

## Research Article

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# The Effect of Work Environment, Work Ethics, Work Motivation and Work Discipline on Performance

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**Abstract:** *Human resource (HR) development in every company is important to realize the improvement of HR quality in various aspects. Employee performance is often the focus of research in the field of HR because it has a crucial role in improving the company's work system. Some factors that affect employee performance include work discipline, work ethics, work motivation, and work environment. This study aims to analyze the influence of these factors on employee performance. This study uses an associative approach, which examines the relationship between two variables. The research sample consisted of 188 employees of PT Asuransi Reliance Indonesia, who were selected using the Slovin formula from a population of 347 employees. The results showed that the work environment had no partial effect on performance, while work ethics, work motivation, and work discipline had a partial effect on performance. Simultaneously, the four factors affect employee performance. This study provides recommendations for future research to consider other variables that have not been studied, either as moderating or intervening variables, to deepen understanding of the influence of the work environment on performance.*

**Keywords:** *Work Environment, Work Ethics, Work Motivation, Work Discipline, Performance.*

## Introduction

Human resources are an important component in an effort to achieve planned company goals. Human resource development efforts of each company are useful for realizing human resource development in aspects. Studies on employee performance are often carried out by human resource researchers, because performance has an important role in the improvement and work system of each company. The role of work discipline, work ethics, work motivation and work environment also affects employee performance for the better.

Human resources are a very important factor in an organization, with good human resources, the organization that is run in it will also be good. Whatever, form and purpose, organizations are created based on various visions for the benefit of humans (Hermawan et al., 2025).

An organization that pays attention and cares about the potential of employees will conduct training and education programs for employees to support organizational activities. This program, often known as HR development, leads to increasing employee competence and making employees work effectively and efficiently. This HR development program is carried out by many private and government agencies, with the aim that employee performance and organizational performance can increase. (Putri & GS, 2024).

Performance is one of the main concerns for any institution. Performance appraisal is a formal system used to identify and further evaluate the work and responsibilities of employees, both in teams and individually (Syarief et al., 2022). Employee performance or work performance is the result of work in quality and quantity that has been done by employees in carrying out all tasks that have been given to employees. Hermawan et al., (2025).

According to Santoso et al., (2024) the work environment is everything that is around the workers and that can affect him in carrying out the tasks assigned. The work environment is a very important component when employees carry out work activities. A conducive work environment provides a sense of security and allows employees to work optimally.

Maswar et al., (2020) the work environment is Everything that is around the workplace is a work environment factor. This is usually more focused on humans, both among fellow employees and employees with the leadership of the organization or company. Apart from humans, namely from the cleanliness of the workplace. Cleanliness will make employees feel at home in doing their job because the work environment is clean. Conversely, when the work environment is not clean, it will cause employees to be stressed, difficult to concentrate, undisciplined time, and easily get sick. A conducive and clean work environment will provide a sense of comfort to employees, so that employees will work optimally.

Ethics is the study of problems and moral choices. Ethics comes from Greek (ethos) which means attitude, personality, character, character, and belief in something. (Kreitner & Kinicki, 2014). With these defines, it can be interpreted that work ethics in a company or organization has an important role in running a work system to achieve the goals of a company or organization. So that when a company or organization is able to implement good work ethics, this will have an impact on the company's performance system and the achievement of the company or organization.

Purnomo et al., (2023) Work ethics can simply be described as a set of principles relating to morality, especially human behavior. More specifically, work ethics is about what is morally right, honorable, and acceptable to most people in an organization, society, or group.

Basically, motivation is one of the main factors that can spur employee performance to achieve the best performance for the organization. According to Hidayatullah et al., (2023) states that motivation is a factor that encourages a person to carry out a certain activity, therefore motivation is often defined as a factor driving a person's behavior.

Employees at PT Asuransi Reliance Indonesia are still rarely given motivation to be able to complete their work properly. Although the form of appreciation and wages given to employees is considered quite adequate. To be able to improve employee performance, providing motivation by the company to employees is very necessary. Employees who are always motivated will feel valued and the results of their hard work in working are recognized by the company. This will further improve employee performance and achieve company goals.

According to Hidayatullah et al., (2023) said that employee discipline is the behavior of a person in accordance with existing regulations, work procedures or work discipline is an attitude, behavior and actions that are in accordance with the rules of the organization both written and unwritten.

