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## The Influence Of Discipline, Motivation, And Work Environment On Employee Performance At West Java High Prosecutor's Office

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**Abstract:** Employee performance basically has a big influence on the success of a company, good employee performance will also be a good result for the company's development. A company is said to be developing if there is good performance in the company. There are many factors that can influence an employee's performance. However, in this research, the author focuses on determining the influence of discipline, motivation, and work environment on employee performance. The method used in this research is a quantitative method with a descriptive research approach and verification analysis. The primary data collection technique was carried out through distributing questionnaires to all employees West Java High Prosecutor's Office. The research results show that employee responses regarding discipline and the work environment are in the high category. Furthermore, employee responses regarding the work environment and performance are included in the very high category. The research results identified that partially disciplined employees contributes positively and significantly to employee performance . Partially the motivation of employees contributes negatively and significantly to employee performance . Partially the work environment of employees contributes positively and significantly to employee performance..

**Keyword:** employee performance, discipline, motivation, work environment.

### INTRODUCTION

The development of the current era requires companies or agencies to be able to compete with competitors to seize the market. Human resources are one of the company's assets that have an important role in the activities of the company or agency. One of them is that in competing companies or agencies need quality resources. The existence of quality resources will make it easier for a company or agency to win its competition. From this, human resources can determine the success of the company from good employee performance. Especially in terms of competencies that are owned can get effective and efficient results. To realize quality resources, the company or agency must be able to manage properly.

And the competition in the business world today is very rapid. So that it requires companies to continue to increase competitiveness in order to maintain the survival of the company. The company is one of the organizations that brings together people who are commonly referred to as employees to run the company's production. Operational activities in a company are intended to support in realizing company goals. The spearhead in a company to achieve company goals is human resources.

Human Resource Management (HRM) plays a crucial role in creating a work environment that supports and motivates employees. The use of effective human resource management can increase employee morale with various methods (Harahap & Tirtayasa, 2020). Human resource management should provide opportunities for employees to develop and improve their abilities by providing development opportunities. This can be achieved by providing training, professional development, and opportunities to learn and try new things (Kristanti & Lestari, 2019).

Human Resources (HR) is defined as individuals who work and are members of a company or institution commonly referred to as employees, laborers, employees, labor workers, and so on. While in micro terms, the definition of human resources is the population of a country that has entered the labor force age, both those who have not worked and those who have worked (Susan, 2019). The meaning of human resources is a potential or asset that functions as capital in a business or organizational management. Then the second meaning is that human resources are seen as human potential that functions in managing or driving the course of an organization in achieving its goals and realizing its existence. Human resources are also seen as humans who work in an organization or environment, usually they are called labor, workers or personnel members (Andrian, 2022). In essence, Human Resources are humans who are employed in an organization as movers, thinkers and planners in achieving the goals of the organization (Arma & Lubis, 2023).

Employee performance is the result obtained from an employee in carrying out activities in accordance with the standards set by the company (Nel Arianty, 2015). In measuring employee performance as a form of knowing the achievements that have been made in the company so far. The performance of West Java High Prosecutor's Office employees will increase if it is in accordance with the target, in improving employee performance can be seen from the results of employees at work. In carrying out these activities, there are problems that occur, namely the decline in the performance of West Java High Prosecutor's Office employees in 2024 which is far from the minimum standards set by the West Java High Prosecutor's Office target.

**Table 1.**  
**Employee Performance of the West Java High Prosecutor's Office**

Assessment of Quantity and Quality of Employee Performance						
Employee Performance	Minimum Standard Score	Year			Average Assessment	Description
		2022	2023	2024		
Employee Work Objectives	75	86	80	76	80,67	Medium
Employee Work Behavior	75	85	83	80	82,67	Medium
Employee Work Performance	75	80	78	77	78,34	Medium
<b>Total</b>		<b>83,67</b>	<b>80,33</b>	<b>77,67</b>	<b>80,56</b>	<b>Medium</b>

*Source: West Java High Prosecutor's Office (2024)*

#### Assessment Category Description:

< 75	= Low
75 s/d 90	= Moderate
> 90	= Height

In table 1. above, it can be seen that the period 2022 to 2024 the performance of employees of the West Java High Prosecutor's Office has decreased. Employee performance assessments in the last three years have generally decreased in very significant employee work targets. If employee performance decreases, it will have an impact on the Agency because the desired goals are not going well. This is the West Java High Prosecutor's Office needs to make efforts to optimize employee performance so that the targets set can be met.

