

Work Environment, Employee Motivation, and Discipline as Drivers of Employee Performance in Local Government-Owned Bank

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Abstract

The objective of this research is to investigate the impact of the work environment, motivation, and discipline on employee performance in Local Government-owned bank. The study was conducted at Bank Daerah Lamongan, using a sample of 69 employees out of a total of 218. The sample size was determined using the Slovin formula, and data collection was carried out through random sampling. A quantitative method was applied, with data processed using SPSS to conduct data quality tests, classical assumption tests, and to assess the partial and simultaneous effects of these work factors on employee performance. Several hypotheses were tested regarding the relationships between the work environment, employee motivation, and work discipline. It was anticipated that the work environment would significantly influence employee performance. The analysis yielded the following results: Based on the t-test, the work environment showed a significant impact on employee performance. Similarly, the results indicated that both motivation and discipline also had significant effects on performance. The f-test results further confirmed that the work environment, motivation, and discipline had a combined and individual influence on employee performance at Bank Daerah Lamongan. Among these factors, the work environment was found to have the most dominant impact on performance.

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1. INTRODUCTION

In the current era of globalization, businesses across all industries face increasingly intense and rapidly evolving competition. Companies are not only striving to gain a competitive edge but are also focused on ensuring their survival in this challenging marketplace. In this context, the role of human resources is more critical than ever, as the success of a business largely depends on the quality, performance, and innovative capacity of its workforce (Waworuntu et al., 2022). Human resources are now being tested for their ability to adapt to change and bring fresh, creative ideas that can propel the company forward, making them a strategic asset rather than just a support function. Employees must embody a spirit of innovation, consistently developing new solutions that help businesses stay competitive and relevant (Rampen et al., 2023). Whether it is a large corporation or a small enterprise, every business relies on the talent, creativity, and dedication of its people to overcome challenges, meet customer demands, and achieve long-term success. In this sense, human resources are an inseparable element of the business world, playing a key role in driving growth and shaping the future of organizations (Wullur et al., 2023).

A strategy is a planned action or design aimed at helping a company or business succeed

(Sundari et al., 2024). One of the most important factors in executing this strategy is the role of human resources. It is through human resources that a company's ability to innovate and generate creative ideas is tested (Wuryaningrat et al., 2023). According to Soetrisno (2017), human resources represent the strength or energy within an organization, and they are a critical component that cannot be overlooked in the business world. Regardless of the type or scale of the business, all organizations rely on human resources to function effectively. According to Hasibuan et al., (2024), human resource management plays a critical role in organizations as it encompasses various aspects that influence both the effectiveness and efficiency of the workforce. Human resources are a vital component in every organization, including institutions, companies, and even countries, which are the largest institutions. These resources serve as the driving force behind decision-making and strategic planning, all aimed at achieving organizational objectives. Human resources are key to the growth and development of any organization, which is why they must be managed and developed effectively to reach optimal outcomes.

Companies, therefore, need to foster an environment that enhances employees' skills and abilities, particularly with regard to their performance. Hermawan (2022) notes that a good work environment not only increases employee productivity and performance but also enhances organizational effectiveness and reduces company costs (Polii et al., 2023). In this regard, companies must pay close attention to factors such as discipline, motivation, and the work environment. Employees are considered successful when they perform their duties in accordance with standard operating procedures (SOP), which ultimately contributes to the organization's overall success.

The work environment encompasses both physical and psychological aspects that directly or indirectly affect employees' performance (Indriyati, 2022). It plays a critical role in determining the quality of employee performance. In addition to a conducive work environment, motivation is another key factor that drives employee performance. When employees are motivated, their performance improves; conversely, a lack of motivation can lead to poor performance.

Susilo et al. (2023) describe work motivation as a situation that stimulates, directs, and maintains behavior in relation to the work environment. Strong work motivation is often linked to higher performance achievement. In organizations, work discipline is also essential for reaching organizational goals. According to Taopiq & Fuziyati (2024), work discipline is a crucial component of human resource management aimed at enhancing employee performance. Good work discipline ensures that employees adhere to organizational rules and responsibilities, which ultimately contributes to the company's overall progress.

