



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

Khairul Latif¹, Muh. Syakil¹

¹Faculty of Business and Social Sciences, Universitas Dian Nusantara, Indonesia

*Corresponding Author: Khairul Latif

E-mail: Khairullayif@gmail.com

Article Info

Article History:

Received: 3 December 2025

Revised: 14 May 2026

Accepted: 20 May 2026

Keywords:

Employee Performance, Human Resource Management, Organizational Productivity, Work Discipline, Work Environment, Work Motivation

JEL Classification: M12; M54; O15; J24; J28

Abstract

This study aims to analyze the influence of work environment, work discipline, and work motivation on employee performance at PT Intan Sejahtera Abadi, Indonesia. Employee performance has become an important issue in organizational sustainability, particularly in labor-intensive companies that rely heavily on operational workforce productivity. This research employed a quantitative causal approach using a saturated sampling technique involving 100 employees as respondents. Data were collected through structured questionnaires and analyzed using multiple linear regression with SPSS version 27. The findings reveal that work environment, work discipline, and work motivation each have a positive and significant effect on employee performance. Simultaneously, the three variables collectively contribute significantly to explaining employee performance variation within the organization. Work discipline emerged as the most dominant predictor, indicating the importance of organizational compliance and behavioral regulation in improving productivity. The novelty of this study lies in its integrated examination of organizational and motivational factors within a medium-sized Indonesian private-sector company dominated by operational employees. The findings provide theoretical contributions to human resource management literature and practical implications for organizations seeking to improve employee productivity through integrated managerial strategies.

INTRODUCTION

Human resources are one of the most valuable assets of an organization to ensure their competitiveness and performance in the long term in an increasingly dynamic industrial environment. Today businesses need to not only use technology and financial resources optimally but also make human capital management effective (Matei et al., 2024; Cen, 2023; Sutrisno et al., 2023; Vahdat, 2022). Employee performance is known to be a key factor in the level of organizational productivity, efficiency and quality of services. Hence, it is essential for the companies to continuously innovate managerial approaches that enable employees to be more productive by making their working environment more supportive. The influence of

internal organising on employee performance is especially great in labour intensive industries where the work environment, work discipline and work motivation directly affect the attitude, behaviour and dedication of employees to the organisational objectives (Rivaldo & Nabella, 2023; Malik et al., 2025).

Employee performance has been given significant attention in the human resource management literature. Gary Dessler defines employee performance as the extent to which people complete work activities effectively and efficiently as they are expected to by the organization (Trisakti et al., 2023; Saputra et al., 2024; Kamaruddin, 2024). Businesses with productive hard-working staff are more apt to be productive, innovative and flexible in dealing with market competition. On the other hand, poor employee performance will lead to poor operation efficiency, absence rate, quality of service, and will decrease the competitiveness of the organization (Muchiri, 2022; Siraj & Hågen, 2023; Gelencsér et al., 2023). This is particularly applicable in Indonesia - a developing country where many private sector companies are still struggling with workforce management, discipline and employee engagement issues.

The work environment is one of the organizational aspects that influences employee performance, and it has become a key factor in determining employees' productivity and psychological health (Hamed et al., 2023; Makhrisyafisal et al., 2026; Chang, 2024). The work environment is the physical and non-physical environment that employees face while performing their work tasks; it includes workplace facilities, safety, lighting, communication climate, and interpersonal relationships. A positive workplace can enhance focus, decrease stress, and build staff engagement for company goals. Past research has found that workers in supportive workplaces have increased job satisfaction and better performance metrics. According to an Anwar Prabu Mangkunegara research, the environment at the workplace greatly affects employees' emotional stability and productivity. Likewise, Arbyan & Riyanto (2023) and Dullah et al. (2023) concluded that work environment is a positive influence on employee performance in different types of organizations. Notwithstanding these findings, the empirical inconsistency regarding the magnitude of the influence of the environment, especially medium-sized private companies in Indonesia still exists (Nohong et al., 2024; Herli et al., 2024; Andi Lemmung et al., 2026; Austin et al., 2026).