Performance is a management process cycle to measure the work of an organization (Syarweny et al., 2024). According to Mangkunegara (2020: 22) performance is the result of good work achieved by someone in completing their responsibilities. There are many ways that companies can improve employee performance, such as through training, education, improving work discipline, motivating employees and maintaining the work environment. In these ways, it is hoped that employees will maximize themselves in carrying out their responsibilities. Employee performance assessment which includes aspects of quantity and quality is intended as an administrative step and development step (Noor & Anawati, 2019).

There are many factors that can affect the performance of an employee, but in this study, the authors focus on three main factors: discipline, motivation, and work environment. Research from (Suherdiningsih, 2020) on the effect of work environment, discipline, and work motivation on employee performance. From this research it is known that improving work environment conditions and increasing discipline at work and always motivating employees so that employees can work more calmly, be responsible for their work and can stimulate employees to be more passionate about working so that employee performance can increase.

Employee discipline at work also affects performance (Hendri, 2019; Mauliza, 2020). This aspect can take the form of inconsistent attendance, being late for work, and often leaving the workplace before the end of working hours. Apart from discipline, the lack of motivation provided during work can affect employee performance (Afiat, 2023; Hendry et al., 2022; Piantara et al., 2021). Forms of motivation such as verbal or written compliments are also not received by employees who have performed well. The result is that working conditions are less conducive or pleasant, thus reducing the level of employee motivation. Research on discipline and employee performance has been carried out by Zackharia (2020) with discipline indicators in the form of leadership examples, firmness, justice, sanctions and punishments, including the good category. From this study, it is known that the variable of discipline has a positive effect on employee performance. Research related to discipline on employee performance has been conducted by Umar & Norawati (2022), resulting in work discipline having a positive and significant effect on performance. The positive direction of influence means that the better the employee's work discipline, the better the resulting performance will be.

According to Enny (2019: 17), motivation is one of the most important factors in every effort of a group of people who work together in order to achieve a certain goal. Because each individual has feelings or desires and desires that greatly affect the ability of each individual, so that the individual is encouraged to behave and act. Work motivation is the direction of behavior that refers to what a person chooses to do at work from the many choices they can carry out whether appropriate or not (Adhari & Zelvian, 2021). The

correlation coefficient analysis conducted by Koto et al. (2024) is 0.985, so it can be said that there is a very strong and positive relationship between motivation and employee performance. Research by Dai et al. (2024), work motivation has a significant effect on employee performance. Irfan's research (et al.), employee work motivation has a positive and significant effect on employee performance. Research by Ar-Rasyid & Artisti (2024), using motivation variables consisting of the need for a better life, achievement, promotion, salary, personal relationships, sense of responsibility, and working conditions that get results in the form of motivation has a significant effect on employee performance..

According to Sedarmayanti (2019), the work environment is the overall tooling and materials faced, the surrounding environment in which a person works, work methods, and work arrangements both individually and as a group. A good work environment can support performance implementation so that it can improve employee performance. This statement is supported by research (Feel et al. 2018), stating that the work environment has a positive influence on employee performance, where the better the work environment, the more employee performance increases. The work environment can affect employee performance and is one of the factors in improving employee performance. Research on the effect of the work environment on employee performance conducted by Sihalohe & Siregar (2020), shows that the work environment has a positive and significant effect on employee performance. This is due to the poor physical and non-physical environment which results in reduced employee performance through indicators such as, inaccuracy in completing tasks, mismatches in working hours, decreased attendance rates and lack of cooperation between employees. This means that the less comfortable the work environment felt by employees, the more employee performance will decrease. In the research conducted by researchers, the object of research has been determined, namely employees of the West Java High Prosecutor's Office. Can be seen Table 2 contains the attendance table of the West Java High Prosecutor's Office Employees for the period 2022 - 2023.

**Table 2. Absenteeism Data of West Java High Prosecutor's Office Employees 2022-2023.**

No	Year	Quality Employees	Absent (%)		
			Sickness	Permission	Alpa
1	2022	143	5,8	4,6	3,1
2	2023	156	6,2	5,7	3,4

Source: Employees of the West Java High Prosecutor's Office.

Table 2 shows the percentage of absenteeism among employees of the West Java High Prosecutor's Office in the last two years, 2022-2023. Absence due to illness has a percentage above 5%, indicating a problem in employee health that needs to be studied further (BLS, 2023).

Table 3 shows the percentage of discipline level based on punctuality of attendance in West Java High Prosecutor's Office Employees 2022-2023. The problem is employee tardiness which continues to increase from 2022-2023 with the percentage of 2022 at 35.66% and 2023 at 43.58%. According to Maxwell (1998), states that effective leadership requires discipline and responsibility from the entire team. Discipline levels below 50% indicate a lack of compliance and can reflect problems in corporate culture and leadership. In this case, West Java High Prosecutor's Office employees have problems in employee discipline.

