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The Effect of Motivation, Work Discipline, and Work Environment on Employee Performance at JST Express Palembang

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Abstract

This study aims to analyze the influence of motivation, work discipline, and work environment on the performance of employees at JST Express Palembang. The research employed an associative research design with a population of 105 permanent employees. The sample consisted of 84 respondents selected using the simple random sampling technique. The data used in this study consisted of primary and secondary data, collected through questionnaires and documentation. The data analysis techniques included multiple linear regression, F-test, t-test, and the coefficient of determination. The results showed that motivation, work discipline, and work environment simultaneously have a positive and significant effect on employee performance. Partially, each variable also has a significant effect on employee performance. The coefficient of determination indicated an Adjusted R Square value of 0.804 or 80.4%, meaning that these three variables make a substantial contribution to explaining variations in employee performance, while the remaining 19.6% is influenced by other factors not examined in this study. The implications of this study suggest that the company should enhance employee motivation, enforce work discipline consistently, and create a comfortable and conducive work environment to optimize employee performance and support the achievement of organizational goals.

Keywords: Motivation, Discipline, Work Environment, Performance.

1. INTRODUCTION

Human resources (HR) constitute a crucial element in achieving organizational success. To ensure managerial effectiveness, business entities are required to acquire a competent and knowledgeable workforce, as well as optimize organizational management to enhance employee productivity (Bariqi, M. D., 2018).

Performance refers to the work outcomes in terms of quality and quantity achieved by an employee in carrying out tasks in accordance with the responsibilities assigned. According to Tobari (2015), performance is the qualitative and quantitative work output demonstrated by an employee in executing duties aligned with their responsibilities. Berlian, R. S., Fatimah, S Candera, M. (2025) state that employee performance is the result achieved by individuals or groups within a company in performing their duties and responsibilities in accordance with the authority granted.

Another perspective proposed by Kasmir (2017) defines performance as the achievement of work results or the manifestation of effective work behavior in carrying out tasks and responsibilities within a specified period.

Motivation is the drive or enthusiasm that encourages individuals to perform their tasks with dedication and effort. Robbins and Judge (2019) emphasize that work motivation plays a crucial role in shaping behavior, decision-making processes, and actions taken by employees in the workplace. Motivated employees tend to exhibit better performance, higher productivity, and greater ability to overcome work-related challenges. Another view proposed by Candra, A., S Fatimah (2020) defines motivation as an internal and external drive that influences an individual's attitudes, enthusiasm, and behavior to work more diligently in achieving specific goals.

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In addition to motivation, discipline also plays an important role in determining employee performance levels. Work discipline reflects employees' compliance with the rules and procedures established within the organization. According to Sutrisno (2016:89), discipline is an individual's behavior in adhering to organizational rules and work procedures, both written and unwritten. Furthermore, Kirana, S. R., Kholillah, S Kalsum, U. (2025) define work discipline as employees' attitudes and behaviors in complying with applicable rules, norms, and procedures within the company.

Another equally important factor is the work environment. Companies must pay attention to how they maintain and manage the work environment to ensure that employees remain comfortable and focused on organizational goals. The work environment encompasses everything surrounding employees that may influence them in performing their tasks. Sedarmayanti (2017) states that the work environment includes all tools and materials encountered, the surrounding conditions where a person works, work methods, and work measurement systems, both individually and collectively. A conducive work environment can create a sense of security and foster enthusiasm, thereby improving company performance.

In addition, Nabawi (2019) argues that the work environment includes all elements surrounding employees, both physical and non-physical, that influence task execution, and that a conducive environment can stimulate and enhance employees' work spirit, leading to job satisfaction. Irwanto, Hendro, O., S Moelyati, T. A. (2021) further state that the work environment consists of all factors surrounding employees, both physical and non-physical, that can affect the execution of their work.

Rapid technological advancements have led people to increasingly prefer convenience and practicality in various aspects of life, including shipping goods beyond their local areas. Delivery services facilitate the process of sending goods to their destinations efficiently. With such convenience and practicality, expedition services play a significant role in society by bridging distances between senders and recipients. One of the delivery service providers trusted by the public is JST Express. JST Express is a company operating in the logistics and courier industry. As a company with service coverage across all regions of Indonesia, it is expected to maintain strong employee performance to achieve its organizational objectives. The research problem addressed in this study is whether motivation, work discipline, and work environment significantly influence the performance of employees at JST Express Palembang, both simultaneously and partially?

