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*Research Article*

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

(Case Study at PT. Rodamas Surabaya)

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**Abstract:** Human resource management is a part of organizational management that focuses on the human resource element. The task of HRM is to manage the human element well in order to obtain a workforce that is satisfied with its work. In an organization, humans are one of the most important elements in an organization. Without the role of humans, even though various required factors are available, the organization will not run. Because humans are the driving force and determiner of the course of an organization. Therefore, the organization should provide positive direction in order to achieve organizational goals. One factor influencing an organization's success rate is its employee performance. Employee performance is an action taken by employees in carrying out the work assigned by the company (Handoko 2001, p. 135). The existing data shows that the three independent variables, namely work discipline, job satisfaction, and work environment, are able to explain the dependent variable, namely employee performance (Y). The results of partial testing indicate that the work discipline variable (X1) has a positive and significant effect on employee performance.with a significant value of 5.009.10 -0.12 < 0.05. Partially, the job satisfaction variable (X2) has a positive and significant effect on employee performance. with a significant value of 1,121.10 -0.15 < 0.05. Partially, the work environment variable (X3) has a positive and significant effect on employee performance.with a significant value of 3,109.10 -007 < 0.05.

**Keywords**: Employee Performance; HRM; Job Satisfaction; Work Discipline; Work Environment.

## 1. Introduction

### Background of the problem

One factor influencing an organization's success is its employee performance. Employee performance is the actions employees take in carrying out the work assigned by the company (Handoko, 2001: 135). Every company always expects its employees to achieve, because having high-performing employees will provide optimal contributions to the company. Furthermore, having high-performing employees can improve company performance. Companies often face problems regarding their human resources.

According to Siagian (2002), employee performance is influenced by several factors, namely: salary, work environment, organizational culture, leadership and work motivation, work discipline, job satisfaction, communication and other factors.

Discipline is a crucial factor in an organization. It is considered crucial because it impacts employee performance. The higher an employee's discipline, the higher their work performance. Discipline reflects a person's sense of responsibility in carrying out assigned tasks, which fosters passion and enthusiasm for work. Generally, good discipline occurs when employees arrive at the office or company regularly and on time. They dress appropriately for their workplace. They use materials and equipment carefully. They produce satisfactory work in quantity and quality, following company-defined work procedures and completing them effectively (Hasibuan, 2000: 190).

Job satisfaction can be understood through three aspects. First, job satisfaction is a form of worker response to the conditions of the work environment. Second, job satisfaction is often determined by the results of work or performance. Third, job satisfaction is related to other attitudes and is owned by every worker Luthans, (2006). Smith et. al. (1996) in more detail put forward various dimensions in job satisfaction which were then developed into a

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measuring instrument for satisfaction variables regarding (1) the interestingness or unattractiveness of the type of work done by the worker, (2) the amount of compensation received by the worker, (3) opportunities for job promotion, (4) the ability of superiors to provide technical assistance and behavioral support and support from coworkers.

Job satisfaction is fundamentally individual. Each individual will have varying levels of satisfaction based on their value system. This is due to individual differences. The more aspects of a job align with an individual's desires, the higher the perceived level of job satisfaction. Job satisfaction is a pleasant or unpleasant emotional state in which employees view their work (Handoko, 1988: 193).

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.

Company management should also be able to encourage initiative and creativity. This condition then creates enthusiasm for unity within the company organization to achieve company goals by improving employee performance. Research on the influence of the work environment on employee performance conducted by Nurdyansyah (2009) shows a significant influence between the work environment and employee performance. According to Kusani (2008), the work environment has a significant influence on employee performance.

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*

According to Mangkunegara (2005: 67), "Performance is the work results in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him."

