

# ***THE EFFECT OF WORK MOTIVATION, WORK DISCIPLINE, AND WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE: CASE STUDY AT CV. ATH GROUP BALIKPAPAN***

**Lailatul Maulidiyah<sup>1</sup>, Agus Purnomo Sidi<sup>2</sup>**

Fakultas Ekonomi & Bisnis, Institut Teknologi dan Bisnis Asia Malang

email: [lailatulmaulidiyah31@gmail.com](mailto:lailatulmaulidiyah31@gmail.com)

Fakultas Ekonomi & Bisnis, Institut Teknologi dan Bisnis Asia Malang

email: [agusps@asia.ac.id](mailto:agusps@asia.ac.id)

## **ABSTRACT**

*Organizational success depends on employee performance, which is impacted by a number of variables such work environment, discipline, and motivation. This study looks into how these elements affect ATH GROUP Balikpapan employees' job performance. The study uses a quantitative methodology using Partial Least Squares (PLS) with Smart PLS 3 to assess the connections between the dependent variable, job performance, and the independent variables, work motivation, work discipline, and the work environment. One hundred employees were given a questionnaire to complete in order to gather data, and Structural Equation Modeling (SEM) was used in the study to determine how significant the associations were. The results indicate that all three factors significantly influence job performance, with p-values < 0.05 for each path coefficient. Work motivation demonstrated the strongest positive impact, followed by the work environment and work discipline. The findings emphasize the direct and indirect effects of these variables, highlighting their synergistic contributions to enhancing employee productivity. With a high R<sup>2</sup> value of 0.836, the model is able to explain 83.6% of the variation in job performance. To sum up, encouraging motivation, implementing just disciplinary procedures, and creating a positive work atmosphere are all critical tactics for raising employee performance. These results offer insightful information to businesses looking to maximize employee productivity and succeed over the long haul.*

**Keywords:** *work motivation, work discipline, work environment*

## **INTRODUCTION**

A key factor in determining an organization's success and long-term viability is employee performance. High-performing employees are essential for achieving organizational goals, maintaining competitiveness, and ensuring operational efficiency (Meenakshi Sharma, 2023). When employees perform well, they not only meet but often exceed expectations, driving innovation, productivity, and overall growth. In today's competitive and dynamic business environment, organizations rely on a motivated, disciplined, and well-supported workforce to adapt to market changes, address challenges, and capitalize on opportunities effectively (Almatrooshi et al., 2016). Employee performance is thus isn't just an individual achievement but a collective effort that reflects the organization's culture, leadership, and strategic direction.

Furthermore, employee performance directly impacts key organizational outcomes such as customer satisfaction, profitability, and reputation. A workforce that is highly motivated, disciplined, and are more likely to be dedicated and exhibit greater levels of job satisfaction when they are supported by a positive work environment, which lowers turnover and increases loyalty (Vuong & Nguyen, 2022). For managers and organizational leaders, fostering an environment that enhances employee performance is vital for long-term success. This involves addressing factors like work motivation, discipline, and the work environment, which significantly influence employees' ability to provide their best effort. Organizations may create a resilient workforce that can satisfy both current and future demands by identifying and maximizing these factors (Kumari & Singh, 2018).

Through the development of a sense of purpose and determination to accomplish organizational

goals, an important factor in raising employee performance is work motivation. Even under trying circumstances, motivated workers are more prone to show up greater levels of involvement, inventiveness, and tenacity (Meenakshi Sharma, 2023). Intrinsic motivation, such as personal growth and satisfaction, coupled with extrinsic motivators like rewards and recognition, creates a balanced framework that encourages employees to deliver their best (Almatrooshi et al., 2016; Vuong & Nguyen, 2022). This directly translates to improved productivity and quality of work output, ensuring that employees align their efforts with organizational success.

Discipline and a supportive work environment are equally vital in shaping employee performance. Discipline ensures consistency and accountability, as employees adhere to organizational policies, deadlines, and standards, creating a foundation for reliability and trust (Kumari & Singh, 2018). Simultaneously, the work environment, including physical factors like workspace design and social dynamics like team collaboration, profoundly influences employees' mental and emotional well-being. A positive and conducive environment fosters collaboration, reduces stress, and enhances focus, enabling employees to thrive and achieve optimal performance levels (Meenakshi Sharma, 2023).

Organizations today face a multitude of challenges in maintaining high performance levels amidst rapidly evolving business landscapes. One significant issue is adapting to technological advancements while ensuring employees possess the requisite skills, as the pace of innovation often outstrips workforce training (Meenakshi Sharma, 2023; Ritu, 2024). Additionally, employee burnout and disengagement, exacerbated by increasing workloads and the pressure to meet stringent deadlines, can hinder performance. Economic uncertainties and global disruptions, such as pandemics or supply chain interruptions, further strain organizational resources and planning (Almatrooshi et al., 2016; Vuong & Nguyen, 2022). Lastly, fostering a collaborative and inclusive workplace culture in diverse and remote settings adds complexity, as leaders strive to keep teams aligned, motivated, and productive across geographical and cultural boundaries. These challenges require proactive strategies to ensure sustainable performance and organizational resilience.

Achieving organizational objectives and maintaining competitiveness in a business climate that is becoming more and more dynamic depend heavily on employee performance. However, organizations often face challenges in optimizing employee performance due to varying levels of work motivation, inconsistent work discipline, and inadequacies in the work environment (Almatrooshi et al., 2016; Meenakshi Sharma, 2023). These factors significantly influence productivity, job satisfaction, and overall organizational success. The interplay between these elements requires comprehensive analysis to identify their individual and combined effects on employee performance (Kumari & Singh, 2018; Slade et al., 2024; Vuong & Nguyen, 2022). By looking into how employee performance is improved by work environment, work motivation, and work discipline, this study seeks to address these issues and offer employers practical insights for raising employee engagement and operational efficiency.

