

Research Article

Boosting Employee Performance: The Roles of Motivation, Work Environment, Discipline, and Communication

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Abstract

The purpose of this research is to examine the influence of work motivation, work environment, work discipline and communication on the performance of PT United Tractors Cakung CGS Division Employees. This type of research is explanatory research. The sampling technique uses salted samples. Data was collected using a survey method using a questionnaire. The data analysis method used is multiple linear regression analysis. The research results show that (1) work motivation has a positive and significant effect on employee performance. (2) The work environment has a positive and significant effect on employee performance. (3) work discipline does not have a significant effect on employee performance. (4) communication has no significant effect on employee performance. (5) work motivation, work environment, work discipline, and communication simultaneously influence employee performance. The managerial implications that can be drawn from these findings are very important for effective human resource management. First, high work motivation can be increased by providing appropriate incentives and encouraging employees to achieve higher targets. Second, a conducive work environment can be created by arranging a comfortable and safe workspace, as well as ensuring good working relationships between employees.

Keywords: Work Motivation, Work Environment, Work Discipline, Communication, Employee Performance

JEL Classification: J24, M12, M54

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1. Introduction

Mangkunegara (2019) defines employee performance as the outcomes attained by an individual in performing their tasks in a quality and quantity manner, and naturally, in accordance with the obligations assigned to them. Salary, communication, work environment, organizational culture, leadership and work motivation, work discipline, job happiness, and other factors can all have an impact on the actions taken to increase employee performance factors (Dini & Deviastri, 2023) (Agustin, 2021). Naturally, any business wants the best performance from its employees.

If employee motivation is low, it can affect employee performance, which is not optimal (Siagian, 2018). So, employee performance involves a comprehensive approach that involves several factors, including work motivation, communication, and other factors that play a role in improving individual performance and achieving organizational goals. Efforts to maintain and increase employee motivation are an important factor in achieving optimal employee performance (Jayasri & Annisa, 2023). This is inherent in every company, including PT United Tractors.

According to Kuswati (2020), one of the dominant factors in improving employee performance is examining the individual. Based on previous research, several factors can influence employee performance, including work motivation, work environment, work discipline, and communication. If employees need and want something, then they are encouraged to carry out certain activities to get what they need (Sutrisno, 2017). So, work motivation can vary in a person's needs and desires due to the mental processes that have occurred within that person.

The motivation that propels someone to act and perform appropriately in compliance with their assigned responsibilities is known as work motivation. Silvy and Hasibuan (2019). According to studies by Wijaya and Andreani (2019) and Harahap and Tirtayasa (2020), employee performance is positively impacted by job motivation. But according to studies by Rosmaini and Tanjung (2019) and Anwar et al. (2021), employee performance is unaffected by work motivation.

Husni and Feriyana (2020) and Putri & Renwarin (2023) assert that the work environment encompasses all aspects of the employees' surroundings and might impact their ability to fulfill their given tasks, including maintaining a clean workplace. The work environment is one of the primary elements that businesses should focus on since it has a significant impact on an employee's productivity. A welcoming, secure, and comfortable workplace will have a big impact on employee morale, which will inspire workers to meet organizational objectives and boost output. According to studies by Rahmad (2019) and Mandagie et al. (2018), employee performance is positively impacted by the workplace. However, studies conducted by Warongan et al. (2022) and Wulan (2019) also found that the workplace did not.

According to Hasibuan (2019), work discipline is a person's awareness and willingness to obey all company regulations and applicable social norms. Good work discipline reflects good employees. Having good work discipline means that useful benefits will be achieved both for the company and for the employees. Work discipline is usually seen in the level of employee attendance based on standard working hours set by a company (Rahayu et al., 2024).

The researcher wishes to carry out study that seeks to determine how job motivation affects employee performance, in accordance with the earlier research theory mentioned in the backdrop above. There are three factors that affect employee performance: communication, work discipline, and the work environment. The objective is to determine how employee performance is influenced concurrently by work motivation, work environment, work discipline, and communication.