2. LITERATURE REVIEW AND RESEARCH FRAMEWORK

2.1 Theoretical Background

According to Kasmir (2019), performance encompasses both work outcomes and work behavior achieved through the completion of tasks and responsibilities within a specified period. Performance is not solely assessed based on results, but also reflects the quality, quantity, and timeliness of task completion.

Kasmir (2019) identifies several factors influencing employee performance, including ability and expertise, knowledge, job design, personality, work motivation, leadership, leadership style, organizational culture, job satisfaction, work environment, loyalty, commitment, and work discipline.

According to Wibowo (2022), motivation can be defined as an impulse that drives various human behavioral processes in the pursuit of desired goals. In this study, the indicators of work motivation include compensation, working conditions, work facilities, job performance, recognition from supervisors, and the work itself. The factors influencing work motivation consist of intrinsic factors such as achievement, recognition, responsibility, and individual potential development and extrinsic factors, including salary, working conditions, and supervision.

According to Kasmir (2020), discipline is one of the factors affecting performance. Discipline refers to attitudes, behaviors, and actions that comply with company regulations, both written and unwritten. These regulations include attendance, tardiness, and early departure. According to Agustini (2019), the indicators of work discipline include attendance level, work procedures, obedience to superiors, and work awareness. Furthermore, factors influencing work discipline (Agustini, 2019) include the level of compensation, the presence or absence of exemplary leadership within the company, the existence of clear rules as guidelines, the implementation of discipline development, leaders' courage in taking action against violations, the extent to which leaders pay attention to employees, and the establishment of habits that support discipline.

The work environment, according to Afandi (2018), includes everything surrounding employees that can influence them in performing their tasks. Factors affecting the work environment (Afandi, 2018) generally consist of the physical and psychological work environment. Indicators of the work environment (Afandi, 2018) include lighting, color, air circulation, noise, and non-physical aspects of the work environment.

2.2Literature Review

Numerous studies have examined the influence of work motivation, work discipline, and the work environment on employee performance. Research conducted by Muhammad Jimmi Asmoro Putro (2023), Nyimas Azizah et al. (2025), Christa Gratia (2023), Sopiah Herawati et al. (2025), and Dwi Fuji Hastuti and Anisa Nurdina (2024) demonstrates that work motivation, work discipline, and the work environment have a significant effect both simultaneously and partially on employee performance.

2.3Hypotheses

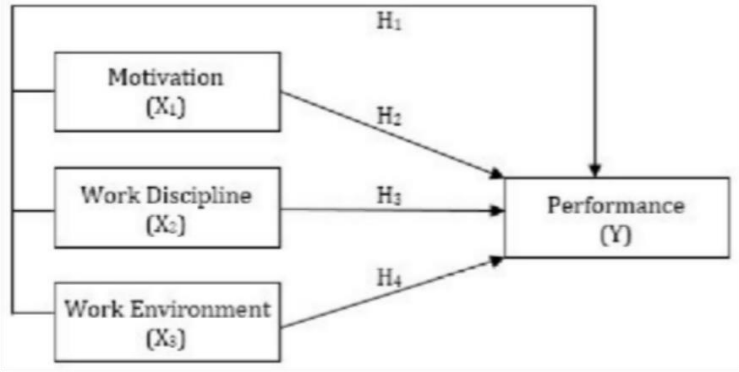


Figure 1. Research Framework

H_1: Motivation, work discipline, and work environment simultaneously have a significant effect on the performance of employees at JST Express Palembang.
H_2: Motivation has a significant effect on the performance of employees at JST Express Palembang.
H_3: Work discipline has a significant effect on the performance of employees at JST Express Palembang. H_4: Work environment has a significant effect on the performance of employees at JST Express
Palembang.

3. METHODS

3.1 Research Design

The type of research employed in this study is associative research with a quantitative approach, as it aims to explain the relationships (effects) between variables, specifically the influence of motivation, work discipline, and the work environment on employee performance.

