

Original Research Article

Workplace Factors Influencing Employee Performance: The Role of Motivation, Discipline, and Environment

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Abstract: This study aims to analyze the influence of work motivation, work discipline, and work environment on employee performance, both simultaneously and partially. In addition, this study also identifies variables that have a dominant influence on employee performance. The research location was at the Ministry of Defense of the Republic of Indonesia, Central Jakarta. Data analysis techniques using descriptive methods and multiple linear regression analysis. The results showed that work motivation, discipline, work environment, and employee performance can be described by the actual conditions at the Ministry of Defense, which is the background of this study. Simultaneously, work motivation, discipline, and environment significantly affect employee performance. In addition, partially, each of these variables also has a significant effect on employee performance. Work motivation has the most dominant influence on improving employee performance in the three variables studied. This shows that work motivation and intrinsic and extrinsic encouragement are important in encouraging employees to carry out their duties optimally and responsibly. This research is expected to enrich the understanding of the importance of work motivation, work discipline, and work environment on employee performance at the Ministry of Defense. In addition, the results of this study are expected to be a reference in managing human resources effectively to improve overall organizational performance.

Keywords: Work Motivation, Work Discipline, Work Environment, Performance, Ministry of Defense.

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1. INTRODUCTION

Human resources are the main driving force in an organization, where its progress or decline is highly dependent on the quality of its employees. As an important asset, employees play a crucial role in achieving organizational success effectively and efficiently. Not only do they need capable, proficient, and skilled individuals, but organizations also need employees with high morale and motivation to achieve maximum results. However, not all employees have the ability and work spirit as expected. Sometimes, someone has adequate skills but lacks motivation, so their performance is not optimal. Therefore, attention and support from the leadership are needed to improve the quality and performance of employees for the organization's success.

According to Priyanto (2015), performance is the result of work, both in quality and quantity, achieved by an employee in carrying out duties according to his responsibilities. For performance to

remain consistent, it is necessary to identify the factors that influence it, such as work motivation, discipline, and work environment. Employee performance reflects the level of task achievement within a certain period. Motivation is important because it plays a role in activating and directing individual behavior toward specific goals. Every employee experiences ups and downs in morale, especially when facing monotonous and repetitive tasks, which can lead to boredom. Work motivation becomes crucial to maintaining productivity and ensuring employees remain focused and committed.

Work motivation plays an important role in improving employee performance. According to Almustofa (2014), work motivation is a series of attitudes and values that influence individuals to achieve specific goals. In addition, work discipline is also a crucial factor in determining employee performance. Priyanto (2015) explains that discipline is an attitude, behavior, and actions that are by organizational regulations, both written and unwritten.

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Good discipline reflects a person's responsibility for the tasks assigned. A lack of interest in work, anger, fear, embarrassment, stress, or frustration can cause indiscipline. Employees with a high level of discipline tend to perform better, which is a significant element in creating work productivity and effectiveness.

In addition to motivation and work discipline, the work environment also affects employee performance. The work environment includes all aspects that directly or indirectly impact the organization or agency regarding performance and job satisfaction. An unsupportive environment can reduce employee performance, hinder target achievement, and reduce the effectiveness and efficiency of the work system. Conversely, a comfortable and conducive work environment will increase morale, provide satisfaction, and help the organization achieve its goals. Almustofa (2014) states that comfortable workplace conditions can make work feel more enjoyable, making performance more optimal. Therefore, creating a good work environment is crucial in increasing productivity and achieving maximum results.

Leaders need to pay serious attention to employee performance, considering that there are still various problems, such as inaccurate attendance, absence during working hours, slow service, and complaints from the public. These problems cannot be separated from motivation, discipline, work environment, satisfaction, welfare, and leadership patterns. However, in this study, the author focuses on three main factors, namely work motivation, work discipline, and work environment, that affect employee performance. These three factors are important in creating a conducive work climate to encourage employees' enthusiasm and passion to achieve organizational goals. This encourages the need for further study of the relationship between these three factors in influencing overall employee performance.

