

# THE INFLUENCE OF WORK MOTIVATION, WORK DISCIPLINE, AND WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE AT PT. SARANG MAS SEJAHTERA

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## Abstract

This study examines the influence of work motivation, work discipline, and work environment on employee performance at PT Sarang Mas Sejahtera, an automotive distribution and sales company in Indonesia. Using a quantitative, causal-associative design, data were collected from 75 employees through a Likert-scale questionnaire and analyzed using multiple linear regression. The findings show that employees report good levels of work motivation, work discipline, work environment, and performance. The results indicate that work motivation, work discipline, and work environment each have a positive and statistically significant effect on employee performance. Simultaneously, the three variables explain 56% of the variance in performance, confirming the robustness of the proposed model. These findings support Social Exchange Theory and Expectancy Theory by demonstrating that fair rewards, clear rules, and a conducive work environment foster reciprocal employee responses in the form of higher performance. The study suggests that integrated management of motivation, discipline, and work environment is crucial for sustaining employee performance in competitive automotive distribution and sales settings, and recommends that future research incorporate additional factors such as leadership, competence, and reward systems to build a more comprehensive performance model.

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

## INTRODUCTION

Employee performance is one of the main pillars of organizational success, particularly in companies engaged in the distribution and sale of automotive products that rely heavily on service speed, information accuracy, and the quality of interactions with customers (Bernardin & Russell, 2013). In the context of modern human resource management, employee performance is not only viewed as a final outcome in the form of work quantity and quality, but also as a reflection of work processes that involve behavior, attitudes, and compliance with standards set by the organization (Mangkunegara, 2017). Various studies have shown that increases in employee performance are closely correlated with a company's ability to achieve sales targets, expand market share, maintain supply chain efficiency, and enhance customer satisfaction (Ng et al., 2008).

Work motivation is one of the key determinants that explains why employees are willing to devote their effort, time, and competencies to achieving organizational goals (Robbins & Judge, 2021). In automotive distribution and sales companies, highly motivated employees tend to be more active in seeking potential customers, persistent in following up prospects, and strive to provide the best service at both the point of sale and in after-sales services (Herzberg, 1966). Work motivation is influenced by a combination of intrinsic factors, such as the need for achievement, recognition, and responsibility, and extrinsic factors, such as salary, sales incentives, working conditions, and company policies (Herzberg et al., 1959; Deci & Ryan, 2000). If these factors are not managed adequately, emerging symptoms include a decline in enthusiasm for selling, an increase in turnover intention, and the weakening of both individual and team performance (Judge et al., 2001). In addition to motivation, work discipline plays a crucial role in shaping employee performance that is consistent and predictable. Work discipline is reflected in compliance with operating hours, punctuality in attending promotional activities or customer visits, adherence to administrative and credit procedures, and seriousness in observing

service standards set by automotive principals (Purnawijaya, A. 2019). Organizations with a strong culture of discipline are generally able to reduce administrative errors, avoid delays in unit delivery, and minimize customer complaints, thereby maintaining their reputation and market trust (Purnawijaya, 2019; Bernardin & Russell, 2013). Conversely, low work discipline often has implications such as increased absenteeism, violations of working hours, and non-compliance with procedures, which ultimately erode productivity and service performance (Purnawijaya, 2019). Another equally important factor is the work environment, both physical and non-physical. In the context of automotive distribution and sales, the physical work environment includes warehouse and showroom layout, workplace comfort, feasibility of display areas, unit security, and the completeness of supporting facilities such as information systems and material-handling equipment (Desklog, 2025). The non-physical work environment includes relationships between co-workers and superiors, the communication climate within sales and logistics teams, leadership style, and managerial support for target achievement (Flin & Yule, 2004; Walumbwa et al., 2008). Previous studies have shown that a conducive work environment, especially non-physical aspects such as social support, role clarity, and a collaborative work climate, has a positive and significant effect on employee performance (Purnawijaya, A, 2019; Sulistyono et al., 2022).

PT Sarang Mas Sejahtera is a company engaged in the distribution and sale of automotive products (such as vehicles, spare parts, and accessories) with a marketing area in the Riau Archipelago that faces intense competition, both from official dealers and other similar companies. Amid the dynamics of the automotive industry, characterized by changing consumer preferences, increasingly stringent after-sales service requirements, and pressures to improve supply chain efficiency, the company is required to maintain product availability, distribution speed, and the quality of sales services in order to remain competitive (Desklog, 2025). Preliminary information from management indicates that there are still variations in employee performance, such as unmet sales targets in certain periods, delays in the distribution process or unit handover to customers, and differences in service quality among sales personnel and support staff. In line with this, there are indications of unstable work motivation, uneven work discipline across divisions, and several complaints related to comfort and support in the work environment, both in the warehouse and in the showroom.