According to Simamora (1995: 327), performance is defined as the achievement of certain job requirements which can ultimately be directly reflected in the output produced. The output produced is related to the results of the implementation of a job that is physical/material or non-physical/non-material. So Simamora argues that when it is associated with organizations that produce products in quantity, for example shoe factories, cigarettes, performance measurement is easy to do. This is not the case for an organization related to service work and prioritizes team/group work, the performance of individual employees is rather difficult to identify. Simamora further emphasized that to identify employee performance can be seen from the following indicators: (1) compliance with all rules that have been set in the company, (2) can carry out tasks without errors (with the lowest error rate), and (3) accuracy in carrying out their duties.

According to 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: Goal setting, Guidance and support (coaching), Performance Appraisal

#### *Performance Standards*

Traditionally, people work based on job descriptions that outline duties and responsibilities. However, performance standards should emphasize results, not tasks. Therefore, a set of performance standards describes the outcomes that should be present and expected to occur in the successful completion of a job. According to Cikmat (2005: 247), performance standards are considered satisfactory if:

a. The statement indicates several key areas of employee responsibility.
b. Contains how a work activity will be carried out.
c. And directs his attention to the quantitative mechanisms by which his performance results will be measured.

Developing performance standards based on job descriptions will provide supervisors and employees with opportunities to work effectively. Therefore, job descriptions can serve as a statement of the general objectives that subordinates must achieve in support of organizational goals. The function of performance standards, as stated by Cikmat (2005: 247), is: "Performance standards serve as specific objectives that employees must achieve. They must be realistic, measurable, and attainable within the position."

***Performance assessment***

To determine employee performance, an assessment of the performance itself is carried out, from this assessment it can be known whether the performance produced by the employee has met the standards or not. By conducting employee performance assessments, the agency can obtain information about employee performance that can be used by the agency to improve employee performance to further motivate employees to want to develop themselves and as a basis for planning and decision making.

Determining performance is the most fundamental issue in performance measurement. In this case, according to As'ad (2005: 62), namely: "The first thing that is needed is a measure of success and which parts are considered most important in a job." However, determining this measure of success is very difficult because a job is often very complex, making it difficult to determine a definite output measure.

Meanwhile, according to Gomes (2005: 135), performance assessment is "A way of measuring the contributions of individual members of an organization to their organization."

According to 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."

Therefore, performance appraisals are necessary to determine an individual's level of contribution to the organization. Performance appraisals provide an important mechanism for management to reward past performance and motivate future individual performance improvement. Performance appraisals generally cover all aspects of job performance.

***Factors Affecting Performance***

Performance is the work results in terms of quality and quantity achieved by employees in carrying out their duties in accordance with the responsibilities given to them, Mangkunegara (2001: 67).

According to Sari (quoted from Gomes, 1993), there are several factors that can influence performance, including the following employee performance indicators:

a. Quality of work
b. Quantity of work
c. Work creativity
d. Working knowledge

***Work Discipline***

Discipline is an attitude of respect, appreciation, obedience and compliance with the applicable regulations, both written and unwritten and being able to carry them out and not evade receiving sanctions if he violates the duties and authority given to him. Siswanto Bedjo (2005: 278) Discipline shows an idea of punishment. The term discipline comes from the Latin word discipline, which means training or education in politeness and spirituality as well as character development, and this is emphasized to employees to develop a proper attitude towards their work and is a supervisor's way of making his role in relation to discipline Nitisemito (2005: 199).

Meanwhile, according to Sinungan, that: Discipline is a mental attitude that is reflected in the actions or behavior of individuals, groups or communities in the form of obedience to regulations so as not to do something that is contrary to the philosophy and morals of Pancasila" Sinungan (2006: 45). From the three opinions above, it can be concluded that work discipline contains the meaning of discipline as an attitude and the existence of sanctions that must be accepted. So it can be concluded that work discipline is an attitude and actions that are in accordance with the regulations, if there is a violation then there will be sanctions given.

**Job satisfaction**

***Theories about job satisfaction***

According to Wexley and Yulk in As'ad (1994: 105) there are three theories about job satisfaction, namely: discrepancy theory, equity theory, and factor theory.