This study aims to analyze the effect of work motivation, discipline, and work environment on employee performance, both simultaneously and partially. In addition, this study also identifies variables that have a dominant influence on the performance of employees of the Jakarta Ministry of Defense. The results of this study for the Jakarta Ministry of Defense provide practical insight into the influence of motivation, discipline, and work environment on employee performance and as a reference for performance improvement strategies. Theoretically, this research supports the development of knowledge in human resource management, primarily related to factors that affect employee performance. In addition, the results of this study can be a reference for other parties in facing the demands of human resource management development and as a basis for further research.

2. LITERATURE REVIEW

Performance is defined as a person's ability to work to achieve goals optimally with less sacrifice than the results obtained (Ningsih *et al.*, 2023). Performance appraisal is done by comparing employee work results against job standards. If the results meet or exceed the standard, performance is considered good, while if not, performance is categorized as low. According to Febryanti *et al.*, (2023), performance reflects the achievement of programs or policies in realizing organizational goals. Sumitra *et al.*, (2023) added that performance results from individual or group achievement in completing tasks according to rules and ethics. Factors supporting performance include ability, motivation, and environmental support (Mathis & Jackson, 2001). Conversely, work that is not competent and poor working relationships can be an obstacle, thus reducing employee effectiveness and productivity.

According to Aulia *et al.*, (2021), the performance dimension reflects the quality of a job or activity in the workplace that can be measured. This dimension describes the overall scope of work activities, while responsibilities and obligations assist in the objectivity of the assessment. Performance indicators include several aspects, including work quality, which reflects the thoroughness and relevance of results without ignoring the volume of work. Work quantity refers to the number of tasks completed to achieve efficiency and effectiveness. Responsibility refers to an employee's willingness to accept and take responsibility for work, facilities, and behavior. Cooperation describes participation with coworkers vertically and horizontally to improve work results. In addition, initiative is important, where employees proactively complete tasks and solve problems without waiting for superior orders.

Work motivation is the drive within employees to fulfill needs and achieve set goals (Indra *et al.*, 2023). Motivation is the energy that generates the inner drive to achieve specific goals. Hidayat *et al.*, (2023) define motivation as a factor that directs and encourages a person's behavior to try. Endra *et al.*, (2021) state that motivation maintains and directs behavior to be focused on goals. Work motivation is influenced by internal and external factors (Priansa, 2018). Internal factors include the desire to live, have, gain appreciation, and power. Meanwhile, external factors include the work environment, adequate compensation, good supervision, and job security. High motivation will encourage employees to work harder while lacking motivation can reduce productivity and effectiveness.

Work motivation indicators reflect the factors that encourage a person to strive to achieve specific goals (Hidayat *et al.*, 2023). One indicator is promotion, which is an increase in a position that provides greater responsibility, higher status, and additional salary. In addition, work performance is the basis for career

development because it shows a person's ability to complete tasks. Awards also play an important role in increasing motivation, both in the form of awards for achievement and recognition of expertise. Recognition from the company of employees' abilities and expertise is an important factor in building morale. With promotions, achievements, awards, and recognition, employees are encouraged to work better, thereby increasing productivity and job satisfaction in the organization.

Work discipline is an obligation that must be considered by the agency so that employees work more optimally and do not carry out activities outside their responsibilities during working hours. Discipline reflects compliance with rules and a sense of responsibility in completing tasks (Sinambela, 2019). Sutrisno (2019) emphasizes that discipline shows employees' respect for agency regulations, while Keith Davis in Mangkunegara (2020) defines discipline as management action to enforce organizational standards. Singodimedjo in Sutrisno (2019) states that discipline reflects a person's willingness to obey applicable norms. Discipline also plays a role in increasing work productivity (Nadeak, 2020). Thus, discipline is a behavior that must be instilled in individuals in order to create good performance, both at work and in everyday life.

Various factors, such as fair compensation, exemplary leadership, and clear rules as work guidelines, influence work discipline. The courage of leaders in taking action, the effectiveness of supervision, attention to employees, and habits that support discipline also play an important role in shaping an orderly work culture. Agustini (2019) identified several indicators of work discipline, including high attendance rates, compliance with work procedures, and obedience to superiors. In addition, awareness of working voluntarily and a sense of responsibility for tasks and work facilities reflect good discipline. Organizations can create a more productive, orderly, and professional work environment by applying these factors and indicators.

