



Study of the Effect of Work Discipline, Work Satisfaction and Work Environment on Employee Performance

(Case Study at PT. Rodamas Surabaya)

Purwadi^{1*}, Harsono Teguh², Rina Dewi³, I Gede Wiyasa⁴, Achmad Daengs GS⁵

¹⁻⁵Universitas 45 Surabaya, Indonesia

*Author correspondence: jurnaleko45@gmail.com¹

Abstract. This study is intended to examine the influence of work discipline, job satisfaction, and the work environment on employee performance at PT. Rodamas Surabaya. A quantitative research approach was applied using a census sampling technique, involving 67 employees who have worked for over three years and occupy non-managerial positions. Data were gathered through questionnaires and analyzed using multiple linear regression, supported by t-test and F-test analyses. The findings reveal that work discipline, job satisfaction, and the work environment collectively have a significant impact on employee performance, as evidenced by the F-test results. Individually, each variable also shows a significant effect on performance. Among these factors, job satisfaction emerges as the most influential variable, followed by work discipline and the work environment. The coefficient of determination (R^2) indicates that 67.49% of the variation in employee performance can be explained by these three variables, while the remaining 32.51% is attributed to other factors beyond the scope of this study. These results imply that companies should focus on enhancing job satisfaction, strengthening work discipline, and creating a conducive work environment to improve employee performance.

Keywords: Employee Performance; HR Management; Job Satisfaction; Work Discipline; Work Environment.

1. INTRODUCTION

Background of the problem

High-performing employees serve as a vital asset for enhancing a company's competitive edge and overall productivity. As noted by Handoko (2001: 135), employee performance is essentially the execution of duties mandated by the organization. While firms strive to cultivate an environment where staff can deliver peak contributions, they often grapple with complex human resource issues that can impede this goal. Addressing these performance-related problems is therefore essential for ensuring that individual efforts align with the broader strategic objectives of the company.

Siagian (2002) identifies several key pillars that influence the quality of employee performance within a company. These include extrinsic factors such as salary and the work environment, as well as intrinsic and behavioral factors like work motivation, discipline, and job satisfaction. Additionally, organizational culture and the quality of communication are highlighted as essential components. By acknowledging these variables, a more comprehensive understanding of the mechanisms that drive staff productivity and organizational efficiency can be achieved.

The relationship between organizational discipline and staff output is linear; as discipline improves, so does overall work performance. Hasibuan (2000: 190) posits that discipline is a reflection of an individual's accountability toward their duties, fostering an

environment of enthusiasm. Indicators of such discipline include regular attendance, compliance with organizational standards, and the careful management of equipment. By following standardized work protocols, disciplined workers are able to produce results that satisfy company requirements in terms of both volume and excellence.

Luthans (2006), job satisfaction comprises three distinct elements: an employee's reaction to their work environment, the outcomes of their actual performance, and its interconnection with other personal attitudes held by the worker. Expanding on this concept to create operational measurement tools, Smith et al. (1996) detailed specific dimensions of this variable. Their framework evaluates the inherent appeal of the assigned tasks, the adequacy of financial compensation, prospects for career advancement, and the quality of both technical and emotional support provided by supervisors and colleagues.

Handoko (1988: 193) characterizes job satisfaction as the emotional state—whether favorable or unfavorable—with which employees regard their professional roles. This phenomenon is deeply rooted in individual differences, meaning that every person experiences varying degrees of fulfillment dictated by their own set of values. Ultimately, the closer a job's characteristics match an employee's personal expectations, the more satisfied they will feel.

Gibson (1985: 67) posits that an employee's attitude regarding their work defines their level of job satisfaction. This attitude is derived from a combination of tangible and intangible workplace factors, such as salary levels, opportunities for promotion, and broader environmental elements like supervisory styles, established policies, and day-to-day working conditions.

The capacity of management to encourage employee creativity and initiative plays a pivotal role in fostering organizational unity and driving the achievement of corporate goals through enhanced staff productivity. This aligns with established literature regarding workplace dynamics. Specifically, research by Nurdyansyah (2009) indicates a strong, positive relationship between the workplace atmosphere and staff output, a finding that is further substantiated by Kusani (2008), who also concluded that the work environment significantly dictates employee performance levels.

So the researcher took the title "**Analysis Of The Effect Of Work Discipline, Work Satisfaction And Work Environment On Employee Performance At Pt. Rodamas Surabaya**"

2. LITERATURE REVIEW

Theoretical basis

Employee performance

Mangkunegara (2005: 67), performance refers to the actual outcomes a worker achieves while fulfilling their assigned job functions, which are evaluated based on both the caliber and volume of the work produced in alignment with their designated responsibilities.

Simamora (1995:327), performance is the achievement of specific job requirements, ultimately reflected in the output produced. Outputs can be physical/material or non-physical/non-material. In organizations producing tangible products, such as shoe or cigarette factories, performance measurement is straightforward. However, in service-oriented or team-based organizations, assessing individual performance is more challenging. Simamora suggests that employee performance can be evaluated using the following indicators: (1) compliance with company rules, (2) task execution with minimal errors, and (3) accuracy in performing assigned duties.