The objectives of this study are to investigate the factors influencing employee performance at Bank Daerah Lamongan. Firstly, the study aims to examine the effect of the working environment on employee performance. Secondly, it seeks to analyze the effect of work motivation on employee performance, exploring how motivation drives behavior and influences outcomes. Thirdly, the study assesses the effect of work discipline on employee performance, examining how adherence to rules, regulations, and proper conduct affects overall performance. Finally, the study evaluates the

simultaneous effect of the working environment, employee motivation, and work discipline on employee performance, aiming to provide a comprehensive understanding of how these three factors collectively shape employee effectiveness.

2. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Work Environment

The work environment plays a crucial role in shaping the daily experiences of employees (Latif, 2022). It is not merely a physical space but a setting that significantly influences both productivity and well-being. A positive work environment creates a sense of safety and security, which in turn enhances employees' overall productivity. When employees feel safe and supported in their workplace, they are more likely to focus on their tasks and achieve higher levels of efficiency. Beyond safety, the work environment also affects employees emotionally. For instance, when the workplace is designed to foster comfort and ease, employees tend to feel more at home, which translates into increased job satisfaction and better time management. This comfort can lead to a more efficient use of resources, ultimately boosting performance and reinforcing employees' confidence in their ability to succeed.

The work environment is not a one-dimensional concept. According to Sedarmayanti (2017), it can be categorized into two broad dimensions: the physical work environment and the non-physical work environment. The physical work environment refers to all the tangible, observable conditions in the workplace, such as lighting, air quality, noise levels, and the overall physical layout. These conditions, whether they impact employees directly or indirectly, play a significant role in determining how comfortable and safe employees feel while performing their duties. For example, poor lighting can cause eye strain, while excessive noise can disrupt concentration. In contrast, a well-designed physical environment ensures that employees can work with minimal distractions and discomfort, thereby optimizing their performance.

On the other hand, the non-physical work environment involves the less tangible aspects, such as workplace culture, interpersonal relationships, and emotional atmosphere. It includes factors like job security, the quality of employee relationships, and the level of support and communication among colleagues and supervisors. A healthy non-physical work environment nurtures positive employee interactions, promotes trust, and fosters a sense of belonging, all of which are essential for long-term satisfaction and retention (Wuryaningrat et al., 2024a). When both the physical and non-physical aspects of the work environment are optimized, employees are more likely to thrive, contributing not only to their individual success but also to the overall success of the organization.

Indriyati (2022) highlights that the work environment, whether physical or non-physical, directly and indirectly affects how employees carry out their duties. This comprehensive view underscores the importance of addressing all facets of the work environment to ensure that employees are motivated and empowered to perform at their best. Based on this understanding, the work environment can be seen as a critical tool that influences employee performance. It is not simply a backdrop but an active force that shapes employees' attitudes, behaviors, and outcomes (Raintung et al., 2024).

To further understand the impact of the work environment Sedarmayanti (2017) identifies key indicators that define a conducive work environment. These indicators include lighting, air temperature, noise levels, job security, and employee relations. Lighting, for example, affects employees' ability to focus and maintain productivity, while appropriate air temperature ensures comfort during working hours. Noise control is crucial for maintaining concentration, and job security provides peace of mind, allowing employees to focus on their work without fear of sudden changes. Lastly, positive employee relations foster collaboration and teamwork, which are essential for organizational success. By addressing these indicators, organizations can create a balanced work environment that promotes both physical comfort and emotional well-being, leading to higher levels of employee satisfaction and performance.

Employee Motivation

Work motivation refers to the internal ideals and desires that drive a person to act. According to Bandhu et al. (2024), motivation is a key factor that propels individuals to engage in specific activities, often interpreted as the force behind behavior. Every action a person undertakes is guided by underlying motivational factors. These driving forces are typically based on the individual's personal needs and desires, which vary from person to person. The variations in needs and desires stem from differences in the mental processes of individuals. These mental processes involve the formation of self-perception, which is essentially shaped through personal learning experiences gained from one's environment.

Motivation is not solely a matter of individual desire but also depends on external influences that shape behavior toward achieving goals. De Colle & Werhane (2008) explains that for motivation to be effective, it must be rooted in positive character and ethical principles. Motivation that stems from wrong intentions or misguided principles can lead to negative consequences, not only for the individual but also for the organization. Thus, the foundation of motivation must align with both personal values and organizational goals to be sustainable and productive.

