Research Article

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The Influence of Motivation, Work Discipline and Work Environment on The Performance of Employees of The Labor and Trade Industry Office of XYZ City

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Abstract: *This study aims to examine the effect of motivation, work discipline, and work environment on the performance of civil servants in the agency. Data collection was carried out using the questionnaire method. The research data was analyzed quantitatively using multiple linear regression method with the help of SPSS 24.0 application. The results of quantitative analysis show that motivation, work discipline, and work environment have a positive and significant effect on the performance of employees of the XYZ City Trade and Manpower and Industry Office, both partially and simultaneously. Where partially with the t test shows that motivation has a tcount of 3.904 with a significant value of 0.000, work discipline has a tcount of 2.853 with a significance of 0.007, and the work environment has a tcount of 3.383 with a significant value of 0.002 so that the most dominant variable affecting employee performance is the work environment variable with the largest tcal. While simultaneously with the F test shows that the resulting Fcalculate is 212.105 with a significant value of 0.000. The results of the determination test show that 93.1% of employee performance can be explained and obtained from motivation, work discipline, and work environment, while the rest is obtained from other factors. Where employee performance has a very strong relationship to motivation, work discipline, and work environment.*
Keywords*: Work Motivation, Work Discipline, Work Environment, Employee Performance*

Introduction

Employee performance is very important for an agency. Because every agency certainly wants maximum results that are obtained effectively and efficiently in the management of human resources. To achieve success, agencies must improve the performance of human resources both individually and in groups. Because basically performance affects the organization as a whole. Agencies cannot be separated from the role of human performance because it will be directly proportional to the output of the agency. Without the role of human beings even though the various factors needed are available, the agency will not work. Because humans are the movers and shakers of the course of an organization. This shows that an agency is very dependent on human performance where they must always pay attention to their needs so that they always have maximum performance.

Every organization has common goals to be achieved so that every member of the organization strives to realize those goals. The goals of the organization are difficult to achieve if each member of the organization does not have good performance in doing and completing every task and responsibility in the organization or company. Rivai (2014: 309) suggests that employee performance is a real behavior displayed by everyone as work achievements produced by employees in accordance with their role in the company. If every employee is able to provide good work performance in the company, then the company's

goals are easier to achieve, and the company can still run smoothly. Therefore, employee performance has an important role in keeping the organization able to run well.

Kasmir (2018: 189) explained that there are many factors that affect employee performance both results and work behavior, namely: ability and expertise, knowledge, work design, personality, work motivation, leadership, leadership style, organizational culture, job satisfaction, work environment, loyalty, commitment, and work discipline. This is also supported by the results of research conducted by Hidayat and Taufiq (2012) which provides results that work motivation, work discipline, and work environment simultaneously have a positive and significant effect on employee performance.

Rivai (2014: 215) explained that work motivation is a driving force in an employee to do a certain action in a positive direction according to the needs and desires of the company. Motivation can give strength to humans to do something better due to the drive to get a hope that they really want to achieve. Motivation is expected so that each individual employee is willing to work hard or enthusiastic to achieve high work performance. Managers must know the motives to encourage the motivation that employees want. A person wants to work is to be able to meet needs, both conscious needs (conscius needs) and unconscious needs *(unconscius needs), in the form of material or immaterial, physical and spiritual needs.*

Hasibuan (2017: 190) stated that discipline is a person's awareness and willingness to obey all company regulations and applicable social norms. Awareness is the attitude of a person voluntarily obeying all regulations and being aware of his duties and responsibilities, while willingness is an attitude of one's behavior and actions in accordance with company regulations whether written or not. With employee discipline at work, all goals of the organization will be easier to achieve, because employees follow all the rules and norms in the company.

Nitisemito (2014: 183) explained that the work environment is everything that is around workers and that can affect them in carrying out the tasks charged. Work activities are inseparable from the circumstances and atmosphere that surrounds them. This state and atmosphere consist of a physical environment and a non-physical environment. If the work environment can make the atmosphere comfortable and provide tranquility, it will make the working atmosphere conducive, so as to improve employee work results for the better.