Work discipline is another significant aspect that affects employee performance besides the work environment. Work discipline is defined as employees' adherence to the rules, procedures and standards laid down by management (Dehotman, 2023; Deviani et al., 2023; Yuwono & Rachmawati, 2024). Discipline is a measure of responsibility, punctuality, obedience and adherence to organizational rules and regulations. Companies with a high disciplinary culture are likely to be more effective in operations as their staff carries out their jobs as per pre-determined norms and schedules. From the point of view of Malayu S.P. Hasibuan, work discipline is a management tool that aims to persuade the staff to voluntarily follow the organization's norms and rules. Lestari et al. (2024), Rumondang and Nawangsari (2020), and Nazaruddinaziz and Mulia (2022) found the results of their studies to be: disciplined employees are more productive and have fewer operational mistakes. However, it remains a challenge for many organizations to ensure staff discipline especially in regards to attendance, punctuality and adherence to procedures. Inconsistent discipline enforcement is still a relevant problem in private sector organization in Indonesia, frequently influencing the effectiveness of the organization (Gustiawan et al., 2025; Haji et al., 2025; Hulu & Larosa, 2025; Nurdiana & Suherman, 2026).

Motivation towards work also contributes to the behaviour and performance of the employee. Motivation is the internal and external drives that stimulate people to work on an organization's goals. A committed, persistent, creative and enthusiastic worker

is usually a motivated one. Theories of motivation can be traced back to classical theories, such as Maslow's hierarchy of needs and Herzberg's two factor theory, which both focus on psychological and organizational factors that affect employee performance. Empirical studies in the past have indicated that motivation has a positive impact on employee productivity and employee engagement. Kuswati (2020) concluded that motivated employees tend to have better work results and organizational loyalty. Khairunnisa & Riyanto (2020) and Gandung (2024) reported that work motivation is one of the most important factors that influence employee performance in their work. The relationship between motivation, discipline and the working environment of operational level employees in private companies in Indonesia is still little known in scientific studies even though there is a considerable amount of research and examination about this.

PT Intan Sejahtera Abadi can be seen as an important context for the study of the relationship between the work environment, work discipline, work motivation and employee performance based on empirical facts. The organization is a private sector institution that works in Tangerang, so it is very dependent on employee productivity in maintaining the effectiveness of the organization's activities and organizational sustainability. Initial findings show some issues of discipline, comfort and motivation of employees in the workplace. Employees being late to work, showing disinterest or lack of adherence to organizational rules are indicative of performance problem areas that need to be systematically investigated. Moreover, the company staff are mostly operational workers with secondary and vocational educational qualifications which determines the significance of human resource management practices in the determination of productivity outcomes.

Many studies have examined the determinants of employee performance, but there are some gaps in the research. In the first place, previous studies have often dealt with only one of the three factors; work environment, work discipline or motivation, separately rather than taking a holistic approach and considering them together in explaining the phenomenon. Secondly, the literature available tends to concentrate on public-sector institutions, educational institutions or large corporations and very little research has been conducted on medium-sized private-sector companies that have operationally-oriented workforces. Third, the focus of the previous studies is usually more on the general organizational contexts rather than what generally a labor intensive environment is in an developing country like Indonesia. Hence, empirical research which simultaneously analyzes the role played by the work environment, work discipline, and work motivation on employee performance in the workplace of an organization of the private sector with operational dominated workforce is needed.

The novelty of this research is the study which examines work environment, work discipline and work motivation as simultaneous predictors of the performance of employees in an Indonesian medium private company, PT Intan Sejahtera Abadi. Most previous work on organizations aimed at studying certain variables or at a more macro-focused approach on public sector institutions, whereas this work is based on empirical experience from a labor-intensive nature of the organization, where the majority of people work in the labor force is operational employees. The study makes a theoretical contribution to the applicability of human resource management theories in developing country context and a practical contribution by providing managerial input for strategies for enhancing employees performance using integrated organizational policies. Based on the above, the purpose of this study is to analyze the partial effect of work environment, work discipline and work motivation to employee performance in PT Intan Sejahtera Abadi.

METHODS

Research Design

This study employed a quantitative research approach using a causal explanatory design to examine the influence of work environment, work discipline, and work motivation on employee performance at PT Intan Sejahtera Abadi. Quantitative methods are appropriate for testing hypotheses and measuring relationships among variables through statistical procedures. According to John W. Creswell, quantitative causal research is designed to identify the extent to which independent variables influence dependent variables through systematic empirical analysis. The causal design was selected because this study aimed to determine both the partial and simultaneous effects of work environment, work discipline, and work motivation on employee performance. The conceptual framework of the study positioned work environment, work discipline, and work motivation as independent variables, while employee performance functioned as the dependent variable.

