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The Influence of Work Environment, Work Motivation, and Work Discipline on Employee Performance on CV Sido Hidup Makmur

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Abstract

This research aims to test and analyze the influence of work environment, work motivation, and work discipline on employee performance at CV Sido Hidup Makmur in Kuningan, West Java. Using a quantitative approach with the survey method, data was collected from 80 respondents through saturated sampling techniques (census) and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) through SmartPLS 4 software. The results of the structural model analysis showed that the work environment had a positive and significant effect on employee performance with a path coefficient of 0.380. Work motivation was found to be the most dominant factor with the highest path coefficient of 0.441, indicating that intrinsic and extrinsic motivation are the main keys in driving productivity. Work discipline also makes a significant positive contribution with a coefficient of 0.242 in maintaining operational order. Simultaneously, the three variables have a strong predictive ability on employee performance with an R-square value of 0.732, which means that the model is able to explain 73.2% of the variation in performance in the company. This research concludes that the synergy between creating a conducive environment, increasing motivation, and consistent discipline enforcement is an effective strategy to optimize the performance of human resources in the manufacturing industry.

INTRODUCTION

The manufacturing industry sector is one of the main pillars of the economy in West Java. The growth of the production index of large and medium manufacturing industries in West Java shows a positive trend, with the furniture industry, including bedding and spring beds, being one of the subsectors that contributes significantly to the Gross Regional Domestic Product (GRDP) (BPS, 2025). Despite the growth of this industry, employment challenges remain a central issue. Workforce performance in the national manufacturing sector still faces serious obstacles, particularly the low level of work discipline in labor-intensive industries. The Ministry of Manpower noted that work environment factors that do not meet occupational health standards and declining motivation after the digitalization era were among the main triggers of fluctuations in employee performance in Indonesia throughout 2025 (Ministry of Manpower, 2024). This condition poses a major challenge for organizations, especially small and medium-sized companies with limitations in overall human resource management. In this context, employee performance plays a very important role in achieving organizational goals. Companies can only achieve their targets and maintain operational continuity if they have employees with optimal performance, as performance is a key indicator of organizational success.

Several studies have examined the influence of work environment, work motivation, and work discipline on employee performance, but the results still show inconsistencies. Hustia (2020) found that work environment, work motivation, and work discipline had a significant effect on employee performance in companies during the pandemic. Research by Prasetyo et al. (2021) also supports the finding that work discipline and work environment have a positive effect on employee productivity in Indonesia. Similarly, Susamai and Cay (2025) and Amalia et al. (2025) reported that work motivation and work discipline significantly influence employee performance. In addition, Juliani et al. (2023) and Pranitasari and Khotimah (2021) confirmed that work environment and work discipline play an important role in improving employee performance across various industrial sectors.

However, contradictory findings have also been reported in previous studies. Putri et al. (2024) found that the work environment did not have a significant influence on employee performance in the context of a particular company. Research by Desi (2020) also showed that, in some situations, the influence of the work environment on performance is not always significant, depending on organizational characteristics and employee conditions. The inconsistency of these findings indicates that the causal relationship between these variables is situational and highly dependent on the industrial context, company characteristics, and the condition of the employees studied.

Furthermore, research that specifically examines the influence of work environment, work motivation, and work discipline on employee performance in spring bed manufacturing companies in Kuningan, such as CV Sido Hidup Makmur, remains very limited. Based on initial observations at CV Sido Hidup Makmur Kuningan, there are indications that employee performance has not been optimal. This condition is allegedly triggered by poor work discipline, as reflected in the high number of late attendances. In addition, aspects of the work environment, especially in the operational area, also show less conducive conditions, accompanied by a lack of work motivation. Thus, this study seeks to verify these inconsistent findings in a unique research setting using the latest empirical data.

The purpose of this study is to prove the positive influence of work environment, work motivation, and work discipline on employee performance at CV Sido Hidup Makmur. This research is expected to contribute to the development of human resource management theory, especially regarding the factors that affect employee performance in small and medium-scale manufacturing industries. Practically, this study provides implications for the management of CV Sido Hidup Makmur in formulating data-based policies to optimize employee performance through the creation of a conducive work environment, increased work motivation, and consistent discipline enforcement.