The Trade Manpower and Industry Office is a Regional Apparatus Work Unit given authority and responsibility by the Regional Head to implement policies that have been determined in accordance with the existing vision and mission. According to Bastian (2006: 274), performance is a picture of achieving the implementation of activities / programs / policies in realizing the goals, objectives, mission, and vision of the organization. The vision and mission itself reflect the commitment of the agency in theory and are expected to be realized with good agency performance.

One of the factors that affect the success rate of an agency is the performance of its employees. According to Kasmir (2016: 65-67) that employee performance is influenced by several factors, namely: ability, knowledge, performance plan, personality, work motivation, leadership, leadership style, organizational culture, job satisfaction, work environment, loyalty, commitment, and work discipline Researchers conducted a pre-survey to identify employee performance by taking a sample of 15 respondents. And the results of the pre-survey can be seen in the table below:

Table 1. Pre-Survey Performance Questionnaire

No.	Questionnaire	Answer				Number of Respondents
		Already	%	Do not	%	
1.	Am I trying to complete the task I am responsible for within the specified time?	6	40%	9	60%	15 Person
2.	Am I able to work on several tasks at the same time?	4	27%	11	73%	15 Person
3.	Can I provide useful ideas for the progress of the agency?	7	47%	8	53%	15 Person

Source: Managed by the author (2021)

Table 1 in the question above, it can be seen that respondents answered more no. This can be seen from point III as many as 7 out of 15 employees or 47% are able to provide progress for the agency. Point II as many as 4 out of 15 employees or 27% who are able to do tasks at the same time. Point I as many as 6 out of 15 employees or 40% who can complete tasks on time. According to Mangkunegara (2014), performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. To achieve the intended, the agency must be able to create situations and conditions that encourage and enable employees to develop abilities and skills optimally in terms of performance.

One of the supporting factors for performance is motivation. Work motivation is a person's desire that causes that person to act. And a person acts for one reason to achieve the goal. The phenomenon that occurs tends not all employees work only for the sake of the position but to meet the needs of life. Researchers conducted a pre-survey on motivation with 15 respondents. And the results of the pre-survey can be seen in the table below:

Table 2. Pre-Survey Motivation Questionnaire

No.	Questionnaire	Answer				Number of Respondents
		Already	%	Do not	%	
1	Am I more enthusiastic about working when I get praise?	5	33%	10	67%	15 person
2	Did I work hard to get a promotion?	7	47%	8	53%	15 person
3	Am I working for a fulfilling career?	6	40%	9	60%	15 person

Source: Managed by author (2021)

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Table 2 in the question above, it can be seen that more respondents answered no. This can be seen from point I as many as 5 out of 15 employees or 33% are enthusiastic when they get praise. Point II as many as 7 out of 15 employees or 47% who want to get a promotion. Point III as many as 6 out of 15 employees or 40% work to get a fulfilling career. This is supported by Wibowo's opinion (2016), motivation is a series of processes that generate, direct, and maintain human behavior towards achieving goals.

To control individuals and regular implementation within the agency, discipline is needed that aims to show the level of sincerity in a person that will affect performance. So in this study the author conducted a pre-survey on work discipline with a total of 15 respondents. And the results of the pre-survey can be seen in the table below:

Table 3. Pre-Survey Work Discipline Questionnaire

No.	Questionnaire	Answer				Number of Respondents
		Already	%	Do not	%	
1	Do I work with great concentration in order to reduce errors in work?	5	33%	10	67%	15 Person
2	Am I using work time effectively and efficiently?	7	47%	8	53%	15 Person
3	Does the boss guide employees who perform well?	6	40%	9	60%	15 Person

Source: Managed by author (2021)

Table 3 of the above questions, shows that many respondents answered no. This can be seen from point III as many as 6 out of 15 employees or 40% are guided by superiors when performance is not good. Point II as many as 7 out of 15 employees or 47% who use working time well. Point I as many as 5 out of 15 employees or 33% who work with high concentration. According to Hasibuan (2007: 193) discipline is the awareness and willingness of someone to obey all company regulations and applicable social norms.