2. Literature Review and Hypothesis

Literature Review

Employee Performance

According to Yulianita (2017), employee performance is a measure of an organization's success in achieving the organization's mission-related to efficiency, effectiveness, fairness and responsiveness to audience performance plans. Meanwhile, employee performance is a concept regarding the stage of achieving the implementation or design of activities or policies in finding the vision and mission, goals, objectives, and associations as outlined through an organization's strategic approach (Harahap and Tirtayasa, 2020). In the meantime, management needs to provide workers a sense of optimism and aspirations in order to achieve organizational goals through optimal employee performance. According to the definition given above, employee performance can be evaluated by looking at the quantity and quality of work that an employee accomplishes in carrying out their duties and responsibilities based on their skill, sincerity, seriousness, and time to meet company or organizational goals (Harumi & Darmo, 2023).

Work Motivation

Work motivation is the driving force that makes someone want to act and work responsibly in accordance with the duties and obligations given to them (Hasibuan and Silvya, 2019). It cannot be denied that the success or failure of a company's operations in achieving its goals is determined by good communication and leadership from a leader in motivating his employees. Work motivation is the drive, effort and desire that exists within humans, which is active, empowers and directs their behavior to carry out tasks and responsibilities in the work environment (Julinigrum and Sudiro, 2018). We can conclude that work motivation is an incentive or stimulus that can make someone want to do the work they want voluntarily without feeling forced so that the work done will run smoothly and produce maximum results, based on the description of the opinions of several experts above (Savira et al., 2024).

Work Environment

According to Siagian (2018), the work environment is a good working atmosphere, especially in a well-structured organization. An organization with an imperfect organizational structure can lead to a lot of bad work environments. Supporting colleagues, working space conditions and adequate work equipment. Meanwhile, the explanation, according to other experts, is that the work environment is the totality of tools and materials encountered, the surrounding environment where a person works, their work methods and work arrangements, both for individuals and as a group, and it can be concluded that with good work environment conditions, it can support employee productivity which will ultimately have an impact on increasing employee performance levels (Sedarmayanti, 2021). The temperature, humidity, ventilation, lighting, noise level, cleanliness of the workspace, and the availability of adequate work equipment are all aspects of the workplace that might affect employees' ability to perform their jobs (Afandi, 2020) (Wulandari & Dara, 2023).

Work Discipline

According to Jepry & Mardika (2020), work discipline is a sense of obedience and commitment to principles that are seen as obligations, such as doing office work and being present during specified working hours. Meanwhile, Hasibuan's opinion (2019) explains that work discipline is a person's awareness and willingness to obey company rules and applicable norms. Work discipline is needed for further organization and to maintain efficiency by preventing and correcting individual actions that are disloyal to the group, work discipline also aims to maintain good behavior by determining the expected response (Sutrisno, 2018). Based on the description of the opinions of several experts above, work discipline is very helpful in training employees to follow and comply with company practices and regulations.

Communication

According to Bangun (2017) Communication is the process of conveying information from the sender to the recipient using appropriate media, both orally and in writing, effectively. Communication helps develop motivation by telling employees how well they are working and what can be done to improve substandard performance. Communication is the process of transferring information in the form of ideas or can be interpreted as communication from one person to another. The transfer of information is not only in the form of words commonly used in conversation but also in facial expressions and tone of voice (Robbins & Judge 2018). From the opinions above, communication is a process of interaction between leaders and employees to avoid incorrect verbal or written communication regarding orders, information, recommendations and company goals.

Hypothesis**The relationship between work motivation and employee performance**

Mangkunegara (2018) defines work motivation as a need that is sparked, focused on reaching personal objectives, and directed toward self-satisfaction. Therefore, self-awareness based on all needs met to reach the desired or accomplished goals is the foundation for work motivation, which emerges. This study's results are in line with research by Yudistira and Susanti (2019), Wijaya and Andreani (2019), and Harahap and Tirtayasa (2020), which shows that work motivation has a favorable and significant impact on employee performance. According to Farisi et al. (2020), job

motivation has a favorable effect on employee performance. Workplace motivation has no discernible effect on employee performance (Rosmaini and Tanjung, 2019). Given the results of the several studies previously discussed, which show that job motivation has a large and positive impact on employee performance, the following hypothesis might be put forth.

H1: Work Motivation has a positive and significant effect on Employee Performance

The relationship between the work environment and employee performance

According to Hanggraeni (2021), a person's relationship with his superiors and coworkers, regardless of whether they do the same or different kinds of job, is influenced by his work environment. in a company's social, psychological, and physical life by influencing work and performing their responsibilities. Therefore, someone will require a workspace to create more comfortable working conditions in order to establish themselves and boost staff performance. The findings of this study support those of Rahmad's (2019) and Mandagie et al.'s (2018) investigations, which demonstrate that employee performance is positively and significantly impacted by the workplace. Employee performance is not much impacted by the workplace (Badrianto and Ekhsan, 2019). The following hypothesis can be put out in light of the research's findings, which indicate that employee performance is positively and significantly impacted by the workplace.