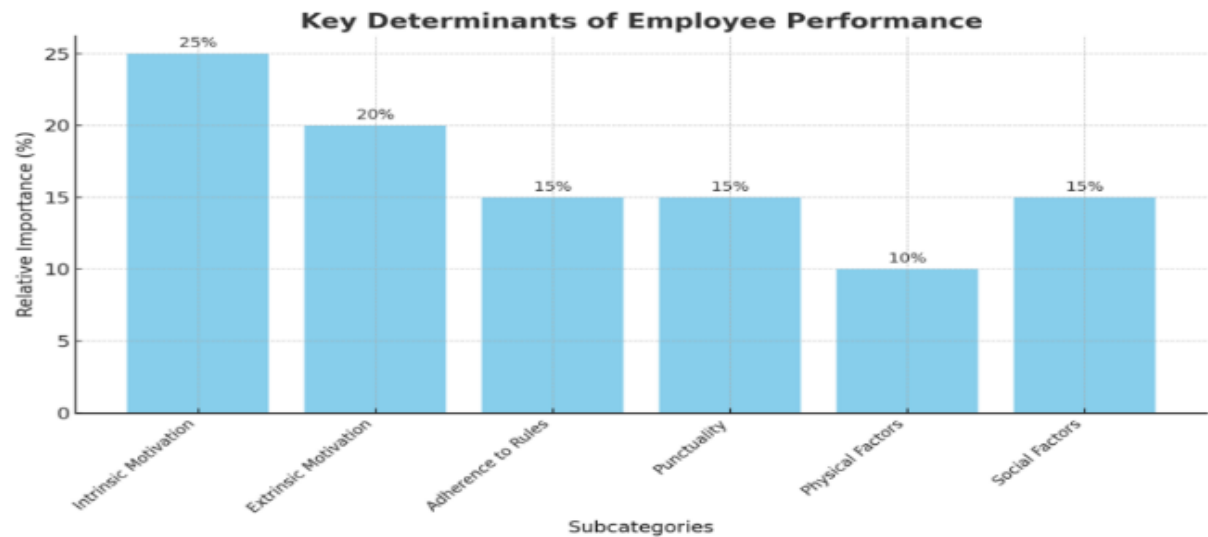
This study's goal is to investigate and evaluate how employee performance at CV. ATH Group Balikpapan is impacted by work motivation, work discipline, and the work environment. Specifically, the research aims to identify the influence of each factor on employee performance, evaluate their interdependencies, and provide actionable insights to enhance productivity and efficiency within the organization.

## **THEORETICAL REVIEW**

The efficacy and efficiency with which workers complete their tasks are mentioned as employee performance and responsibilities to contribute to the overall objectives of an organization. High levels of performance are critical for achieving organizational goals, maintaining competitiveness, and fostering innovation (Turner, 2017). Key indicators of employee performance typically include productivity, quality of work, timeliness, collaboration, and the ability to adapt to changing demands. By addressing the different internal and external elements that affect employees' capacity and willingness to perform, organizations aim to improve performance (Zhenjing et al., 2022). These determinants include both individual factors, such as motivation and skills, and organizational factors, such as management practices, workplace culture, and the actual workspace. The determinants of employee performance can be broadly categorized into three key areas: work motivation, work discipline, and the work environment. Motivation drives employees to exert

effort and remain committed to their roles, with intrinsic factors (e.g., personal satisfaction, career growth) and extrinsic factors (e.g., financial rewards, recognition) playing significant roles (B. Ghimire, 2023). Work discipline ensures that employees adhere to organizational rules, maintain punctuality, and perform consistently, which directly impacts efficiency and reliability. Lastly,

factors (e.g., office layout, equipment) and social factors (e.g., relationships with colleagues, organizational support), both of which significantly affect employees' comfort and engagement levels. (Diamantidis & Chatzoglou, 2019) By understanding and optimizing these determinants, employers can foster an environment where workers can reach their greatest potential, resulting



the work environment encompasses physical in improved overall performance.

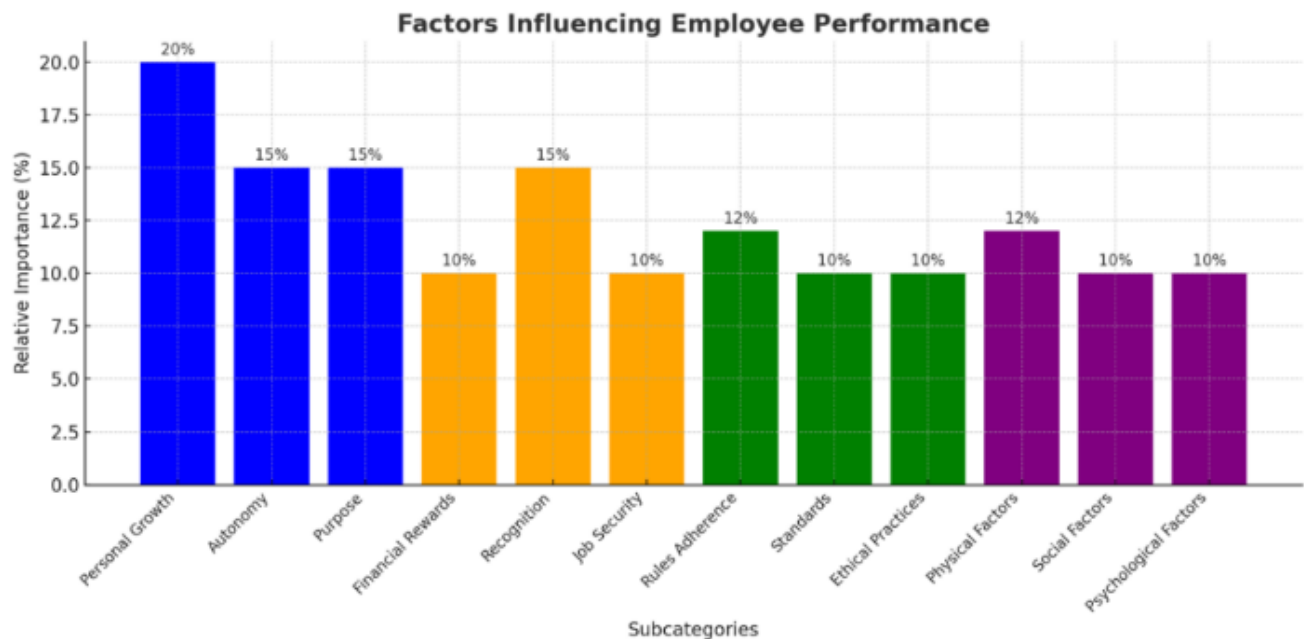
**Figure 1.** Key determinants and subcategories of employee performance (B. Ghimire, 2023; “Behind the Veil of Employee Performance,” 2019; Turner, 2017)

The chart as presented in **Figure 1** illustrates the key determinants of employee performance by breaking down the relative importance of various subcategories within work motivation, work discipline, and the work environment. Intrinsic and extrinsic motivation stand out as significant contributors, emphasizing the need for personal satisfaction and rewards (Turner, 2017). Adherence to rules and punctuality highlight the critical role of discipline, while physical and social factors reflect the influence of the work environment. This graphic makes it easy to see how these components work together to influence worker performance (Vuong & Nguyen, 2022).

A key factor in both employee performance and organizational success is work motivation. It includes all of the internal and external forces that motivate people to act, work hard, and accomplish their objectives. Intrinsic motivators, such as personal growth, autonomy, and the sense of purpose derived from work, often lead to long-term engagement and satisfaction (Vukajlovic & Ostojic, 2016). Extrinsic motivators, including financial rewards, recognition, and job security, also have a big influence on how people behave.