The concept of motivation can be understood as a facilitator of various human behavioral processes aimed at achieving goals. Key elements of motivation include arousal, direction, maintenance, intensity, consistency, and having a clear goal. These components work together to ensure that a person remains focused and driven in their pursuit of objectives. Arousal refers to the initial activation of motivation, while direction ensures that the motivation is channeled toward a specific goal. Maintenance and consistency help sustain the effort over time, while intensity reflects the level of commitment. Ultimately, having a well-defined goal is crucial, as it provides the target toward which all motivational efforts are directed.

Motivation is a complex process influenced by both internal desires and external factors. It drives human behavior and shapes the way individuals pursue their goals. However, for motivation to be effective, it must be guided by positive principles, as misdirected motivation can have detrimental effects. The elements of motivation work together to ensure that individuals stay committed to their objectives, making motivation an essential component of both personal and organizational success.

Work Discipline

Work discipline is a fundamental concept in management that emphasizes the importance of regular and consistent behavior among employees. Alvehus (2021) defines discipline as an attitude of willingness and readiness to obey and comply with the norms that apply around him and highlights its significant impact on organizational goals. Discipline encompasses an individual's awareness and willingness to adhere to social norms and regulations, reflecting a voluntary commitment to follow rules and acknowledge responsibilities.

Taopiq and Fuziyati (2024), asserts that work discipline is a critical aspect of human resource management, influencing employee performance and the effective execution of duties and responsibilities. High levels of work discipline are essential for achieving organizational objectives, as they ensure that employees adhere to established rules and contribute positively to the company's progress. Regulations within an organization are crucial for guiding employees towards correct workplace behavior and ensuring compliance with organizational standards.

In summary, work discipline is integral to maintaining a productive work environment and achieving organizational goals. It involves both the voluntary adherence to norms and the understanding of one's role and responsibilities within the organization.

Employee Performance

Performance encompasses the efforts exerted in carrying out assigned tasks, influenced by an individual's abilities, experience, integrity, and time management (Waworuntu et al., 2022). It is crucial for companies to monitor employee performance closely, as it serves as a key indicator of their effectiveness. Employee performance is commonly evaluated based on several criteria: the output of work within a designated timeframe; the quality of work, measured against mutually agreed-upon standards; the possession and application of extensive knowledge and skills in practice; the generation of creative and actionable ideas to address organizational challenges; the ability to collaborate effectively with colleagues; responsibility for attendance and task completion; and enthusiasm for new assignments and a commitment to increasing responsibilities. These criteria collectively reflect the effectiveness of an individual's performance.

Personal characteristics such as character, leadership, and integrity also play a significant role in performance evaluations. In this context, work performance is assessed through two primary aspects: the quality of work produced and the quantity of work completed. For individual evaluations, working hours often indicate the level of discipline and cooperation. Waworuntu et al., (2022) further delineates employee performance indicators as follows: quantity of work produced, quality of work delivered, efficiency in task execution, adherence to work discipline and regulations, initiative and proactive behavior, accuracy in completing tasks, leadership capabilities, and creativity in problem-solving (Mandagi et al., 2023; Kainde et al., 2023; Wuryaningrat et al., 2024b). These indicators provide a comprehensive framework for evaluating and enhancing employee performance, ensuring that all relevant dimensions are considered in performance assessments.

Hypotheses Development

The work environment plays a pivotal role in shaping employee performance, serving as a crucial determinant of both productivity and overall well-being. According to Latif (2022), the work environment extends beyond mere physical space; it encompasses a range of factors that significantly impact employees' daily experiences. A positive work environment, characterized by a sense of safety and support, fosters higher productivity and job satisfaction. Sedarmayanti (2017) further categorizes the work environment into physical and non-physical dimensions. The physical work environment includes tangible aspects such as lighting, air quality, and noise levels, all of which directly influence employees' comfort and efficiency. Conversely, the non-physical work environment involves elements like workplace culture, job security, and interpersonal relationships, which affect emotional well-being and job satisfaction (Indriyati, 2022; Gultom & Ferinia, 2023). The interplay between these physical and non-physical factors creates a comprehensive work environment that can either enhance or hinder employee performance. Sedarmayanti (2017) highlight key indicators such as lighting, air temperature, and job security as essential components of a conducive work environment that supports optimal performance. This understanding underscores that:

H1: Work environment significantly affects employee performance.