Previous studies in the service and industrial sectors, both in Indonesia and abroad, generally find that work motivation, work discipline, and work environment have a significant influence on employee performance, either partially or simultaneously (Ng et al., 2008; Sulistyono et al., 2022; Hasibuan et al., 2023). More recent research in Indonesia also shows that motivation, work discipline, and work environment together can improve employee performance in manufacturing and service companies through increased employee engagement and commitment (Wati NF, 2024). However, these findings have not been widely tested specifically in automotive distribution and sales companies with operational characteristics similar to PT Sarang Mas Sejahtera, which manages the flow from unit receipt, storage, and inventory management to sales and unit handover to customers. This contextual limitation creates a research gap that needs to be addressed in order to obtain empirical evidence that is more relevant to field conditions. Based on the above description, a study is needed that systematically analyzes the influence of work motivation, work discipline, and work environment on the performance of employees at PT Sarang Mas Sejahtera. This study is expected to provide a theoretical contribution by enriching the human resource management literature in the automotive distribution and sales sector, as well as to produce practical recommendations for company management in designing more targeted policies on motivation, discipline enforcement, and work environment management to sustainably improve employee performance (Blau, 1964; Vroom, 1964).

## **LITERATURE REVIEW**

### **Employee Performance**

Employee performance is generally defined as the result of work in terms of quality and quantity achieved by employees in carrying out tasks in accordance with the responsibilities assigned by the organization (Mangkunegara, 2017). Commonly used performance indicators include quantity of work, quality of work, timeliness, discipline, and the ability to work in a team, which in the context of automotive distribution and sales are directly related to the achievement of sales targets, administrative accuracy, service speed, and customer satisfaction (Bernardin & Russell, 2013; Desklog, 2025). The meta-analysis conducted by Ng et al. (2008) shows that employee performance is positively related to psychological and organizational variables such as job satisfaction and commitment, confirming that performance is an important outcome of an effective human resource management system.

In Indonesia, various empirical studies have found that employee performance is influenced by a combination of internal factors (motivation, discipline, competence) and external factors (work environment, leadership, reward system) (Sulistyo et al., 2022; Wati NF, 2024). These studies indicate that interventions in these variables can improve productivity and service quality in both manufacturing and service sectors.

### **Work Motivation**

Work motivation is understood as a psychological process that energizes, directs, and sustains individual work behavior toward the achievement of organizational goals (Robbins & Judge, 2021). Herzberg et al. (1959) distinguish intrinsic motivator factors (achievement, recognition, responsibility, the work itself, advancement) and extrinsic hygiene factors (company policy, supervision, working relationships, working conditions, salary), which together shape the level of job satisfaction and work drive (Herzberg et al., 1959; Herzberg, 1966). Self-Determination Theory further posits that the fulfillment of the needs for autonomy, competence, and relatedness forms the foundation for high-quality and sustainable motivation (Deci & Ryan, 2000).

Empirically, the meta-analysis by Judge et al. (2001) finds a consistent positive relationship between satisfaction—largely mediated by motivation—and employee performance. In Indonesia, studies by Purba et al. (2023) in the manufacturing sector and Sulistyo et al. (2022) in the oil and gas industry show that motivation has a positive and significant effect on performance, both directly and in conjunction with other variables. A study at PT Prima Karya Cemerlang also finds that work motivation is one of the main predictors of performance, particularly when combined with work environment and discipline (Wati NF, 2024). These findings indicate that in the context of distribution and sales companies, fair incentive schemes, career opportunities, and recognition of achievement are strategic instruments for strengthening work motivation.

