

# The Influence of Motivation, Work Discipline and Work Environment on the Performance of PT Employees. Java Generation Bali Services Unit PLTU Banjarsari Regency of Lahat

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## The Influence of Motivation, Work Discipline and Work Environment on the Performance of PT Employees. Java Generation Bali Services Unit PLTU Banjarsari Regency of Lahat



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**ABSTRACT:** This study aims to determine the effect of motivation, work discipline and work environment on the performance of employees of PT. Java Bali Generation Services PLTU Banjarsari Research is included in the field research design category. The researcher focuses attention on the phenomena that exist in the field so that the direct involvement of the researcher is limited to observations as material for cross-information obtained from the object. Location of PT. Java Bali Generation Services PLTU Banjarsari Lahat Regency. The research sample is 112 employees as respondents. The first sample was tested using the Instrument Validity Test and Instrument Reliability Test. The analytical model used in this study is multiple linear regression analysis. The results of the analysis show that there is a positive and significant effect of motivation, work discipline and work environment together on the performance of employees of PT. Java Bali Generation Services Unit PLTU Banjarsari. Partially, the results of the analysis show that there is a positive and significant effect of work motivation, work discipline and work environment on the performance of employees of PT. Java Bali Generation Services Unit PLTU Banjarsari.

**KEYWORDS:** Motivation, Work Discipline, Work Environment, Performance

### I. INTRODUCTION

Human resources (HR) is a very important factor that cannot even be separated from an organization, both institutions and companies. Human resources are also the key that determines the development of the company. In essence, human resources in the form of humans who are employed in an organization as movers, thinkers and planners to achieve organizational goals. Empowerment of human resources is one of the important and strategic tools to improve the performance of an organization in the service sector as well as private organizations or profit-oriented companies. This can provide better performance than before, strength in human resources in the form of abilities, namely knowledge, skills, attitudes or behaviors that exist in humans. Whereas in setting work criteria, in general, it is closely related to the nature, behavior, competence, achievement of goals and potential for improvement. Therefore, the placement of personnel in accordance with the needs and demands of the organization, authority, responsibility, trust, leadership and motivation will have an impact on employee performance towards a conducive and harmonious performance environment. Employees need satisfaction with what they receive such as wages/salaries, career paths and welfare. High performance will be more guaranteed if a company has the right way to motivate its employees and at the same time can develop its performance capabilities.

One of the factors that influence the level of success of an organization is employee performance. Where the notion of employee performance itself is defined as work ability in terms of quality and quantity (Khan.et.al., 2010: 297). Khan's opinion above can be understood that performance is a work performance (performance) both quantity and quality achieved by a person during a certain period usually within one year.

Performance is the result of work that has a strong relationship with the organization's strategic goals, customer satisfaction, and contributes to the economy (Wibowo, 2017: 7). In general, employee performance is defined as the results displayed by the employee in carrying out daily tasks. According to Setiyawan and Waridin (2006:126) **employee performance is the result or**

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employee performance which is assessed in terms of quality and quantity based on work standards determined by the organization. Good performance is optimal performance, namely performance that is in accordance with organizational standards and supports the achievement of organizational goals. A good organization is an organization that seeks to improve the capabilities of its human resources, because this is a key factor to improve employee performance.

There are many things that can affect performance, according to Kasmir (2016: 65-71), namely: competence, knowledge, work design, personality, job satisfaction, work environment, loyalty, commitment, work discipline, personality, work motivation, leadership, leadership style, organizational culture.

One of the efforts to improve employee performance, including increasing motivation. According to Kasmir (2016: 65-71) Motivation is something that needs to be the main consideration. Motivation is a set of attitudes and values that influence individuals to achieve specific things according to individual goals. According to Rivai (2014: 89) Motivation is something in humans that gives energy, which activates and moves towards behavior to achieve certain goals. According to Dessler (2016: 128) Motivation is a driving force that causes a person to be willing to move the ability of energy and time, carry out activities that are his duties and responsibilities, participate in realizing the goals and objectives to be achieved by the organization. Humans have many basic motivations that play an important role in the world of work, namely the motivation given by organizations related to financial livelihood security.

Another effort that can be made to improve employee performance is to increase employee work discipline, because work discipline is one of the determining factors for success and progress in achieving the goals of an organization. Disciplinary actions that are carried out incorrectly will create unfavorable conditions and even damage the attitudes of employees and the organization. Therefore, disciplinary action must not be applied arbitrarily, but requires wise consideration. The relationship between employees and the organization is something dynamic. The relationship is constantly changing according to the expectations of the other and the contributions that will be made in return.

