

The normality test was carried out using the Kolmogorov Smirnov (KS) one sample test on SPSS 23. The data was declared normally distributed if the p value > 0.05.

Seen from table 6. The Normality Analysis above can be seen that the results of the normality test have a value of 0.195 using the One sample Kolmogorov-Smirnov statistical test which has a significant value to the variable. The value obtained is 0.195 > 0.05, so the data is normally distributed.

### 5. Multiple Linear Regression Analysis

Partial test (t test) is used to find out that each independent variable has a significant effect on the dependent variable. With the provision that the significance value < 0.05 proves that the independent variable partially has a significant effect on the dependent variable

Table 7. Multiple Linear Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	std. Error	Betas		
1	(Constant)	21,687	7,905		2,743	.009
	Motivation	-.064	.120	-.053	-.532	.598
	Discipline_Werk	-.444	.202	-.214	-2,200	.034
	Work environment	.837	.104	.808	8,048	.000

The t test is used to test how much influence the independent variables have on the dependent variable partially. Through calculations performed with the SPSS program, the comparison between the t-count value and the t-table value (df-1 = nkl) where df-1 = 40-3-1 = 36 (2.02809)

Based on the results of the t test in table 2 above it can be said that:

1. Obtained t-count for the motivation variable (X1) of -.532 < table 2.028. This means that motivation (X1) has no effect on employee performance (Y). The motivational variable (X1) has a t-value of -.532 with a significant p-value = 0.598 < 0.05. This means that the motivational variable (X1) has no

significant effect on the employee performance variable (Y) at PT. Cipta Rasa Multindo.

2. The t-count for the work discipline variable (X2) is -2,200 < table 2.028. This means that there is no effect between work discipline (X2) on employee performance (Y). Work discipline variable (X2) has a t-count value of -2,200 with a significant level of p-value = 0.034 < 0.05. This means that the work discipline variable (X2) is significant to the employee performance variable (Y). work discipline variable (X2) has no significant effect on employee performance (Y) PT. Cipta Rasa Multindo.

3. The t-count for the work environment variable (X3) is 8,048 > table 2,028. This means that the work environment (X3) has an effect on employee performance (Y). The work environment variable (X3) has a t-count value of 8.048 with a significant level of p-value = 0.000 < 0.05. This means that the work environment variable (X3) is significant to the employee performance variable (Y). Work environment variable (X3) has significant impact on employee performance (Y) at PT. Cipta Rasa Multindo.

### 6. Multicollinearity Analysis

Multicollinearity test is used to find out whether in the regression model a high correlation is found among the independent variables, provided that:

- a) If Tolerance < 0.1 or equal to VIF > 10 then there is a serious multicollinearity problem
- b) If Tolerance > 0.1 or equal to VIF < 10 then there is no multicollinearity problem

Table 8. Multicollinearity

Model		Collinearity Statistics	
		tolerance	VIF
1	(Constant)		
	Motivation	0.943	1,060
	Discipline_Work	0.975	1,026
	Work environment	0.920	1,087

In table 8. The multicollinearity above shows the tolerance value on the motivation variable (X1) of 0.943, on the work discipline variable (X2) of 0.975, and on the work environment variable of 0.920. Each variable has a value greater than 0.1. Likewise, the Variance Inflation Factor (VIF) value on the motivation variable (X1) is 1.060, on the work discipline variable (X2) is 1.026, and on the work environment variable (X3) is 1.087. Each variable has a value less than 10. It can be concluded that there are no symptoms of multicollinearity because the Tolerance value is greater than 0.1 and the VIF value is less than 10.

### 7. Glejser analysis

According to Gujarati in Ghazali in Nur Fauziah et al., (2018) suggests that "Glejser's test is proposing to regress the absolute residual value of the independent variables". The significant value of each variable is greater than 0.05 so that heteroscedasticity does not occur.

**Table 9. Glejser analysis**

Model		Sig.
1	(Constant)	.222
	Motivation	.665
	Discipline_Work	.965
	Work environment	.055

Based on the test results in table 9. Glejser's analysis found that the significant value of the Motivation variable (X1) was 0.665, the significant value of the Work Discipline variable was 0.965, and the significant value of the Work Environment variable was 0.55. because the significant value of the three variables above is greater than 0.05, according to the basis for decision making in the Glejser test, it can be concluded that there are no symptoms of heteroscedasticity in the regression model.