H2: The work environment has a positive and significant effect on employee performance

The relationship between work discipline and employee performance

According to Hasibuan (2018), discipline is a person's awareness and willingness to obey all agency regulations and applicable social norms. The better the employee's discipline, the higher the work performance he can achieve. So, someone is willing to comply with work discipline in all regulations and carry out their duties, whether voluntarily or because they are forced to. Research results from Syarkani (2017) show that work discipline has a positive and significant effect on employee performance. According to Husain (2017) work discipline has a positive and significant effect on employee performance, as well as research conducted by Prayogi et al. (2019) that work discipline has a significant effect on employee performance. Work discipline has a positive effect on employee performance (Chassanah, 2023). Discipline, according to Hasibuan (2018), is the awareness and willingness to abide by all agency rules and relevant social norms. An employee's ability to perform better at work increases with his level of discipline. Therefore, whether voluntarily or under duress, someone is willing to perform their obligations and adhere to all work-related rules. According to Syarkani's (2017) research, work discipline significantly and favorably affects employee performance. Prayogi et al. (2019) found that work discipline has a considerable impact on employee performance, and Husain (2017) says that it has a good and significant effect on employee performance. Employee performance is positively impacted by work discipline (Chassanah, 2023). On the other hand, Siagian (2018) believes that employee performance is significantly impacted by work discipline. Employee performance is not significantly impacted by work discipline (Muna and Isnawati, 2022). The following hypothesis can be put out in light of the research's findings, which indicate that work discipline significantly and favorably affects employee performance.

H3: Work discipline has a positive and significant effect on employee performance

The relationship between communication and employee performance

The exchange of verbal and nonverbal cues between the sender and the recipient in order to modify behavior is known as communication (Arni, 2021). Everyday life involves communication in one form or another; from the start of a task until its conclusion, people need to communicate. According to this result, no action is conducted without verbal or nonverbal communication, either direct or indirect, with the company. There are many more advantages to communication within a firm than that. Activities involving communication are crucial in business life. Therefore, someone who can enhance employee performance and communicate effectively within the organization. According to Rahmad (2019), Anggraini et al. (2019), and Prayogi et al. (2019) shows that communication has a positive effect on employee performance. According to Br Ginting (2018), he concluded that communication has a significant effect on employee performance. According to Kiswanto (2020), he concluded that communication has a significant effect on

employee performance. Another perspective, however, holds that communication has no beneficial impact and has no discernible impact on worker performance (Lustono and Hasnaeni, 2019). The following hypothesis can be put out in light of the research's findings, which indicate that communication significantly and favorably affects employee performance.

H4: Communication has a positive and significant effect on employee performance

Conceptual framework

Employee performance is the dependent variable in this study, whereas work motivation, work environment, discipline, and communication are the independent variables. An outline of the research's conceptual framework is provided below:

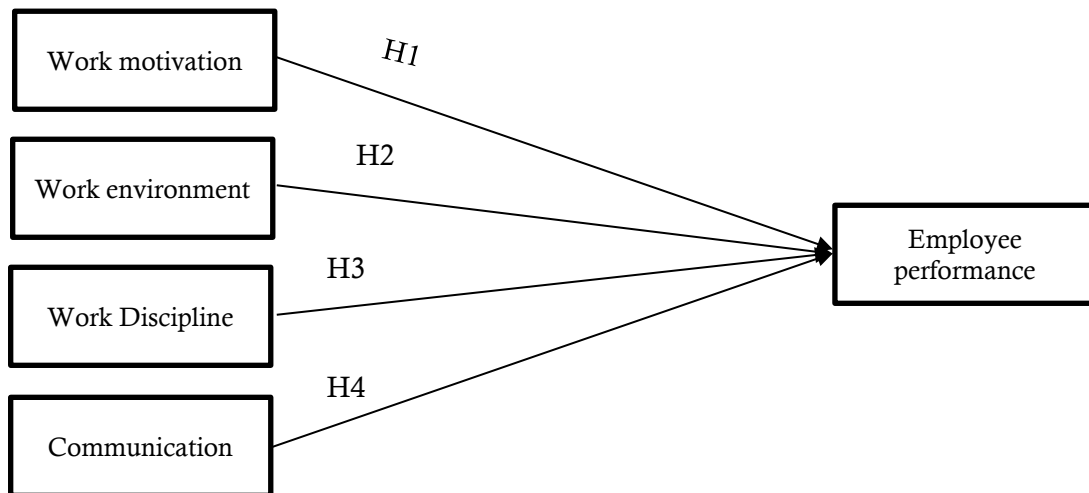


Figure 1. Conceptual Framework

3. Data and Method

Types of research

The type of research used in this study is research that explains cause and effect between variables (explanatory research). This research aims to explain the position of the variables studied and the relationship between one variable and other variables. Quantitative data is a grounded research method.

Data Types and Data Sources

This research uses this type of subject data because this data is the experience, opinion or characteristics of PT United Tractors employees. The data source used in this research is primary. Primary data was collected in this research by distributing questionnaires in the form of Google Forms to PT United Tractors employees' Subjective reasons for selecting PT UT may be related to the researcher's ease of access to PT UT data and employees or the researcher's special interest in the industry in which PT UT operates, but there is no explicit evidence in the documents regarding these subjective reasons. Apart from that, using secondary data also provides the understanding that secondary data is data that is not directly provided to the data collector. This secondary data is data that supports the needs of primary data such as books, journals, literature and literature that are related to and support this research.

Population and Sample

Population

The population is the individual or object that will be researched. The research results provide several data that are needed in the research being carried out. The population in this study was all CGS division employees who worked at PT United Tractors, Cakung, totaling 108 respondents.

Sample

In this research, the sampling technique used was census or total sampling. According to Sugiyono (2017), saturated sampling or census is a sampling technique where the entire population is sampled. Thus, the sample in this study amounted to 108 respondents.

Multiple Linear Regression Analysis

So multiple regression analysis will be carried out if the number of independent variables is at least two. This analysis aims to predict the value of the dependent variable if the value of the independent variable increases or decreases and to determine the direction of the relationship between the independent variable and the dependent variable, whether each independent variable is positively or negatively related. So, the multiple regression equation is:

$$Y = \alpha + \beta_1 WM + \beta_2 WE + \beta_3 WD + \beta_4 CI + e \quad (1)$$

4. Results

Reliability Test

To test for dependability, Cronbach Alpha was used. According to Sugiyono (2019), an instrument is considered dependable if its Cronbach Alpha value is more than 0.60. A Cronbach Alpha of 0.60 is required as a foundation for decision-making prior to doing a reliability test. If a variable's value is more than or equal to 0.60, it is regarded as dependable. If it is less than 0.60, the variable under study cannot be considered dependable. The following are the findings of the reliability test conducted on this research variable:

Table 1. Reliability Test Results

Variable	Cronbach Alpha	Rtable	Information
Work Motivation	0,754	0,60	Reliable
Work Environment	0,810	0,60	Reliable
Work Discipline	0,647	0,60	Reliable
Communication	0,753	0,60	Reliable
Employee Performance	0,630	0,60	Reliable

Source: Data processed (2023)

According to Table 1's findings, the reliability test's Cronbach Alpha value for the following variables is known to be 0.754 for Work Motivation, 0.810 for Work Environment, 0.647 for Work Discipline, 0.753 for Communication, and 0.630 for Employee Performance. Therefore, since the Cronbach Alpha value > Rtable is 0.60, it can be said that all variables are trustworthy or dependable.

Classical Assumption Test

The classical assumption test is conducted to meet the requirements of linear regression analysis, namely the unbiased and best test of ten, abbreviated as BLUE (Best Linear Unbias Estimator). Several assumptions must be met so that the conclusions from the test results are not biased, including the normality assumption, the multicollinearity assumption (multiple linear regression test) and the heteroscedasticity assumption using the SPSS program. The parameter coefficient values must meet the BLUE requirements.

Normality test

The normality test is needed to carry out tests on other variables. It assumes that the residual values follow a normal distribution to test whether data is normally distributed or not. In this discussion, the one-sample Kolmogorov-Smirnov test is used with a significance level of 0.05; if it is greater than 0.05, it is declared normally distributed.