Another determining factor that can improve employee performance is the work environment. According to Sondang (2015: 160) the work environment is something that is around workers that affects them in carrying out their duties, such as work space, coloring, cleanliness, lighting, ventilation, music, security, noise, air pollution, and air temperature. The condition of the work environment is said to be good if it allows a person to increase his work productivity both physically and psychologically. The work environment is closely related to the level of employee satisfaction, if the work environment is good, then it can have a positive influence on employee job satisfaction, as well as better. Employees can work well and comfortably if they are supported by a pleasant working environment. However, if the environmental conditions are not good and do not provide health and safety guarantees for employees, then employees will be lazy to work, bored, not calm and can lead to ineffective use of time.

The research of Yuyun et al (2018) that the rewards, discipline and motivation that exist in PT. The State Electricity Company (Persero) Tasikmalaya Area simultaneously has a significant effect on the performance of PT. State Electricity Company (Persero) Tasikmalaya Area. Meanwhile, Ananta Dwikristianto et al (2017) that work discipline has no significant effect on the performance of employees of PT. Modern Widya Technical Jayapura Branch. It can be seen that employees can still maintain their performance even though they arrive late and leave early. Rizki et al (2018) that the organizational culture and work environment of PT. PLN (Persero) West Java distribution in the Majalaya Area have a positive and significant influence on employee job satisfaction and employee performance of PT. PLN (Persero) West Java distribution in the Majalaya Area. Meanwhile, Gita et al (2019) showed that the work environment had an effect but not significant on the performance of PT. PLN (Persero) Central Java Distribution Parent Unit and Yogyakarta D.I Implementation Unit of Salatiga Customer Service It can be seen that the work environment is considered an external factor which includes the work environment itself, colleagues and superiors or leaders. J. W., & Simmons, B. L. (2007) that the development of a work environment that is oriented towards organizational goals can be a more effective means to improve employee performance. Given the consistency of employees' work attitudes, the significant relationship between goal-oriented work environment and performance raises the argument that managers should do more to try to improve the work environment in a positive way so that the work can be a more rewarding, rewarding experience. Camilleri, E., & Van Der Heijden, B. I. (2007) that work motivation has a positive effect on employee performance. Public service organizations must continue to pay attention to human resource policies, especially work motivation because it becomes an important focus on individual performance.

PT. Pembangkit Jawa Bali Services is a company engaged in Operation and Maintenance services, Power Plants which include PLTU, Hydroelectric Power Plants and Steam Gas Power Plants spread throughout Indonesia, such as Operation & Maintenance which is currently being carried out at PLTU Banjarsari, South Sumatra. Recruitment of employees at PT. There is only one way to generate Java Bali Services, namely recruitment is carried out at the head office of PT. Java Bali Power Generation Services

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Sidoarjo East Java. However, PLTU Banjarsari has a problem where local employees are recruited not because of their abilities but because of problems with the land parcels or land they occupy and because they are residents of ring 1 of the PLTU Banjarsari Unit so that there is a mismatch of criteria for recruited employees. At PLTU Banjarsari there are 2 groups of employees, namely elementary employees and organic employees. Organic employees are employees who have met the specified requirements, are appointed and are given income according to applicable regulations and for recruitment areas throughout Indonesia with education starting at the SMA/SMK level up to S1 level. This recruitment system is a standard that applies at PT. Java Bali Power Generation Services. Elementary employee is a designation for employees below the basic competency level who serve as support for the company's business implementation and for the recruitment area around ring 1 (village) and ring 2 (district) with education level at SMA/SMK equivalent. Elementary is a transition to the level that applies at PT. Java Bali Power Generation Services.

The information above is known that there are several phenomena that occur in employee performance in terms of the quality of work produced by employees is not good, such as the repetition of work that has been done by employees such as unit maintenance carried out by employees, causing employees to repeat the work and have an impact on the efficiency of working hours that should not need to work more or overtime becomes more work or overtime and if overtime work is carried out it has an impact on employee dishonesty in reporting employee overtime hours so that overtime hours are more every month.

Some elementary employees committed disciplinary violations such as 5 employees who were penalized with a warning letter. One example of a disciplinary violation committed was being absent for 2 days, Sara, and sleeping during working hours. There were 5 employees who were penalized with a warning letter, 2 examples of disciplinary violations committed, namely smoking, delaying transfers and repeating disciplinary violations, and 5 employees being penalized with warning letters 3 examples of disciplinary violations committed, namely forging the signature of the unit manager and being absent for more than one month. There were a total of 12 employees who resigned from the company because there was a mismatch in the work environment such as due to remote placement, often there were demonstrations by local residents and demonstrations by elementary employees so that employees resigned. Employees experience health problems such as hearing loss because employees do not comply with the regulations for the use of personal protective equipment at work with the current problems. Management has a goal to further develop its employees, both local / elementary recruits and employees who are accepted with national recruitment. Management develops employees by providing training to all employees by inviting consultants from outside the company, Coaching, Mentoring and Counseling by their respective supervisors.