By understanding what motivates employees, organizations can create strategies to align individual aspirations with organizational objectives, fostering both productivity and job satisfaction (Mohamad & Abiddin, 2024; Van den Broeck et al., 2021).

Discipline and the work environment significantly influence workplace dynamics and overall productivity. Discipline, in the context of the workplace, refers to adherence to organizational rules, standards, and ethical practices (Turner, 2017). It ensures a structured and harmonious workflow, minimizes conflicts, and upholds accountability. Meanwhile, the work environment—comprising physical, social, and psychological elements—affects employee well-being and performance. A supportive, inclusive, and well-designed work environment enhances motivation, reduces stress, and promotes collaboration. Together, a culture where workers feel appreciated, safe, and motivated to give their best work is facilitated by discipline and a great working environment (Vukajlovic & Ostojic, 2016)



**Figure 2.** Key factors and subcategories influencing employee performance (B. Ghimire, 2023; Vukajlovic & Ostojic, 2016)

The graph as presented in **Figure 2** illustrates the key factors influencing employee performance, categorized into four main areas: intrinsic motivation, extrinsic motivation, discipline, and the work environment (Ciobanu et al., 2019). Each main category is further divided into subcategories, such as personal growth, financial rewards, adherence to rules, and social factors, with their relative importance expressed as percentages. Intrinsic motivation emerges as a significant contributor, with personal growth (20%) standing out as the most impactful subcategory, followed by autonomy and purpose (Manganelli et al., 2018). This emphasizes how crucial internal motivators like self-improvement are and meaningful work in sustaining employee engagement. Similarly, extrinsic motivation, represented by financial rewards, recognition, and job security, demonstrates its role in incentivizing short-term goals, with recognition being particularly critical.

Discipline contributes through adherence to rules, standards, and ethical practices, reflecting the importance of structured processes and accountability in fostering reliability and efficiency. Finally, the work environment, encompassing physical, social, and psychological factors, highlights how supportive settings promote employee well-being and collaboration, with social factors and physical design standing out (Mohamad & Abiddin, 2024; Van den Broeck et al., 2021). Overall, the graph underscores the

interconnectedness of motivation, discipline, and the work environment in enhancing employee performance. Organizations can develop a balanced framework that enables staff members to realize their full potential and complement company objectives by tackling these factors comprehensively (Ciobanu et al., 2019).

The efficacy, caliber, and efficiency with which workers fulfill their duties and responsibilities are referred to as employee performance within an organization. It includes a person's capacity to fulfill or surpass employment requirements and support company objectives (Kurniawati & Raharja, 2022). Skills, motivation, the work environment, and the clarity of job tasks are some of the aspects that influence performance. Measuring performance is essential for ensuring that employees are aligned with organizational objectives and consistently improving their contributions (Cesário & Chambel, 2017).

Key Indicators of Employee Performance is often evaluated using specific indicators such as productivity, quality of work, punctuality, and the ability to collaborate effectively with others. Other metrics may include customer satisfaction ratings, innovation, adherence to deadlines, and achievement of key performance indicators (KPIs) defined for the role (Atatsi et al., 2019). For leadership or managerial roles, indicators might also include team outcomes, employee engagement

levels, and strategic contributions. These indicators provide a clear and measurable way to assess both individual and organizational success (Alefari et al., 2020; Cesário & Chambel, 2017; Kurniawati & Raharja, 2022).

Employee performance is essential to an organization's overall viability and success. High-performing employees drive innovation, maintain customer satisfaction, and improve operational efficiency. Furthermore, evaluating and enhancing performance helps organizations identify training needs, develop career growth opportunities, and retain talent (Atatsi et al., 2019). On a broader level, strong employee performance contributes to a competitive advantage, ensuring the organization can adapt and thrive in a dynamic market environment.

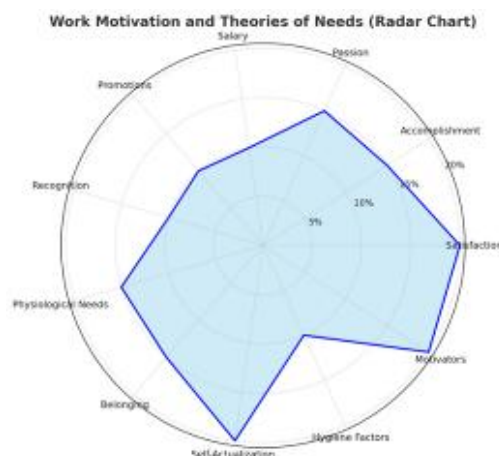
The psychological mechanisms that start, guide, and maintain a person's effort toward accomplishing goals connected to their job are referred to as work motivation. It can be divided into two main categories: internal motivation and extrinsic incentive. Examples of internal factors that support intrinsic motivation include a sense of accomplishment, personal fulfillment, and a love for the activity at hand (Ryan & Deci, 2020). Conversely, extrinsic motivation is fueled by outside incentives like pay, recognition, and career progression. Both types of motivation play critical roles in influencing employees' behavior and performance, and their balance varies depending on individual preferences and workplace dynamics (Koziol & Koziol, 2020).

Maslow's Hierarchy of Needs is one of the most important theories about what motivates people to work. It says that people's needs are organized like a pyramid, beginning with fundamental

physiological requirements and progressing to more complex psychological and self-fulfilling wants (Chong & Gagné, 2019). In the workplace, this means making sure that basic needs are met (like fair pay and safe working conditions) before focusing on higher-level motivators like a sense of belonging (like teamwork and inclusion), esteem (like praise and rewards), and self-actualization (like chances to grow and be creative). Maslow's theory emphasizes that employees perform best when their needs are systematically fulfilled (Cesário & Chambel, 2017).

Motivators and cleanliness factors are the two categories into which Herzberg's Two-Factor Theory divides the factors at play. Although they don't always increase motivation, hygienic elements like compensation, job stability, and working circumstances can make people miserable when they are absent (Koziol & Koziol, 2020). Motivators, including opportunities for achievement, recognition, and meaningful work, are directly linked to increased motivation and job satisfaction. Herzberg's theory underscores the significance of setting up a workspace that addresses both dissatisfaction through hygiene factors and actively promotes motivation through well-designed job roles and growth opportunities (Chong & Gagné, 2019).

The chart as presented in **Figure 3** provides a comprehensive visualization of the various components influencing work motivation, categorized into intrinsic and extrinsic motivators, Maslow's hierarchy of needs, and Herzberg's Two-Factor Theory. Each axis represents a specific subcategory, with values indicating the relative importance of each factor in shaping employee motivation and performance.