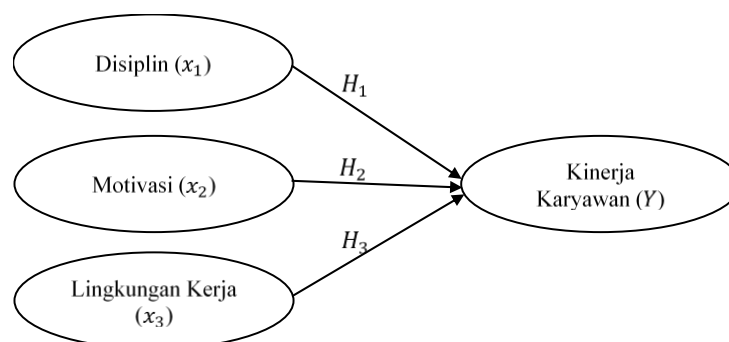
**Table 3. Percentage Data on Employee Discipline Level of West Java High Prosecutor's Office 2022-2023**

No	Category:	2022	2023
1	Number of Employees	143	156
2	Late	92	88
3	On Time	51	68

Based on the series and events that have been described, it can be seen that the problems of discipline, motivation, and work environment are problems that are often experienced by employees. Because of this, discipline, motivation, and work environment need attention in order to improve employee performance. The performance of employees of the West Java High Prosecutor's Office has not been carried out optimally, this is reflected in the non-optimal quantity and quality of work according to the expected target, as well as the speed and accuracy of work execution. The motivation of employees of the West Java High Prosecutor's Office for task awareness is still low. Low morale, seriousness, initiative to improve the quality and failure of work. The work environment is not conducive so that employees are less excited. From the background that has been conveyed, this study seeks to conduct research entitled "The Influence of Discipline, Motivation, and Environment".

At the West Java High Prosecutor's Office, problems related to the work environment, such as uncomfortable physical conditions, lack of adequate facilities, and an unsupportive work environment, negatively affect employee performance. Employees who face work environment problems tend to show lower performance compared to employees who work in a supportive and comfortable environment. From several existing studies and from the problems found, we get hypothesis 3 as follows:

The following is a picture of the theoretical framework in this study



**Figure 1. Framework**

The hypothesis :

Hypothesis 1 : There is an influence between discipline ( $x_1$ ) on employee performance employees of the West Java High Prosecutor's Office.

Hypothesis 2 : There is an influence between motivation ( $x_2$ ) on employee performance of West Java High Prosecutor's Office employees. employees of the West Java High Prosecutor's Office

Hypothesis 3 : There is an influence between the work environment on performance employees of the West Java High Prosecutor's Office

## METHOD

The research method used in conducting this research uses quantitative methods with descriptive research approaches and verification analysis. The purpose of this approach is to determine whether a variable has an influence on other variables, in this study explaining the influence between work discipline variables ( $x_1$ ), work motivation ( $x_2$ ), and work environment ( $x_3$ ) on employee performance variables ( $Y$ ) in West Java High Prosecutor's Office employees. The population of this study were 142 out of 142 employees who worked at the company. The data collection technique used is by means of field research and library research studies. multiple linear regression analysis, Hypothesis Test: Statistical Test  $t$  (Partial Test) and simultaneously, Coefficient of Determination ( $r^2$ ).

## RESULTS AND DISCUSSION

### Respondent Profile

In this study, the target respondents were 142 respondents and all respondents provided responses or answers to the questionnaire (100% response rate). The questionnaire was distributed online using Google Form starting from August 2024 to date. Although the respondents are scattered, filling out the questionnaire online can make it easier to fill out the questionnaire

**Table 4. Respondent Profile.**

		<i>Frequency</i>	<i>Percent</i>	<i>Valid Percent</i>
<i>Valid</i>	Coaching	21	14.8	14.8
	Intelligence	20	14.1	14.1
	General Criminal	20	14.1	14.1
	Specialized Criminal	9	6.3	6.3
	Civil and State Administration	30	21.1	21.1
	Monitoring	27	19.0	19.0
	Military Criminal	15	10.6	10.6
	Total	<b>142</b>	<b>100.0</b>	<b>100.0</b>

*Source: data obtained with SPSS 29.0, 2024*

### Characteristics of Respondents Based on Gender

**Table 5. Characteristics of Respondents Based on Gender.**

		<i>Frequency</i>	<i>Percent</i>	<i>Valid Percent</i>
<i>Valid</i>	Male	105	73.9	73.9
	Female	37	26.1	26.1
	Total	142	100.0	100.0

*Source: data obtained with SPSS 29.0, 2024*

Based on Table 5, thus, it can be said that the respondents of this study are dominated by employees who are male. This is because this job requires physical and mental excellence in order to work optimally.