Based on the background, researchers are interested in conducting research with the title of the **effect of work motivation, work discipline and work environment together** and partially **on the performance of employees of PT. Java Bali Generation Services Unit PLTU Banjarsari Lahat Regency.**

### Performance

According to Armstrong and Baron (2005: 203) performance is the result of work that has a strong relationship with the organization's strategic goals, customer satisfaction and contributing to the economy. According to Bernardin and Russell (2003:232), performance is a record of the results obtained from certain job functions or certain activities over a certain period of time. Mathis and Jackson (2004:234) employee performance is what employees do and don't do. Thus, employee performance is the quality (quality) and quantity (quantity) of the work of a person or group in carrying out their duties and obligations for a certain period of time as a result of their natural abilities or abilities from the learning process and the desire to excel.

Wibowo (2017:3), states that performance is the implementation of the plans that have been prepared. Performance implementation is carried out by human resources who have the ability, competence, motivation, and interests. Hasibuan (2014:94) performance is the result of work achieved by a person in carrying out the tasks assigned to him based on skills, experience, sincerity and time. Mathis (2012: 135), performance is a record resulting from the function of a particular job or activity over a certain period of time. Kasmir (2016: 182) states that performance is the result of work and work behavior that **has been achieved in completing the tasks and responsibilities given within a certain period.**

Wirawan (2009:80) to measure performance can use the following indicators: 1) Quantity of work results, namely the ability of employees to complete a number of daily tasks. 2) Quality of work, namely the ability of employees to show the quality of work in terms of accuracy and neatness. 3) Efficiency, namely the completion of employee work quickly and precisely. 4) Work discipline, namely the willingness of employees to comply with company regulations relating to punctuality in entering/leaving work and attendance. 5) Accuracy in the ability of employees to carry out work in accordance with what is ordered by superiors. 6) Leadership, namely the ability of employees to convince others so that they can be mobilized optimally to carry out their main



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tasks. 7) Honesty, namely the sincerity of an employee in carrying out his duties and the ability not to abuse the authority given to him. 8) Creativity is the ability to put forward constructive new ideas/proposals for smooth work, reduce costs, improve work results and increase productivity.

### **Motivation**

Siagian (2014: 340) defines motivation as a driving force that causes a member of the organization to be willing and willing to mobilize abilities in the form of expertise or skills, energy and time to carry out various activities that are their responsibility and fulfill their obligations, in the context of achieving goals and various targets. predetermined organization.

Furthermore, Widodo (2015: 187) states that motivation is a force that exists in a person, which drives his behavior to take action. The magnitude of the intensity of the power from within a person to perform a task or achieve a goal shows the extent of the level of motivation. Meanwhile, Hasibuan (2014) that motivation is the provision of a driving force that creates enthusiasm for one's work, so that they want to work together, work effectively and be integrated with all efforts to achieve satisfaction. Luthans (2011: 234) states that work motivation is a driving force, so that employees want to empower their abilities in carrying out various activities that are their responsibility and prioritize obligations in order to achieve predetermined organizational goals. Robbins and Judge (2008:2008:221) define motivation as a process that explains the intensity, direction, and persistence of an individual to achieve his goals.

Luthans (2011:236) stated that there are several factors that influence employees in carrying out their duties, namely: 1) Responsibility Someone who has good motivation will try to work hard, has a high sense of responsibility, is motivated to achieve predetermined goals, and feels at one with the work. 2) Work Performance Someone who has high motivation will have a strong internal drive to succeed, be able to capture the feedback given to him, and excel in the field of work. 3) Self Development Employees who are strong in themselves will generally try to develop themselves such as trying to improve their skills, looking for opportunities to be able to attend education and training, and looking for opportunities to improve their formal education. 4) Independence An employee with high work motivation will work independently and likes challenges.

### **Work Discipline**

Sutrisno (2009:97) work discipline is a tool used by managers to communicate with employees to be willing to change a behavior as well as an effort to increase one's awareness and willingness to obey all company regulations and applicable social norms. Handoko (2012:238) that work discipline is the willingness of someone who arises with his own awareness to follow the rules that apply in the organization. According to Rivai (2014: 825), discipline is a tool used by managers to communicate with employees so that they are willing to change a behavior as well as an effort to increase one's awareness and willingness to obey all company regulations and applicable social norms. Hasibuan (2014: 193) suggests that Discipline is the awareness and willingness of a person to obey all applicable social rules and norms. Discipline is able to reflect the magnitude of a person's responsibility for the tasks assigned to him. This will encourage work enthusiasm, morale and the realization of organizational goals.