Employee performance is a pivotal determinant of organizational success, and understanding the factors that influence it is essential for enhancing productivity and effectiveness in the workplace (Grisang & Waty, 2023). One significant factor that has garnered considerable attention is employee motivation. Motivation, as a critical driver of behavior, propels individuals to engage in activities that align with their goals and aspirations (Hamali, 2018). It encompasses both internal desires and external influences, and its effectiveness depends on alignment with positive principles and organizational objectives (Ferdinatus, 2020). A well-motivated workforce is more likely to demonstrate higher levels of commitment, efficiency, and job satisfaction, which in turn impacts overall performance. This understanding leads to the following hypothesis:

H2: Employee motivation significantly affects employee performance.

Work discipline is a pivotal aspect of management that profoundly influences employee performance within an organization. Defined by Singodimedjo (2019) as "an attitude of willingness and readiness to obey and comply with the norms that apply around him" (p. 86), work discipline underscores the importance of consistent and voluntary adherence to organizational rules and standards. It reflects an employee's commitment to fulfilling their responsibilities and maintaining a productive work environment. Taopiq and Fuziyati (2024) highlight the critical role of work discipline in human resource management, noting that disciplined employees contribute significantly to organizational objectives by adhering to established rules and effectively executing their duties. Given that employee performance encompasses the quality and efficiency of task execution, time management, and the ability to produce high-quality work (Hartini, 2021; Suriawan,

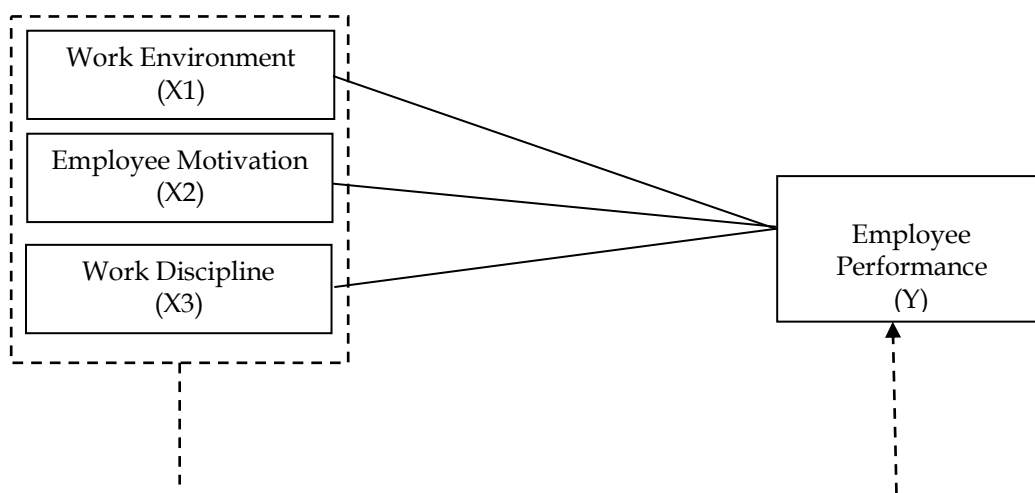
2020), the relationship between work discipline and performance is of paramount importance. High work discipline ensures that employees meet or exceed performance expectations by fostering adherence to organizational norms and enhancing overall productivity. Hence, this hypothesis was formulated:

H3: Work discipline significantly affects employee performance.

Research Framework

The research framework for this study, as displayed in figure 1, is designed to explore the relationships between various organizational factors and their impact on employee performance. Specifically, the framework incorporates three independent variables: Work Environment (X1), Employee Motivation (X2), and Work Discipline (X3). Each of these variables plays a crucial role in shaping the overall Employee Performance.

Figure. 1
Research Framework



3. METHODOLOGY

This study employs a quantitative research approach, with data analysis conducted through various statistical methods. Utilizing a non-probability sampling technique, specifically the saturated sampling method, the research aims to gather comprehensive data. Explanatory research, also known as causal research, is used to address the study's problem and objectives. This approach is designed to clarify the causal relationships between variables by testing hypotheses to determine whether and how these variables influence each other (Sugiono, 2020).