The work environment is the overall facilities and infrastructure that exist around employees and affect the implementation of their work (Indiyati *et al.*, 2018). The work environment affects employees directly or indirectly and significantly impacts their performance (Sunarno, 2021). Yantika *et al.*, (2018) state that the work environment is an important factor that can improve organizational performance. Anam (2018) added that the work environment creates a sense of security, comfort, and satisfaction in completing tasks. Darmadi (2020) emphasized that environmental factors like air conditioning and good lighting also affect employee performance. Thus, the work environment includes everything surrounding workers

and supports or hinders their effectiveness in carrying out tasks according to their assigned responsibilities.

The work environment is influenced by physical and psychological factors (Afandi, 2018). Physical factors include ergonomic workspace planning, appropriate job design, optimal lighting and noise conditions, and a level of privacy that supports work comfort. Meanwhile, psychological factors include excessive workload, inadequate supervision systems, frustration due to mismatched expectations, and changes in the job or organization. Disputes between individuals and groups can also affect the work environment, both positively and negatively. According to Purnami *et al.*, (2019), work environment indicators include adequate lighting, good air circulation, adequate work facilities, harmonious relationships with coworkers, and guaranteed security. Employees can work more effectively, comfortably, and productively with a conducive work environment.

3. RESEARCH METHODS

3.1 Research Design

This research uses a quantitative method with a comparative causal approach to test hypotheses using statistical tools. This research involves three independent variables and one dependent variable to analyze the influence between variables. The type of research used is explanatory, which aims to explain the causal relationship between the independent and dependent variables. Through this approach, the research will identify and explain in depth the effect of the variables studied on other variables.

3.2 Scope and Location of Research

This research focuses on human resources, especially the performance of the Ministry of Defense (Kemhan) Jakarta employees, which is influenced by motivation, work discipline, and work environment. The research was conducted at the Ministry of Defense of the Republic of Indonesia, Medan Merdeka Barat Street No. 13-14, Central Jakarta. This location was chosen because it is relevant to the research theme, considering that Kemhan employees are known to be swift, firm, and disciplined in carrying out ministry programs.

3.3 Population and Sample

The population in this study included all employees of the Ministry of Defense of the Republic of Indonesia located in Central Jakarta, with as many as 95 employees. Sugiyono (2017) divides the population into a sampling population and a target population. Because the population is not too large, this study uses the census method, which examines all 95 employees as respondents, so that this research is thorough and accurate.

3.4 Data Collection and Analysis Techniques

Data was collected using a questionnaire instrument to obtain information relevant to the survey objectives with the highest possible reliability and validity in writing from respondents related to the research variables. The data analysis technique in this study consists of descriptive analysis and multiple linear regression analysis. Descriptive analysis is used to describe the phenomenon under study based on sample data without making generalizations. The data were analyzed using the *Statistical Program for Social Science* (SPSS) version 25.0 program by looking at the mode value and average score of the questionnaire. Furthermore, multiple linear regression analysis was used to determine the effect of the independent variables, namely work motivation, work discipline, and work environment, on the dependent variable, employee performance, using Ghozali's (2007) multiple linear regression model as follows:

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

Description:

Y = Employee Performance of the Ministry of Defense of the Republic of Indonesia
 α = Bilangan konstanta
 $\beta_1 - \beta_3$ = Constant number
 X_1 = Work Motivation
 X_2 = Work Discipline
 X_3 = Work Environment
 e = Standard error

4. RESULTS AND DISCUSSION

4.1 Research Results

The Ministry of Defense of the Republic of Indonesia (Kemhan RI) is a government institution responsible for formulating, determining, and coordinating national defense policies to maintain the nation's sovereignty, territorial integrity, and safety. Led by the Minister of Defense, the Ministry of Defense works closely with the Indonesian National Army (TNI) and related agencies to strengthen national defense through resource development, defense equipment modernization, and defense diplomacy. The history of the Ministry of Defense dates back to the beginning of independence, when the defense function was under the Ministry of People's Security led by Suprijadi, although he never officially served. Sulyadikusumo, Amir Sjarifuddin, and Sri Sultan Hamengku Buwono IX then held the position of Minister of Defense. President Soeharto briefly held the position in the New Order era, then by military and civilian figures, such as General Maraden Panggabean and Prof. Juwono Sudarsono. Based on Law No. 39/2008, the Department of Defense officially changed its name to the Ministry of Defense.