Ekuslie (2004: 78), performance management is not just about assessment, but more than that, it is about how to manage to achieve targets. In its implementation, the performance management process includes three stages:

- a. *Goal set*
- b. *Guidance and support (coaching)*
- c. *Performance Appraisal*

Performance Standards

Traditionally, employees perform work according to job descriptions outlining duties and responsibilities. However, performance standards should focus on outcomes rather than tasks, specifying the expected results that indicate successful job completion.

Cikmat (2005: 247), Performance standards are considered satisfactory if they: Specify the key areas of employee responsibility Describe how work activities should be carried out Provide quantitative mechanisms to measure performance outcomes

Developing performance standards based on job descriptions enables supervisors and employees to work effectively. Job descriptions outline the general objectives subordinates must achieve to support organizational goals. Cikmat (2005:247), performance standards serve as specific targets for employees that should be realistic, measurable, and attainable within their roles.

Performance assessment

Employee performance is determined through performance assessments, which indicate whether employees meet established standards. Such assessments provide organizations with valuable information to improve performance, motivate employees to develop their skills, and serve as a basis for planning and decision-making.

Determining performance is a fundamental aspect of performance measurement. As'ad (2005:62) states that the first requirement is to define success measures and identify the most important aspects of a job. However, establishing these measures can be challenging, as jobs are often complex, making it difficult to determine definitive output metrics. Gomes (2005:135), performance assessment is a method of measuring the contributions of individual members to the organization.

Mangkunegara (2005: 302) who stated that "Performance assessment has two objectives, namely to improve the job performance of each employee and to provide information for employees and leaders in decision making."

Stoner (2004: 75) states that "Performance assessment is a critical and continuous management activity, because leaders continuously observe and assess their employees, therefore it can also be called work evaluation."

Performance appraisals are essential for assessing an individual's contribution to the organization. They serve as a mechanism for management to reward past achievements and to motivate improvements in future performance. Typically, performance appraisals evaluate all aspects of an employee's job performance.

Factors Affecting Performance

Performance refers to the results of work, both in terms of quality and quantity, achieved by employees in executing their duties according to the responsibilities assigned to them (Mangkunegara, 2001:67). Sari (quoted from Gomes, 1993), there are several factors that can influence performance, including the following employee performance indicators:

- a. Work Quality: The accuracy and standard of completed tasks with minimal errors.
- b. Work Quantity: The amount of work completed within a given time period.
- c. Work Creativity: The ability to generate new ideas and innovative solutions.
- d. Working Knowledge: The understanding of tasks, procedures, and job-related skills.

Work Discipline

Discipline is the attitude of respect, compliance, and adherence to both written and unwritten regulations, including the willingness to accept sanctions for violations of assigned duties and authority (Siswanto Bedjo, 2005:278). Discipline implies the concept of

punishment. The term derives from the Latin word *disciplina*, meaning training or education in politeness, spirituality, and character development. It is emphasized to employees to foster proper work attitudes and serves as a means for supervisors to fulfill their role in maintaining discipline (Nitisemito, 2005:199).

Sinungan (2006:45), Discipline is a mindset shown through behavior by consistently following rules and avoiding actions that contradict the values and ethics of Pancasila. Based on this and other perspectives, work discipline can be defined as the attitude and behavior of employees in accordance with established rules, with sanctions applied in the case of violations.

Job satisfaction

Theories about job satisfaction

Wexley and Yukl, as cited in As'ad (1994:105), there are three main theories of job satisfaction:

- a. Discrepancy Theory
- b. Equity Theory
- c. Two-Factor Theory

Understanding job satisfaction

Job satisfaction is fundamentally a personal matter. Each individual will experience varying levels of satisfaction based on their value system. This is due to individual differences. In general, job satisfaction is how a worker perceives their work. Job satisfaction arises when the perceived benefits of their work are adequate compared to the marginal costs incurred by the worker. Regarding the definition or limitations of job satisfaction, as quoted by As'ad (1999: 104):

Job satisfaction can be understood as an individual's feelings and overall attitude toward their job, reflecting a positive perception of their work. It is closely related to how employees view their tasks, work environment, and relationships with management and colleagues, ultimately forming a general attitude shaped by their work experience (Wexley & Yulk:1977; Vroom,1964; Tiffin, 1958; Blumm, 1956)

Work environment

The work environment significantly affects employee performance, as a positive environment enhances performance. Nitisemito (2004:183) The work environment refers to all conditions surrounding employees that affect their ability to perform assigned tasks. Mangkunegara (2005: 122), the work environment can be divided into three, namely:

- a. Work environment (working conditions)
- b. Work facilities (services)

c. Working atmosphere (work relations)

Furthermore, Gitosudarmo in Sujadi (2007: 19) stated that the work environment consists of the physical environment and the organizational environment that create a positive work climate. Kaho in Sujadi (2007: 19) also stated the same thing, that in preparation for regional autonomy, it is necessary to be supported by a conducive work environment in the form of the availability of non-human resources such as vehicles, buildings, equipment, materials, and others. Sutermeister in Sujadi (2007: 19) also said the same thing, that the work environment is the physical conditions including lighting, temperature, ventilation, rest period and safety.