### **Work Discipline**

Work discipline is defined as employees' attitude of obedience and willingness to comply with all rules, procedures, and norms prevailing in the organization (Mangkunegara, 2017). Indicators of work discipline include punctuality of attendance, compliance with working hours, obedience to superiors' instructions, adherence to standard operating procedures, and disciplined use of work facilities (Purnawijaya, A. 2019). In automotive distribution and sales companies, discipline is related to timely presence in warehouses and showrooms, compliance with sales administration procedures, and consistency in following service standards set by principals (Purnawijaya, 2019). Purnawijaya (2019) shows that work discipline has a positive and significant effect on employee performance, mainly through reducing absenteeism and tardiness. A study at PD Pasar Kota Denpasar finds that work discipline, motivation, and work environment partially and simultaneously have a significant effect on performance, with an F-test significance value of  $0.000 < 0.05$  (Setiawan RH et al, 2025). Other studies in service and manufacturing firms also confirm the important role of discipline in explaining variations in performance, although its relative contribution differs across contexts (Ariandi, 2024). Meanwhile, a study at the warehouse of PT Shopee International Indonesia finds that the partial effect of discipline tends to be weaker, yet together with motivation it remains significant for performance (Izzah N, 2024). This variation indicates that the strength of the effect of discipline is highly influenced by job characteristics and the monitoring system.

### **Work Environment**

The work environment encompasses all conditions surrounding employees that can affect task execution, both physical and non-physical. The physical work environment includes workplace layout, lighting, temperature, noise, cleanliness, security, and the adequacy of facilities, whereas the non-physical work environment includes interpersonal relationships, leadership style, communication climate, social support, and organizational culture (Desklog, 2025; Purnawijaya, A, 2019). In automotive distribution and sales companies, a well-organized physical environment in warehouses and showrooms and adequate information systems support can reduce physical workload and administrative errors, while a supportive non-physical environment can enhance comfort and work enthusiasm (Walumbwa et al., 2008; Harahap, R.R., 2023).

Research at PT Prima Karya Cemerlang shows that the work environment has a positive and significant effect on employee performance, both directly and through interactions with motivation and discipline (Wati NF, 2024). Another study at Bank Daerah Lamongan finds that work environment, motivation, and discipline jointly affect performance, with work environment contributing the most (Ariandi, R. 2024). A systematic literature review by Nurcahaya (2021) on studies in Indonesia concludes that improvements in the physical work environment and the strengthening of social relationships in the workplace consistently increase productivity and

service quality across various sectors. This reinforces the view that interventions in the work environment are among the effective strategies for performance enhancement.

### **Relationship between Work Motivation, Work Discipline, Work Environment, and Performance**

The relationships among work motivation, work discipline, work environment, and performance can be explained through Social Exchange Theory and Expectancy Theory. Social Exchange Theory posits that when organizations provide support, rewards, and a good work environment, employees respond by increasing their effort and performance as a form of reciprocity (Blau, 1964). Expectancy Theory explains that employees will exert maximum effort if they believe that effort will lead to performance (expectancy), performance will be followed by rewards (instrumentality), and those rewards are valuable to them (valence) (Vroom, 1964). Strong motivation, maintained discipline, and a conducive work environment contribute to the formation of positive perceptions of expectancy, instrumentality, and valence. Empirically, this pattern of relationships is reinforced by various studies in the service and distribution sectors in Indonesia. Wati NF (2024) finds that work motivation, work discipline, and work environment have a positive and significant effect on employee performance, both partially and simultaneously, with a coefficient of determination indicating that these three variables explain a large proportion of performance variation. The Setiawan RH et al, 2025 reports similar findings, showing that motivation, discipline, and work environment together significantly affect performance ( $p < 0.05$ ).

However, several studies also show that the relative contribution of each variable differs across contexts. Izzah N. (2024) at the warehouse of PT Shopee International Indonesia finds that motivation is the most dominant factor, while discipline and work environment remain significant but with smaller contributions (Izzah N, 2024). Setiawan RH (2025) reports that work motivation has the strongest relationship with performance compared with discipline and competence (Setiawan RH, 2025). These differences highlight the importance of re-examining the relationships among motivation, discipline, and work environment and employee performance in specific contexts, such as the automotive distribution and sales company PT Sarang Mas Sejahtera, in order to obtain empirical evidence that is relevant to its business process characteristics and organizational culture

### **METHOD**

This study employs a quantitative approach with a causal-associative research design to analyze the effect of work motivation, work discipline, and work environment on employee performance at PT Sarang Mas Sejahtera. The study population consists of all employees involved in the distribution and sales of automotive products, totaling 75 individuals. Given that the population size is relatively small and manageable, a saturated sampling technique is used, so that the entire population is taken as the sample ( $n = 75$ ).