In addition to Motivation and Work Discipline, the factor that affects employee performance is the Work Environment. To optimize employee productivity, a conducive environment must be created as a prerequisite for maximizing employee performance improvement. Thus, researchers conducted a pre-survey of the work environment with a total of 15 respondents. And the results of the pre-survey can be seen in the table below:

Table 4. Pre-Survey Work Environment Questionnaire

No.	Questionnaire	Answer				Number of Respondents
		Already	%	Do not	%	
1	Is the air circulation, room temperature and lighting in my workspace good?	7	47%	8	53%	15 Person

2	Does my workplace have a good soundproofness?	6	40%	9	60%	15 Person
3	Does the office provide complete facilities?	5	27%	10	73%	15 Person

Source: Managed by author (2021)

Table 4 in the question above, it can be seen that more respondents answered no. This can be seen from point I as many as 7 out of 15 employees or 47% who have a good circulation room, temperature and lighting. Point II as many as 6 out of 15 employees or 40% who have good soundproofing at work. Point III as many as 5 out of 15 employees or 27% who received complete facilities. Supported by Logahan's opinion (2009) The work environment is everything that is around employees that can affect them in carrying out the tasks that have been carried out by them.

Literature Review

Work Motivation (X1)

The driving force in an employee to do a certain action in a positive direction according to the needs and desires of the company (Rivai 2014: 215). With the following indicators, (1) Motive, (2) Hope, (3) Incentive (Rivai 2014: 217).

Work Discipline (X2)

Attitude: A person's willingness and willingness to obey and obey the norms that apply around him (Sutrisno, 2013: 86). With the following indicators, (1) Attendance, (2) Compliance with regulations, (3) Adherence to work standards, (4) High level of vigilance (Sutrisno 2013: 89)

Work Environment (X3)

Everything that is around the worker and that can affect him in carrying out the tasks charged (Nitisemito 2014: 183). With the following indicators, (1) Facilities, (2) Lighting, (3) Air temperature (4) Layout, (5) Relationship between employees (Nitisemito 2014: 186)
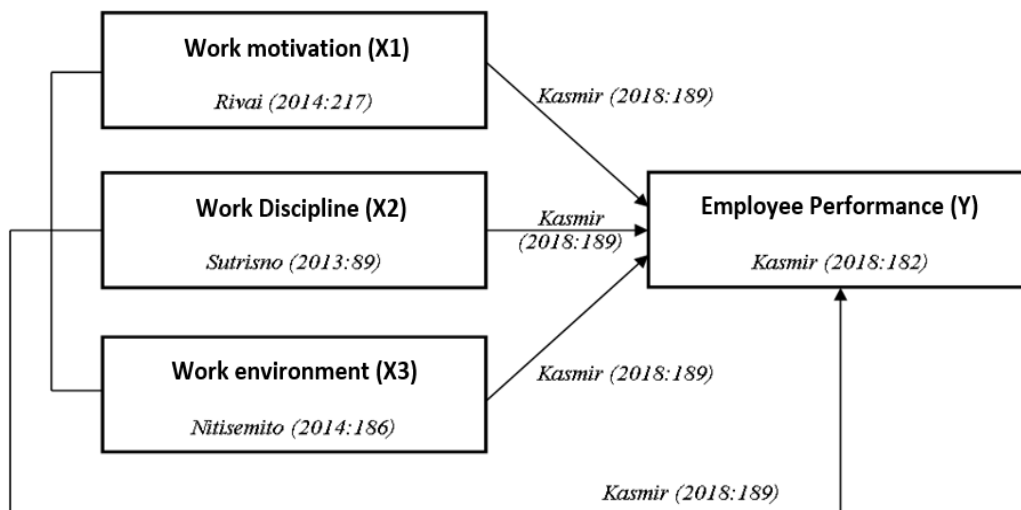
Employee Performance (Y)