RESEARCH METHOD

Research Design

This research uses the quantitative with descriptive survey methods. The analysis technique used in this study is Partial Least Squares Structural Equation Modeling (PLS-SEM) using SmartPLS 4 software. PLS-SEM is a multivariate analysis technique used to test the relationships between latent variables (constructs) formed by observed variables (indicators) simultaneously, known as the path model (Hair, Hult, Ringle, & Sarstedt, 2017).

Population and Sample

The sampling technique used is saturated sampling (census), where the entire population A total of 80 employees were used as respondents to the study.

Data Types and Sources

The data source used is primary data. Primary data is data obtained directly from employees who are respondents through a list of questions (questionnaires) from both dependent and independent variables.

Data collection techniques

This study uses instruments on a Likert scale of 1-5, namely:

1 = Strongly Disagree (STS)
2 = Disagree (TS)
3 = Neutral (N)
4 = Agree (S)
5 = Strongly Agree (SS)

Data analysis techniques

Data analysis was carried out using *the Structural Equation Modeling (SEM)* statistical method with *the Partial Least Squares (PLS)* or *PLS-SEM approach. PLS-SEM* was chosen because it is suitable for prediction models, does not require strict normal distribution assumptions, and is effective in using relatively small sample sizes (80 respondents).

Stages of data analysis using PLS-SEM (Kasmiati et al, 2023) Includes:

a. Descriptive Statistical Test of Research Variables: Analyzes respondent characteristics and variable score distribution through mean values, standard deviations, and percentages.
b. Test Measurement Model (Outer Model) which consists of:
    1) Convergent Validity *(Loading Factor & AVE)*
    2) Discriminating Validity (*Fornell-Larcker Cross Loading*)
    3) Reliability *(Composite Reliability % Cronbach's Alpha*).
c. Structural Model Test (Inner Model) which consists of:
    1) Multicollinearity Test (VIF)
    2) Coefficient of Determination (*R2*)
    3) Effect Size (*f2*)
    4) Predictive Reveal (*Q2*)
d. Hypothesis Test: Testing the influence between variables (partial and simultaneous) using t-statistical values and p-values from the Bootstrapping procedure.

Location and time of the study

This research was carried out at CV Sido Hidup Makmur located in Kuningan, West Java, and was carried out in January 2026.

Research Ethics

The researcher ensures the confidentiality of respondent data, uses the principle of informed consent, and follows the research ethics guidelines of Universitas Swadaya Gunung Jati.

RESULTS AND DISCUSSION

Descriptive Statistics of Research Variables

Descriptive statistical analysis was carried out to provide an overview of the characteristics of respondents' answers to all research indicators measured using a Likert scale of 1–5, where higher values indicate the respondents' increasingly positive perception of the statements given.

Table 1. Descriptive Statistics of Work Environment (LK) Indicators

Name	Red	Median	Minimum	Maximum	Standard deviation
LK1	3,862	4,000	1	5	1,046
LK2	3,900	4,000	1	5	0,995
LK3	3,938	4,000	1	5	0,966
LK4	3,962	4,000	1	5	1,042
LK5	3,862	4,000	1	5	0,918

Source: Processed by researcher 2026

In the Work Environment (LK) variable, the mean value of the LK1–LK5 indicator was in the range of 3.862 to 3.962, with the median value of all indicators being 4.000. This shows that the majority of respondents tend to give an assessment of the perceived conditions of the work environment. The standard deviation values ranging from 0.918 to 1.046 indicate that the rate of data dissemination is relatively moderate, so that respondents' perception of the work environment is quite homogeneous.