The research data comprise primary and secondary data. Primary data are obtained through a Likert-scale questionnaire (1–5) completed directly by the 75 employees, containing statements regarding work motivation, work discipline, work environment, and employee performance. Secondary data are collected from company documents such as the profile of PT Sarang Mas Sejahtera, organizational structure, and general employment data. The questionnaire measures work motivation through perceptions of achievement drive, recognition, responsibility, and rewards; work discipline through punctuality, attendance, and compliance with regulations; work environment through physical comfort and social relationships in the workplace; and employee performance through assessments of quantity, quality, timeliness, and cooperation in task completion.

The instrument is tested using validity and reliability tests to ensure the appropriateness of the items prior to the main analysis. Data that are declared fit are then analyzed descriptively to describe respondent characteristics and response patterns, and inferentially using multiple linear regression to examine the partial and simultaneous effects of work motivation, work discipline, and work environment on employee performance, as well as to determine the extent to which these three variables contribute to variations in performance.

RESULTS AND DISCUSSION

Respondent Characteristics

Table 1. Demographic Characteristics of Respondents (N = 75)

Characteristic	Category	Frequency	Percentage (%)
Gender	Male	50	66.7
	Female	25	33.3
Age	20–30 years	30	40.0
	31–40 years	25	33.3
	> 40 years	20	26.7
Length of service	< 3 years	25	33.3
	3–5 years	20	26.7
	> 5 years	30	40.0
<b>Total</b>		<b>75</b>	<b>100.0</b>

Table 1 shows that the total number of respondents in this study is 75 employees, most of whom are male, totaling 50 people (66.7%), while female employees account for 25 people (33.3%). In terms of age, the majority of respondents are in the productive age groups, with 30 employees (40.0%) aged 20–30 years and 25 employees (33.3%) aged 31–40 years, while 20 employees (26.7%) are above 40 years of age. Judged from length of service, 30 employees (40.0%) have worked for more than 5 years, 25 employees (33.3%) have a tenure of less than 3 years, and 20 employees (26.7%) have been working for 3–5 years, indicating a relatively balanced composition between new and long-serving employees within the organization.

Descriptive Statistics

Table 2. Descriptive Statistics of Research Variables (N = 75)

Variable	N	Minimum	Maximum	Mean	Std. Dev.	Category
Work motivation (X <sub>1</sub> )	75	2.40	5.00	3.90	0.60	Good
Work discipline (X <sub>2</sub> )	75	2.30	5.00	3.85	0.58	Good
Work environment (X <sub>3</sub> )	75	2.50	5.00	3.88	0.59	Good
Employee performance (Y)	75	2.60	5.00	3.95	0.57	Good

Table 2 indicates that all research variables are perceived positively by the 75 respondents, with mean scores ranging from 3.85 to 3.95 on a 5-point scale and all classified in the “good” category. Work motivation (X<sub>1</sub>) has a mean of 3.90 (SD = 0.60), work discipline (X<sub>2</sub>) a mean of 3.85 (SD = 0.58), work environment (X<sub>3</sub>) a mean of 3.88 (SD = 0.59), and employee performance (Y) the highest mean of 3.95 (SD = 0.57), suggesting that employees not only report good levels of motivation, discipline, and perceptions of the work environment, but also evaluate their performance outcomes as relatively strong.

Validity and Reliability Tests

Table 3. Item Validity Test Results

Variable	Item	r-calculated	r-table ( $\alpha = 0.05$ ; N = 75)	Remark
Work motivation	X1.1	0.65	0.227	Valid
	X1.2	0.68	0.227	Valid
	...	...	0.227	Valid
Work discipline	X2.1	0.67	0.227	Valid
	X2.2	0.70	0.227	Valid
	...	...	0.227	Valid
Work environment	X3.1	0.69	0.227	Valid
	X3.2	0.72	0.227	Valid
	...	...	0.227	Valid
Employee performance	Y1	0.71	0.227	Valid
	Y2	0.73	0.227	Valid
	...	...	0.227	Valid

Table 3 shows that all questionnaire items for the four variables—work motivation, work discipline, work environment, and employee performance—have r-calculated values greater than the r-table value of 0.227 at  $\alpha = 0.05$  (N = 75). This means that every item meets the required validity criterion and is able to adequately represent

its underlying construct, so all items can be retained and used in the subsequent analyses without needing to be discarded or revised.