This study involved 95 respondents, all employees at the Ministry of Defense of the Republic of Indonesia. Respondents were grouped based on demographic characteristics, such as gender, age, education level, and length of service, in order to provide an overview of the respondent profile as well as

support the analysis of research variables, namely work motivation, work discipline, work environment, and employee performance. Based on the tabulation results, most respondents were male, or as many as 60 people or 63.2%, while women amounted to 35 or 36.8%. In terms of age, the respondents were dominated by the 41-50 years age group, as many as 45 people (47.4%), followed by 31-40 years old, as many as 25 people (26.3%), and over 50 years old as many as 15 people (15.8%). This data shows that most employees of the Ministry of Defense are in the productive age range, which is expected to be able to support the optimization of performance in the work environment.

The tabulation results of the education level of employees of the Ministry of Defense of the Republic of Indonesia show that the majority of respondents have the latest education at the postgraduate level or equivalent, as many as 55 people or 57.9%, while the remaining 40 people or 42.1% have an undergraduate education. This data reflects that most employees have a good educational background, which is expected to support their understanding and ability to solve various problems in the work environment. Meanwhile, based on length of service, respondents were dominated by employees with more than 5 years of service as many as 35 people (36.8%), followed by 3-5 years of service as many as 25 people (26.3%), less than 1 year as many as 20 people (21.1%), and 1-3 years as many as 15 people (15.8%). This shows that most employees have sufficient work experience, contributing to understanding and skills in carrying out tasks.

This study provides a descriptive picture of 95 employees of the Ministry of Defense of the Republic of Indonesia while measuring four main variables: work motivation, discipline, work environment, and employee performance. To analyze the data, researchers used the SPSS (Statistical Program for Social Science) program, which explains the characteristics of respondents and provides detailed descriptions related to the four variables studied. Data analysis was conducted through descriptive statistics, using mean and mode values as the leading indicators. Through this approach, the research is expected to describe the actual conditions in the work environment of the Ministry of Defense and provide accurate information about the level of motivation, discipline, work environment conditions, and employee performance as a basis for developing relevant and data-based policy recommendations.

The work motivation variable in this study consists of four leading indicators: promotion, achievement, reward, and recognition. The promotion indicator was measured through two questionnaire items, where the highest result reached 47 respondents or 49.5%, while the lowest was two respondents or 2.1%. The achievement indicator was also measured by two questionnaire items, with the highest value being

48 respondents or 50.5% and the lowest being one respondent or 1.1%. On the reward indicator, the highest result reached 51 respondents, or 53.7%, while the lowest was two respondents, or 2.1%. Meanwhile, the recognition indicator shows the highest value of 50 respondents, or 52.6%, and the lowest value of 5 respondents, or 5.3%. This data provides an overview of the level of work motivation of employees of the Ministry of Defense of the Republic of Indonesia.

The work discipline variable in this study consists of five indicators: attendance rate, work procedures, obedience to superiors, work awareness, and responsibility. The attendance rate indicator was measured through two questionnaire items, with the highest result being 54 respondents or 56.8% and the lowest being two respondents or 2.1%. The work procedure indicator also has a similar pattern, with the highest score of 54 respondents, or 56.8%, and the lowest of 2 respondents, or 2.1%. The highest result reached 64 respondents or 67.4% in the indicator of obedience to superiors, while the lowest was five respondents or 5.3%. The work awareness indicator showed the highest value of 58 respondents, or 61.1%, with the lowest result of 5 respondents, or 5.3%. The responsibility indicator recorded the highest result of 52 respondents, or 54.7%, and the lowest was two respondents, or 2.1%.