### Characteristics of Respondents Based on Age

**Table 6: Characteristics of Respondents Based on Age.**

		<i>Frequency</i>	<i>Percent</i>	<i>Valid Percent</i>
<i>Valid</i>	< 25 Year	11	7.8	7.8
	25 - 40 Year	75	52.8	52.8
	40 - 55 Year	56	39.4	39.4
	Total	142	100.0	100.0

*Source: data obtained with SPSS 29.0, 2024*

Based on Table 6. Thus, it can be said that the respondents of this study are dominated by employees aged 25-40 years. This is because this job requires good innovation and creativity so that young employees are needed to advance the agency.

### Characteristics of Respondents Based on Length of Service



**Table 7. Characteristics of Respondents Based on Length of Service..**

		<i>Frequency</i>	<i>Percent</i>	<i>Valid Percent</i>
<i>Valid</i>	< 1 Year	46	32.4	32.4
	1 - 2 Years	39	27.5	27.5
	> 3 Years	57	40.1	40.1
	Total	142	100.0	100.0

*Source: data obtained with SPSS 29.0, 2024*

Based on Table 7, Thus, it can be said that the respondents of this study were dominated by employees who had a tenure of > 3 years. This is because this job requires employees who have good work experience so that it makes it easier for these employees to adapt well to agency regulations..

### Characteristics of Respondents Based on Education Level

**Table 8. Characteristics of Respondents Based on Education Level.**

		<i>Frequency</i>	<i>Percent</i>	<i>Valid Percent</i>
<i>Valid</i>	S3	37	26.1	26.1
	S2	30	21.1	21.1
	S1	75	52.8	52.8
	Total	142	100.0	100.0

*Sumber: data dioleh dengan SPSS 29.0, 2024*

Based on Table 8, thus, it can be said that the respondents from this study were dominated by employees who had a bachelor's degree level of education. This is because this job requires employees who have knowledge and education that meets standards and is good for the company's progress so that the majority of employees have a Bachelor's Degree (S1) education.

### Multiple Linear Regression Analysis

Testing the requirements for basic classical regression analysis which has been carried out previously provides results that the variables involved in it meet the qualifications of the classical requirements and assumptions. This research was continued by testing the significance of the model and interpreting the regression model.

**Table 9. Results of Multiple Linear Regression Analysis**

<b>Coefficients<sup>a</sup></b>					
		<b>Unstandardized Coefficients</b>		<b>Standardized Coefficients</b>	
Model		<b>B</b>	<b>Std. Error</b>	<b>Beta</b>	<b>t</b>
1	(Constant)	30.355	2.886		10.519
	DISIPLIN	-.141	.040	-.280	-3.541
	MOTIVASI	.217	.067	.327	3.248
	LINGKUNGAN_KERJA	.192	.050	.380	3.847

a. Dependent Variable: KINERJA

$$Y = 30.355 + (-0.141)x_1 + 0.217x_2 + 0.192x_3 + e$$

Di mana:

$Y$  = Performance

$x_1$  = Discipline

$x_2$  = Motivation

$x_3$  = Work environment

$e$  = Error Rate

Based on the results obtained from the regression coefficient above, a regression equation can be created as follows.

1. A constant of 30,355 means that if the discipline variable ( $x_1$ ), motivation ( $x_2$ ),

- and work environment ( $x_3$ ) are 0, then the resulting employee performance is 30,355 with the assumption that other variables that can affect employee performance are considered constant.
2. The regression coefficient for the discipline variable ( $x_1$ ) of -0.141 states that for every additional unit of the discipline variable ( $x_1$ ), there will be a decrease in performance (Y) of -0.141, assuming the other variables have a fixed value.
  3. The regression coefficient for the motivation variable ( $x_2$ ) of 0.217 states that for every additional unit of the motivation variable ( $x_2$ ), there will be an increase in performance (Y) of 0.217 assuming the other variables have a fixed value..
  4. The regression coefficient for the work environment variable ( $x_3$ ) of 0.192 states that every additional work environment variable ( $x_3$ ) by one unit will increase performance (Y) by 0.192 assuming the other variables have a fixed value..