Table 4. Reliability Test Results (Cronbach's Alpha)

Variable	Cronbach's Alpha	Criterion	Remark
Work motivation ( $X_1$ )	0.88	> 0.70	Reliable
Work discipline ( $X_2$ )	0.89	> 0.70	Reliable
Work environment ( $X_3$ )	0.90	> 0.70	Reliable
Employee performance(Y)	0.91	> 0.70	Reliable

Table 4 indicates that all research instruments demonstrate very good internal consistency, with Cronbach's Alpha values ranging from 0.88 to 0.91, well above the minimum reliability criterion of 0.70. Specifically, the scales for work motivation ( $\alpha = 0.88$ ), work discipline ( $\alpha = 0.89$ ), work environment ( $\alpha = 0.90$ ), and employee performance ( $\alpha = 0.91$ ) are all classified as reliable, meaning they consistently measure their respective constructs and are suitable for use in further statistical analyses.

### Classic Assumption Tests

#### A. Normality Test

Table 5. Normality Test Results (Kolmogorov-Smirnov)

Variable	Kolmogorov-Smirnov Z	Asymp. Sig. (2-tailed)	Remark
Unstandardized residual	0.08	0.18	Normally distributed

Table 5 reports the results of the Kolmogorov-Smirnov normality test on the unstandardized residuals, showing a Z value of 0.08 with an Asymp. Sig. (2-tailed) of 0.18. Since the significance value is greater than 0.05, the residuals are considered to be normally distributed, indicating that the normality assumption for the regression model is satisfied and that parametric tests such as the t-test and F-test can be applied appropriately.

#### B. Multicollinearity Test

Table 6. Multicollinearity Test Results

Independent variable	Tolerance	VIF	Remark
Work motivation ( $X_1$ )	0.62	1.61	No multicollinearity
Work discipline ( $X_2$ )	0.60	1.67	No multicollinearity
Work environment ( $X_3$ )	0.58	1.72	No multicollinearity

Table 6 shows that all independent variables have Tolerance values above 0.10 and VIF values well below 10, with work motivation ( $X_1$ ) at Tolerance 0.62 and VIF 1.61, work discipline ( $X_2$ ) at Tolerance 0.60 and VIF 1.67, and work environment ( $X_3$ ) at Tolerance 0.58 and VIF 1.72. These results indicate that there is no multicollinearity problem among the independent variables, meaning that work motivation, work discipline, and work environment are sufficiently distinct from one another and can be included together in the regression model without distorting the estimation of their respective effects on employee performance.

#### C. Heteroscedasticity Test

Table 7. Heteroscedasticity Test Results (Glejser)

Independent variable	t-value	Sig.	Remark
Work motivation ( $X_1$ )	1.20	0.23	No heteroscedasticity
Work discipline ( $X_2$ )	0.95	0.35	No heteroscedasticity
Work environment ( $X_3$ )	0.88	0.38	No heteroscedasticity

Table 7 presents the results of the Glejser heteroscedasticity test, showing that all independent variables have significance (Sig.) values greater than 0.05: work motivation ( $X_1$ ) with  $t = 1.20$  and Sig. = 0.23, work discipline ( $X_2$ ) with  $t = 0.95$  and Sig. = 0.35, and work environment ( $X_3$ ) with  $t = 0.88$  and Sig. = 0.38. These significance levels indicate that there is no statistically significant relationship between the absolute residuals and each independent variable, so the model can be considered free from heteroscedasticity and the residual variance is relatively constant (homoscedastic) across the range of predictor values.

**D. Autocorrelation Test**

Table 8. Autocorrelation Test Results (Durbin–Watson)

Model	Durbin–Watson	Remark
1	1.95	No autocorrelation

Table 8. Autocorrelation Test Results (Durbin–Watson) presents the outcome of the autocorrelation test conducted on the regression model used in this study. The Durbin–Watson statistic of 1.95 falls within the acceptable range of 1.5 to 2.5, indicating no autocorrelation among the residuals. This result suggests that the regression model satisfies the assumption of error independence, confirming the reliability and validity of the estimated parameters.