The research was conducted at the Lamongan Regional Bank, which served as the focal point for data collection and analysis, providing relevant insights into the variables under investigation. For sampling, the study employed a random sampling technique to ensure the sample drawn was representative of the population. As noted by Sugiono (2020), the choice of sampling method is critical in affecting the validity of the research findings. The random sampling approach was utilized to minimize biases and enhance the generalizability of the results.

Data for the study was sourced from both primary and secondary channels. Primary data was gathered directly from the Bank Daerah Lamongan through interviews with management and employees, providing firsthand insights into operational aspects and the variables under study. Secondary data, on the other hand, comprised information from existing written documents, books, and relevant literature related to the research object, which helped contextualize the study and support the analysis with pre-existing information.

Data analysis involved hypothesis testing techniques to examine the relationships between independent and dependent variables, crucial for determining significant interactions among the variables studied. Overall, this study integrates a quantitative approach with statistical analysis to explore causal relationships, employs saturated sampling for data collection, and utilizes both primary and secondary data sources to achieve its research objectives.

In this study, the researcher utilized random sampling techniques to ensure a representative sample of the population. According to Sugiyono (2020), random sampling involves selecting individuals randomly from a population, allowing any member of the population an equal chance of being chosen if they meet the criteria for inclusion as data sources. To determine the appropriate sample size, Slovin's formula was applied. This formula estimated that 69 out of 218 of the employees of Bank Daerah Lamongan would be a suitable sample size for the study.

Table 1.

Study's population by education level and gender			
Education Level	Gender		Total
	Male	Female	
Magister (S-2)	12	1	13
Bachelor (S-1)	102	51	153
Diploma (D-3)	3	1	4
Senior High School	37	7	44
Junior Hight School	4		4
Total	158	60	218

In this study, the researcher utilized random sampling techniques to select participants. Random sampling, as explained by Sugiyono (2020), involves choosing individuals who are encountered by the researcher and are considered appropriate for inclusion in the sample based on their suitability as data sources. To determine the appropriate sample size, Slovin's formula was applied, resulting in a sample representing 68.5 percent of the employees at Bank Daerah Lamongan. Table 1 provides a detailed breakdown of the study's population, categorized by education level and gender.

4. RESULTS AND DISCUSSION

Validity Test

Validity Testing is used to demonstrate that a questionnaire is valid as an instrument for research. A questionnaire is considered valid if the questions posed can reveal what the questionnaire intends to measure (Sugiono, 2020). If the calculated r is greater than the table r , the questionnaire is considered valid. Conversely, if the calculated r is less than the table r , the questionnaire is deemed invalid. The

significance level used in this study is 0.05. With a sample size of 69 people, the table r value is $DF = 69 - 2 = 67$, resulting in a table r value of 0.236.

Table 2.
Validity Test Result

Variable	Item	r (table)	r (calculated)	Conclusion
Work Environment (X1)	X1.1	0.236	0.755	Valid
	X1.2	0.236	0.866	Valid
	X1.3	0.236	0.791	Valid
Employee Motivation (X2)	X2.1	0.236	0.893	Valid
	X2.2	0.236	0.893	Valid
	X2.3	0.236	0.831	Valid
Employee Discipline (X3)	X3.1	0.236	0.800	Valid
	X3.2	0.236	0.856	Valid
	X3.3	0.236	0.830	Valid
Employee Performance (Y1)	Y1.1	0.236	0.830	Valid
	Y1.2	0.236	0.878	Valid
	Y1.3	0.236	0.852	Valid

Table 2 displays the validity test results for various study variables. Each item's calculated correlation coefficient (r) is compared with the table value of 0.236. For Work Environment (X1), all items (X1.1: $r = 0.755$, X1.2: $r = 0.866$, X1.3: $r = 0.791$) exceed the table value, confirming their validity. Employee Motivation (X2) items are also valid, with r values of 0.893 for X2.1 and X2.2, and 0.831 for X2.3. Similarly, Employee Discipline (X3) items (X3.1: $r = 0.800$, X3.2: $r = 0.856$, X3.3: $r = 0.830$) all surpass the table value. Finally, Employee Performance (Y1) items are validated with r values of 0.830 for Y1.1, 0.878 for Y1.2, and 0.852 for Y1.3. Thus, all items across these variables are valid as their calculated r values exceed the threshold.