**Figure 3.** Components of Work Motivation and Theories of Needs (Koziol & Koziol, 2020; Ryan & Deci, 2020)

Intrinsic motivators, such as satisfaction, accomplishment, and passion, are highlighted as significant contributors to long-term engagement and fulfilment (Karaferis et al., 2022). Their prominence in the chart reflects the need for organizations to foster environments where employees can derive personal meaning from their work. On the other hand, extrinsic motivators like pay, promotions, and praise are very important for maintaining morale and encouraging short-term success, especially in structured or reward-based workplaces (Singh, 2016).

Maslow's hierarchy emphasizes foundational needs like physiological well-being and safety while advancing toward higher-order needs such as belonging and self-actualization. The chart shows these elements as interconnected yet distinct, underscoring the necessity of systematically addressing each level (Delaney & Royal, 2017; Singh, 2016). Similarly, Herzberg's hygiene factors (e.g., job security) and motivators (e.g., opportunities for achievement) illustrate how job satisfaction is influenced by both mitigating dissatisfaction and enhancing motivation. Overall, the radar chart reveals the dynamic balance of factors required to sustain motivation and enhance performance. This multidimensional approach helps organizations design strategies that address both individual aspirations and organizational objectives effectively (Ryan & Deci, 2020).

### **Work discipline and Work Environment.**

Discipline in the workplace refers to a set of behavioral expectations and standards that ensure employees act in alignment with organizational rules and goals. Key elements include compliance, which involves following workplace policies and protocols; punctuality, emphasizing timely attendance and meeting deadlines; and adherence to organizational rules, which ensures that employees act ethically and maintain professionalism (Aleksić et al., 2019). Together, these elements create a structured work environment, fostering accountability and consistency in achieving organizational objectives (Aleksić et al., 2019; Gasparly et al., 2020).

Theoretical frameworks, such as behavioral theories and reinforcement principles, explain the role of discipline in shaping employee performance. For instance, B.F. Skinner's reinforcement theory suggests that positive reinforcement (e.g., recognition) or negative reinforcement (e.g., reducing undesired outcomes)

can encourage discipline (Feather et al., 2018). Similarly, theories on organizational justice emphasize that fair and consistent disciplinary measures improve employee trust and compliance. Discipline plays a vital role in maintaining order, reducing workplace conflicts, and aligning individual actions with the company's strategic goals, thereby enhancing performance (Adhikari & Budhathoki, 2024).

The physical surroundings are part of the work environment, social, and organizational aspects that affect employee well-being and performance. Physical components include office layout, lighting, and ergonomics, while social aspects involve interpersonal relationships and team dynamics. The organizational environment refers to policies, leadership style, and workplace culture (Karaferis et al., 2022). Theories like the Job Demands-Resources (JD-R) model suggest that a supportive work environment can mitigate stress and boost employee engagement. According to Herzberg's Two-Factor Theory, job happiness and productivity are both affected by good environmental factors. A well-structured work environment not only enhances employee outcomes but also fosters innovation and commitment (Aleksić et al., 2019).

The graph as presented in **Figure 4** highlights the key factors influencing workplace discipline and the work environment, emphasizing their role in fostering employee performance. Compliance-related behaviors, including adherence to rules, punctuality, and workplace compliance, each contribute equally (15%) to maintaining order and accountability within organizations (Aleksić et al., 2019). These factors ensure ethical conduct, timely task completion, and alignment with company policies. Reinforcement strategies, such as positive reinforcement and fair disciplinary measures (10% each), emphasize the importance of recognizing employee efforts and applying consistent rules to encourage desired behaviors and build trust. The work environment factors, including physical (15%), social (10%), and organizational (10%) aspects, demonstrate how ergonomic facilities, strong interpersonal relationships, and supportive workplace culture enhance employee well-being and collaboration (Aleksić et al., 2019; Feather et al., 2018; Gasparly et al., 2020). Together, these elements create a balanced framework that drives engagement, productivity, and organizational success, making the point that discipline and



external factors need to be managed in a more complete way.



**Figure 4.** Factors Influencing Workplace Discipline and the Work Environment (Aleksić et al., 2019; Feather et al., 2018; Gaspary et al., 2020)

#### **Correlation between work motivation and employee performance.**

Numerous studies have demonstrated a strong connection between employee motivation and performance outcomes. Research suggests that motivated employees are more likely to achieve higher levels of productivity, creativity, and commitment (Fiorini & Sammut, 2024). For instance, studies show that intrinsic motivation—driven by personal fulfillment and interest in work—correlates positively with quality and innovation in tasks, whereas extrinsic motivation, such as financial incentives, often enhances task efficiency and speed. Organizations that invest in motivation-boosting strategies, like recognition programs and chances to advance in their careers, see big changes in the work that their employees do (Reizer et al., 2019).

Motivation as a Driver of Productivity serves as the key driver of workplace productivity by influencing employees' effort, persistence, and efficiency. High-drive individuals are more likely to establish ambitious objectives and put in a lot of effort to achieve them, contributing directly to organizational success. For instance, goal-setting theory emphasizes that motivated employees perform better when provided with clear and challenging goals (Ibrahim & Abiddin, 2024). Similarly, studies have shown that organizations fostering a reason for doing the work they do often

experience lower absenteeism and higher employee output, as workers are more engaged and dedicated to their roles (Aleksić et al., 2019).

Beyond productivity, motivation also fosters employee engagement, which is crucial for sustained performance and organizational loyalty. According to (Gaspary et al. 2020), employees are more likely to be committed and happy in their roles if they are both academically and emotionally immersed in their work. The Self-Determination Theory states that businesses that satisfy employees' core psychological requirements for relatedness, competence, and autonomy increase their intrinsic motivation, which leads to more engaged work. This kind of involvement not only improves work, but it also keeps people from leaving and makes the workplace a better place to be. In summary, motivation acts as a critical enabler of both individual and organizational success (Fiorini & Sammut, 2024; Reizer et al., 2019).

#### **Impact of work discipline on employee performance.**

Prior studies have demonstrated that discipline and structure are very important for improving the performance of a company. For instance, studies have shown that adherence to clear policies and guidelines leads to reduced errors and improved accountability within teams (Ryan & Deci, 2020;

Singh, 2016). Evidence also highlights that consistency in applying organizational rules builds trust among employees, as it ensures fairness and predictability in decision-making. Furthermore, research in organizational behavior indicates that disciplined practices, such as regular performance reviews and structured goal-setting, are directly linked to higher productivity and employee engagement (Reizer et al., 2019).

Consistency in workplace processes and practices creates a stable environment where employees can thrive. By standardizing workflows and procedures, organizations minimize confusion and ensure that resources are allocated efficiently. For example, consistently applied training programs equip employees with the necessary skills, reducing knowledge gaps and enhancing team collaboration (Aleksić et al., 2019). Additionally, a consistent approach to leadership, communication, and feedback fosters a cohesive work culture, enabling employees to align with organizational goals seamlessly (Gasparý et al., 2020).