Table 2. Descriptive Statistics of Work Motivation (MK) Indicators

Name	Red	Median	Minimum	Maximum	Standard deviation
MK1	3,913	4,000	1	5	0,964
MK2	4,037	4,000	1	5	1,018
MK3	3,888	4,000	1	5	1,107
MK4	3,900	4,000	1	5	0,995
MK5	3,888	4,000	1	5	1,000

Source: Processed by researcher 2026

Furthermore, the Work Motivation (MK) variable has a mean value of indicators MK1–MK5 ranging from 3,888 to 4,037, with a median value of all indicators of 4,000. These results show that in general the respondents have a good level of work motivation. The standard deviation value in the range of 0.964 to 1.107 indicates that there is a variation in answers that are still within reasonable limits, so that work motivation data is considered stable and representative.

Table 3. Descriptive Statistics of Work Discipline (DK) Indicators

Name	Red	Median	Minimum	Maximum	Standard deviation
DK1	3,913	4,000	1	5	1,002
DK2	4,013	4,000	1	5	1,031

DK3	4,050	4,000	1	5	1,023
DK4	4,188	4,000	1	5	1,026
DK5	4,225	5,000	1	5	1,024

Source: Processed by researcher 2026

In the Work Discipline (DK) variable, the mean value of the DK1–DK5 indicator is in the range of 3.913 to 4.225, with the median value of the majority of indicators being 4,000, even the DK5 indicator has a median of 5,000. This shows that respondents assess the level of work discipline to be in the high category. The relatively uniform standard deviation value, which is around 1.002 to 1.031, shows the consistency of respondents' answers to aspects of work discipline.

Table 4. Descriptive Statistics of Employee Performance (KK) Indicators

Name	Red	Median	Minimum	Maximum	Standard deviation
KK1	4,475	5,000	1	5	0,774
KK2	4,200	4,000	1	5	0,781
KK3	4,025	4,000	1	5	0,880
CD4	3,888	4,000	1	5	0,851
KK5	3,750	4,000	1	5	0,859

Source: Processed by researcher 2026

Meanwhile, the Employee Performance (KK) variable showed a relatively higher mean value than other variables, ranging from 3,750 to 4,475, with a median value between 4,000 to 5,000. The KK1 indicator has the highest mean value of 4.475, which indicates a very positive perception of respondents' perception of employee performance. The standard deviation value for this variable is in the range of 0.774 to 0.880, which indicates a relatively low variation in answers and reflects a high level of uniformity in respondents' perceptions of employee performance.

A mean value above the middle value of the Likert scale indicates a tendency for positive answers from respondents, while a relatively small standard deviation indicates a low level of data dissemination and good answer consistency (Hair, F, et al., 2017). Thus, the results of these descriptive statistics indicate that respondents generally have a positive perception of the variables and the data obtained are suitable for further analysis.

Measurement Model Test Results (Outer Model)

Table 5. Results of Convergent Validity Test (Outer Loading)

Variable	Indicator	Loading Factor	AVE	Conclusion
Work Environment	LK1	0,826	0,678	Valid
	LK2	0,850		Valid
	LK3	0,805		Valid
	LK4	0,819		Valid
	LK5	0,818		Valid
Work Motivation	MK1	0,849	0,657	Valid

	MK2	0,725		Valid
	MK3	0,840		Valid
	MK4	0,808		Valid
	MK5	0,823		Valid
Work Discipline	DK1	0,839	0,686	Valid
	DK2	0,825		Valid
	DK3	0,758		Valid
	DK4	0,851		Valid
	DK5	0,865		Valid
Employee Performance	KK1	0,869	0,694	Valid
	KK2	0,798		Valid
	KK3	0,881		Valid
	CD4	0,808		Valid
	KK5	0,805		Valid

Source: Processed by researcher 2026

According to Hair et al. (2017), the outer loading value ≥ 0.70 and AVE ≥ 0.50 indicate the fulfillment of convergent validity, since most of the variance of the indicator can be explained by the measured construct. Based on the test results, the Work Environment variable showed that the loading factor value on all indicators (LK1–LK5) ranged from 0.805 to 0.850, all of which exceeded the minimum limit of 0.70. In addition, an AVE value of 0.678 indicates that the Work Environment construct is able to explain 67.8% of the variance of the indicator. This indicates that these indicators have a good level of representation in reflecting the construct of the Work Environment. Furthermore, the Work Motivation variable has a loading factor value of the MK1–MK5 indicator ranging from 0.725 to 0.849, with an AVE value of 0.657. This value indicates that more than 65% of the variance of indicators can be explained by the Work Motivation construct, so that this construct has met the criteria of convergent validity and is able to represent the motivational aspect empirically.