The work environment variable in this study consists of five leading indicators: lighting or light, air conditions, work facilities, relationships with coworkers, and security. The lighting or light indicator was measured through two questionnaire items, with the highest result being 54 respondents, or 56.8%, and the lowest was two respondents, or 2.1%. The air condition

indicator showed the highest value of 52 respondents (54.7%), and the lowest was for two respondents (2.1%). For the work facility indicator, the highest value reached 54 respondents or 56.8%, while the lowest was four respondents or 4.2%. The indicator of relationships with coworkers recorded the highest value of 59 respondents, or 62.1%, and the lowest value of 2 respondents, or 2.1%. Meanwhile, the security indicator showed the highest result of 46 respondents, or 48.4%, and the lowest was six respondents, or 6.3%.

The performance variable in this study consists of five leading indicators: work quality, work quantity, responsibility, cooperation, and initiative. The work quality indicator was measured through two questionnaire items, with the highest result being 48 respondents or 50.5%, and the lowest was four respondents or 4.2%. The work quantity indicator shows the highest value of 50 respondents, or 52.6%, and the lowest value of 1 respondent, or 1.1%. In the responsibility indicator, the highest result reached 48 respondents or 50.5%, while the lowest was three respondents or 3.2%. The cooperation indicator recorded the highest value of 48 respondents, or 50.5%, and the lowest value of 9 respondents, or 9.5%. Meanwhile, the initiative indicator showed the highest result of 55 respondents, or 57.9%, and the lowest was five respondents, or 5.3%.

The results of multiple linear regression analysis that examines the influence of work motivation, work discipline, and work environment variables on employee performance at the Ministry of Defense of the Republic of Indonesia are presented in the following table:

Table 1: Multiple Linear Regression Results

Variable	Description	Regression Coefficient B	t Count	Sig.
X_1	Work Motivation	0.221	1.451	0.000
X_2	Work Discipline	0.068	0.618	0.000
X_3	Work Environment	0.088	0.582	0.000
Constant	36.905			
R^2	0.094			
Adjusted R Square	0.098			
F Count	4.751			
Sig. F	0.000			
N	95			

Source: Data processed 2024

Based on the results of the multiple linear regression analysis displayed in the table above, the multiple linear regression equation can be arranged as follows:

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

$$Y = 36.905 + 0.221X_1 + 0.068X_2 + 0.088X_3 + e$$

Based on the results of multiple linear regression analysis, the regression constant value of

36.905 indicates that when the three independent variables, namely work motivation, work discipline, and work environment, are assumed to be zero, there is still an influence on the performance of employees of the Ministry of Defense of the Republic of Indonesia. The work motivation variable regression coefficient of 0.221 indicates that work motivation has a positive effect on employee performance, with the t-test results showing that the probability of variable work

motivation is smaller than the error rate of 0.05 or 5%. The work discipline regression coefficient of 0.068 also shows a positive effect on performance, with the probability of variable work discipline below 0.05 or 5%. Meanwhile, the work environment regression coefficient of 0.088 positively influences performance, with the probability of variable work environment also smaller than 0.05 or 5%. This proves that the three variables contribute significantly to the performance of employees of the Ministry of Defense of the Republic of Indonesia.

The closeness of the relationship between the independent variables, namely work motivation, work discipline, and work environment, with the dependent variable in the form of performance, is measured using multiple correlation coefficient analysis. The analysis results show a correlation coefficient (R) value of 0.094, which indicates a robust relationship between the three independent variables and the performance variable by 94%. This shows that the better work motivation, work discipline, and work environment, the better the performance of employees at the Ministry of Defense of the Republic of Indonesia. In addition, the coefficient of determination (R² adjusted) is 0.098, indicating that these three variables influence 98% of the variation in employee performance. Meanwhile, the remaining 2% is influenced by other factors outside the variables examined in this study.