Workis the result of work and behavior that has been achieved in completing tasks and responsibilities given in a certain period (Kasmir 2018: 182). With indicators as beirkut, (1) Quality of work, (2) Quantity of work, (3) Time utilization, (4) Teamwork (Cashmere 2018: 187)

Conceptual Framework

A conceptual framework is a conceptual model of how theory relates to various factors that have been identified as important. A good conceptual framework will theoretically explain the relationship between independent and dependent variables. Balitbangkes in Rusiadi (2015: 65) explains that the conceptual framework is a description of the relationship between variables related to the problem, especially those to be studied, in accordance with the problem formulation and literature review.

Figure 1. Conceptual Framework

The conceptual framework above illustrates the relationship of independent variables of work motivation, work discipline, and work environment to variables tied to employee performance both partially and simultaneously. In this study, it will be investigated how the influence of work motivation, work discipline, and work environment on employee performance both partially and simultaneously based on the main theory of Kasmir (2018: 189).

Research Hypothesis

Manullang and Pakpahan (2014: 61) explain that hypotheses are closely related to theories. A hypothesis is a conjecture or provisional answer to a question that exists in the formulation of a research problem. It is said to be a provisional answer because the existing answer is an answer derived from theory. Based on the results of previous research and the theories taken, several hypotheses were drawn as temporary answers to the problems studied, namely:

H1: Work motivation affects the performance of employees of the XYZ City Trade and Manpower Industry.

H2: Work discipline affects the performance of employees of the XYZ City Trade and Manpower and Industry Office.

H3: The work environment affects the performance of employees of the XYZ City Trade and Manpower Industry.

H4: Work motivation, work discipline, and work environment affect the performance of employees of the XYZ City Trade and Manpower and Industry Office.

Method

This study aims to determine the effect of work motivation, work discipline, and work environment on the performance of employees of the XYZ City Trade and Manpower and Industry Office. Based on the level of explanation, this research is associative research, while based on the data processed, this research is included in the type of quantitative research. This research was conducted at the Office of the Trade Manpower and Industry Office of XYZ City which is located at Perintis Kemerdekaan No.113, Pahlawan, North XYZ District, XYZ City, North Sumatra 20743. Manullang and Pakpahan (2014: 70) explain that population is a group of research elements, where elements are the smallest units that are the source of the

required data. The population in this study is all employees who have the status of Civil Servants (PNS) and occupy the status of ordinary staff and not as Echelons (leaders / managers) in the XYZ City Trade and Manpower and Industry Office which currently amounts to 48 employees. According to Sugiyono (2016: 14) states that the sample is part of the number and characteristics possessed by the population. The sampling technique used is saturated sampling, which takes the entire population as a sample because the population is less than 100. Therefore, the number of samples taken in this study was as much as the population, which was 48 employees as respondents. The measurement scale of independent variables and dependent variables in this study used the Likert scale. Data collection techniques in this study used questionnaire, interview, and documentation methods. Data analysis techniques in this study use data frequency analysis, data quality test, classical assumption test, multiple linear regression test, hypothesis test, and coefficient of determination.

Results and Discussion

Multiple Linear Regression Test

Table 5. Multiple Linear Regression Test Results

Coefficients[a]				
Model		**Unstandardized Coefficients**		**Standardized Coefficients**
		B	**Std. Error**	**Beta**
1	(*Constant*)	**1,828**	1,230	
	Work motivation (X_1)	**0,342**	0,088	0,429
	Work Discipline (X_2)	**0,291**	0,102	0,295
	Work environment (X_3)	**0,211**	0,062	0,280
a. *Dependent Variable*: Employee Performance (Y)				

Source: Results of Data Processing with the SPSS 24.0 Application (2021)

From the results of the multiple linear regression test shown in the table above, the multiple linear regression equation is obtained as follows:

$$Y = α + ß1X1 + ß2X2 + ß3X3 + e$$
$$Y = 1,828 + 0,342X1 + 0,291X2 + 0,211X3 + e$$

The explanation of the multiple linear regression equation above is as follows:

1. If everything on the independent variables is considered zero or absent or not calculated, both Work Motivation (X1), Work Discipline (X2), and Work Environment (X3), then Employee Performance (Y) has existed which is 1.828.