Employee work discipline focuses on the actions or actions of employees to comply with agency regulations (Sadat et al., 2020). Discipline focuses on awareness as well as the willingness of individuals to comply with agency regulations as well as applicable social norms (Safrizal, 2021).

Employee work discipline can also be an indicator or a key to success for an organization in general and for the employees themselves in particular. Employees who are disciplined will always find the key to success for their careers. Although not all employees in an organization have the same level of discipline, high work discipline can trigger a high level of performance of an employee in an organization.

## Method

The research method used in this research is associative research. According to Sugiyono (2019: 65) associative research is a formulation of research problems that asks about the relationship between two variables. The sample in this study were employees at PT Asuransi Reliance Indonesia with a population of 347 employees. Determination of the sample of this study using the slovin formula, which resulted in 187 samples that were considered to represent the entire population in this study, but the researchers used 188 samples in this study.

## Results and Discussion

### Validity and Reliability Test

For validity testing in this study using a measuring tool in the form of an SPSS For Windows computer program. For each question item in the validity test, compare R count with R table. The instrument is said to be valid if R count > R table. But otherwise, the instrument is said to be invalid if R count < R table. R table can be seen from a significant level of 5%.

**Table 1.** Validity Test of research variables

Variable	item	R Count	R Tabel	Results
Work Environment	18	0,606 - 0,740	0,143	Valid
Work Ethics	12	0,691 - 0,793	0,143	Valid
Work Motivation	15	0,589 – 0,773	0,143	Valid
Work Discipline	12	0,655 – 0,807	0,143	Valid
Performance	10	0,722 - 0,777	0,143	Valid

It can be seen that each questionnaire item on the Work Environment variable (X1) has 18 statements said to be valid. This shows that all questionnaire items are suitable for use in research.

Next, it can also be seen that each questionnaire item on the Work Ethics variable (X2) has 12 statements said to be valid. This shows that all questionnaire items are suitable for use in research.

Then it can also be seen that each questionnaire item on the Work Motivation variable (X3) has 15 statements said to be valid. This shows that all questionnaire items are suitable for use in research.

Then it can also be seen that each questionnaire item on the Work Discipline variable (X4) has 12 statements said to be valid. This shows that all questionnaire items are suitable for use in research.

It is also seen that each questionnaire item on the Performance variable (Y) has 10 statements said to be valid. This shows that all questionnaire items are suitable for use in research.

### Reliability Test

A questionnaire is said to be reliable or reliable when the respondent's answer to the statement is consistent or stable over time. So the higher the level of reliability of a measuring device, the more stable the measuring device is. In SPSS, facilities are provided to measure reliability with the Cronbach Alpha ( $\alpha$ ) statistical test, a construct or variable is said to be reliable if it provides a Cronbach Alpha value > 0.60 (Hermawan et al., 2025).

**Table 2.** Reliability test of research variables

Variable	item	Cronbach Alpha	Results
Work Environment	18	0,932	Reliable
Work Ethics	12	0,929	Reliable

Work Motivation	15	0,921	Reliable
Work Discipline	12	0.924	Reliable
Performance	10	0,910	Reliable

Based on the results of the reliability test, all questionnaires on each variable studied were declared reliable because the Cronbach Alpha value on each variable  $> 0.60$ .

### Determination Coefficient Test

The coefficient test is used to determine what percentage of the influence of the independent variables together on the dependent variable. If R square is 0, then in the regression model there is no influence between the independent variable and the dependent variable, but if R square is 1 then in the regression model there is 100% influence between the independent variable and the dependent variable.

Based on the results of the coefficient of determination test using the SPSS for windows application, as follows:

**Table 3.** Determination Coefficient Test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,773 <sup>a</sup>	,597	,588	3.01619

That the R Square value is 0.597. This shows that there is an effect of work environment (X1) work ethics (X2) work motivation (X3) and work discipline (X4) on performance (Y) simultaneously by  $0.597 \times 100\% = 59.7\%$  and the remaining 41.3% is influenced by other variables not proposed in this study.

### T Test (Partial)

The T test is used to determine whether the independent variable regression model partially affects the independent.