Reliability Test

An alpha value greater than 0.7 generally indicates satisfactory reliability, suggesting that the measurement tool consistently produces similar results under consistent conditions. However, an alpha value exceeding 0.80 is considered even more indicative of strong reliability. It signifies that all items within the instrument are highly consistent and dependable, reflecting a high level of overall test reliability. This higher threshold implies not only that each item contributes reliably to the construct being measured but also that the instrument as a whole exhibits robust and dependable performance in various contexts.

Table 3.
Reliability Test Result

Variable	Cronbach Alpha	Alpha	Conclusion
Work Environment	0.724	0,70	Reliable
Employee Motivation	0.838	0,70	Reliable
Employee Discipline	0.770	0,70	Reliable
Employee Performance	0.810	0,70	Reliable

Based on the results in table 3, the Cronbach's Alpha values for all variables are as follows: 0.724 for "Work Environment," 0.838 for "Work Motivation," 0.770 for "Work Discipline," and 0.724 for "Employee Performance." These values exceed the acceptable threshold of 0.70, indicating that the scales used for each variable are reliable. This reliability suggests that the questions consistently measure their intended constructs and will produce similar responses upon repeated administration. Therefore, the high Cronbach's Alpha values confirm that the study's questions are dependable, ensuring consistency and stability in the measurement of the variables.

Classical Assumption test

Normality Test

Based on the results from the Normality Test conducted using SPSS, the One-Sample Kolmogorov-Smirnov Test produced a Kolmogorov-Smirnov statistic of 0.055 with a significance level of 0.200. This significance value, which is greater than the conventional threshold of 0.05, suggests that the distribution of the data does not significantly deviate from a normal distribution. Consequently, since the significance level exceeds 0.05, we conclude that the data is normally distributed. This normality is a crucial criterion for ensuring that the data meets the assumptions necessary for valid subsequent statistical testing and analysis. Therefore, the data is deemed suitable for use in further stages of testing.

Multicollinearity Test

Tolerance values (tolerance) or the Variance Inflation Factor (VIF) can be used to identify the presence of multicollinearity in a research model. If the tolerance value is greater than 0.10 and the VIF is less than 10.00, it can be concluded that there is no multicollinearity among the independent variables. The multicollinearity test results in this study indicate that the tolerance values for each variable are greater than 0.10 and the VIF values are less than 10.00.

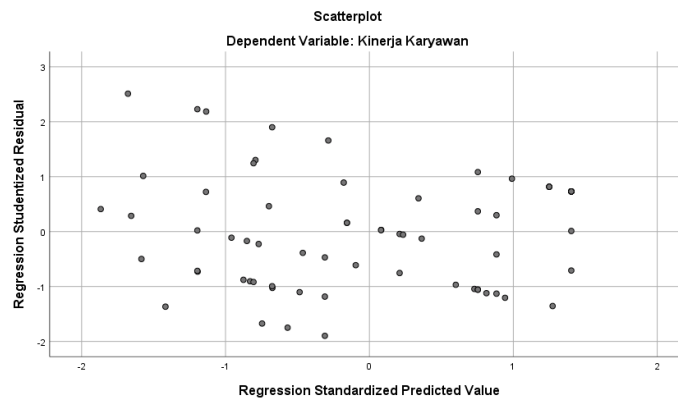
Table 4.
Multicollinearity Test Result

Predictor	Std. Error	β	t	p	Tolerance	VIF
Constant	—	—	2.088	0.041	—	—
Work Environment	0.422	0.422	3.775	0	0.941	1.063
Work Motivation	0.093	0.093	0.793	0.431	0.857	1.167
Work Discipline	0.103	0.103	0.883	0.381	0.861	1.162

Heteroscedasticity Test

The analysis results shown in the figure 2 indicate that the data points are scattered randomly and do not form any specific pattern. The graph also displays data both above and below zero on the Y-axis. This suggests that there are no indications of heteroscedasticity.