Table 2. One-Sample Kolmogorov-Smirnov Test Results

		Unstandardized Residual
N		108
Normal Parameters ^{a, b}	Mean	.0000000
	Std. Deviation	1.86355514
Most Extreme Differences	Absolute	.081
	Positive	.081
	Negative	-.042
Test Statistic		.081
Asymp. Sig. (2-tailed) ^c		.078
Monte Carlo Sig. (2-tailed) ^d	Sig.	.078
	99% Confidence Interval	
	Lower Bound	.071
	Upper Bound	.085

Source: Data processed (2023)

Based on Table 2 above, the SPSS test results obtained a significant value of 0.78, which means it is greater than 0.05. This finding shows that the residuals are normally distributed.

Multicollinearity Test

The multicollinearity test is carried out to determine whether the regression model correlates with the independent variables or not. The basis for decision-making for the multicollinearity test is a tolerance value of more than 0.1 and a VIF value of less than 10. The results of the multicollinearity test can be seen below:

Table 3. Multicollinearity Test Results

		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
Model		B	Std. Error	Beta		
1	(Constant)	4.618	1.983		2.329	.022
	Work motivation	.291	.079	.445	3.692	.000
	Work environment	.162	.068	.296	2.371	.020
	Work Discipline	.065	.108	.066	.603	.548
	Communication	.009	.091	.011	.099	.921

Source: Data processed (2023)

Discipline, communication, work motivation, and work environment have tolerance values of 0.273, 0.255, and 0.323, respectively. The multicollinearity test findings, as shown in Table 3 above, indicate that the VIF value for all independent variables is less than 10 and the tolerance value for all independent variables is more than 0.10. The VIF value of work motivation is 3,659, whereas the values of work environment, discipline, and communication are 3,926, 2,995, and 3,098 respectively.

Heteroscedasticity Test

According to Ghozali (2021), the heteroscedasticity test aims to determine whether there is inequality from one observation residual to another in a regression model.

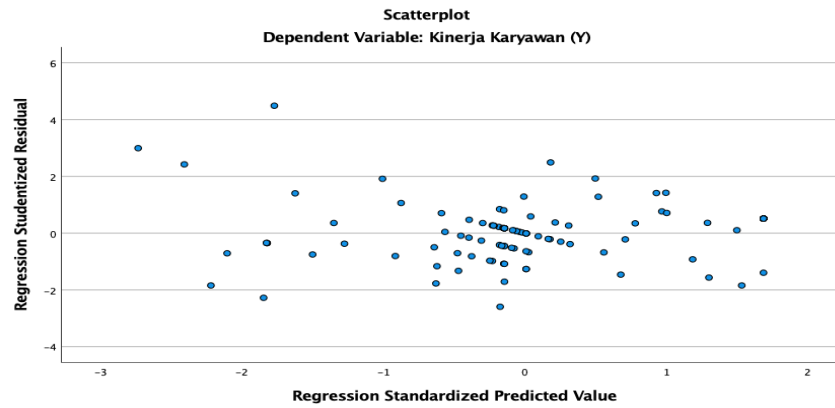


Figure 2. Heteroscedasticity Test Results

The graph above shows that the distribution is spread out and does not form a particular pattern, so it can be concluded that this regression model does not have a heteroscedasticity problem.

Multiple Linear Regression Analysis

Table 4. Multiple Linear Regression Analysis Results

Model	Unstandardized Coefficients		Standardized Coefficients
	B	Std. Error	Beta
1 (Constant)	4.618	1.983	
Work motivation	.291	.079	.445
Work environment	.162	.068	.296
Work Discipline	.065	.108	.066
Communication	.009	.091	.011

Source: Data processed (2023)

Employee performance is greatly influenced by the work environment and motivation, according to the findings of linear regression analysis. At the 95% confidence level, this is demonstrated by the beta coefficient values for work environment (0.296, with a significant value of 0.020) and work motivation (0.445, with a significant value of 0.000), both of which demonstrate a significant positive influence.

5. Discussion

The influence of work motivation on employee performance

It generates a linear regression coefficient value based on the impact of the work motivation variable on employee performance. Aside from that, the significance value is lower, indicating that job motivation is perceived favorably and improves employee performance. As a result, employee performance is influenced by job motivation, which has the biggest impact on key roles. Additionally, motivated workers are more likely to find new and creative solutions to problems, which can enhance the caliber of their output (Widhianingrum, 2017). Furthermore, motivated workers typically have a good outlook on their work, which can influence relationships with coworkers and enhance a favorable workplace culture. Accordingly, high levels of motivation at work help to raise the general caliber of output that workers create (Septiadi et al., 2020). According to similar studies by Harahap and Tirtayasa (2020), Yudistira and Susanti (2019), and Wijaya and Andreani (2019), job motivation significantly and favorably affects employee performance. Nonetheless, research that differs from that of Anwar et al. (2021), Inaray et al. (2017), and Muna and Isnawati (2022) demonstrates that employee performance is unaffected by work motivation.