The Work Discipline variable also showed excellent results, with the loading factor value of the DK1–DK5 indicator in the range of 0.758 to 0.865, and the AVE value of 0.686. This shows that the indicators of work discipline have a strong correlation with latent constructs and are able to adequately explain the variance of the indicators. Meanwhile, the Employee Performance variable has a loading factor value of the KK1–KK5 indicator ranging from 0.798 to 0.881, with an AVE value of 0.694. This value shows that the Employee Performance construct is able to explain 69.4% of the variance of the indicators, so that the indicators used have validly reflected employee performance. Thus, based on the value of loading factor and AVE on all research variables, it can be concluded that the constructs of Work Environment, Work Motivation, Work Discipline, and Employee Performance have met the criteria of convergent validity and are suitable for structural model analysis at a later stage.

Table 6. Results of the Discriminant Validity Test

Variable	DK	CD	LK	MK
DK	0, 828			
CD	0,596	0,833		

LK	0,425	0,698	0,824	
MK	0,437	0,732	0,490	0,810

Source: Processed by researcher 2026

Based on the results of the discriminant validity test using the Fornell–Larcker criteria, the correlation value between constructs as presented in the discriminant validity table was obtained. According to Hair et al. (2017), a construct is declared to have good discriminant validity if the square root value of the Average Variance Extracted (AVE) value of each construct is greater than the correlation value of that construct with other constructs.

The test results showed that the Work Discipline (DK) construct had a square root value of AVE of 0.828. This value is greater than the correlation between Work Discipline and other constructs, which is 0.596 for Employee Performance, 0.425 for Work Environment, and 0.437 for Work Motivation. This shows that the Work Discipline construct has a good ability to explain its own variables compared to other constructs in the model.

The Construct of the Work Environment (LK) has a square root value of AVE of 0.824, which is higher compared to its correlation with Employee Performance of 0.698, Work Discipline of 0.425, and Work Motivation of 0.490. Thus, the construct of the Work Environment meets the criteria of discriminant validity and has good conceptual uniqueness.

Furthermore, the Work Motivation (MK) construct has a square root value of AVE of 0.810, which is greater than its correlation with Employee Performance of 0.732, Work Environment of 0.490, and Work Discipline of 0.437. Although the correlation between Work Motivation and Employee Performance is relatively high, the value is still below the square root of the AVE construct of Work Motivation, so the discriminatory validity is still met.

In addition, the Employee Performance (KK) construct has a greater square root value of AVE of 0.833 compared to its correlation with other constructs. This shows that the Employee Performance construct has good discriminating ability in the research model.

Overall, the results of the discriminatory validity test based on the Fornell–Larcker criteria show that all constructs in this study have met the criteria of discriminant validity. Thus, each construct has a clear conceptual difference and is able to measure its respective variables precisely without any overlap between constructs.

Table 7. Reliability Test Results

Variable	Cronbach's Alpha	Composite Reliability	Conclusion
Work Environment	0,881	0,913	Reliable
Work Motivation	0,869	0,905	Reliable
Work Discipline	0,886	0,916	Reliable
Employee Performance	0,889	0,919	Reliable

Source: Processed by Researcher 2026

According to Hair et al. (2017), a construct is declared reliable if the reliability value (Composite Reliability & Cronbach's Alpha) is greater than 0.70. This value shows that the indicators in the construct have good internal consistency in measuring the research variables. Based on the results of the reliability test, the entire research construct showed an excellent level of internal consistency. In detail, the Work Environment variable has a Cronbach's alpha

value of 0.881 and a Composite Reliability of 0.913. The Work Motivation variable obtained values of 0.869 (CA) and 0.905 (CR). Furthermore, Work Discipline showed values of 0.886 (CA) and 0.916 (CR), while Employee Performance had values of 0.889 (CA) and 0.919 (CR). All of these values exceed the minimum criterion of 0.70, which indicates that the indicators in each construct have high internal consistency and are able to measure the same concept stably. Thus, these findings confirm that all constructs in the study have a high level of reliability and are suitable for further analysis on structural models.