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):

a. Wexley & Yulk (1977)
   "Job satisfaction is a person's feelings about his job."
b. Vroon (1964)
   "Reflection of a positive *job attitude."*
c. Tiffin (1958)
   "Job satisfaction is closely related to employee attitudes towards his own work, work situation, cooperation between management and fellow employees".
d. Blumm (1956)
   "Job satisfaction is a general attitude that is a result of one's work."

**Work environment**

The work environment greatly influences employee performance, as a good work environment will have a positive impact on employee performance. According to Nitisemito (2004: 183), "...the work environment is everything that surrounds employees and can influence them in carrying out their assigned tasks."

According to 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*.

According to Poerbakawatja in Sujadi (2007: 21), the work environment is related to employee activities in a company, what is meant by facilities and infrastructure is all equipment that can be used to support the smooth implementation of daily activities, so as to improve 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**

According to Sedarmayanti (2004: 21), in general, the types of work environment are divided into 2, namely: (a) physical work environment, and (b) non-physical work environment.

***Physical work environment***

Sedarmayanti (2004: 21) says, "The physical work environment is all physical conditions found around the workplace that can affect employees both directly and indirectly. The physical work environment can be divided into two categories, namely:

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. Intermediate environment or general environment can also be called work environment which affects human condition, for example temperature, humidity, air circulation, lighting, noise, mechanical vibration, unpleasant odor, color, etc.

***Non-Physical Work Environment***

According to Sedarmayanti (2004: 31), the non-physical work environment is all conditions that occur related to work relationships, both relationships with superiors and relationships with fellow coworkers, or relationships with subordinates. This non-physical environment is also a group of work environments that cannot be ignored. According to Nitisemito (2004: 171), the company management should be able to reflect conditions that support cooperation between superiors, subordinates, and those with the same job status in the company. The conditions that should be created are a family atmosphere, good communication, and self-control.

Furthermore, Perwiro (2004: 19) stated that company management should create a work climate and atmosphere that fosters a sense of camaraderie and fosters shared goals. Company management should also be able to encourage initiative and creativity. These conditions, in turn, create enthusiasm for unity within the company organization to achieve goals.

**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 factors influencing performance, including work discipline and motivation. Work discipline is necessary for achieving good 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.

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

***The Influence of Job Satisfaction Variables on Performance Variables***

In short, it can be said that the relationship between job satisfaction and employee performance is the statement: "A happy worker is a productive worker" (for individuals). If applied in an organization, it can be said that organizations with satisfied employees tend to be more effective, so that productivity increases 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 compensation received.
b. Satisfaction with the task.
c. Satisfaction with work arrangements.
d. Satisfaction with future opportunities through position.

Another opinion is from Gilmer (in As'ad, 2003:114) who states that the factors that influence job satisfaction are:

a. Opportunity factor to advance.
b. Job security factors.
c. Salary Factor.
d. Company and Management Factors.
e. Supervisory Factors.
f. Intrinsic factors of work.
g. Working condition factors.
h. Social and communication factors.
i. Facility factors.

As'ad (2003:115) mentions factors that can influence employee job satisfaction, namely:

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

Robbins (1996:75) states that factors that can determine employee job satisfaction include:

a. Mentally challenging work.
b. A fitting reward.
c. Supportive working conditions.
d. Supportive coworkers.
e. Compatibility between personality and job.
f. Heredity or genes.