Poerbakawatja in Sujadi (2007: 21), The work environment relates to employee activities within a company, where facilities and infrastructure include all equipment that supports the smooth execution of daily tasks and enhances employee performance. Furthermore, what is meant by the work environment in this study is the work situation and the completeness of the facilities and infrastructure that can be used by employees in completing their work.

Types of Work Environment

Sedarmayanti (2004:21), the work environment is generally classified into two types: (a) physical work environment and (b) non-physical work environment.

Physical work environment

Sedarmayanti (2004:21) states that the physical work environment comprises all physical conditions surrounding the workplace that can directly or indirectly affect employees. The physical work environment can be classified into two categories:

- a. The environment that is directly related to the employee himself in carrying out his work, such as work desks, chairs, air conditioning, computers.
- b. The intermediate or general environment, also referred to as the work environment, affects employees' well-being and includes factors such as temperature, humidity, air circulation, lighting, noise, mechanical vibration, unpleasant odors, and color.

Non-Physical Work Environment

Sedarmayanti (2004:31), the non-physical work environment includes all aspects of work relationships, such as interactions with supervisors, coworkers, and subordinates, which cannot be overlooked. Nitisemito (2004:171) adds that company management should foster conditions that support cooperation among employees at all levels, creating a family-like atmosphere, effective communication, and self-discipline.

Furthermore, Perwiro (2004:19) emphasized that company management should cultivate a work climate that promotes camaraderie and shared goals. Management should also encourage employee initiative and creativity, which in turn fosters organizational unity and enthusiasm to achieve company objectives.

Factors Influencing the Work Environment

Nitisemito (2004: 122) states that there are seven things about work environment factors, namely:

- a. Coloring
- b. Cleanliness
- c. Air exchange
- d. Lighting
- e. Music
- f. Security
- g. Noise

Influence Inter-Variable

The Influence Between Work Discipline Variables and Performance Variables

Wexley and Yukl (2000:97) identified several factors that influence performance, including work discipline and motivation. Work discipline is essential for achieving high levels of performance. Discipline encourages employees to perform their jobs to the best of their ability, resulting in improved performance. Motivation also impacts employee performance. Motivation encourages employees to perform their work to the best of their ability. Therefore, it can be concluded that the higher an employee's motivation, the higher their performance.

Sinungan (2006 :142), there are several indicators of work discipline that can be used to determine whether employee discipline is high or low. Some of these indicators include:

- a. Absence
- b. Less productive employee attitudes
- c. Mistakes often occur at work
- d. Not on time
- e. Low quality and work morale
- f. Compliance with work uniforms and attributes

The six employee indicators can be explained as follows:

- a. Absence
- b. Less productive employee attitudes

- c. Mistakes often occur at work
- d. Not on time
- e. Low quality and work morale
- f. Compliance with work uniforms and attributes

The Influence of Job Satisfaction Variables on Performance Variables

In summary, the relationship between job satisfaction and employee performance can be expressed as: "A happy employee is a productive employee." At the organizational level, companies with satisfied employees tend to be more effective, resulting in increased productivity (Robbins, 1996:182–183).

Furthermore, Gibson (1985: 67) stated that job satisfaction is a person's attitude towards their work, which is based on work aspects, namely wages (salary), promotion opportunities and work environment factors such as supervisory style, policies and procedures, and working conditions.

There are three views on the relationship between *satisfaction and job performance*, namely:

- a. Satisfaction gives rise to achievement.
- b. Achievement gives rise to satisfaction; And
- c. There is an element of reward, but there is no strong relationship

Furthermore, it is said that there are at least four factors that play a role in job satisfaction, namely:

- a. Challenging work.
- b. Implementation of a fair reward system.
- c. Conditions that are supportive in nature.
- d. The nature of colleagues.

Furthermore, Indrawijaya stated that job satisfaction is evident in work results. The reasons for stating job satisfaction are:

- a. Value: that time spent working should be able to give rise to pleasure, joy and happiness.
- b. Mental health: work is a factor that can cause psychological stress.
- c. Physical health: there is a relationship between work and age, because workers who enjoy their work will have a long life.

Then Alwi (2001:118) stated various forms of satisfaction, including:

- a. Satisfaction with received compensation
- b. Satisfaction with assigned tasks
- c. Satisfaction with work arrangements

- d. Satisfaction with future opportunities for advancement.