If the sig value  $< \alpha 0.05$  and the regression coefficient is in line with the hypothesis, it is said that the hypothesis is accepted. Based on the results of the t test using the SPSS for windows application, as follows;

**Table 4.** T test results (partial) of all variables

Variable	T Count	T Tabel	Significance
Work Environment	1,602	2.606	0.111
Work Ethics	5,589	2.606	0.000
Work Motivation	1,199	2.606	0.232
Work Discipline	4,501	2.606	0.000

In the Work Environment Variable, it is found that the value of T count  $<$  T table, namely  $1.602 < 2,606$  dengan nilai signifikan  $(0,111) > \alpha = 0.05$ , so the work environment (X1) has no effect on performance (Y) and is not significant. so it can be concluded that “there is no partial influence between the work environment on performance”.

In the Work Ethics Variable (X2), it is found that the T value  $>$  T table is  $5.589 > 2.606$  with a significant value  $(0.000) < \alpha = 0.05$ , so work ethics (X2) has a significant effect on performance (Y). so it can be concluded “There is a partially significant influence between work ethics on performance”.

In the Work Motivation Variable (X3) it is found that the value of T count  $<$  T table, namely  $1.199 < 2.606$  with a significant value  $(0.232) < \alpha = 0.05$ , so work motivation (X3) has no effect on performance

(Y) insignificantly. so it can be concluded “there is no partial influence between work motivation on performance”.

In the Work Discipline Variable (X4) it is found that the value of T count > T table is  $4.501 > 2.606$  with a significant value  $(0.000) < \alpha = 0.05$  then Work Discipline (X4) has an effect on Performance (Y) significantly. so it can be concluded “There is a partially significant influence between work discipline on performance”.

### F Test (Simultaneous)

The F test aims to determine the effect of independent variables simultaneously. If the value of F Count > F Table then  $H_a$  is accepted, meaning that the four independent variables have a significant effect on the dependent variable simultaneously. Meanwhile, if the value of F Count < F Table then  $H_0$  is accepted, meaning that the four independent variables do not significantly affect the dependent variable simultaneously. Based on the F test using the SPSS for windows application, as follows:

**Table 5.** F Test Results (Simultaneous)

F Count	F Tabel	Significance
67,854	2,42	0,000

That the value of F count > F table is  $67,854 > 2.42$  or sig F value  $(0.000) < \alpha = 0.05$  then the regression analysis model is significant. This means that  $H_1$  is accepted, it can be concluded “there is a positive and significant effect of Work Environment, Work Ethics, Work Motivation and Work Discipline simultaneously on Performance”.

### Conclusion

Based on the results of the T test (partial) the Work Environment variable has no partial effect on the performance variable because the calculated T value  $(1.602) < T \text{ tabel } (2,606)$  dengan taraf signifikansi  $(0,111) > 0.005$ . This is in line with the research of Warongan et al., (2022) which states that work environment variables have no effect on employee performance.

Based on the results of the T test (partial), the Work Ethics variable has a significant effect on performance because the value of T count  $(5.589) > T \text{ tabel } (2.606)$  with a significance level of  $(0.000) < 0.005$ . This is in line with the results of research by Riyanto et al., (2023) which states that the Ethics variable affects employee performance.

Based on the results of the T test (partial), the Work Motivation variable does not partially affect the performance variable because the value of T count  $(1.199) < T \text{ tabel } (2.606)$  with a significance level of  $(0.232) > 0.005$ . This is in line with the research of Hidayatullah et al., (2023) which states that the Work motivation variable has no effect on employee performance.

Based on the results of the T test (partial) the Work Discipline variable has a significant effect on performance because the value of T count  $(4.501) > T \text{ tabel } (2.606)$  with a significance level of  $(0.000) < 0.005$ . This is in line with the results of research by Trimulyo & Wahyuni (2024) which states that the work discipline variable affects employee performance.

Based on the results of the F test (simultaneously) the variables of Work Environment, Work Ethics, Work Motivation and Work Discipline have a significant effect on performance because the value of F count  $(67,854) > F \text{ tabel } (2.42)$  with a significance level  $(0.000) < 0.005$ . which states that the variables of



Work Environment, Work Ethics, Work Motivation and Work Discipline have a significant effect on employee performance.

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