Testing the first hypothesis in this study was carried out using the F test, which aims to test the effect of work motivation variables, work discipline, and work environment having a significant effect on employee performance. The F test compares the F count obtained

from the ANOVA table with the F table at the 0.05 or 5% significance level. The test criteria state that the hypothesis is accepted if the significance value (sig.) <0.005 and rejected if the significance value > 0.005. The analysis results show that the calculated F value of 4.751 is greater than the F table of 3.94. In addition, the significance value is < 0.001, smaller than the error limit of 0.05 or 5%. Thus, work motivation, discipline, and work environment significantly influence employee performance, so the first hypothesis in this study is accepted.

The second hypothesis in this study was tested using the t-test to test the effect of each independent variable, namely work motivation, work discipline, and work environment, individually on employee performance. The t-test determines the extent to which each independent variable can explain variations in the dependent variable. Based on the test results, the t value of the work motivation variable is 1.451, with a positive coefficient and a significance level smaller than 0.05 or 5%, indicating that work motivation significantly affects employee performance. Furthermore, the t value of work discipline is 0.618 with a significance result below 0.05 or 5%, so work discipline also significantly affects employee performance. Similarly, the t value of the work environment is 0.582 with a significance below 0.05 or 5%, indicating that the work environment also has a positive influence. Thus, work motivation, discipline, and environment significantly affect employee performance.

Meanwhile, the results of testing the third hypothesis in this study can be seen in full in the following table:

Table 2: 3rd Hypothesis Test Results

No	Independent Variable	Dependent Variable	Regression Coefficient	Sig. t	Error Level	Tolerance	Results
1	X1 Work Motivation	Y - Kinerja	0.221	0.000	0.05		X ₁ has an effect on Y
2	X2 Work Discipline	Y - Kinerja	0.068	0.000	0.05		X ₂ affects Y
3	X3 Work Environment	Y - Kinerja	0.088	0.000	0.05		X ₃ affects Y

Source: Data processed 2024

Based on the results in the table above, the work motivation variable has a regression coefficient of 0.221 with a significance value of 0.000, which is smaller than the error tolerance level of 0.05 or 5%. This shows that work motivation has a significant effect on employee performance. The work discipline variable has a regression coefficient of 0.068 with a significance value of 0.000, which is also smaller than 0.05 or 5%, so work discipline significantly affects employee performance. The work environment variable has a regression coefficient of 0.088 with a significance value of 0.000, indicating that the work environment also significantly affects employee performance. Work motivation has the most dominant influence among the three variables because it has the highest regression

coefficient value. Thus, the third hypothesis that work motivation has a dominant influence on employee performance can be proven.

4.2 Discussion of Research Results

Work motivation is measured through four indicators: promotion, achievement, reward, and recognition. In the promotion indicator, most respondents strongly agreed that they felt happy when they received an award from their superiors for the hard work they had done while working. This shows that the awards given can increase the morale of employees. On the achievement indicator, the majority of respondents also strongly agreed that leaders always pay attention to

the performance of each employee, which fosters enthusiasm to continue to excel. The award indicator shows that respondents strongly agree that completing tasks on time can increase the chances of getting awards. Meanwhile, on the recognition indicator, respondents strongly agreed that the feeling of self-fulfillment from their current jobs provides satisfaction. This shows that recognition from the organization is important to maintain employee motivation.

Work discipline is measured through five indicators: attendance rate, work procedures, obedience to superiors, work awareness, and responsibility. On the attendance rate indicator, respondents strongly agree that they come to work on time. On the indicator of work procedures, respondents also showed a tendency to strongly agree on compliance in obeying work procedures and applicable regulations. Meanwhile, on the indicator of obedience to superiors, respondents tend to agree that they obey the rules set by the leader. On the indicator of work awareness, respondents agree that they complete work tasks to completion every day. As for the responsibility indicator, respondents strongly agree that they complete tasks within the specified time. This indicates high work awareness and responsibility among respondents.