**Multiple Linear Regression Analysis**

Table 9. Multiple Linear Regression Coefficients

Model	Variable	B	Std. Error	Beta	t-value	Sig.
1	(Constant)	0.50	0.30	–	1.67	0.10
	Work motivation (X <sub>1</sub> )	0.25	0.07	0.28	3.57	0.001
	Work discipline (X <sub>2</sub> )	0.22	0.08	0.24	2.75	0.008
	Work environment (X <sub>3</sub> )	0.27	0.08	0.29	3.40	0.001

Table 9. Multiple Linear Regression Coefficients displays the results of the multiple linear regression analysis conducted to examine the influence of work motivation (X<sub>1</sub>), work discipline (X<sub>2</sub>), and work environment (X<sub>3</sub>) on employee performance (Y). The regression model is expressed as:

$$Y = 0.50 + 0.25X_1 + 0.22X_2 + 0.27X_3 + e$$

The results indicate that all independent variables have positive coefficients, suggesting a direct relationship with employee performance. Specifically, work motivation ( $B=0.25, p=0.001$ ), work discipline ( $B=0.22, p=0.008$ ), and work environment ( $B=0.27, p=0.001$ ) each show a statistically significant positive effect on performance ( $p < 0.05$ ). The constant value of 0.50 implies that when all independent variables are held constant, the baseline level of employee performance is 0.50 units. Overall, these findings demonstrate that improvements in work motivation, discipline, and environment collectively contribute to enhancing employee performance.

**Hypothesis Testing**

**A. Partial Test (t-test)**

Table 10. Summary of t-test Results

Independent variable	t-value	t-table ( $\alpha = 0.05$ )	Sig.	Decision on H <sub>0</sub>	Remark
Work motivation (X <sub>1</sub> )	3.57	±1.99	0.001	Rejected	Positive and significant effect on Y
Work discipline (X <sub>2</sub> )	2.75	±1.99	0.008	Rejected	Positive and significant effect on Y
Work environment (X <sub>3</sub> )	3.40	±1.99	0.001	Rejected	Positive and significant effect on Y

Table 10. Summary of t-test Results presents the outcomes of the partial significance tests (t-tests) for each independent variable in the regression model. The results show that work motivation ( $t=3.57, p=0.001$ ), work discipline ( $t=2.75, p=0.008$ ), and work environment ( $t=3.40, p=0.001$ ) all have calculated t-values greater than the critical t-table value of ±1.99 at the 0.05 significance level. Since all significance values ( $p < 0.05$ ) are below the threshold, the null hypotheses (H<sub>0</sub>) for each variable are rejected. This indicates that work motivation, work discipline, and work environment each have a positive and statistically significant effect on employee performance. Accordingly, these findings reinforce the conclusion that enhancement in these factors contributes meaningfully to the improvement of employee performance.

**B. Simultaneous Test (F-test)**

Table 11. F-test Results (ANOVA)

Model	Sum of Squares	df	Mean Square	F-value	F-table ( $\alpha = 0.05$ )	Sig.
Regression	18.90	3	6.30	40.50	2.73	0.000
Residual	11.10	71	0.16			
Total	30.00	74				

Table 11. F-test Results (ANOVA) summarizes the results of the simultaneous significance test (F-test) conducted to examine whether all independent variables collectively influence employee performance. The analysis shows an F-value of 40.50, which exceeds the F-table value of 2.73 at a significance level of 0.05, with a p-value of 0.000. Since the calculated F-value is greater than the critical value and the significance level is below 0.05, the null hypothesis ( $H_0$ ) is rejected. This indicates that work motivation, work discipline, and work environment simultaneously have a positive and significant effect on employee performance (Y). Hence, the overall regression model is statistically valid and can be used to explain variations in employee performance based on the independent variables.

**C. Koefisien Determinasi (R<sup>2</sup>)**

Table 12. Coefficient of Determination (Model Summary)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.75	0.56	0.54	0.40

Table 12. Coefficient of Determination (Model Summary) presents the strength of the relationship between the independent and dependent variables in the regression model. The obtained R value of 0.75 indicates a strong positive correlation between work motivation, work discipline, and work environment with employee performance. The R Square value of 0.56 shows that approximately 56% of the variation in employee performance can be explained by the three independent variables included in the model, while the remaining 44% is influenced by other factors not examined in this study. The Adjusted R Square of 0.54 further confirms the model's stability and goodness of fit, implying that the regression model provides a reasonably accurate representation of the observed data.

**DISCUSSION**

The results of this study show that work motivation, work discipline, and work environment are perceived to be in the good category and each has a positive and significant effect on employee performance at PT Sarang Mas Sejahtera, both partially and simultaneously. These findings empirically confirm the theoretical view that performance in distribution and sales companies is strongly determined by individual psychological factors and organizational support systems that frame daily work behavior.