Figure 2.
Heteroscedasticity Test Result



Hypothesis Testing

Multiple Linear Regression

The results from Table 5 show that the independent variables have both positive and negative coefficients, indicating that these variables influence the dependent variable (Y) in varying directions. The beta coefficient for the Work Environment variable is 0.422, the highest among the regression coefficients, suggesting it has the most substantial impact on employee performance. In contrast, the beta coefficient for Employee Motivation is 0.093, the lowest among the coefficients, indicating its minimal effect on employee performance. Thus, the data suggests that Work Environment is the most influential factor affecting employee performance, whereas Employee Motivation has the least impact

Table 5.
Multiple Regression Test Result

Predictor	Unstandardized	Standardized	t	Sig.
	Coefficients	Coefficients		
	B	Std. Error	Beta	
Model 1				
(Constant)	4.659	2.232		2.088
Work Environment	0.403	0.107	0.422	3.775
Work Motivation	0.1	0.127	0.093	0.793
Work Discipline	0.119	0.135	0.103	0.883

Note: Dependent Variable: Employee Performance

T-Test for Workplace Environment Variables

Based on the results in table 6, it can be observed that the t-value of 4.251 is greater than the critical t-value of 1.669. Therefore, the null hypothesis (Ho) is rejected and the alternative hypothesis (H1) is accepted. With a significance level of 0.000, which is less than 0.05, it can be concluded that the Work Environment variable has a significant partial effect on Employee Performance at the Lamongan Regional Bank.

Table 6.

T-Test Result for Workplace Environment Variable

	Unstandardized	Standardized	t	Sig.
	Coefficients	Coefficients		
	B	Std. Error	Beta	
Constant		7.23	1.344	
Work Environment		0.44	0.103	0.461

Note: Dependent Variable: Employee Performance

T-Test for Employee Motivation Variable

The t-test results for the Employee Motivation variable in table 7 show a t-value of 2.281, which is greater than the critical t-value of 1.669. Therefore, the null hypothesis (Ho) is rejected, and the alternative hypothesis (H2) is accepted. Additionally, with a significance value of 0.026, which is less than the alpha level of 0.05, it can be concluded that Employee Motivation has a partial and significant impact on Employee Performance.

Table 7.

T-Test Result for Employee Motivation Variable

Variable	Unstandardized	Standardized	t	p
	Coefficients	Coefficients		
	B	Std. Error	Beta	
Constant	12.869	0.186		69.026
Work Motivation	1.005	0.441	0.268	2.281

Note: Dependent Variable: Employee Performance

T-Test for the Work Discipline Variable

Based on the results of the T-test for the Work Discipline variable in table 8, it can be observed that the calculated t-value of 2.205 is greater than the t-table value of 1.669. Therefore, the null hypothesis (Ho) is rejected and the alternative hypothesis (H3) is accepted. With a significance value of 0.031, which is less than 0.05, it can be concluded that the Work Discipline variable has a partial and significant effect on employee performance at Bank Daerah Lamongan.

Table 8.

T-Test Result for Work Discipline Variable

Predictor	Unstandardized	Standardized	t	p
	Coefficients	Coefficients		
	B	Std. Error	Beta	
(Constant)	12.852	0.188		68.514
Work Discipline	1.013	0.459	0.26	2.205

Note: Dependent Variable: Employee Performance

F Test

The results in table 9 shows that the calculated F (6.726) is greater than the F-table value (2.75). Therefore, the null hypothesis (Ho) is rejected, and the alternative hypothesis (H1) is accepted. It can be

concluded that the independent variables—work environment (X1), employee motivation (X2), and work discipline (X3)—have a simultaneous effect on employee performance. Thus, the hypothesis stating that the work environment (X1), employee motivation (X2), and work discipline (X3) collectively have a significant impact on the performance of employees at the Lamongan Local Bank is supported.

Table 9.
ANOVA Test Result

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	40.814	3	13.605	6.726	0.001
Residual	131.475	65	2.023		
Total	172.29	68			

Note:

- a. Dependent Variable: Employee Performance
- b. Predictors: (Constant), Work Discipline, Work Environment, Work Motivation

Coefficient Determination

Based on the results from SPSS version 26, the Adjusted R Square value is 0.202. This indicates that 20.2% of employee performance is influenced by the work environment, work motivation, and work discipline. The remaining 79.8% is influenced by other variables not examined in this study.

Discussion

The significance value for the Work Environment variable (X1) is 0.000, which is below the 0.05 threshold, indicating a statistically significant result. Additionally, the calculated t-value for this variable is 4.251, which exceeds the critical t-value of 1.669 from the t-table. These findings suggest that the Work Environment has a positive and significant effect on employee performance, both in isolation and in the overall model. This conclusion is corroborated by previous studies, that found similar results reinforcing that the Work Environment positively impacts employee performance (Badrianto & Ekhsanm, 2020; Waworuntu et al., 2022; Sugiarti, 2022).