Another opinion is from Gilmer (in As'ad, 2003:114) who states that The factors influencing job satisfaction include:

- a. Opportunities for advancement
- b. Job security
- c. Salary
- d. Company and management
- e. Supervision
- f. Intrinsic aspects of the work
- g. Working conditions
- h. Social and communication aspects
- i. Facilities

As'ad (2003:115) Factors influencing employee job satisfaction include:

- a. Psychological factors
- b. Social factors
- c. Physical factors
- d. Financial factors

Robbins (1996:75) Factors that influence employee job satisfaction include:

- a. Mentally challenging work
- b. Appropriate rewards
- c. Supportive working conditions
- d. Cooperative coworkers
- e. Compatibility between personality and job
- f. Heredity or genetic factors

The Influence Between Work Environment Variables and Performance Variables

Gibson (1997:164), factors influencing performance include psychological aspects such as perception, role, attitude, personality, motivation, work environment, and job satisfaction. In this context, the work environment is a physical factor that directly affects employee stress and, consequently, performance. Nurdiansyah (2009) notes that the work environment has a significant positive effect on employee performance. The work environment encompasses all conditions surrounding employees that can influence their ability to carry out tasks assigned by supervisors (Nitisemito, 1982:159). Ratnawati (quoted from Arikunto 2006), The indicators of the work environment include:

- a. Lighting

- b. Air temperature
- c. Noise
- d. Job security
- e. Employee relations

Hypothesis

A hypothesis is a temporary answer to a research problem, until proven through collected data (Arikunto, 1998: 67). In this study, the hypothesis is proposed with the aim of directing and providing guidance for the research to be conducted. If the hypothesis is proven false, the problem can be resolved using truths determined from successful decisions made so far. The hypotheses in this study are:

- a. Work discipline, job satisfaction, and work environment variables simultaneously influence employee performance at PT Rodamas Surabaya.
- b. Each of the variables—work discipline, job satisfaction, and work environment—partially influences employee performance at PT Rodamas Surabaya.
- c. One variable exerts the most dominant influence on employee performance at PT Rodamas Surabaya.
- d. The research design serves as a plan to identify the resources and data to be processed in order to address the research questions (Asep Iwa Soemantri, 2020:5). Company standards regarding output are intended to support organizational development (Istanti & Enny, 2021:560), while effective time management facilitates the implementation of work and planned activities (Rina Dewi et al., 2020:14). In data collection, the researcher gathered primary raw data using a survey method with written questionnaires (Kumala Dewi, Indri et al., 2022:29). The research framework or model is designed to clarify the discussion of previous research findings and the theoretical basis, including relationships among influential variables (Enny Istanti et al., 2024:150). This study will be conducted in three phases: measurement model (external model), structural model (internal model), and hypothesis testing (Pramono Budi et al., 2023:970).

3. RESEARCH METHODS

Given the importance of human resources, companies must pay attention to the skill levels of their employees, as high performance is crucial for enhancing organizational quality and productivity. Employee performance refers to the quality and quantity of work accomplished in accordance with assigned responsibilities. To enhance performance, companies must pay attention to work discipline, job satisfaction, and the work environment,

as these factors strongly influence employee output. In essence, the relationship between job satisfaction and performance can be summarized by the phrase: "A happy employee is a productive employee." Applied at the organizational level, this suggests that organizations with satisfied employees tend to be more effective, leading to higher productivity (Robbins, 1996:182–183). The work environment encompasses all factors surrounding employees that can affect their performance. A positive work environment significantly impacts employee performance by enhancing work morale, which is essential for improving overall productivity.

Population

The population in this case is employees of PT Rodamas Surabaya who have worked for more than three years and whose position is below manager, totaling 67 people.

Sample

A sample is a subset of the population, representing its characteristics (Sugiyono, 2004:73). In this study, a census sampling method was used, meaning that the entire population was included in the study. Sugiyono (2004: 73), then the sample taken as many as 67 respondents.

Research Variables and Operational Definitions

Research variables are the subjects or focus of a study (Arikunto, 1998:118). In this study, the variables consist of independent variables (X) and the dependent variable (Y). *Independent* variables are variables that influence the dependent variable (Arikunto, 1998: 118). The independent variables in this study consist of: 1. Work Discipline (X1); 2. Job Satisfaction (X2); 3. Work Environment (X3). The dependent variable is a variable that is influenced by the independent variable (Arikunto, 2006:118). In this study, the dependent variable is employee performance. Sari (as cited in Gomes, 1993), the indicators of employee performance include: a. Work quality; b. Work quantity; c. Work creativity; d. Work knowledge.

Research Limitations and Assumptions

This study was limited to employees of PT Rodamas Surabaya who had worked for more than three years and held positions below manager. The significance level (error probability) in this study was assumed to be 5%.

Data Types and Data Sources

Data Types

In this study, the types of data required are as follows:

- a. *Cross Section Data* , namely a set of data to research a particular phenomenon in one time period only.
- b. *Time series data* , also known as series data, is a collection of data from a particular phenomenon obtained over a certain time interval.
- c. *Pooling Data* is data consisting of *Cross Section data* and Time Series data, or also called mixed data.

Data source

In the research for this thesis, the data sources needed are:

- a. Primary data were obtained from questionnaires distributed to PT Rodamas Surabaya employees who have worked for more than three years and hold positions below the managerial level.
- b. Secondary data is data obtained in a processed form, such as that relating to company profiles, company structures, company documents, literature, journals and other data sources.