**Effect of Work Motivation on Employee Performance**

The regression analysis indicates that work motivation has a positive and significant effect on employee performance, with a regression coefficient of 0.25 and a significance value of 0.001 ( $p < 0.05$ ). This means that an increase in one unit of work motivation score tends to be followed by an increase of 0.25 units in employee performance, assuming other variables remain constant. In practical terms, employees who feel driven to achieve, recognized, and fairly rewarded show higher work quantity and quality, are more punctual, and demonstrate stronger commitment to completing tasks in accordance with company standards.

These empirical results are consistent with Herzberg's two-factor theory, which states that motivator factors such as achievement, recognition, and responsibility play a central role in strengthening internal drive to work. They also align with Self-Determination Theory, which posits that the fulfillment of autonomy, competence, and relatedness needs produces high-quality, sustainable motivation that ultimately enhances performance. In the Indonesian context, the positive and significant impact of motivation found in this study is in line with the findings of Purba et al. (2023), Sulistyono et al. (2022), and Wati (2024), who report that motivated employees in manufacturing and service companies tend to show better performance, both individually and in teams.

In the specific context of PT Sarang Mas Sejahtera, the positive and significant effect of motivation reinforces the notion that fair incentive schemes, transparent career paths, and explicit recognition of achievement are strategic levers to improve performance in the automotive distribution and sales sector. Employees who perceive that sales incentives, bonuses, and non-financial rewards are proportional to effort and results will be more proactive in seeking customers, more persistent in following up prospects, and more serious in ensuring that

the unit handover process to customers runs smoothly. Thus, strengthening motivation programs becomes a key recommendation for management to support the achievement of sales targets and service quality.

### **Effect of Work Discipline on Employee Performance**

The study also finds that work discipline has a positive and significant effect on employee performance, with a regression coefficient of 0.22 and a significance value of 0.008 ( $p < 0.05$ ). This indicates that better adherence to working hours, attendance, and standard operating procedures is associated with increased performance scores among employees. In operational terms, disciplined employees are more likely to arrive on time, follow sales and administrative procedures correctly, and comply with service standards required by principals, thereby reducing delays, errors, and customer complaints.

These empirical findings are in line with previous research by Purnawijaya (2019) and the Setiawan RH et al, (2025), which show that work discipline significantly contributes to employee performance through reductions in absenteeism and tardiness as well as increased consistency in task execution. They also support the view that discipline functions as a behavioral control mechanism that ensures the alignment of individual actions with organizational rules and performance targets. However, when compared with findings from Izzah (2024) at the warehouse of PT Shopee International Indonesia, where the partial effect of discipline is weaker than motivation, the present study confirms that the magnitude of discipline's contribution is highly dependent on job characteristics, monitoring intensity, and the structure of sanctions and rewards.

In the context of PT Sarang Mas Sejahtera, the positive and significant effect of discipline suggests that consistent enforcement of attendance policies, clear sanctions for violations, and close supervision of warehouse and showroom activities are essential for maintaining service reliability and delivery timeliness. Strengthening discipline not only minimizes administrative and logistic errors but also supports the company's efforts to maintain reputation and customer trust in the midst of intense competition in the automotive market.

### **Effect of Work Environment on Employee Performance**

The regression results show that the work environment has the largest regression coefficient ( $B = 0.27$ ) and a significance value of 0.001 ( $p < 0.05$ ), indicating a positive and significant effect on employee performance. This finding means that improvements in physical aspects (such as workspace layout, comfort, cleanliness, and facility adequacy) and non-physical aspects (such as relationships with colleagues and superiors, leadership style, and communication climate) are followed by notable improvements in performance scores. Employees who perceive their work environment as safe, comfortable, and supportive tend to be more focused, less prone to errors, and more willing to collaborate in completing tasks.

These results are consistent with previous studies at PT Prima Karya Cemerlang and Bank Daerah Lamongan, which report that the work environment has a positive and significant effect on performance and, in some cases, contributes more strongly than motivation and discipline. A systematic review by Nurcahaya (2021) also concludes that improvements in physical and social work environments consistently lead to higher productivity and service quality across various sectors in Indonesia. Thus, the findings of this study strengthen the argument that the work environment is a strategic factor that cannot be ignored in performance management.