Research Location and Context

The research was conducted at PT Intan Sejahtera Abadi, a private-sector company located in Tangerang, Indonesia. The organization operates within a labor-intensive business environment in which employee productivity and operational effectiveness are highly dependent on human resource management practices. The selection of the company as the research site was based on several empirical considerations, including indications of declining employee discipline, variations in work motivation, and organizational concerns regarding performance consistency. The study was carried out over approximately six months to ensure sufficient time for data collection, validation, and statistical analysis. The organizational context of PT Intan Sejahtera Abadi provides a relevant setting for examining employee performance determinants within medium-sized Indonesian private companies.

Population, Sample, and Data Collection

The population of this study consisted of all employees of PT Intan Sejahtera Abadi, totaling 100 individuals. Since the population size was relatively manageable, this study applied a saturated sampling technique in which all members of the population were included as research respondents. According to Sugiyono, saturated sampling is appropriate when the entire population is used as the sample to maximize representativeness and minimize sampling bias. Thus, the final sample size comprised 100 employees representing various demographic backgrounds and job functions within the company.

Data were collected primarily through a structured questionnaire developed from established theoretical indicators and previous empirical studies related to work environment, work discipline, work motivation, and employee performance. All questionnaire items employed a five-point Likert scale ranging from strongly disagree to strongly agree to measure respondents' perceptions consistently. In addition to questionnaire distribution, limited organizational documentation was used to support contextual understanding of the company's operational conditions.

Data Analysis Technique

The collected data were analyzed using the Statistical Package for the Social Sciences (SPSS) version 27. The analytical procedures consisted of descriptive statistical analysis, classical assumption testing, multiple linear regression analysis, coefficient of determination testing, and hypothesis testing using t-tests and F-tests. Descriptive analysis was conducted to present respondents' demographic characteristics, while regression analysis was employed to measure the influence of independent variables

on employee performance. The t-test was used to identify the partial influence of each independent variable, whereas the F-test evaluated the simultaneous effect of all predictors on the dependent variable. The coefficient of determination (R^2) was calculated to assess the explanatory power of the regression model. These analytical procedures are widely recommended in quantitative human resource management research to ensure statistical robustness and empirical validity.

Validity and Reliability Testing

To ensure measurement accuracy and consistency, validity and reliability testing were conducted prior to hypothesis testing. Instrument validity was assessed using Pearson product-moment correlation analysis, where questionnaire items were considered valid if the calculated correlation coefficient exceeded the critical r-table value. Reliability testing employed Cronbach's Alpha coefficient, with values above 0.60 indicating acceptable internal consistency, as suggested by Imam Ghozali. The results demonstrated that all questionnaire indicators were statistically valid and reliable, confirming the suitability of the research instruments for further regression analysis. Furthermore, classical assumption tests, including normality, multicollinearity, and heteroscedasticity tests, were performed to ensure that the regression model satisfied the assumptions required for linear statistical estimation.

RESULTS AND DISCUSSION

This section presents the empirical findings of the study regarding the influence of work environment, work discipline, and work motivation on employee performance at PT Intan Sejahtera Abadi. The results are organized systematically to reflect the stages of quantitative analysis conducted in this research. The discussion begins with respondent characteristics to provide demographic context, followed by instrument testing through validity and reliability analysis. Subsequently, the study presents the results of classical assumption tests, including normality, multicollinearity, and heteroscedasticity tests, to ensure that the regression model satisfies statistical requirements. The final part discusses multiple linear regression analysis, coefficient of determination, and hypothesis testing using partial and simultaneous significance tests. All statistical analyses were processed using SPSS version 27, and the findings are presented in tables and figures to ensure clarity and analytical consistency.

Respondent Characteristics

The demographic profile of respondents provides important contextual information regarding the workforce composition at PT Intan Sejahtera Abadi. The respondents in this study consisted of all 100 employees of the company, reflecting the implementation of the saturated sampling technique.

Table 1. Respondent Profile

Information	Category	Frequency	Percentage
Gender	Male	54	54.0%
	Female	46	46.0%
Age	19–24 Years	8	8.0%
	25–27 Years	41	41.0%
	28–29 Years	43	43.0%
	30–32 Years	8	8.0%
Education	High School/Vocational School	54	54.0%
	Diploma (D3)	16	16.0%
	Bachelor Degree (S1)	30	30.0%

Source: Data Processing Results with SPSS 27, 2025

Table 1 shows that male employees accounted for 54 percent of respondents, while female employees represented 46 percent. This relatively balanced gender composition indicates that the organization relies on both male and female employees across operational activities. In terms of age distribution, the majority of respondents were within the productive age category, particularly between 25–27 years (41%) and 28–29 years (43%). This finding suggests that the workforce is dominated by young and productive employees who are generally characterized by adaptability and high work mobility.