***The Influence Between Work Environment Variables and Performance Variables***

According to Gibson (1997: 164) one of the factors that influence performance is psychological factors consisting of perception, role, attitude, personality, motivation, work environment and job satisfaction. Psychological here is a physical condition, namely the work environment that directly affects employee work stress and has an impact on employee performance. As stated by Nurdiansyah (2009) that the work environment has a significant positive influence on employee performance. The work environment is everything that is around the workers and that can influence them in carrying out the tasks assigned by the leader, Nitisemito (1982: 159). According to Ratnawati (quoted from Arikunto 2006), the indicators of the work environment are as follows:

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. There is a simultaneous influence of work discipline, job satisfaction, and work environment variables on employee performance at PT. Rodamas Surabaya.
b. There is a partial influence of the variables of work discipline, job satisfaction and work environment on employee performance at PT. Rodamas Surabaya.
c. There is one variable that has a dominant influence on employee performance at PT. Rodamas Surabaya.
d. The research design is a plan to determine the resources and data that will be used to be processed in order to answer the research question. (Asep Iwa Soemantri, 2020:5). Standard of the company demands regarding the results or output produced are intended to develop the company. (Istanti, Enny, 2021:560). Time management skills can facilitate the implementation of the work and plans outlined. (Rina Dewi, et al. 2020:14). Saat mengumpulkan sumber data, peneliti mengumpulkan sumber data berupa data mentah. Metode survei adalah metode pengupulan data primer dengan mengugunakan pertanyaan tertulis(Kumala Dewi, Indri et all, 2022: 29). The Research model or framework is intended to further clarify the essence of the discussion of previous research result and the theoretical basis in the research, including the relationship between influential variables. (Enny Istanti, et al. 2024: 150). This research 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, every company must pay attention to the skill level of its employees. High performance is essential to improve the quality and productivity of a company.

Performance is the quality and quantity of work achieved by an employee in carrying out their duties in accordance with the responsibilities given to them. Therefore, in order for employee performance to improve, the company must also pay attention to work discipline, job satisfaction, and the employee work environment. Because discipline, satisfaction, and the work environment in a company greatly influence employee performance. In short, it can be said that the relationship between job satisfaction and employee performance is the statement: "A happy employee is a productive employee" (for individuals). If applied in an organization, it can be said that organizations with satisfied employees tend to be more effective, so that productivity increases. Robbins (1996: 182-183).

The work environment is everything surrounding employees that can influence them in carrying out their assigned tasks. The work environment significantly influences employee performance, thus boosting work morale. This morale is essential for employees to improve their performance.

**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 part of the number and characteristics of the population. Sugiyono (2004: 73). The sample selection method used in this study is a census sample, namely the entire population is studied. Sugiyono (2004: 73), then the sample taken as many as 67 respondents.

**Research Variables and Operational Definitions**

Research variables are the objects of research, or what becomes the focus of a study according to Arikunto (1998: 118). The variables in this research consist of independent variables (X) and dependent variables (Y).

a. *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)

b. *dependent* variable is a variable that is influenced by the independent variable (Arikunto, 2006: 118).

The dependent variables in this study are:

According to Sari (quoted from Gomes, 1993), the employee performance indicators are as follows:

1) Quality of work
2) Quantity of work
3) Work creativity
4) Working 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 the research for this thesis, the types of data needed are: (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 is data obtained from the results of distributing questionnaires to PT Rodamas Surabaya employees who have worked for more than three years and whose position is below manager. (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**

The analysis used in this study is multiple linear regression. The T-test is for partial testing and the F-test is for simultaneous testing. The formula is as follows:

Multiple Linear Regression Formula:

$Y = \beta o + \beta 1 X 1 + \beta 2 X 2 + \beta 3 X 3 + e$

Where:

| | |
|---|---|
| Y | = Employee performance |
| X 1 | = Work discipline |
| X 2 | = Job satisfaction |
| X 3 | = Work environment |
| βo | = Constant |
| β 1.... β n | = Regression Coefficient |
| e | = interfering variable outside the independent variable |

**Multiple Correlation Coefficient Analysis**

Multiple correlation coefficient analysis (R multiple) is used to determine the extent of the closeness of the relationship between all independent variables simultaneously with the dependent variable (Y). To find the magnitude of the multiple correlation coefficient (R), data processing techniques are used with the SPSS software program.