Organizational rules serve as a framework for operational efficiency by clearly defining expectations and boundaries. They help in mitigating risks, avoiding conflicts, and ensuring compliance with industry standards. Rules also provide employees with a sense of structure, enabling them to focus on their tasks without ambiguity (Singh, 2016). For example, safety regulations in high-risk industries ensure smooth operations while protecting workers. Research further indicates that when rules are perceived as fair and reasonable, employees are more likely to adhere to them willingly, leading to sustained efficiency and higher morale (Chong & Gagné, 2019).

RESEARCH METHOD

This study adopts a quantitative research approach, which is grounded in positivism. Using structured study tools to gather data, quantitative methods are made to look at certain groups of people or samples in a planned way. This study's data analysis tests pre-existing hypotheses using statistical techniques. The population being studied in this study consists of all ATH GROUP

Balikpapan employees. Saturated sampling was used for this study. This is a way of picking samples where all members of the population are included. As a result, the study's sample consists of 100 respondents, representing the entire workforce of ATH GROUP Balikpapan. This method makes sure that the results are complete and show what the whole staff base is like.

To gather primary data, a questionnaire is the main tool used to gather information for the study. Questionnaires are a structured method that requires respondents to answer a series of written questions or statements. In this research, two types of variables are analyzed: dependent variable, and independent factors include work motivation, work discipline, and work environment. This study uses Partial Least Squares (PLS) with Smart PLS 3 to look at how work environment, work drive, and work discipline affect how well people do their jobs. Here are some steps that can help you understand the SEM (Structural Equation Modeling) outcome.

RESULTS

At this point, the measurement model which shows how indicators and constructs (latent variables) relate to one another is first assessed. When testing the measurement model, a number of factors are taken into account. By looking at the Average Variance Extracted (AVE) values, which must be greater than 0.50 to verify sufficient construct validity, convergent validity as shown in Table 1 is evaluated. The AVE values for Work Motivation (0.776), Work Discipline (0.769), Work Environment (0.803), and Job Performance (0.812) all exceed the threshold, indicating that the convergent validity for each construct is well-established. Reliability as presented in Table 1 is evaluated using Composite Reliability (CR) and Cronbach's Alpha. CR and Cronbach's Alpha values greater than 0.70 indicate strong reliability. The CR and Cronbach's Alpha values for Work Motivation (0.928), Work Discipline (0.901), Work Environment (0.918), and Job Performance (0.923) significantly exceed this threshold, demonstrating that the measurement instruments for these constructs are highly reliable and consistent.

Table 1. Composite reliability and average variance measurement

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
DK	0.901	0.919	0.930	0.769
KK	0.923	0.923	0.945	0.812
LK	0.918	0.919	0.942	0.803
MK	0.928	0.933	0.945	0.776



Note: **DK:** Work Disziplin; **KK:** Employee Performance; **LK:** Work Environment; **MK:** Work Motivation

The reliability and validity analysis of the constructs DK, KK, LK, and MK as presented in **Table 1** demonstrates strong measurement properties. Cronbach's Alpha values for all constructs exceed 0.9, indicating excellent internal consistency. Similarly, rho\_A and composite reliability levels are higher than the 0.7 criterion that is advised, confirming the consistency of the measurement items in capturing their respective constructs. These findings demonstrate that the scales employed to measure the underlying concepts are reliable, making them suitable for advanced statistical modeling.

Furthermore, all constructions' Average Variance Extracted (AVE) values are significantly higher than the 0.5 threshold., with DK, KK, LK, and MK achieving AVE values of 0.769, 0.812, 0.803, and 0.776, respectively. These high AVE ratings demonstrate that each construct accounts for a sizable percentage of the variance in its assessment items, confirming good convergent validity. The constructs show strong validity and reliability overall, providing a strong foundation for further

statistical analyses, such as hypothesis testing or Structural Equation Modeling (SEM).

Discriminant validity as presented in **Table 2** ensures that a model's constructs are truly distinct from one another, confirming it measures unique aspects of the concept. As outlined in Table 2, it is assessed using the Fornell-Larcker Criterion, a widely accepted method in structural equation modeling. The square root of the Average Variance Extracted (AVE) for a construct must be higher than the highest correlation between that construct and any other construct in the model, according to this criterion. The AVE shows how much variance a concept gathers from its indicators relative to the variance brought on by measurement error. It is confirmed that the concept has more variance with its indicators than with other constructs if the square root of the AVE is greater than the inter-construct correlations (Daoud, 2017). This result reinforces the model's reliability and validity, ensuring that each construct uniquely contributes to the research findings and avoids multicollinearity issues (Koohang et al., 2021).

**Table 2. Discriminant Validity measurement**

	<b>DK</b>	<b>KK</b>	<b>LK</b>	<b>MK</b>
DK	0.877			
KK	0.428	0.901		
LK	0.608	0.725	0.896	
MK	0.509	0.878	0.632	0.881

### **Structural Model Evaluation (Inner Model).**

In order to ascertain whether the suggested hypotheses are supported by the data, this phase entails examining the associations between latent variables. The evaluation consists of several steps, i.e. Path Coefficients and -Statistic and P-Value. Path Coefficients assesses the strength of the influence between independent constructs (work motivation, work discipline, and work environment) and the dependent construct (job performance). A significant path coefficient, indicated by a p-value of less than 0.05, confirms a meaningful impact between variables. Meanwhile, T-Statistic and P-Value is tested using bootstrapping. If the t-statistic is more than 1.96 and the p-value is less than 0.05, the relationship is deemed significant. A complete relationship is elaborated as follows:

1. The relationship between Work Motivation and Job Performance (p-value = 0.000) is significant.
2. The relationship between Work Discipline and Job Performance (p-value = 0.045) is significant.
3. The relationship between Work Environment and Job Performance (p-value = 0.010) is significant.

In summary, all variables examined in this study—work motivation, work discipline, and work environment—show significant impacts on job performance, as evidenced by p-values below 0.05 as tabulated in Table 3. This confirms that these factors are crucial in enhancing employee performance.

Table 3. Measurement of job performance with p-values

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
DK -> KK	-0.166	-0.157	0.083	2.009	0.045
LK -> KK	0.363	0.367	0.140	2.598	0.010
MK -> KK	0.733	0.723	0.110	6.686	0.000

R-Square ( $R^2$ ) as presented in Table 4 measures the extent to which the independent factors may account for the dependent variable. A better model for describing the dependent variable is indicated by a higher  $R^2$  score. For instance, if the  $R^2$  for job performance is 0.60, it indicates that work environment, work motivation, and work discipline account for 60% of the variation in job

performance. With an  $R^2$  value of 0.836, the model's work environment, work motivation, and work discipline account for 83.6% of the variation in job performance. This is a very high value, indicating that the model is strong in explaining the factors influencing job performance (Daoud, 2017; Fiorini & Sammut, 2024; Reizer et al., 2019).