3.2 Research Context and Setting (if applicable)

This study was conducted at JST Express Palembang, located at Jl. R. E. Martadinata, Sei Buah, Illir Timur II District, Palembang City, South Sumatra 30111, Indonesia. The organization operates in the logistics and courier service sector, providing delivery services to the public. This setting was selected as it represents a relevant context for examining employee performance in relation to motivation, work discipline, and work environment.

3.3 Population, Sample, and Data Sources

The population of this study consists of 105 permanent employees of JST Express Palembang, all of whom are included as respondents. The sample size was determined using the Slovin formula with a 5% margin of error, resulting in 84 employees selected through simple random sampling. This study uses both primary and secondary data; primary data were collected through questionnaires distributed to respondents, while secondary data were obtained from company records, including employee data and work performance targets.

3.4 Data Collection Procedures

Data was collected using questionnaires and documentation methods. The questionnaires were distributed directly to employees of JST Express Palembang to obtain primary data related to motivation, work discipline, work environment, and employee performance. In addition, documentation was used to collect secondary data from company records, including employee data and work performance information relevant to the study.

3.5 Measurement of Variables or Data Instruments

All variables in this study were measured using a Likert scale. Employee performance (Y) was measured using indicators of quality, quantity, and timeliness. Work motivation (X_1) was measured

through compensation, work facilities, and recognition from supervisors. Work discipline (X_2) was measured based on attendance level, obedience to supervisors, and responsibility. Work environment (X_3) was measured using indicators of lighting, color, and air conditioning. All variables were measured on an ordinal scale, and the instruments were developed based on theoretical concepts adapted by the researcher.

3.6 Data Analysis Technique

The data in this study were analyzed using a quantitative approach with Likert scale measurements, where respondents' answers were scored from 1 (strongly disagree) to 5 (strongly agree). The analysis was conducted using multiple linear regression to examine the effect of motivation (X_1), work discipline (X_2), and work environment (X_3) on employee performance (Y). Hypothesis testing was performed using the F-test to assess the simultaneous effects and the t-test to evaluate partial effects of each independent variable. In addition, the coefficient of determination (R^2) was used to measure the proportion of variance in employee performance explained by the independent variables.

3.7 Validity, Reliability, and Trustworthiness

The research instrument was tested for validity and reliability prior to data analysis. Validity was assessed using item-total correlation, where items with a correlation coefficient greater than 0.30 were considered valid. Reliability was measured using Cronbach's alpha, with a threshold value of 0.60 indicating that the instrument is reliable and consistent for measuring the variables in this study.

3.8 Ethical Considerations

This study adhered to ethical research principles by ensuring that all respondents participated voluntarily. Informed consent was obtained prior to data collection, and respondents were assured of the confidentiality and anonymity of their responses. The collected data were used solely for research purposes and were not disclosed to unauthorized parties.

4. RESULTS

Table 1. Responden Characteristics

Description	Frequency	Percentage
Gender		
Male	66	78.6%
Female	18	21.4%
Total	84	100%
Age		
18-30 Years	37	44%
31-50 Years	44	52.4%
>50 Years	3	3.6%
Total	84	100%
Work Tenure 1		
Year	4	4.8%
1-3 Years	11	13.1%
>3 Years	69	82.1%
Total	84	100%

Based on the gender distribution table, it can be observed that the composition of employees is dominated by males at 78.6%, while female employees account for only 21.4%. This difference indicates that the company employs more male workers. This can be understood given that JST Express Palembang operates in the expedition and logistics sector, which requires intensive field operations such as goods handling, distribution, and high mobility. These types of jobs generally demand greater physical strength and endurance; therefore, the company tends to prioritize male employees.

Furthermore, based on the age distribution, most employees fall within the productive age range, with 52.4% aged 31–50 years and 44.0% aged 18–30 years, while only 3.6% are above 50 years old. This indicates that the company predominantly employs individuals in their productive years. At this stage, individuals typically possess better physical condition, higher work energy, and stronger adaptability to job demands, particularly in dynamic operational activities that require speed and accuracy.

In addition, based on work tenure, the majority of employees have worked for more than three years (82.1%). This suggests that the company has a relatively high employee retention rate and is dominated by experienced workers. Employees with longer tenure generally have a better understanding of workflows, operational procedures, and more developed skills in performing their tasks.