2. If there is an increase in the variable Work Motivation (X1) by 1 unit, then Employee Performance (Y) will increase by 0.342 units. This indicates that work motivation has a positive effect on employee performance. So that the more work motivation increases, the employee performance also increases, on the other hand, if work motivation decreases, employee performance will also decrease.

3. If there is an increase in the Work Discipline variable (X2) by 1 unit, then Employee Performance (Y) will increase by 0.291 units. This indicates that work discipline has a positive effect on employee

performance. So that increased work discipline will improve employee performance, while decreased work discipline will reduce employee performance.

4. If there is an increase in the Work Environment variable (X3) by 1 unit, then Employee Performance (Y) will increase by 0.211 units. This indicates that the work environment has a positive effect on employee performance. So that the better the employee work environment, it will improve employee performance, on the contrary, a worsening work environment will reduce employee performance.

Simultaneous Test (Test F)

Table 6 Test Results F

ANOVAᵃ						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1709,129	3	569,710	**212,105**	**0,000ᵇ**
	Residual	118,183	44	2,686		
	Total	1827,313	47			
a. Dependent Variable: Employee Performance (Y)						
b. Predictors: (Constant), Work Motivation (X1), Work Discipline (X2), Work Environment (X3)						

Source: Results of Data Processing with the SPSS 24.0 Application (2021)

Based on the significant value produced, it is known that the significant value of the F test performed is 0.000 where this significant value is much smaller than 0.05. So, accept Ha and reject Ho.

To make a decision with a comparison of F-calculate with Ftabel, first find the value of F-tabel. Where based on the table above, the df1 value is 3 and the df2 value is 44. Looking at the F table or using the formula in Ms. Excel by typing =finv (0.05;3;44) will result in a Ftable value of 2.816. The F test result from the table above is known that the Fcalculate obtained is 212.105. This Fcalculate value is much greater than the Ftable value of 2.816. So, accept Ha and reject Ho. So based on test F it can be concluded that the regression model in this study, namely Work Motivation (X1), Work Discipline (X2), and Work Environment (X3) simultaneously has a significant effect on Employee Performance (Y).

Partial Test (Test t)

Table 7. Test Result t

Coefficientsᵃ			
Model		t	Sig.
1	(Constant)	1,486	0,144
	Work motivation (X₁)	**3,904**	**0,000**
	Work Discipline (X₂)	**2,853**	**0,007**
	Work environment (X₃)	**3,383**	**0,002**
a. *Dependent Variable*: Employee Performance (Y)			

Source: Results of Data Processing with the SPSS 24.0 Application (2021)

The table of the regression model can be searched using the t table or Ms. Excel where the regression model has a df value of 44. By typing =tinv (0.05;44) in Ms. Excel, you get a table of 2.015. Decision making from the t-test results is explained as follows:

1. **The Effect of Work Motivation (X1) on Employee Performance (Y)**

The results of the t test show that the tcount possessed for the Work Motivation (X1) variable is 3.904, with a ttable value of 2.015, it is known that the tcalculate value> ttable. So, accept Ha and reject Ho. The significant value t of the Work Motivation variable (X1) is 0.000, which is much smaller than the significant threshold of 0.05. So, accept Ha and reject Ho.

Therefore, the test results meet the equations tcalculated> ttable and significant < 0.05. So, it can be concluded that partially there is a significant influence of Work Motivation (X1) on Employee Performance (Y).

2. **The Effect of Work Discipline (X2) on Employee Performance (Y)**

The results of the t test show that the tcount possessed for the Work Discipline variable (X2) is 2.853, with a ttable value of 2.015, it is known that the tcalculate value> ttable. So, accept Ha and reject Ho. The significant value t of the Work Discipline variable (X2) is 0.007, which is much smaller than the significant threshold of 0.05. So, accept Ha and reject Ho.