The influence of the work environment on employee performance

Work environment factors on employee performance are known to yield linear regression coefficient values, according to the table. Aside from that, the significance value indicates that the workplace is acceptable, indicating that employee performance is positively impacted by it. According to the findings of this study, a number of factors are probably responsible for aspects of the workplace that might significantly and favorably impact worker performance. Employees are generally more motivated to perform well, work as a team, and meet performance goals when they feel valued and encouraged (Kusumastuti et al., 2019).

This circumstance enhances the organization's capacity to compete in the market and boosts overall production (Yanti et al., 2022). According to similar studies by Andari (2017), Sengkey et al. (2017), and Mandagie et al. (2018), employee performance is positively and significantly impacted by the workplace. However, research that falls outside the purview of Ahmad's (2019), Nabawi's (2019), and Badrianto and Ekhsan's (2019) studies demonstrates that employee performance is unaffected by the work environment.

The influence of work discipline on employee performance

A linear regression coefficient value is generated based on the work discipline variable on employee performance. Aside from that, the significant value indicates that work discipline is not accepted, which implies that employee performance is unaffected. According to the findings of this study, a number of factors are probably to blame for work discipline's little impact on employee performance; specifically, other factors can occasionally have an impact on the relationship between work discipline and performance. Intervening variables that affect the relationship include, for instance, job satisfaction, intrinsic or extrinsic motivation, and other aspects of the workplace. Assume that neither the study nor the analysis takes these factors into account. In that scenario, the findings can indicate that work discipline has no discernible impact on worker performance, despite the fact that the impact is really counterbalanced by other unconsidered factors (Husain, 2017). Similar studies by Husain (2017), Umam and Abdurokhim (2023), and Syarkani (2017) demonstrate that work discipline significantly and favorably affects employee performance. Work discipline has no effect on employee performance, according to research that is outside the purview of Felisa (2020), Siagian (2018), and Putri et al. (2020).

The influence of communication on employee performance

A value for the linear regression coefficient is generated based on the communication variable on employee performance. In addition, the significance value indicates that communication is rejected, indicating that it has no effect on worker performance. According to the research's findings, a number of circumstances could indicate that communication elements don't significantly impact worker performance. Language or cultural barriers, communication breakdowns, or even staff members' ignorance of the material being communicated can all contribute to this conclusion. Employees might not be able to apply the message in their performance successfully if it is not properly comprehended (Maulida, 2018). Internal elements that are only occasionally connected to communication can also have an impact on employee performance. For instance, communication alone may not have as much of an effect on performance as an employee's technical proficiency, leadership, and intrinsic motivation. Similar studies by Mandagie et al. (2018), Dewi (2021), and Feriyanto et al. (2020) demonstrate that communication significantly and favorably affects employee performance. Nonetheless, research that falls outside the purview of studies by Noviherni and Hanifah (2020), Ramadani (2020), and Sari (2019) demonstrates that communication has no bearing on worker performance.

6. Conclusion

Work motivation has a positive and significant impact on employee performance, according to research on the subject of work motivation, work environment, work discipline, communication, and employee performance. Employee performance is positively and significantly impacted by the work environment. Employee performance is not much impacted by work discipline. Employee performance is not much impacted by communication. At PT United Tractors, staff performance

is positively and significantly impacted by work motivation, work atmosphere, work discipline, and communication. Employee performance is significantly impacted by work motivation, work environment, work discipline, and communication, according to managerial implications for the research's conclusions. Managers should concentrate on boosting employee motivation by creating fair incentive structures and recognition initiatives that support both individual and group accomplishment in order to successfully apply these results. Managers must also establish a positive work culture and provide sufficient workspace in order to create a favorable work environment. Regular training to uphold work standards and constant enforcement of rules and policies are two ways to strengthen work discipline.

Recommendation

Suggestions for future researchers: This research can be used as reference material and can be further developed for further research by adding other variants.

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