Therefore, the presence of experienced employees contributes to the overall effectiveness and efficiency of the company's operations.

Table 2. t-Test

Unstandardized Coefficients			Standardized Coefficients		
Model	B	Std. Error	Beta	t	Sig.
1 (Constant)	0.204	0.135		1.504	0.136
Work Motivation (X_1)	0.199	0.071	0.224	2.782	0.007
Work Discipline (X_2)	0.382	0.083	0.447	4.597	0.000
Work Environment (X_3)	0.274	0.085	0.296	3.217	0.002

Based on the t-test results table, the following can be concluded: The calculated t-value for work motivation is 2.782, which is greater than the t-table value of 1.990, with a significance level of 0.007 <

0.05 (significant). Therefore, $H0_2$ is rejected and Ha_2 is accepted, indicating that work motivation has a significant effect on employee performance at JST Express Palembang.

The calculated t-value for work discipline is 4.597, which is greater than the t-table value of 1.990, with a significance level of 0.000 < 0.05 (significant). Therefore, $H0_3$ is rejected and Ha_3 is accepted, indicating that work discipline has a significant effect on employee performance at JST Express Palembang.

The calculated t-value for the work environment is 3.217, which is greater than the t-table value of 1.990, with a significance level of 0.002 < 0.05 (significant). Therefore, $H0_4$ is rejected and Ha_4 is accepted, indicating that the work environment has a significant effect on employee performance at JST Express Palembang.

Table 3. F-Test

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	72.619	3	24.206	114.692	0.000
Residual	16.884	80	0.211		
Total	89.503	83			

Based on the F-test results table, the calculated F-value is 114.692, which is greater than the F-table value of 2.72, with a significance level of 0.000 < 0.05 (significant). Therefore, $H0_1$ is rejected and Ha_1 is accepted, indicating that work motivation, work discipline, and the work environment simultaneously have a significant effect on employee performance at JST Express Palembang.

Table 4. Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.901	0.811	0.804	0.45941

Based on the calculation results in the Adjusted R Square table (coefficient of determination) of 0.804, it indicates that work motivation, work discipline, and the work environment collectively contribute 80.4% to the variation in employee performance at JST Express Palembang. The remaining 19.6% is explained by other variables not included in this study.

5. DISCUSSION

5.1 The Influence of Motivation, Work Discipline, and Work Environment on Employee Performance:

The results of the simultaneous hypothesis test demonstrate that work motivation, work discipline, and the work environment have a positive and significant effect on employee performance at JST Express Palembang. This finding indicates that these three variables collectively contribute to improving employee performance. Employees who are highly motivated, disciplined in carrying out their duties, and supported by a conducive work environment are more likely to achieve higher levels of productivity and effectiveness in their work.

The coefficient of determination analysis shows an Adjusted R Square value of 0.804, meaning that 80.4% of the variation in employee performance can be explained by work motivation, work discipline, and the work environment. This result indicates that these variables have a substantial contribution to employee performance, while the remaining 19.6% is influenced by other factors not included in this study, such as leadership style, compensation, organizational culture, and job satisfaction.

These findings are consistent with Kasmir's (2019:189) theory, which states that employee performance is

influenced by various factors, including work motivation, work discipline, and the work environment. Furthermore, this result supports the research conducted by Jimmi Asmoro (2023), which found that work motivation, work discipline, and the work environment simultaneously have a significant effect on employee performance. Therefore, companies should focus on strengthening these factors to improve employee performance and achieve organizational objectives.

5.2 The Influence of Work Motivation on Employee Performance

The results of the partial hypothesis test indicate that work motivation has a positive and significant effect on employee performance at JST Express Palembang. This finding suggests that employees with higher levels of motivation tend to perform better in carrying out their responsibilities. Motivation encourages employees to work more enthusiastically, take initiative, and strive to achieve organizational goals effectively.

Motivated employees generally show greater commitment and responsibility toward their work. They are more willing to exert extra effort, overcome challenges, and maintain productivity in completing assigned tasks. In a service-oriented company such as JST Express, employee motivation plays an important role in ensuring the quality and efficiency of service delivery.