Models and Analysis Techniques

This study employs multiple linear regression analysis. The t-test is used for partial (individual) testing of each independent variable, while the F-test is used for simultaneous (overall) testing. The formulas are as follows:

Multiple Linear Regression Formula:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

Where :

Y = Employee performance

X₁ = Work discipline

X₂ = Job satisfaction

X₃ = Work environment

β₀ = Constant

β₁... β_n = Regression Coefficient

e = interfering variable outside the independent variable

Multiple Correlation Coefficient Analysis

Multiple correlation coefficient analysis (R) is used to assess the strength of the simultaneous relationship between all independent variables and the dependent variable (Y). The R value can be calculated using data processing techniques with SPSS software.

Analysis of Correlation Coefficient of Determination

The coefficient of determination (R^2) measures the extent to which the model explains the variation in the dependent variable. Its value ranges from 0 to 1. A low R^2 indicates that the independent variables have limited ability to explain the variation in the dependent variable, whereas a value close to 1 suggests that the independent variables provide most of the information needed to predict the variation in the dependent variable (Ghozali, 2005:83). The R^2 value can be calculated using data processing techniques with SPSS software.

Hypothesis Testing

Next, as a step to carry out hypothesis testing, it is necessary to use the F test and the t test.

- a. The F-test is conducted to determine the simultaneous or collective effect of the independent variables on the dependent variable. The test rules:
 - 1) If the calculated F-value exceeds the F-table value, H_0 is rejected and H_1 is accepted, indicating that the independent variables simultaneously have a significant effect on the dependent variable.
 - 2) Conversely, if the calculated F-value is less than or equal to the F-table value, H_0 is accepted and H_1 is rejected, indicating that the independent variables do not simultaneously have a significant effect on the dependent variable.
- b. The t-test is a test carried out to determine the influence of each independent variable *partially* or individually or separately on the dependent *variable*. The test rules:
 - 1) If the calculated t-value exceeds the t-table value, H_0 is rejected and H_1 is accepted, indicating a significant effect of the independent variable on the dependent variable.
 - 2) Conversely, if the calculated t-value is less than or equal to the t-table value, or if it does not exceed the critical threshold, H_0 is accepted and H_1 is rejected, indicating that the independent variable has no significant effect on the dependent variable.

4. RESULTS AND DISCUSSION

Simultaneous Influence Analysis (F Test)

To assess the simultaneous or overall influence of the independent variables on the dependent variable, an F-test was conducted. The table below presents the analysis of variance for this simultaneous effect.

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12,2168	3	4,0723	43,6006	2,249E-015 ^a
	Residual	5,8840	63	,0934		
	Total	18,1007	66			

a. Predictors: (Constant), Lingkungan Kerja (X3), Kepuasan Kerja (X2), Disiplin Kerja (X1)

b. Dependent Variable: Kinerja Karyawan (Y)

Figure 1. Results of Simultaneous or Overall Influence Calculations.

Source: Appendix 3.

Testing steps:

- $H_0 : \rho_1, \dots, \rho_n = 0$ (no influence)
- $H_i = \rho_1, \dots, \rho_n \neq 0$ (influence)
- $\alpha = 0.05$ df numerator = 3; denominator df = 63

$$d. F_{\text{count}} = \frac{K_{\text{hitung}}}{K_{\text{tabel}}}$$

Based on the results, the calculated F-value is 43.6006, which exceeds the F-table value of 2.75 at df numerator 3 and df denominator 63. This indicates that work discipline (X1), job satisfaction (X2), and work environment (X3) simultaneously have a significant effect on employee performance (Y).

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,8215 ^a	,6749	,6595	,3056

a. Predictors: (Constant), Lingkungan Kerja (X3), Kepuasan Kerja (X2), Disiplin Kerja (X1)

Figure 2. Determination Coefficient Table.

Source: Appendix 3.

The multiple R value of 0.8215 indicates a strong relationship between the independent variables and the dependent variable. The coefficient of determination (R^2) of 0.6749 shows that the independent variables collectively account for 67.49% of the variance in employee performance (Y), while the remaining 32.51% is explained by factors not included in this study.

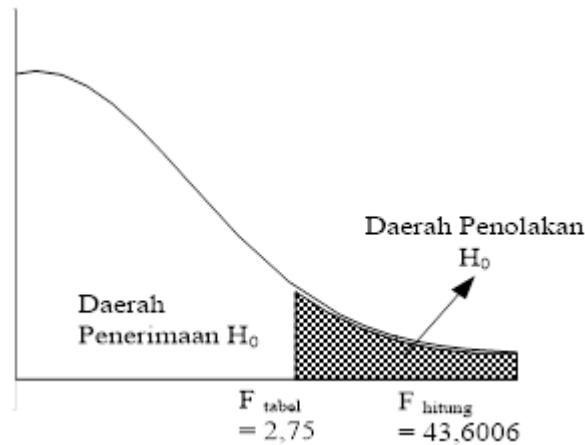


Figure 3. Distribution of Simultaneous Hypothesis Acceptance/Rejection Criteria.