Regarding educational background, most respondents were graduates of high school or vocational schools, accounting for 54 percent of the sample. Employees with bachelor’s degrees represented 30 percent, while diploma graduates accounted for 16 percent. The dominance of operational-level educational backgrounds reflects the labor-intensive organizational structure of PT Intan Sejahtera Abadi and emphasizes the importance of managerial policies related to discipline, workplace conditions, and employee motivation.

Validity Test Results

Validity testing was conducted to determine whether the questionnaire items accurately measured the intended research variables. Pearson Product Moment correlation analysis was used, with all indicators considered valid if the calculated correlation coefficient exceeded the r-table value of 0.196.

Work Environment Validity Test

Table 2. Work Environment Validity Test Results

Item	R-table	r- count	Information
X1.1	0.196	0.865	Valid
X1.2	0.196	0.831	Valid
X1.3	0.196	0.841	Valid
X1.4	0.196	0.819	Valid
X1.5	0.196	0.778	Valid
X1.6	0.196	0.350	Valid
X1.7	0.196	0.375	Valid

Source: Data Processing Results with SPSS 27, 2025

The results indicate that all work environment indicators have correlation values exceeding the minimum threshold of 0.196. Therefore, all items measuring work environment were considered statistically valid.

Work Discipline Validity Test

Table 3. Work Discipline Validity Test Results

Item	r-table	r-count	Information
X2.1	0.196	0.881	Valid
X2.2	0.196	0.759	Valid
X2.3	0.196	0.762	Valid
X2.4	0.196	0.884	Valid
X2.5	0.196	0.689	Valid
X2.6	0.196	0.256	Valid

Source: Data Processing Results with SPSS 27, 2025

The results indicate that all work environment indicators have correlation values exceeding the minimum threshold of 0.196. Therefore, all items measuring work environment were considered statistically valid.

Work Motivation Validity Test

Table 4. Work Motivation Validity Test Results

Item	r-table	r-count	Information
X3.1	0.196	0.863	Valid
X3.2	0.196	0.849	Valid
X3.3	0.196	0.852	Valid
X3.4	0.196	0.841	Valid
X3.5	0.196	0.812	Valid
X3.6	0.196	0.265	Valid

Source: Data Processing Results using SPSS 27, 2025

The validity results confirm that all indicators of work motivation were statistically acceptable and suitable for further regression analysis.

Employee Performance Validity Test

Table 5. Employee Performance Validity Test Results

Item	r-table	r-count	Information
Y1	0.196	0.737	Valid
Y2	0.196	0.780	Valid
Y3	0.196	0.773	Valid
Y4	0.196	0.718	Valid
Y5	0.196	0.643	Valid

Source: Data Processing Results using SPSS 27, 2025

All indicators of employee performance exceeded the required correlation threshold, confirming that the measurement instrument accurately represented employee performance constructs.

Reliability Test Results

Reliability testing was performed using Cronbach's Alpha coefficient to assess the internal consistency of the measurement instruments.

Table 6. Reliability Test Results

Variables	Number of Items	Cronbach's Alpha	Cronbach's Standard Alpha	Information
Work Environment (X1)	7	0.813	0.60	Reliable
Work Discipline (X2)	6	0.806	0.60	Reliable
Work Motivation (X3)	6	0.848	0.60	Reliable
Employee Performance (Y)	5	0.783	0.60	Reliable

Source: Data Processing Results with SPSS 27, 2025

As presented in Table 6, all variables recorded Cronbach's Alpha values above 0.60, indicating satisfactory internal consistency. The work motivation variable demonstrated the highest reliability coefficient at 0.848, followed by work environment (0.813), work discipline (0.806), and employee performance (0.783). These findings confirm that the research instrument was reliable and suitable for hypothesis testing.

Classical Assumption Test

Prior to regression analysis, classical assumption testing was conducted to ensure that the model satisfied statistical requirements.