This finding is in line with Kasmir's (2019:189) theory, which identifies work motivation as one of the key factors affecting employee performance. The result is also supported by the study conducted by Sopiah Herawati et al. (2025), which found that work motivation significantly influences employee performance. Therefore, management should continuously enhance employee motivation through recognition, rewards, and opportunities for career development.

5.3 The Influence of Work Discipline on Employee Performance

The results of the partial hypothesis test show that work discipline has a positive and significant effect on employee performance at JST Express Palembang. This indicates that employees who maintain a high level of discipline are more likely to achieve better performance outcomes. Discipline helps employees follow organizational rules, complete tasks on time, and fulfill their responsibilities effectively.

Work discipline is essential in creating an orderly and productive work environment. Employees who adhere to company regulations tend to be more reliable, accountable, and consistent in performing their duties. In the logistics industry, where punctuality and operational accuracy are crucial, discipline plays a vital role in ensuring smooth operations and customer satisfaction.

This finding supports Kasmir's (2019:189) theory, which states that work discipline is one of the factors influencing employee performance. It is also consistent with the research conducted by Dwi Fuji Hastuti and Anisa Nurdina (2024), which concluded that work discipline significantly affects employee performance. Therefore, companies should continue to enforce workplace regulations and foster a culture of discipline among employees.

5.4 The Influence of Work Environment on Employee Performance

The results of the partial hypothesis test indicate that the work environment has a positive and significant effect on employee performance at JST Express Palembang. This finding suggests that a supportive and conducive work environment can improve employee performance. Employees are more likely to perform effectively when they work in conditions that provide comfort, safety, and adequate facilities.

The work environment includes both physical and non-physical aspects. Physical aspects involve workplace facilities, lighting, cleanliness, and safety, while non-physical aspects include relationships among employees, communication, teamwork, and organizational support. A positive work environment can increase employee satisfaction, reduce stress, and encourage employees to work more productively.

This finding is consistent with Kasmir's (2019:189) theory, which identifies the work environment as an important factor affecting employee performance. It is also supported by the study conducted by Jimmi Asmoro Putro (2023), which found that the work environment significantly influences employee performance. Therefore, management should continuously improve workplace conditions and foster positive working relationships to enhance employee performance and organizational success.

6. CONCLUSION

Based on the results of the study on the influence of motivation, work discipline, and the work environment on employee performance at JST Express Palembang, it can be concluded that these three variables play a crucial role in improving employee performance. Simultaneously, motivation, work discipline, and the work environment have been proven to have a positive and significant effect on employee performance. This indicates that improvements in these three aspects collectively can optimally enhance employee performance. Partially, each variable also has a significant effect on employee performance, meaning that high work motivation, strong work discipline, and a conducive work environment can directly improve both the quality and quantity of employees' work outcomes. Furthermore, the results show that the contribution of these three variables to employee performance is

relatively high, with an Adjusted R Square value of 80.4%, while the remaining 19.6% is influenced by other factors not examined in this study.

This study has several limitations. The research was conducted only at JST Express Palembang, which may limit the generalization of the findings to other organizations or industries. In addition, the study focused only on three independent variables, namely motivation, work discipline, and the work environment, while other factors that may influence employee performance, such as leadership style, compensation, organizational culture, and job satisfaction, were not included. The use of questionnaires as the primary data collection instrument may also be subject to respondents' perceptions and potential response bias.

The findings of this study have important implications for management, particularly in developing strategies to enhance employee performance through increased motivation, stronger work discipline, and a more conducive work environment. Companies are encouraged to provide appropriate rewards and recognition, consistently enforce organizational regulations, and improve workplace conditions to support employee productivity. For future research, it is recommended to examine additional variables related to employee performance and to expand the research scope to different companies or sectors in order to obtain more comprehensive and generalizable results.

Author Contributions

I.D.R. was responsible for conceptualization, data collection, formal analysis, and manuscript drafting. T.A.M. and M.C. contributed through supervision, methodological guidance, and critical revision of the manuscript. All authors have read and approved the final manuscript.

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Use of Artificial Intelligence (AI)

Artificial intelligence tools were used solely for translation and language editing to improve the clarity and readability of the manuscript. All AI-assisted content was reviewed, edited, and verified by the authors, who take full responsibility for the integrity and accuracy of the final manuscript.

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