Source: Appendix 3.

Partial Analysis (t-Test)

To evaluate the partial or individual effect of each independent variable on the dependent variable, a t-test analysis was performed. The results are presented as follows: The partial influence of the work discipline variable (X1) on employee performance (Y)

Testing steps:

- a. $H_0 : b_1 = 0$ (no influence)
- b. $H_1 : b_1 \neq 0$ (influence)
- c. *Level of significance* = $0.05/2$ (0.025)
- d. $t_{\text{count}} = \frac{b_1}{\text{Se}(b_1)} = 8.4883$
- e. t_{table} at $df = 63$ is 1.9983

The calculated t-value for the work discipline variable (X1) is 8.4883, which is greater than the t-table value of 1.9983, leading to the rejection of H_0 at the 5% significance level. Therefore, X1 has a significant partial effect on employee performance (Y), indicating that changes in work discipline are associated with variations in employee performance. Furthermore, the partial correlation coefficient of 0.7304 shows that work discipline (X1) explains 73.04% of the variance in employee performance (Y).

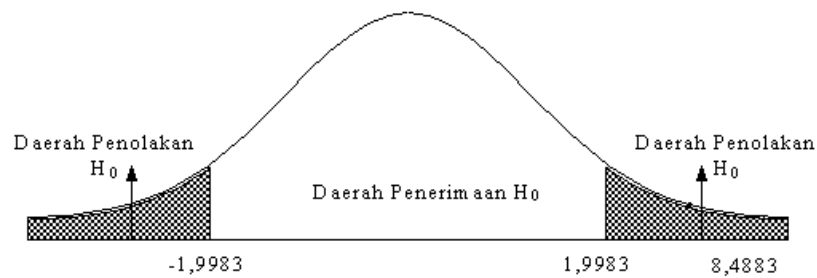


Figure 4. Distribution of Acceptance/Rejection Areas of the Hypothesis of Work Discipline Variable (x_1).

Source: Appendix 3.

The partial influence of the job satisfaction variable (X2) on employee performance (Y)

Testing steps:

- $H_0 : b_2 = 0$ (no influence)
- $H_i : b_2 \neq 0$ (there is an effect)
- Level of significance = $0.05/2$ (0.025)
- $t_{\text{count}} = \frac{b_2}{\text{Se}(b_2)} = 10.6236$
- t table at $df = 63$ is 1.9983

Based on the calculation, the t-value is 10.6236, which exceeds the t-table value of 1.9983; therefore, H_0 is rejected at the 5% significance level. This indicates that, partially, the job satisfaction variable (X2) has a significant effect on employee performance (Y). It implies that changes in job satisfaction (X2) are associated with changes in employee performance (Y). Furthermore, the partial correlation coefficient of 0.8011 shows that job satisfaction (X2) is able to explain 80.11% of the variation in employee performance (Y).

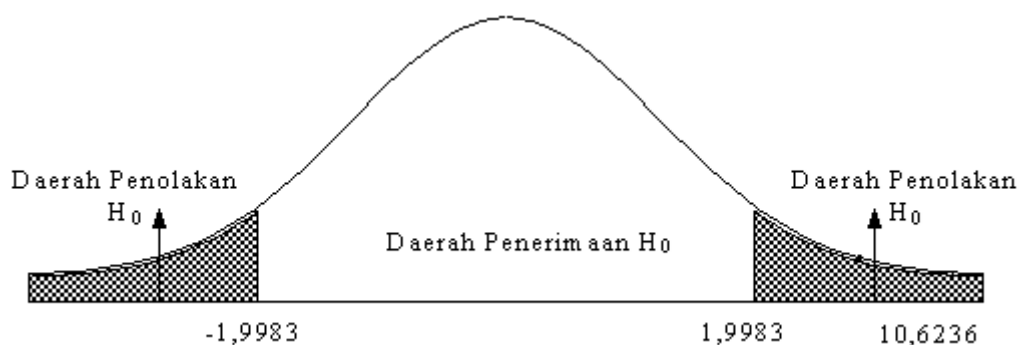


Figure 5. Distribution of Acceptance/Rejection Areas of Job Satisfaction Variable Hypothesis (x_2).

Source: Appendix 3.

The partial influence of work environment variables (X3) on employee performance

(Y) Testing steps:

- $H_0 : b_3 = 0$ (no influence)

- b. $H_1 : b_3 \neq 0$ (there is an effect)
- c. *Level of significance* = $0.05/2$ (0.025)
- d. $t_{\text{count}} = \frac{b_3}{\text{Se}(b_3)} = 5.7241$
- e. t_{table} at $df = 63$ is 1.9983

The calculated t-value for the work environment variable (X3) is 5.7241, which is higher than the t-table value of 1.9983, resulting in the rejection of H_0 at the 5% significance level. Therefore, X3 has a significant partial effect on employee performance (Y), indicating that changes in the work environment are associated with variations in employee performance. The partial correlation coefficient for the work environment variable (X3) is 0.5849, indicating that X3 can explain 58.49% of the variance in employee performance (Y).