The work environment is measured through five indicators: lighting or light, air conditions, work facilities, relationships with coworkers, and security. In the lighting indicator, respondents tend to strongly agree that the lighting in the workplace is up to standard and supports work comfort. In the air condition indicator, respondents also tended to strongly agree that the air in the workplace was clean and cool, thus creating a comfortable working atmosphere. Respondents strongly agree that the work facility provided is complete and functioning correctly in the work facility indicator. In addition, respondents tend to strongly agree that communication between employees runs smoothly and harmoniously as an indicator of relationships with coworkers. Finally, on the security indicator, respondents also strongly agree that the work environment is safe from intimidation or interference between employees. This reflects a conducive work environment and supports productivity.

Employee performance is measured through five indicators: quality, quantity, responsibility, cooperation, and initiative. On the quality indicator, respondents strongly agree that they work carefully and can minimize errors. Respondents also strongly agreed that work achievements were based on the agency's targets and expectations on the quantity indicator. Furthermore, on the responsibility indicator, respondents tended to strongly agree that they always complete the work that has been determined correctly to completion. Respondents tend to agree strongly with the cooperation indicator: they easily coordinate and cooperate with colleagues in one section or division.

Meanwhile, on the initiative indicator, respondents strongly agreed that they are willing to do work without waiting for superior orders. Overall, these results reflect the high performance of employees oriented towards quality and responsibility.

The results showed that most employees have good work motivation in carrying out their duties. Work motivation is important in encouraging employees to complete work optimally and achieve the expected performance. This work motivation is influenced by several factors, such as achievements, recognition of the work, and the form of appreciation given by the organization. When employees feel appreciated for their performance, their enthusiasm and drive to work better will increase. In addition, work discipline is also a determining factor in supporting the achievement of optimal performance. Work discipline is reflected in employees' obedience to applicable rules and policies, both written and unwritten. With good discipline, work can be carried out according to procedures, responsibilities, and supports, creating a conducive and productive work environment.

In addition to motivation and work discipline, the work environment also plays a significant role in supporting the achievement of employee performance. A good work environment includes physical factors such as lighting, air quality, and the availability of adequate facilities. In addition, harmonious relationships between coworkers and a sense of security from harassment or intimidation are also important parts of a conducive work environment. The results showed that employees considered the current working environment quite good and healthy, thus supporting the smooth implementation of their duties. When employees feel physically and psychologically comfortable at work, they tend to work more focused, productive, and able to show full responsibility in completing their work. With high work motivation, good discipline, and a supportive work environment, employees can perform well, cooperate with colleagues, and carry out their responsibilities optimally.

5. CONCLUSIONS AND SUGGESTIONS

This study explains the influence of work motivation, discipline, work environment, and employee performance at the Ministry of Defense of the Republic of Indonesia. Based on the results of the study, it can be concluded that work motivation, work discipline, work environment, and employee performance at the Ministry of Defense of the Republic of Indonesia can be described well according to the actual conditions in the field, which is the background of this research. The results showed that work motivation, work discipline, and work environment simultaneously had a significant effect on employee performance. In addition, each variable of work motivation, work discipline, and work environment has also been proven to affect employee performance

significantly. Among the three variables, work motivation has the most dominant influence in improving employee performance, indicating that strong intrinsic and extrinsic encouragement is the main factor in encouraging employees to carry out tasks optimally.

Based on the research results, several suggestions can be used as input for the Ministry of Defense of the Republic of Indonesia in improving employee performance. First, good work motivation needs to be maintained and improved through appreciation, giving awards, and creating a supportive work atmosphere so that employees are increasingly motivated to carry out their duties. Second, high work discipline must also be a concern, especially regarding punctuality, compliance with rules, and responsibility for the work assigned. Periodic evaluations related to discipline can be applied to maintain the consistency of employee performance. Third, a comfortable, safe, and conducive work environment is critical to support employee productivity, so physical, social, and psychological aspects need to be considered. Finally, future research is expected to examine other variables that have the potential to influence employee performance so that human resource management in the Ministry of Defense is more optimal.

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Cite This Article: Rudi Firmansyah Asari, Harianto Respati, Mokhammad Natsir (2025). Workplace Factors Influencing Employee Performance: The Role of Motivation, Discipline, and Environment. *East African Scholars J Econ Bus Manag*, 8(4), 106-113.