**8. Simultaneous Test Analysis (Test F)**

The F test uses calculations made with the SPSS program, so the comparison between the calculated F values and F tables (df = nk) where df = 40-3 = 37 (2,866). F test results can be seen in the table below.

**Table 10. F Test Analysis**

ANOVA						
Model		Sum of Squares	df	MeanSquare	f	Sig.
1	Regression	270,573	3	90,191	23,975	0.000b
	residual	135,427	36	3,762		
	Total	406	39			

Based on the table of Anova test results, it shows that the calculated F value is 23,975 with a significance of 0,000 <0.05 meaning that the variables of Motivation, Work Discipline and Work Environment simultaneously have a positive and significant effect on the performance of employees of PT. Cipta Rasa Multindo.

**9. Correlation Coefficient Analysis (R) and Determination Coefficient Test (R2)**

**Table 11. Correlation Coefficient Analysis (R) and Determination Coefficient Test (R<sup>2</sup>)**

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	FChange	df1	df2	Sig. FChange
1	.816	0.666	.639	1940	0.556	23,975	3	36	.000

Based on table 11. the results of the R test or Correlation Coefficient show a value of 0.816 meaning that Motivation (X<sup>1</sup>), Work Discipline (X<sup>2</sup>) and Work Environment (X<sup>3</sup>) on employee performance at PT. Cipta Rasa Multindo has a strong relationship of 81.6%.

The Coefficient of Determination or R square shows a value of 0.666 or 66.6%, meaning that employee performance is influenced by Motivation (X<sup>1</sup>), Work Discipline (X<sup>2</sup>) and Work Environment (X<sup>3</sup>), while the remaining 33.4 % is influenced by outside variables scope of this research.

**Discussion**

**The Effect of Motivation on Employee Performance**

Work motivation is a reason for a person to act in order to fulfill his life needs, this reason encourages and moves a person from within himself or the surrounding influences with the skills and abilities he has to carry out an activity in order to get good work results and achieve a goal (according to Arisanti et al., 2019)

The results obtained in the t-count test were -0.532 with a significance of 0.598 > 0.05 which indicates that motivation has a negative and insignificant effect. These results are supported by previous research which states that motivation has a negative and insignificant effect on employee performance. Tanjung & Manalu, (2019) in research also states that motivation only acts as a motivator for employees to work harder, employees who are motivated by the leadership will feel valued so that employees are happy at work, so it is concluded that motivation does not affect employee performance (according to Julianry et al. , 2017) .

**Effect of Work Discipline on Employee Performance**

One of the success factors of a company as an organization depends on the human element. Therefore, discipline is an attitude and action that respects and respects each other and obeys the rules made by the company, both written and unwritten, and is able to carry out and accept sanctions if employees violate company or agency regulations (according to Syafrina, 2017)

The results obtained in the t-count test were -2,200 with a significance of 0.034 <0.05, this stated that work discipline had a negative and significant effect. These results are supported by previous research by Heryadi & Sukmalana, (2020) which states that work discipline has a significant negative effect on employee performance. In other studies, work discipline also has a negative and significant effect on employee performance (according to Suriati, 2017) .

**The Effect of the Work Environment on Employee Performance**

The work environment is one of the factors that can affect employee performance, an employee who works in a work environment that supports him to work optimally will produce good performance, conversely if an employee works in an inadequate work environment and does not support optimal work he will make the employee concerned become lazy, get tired quickly so that the employee's performance will be low (according to Adha et al., 2019).

The results obtained in the t-count test were -2,200 with a significance of 0.034 <0.05, this stated that the work environment had a positive and significant effect. This is in line with previous research conducted by Sembiring (2020) and Rahman et al., (2019) which stated that the work environment has a positive and significant effect.

## 5. CONCLUSION

Based on the results of the research conducted, the conclusions obtained from the results of the research show that motivation (X1) has a negative and not significant effect on Employee Performance (Y) PT. Cipta Rasa Multindo. The results of this study also show that work discipline (X2) has a negative and significant effect on employee performance (Y) at PT. Cipta Rasa Multindo, and the results of this study indicate that the Work Environment (X3) has a positive and significant impact on Employee Performance (Y) at PT. Cipta Rasa Multindo. Based on the findings of this study, the suggestion that researchers can give is that companies can provide motivational encouragement and appreciation by giving awards to employees to support employee performance so that they have high morale, strengthening employee performance, this is because the target of employee performance discipline has not been achieved in carrying out and comply with company regulations to improve employee performance, and for future researchers, it is expected to research or obtain other factors that influence employee performance in order to obtain more accurate results and be able to develop research

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