**Analysis of Correlation Coefficient of Determination**

The coefficient of determination (R2 or R square) essentially measures how far the model's ability to explain the variation of the dependent variable. The value of the coefficient of determination is between zero and one. A small R2 or R square value means that the ability of the independent variables to explain the variation of the independent variable is very limited. A value close to one means that the independent variables provide almost all the

information needed to predict the variation of the dependent variable Ghozali (2005: 83). To find the magnitude of the correlation coefficient of determination (R2), data processing techniques are used with the SPSS software program.

**Hypothesis Testing**

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

a. F test, namely a test carried out to determine the influence of independent variables *simultaneously* or simultaneously on dependent *variables* .

   The test rules:

   1) If F-count > F-table, then Ho is rejected and H $_i$ is accepted, meaning that simultaneously or simultaneously the independent variables significantly influence the dependent variable.
   2) On the other hand, if F-count ≤ F-table, Ho is accepted and H $_i$ is rejected, meaning that simultaneously or simultaneously the independent variables do not significantly influence 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 t-count > t-table, or t-count < t-table, then Ho is rejected and Hi $_{is}$ accepted, meaning there is a significant influence between the independent variable and the dependent variable.
   2) On the other hand, if t-count ≤ t-table, or t-count > t-table, then Ho is accepted and Hi $_{is}$ rejected, meaning there is no significant influence between the independent variable and the dependent variable.

## 4. Results And Discussion

### Simultaneous Influence Analysis (F Test)

To determine the relationship or influence of independent variables simultaneously or as a whole on the dependent variable, the F test is used. The table below presents the analysis of variance of the influence simultaneously or as a whole.

**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:

a. Ho: □□ $_{1....}$ □□ $_n$ = 0 (overall there is no influence)
b. Hi = □□ $_{1....}$ □□ $_n$ □□ 0 (overall there is influence)
c. □□ = 0.05 df numerator = 3; denominator df = 63
d. F count = $\frac{\text{Ku□□dRg}}{\text{Ku□□dSi}}$

Based on the table above, the calculated F value is 43.6006 > F table at df numerator 3 and df denominator 63 of 2.75, meaning that there is a simultaneous influence of the variables of work discipline (X1), job satisfaction (X2), and work environment (X3) on employee performance (Y).

**Determination Coefficient Table**

**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 that the closeness of the relationship between the independent variables and the dependent variable is 0.8215. Meanwhile, the multiple determination coefficient value of 0.6749 means that all independent variables can explain employee performance (Y) by 0.6749 and the remaining 0.3251 is explained by variables not included in this study.

**Figure of the Distribution of Simultaneous Hypothesis Acceptance/Rejection Criteria**

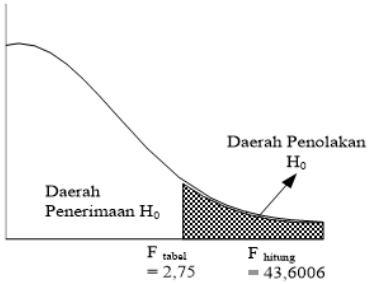



**Figure 3.** Distribution of Simultaneous Hypothesis Acceptance/Rejection Criteria.
*Source: Appendix 3.*

**Partial Analysis (t-Test)**

To determine the influence of each independent variable partially or individually on the dependent variable, a t-test analysis is used. The description is as follows: The partial influence of the work discipline variable (X1) on employee performance (Y), Testing steps:

a. Ho: $b_1 = 0$ (there is no influence between the independent variable and the dependent variable)
b. Hi: $b_1 \neq 0$ (there is an influence between the independent variable and the dependent variable)
c. *Level of significance* = 0.05/2 (0.025)
d. t count = $\frac{b_1}{Se(b_1)}$ = 8.4883
e. Table at df = 63 is 1.9983

From the calculation, the calculated t is 8.4883, because the calculated t is > from the t table of 1.9983, then Ho is rejected at *the level of significance of* 5%. So that partially work discipline (X1) has a significant effect on employee performance (Y). This shows that if there is a change in the work discipline variable (X1) then there will be a change in employee performance (Y). The partial r value for the work discipline variable (X1) of 0.7304 means that the work discipline variable (X1) is able to explain the employee performance variable (Y) of 0.7304.