Therefore, the test results meet the equations tcalculated> ttable and significant < 0.05. So, it can be concluded that partially there is a significant influence of Work Discipline (X2) on Employee Performance (Y).

3. **The Effect of Work Environment (X3) on Employee Performance (Y)**

The results of the t test show that the tcount possessed for the Work Environment variable (X3) is 3.383, with a ttable value of 2.015, it is known that the tcalculate value> ttable. So, accept Ha and reject Ho. The significant value t of the Work Environment variable (X3) is 0.002, which is much smaller than the significant threshold of 0.05. So, accept Ha and reject Ho.

Therefore, the test results meet the equations tcalculated> ttable and significant < 0.05. So, it can be concluded that partially there is a significant influence of the Work Environment (X3) on Employee Performance (Y).

Based on the t test (partial test) conducted, it can be concluded that all independent variables X in this study partially have a significant effect on the dependent variable Y. Where Work Motivation (X1) is the most influential variable on Employee Performance (Y) because it has the largest calculated value and has the smallest significant value compared to other variables, which has a calculation of 3.904 and significant of 0.000.

Determination Test

Table 8 Determination Test Results

Model Summaryᵇ				
Model	*R*	*R Square*	*Adjusted R Square*	*Std. Error of the Estimate*
1	**0,967ᵃ**	0,935	**0,931**	1,63890
a. Predictors: (*Constant*), Work Environment (X3), Work Motivation (X1), Work Discipline (X2)				
b. *Dependent Variable*: Employee Performance (Y)				

Source: Results of Data Processing with the SPSS 24.0 Application (2021)

From the results of the determination test, it is known *that the adjusted R Square* value obtained is 0.931 which can be called the coefficient of determination, this indicates that 93.1% of employee performance can be obtained and explained by work motivation, work discipline, and work environment. While the remaining 6.9% can be explained by other factors or variables outside the model such as compensation, career development, training, ability, and others.

The results of the determination test also show an R value of 0.967. This indicates that the relationship between Work Motivation (X1), Work Discipline (X2), and Work Environment (X3) on Employee Performance (Y) is very close or very strong. This is because the R value is in the range of 0.8 – 0.99. The greater the value of R, the more closely related the independent variable is to the dependent variable.

H1 hypothesis

The H1 hypothesis reads: Work motivation partially has a positive and significant effect on the performance of employees of the XYZ City Trade and Manpower and Industry Office. Based on the results of the analysis of the test results that have been carried out, it is known that the variable Work Motivation (X1) has a regression value of 0.342 which indicates that work motivation has a positive effect on employee performance. The results of the t test show that the tcount possessed for the Work Motivation (X1) variable is 3.904, with a ttable value of 2.015, it is known that the tcalculate value> ttable. The significant value t of the Work Motivation variable (X1) is 0.000, which is much smaller than the significant threshold of 0.05. Therefore, the test results meet the equations tcalculate> ttabel and sig < 0.05. Then reject Ho (accept Ha). So, it can be concluded that partially there is a significant influence of Work Motivation (X1) on Employee Performance (Y).

Therefore, the H1 hypothesis which reads: "Work motivation partially has a positive and significant effect on the performance of employees of the XYZ City Trade and Manpower and Industry Office" has been tested, acceptable, and proven to be true (accept Ha).

The results of this study are in line with the theory proposed by Kasmir (2018: 189) which explains that there are many factors that affect employee performance both results and work behavior, namely: ability and expertise, knowledge, work design, personality, work motivation, leadership, leadership style, organizational culture, job satisfaction, work environment, loyalty, commitment, and work discipline. In addition, Handoko (2014: 193) also suggests that factors that affect employee performance are motivation, job satisfaction, stress levels, work conditions, compensation systems, and job design.