Structural Model Test Results (Inner Model)

Table 8. Multicollinearity Test

Variable	VIVID
Work Discipline → Employee Performance	1,333
Employee Work Environment → Performance	1,418
Work Motivation → Employee Performance	1,436

Source: Processed by Researcher 2026

According to Hair et al. (2017), the VIF value < 5.00 indicates that the model is free from collinearity issues, while some researchers recommend a more conservative limit, i.e. VIF < 3.00 to ensure model stability. In line with that, Kock (2015) emphasized that a low VIF value indicates the absence of coefficient estimation bias due to overlapping variance between constructs. Based on the test results, all VIF values are still below the stricter criteria, which is 3.00. This shows that the correlation rate between independent variables is relatively low and does not pose a multicollinearity problem. Thus, the results of this test confirm that the variables Work Discipline, Work Environment, and Work Motivation as predictors of Employee Performance do not experience multicollinearity problems, so the structural model meets statistical assumptions and is worthy of further analysis.

Table 9. Coefficient of Determination (R^2)

Dependent Variable	R-square	R-square adjusted
Employee Performance	0,732	0,721

Source: Processed by Researcher 2026

According to Hair et al. (2017) in the context of PLS-SEM, the R-square value of 0.75 is categorized as substantial (strong), 0.50 moderate, and 0.25 weak. Thus, the value of 0.732 is in the moderate to strong category, which indicates that the model has a high explainability on the employee performance construct. In addition, Chin (1998) emphasized that the greater the R-square value, the better the predictive ability of the structural model in explaining the phenomenon being studied. Based on the test results, the Employee Performance (KK) variable has an R-square value of 0.732 and an R-square adjusted value of 0.721. The R-square value of 0.732 indicates that 73.2% of the variation in Employee Performance can be explained simultaneously by the predictor variables in the model, namely Work Discipline, Work Environment, and Work Motivation, while the remaining 26.8% is influenced by other factors outside the research model. The adjusted R-square value that is not much different (0.721)

indicates that the model has good prediction stability after adjusting for the number of predictors used, thus minimizing the potential for bias due to the complexity of the model. Thus, it can be concluded that the research structural model has a strong explanatory ability, so that the exogenous variables used are relevant and significant in explaining the variation in employee performance.

Table 10. Effect Size (f^2)

Variable Relationships	f^2	Categories
Work Discipline → Employee Performance	0,164	Medium
Employee Work Environment → Performance	0,379	Large
Work Motivation → Employee Performance	0,505	Large

Source: Processed by Researcher 2026

According to Hair, Hult, et al. (2017), the f^2 value of 0.02 is categorized as small, 0.15 medium, and 0.35 large. Based on the results of the analysis, the relationship between Work Discipline and Employee Performance has an f^2 value of 0.164, which is included in the medium category. This shows that work discipline makes a significant contribution to improving employee performance, although the influence is not as big as other variables in the model. These findings indicate that rule adherence, punctuality, and consistency of work behavior remain important in supporting performance achievement. Furthermore, the relationship between Work Environment and Employee Performance shows an f^2 value of 0.379, which is categorized as large. These results indicate that the work environment has a strong contribution to employee performance. Safe, comfortable working environment conditions, and supported by good facilities and working relationships can significantly increase employee productivity and effectiveness.

Meanwhile, the relationship between Work Motivation and Employee Performance obtained the highest f^2 value of 0.505, which also falls into the large category. This shows that work motivation is the most dominant factor in influencing employee performance. A high level of motivation encourages employees to work more optimally, take initiative, and be oriented towards achieving maximum work results. Thus, the results of this study show that work motivation and work environment have a strong influence, while work discipline has a significant influence on employee performance. These findings confirm that improving employee performance requires greater attention to motivational aspects and the work environment, without ruling out the importance of work discipline as a supporting factor.