Normality Test

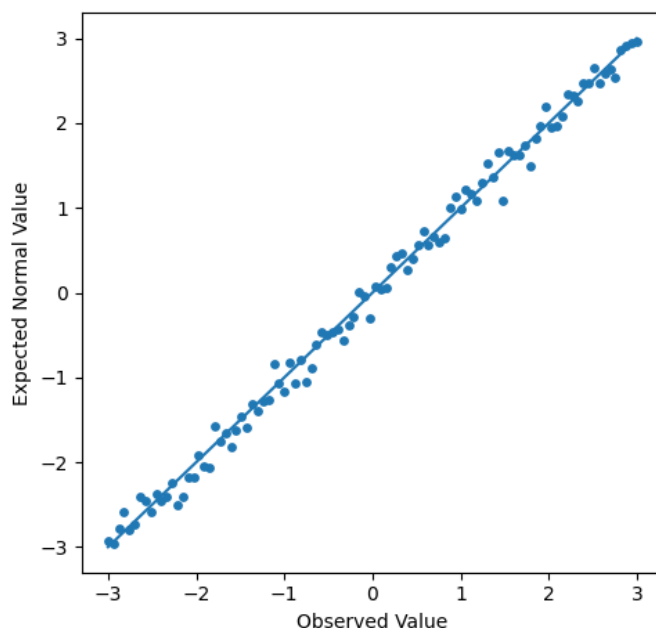


Figure 1. Data Normality Graph

Source: Data Processing Results with SPSS 27, 2025

Based on Figure 1. above, it shows that the data is spread around the diagonal line and follows the direction of the diagonal line or graph, so it can be concluded that the data is normally distributed in this study.

Multicollinearity Test

Table 7. Multicollinearity Test Results

Coefficients^a			
Model		Collinearity Statistics	
		Tolerance	VIF
1	Work environment	.544	1,513
	Work Discipline	.976	1,025
	Work motivation	.745	1,398

a. Dependent Variable: Employee Performance

Source: Data Processing Results with SPSS 27, 2025

Based on table 7. above, it shows that the variance inflation factor (VIF) value of the analysis model in this study is less than 10, namely the work environment has a VIF of 1.513, work discipline has a VIF of 1.025, and work motivation has a VIF of 1.398. Meanwhile, the tolerance value of all variables is greater than 0.1, namely the work environment has a tolerance value of 0.544 and work discipline has a tolerance value of 0.976 and work motivation has a tolerance value of 0.745. From the provisions above, it can be concluded that each variable in this study does not experience multicollinearity.

Heteroscedasticity Test

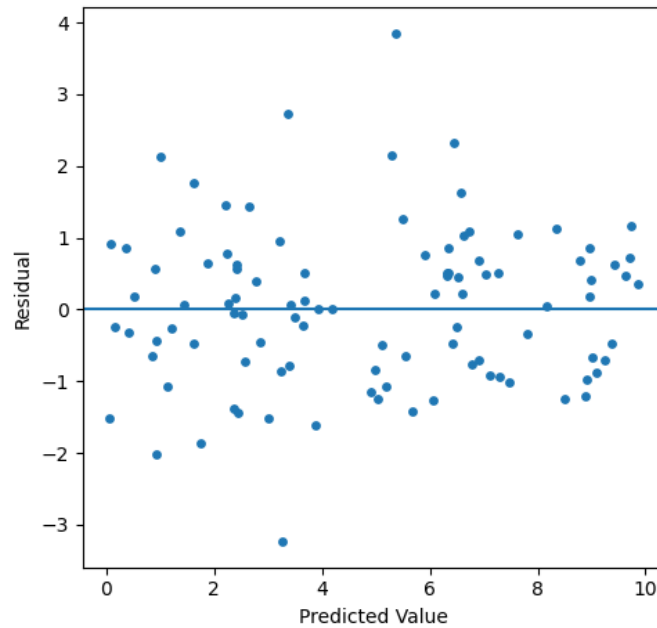


Figure 2. Results of Heteroscedasticity Test

Source: Data Processing Results with SPSS 27, 2025

The scatterplot analysis demonstrated that the residual points were distributed randomly above and below the zero line without forming a specific pattern. This finding confirms that the model did not experience heteroscedasticity problems.

Multiple Linear Regression Analysis

Multiple linear regression analysis was conducted to examine the influence of work environment, work discipline, and work motivation on employee performance.