Rivai (2014: 215) explained that work motivation is a driving force in an employee to do a certain action in a positive direction according to the needs and desires of the company. Motivation can give strength to humans to do something better due to the drive to get a hope that they really want to achieve. The motivation that occurs is expected so that each individual employee is willing to work hard or enthusiastic to achieve high work performance. Person wants to work is to be able to meet needs, both conscious needs (conscius needs*) and unconscious needs (*unconscius needs*), in the form of material or immaterial, physical and spiritual needs.*

H2 hypothesis

The H2 hypothesis reads: Work discipline partially has a positive and significant effect on the performance of employees of the XYZ City Trade and Manpower and Industry Office. Based on the results of the analysis of the test results that have been carried out, it is known that the Work Discipline variable (X2) has a regression value of 0.291 which indicates that work discipline has a positive effect on employee

performance. The results of the t test show that the tcount possessed for the Work Discipline variable (X2) is 2.853, with a ttable value of 2.015, it is known that the tcalculate value> ttable. The significant value t of the Work Discipline variable (X2) is 0.007, which is much smaller than the significant threshold of 0.05. Therefore, the test results meet the equations tcalculate> ttabel and sig < 0.05. Then reject Ho (accept Ha). So it can be concluded that partially there is a significant influence of Work Discipline (X2) on Employee Performance (Y).

Therefore, the H2 hypothesis which reads: "Work discipline partially has a positive and significant effect on the performance of employees of the XYZ City Trade and Manpower and Industry Office" has been tested, acceptable, and proven correct (accept Ha).

The results of this study are in line with the theory proposed by Kasmir (2018: 189) which explains that there are many factors that affect employee performance both results and work behavior, namely: ability and expertise, knowledge, work design, personality, work motivation, leadership, leadership style, organizational culture, job satisfaction, work environment, loyalty, commitment, and work discipline. In addition, Sutrisno (2013: 152) also explained that there are various factors that affect employee performance, namely: competence, initiative, mental dexterity, career development schemes, loyalty, work discipline, rewards, morale, training, and work environment. Complying with applicable regulations and norms in the company will improve employee performance. High discipline behavior in employees encourages employees to work correctly to produce good performance, then encourages employees to work efficiently so as to produce good work productivity.

Hasibuan (2017: 190) stated that discipline is a person's awareness and willingness to obey all company regulations and applicable social norms. Awareness is the attitude of a person voluntarily obeying all regulations and being aware of his duties and responsibilities, while willingness is an attitude of one's behavior and actions in accordance with company regulations whether written or not. With employee discipline at work, all goals of the organization will be easier to achieve, because employees follow all the rules and norms in the company.

H3 hypothesis

The H3 hypothesis reads: The work environment partially has a positive and significant effect on the performance of employees of the XYZ City Trade and Manpower and Industry Office. Based on the results of the analysis of the test results that have been carried out, it is known that the Work Environment variable (X3) has a regression value of 0.211 which indicates that the work environment has a positive effect on employee performance. The results of the t test show that the tcount possessed for the Work Environment variable (X3) is 3.383, with a ttable value of 2.015, it is known that the tcalculate value> ttable. The significant value t of the Work Environment variable (X3) is 0.002, which is much smaller than the significant threshold of 0.05. Therefore, the test results meet the equations tcalculate> ttabel and sig < 0.05. Then reject Ho (accept Ha). So, it can be concluded that partially there is a significant influence of the Work Environment (X3) on Employee Performance (Y).

Therefore, the H2 hypothesis which reads: "The work environment partially has a positive and significant effect on the performance of employees of the XYZ City Trade and Manpower and Industry Office" has been tested, acceptable, and proven to be true (accept Ha).

The results of this study are in line with the theory proposed by Kasmir (2018: 189) which explains that there are many factors that affect employee performance both results and work behavior, namely: ability and expertise, knowledge, work design, personality, work motivation, leadership, leadership style,

organizational culture, job satisfaction, work environment, loyalty, commitment, and work discipline. In addition, Sutrisno (2013: 152) explained that there are various factors that affect employee performance, namely: competence, initiative, mental dexterity, career development schemes, loyalty, work discipline, rewards, morale, training, and work environment. A clean, neat, comfortable environment and supported by good relationships between employees will increase the sense of employee enthusiasm at work so as to improve employee performance.