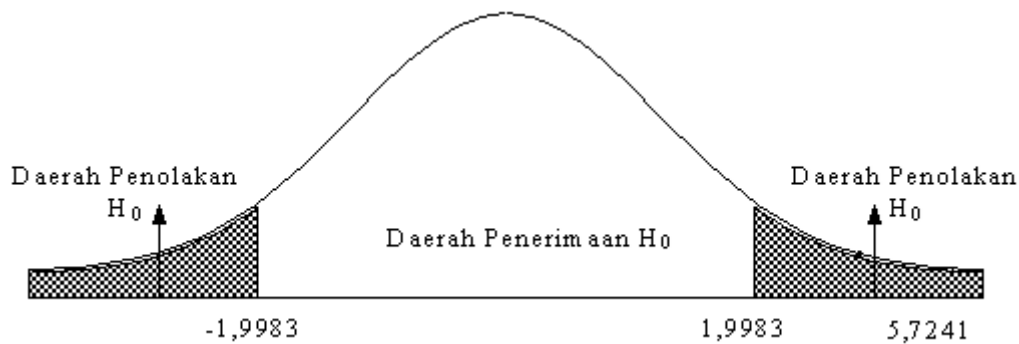


Figure 6. Distribution of Acceptance/Rejection Areas of the Hypothesis of the Work Environment Variable (X_3).

Source: Appendix 3.

Discussion

The study shows that work discipline (X1), job satisfaction (X2), and work environment (X3) simultaneously influence employee performance (Y), as indicated by a significance value of 2.249×10^{-15} (less than 0.05).

The partial test results indicate that work discipline (X1) significantly affects employee performance. The partial correlation coefficient of X1 is 0.7304, meaning it explains 73.04% of the variation in employee performance (Y), with a significance value of 5.009×10^{-12} (less than 0.05).

The partial test results show that job satisfaction (X2) has a significant effect on employee performance. The partial correlation coefficient of X2 is 0.8011, indicating that it accounts for 80.11% of the variation in employee performance (Y), with a significance value of 1.121×10^{-15} (less than 0.05).

The partial test results indicate that the work environment variable has a significant effect on employee performance. The partial correlation coefficient for work environment (X3)

is 0.5849, meaning that X3 explains 58.49% of the variation in employee performance (Y), with a significance value of 3.109×10^{-7} (less than 0.05).

Job satisfaction (X2) is the most dominant variable, as its partial correlation coefficient of 0.8011 is higher than that of the other independent variables. Therefore, X2 has the greatest influence on the dependent variable, employee performance (Y).

Employees receive training and development aligned with their job roles, enabling them to perform their responsibilities effectively (Abdul Aziz Sholeh et al., 2024:82). Decision-making requires careful selection to ensure appropriate purchasing choices (Kristiawati Indriana et al., 2019:28). Success depends on strong collaboration and commitment among government, industry, research institutions, and civil society (Gazali Salim et al., 2024:63). The SERVQUAL model evaluates the gap between customer expectations and their perceived experiences (Diana Zuhro et al., 2024:98). In a competitive business environment, credit marketing strategies play an important role in attracting and retaining customers (Mahjudin et al., 2025:2659–2672). This research approach emphasizes systematically identifying research aspects to achieve optimal outcomes (Sutopo et al., 2021:83–92). Promotions aim to educate consumers about product quality to attract attention and encourage service usage (Firdaus, Fikri, et al., 2021:76–82).

5. CONCLUSION

The hypothesis stating that work discipline (X1), job satisfaction (X2), and work environment (X3) simultaneously have a significant effect on employee performance is accepted. This is supported by a calculated F-value of 43.6006, which is greater than the F-table value of 2.75, and a significance level of 2.249×10^{-15} (less than 0.05). Meanwhile, the partial test shows that the work discipline variable (X1) has a significant effect on employee performance, as indicated by a calculated t-value of 8.4883, which is greater than the t-table value of 1.9983, and a significance level of 5.009×10^{-12} (less than 0.05). The job satisfaction variable (X2) has a significant partial effect on employee performance, as indicated by a calculated t-value of 10.6236, which is higher than the t-table value of 1.9983, and a significance level of 1.121×10^{-15} (less than 0.05). The work environment variable (X3) has a significant partial effect on employee performance, as evidenced by a calculated t-value of 5.7241, which is greater than the t-table value of 1.9983, and a significance level of 3.109×10^{-7} (less than 0.05). Job satisfaction (X2) is the most influential factor impacting employee performance (Y), as indicated by a partial correlation coefficient of 0.8011.

Suggestion

For work discipline in the firm, it is important to pay attention to discipline regarding working hours, both in terms of arrival and departure times. Late arrival to work or returning home before the end of work hours should be enforced by giving firm sanctions from the management to employees who are not disciplined so that they can be an example for other employees. Job satisfaction, based on the opportunity to participate in career advancement and position advancement, requires serious attention, as it has the greatest impact on employee performance. Rewards *for* high-performing employees are also necessary to support job satisfaction and improve their performance. And the last thing that companies need to do is maintain a comfortable work environment and harmonious relationships between employees.