### Hypothesis Test Statistical test- t

The t-statistical test basically shows how far the influence of one explanatory / independent variable individually in explaining the variation in the dependent variable. The hypothesis results in the test can be seen in

**Table 10. Statistical Test- t..**

		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
Model		B	Std. Error	Beta		
1	(Constant)	30.355	2.886		10.519	<.001
	DISIPLIN	-.141	.040	-.280	-3.541	<.001
	MOTIVASI	.217	.067	.327	3.248	.001
	LINGKUNGAN_KERJA	.192	.050	.380	3.847	<.001

a. Dependent Variable: KINERJA

Source: data obtained with SPSS 29.0, 2024.

Based on Table 10, the results of the t test above to determine the effect of each independent variable partially (individually) on the dependent variable are as follows:

- a. Effect of Discipline Variable ( $x_1$ ) on Performance (Y) In Table 9, the  $t_{count}$  value for the discipline variable ( $x_1$ ) is -3.541 while the  $t_{table}$  value is 1.65566. So it is known that  $t_{hitung} (-3.541) < t_{table} (1.65566)$  and a significant value of  $0.001 < 0.05$ . So that the hypothesis that reads there is a significant influence between discipline on performance is accepted ( $H_a$  is rejected and  $H_a$  is accepted), meaning that there is no significant influence between discipline on performance. Pengaruh Variabel Motivasi ( $x_2$ ) terhadap Kinerja (Y)
- b. In Table 26, the  $t_{count}$  value for the motivation variable ( $x_2$ ) is 3.248 while the  $t_{table}$  value is 1.65566. So it is known that  $t_{hitung} (3.248) > t_{table} (1.65566)$  and a significant value of  $0.001 < 0.05$ . So that the hypothesis that reads there is a significant influence between motivation on performance is accepted ( $H_a$  is accepted and  $H_o$  is rejected), meaning that there is a significant influence between motivation on performance.
- c. Effect of Work Environment Variables ( $x_3$ ) on Performance (Y) In Table 26, the  $t_{count}$  value for the work environment variable ( $x_3$ ) is 3.847 while the  $t_{table}$  value is 1.65566. So it is known that  $t_{hitung} (3.847) > t_{table} (1.65566)$  and a significant value of  $0.001 < 0.05$ . So that the hypothesis that reads there is a significant influence between the work environment on performance is accepted ( $H_a$  is accepted and  $H_o$  is rejected), meaning that there is a significant influence between



the work environment on performance.

## Coefficient of Determination ( $r^2$ )

**Table 11. Results of the Coefficient of Determination**

<b>Model Summary<sup>b</sup></b>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.575 <sup>a</sup>	.331	.316	2.856

a. Predictors: (Constant), LINGKUNGAN\_KERJA, DISIPLIN, MOTIVASI

b. Dependent Variable: KINERJA

Source: data obtained with SPSS 29.0, 2024.

With the known coefficient of determination ( $r^2$ ) of 0.316. This result means that the independent variables, namely discipline, motivation, and work environment, only explain 31.6% of the dependent variable, namely performance, while the remaining 68.4% is explained by other variables not included in this model.

## CONCLUSION

Based on the results of the responses from employees of the West Java High Prosecutor's Office, it is known that the employees have performed well. However, leaders are asked to pay attention to factors that influence employee performance. Because good or bad performance of a company really depends on the good or bad performance of employees in the company.

The results of this research have proven that discipline partially has a significant effect on performance. This means that if it is assumed that discipline increases, performance will also increase, and conversely, if it is assumed that discipline decreases, performance will decrease. The results of the research found that employees who have a high level of discipline will obey all applicable regulations and will work with enthusiasm and perseverance even though their leaders do not carry out direct supervision.

Then, the results of this research also prove that the influence of motivation partially has a significant effect on performance. Proving that there is a significant influence of work motivation on performance supports. Then, the results of this research also prove that the influence of the work environment partially has a significant effect on performance. B. Based on the motivation variable, it would be even better if the company increased the opportunities for its employees to take part in education and training, receive awards or rewards for employees who excel because this has an effect on increasing the motivation of the employees themselves, so it will also influence increasing employee performance. Companies also need to give authority to employees to carry out work using the employee's own methods so as not to limit employee innovation, but in accordance with the rules agreed upon by the company.

This is due to poor physical and non-physical environments resulting in reduced employee performance through indicators such as, inaccuracy in completing tasks, inappropriate working hours, decreased attendance levels, and lack of cooperation between employees. This shows that the more pleasant the work environment is, the higher the employee's performance will be, meaning that the less comfortable the work environment is felt by the employee, the more the employee's performance will decrease, conversely, the more comfortable the work environment is felt by the employee, the greater the employee's performance will be. So companies can provide awards and recognition, which can be in the

form of incentives for employees who show extra effort, high willingness and responsibility in their work. Acknowledge employee achievements through public recognition or rewards programsto motivate them and affirm company values.

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