Table 8. Multiple Linear Regression Test Results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	8,263	1,392		5,935	.000
	Work environment	.228	.186	.461	2,150	.011
	Work Discipline	.374	.061	.528	6,094	.000
	Work motivation	.439	.193	.320	2,049	.016

a. Dependent Variable: Employee Performance

Source: Data Processing Results with SPSS 27, 2025

Based on Table 8. above, it shows that the constant value (a) is 8.263, from the results of the calculations in the table above, a multiple linear regression equation can be obtained and can be written as follows:

$$Y = 8.263 + 0.228X_1 + 0.374X_2 + 0.439X_3$$

The regression coefficients indicate positive relationships between all independent variables and employee performance. Work environment contributed positively with a coefficient of 0.228, suggesting that improved workplace conditions enhance

employee performance. Work discipline demonstrated a coefficient of 0.374, indicating that disciplined employee behavior significantly improves productivity and operational effectiveness. Work motivation showed the highest regression coefficient at 0.439, suggesting that motivated employees tend to perform more effectively and consistently.

Coefficient of Determination

Table 9. Results of the Coefficient of Determination (R²) Test

Model Summary				
Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.648 ^a	.419	.409	4,520
a. Predictors: (Constant), Work Motivation, Work Discipline, Work Environment				
b. Dependent Variable: Employee Performance				

Source: Data Processing Results with SPSS 27, 2025

The explanatory power of the regression model is indicated by the coefficient of determination presented in Table 9. The R-square value of 0.419 indicates that 41.9 percent of the variation in employee performance can be explained by work environment, work discipline, and work motivation. The adjusted R-square value of 0.409 further confirms the robustness of the model after adjusting for the number of predictors. The remaining 58.1 percent of performance variation may be attributed to other factors not included in this study, such as leadership style, compensation, or organizational culture.

Hypothesis Testing

Partial Significance Test (t-Test)

Table 10. Partial Test Results (t-Test)

Variable	t-count	t-table	Sig.	Result
Work Environment	2.150	1.661	0.011	Significant
Work Discipline	6.094	1.661	0.000	Significant
Work Motivation	2.049	1.661	0.016	Significant

Source: Data Processing Results using SPSS 27, 2025

The t-test results indicate that all independent variables significantly affected employee performance. Work environment had a significant effect because the calculated t-value (2.150) exceeded the t-table value (1.661) with a significance level below 0.05. Similarly, work discipline demonstrated the strongest statistical influence with a t-value of 6.094 and significance level of 0.000. Work motivation also showed a significant positive effect on employee performance with a t-value of 2.049 and significance level of 0.016.

Simultaneous Significance Test (F-Test)

Table 11. Simultaneous Test Results (ANOVA)

Source	Sum of Squares	df	Mean Square	F	Sig.
Regression	93.231	3	31.077	13.458	0.000
Residual	221.679	96	2.309	–	–
Total	314.910	99	–	–	–

Source: Data Processing Results using SPSS 27, 2025

The simultaneous test results demonstrated that work environment, work discipline, and work motivation collectively had a significant influence on employee performance. The F-count value of 13.458 exceeded the critical threshold with a

significance value of 0.000, which was lower than 0.05. These findings confirm that the three independent variables simultaneously contributed to explaining employee performance at PT Intan Sejahtera Abadi.

Human Resource Factors and Employee Performance in Organizational Contexts

The results of this study prove that work environment, work discipline and work motivation partially and simultaneously affect the employee performance of PT Intan Sejahtera Abadi. The results add to the body of literature on human resource management that focuses on the factors of the organization that affect employee attitudes, behaviors and commitment, rather than simply individual skills. The findings of the present study prove that organizational effectiveness in companies that depend on labour force for their activities is greatly influenced by the management's capacity to establish a supportive environment in the workplace, keep discipline and create employee motivation at the same time.

The positive effects of the work environment on the performance of the employees justifies earlier international research that has emphasised the importance of physical and psychological conditions in the workplace. The result is in line with the study conducted by Shammout (2021) which revealed that the working environment plays a significant impact on employees' productivity and the effectiveness of the organization. Barton & Le (2023) also noted that the importance of environmental comfort, communication climate and workplace safety also directly influence employees' satisfaction and work efficiency. The present research supports these arguments with regards to operational level employees in the private sector organizations located in Indonesia. This study highlights the workplace conditions' relevance to the labor-intensive organizational contexts in which operational routines deeply influence everyday life, as opposed to a few other studies, which had concentrated primarily on institutional contexts in the office or the public sector. This contextual contribution is one of the novelties of this study, as empirical evidence on medium-sized Indonesian private companies in international human resource management is still very limited.