Table 11. Predictive Relevance (Q^2)

Dependent Variable	Q^2_predict	RMSE	MAE
Employee Performance	0,726	0,574	0,449

Source: Processed by Researcher 2026

According to Hair, Hult, et al. (2017), the Q^2 predict value > 0 indicates predictive relevance, while a high value reflects the model's predictive ability to improve. A Q^2 value that is well above zero indicates that the model is able to predict empirical data well and has a predictive advantage compared to a naïve model (benchmark model). In addition, the evaluation of prediction accuracy was also strengthened through the Root Mean Square Error (RMSE) and Mean Absolute Error (MAE) values.

Based on the results of the analysis, the Employee Performance (KK) variable had a Q^2 value of 0.726, which indicates that the model has very strong predictive relevance. The RMSE value of 0.574 and the MAE of 0.449 indicate a relatively low rate of prediction error. The larger RMSE value compared to MAE indicates that the model is quite sensitive to large-scale prediction errors, but overall remains within acceptable limits. Thus, based on the high Q^2 predict value and relatively low RMSE and MAE values, it can be concluded that the research model has good predictive ability and is empirically relevant in explaining and predicting employee performance. These results strengthen the feasibility of the model not only in terms of theoretical explanation, but also in terms of its predictive capabilities.

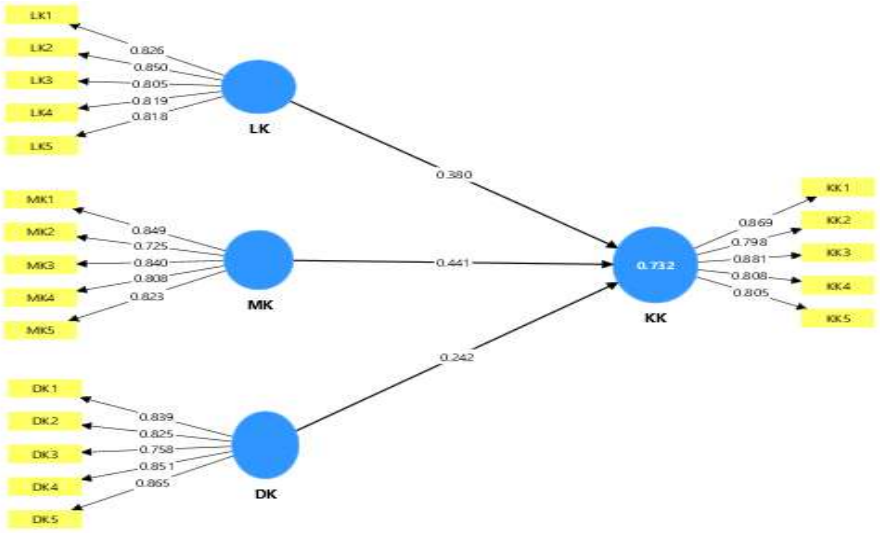

Figure 1. Final Results of Research Tests

Source: SmartPLS 4 data processing results, 2026

Hypothesis Test Results

Table 12. Hypothesis Test

Hypothesis	Coefficients	t-statistics	p-values
Work Environment - > Employee Performance	0,380	5,151	0,000
Work Motivation - > Employee Performance	0,441	6,759	0,000
Work Discipline - > Employee Performance	0,242	4,233	0,000

Source: Processed by Researcher 2026

The hypothesis test in this study was carried out to determine the direct influence of the variables of Work Environment, Work Motivation, and Work Discipline on Employee Performance. Hypothesis testing on the PLS-SEM approach was carried out by looking at the path coefficient, t-statistical, and p-value values obtained through the bootstrapping procedure. According to Hair et al. (2017), the path coefficient with positive and significant values indicates the existence of a unidirectional causal relationship between exogenous and endogenous constructs in the PLS-SEM model.