REFERENCE

- Alwi, S. (2002). *Manajemen sumber daya manusia: Strategi keunggulan kompetitif*. BPFE.
- As'ad, M. (2005). *Psikologi industri*. Liberty.
- Aziz Sholeh, A., et al. (2024). Kompensasi terhadap motivasi kerja karyawan pada PT. Insolent Raya di Surabaya. *Journal of Management and Creative Business*, 2(1), 82–96.
- Cikmat, S. (2005). *Kinerja*. Elex Media Komputindo.
- Daengs, G. S. A., Istanti, E., Negoro, R. M. B. K., & Sanusi, R. (2020). The aftermath of management action on competitive advantage through process attributes at food and beverage industries export import in Perak Harbor of Surabaya. *International Journal of Criminology and Sociology*, 9, 1418–1425.
- Dewi, R., Zuhro, D., et al. (2024). Service design performance based on consumer preferences. *International Journal of Economics and Management Sciences*, 1(3), 142–160. <https://doi.org/10.61132/ijems.v1i3.131>
- Djarmiko, Y. W. (2002). *Perilaku organisasi*. Alfabeta.
- Ekuslie, G. (2004). Manajemen kinerja mengelola bukan sekedar menilai. *Usahawan*, 11(26).
- Enny Istanti, Bramastyo Kusumo, & I. N. (2020). Implementasi harga, kualitas pelayanan dan pembelian berulang pada penjualan produk gamis Afifathin. *Ekonomika* 45, 8(1), 1–10.
- Gibson, J. L., Ivancevich, J. M., & Donnelly, J. H., Jr. (1985). *Organisasi: Perilaku, struktur, proses*. PT Gelora Aksara Pratama.
- Gomes, F. (2005). *Manajemen sumber daya manusia* (Edisi 1). Andi Offset.
- Handoko, H. T. (2005). *Manajemen personalia dan sumber daya manusia* (Edisi ke-2). BPFE.
- Hasibuan, S. P. (2004). *Manajemen sumber daya manusia: Dasar dan kunci keberhasilan*. Gunung Agung.
- Istanti, E., et al. (2024). Service design performance based on consumer preferences. *International Journal of Economics and Management Sciences*, 1(3), 142–160.

- Iwa Soemantri, A., et al. (2020). Entrepreneurship orientation strategy, market orientation and its effect on business performance in MSMEs. *Jurnal EKSPEKTRA Unitomo*, 4(1), 1–10.
- Mangkunegara. (2005). *Manajemen sumber daya manusia perusahaan*. PT Remaja Rosdakarya.
- Simamora, H. (2005). *Manajemen sumber daya manusia*. STIE YKPN.
- Sinungan, M. (2006). *Kinerja sumber daya manusia*. Bumi Aksara.
- Nitisemito, A. S. (2005). *Manajemen personalia* (Cetakan ke-9, Edisi ke-3). Ghalia Indonesia.
- Pramono Budi, Istanti, E., Daengs, G. S., Achmad, Syafi'i, & Bramastyo, K. N. R. M. (2022). Impact of social media marketing and brand awareness on purchase intention in coffee shop culinary in Surabaya. *International Journal of Entrepreneurship and Business Development*, 5(6), 968–977.
- Reksohadiprodjo, S., & Handoko, T. H. (2001). *Manajemen personalia dan sumber daya manusia*. BPFE.
- Dewi, R., et al. (2020). Internal factor effects in forming the success of small businesses. *Jurnal SINERGI UNITOMO*, 10(1), 13–21.
- Robbins, S. P. (1996). *Perilaku organisasi* (Jilid 1–2, Edisi Bahasa Indonesia). Prenhallindo.
- Salim Gazali, et al. (2024). *Ikan Nomei, Merdeka Belajar Kampus Merdeka* (hlm. 1–98).
- Sedarmayanti. (2004). *Sumber daya manusia dan produktivitas kerja*. Mandar Maju.
- Siagian, S. P. (1995). *Teori motivasi dan aplikasinya* (Cetakan ke-2). Rineka Cipta.
- Simamora, H. (1995). *Manajemen sumber daya manusia*. STIE YKPN.
- Stoner, R. J. (2004). *Human resource management*. John Wiley & Sons.
- Sujadi. (2007). *Pengaruh iklim kerja dan motivasi kerja terhadap kinerja guru SMP alumni diklat PTBK di Bangkalan* (Tesis tidak dipublikasikan). Program Pascasarjana Universitas Negeri Surabaya.
- Wexley, K. N., & Yukl, G. (2000). *Perilaku organisasi dan psikologi personalia* (M. Shobaruddin, Trans.). Rineka Cipta.
- Zuhro, D., et al. (2024). Impact of measurement of service quality using the SERVQUAL method. *Digital Innovation: International Journal of Management*, 1(3), 94–114.