This important finding on the relationship between work discipline and employee performance also validates current organizational behaviour theories. The discipline system is a mechanism for controlling behavior that brings employees' behavior into line with organization's goals and procedures. The results are in line with the study carried out by Kulal and Dinesh (2026) and Rambulangi et al. (2024) that found disciplined employee produce more productive, punctual, and high quality in completing their tasks. When viewed from the perspective of PT Intan Sejahtera Abadi, disciplinary compliance seems to be of particular importance, due to the fact that operational coordination and activities based on routine is a very important element in the operation of the institution. The evidence of the high statistical representation of work discipline in this study suggests that there is a need to enforce discipline in the organizations that adopt a structured operational system so as to reduce the potential inefficiencies and deviations in the performance of the organization. This is also a theoretical contribution in terms of how it supports institutional perspectives on the nature of discipline as a crucial governance instrument in industries that rely heavily on labor.

Another important factor that affected employees' performance was their work motivation, showing that employees with high motivational levels tend to have better work results. This is in line with the principles of self-determination theory and expectancy theory, which suggest that when rewards and recognition are perceived as meaningful, the motivated person puts more effort into the task. The same positive relationship was also found in previous studies conducted by Kuswati (2020), Zen

(2023), and Abdulrahman et al. (2022) on work motivation and employee engagement and productivity. But the current study builds on past research by showing that motivation continues to be a significant factor, even for those who have mostly operational educational backgrounds. It implies that motivational tactics will not be restricted to only management workers but must reach the operational staff which have a direct impact in organizational productivity. The results support the applicability of motivation-related human resource policies in organizational environments in developing countries.

The interaction among work environment, work discipline, and work motivation shows that the performance of employees is multidimensional and is affected by the interplay of factors within the organization. The result concurs with the systems approach in human resource management that was proposed by Mathis and Jackson, which states that the performance of an organization is the result of interdependencies among a number of managerial dimensions and not the results of one. Educational support, disciplinarians, and reinforcement are combined to provide an organization setting that supports and motivates employees to be effective and consistent. The novelty of this study is an integrated approach: these three variables are applied together and related to a medium-sized Indonesia-based private company that is not well represented in previous studies.

In practical terms, the results have implications for aspects of organizational management. It is recommended that companies focus on enhancing the facilities at the work place, maintain conducive working environment, and improve interpersonal communication skills in the workplace. Management also must adhere to the disciplinary measures with consistency and make sure that it is done fairly and transparently. Besides, companies should design programs that encourage employees' motivation, such as systems for employee recognition, career development and feedback of performance in a positive way. These holistic approaches can foster employee retention and enhance organizational performance in a long-lasting manner.

This study has a number of limitations, however. The study was conducted on a single private sector company and did not consider the wider industrial context, which reduces the generalizability of the findings. Secondly, the explanatory power of the model suggests that other factors not examined in the current study could have a role in impacting employee performance, including leadership style, compensation systems, and organizational culture. Third, the cross sectional design restricts the observation of changes in employee behavior over time. Thus, further studies are needed that include more organizations in various industrial sectors and include more variables about organizations in order to have a more complete model of the determinants of employee performance. Additional insights into the dynamic relationship between organizational conditions and employee behavior over time can also be gained from a development of one or both of these approaches (Longitudinal and Mixed-Method).

CONCLUSION

The study results showed that work environment, work discipline and work motivation partially and simultaneously influenced the employee's work performance at PT Intan Sejahtera Abadi. The most significant variable that significantly contributed to performance improvement is work discipline, this signals the need for organizational compliance and consistency in the behavior of workers in companies that are predominantly characterized by labor scarcity. The results support theories in human resource management which point to the interaction between organizational factors and psychological factors as important in affecting employee performance. The practical implications of the study are that the organizations need

to make changes through the improvement of workplace conditions, consistent disciplinary action, and an improvement in employee motivation through opportunities for recognition and development. The novelty of this study is integrative in considering the above variables in the context of a medium-sized private sector in Indonesia that is dominated by operational employees. However, the present study is confined to one organization and a cross sectional study. Future research is recommended that broaden the industrial areas, use longitudinal studies, and use other variables like leadership style, pay and organizational culture.

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