Table 4. R-Square ( $R^2$ ) measurement

	R Square	R Square Adjusted
KK	0.836	0.830

DISCUSSION

Understanding the results of the analysis is critical to evaluating how various factors influence job performance. The study uses structural equation modeling (SEM) to investigate how work environment, work motivation, and work discipline affect job performance. Each variable’s impact is analyzed based on path coefficients, significance levels, and overall contributions to provide insights into their roles in improving employee performance.

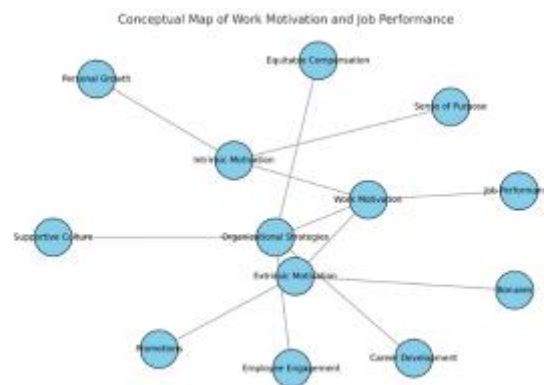
The Effect of Work Motivation on Job Performance.

Employee performance is greatly influenced by work motivation since it has a direct impact on the amount of effort and dedication people put into their jobs. A significant route coefficient supports the idea that work motivation and job performance are positively correlated (e.g., t-statistic>1.96 and p-value<0.05), indicating that highly motivated individuals consistently provide higher results (Hemakumara, 2020). The inner force that motivates people to accomplish organizational goals and overcome obstacles at work is known as motivation. For example, employees with strong intrinsic motivation, like a feeling of direction or personal development, often take initiative in their tasks, showcasing creativity and dedication. On the other hand, extrinsic motivators like bonuses and promotions encourage employees to meet specific targets and deadlines, further enhancing their overall performance (Makki & Abid, 2017).

The dual nature of work motivation—comprising intrinsic and extrinsic factors—broadens its application in organizational settings. Intrinsic motivation arises from internal desires, such as achieving mastery in a skill or deriving satisfaction from the work itself. This type of motivation leads to sustained engagement and long-term productivity (Pandya, 2024). Conversely, external incentives like pay raises, honors, or public acknowledgment are what fuel extrinsic motivation. Extrinsic motivators can operate as instant rewards for reaching short-term objectives, while intrinsic influences foster a strong bond with the work. Organizations can establish a balanced atmosphere that promotes ongoing development and job satisfaction by comprehending and addressing both facets of motivation (Daoud, 2017).

Organizations can harness the power of work motivation by implementing targeted strategies to boost employee engagement and productivity. Recognizing employees' achievements, offering meaningful career development opportunities, and maintaining equitable compensation systems are proven methods for enhancing motivation (Hemakumara, 2020). Furthermore, establishing an encouraging workplace culture that appreciates candid criticism and open communication motivates staff to match their individual aspirations with those of the business. For instance, a motivated workforce is more likely to innovate, collaborate effectively, and sustain a high standard of work quality. Overall, putting money into

programs that increase employee motivation has a big impact on the company and its workers, resulting in a positive feedback loop.



**Figure. 5** Conceptual Map of Work Motivation and Job Performance (Hemakumara, 2020; Makki & Abid, 2017; Pandya, 2024)

The conceptual map as presented in **Figure 5** illustrates the interconnected dynamics between work motivation, job performance, and organizational strategies. At the core, work motivation is shown to drive job performance directly, emphasizing its importance in achieving organizational objectives. The two primary elements of motivation at work are extrinsic and intrinsic. Internal motivators including personal growth and a sense of purpose are the source of intrinsic motivation, fostering sustained engagement and creativity. Extrinsic motivation arises from external incentives such as bonuses and promotions, providing short-term boosts in productivity. Surrounding these elements, organizational tactics are essential for raising motivation, encompassing efforts like equitable compensation, career development opportunities, fostering a supportive culture, and promoting employee engagement. Together, these elements form a cyclical relationship that supports innovation, satisfaction, and long-term productivity within organizations (Makki & Abid, 2017; Pandya, 2024).

### **The Effect of Work Discipline on Job Performance.**

Work discipline is a cornerstone of employee performance, as it ensures that individuals consistently meet the standards and expectations of their roles. A significant path coefficient between work discipline and job performance underscores the positive correlation, indicating that disciplined employees reliably contribute to organizational goals. Discipline manifests through adherence to workplace rules, punctuality, effective time management, and accountability (Feather et al.,

2018). Employees who embody these qualities often excel in completing tasks on time and maintaining productivity levels, even under challenging circumstances. Their dependability guarantees the smooth operation of the company as a whole in addition to improving their effectiveness on an individual basis (Aleksić et al., 2019).

A disciplined workforce fosters a structured and harmonious workplace environment. Employees who adhere to established guidelines and procedures reduce the likelihood of errors and workplace conflicts. Team members feel more stable and trusted as a result, which promotes cooperation and respect for one another (Pandya, 2024). Furthermore, disciplined employees often lead by example, setting a high standard of professionalism for their colleagues. This ripple effect can cultivate a broader culture of responsibility and commitment, which benefits the organization in the long run. For instance, when employees observe the positive outcomes of discipline—such as recognition or career growth—they are motivated to adopt similar behaviors, reinforcing a cycle of continuous improvement (Hemakumara, 2020).

Organizations can actively enhance work discipline by implementing fair policies, providing clear expectations, and offering constructive feedback. Setting measurable goals and monitoring adherence to standards can help employees stay aligned with organizational objectives. Fair enforcement of rules and acknowledgment of disciplined behavior fosters a feeling of fairness and drive among workers (Gaspary et al., 2020).

Additionally, regular performance reviews and open communication channels allow managers to guide employees toward disciplined practices. This demonstrates that work discipline is not merely an individual attribute but a critical organizational tool for achieving success, as it helps align employee behavior with the company's strategic goals. Ultimately, disciplined employees drive consistent performance, creating a robust foundation for organizational growth and success (Adhikari & Budhathoki, 2024).