Nitisemito (2014: 183) explained that the work environment is everything that is around workers and that can affect them in carrying out the tasks charged. Work activities are inseparable from the circumstances and atmosphere that surrounds them. This state and atmosphere consist of a physical environment and a non-physical environment. If the work environment can create a comfortable atmosphere and provide tranquility, it will make the work atmosphere conducive, so that it can improve employee work results for the better because working comfortably and minimal interference from the environment at work.

H4 hypothesis

The H4 hypothesis reads: Work motivation, work discipline, and work environment simultaneously have a positive and significant effect on the performance of employees of the XYZ City Trade and Manpower and Industry Office. Based on the results of the analysis of the test results that have been carried out, it is known that the variables Work Motivation (X1), Work Discipline (X2), and Work Environment (X3) each have a positive regression value which indicates that together (simultaneously) work motivation, work discipline, and work environment have a positive effect on employee performance. The results of the F test show that the Fcalculate obtained is 212.105. The Fhitungini value is much greater than the Ftable value of 2.816. A significant value of 0.000, which is much less than the significant threshold of 0.05. Therefore, the test results satisfy the equations Fcalculate> Ftabel and sig < 0.05. Then reject Ho (accept Ha).

So, it can be concluded that simultaneously there is a significant influence of Work Motivation (X1), Work Discipline (X2), and Work Environment (X3) on Employee Performance (Y). Therefore, the H4 hypothesis which reads: "Work motivation, work discipline, and work environment simultaneously have a positive and significant effect on the performance of employees of the XYZ City Trade and Manpower and Industry Office" has been tested, acceptable, and proven correct (accept Ha).

This result is in line with the theory proposed by Kasmir (2018: 189) which explains that there are many factors that affect employee performance both results and work behavior, namely: ability and expertise, knowledge, work design, personality, work motivation, leadership, leadership style, organizational culture, job satisfaction, work environment, loyalty, commitment, and work discipline. The results of this study are also in line with the results of research conducted by Hidayat and Taufiq (2012) which provided results that work motivation, work discipline, and work environment simultaneously have a positive and significant effect on employee performance.

Closing

Conclusion

Based on the results of testing and data analysis that has been done, several conclusions can be drawn as a result of research as follows:

1. Work motivation affects the performance of employees of the XYZ City Trade and Manpower and Industry Office.

2. Work discipline affects the performance of employees of the XYZ City Trade and Manpower and Industry Office.
3. The work environment affects the performance of employees of the XYZ City Trade and Manpower and Industry Office.
4. Work Motivation, work discipline, and work environment affect the performance of employees of the XYZ City Trade and Manpower and Industry Office.

Suggestion

Based on the results of the research that has been obtained, there are several suggestions that researchers propose, namely:

1. To increase employee motivation, it is recommended for the management of the XYZ City Trade and Manpower and Industry Office to create a career development scheme that is fair and prioritizes performance, so that employees are encouraged to improve their performance because of the motives and expectations to be achieved.
2. To improve employee discipline at work, it is recommended for the management of the XYZ City Trade and Manpower and Industry Office to implement punishment policies such as incentive cuts, postponements, and suspensions so that employee discipline can be controlled and ensure employees work according to regulations and implement reward policies for employees who work by complying with office work regulations and procedures by providing bonuses and promotions position.
3. To improve the work environment of employees for the better, it is recommended for the management of the XYZ City Trade and Manpower and Industry Office to provide each employee with a form of advice for assessing the employee's work area and what employees want. This is because only employees understand how the level of lighting, air temperature, and arrangement of comfortable facility layouts in their respective work areas.
4. The results showed that work motivation was the most influential variable on employee performance. Therefore, to accelerate the improvement of employee performance for the better, it is recommended for the management of the XYZ City Trade and Manpower and Industry Office to first prioritize the aspect of increasing work motivation through employee motives, employee expectations, and incentives. If motivation increases, it will have a more significant impact on improving employee performance.

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