Based on the test results, the relationship between Work Environment and Employee Performance has a coefficient value of 0.380, with a t-statistical value of 5.151 and a p-value of 0.000. These results show that the work environment has a positive and significant effect on employee performance. This means that the better the working environment conditions felt by

employees, the higher the level of performance produced. Thus, the hypothesis that the work environment affects employee performance is accepted. Furthermore, the relationship between Work Motivation and Employee Performance showed a path coefficient value of 0.441, with a t-statistical value of 6.759 and a p-value of 0.000. This value is the largest among other independent variables, showing that work motivation has the most dominant influence on employee performance. These results indicate that increased work motivation, both through intrinsic and extrinsic drives, is able to significantly improve employee performance. Therefore, the hypothesis that there is an influence of work motivation on employee performance is accepted.

Meanwhile, the relationship between Work Discipline and Employee Performance has a coefficient value of 0.242, with a t-statistical value of 4.233 and a p-value of 0.000. These results show that work discipline also has a positive and significant effect on employee performance. Although the influence is relatively small compared to the work environment and work motivation, work discipline still has an important role in improving employee performance. Thus, the hypothesis that states that work discipline affects employee performance is accepted. Thus, the results of this hypothesis test prove that the Work Environment, Work Motivation, and Work Discipline directly have a positive and significant influence on Employee Performance, so that all hypotheses proposed in this study can be accepted.

The Influence of Work Environment on Employee Performance

Based on the results of the study, the Work Environment (X1) has a positive and significant influence on Employee Performance (Y) with a path coefficient value of 0.380 and a t-statistical value of 5.151. This shows that the more conducive the work environment, such as improving air circulation and safety facilities at CV Sido Hidup Makmur, employee performance will improve significantly. These findings are in line with research (Prince, 2024) which states that a good work environment arrangement can provide a positive stimulus for employee productivity, although in certain industry contexts the influence can be situational.

The Influence of Work Motivation on Employee Performance

The test results showed that Work Motivation had the most dominant influence on Employee Performance (coefficient 0.441; t-statistic 6.759; p-value 0.000). This means that high motivation from employees contributes greatly to their performance improvement. In the context of CV Sido Hidup Makmur, work motivation can be built through various approaches, such as providing performance incentives, recognition of achievements, increasing career opportunities, and training oriented towards competency development.

These findings are consistent with previous research by (I. Prasetyo et al., 2021) which shows that motivation has a positive effect on employee performance because the characteristics of the springbed manufacturing industry are highly dependent on physical productivity and daily targets, so financial encouragement and work rewards are the main factors in performance improvement.

The Effect of Work Discipline on Employee Performance

The results of the hypothesis test showed that Work Discipline had a positive and

significant influence on Employee Performance (coefficient 0.242; t-statistic 4.233; p-value 0.000). Although the effect was relatively small compared to motivation and work environment, it was still statistically significant. In a manufacturing industry such as CV Sido Hidup Makmur, work discipline is indispensable, especially in the production process that demands high quality standards. By implementing a fair and consistent supervision system and regular SOP training, companies can improve employee discipline levels and indirectly improve the quality of springbed production. This is in line with research by E. T. Prasetyo & Marlina (2023) which shows that work discipline plays an important role in reducing the rate of operational errors and increasing work efficiency, thus having a positive impact on overall performance.

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

Simultaneously, Work Environment, Work Motivation, and Work Discipline have a very strong predictive ability on Employee Performance at CV Sido Hidup Makmur with an R-square value of 0.732. This means that the three variables together are able to explain 73.2% of the variation in employee performance, while the rest are influenced by factors outside the model. This phenomenon is in line with research (Hustia, 2020) which proves that the synergy between a supportive environment, strong motivation, and consistent discipline is the main key in optimizing the performance of human resources in the company.

CONCLUSION

Based on the discussion above, conducive work environment conditions are able to increase employee productivity and work quality, and motivated employees show better work performance compared to those who have low motivation, and disciplined employees are important factors in maintaining work regularity and operational consistency. Companies are advised to improve their work reward programs and improve operational facilities to maintain employee motivation and work comfort. This study has limitations on the number of samples that only come from one company, so the generalization of results is still limited. Further research suggests adding variables such as job satisfaction or organizational culture.

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