**Figure of Distribution of Acceptance/Rejection Areas of the Hypothesis of Work Discipline Variable (X1)**

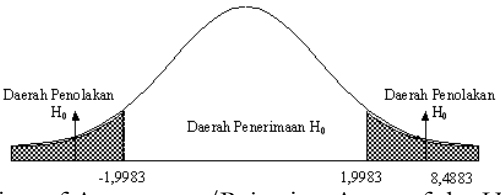



**Figure 4.** Distribution of Acceptance/Rejection Areas of the Hypothesis of Work Discipline Variable (X1).
*Source: Appendix 3.*

The partial influence of the job satisfaction variable (X2) on employee performance (Y), Testing steps:

a. Ho: b $_2$ = 0 (no influence)
b. Hi: b $_2$ □□ 0 (there is an effect)
c. *Level of significance* = 0.05/2 (0.025)
d. t count = $\frac{b_2}{Se(b_2)}$ = 10.6236
e. t table at df = 63 is 1.9983

From the calculation, the calculated t is 10.6236 because the calculated t is > from the t table of 1.9983, so Ho is rejected at *the level of significance of* 5%. So that partially the job satisfaction variable (X $_{2)}$ has a significant effect on employee performance (Y). This shows that if there is a change in the job satisfaction variable (X $_{2)}$ then there will be a change in employee performance (Y). The partial r value for the job satisfaction variable (X $_{2)}$ of 0.8011 means that the job satisfaction variable (X $_{2)}$ is able to explain the employee performance variable (Y) of 0.8011.

**Figure of Distribution of Acceptance/Rejection Areas of Job Satisfaction Variable Hypothesis (X2)**

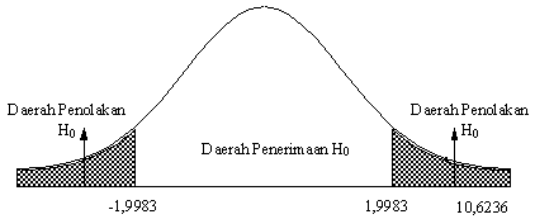



**Figure 5.** Distribution of Acceptance/Rejection Areas of Job Satisfaction Variable Hypothesis (X2).
*Source: Appendix 3.*

The partial influence of work environment variables (X3) on employee performance (Y), Testing steps:

a. Ho: b $_3$ = 0 (no influence)
b. Hi: b $_3$ □□ 0 (there is an effect)
c. *Level of significance* = 0.05/2 (0.025)
d. t count = $\frac{b_3}{Se(b_3)}$ = 5.7241
e. t table at df = 63 is 1.9983

From the calculation, the calculated t value is 5.7241, because the calculated t value is greater than the t table value of 1.9983, so Ho is rejected at the 5% *level of significance.*Therefore, partially, the work environment variable (X3) has a significant effect on employee performance (Y). This indicates that if there is a change in the work environment variable (X3), there will be a change in employee performance (Y).

The partial r value for the work environment variable (X3) of 0.5849 means that the work environment variable (X3) is able to explain the employee performance variable (Y) by 0.5849.