In contrast, the significance value for the Employee Motivation variable (X2) is 0.031, which, although slightly above the 0.05 threshold, still suggests a significant effect. The t-value for this variable is greater than the critical t-value ($2.205 > 1.669$), supporting the conclusion that Employee Motivation has a positive and significant effect on employee performance. This finding is consistent with the previous research, which also highlighted the positive and significant impact of Employee Motivation on performance (Kuswati et al., 2020; Hajjali et al., 2022).

Similarly, the Work Discipline variable (X3) shows a significance value of 0.031, which is also slightly above the 0.05 threshold but indicates significance. The calculated t-value for Work Discipline is greater than the critical t-value ($2.205 > 1.669$), demonstrating that Work Discipline positively and significantly influences employee performance. This result aligns with the findings of previous studies, which supports the notion that Work Discipline positively affects employee performance (Waworuntu et al., 2023; Rampen et al., 2023).

The results of the F-test (simultaneous test) further substantiate these findings, revealing that the independent variables—Work Environment, Employee Motivation, and Work Discipline—have a significant collective effect on the dependent variable, Employee Performance, at PD. BPR Bank Daerah Lamongan. This indicates that the employee performance at the bank is significantly influenced by these three variables. The F-value obtained is 6.726, which is greater than the F-table value of 2.75, and the significance level ($\alpha = 0.05$) is 0.001, which is below the threshold. This evidence supports the conclusion that Work Environment, Employee Motivation, and Work Discipline all positively impact employee performance, with all three variables demonstrating high reliability in their effects.

5. CONCLUSIONS

The analysis demonstrates that the Work Environment, Employee Motivation, and Work Discipline each have a significant and positive effect on employee performance. Specifically, the Work Environment variable shows the most substantial impact with a significance value indicating a strong influence on employee performance. Employee Motivation and Work Discipline also exhibit significant positive effects, with significance values slightly above the threshold but still statistically significant. The results of the F-test further validate that these three variables collectively have a significant impact on employee performance, emphasizing the importance of these factors in enhancing employee performance.

The significant impact of the Work Environment on employee performance suggests that organizations should prioritize creating a supportive and conducive work environment. Enhancements in physical and psychological aspects of the work setting can lead to improved employee productivity and job satisfaction. Given the positive effect of Employee Motivation on performance, organizations should implement effective motivation strategies. This could involve recognizing employee achievements, providing career development opportunities, and fostering a positive work culture to boost motivation and performance. The significant role of Work Discipline indicates that clear and fair disciplinary policies are crucial. Organizations should ensure that disciplinary measures are consistent and contribute to a productive work environment, reinforcing the importance of adherence to workplace standards and expectations. The combined effect of Work Environment, Employee Motivation, and Work Discipline on performance underscores the need for a holistic approach in managing these variables. Organizations should integrate improvements in these areas to optimize overall employee performance.

However, the study has limitations. It focuses on employees at a specific bank, which may limit the generalizability of the findings to other sectors or geographic locations. Results may vary across different organizational contexts. Additionally, the study's cross-sectional design provides a snapshot of the relationship between variables at a single point in time, limiting the ability to infer causal relationships or observe changes over time. The reliance on self-reported data may introduce biases such as social desirability or inaccurate self-assessment, potentially affecting the validity of the

results. Other external factors influencing employee performance, such as economic conditions or organizational changes, were not accounted for in this study, which could impact the findings.

Future research could adopt a longitudinal approach to track changes in employee performance over time and better understand causal relationships between Work Environment, Employee Motivation, Work Discipline, and performance. Expanding the study to include diverse organizations and industries would enhance the generalizability of the findings, and comparative studies across different sectors could provide broader insights. Incorporating additional variables such as leadership style, organizational culture, and job satisfaction could offer a more comprehensive understanding of factors affecting employee performance. Complementing quantitative data with qualitative research methods, such as interviews or focus groups, could provide deeper insights into the nuances of how Work Environment, Employee Motivation, and Work Discipline influence performance. By addressing these limitations and exploring these directions, future research can build on the current findings and contribute to a more robust understanding of the factors affecting employee performance.

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