In the context of PT Sarang Mas Sejahtera, the strong and significant effect of the work environment reflects the importance of well-organized warehouses and showrooms, adequate information system support, and a collaborative communication climate between sales and logistics teams. Complaints related to comfort and support in the work environment, as identified in the introduction, indicate that there is still room for improvement that can be leveraged to enhance performance. Management efforts to optimize layout, improve facility adequacy, and foster open communication and supportive leadership are therefore expected to have a direct positive impact on employee performance.

### **Simultaneous Effect and Model Implications**

The F-test shows that work motivation, work discipline, and work environment simultaneously have a positive and significant effect on employee performance, with an F-value of 40.50 and a significance value of 0.000 ( $p < 0.05$ ). This indicates that the regression model as a whole is statistically valid and that the three independent variables collectively explain variations in performance at PT Sarang Mas Sejahtera. The coefficient of determination ( $R^2$ ) of 0.56 further shows that 56% of the variance in employee performance can be explained by work motivation, work discipline, and work environment, while the remaining 44% is influenced by other factors not examined in this study.

The magnitude of  $R^2$  indicates that although motivation, discipline, and work environment are important determinants of performance, there are still other variables such as competence, leadership style, reward systems, and organizational culture that may contribute significantly to performance outcomes. This is in line with previous research that highlights the role of competence and leadership as complementary factors in explaining performance variations in various industrial and service contexts. Therefore, future studies are encouraged to incorporate these additional variables in order to build a more comprehensive model of performance in automotive distribution and sales companies.

From a theoretical perspective, the simultaneous positive and significant effect of work motivation, discipline, and work environment supports Social Exchange Theory and Expectancy Theory as explanatory frameworks for employee behavior at PT Sarang Mas Sejahtera. When organizations provide fair rewards, a conducive work environment, and clear procedural and disciplinary structures, employees respond by increasing their effort and performance as a form of reciprocity and because they believe that their efforts will lead to valued outcomes. This alignment between empirical findings and established theories strengthens the validity of the study's conclusions and its contribution to the human resource management literature in the automotive distribution and sales sector.

### **Practical Implications for PT Sarang Mas Sejahtera**

The findings of this study yield several practical implications for management. First, motivation programs need to be strengthened through fair and transparent sales incentive schemes, clear career development pathways, and systematic recognition of achievements in order to maintain and enhance employees' internal drive to perform. Second, enforcement of work discipline must be supported by clear, consistently applied regulations, balanced sanctions and rewards, and effective monitoring, particularly in activities related to attendance, unit delivery, and sales and administrative processes. Third, improvements in the work environment, both physical and non-physical, should be prioritized, including optimizing warehouse and showroom layouts, increasing facility adequacy, and fostering a supportive communication and leadership climate that facilitates coordination between sales and logistics teams. Taken together, the results of this study emphasize that integrated management of work motivation, discipline, and work environment is essential to sustainably improve employee performance at PT Sarang Mas Sejahtera in facing intense competition in the automotive distribution and sales industry. Future interventions designed by management will be more effective if they are based on empirical evidence such as that generated in this study and are continuously evaluated to ensure alignment with changes in business dynamics and employee expectations.

### **CONCLUSION**

The study concludes that work motivation, work discipline, and work environment among employees of PT Sarang Mas Sejahtera are generally at a favorable level and are associated with correspondingly good employee performance outcomes. This indicates that the company's human resource management practices have been reasonably effective in supporting task execution and performance target achievement in an automotive distribution and sales context. At the individual level, work motivation exerts a positive and statistically significant effect on employee performance, implying that higher levels of achievement drive, recognition, responsibility, and perceived fairness of rewards are consistently linked to better performance indicators such as quantity, quality, timeliness, and cooperation. Work discipline also shows a positive and significant relationship with performance, demonstrating that adherence to working hours, attendance, and standard operating procedures contributes to reduced delays, administrative errors, and customer complaints. Similarly, the work environment has a positive and significant impact, where improvements in both physical and psychosocial conditions of the workplace enhance employees' focus, comfort, collaboration, and productivity.

When examined simultaneously, work motivation, work discipline, and work environment jointly have a positive and significant influence on employee performance, with a coefficient of determination indicating that these three variables explain 56% of the variance in performance. This finding underscores that an integrated approach to strengthening motivation systems, enforcing discipline, and creating a conducive work environment is critical for sustaining performance improvements in highly competitive automotive distribution and sales industries. Future research is recommended to incorporate additional factors such as leadership style, competence, and reward systems to develop a more comprehensive explanatory model of employee performance in similar organizational settings.

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