**Figure of Distribution of Acceptance/Rejection Areas of the Hypothesis of the Work Environment Variable (X3)**

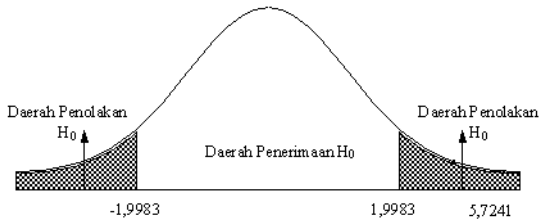



**Figure 6.** Distribution of Acceptance/Rejection Areas of the Hypothesis of the Work Environment Variable (X3).
*Source: Appendix 3.*

## 5. Discussion

In the research conducted above, it was found that work discipline (X1), job satisfaction (X2), and work environment (X3) had an effect on employee performance (Y) with a significance value of 2,249.10 -015 < 0.05.

The partial test results indicate that there is an influence between work discipline and employee performance. The partial r value for the work discipline variable is (0.7304), this indicates that the work discipline variable is able to explain the employee performance variable (Y) by 0.7304 and has a significant effect with a value of 5.009.10-012 < 0.05.

The partial test results indicate that there is an influence between job satisfaction and employee performance. The partial r value for the job satisfaction variable is (0.8011) that the job satisfaction variable is able to explain the employee performance variable (Y) by 0.8011 and has a significant effect with a value of 1.121.10-015 < 0.05.

The partial test results indicate that there is an influence between the work environment and employee performance. The partial r value for the work environment variable is (0.5849) that the work environment variable is able to explain the employee performance variable (Y) by 0.5849 and has a significant effect with a value of 3.109.10-007 < 0.05.

So the most dominant variable is job satisfaction (X2) because the partial correlation value in the coefficients table is 0.8011, which is greater than the partial correlation value of the other independent variables. Therefore, it can be said that the job satisfaction variable (X2) has the most dominant influence on the dependent variable of employee performance (Y).

Through this process, employees are provided with training and development relevant to their job performance, with the expectation that they will be able to carry out their professional responsibilities as effectively as possible (Abdul Aziz Sholeh et al., 2024: 82). Making a selection is part of a problem-solving effort as well as a component of the decision-making process; therefore, an appropriate purchasing decision is required (Kristiawati Indriana et al., 2019: 28). Strong commitment and collaboration among all stakeholders including the government, industry, research institutions, and civil society are key to the success of such initiatives (Gazali Salim et al., 2024: 63). The SERVQUAL model involves calculating the difference between the values assigned by customers to pairs of statements regarding their expectations and perceptions (Diana Zuhro et al., 2024: 98). In a competitive business environment, credit marketing strategies play a significant role in both acquiring and retaining customers (Mahjudin et al., 2025: 2659–2672). A research approach encompasses the entire conceptual framework for defining the scope of a study to ensure the best possible outcomes (Sutopo et al., 2021: 83–92). Promotional activities serve to inform consumers about the quality of a company's offerings, thereby capturing their interest and encouraging them to utilize the company's rental services (Firdaus, Fikri, et al., 2021: 76–82).

## 6. Conclusion And Suggestion

### Conclusion

The hypothesis stating that work discipline (X1), job satisfaction (X2), and work environment (X3) simultaneously have a significant effect on employee performance has been proven to be true. This is indicated by the calculated F value (43.6006) > F table (2.75) and a significant value of 2,249.10 -0.15 < 0.05. Meanwhile, partial testing shows that the work discipline variable (X1) significantly influences employee performance, this is indicated by the calculated t value of 8.4883 > t table 1.9983 and a significance value of 5.009.10 -012 < 0.05. The job satisfaction variable (X2) partially has a significant influence on employee performance, this is indicated by the calculated t value of 10.6236 > t table 1.9983 and a significance value of 1.121.10 -015 < 0.05. The work environment variable (X3) partially has a significant effect on employee performance, this is indicated by the calculated t value of 5.7241 > t table 1.9983 and a significance value of 3.109.10 -007 < 0.05. The job satisfaction variable (X2) has a dominant influence on employee performance (Y) with a partial correlation value of 0.8011.

### Suggestion

For work discipline in the company, it is necessary 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.

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