### **The Effect of Work Environment on Job Performance.**

The workplace is a critical determinant of employee productivity and engagement. A significant path coefficient between the work environment and job performance indicates that fostering a positive and supportive workplace can significantly enhance employee outcomes. The physical aspects of the work environment, such as ergonomic furniture, proper lighting, and safety measures, play a fundamental role in ensuring employees' comfort and well-being (Ryan & Deci, 2020). Simultaneously, non-physical factors such as strong interpersonal relationships, effective leadership, and an inclusive organizational culture contribute to creating an atmosphere where employees feel valued and supported. When combined, these factors enable workers to concentrate on their work and reach their full potential (Chong & Gagné, 2019).

A well-designed work environment boosts collaboration, innovation, and efficiency among team members. For instance, a collaborative atmosphere, where open communication and teamwork are encouraged, allows employees to share ideas and solve problems more effectively. Similarly, access to the necessary tools and resources enables employees to complete their tasks efficiently and reduces frustration that might arise from avoidable delays or resource constraints. Leadership style also plays a vital role, as supportive and approachable leaders inspire employees to remain motivated and committed to their roles. By addressing these aspects, employee happiness can be greatly increased by organizations, which in turn improves overall job performance (Cesário & Chambel, 2017).

Can increase the effect of the workplace on job performance even more, organizations must address stress-inducing factors and foster inclusivity. Workplace stress can lead to burnout, lower productivity, and higher turnover rates.

Employers should focus on stress management strategies, like granting access to mental health resources, encouraging work-life balance, and offering flexible work schedules (Chong & Gagné, 2019). Furthermore, encouraging an inclusive workplace culture where all workers are treated with dignity and respect can boost morale and participation. Employees are more inclined to go above and beyond in their work when they feel like they belong. In the end, a disciplined and encouraging work environment promotes employee retention and organizational success in addition to performance.

To completely comprehend their influence on job performance, it is essential to evaluate both direct and indirect impacts when examining the relationships between factors like work motivation, discipline, and the work environment. Direct effects reveal the immediate influence each variable has on performance, while indirect effects show how these variables interact and mediate one another (Atatsi et al., 2019). For example, a motivated employee working in a supportive environment may experience a compounding effect, where their intrinsic drive is further enhanced by positive environmental factors, resulting in greater performance. Calculating total effects, which combine both direct and indirect influences, offers a clearer and more comprehensive understanding of how these variables collectively shape employee outcomes. This approach allows organizations to develop targeted interventions that address not only individual factors but also the interplay among them, maximizing overall productivity and efficiency.

### **CONCLUSION**

This study emphasizes how important work atmosphere, work motivation, and work discipline are in determining how well employees perform on the job. Each of these factors significantly influences how employees perform, both individually and collectively, within an organization. Work motivation drives employees to exert effort and align their actions with organizational goals, whether through intrinsic factors like personal satisfaction or extrinsic rewards such as recognition and compensation. Work discipline ensures that employees consistently adhere to rules, manage their time effectively, and maintain accountability, contributing to a reliable and structured workplace. Meanwhile, the required non-physical and physical

assistance is provided by the workplace, enabling employees to thrive and perform at their best.

The findings demonstrate that these factors do not operate in isolation but work synergistically to enhance job performance. For example, a motivated employee who works in a supportive environment and maintains strong discipline is more likely to achieve higher levels of productivity and engagement. Organizations that recognize the interplay among these variables can adopt a holistic approach to employee management. By fostering motivation, implementing fair and transparent disciplinary practices, and creating a positive work environment, companies can amplify the effects of these factors, leading to sustained improvements in performance across the workforce.

In conclusion, work motivation, discipline, and the work environment are foundational to building a productive, engaged, and successful workforce. Organizations must prioritize strategies that nurture these elements to drive employee performance and overall organizational success. This includes developing motivational programs, promoting discipline through structured policies, and fostering an inclusive and supportive workplace culture. Putting money into these areas not only increases worker satisfaction and productivity but also sets up the company for sustained expansion and competitiveness.

## BIBLIOGRAPHY

- Adhikari, N. P., & Budhathoki, J. K. (2024). Organizational Ethos: Empact on Work Performance of Employees. *Cognition*, 6(1), 65–74. <https://doi.org/10.3126/cognition.v6i1.64441>
- Alefari, M., Almanei, M., & Salontis, K. (2020). A System Dynamics Model of Employees' Performance. *Sustainability*, 12(16), 6511. <https://doi.org/10.3390/su12166511>
- Aleksić, A., Načinović Braje, I., & Rašić Jelavić, S. (2019). Creating Sustainable Work Environments by Developing Cultures that Diminish Deviance. *Sustainability*, 11(24), 7031. <https://doi.org/10.3390/su11247031>
- Almatrooshi, B., Singh, S. K., & Farouk, S. (2016). Determinants of organizational performance: a proposed framework. *International Journal of Productivity and Performance Management*, 65(6), 844–859. <https://doi.org/10.1108/IJPPM-02-2016-0038>
- Atatsi, E. A., Stoffers, J., & Kil, A. (2019). Factors affecting employee performance: a systematic literature review. *Journal of Advances in Management Research*, 16(3), 329–351. <https://doi.org/10.1108/JAMR-06-2018-0052>
- B. Ghimire, R. K. D. B. R. D. U. (2023). Employee Performance Factors in the Nepalese Commercial Banks: Insights from Emerging Markets. *Journal of Logistics, Informatics and Service Science*. <https://doi.org/10.33168/JLISS.2023.0203>
- Behind the veil of employee performance. (2019). *Human Resource Management International Digest*, 27(6), 1–3. <https://doi.org/10.1108/HRMID-04-2019-0112>
- Cesário, F., & Chambel, M. J. (2017). Linking Organizational Commitment and Work Engagement to Employee Performance. *Knowledge and Process Management*, 24(2), 152–158. <https://doi.org/10.1002/kpm.1542>
- Chong, J. X. Y., & Gagné, M. (2019). Self-Determination Theory for Work Motivation. In *Management*. Oxford University Press. <https://doi.org/10.1093/obo/9780199846740-0182>
- Ciobanu, A., Androniceanu, A., & Lazaroiu, G. (2019). An Integrated Psycho-Sociological Perspective on Public Employees' Motivation and Performance. *Frontiers in Psychology*, 10. <https://doi.org/10.3389/fpsyg.2019.00036>
- Daoud, J. I. (2017). Multicollinearity and Regression Analysis. *Journal of Physics: Conference Series*, 949, 012009. <https://doi.org/10.1088/1742-6596/949/1/012009>
- Delaney, M. L., & Royal, M. A. (2017). Breaking Engagement Apart: The Role of Intrinsic and Extrinsic Motivation in Engagement Strategies. *Industrial and Organizational Psychology*, 10(1), 127–140. <https://doi.org/10.1017/iop.2017.2>
- Diamantidis, A. D., & Chatzoglou, P. (2019). Factors affecting employee performance: an empirical approach. *International Journal of Productivity and Performance Management*, 68(1), 171–193. <https://doi.org/10.1108/IJPPM-01-2018-0012>
- Feather, J., McGillis Hall, L., Trbovich, P., & Baker, G. R. (2018). An integrative review of nurses' prosocial behaviours contributing to work environment optimization, organizational performance and quality of care. *Journal of Nursing Management*, 26(7), 769–781. <https://doi.org/10.1111/jonm.12600>

- Fiorini, L. A., & Sammut, D. (2024). The relationship between employee motivation and work performance in a manufacturing and retail foodservice organisation. *Journal of Foodservice Business Research*, 27(6), 930–950. <https://doi.org/10.1080/15378020.2023.2214069>
- Gaspary, E., De Moura, G. L., & Wegner, D. (2020). How does the organisational structure influence a work environment for innovation. *International Journal of Entrepreneurship and Innovation Management*, 24(2/3), 132. <https://doi.org/10.1504/IJEIM.2020.10027220>
- Hemakumara, H. (2020). The Impact of Motivation on Job Performance: A Review of Literature. *Journal of Human Resources Management and Labor Studies*, 8(2). <https://doi.org/10.15640/jhrmls.v8n2a3>
- Ibrahim, I., & Abiddin, N. Z. (2024). Unlocking employee potential through motivation workplace dynamics and incentives a holistic approach to driving productivity. *Edelweiss Applied Science and Technology*, 8(6), 3039–3047. <https://doi.org/10.55214/25768484.v8i6.2643>
- Karaferis, D., Aletras, V., Raikou, M., & Niakas, D. (2022). Factors Influencing Motivation and Work Engagement of Healthcare Professionals. *Materia Socio Medica*, 34(3), 216. <https://doi.org/10.5455/msm.2022.34.216-224>
- Koohang, A., Nord, J. H., Sandoval, Z. V., & Paliszkiewicz, J. (2021). Reliability, Validity, and Strength of a Unified Model for Information Security Policy Compliance. *Journal of Computer Information Systems*, 61(2), 99–107. <https://doi.org/10.1080/08874417.2020.1779151>
- Kozioł, L., & Kozioł, M. (2020). The concept of the trichotomy of motivating factors in the workplace. *Central European Journal of Operations Research*, 28(2), 707–715. <https://doi.org/10.1007/s10100-019-00658-5>
- Kumari, N., & Singh, D. (2018). Impact of Organizational Culture on Employee Performance. *Prabandhan: Indian Journal of Management*, 11(6), 53. <https://doi.org/10.17010/pijom/2018/v11i6/128442>
- Kurniawati, N. I., & Raharja, E. (2022). The Influence of Employee Engagement on Organizational Performance: A Systematic Review. *WSEAS TRANSACTIONS ON BUSINESS AND ECONOMICS*, 20, 203–213. <https://doi.org/10.37394/23207.2023.20.20>
- Makki, A., & Abid, M. (2017). Influence of Intrinsic and Extrinsic Motivation on Employee's Task Performance. *Studies in Asian Social Science*, 4(1), 38. <https://doi.org/10.5430/sass.v4n1p38>
- Manganelli, L., Thibault-Landry, A., Forest, J., & Carpentier, J. (2018). Self-Determination Theory Can Help You Generate Performance and Well-Being in the Workplace: A Review of the Literature. *Advances in Developing Human Resources*, 20(2), 227–240. <https://doi.org/10.1177/1523422318757210>
- Meenakshi Sharma, , Et. al. (2023). Analyzing the Relationship between Employee Engagement and Job Performance. *Tuijin Jishu/Journal of Propulsion Technology*, 44(4), 1627–1635. <https://doi.org/10.52783/tjjpt.v44.i4.1115>
- Mohamad, F., & Abiddin, N. Z. (2024). Enhancing Employee Well-Being and Productivity in Evolving Work Environments. *Academic Journal of Interdisciplinary Studies*, 13(3), 289. <https://doi.org/10.36941/ajis-2024-0081>
- Pandya, J. D. (2024). Intrinsic & extrinsic motivation & its impact on organizational performance at Rajkot city: A review. *Journal of Management Research and Analysis*, 11(1), 46–53. <https://doi.org/10.18231/j.jmra.2024.009>
- Reizer, A., Brender-Ilan, Y., & Sheaffer, Z. (2019). Employee motivation, emotions, and performance: a longitudinal diary study. *Journal of Managerial Psychology*, 34(6), 415–428. <https://doi.org/10.1108/JMP-07-2018-0299>
- Ritu, R. (2024). A Comprehensive Study On Employee Engagement Strategies. *Educational Administration: Theory and Practice*, 5894–5899. <https://doi.org/10.53555/kuely.v30i4.2309>
- Ryan, R. M., & Deci, E. L. (2020). Intrinsic and extrinsic motivation from a self-determination theory perspective: Definitions, theory, practices, and future directions. *Contemporary Educational Psychology*, 61, 101860. <https://doi.org/10.1016/j.cedpsych.2020.101860>
- Singh, R. (2016). The Impact of Intrinsic and Extrinsic Motivators on Employee Engagement in Information Organizations. *Journal of Education for Library and Information Science*, 57(2), 197–206. <https://doi.org/10.3138/jelis.57.2.197>
- Slade, J. J., Byers, S. M., Becker-Blease, K. A., & Gurung, R. A. R. (2024). Navigating the New



- Frontier: Recommendations to Address the Crisis and Potential of AI in the Classroom. *Teaching of Psychology*. <https://doi.org/10.1177/00986283241276098>
- Turner, A. (2017). How does intrinsic and extrinsic motivation drive performance culture in organizations? *Cogent Education*, 4(1), 1337543. <https://doi.org/10.1080/2331186X.2017.1337543>
- Van den Broeck, A., Howard, J. L., Van Vaerenbergh, Y., Leroy, H., & Gagné, M. (2021). Beyond intrinsic and extrinsic motivation: A meta-analysis on self-determination theory's multidimensional conceptualization of work motivation. *Organizational Psychology Review*, 11(3), 240–273. <https://doi.org/10.1177/20413866211006173>
- Vukajlovic, D., & Ostojic, B. (2016). Employee motivation. *Vojno Delo*, 68(6), 307–315. <https://doi.org/10.5937/vojdolo1606307V>
- Vuong, T. D. N., & Nguyen, L. T. (2022). The Key Strategies for Measuring Employee Performance in Companies: A Systematic Review. *Sustainability*, 14(21), 14017. <https://doi.org/10.3390/su142114017>
- Zhenjing, G., Chupradit, S., Ku, K. Y., Nassani, A. A., & Haffar, M. (2022). Impact of Employees' Workplace Environment on Employees' Performance: A Multi-Mediation Model. *Frontiers in Public Health*, 10. <https://doi.org/10.3389/fpubh.2022.890400>