According to Hasibuan (2016: 194), basically there are many indicators that affect the level of discipline of an organization's employees, including:

- 1) Goals and abilities Goals and abilities influence the level of employee discipline. The goals to be achieved must be clear and ideally defined as well as challenging enough for the employee's abilities. This means that the goals (work) assigned to the employee must be in accordance with the ability of the employee concerned, so that he works seriously and is disciplined in doing it.
- 2) Leading example Leaders do not expect good employee discipline if he himself lacks discipline. Leaders must realize that their behavior will be imitated and imitated by their subordinates. This is what requires leaders to have good discipline so that subordinates also have good discipline.
- 3) Reply To realize good employee discipline, companies must provide relatively large remuneration. Employee discipline may not be good if the remuneration they receive is not satisfactory to meet the needs of their lives and their families.
- 4) Justice Managers who are good at leading always try to be fair to their subordinates and good justice will create discipline. Justice must be applied properly to every company so that employee discipline is good.
- 5) Waskat Waskat (attached supervision) is the most effective concrete action in realizing the discipline of company employees. Waskat means that superiors must be active and directly supervise the behavior, morals, attitudes, passion, and work performance of their subordinates. This means that superiors must always be present and present at work so that they can supervise and give instructions, if any of their subordinates have difficulty completing their work.

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- 6) Penalty sanction Punishment plays an important role in maintaining employee discipline. Sanctions are getting heavier, employees will be more afraid of violating company regulations, attitudes, and undisciplined behavior of employees will be reduced.
- 7) Firmness The firmness of the leadership in taking action will affect the discipline of the company's employees. Leaders must be brave and firm, act to punish any employee who is not disciplined in accordance with the sanctions that have been set. Leaders who dare to act decisively in applying punishment to employees who are not disciplined will be respected and recognized for their leadership by subordinates.
- 8) Human relations Managers should strive to create an atmosphere of harmonious and binding human relations. The creation of a harmonious human relationship will create a comfortable work environment and atmosphere. This will motivate good discipline in the company. So, employee discipline will be created if the human relationship in the organization is good.

### **Work environment**

According to Sedarmayati (2011:26) that broadly speaking, the type of work environment is divided into 2 (two) parts, namely: the workplace environment or physical work environment and the work atmosphere or non-physical work environment. The physical work environment is all physical conditions that exist around the workplace that can affect employees both directly and indirectly and the non-physical work environment is all conditions that occur related to work relationships, both relationships with superiors and relationships with fellow co-workers or relationships with subordinates. The work environment is the environment in which employees perform their daily work. A conducive work environment provides a sense of security and allows employees to work optimally. The work environment is everything that is around the workers that can affect them in carrying out the tasks they carry out.

The physical work environment can be divided into two categories, namely:

- 1) Environment that is directly related to employees such as: work center, and work environment.
- 2) The intermediary environment or the general environment can also be called the work environment that affects the human condition. For example, temperature, humidity, air circulation, lighting, noise, mechanical vibration, unpleasant odors, colors, and others.

Sedarmayanti (2011:21) suggests several factors that can affect the formation of a working environment condition associated with the ability of employees, including:

- 1) Illumination/lighting in the workplace.
- 2) Temperature/air temperature in the workplace.
- 3) Humidity at work.
- 4) Air circulation in the workplace.
- 5) Noise at work.
- 6) Mechanical vibration at work.
- 7) Bad smell at work.
- 8) Coloring in the workplace.
- 9) Decoration at work
- 10) Music at work.
- 11) Safety at work.

### **2. METODOLGY**

Research design is a work guideline so that research can run effectively and efficiently. Design is not only useful for research implementers but is useful for all those involved in the research activity. The research design can be prepared based on the formulation of the problem and the hypothesis to be tested. Based on the time dimension, this research is a research with a cross section design where data collection is done at one time and comes from different objects to describe the situation. Meanwhile, based on the study environment, the research is included in the field research design category. The researcher focuses attention on the phenomena that exist in the field so that the direct involvement of the researcher is limited to observations as material for cross-information obtained from the object. Meanwhile, based on the purpose, a descriptive design is used because it will only explain one independent variable.

This study on employees of PT. Java Bali Generation Services PLTU Banjarsari Lahat Regency. The population is the whole group of people, or things of interest that the researcher wants to investigate (Sekaran & Bougie, 2013: 240). Total population is 155

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people. The sample according to Sekaran & Bougie (2013: 241) is described as “a subset of the population.” In other words, a sample is part of the population. The number of samples in this study was determined based on the Slovin formula. The research sample obtained is 112 employees as respondents.

### 2 Definition of Variable Operationalization

Research variables are basically something that is being studied, which can distinguish or change values. All variables in this study are described in description and each variable is developed into the following indicators:

**Variable (Y): Performance** is the result or work performance of employees who are assessed in terms of quality and quantity based on work standards determined by PT. Java Bali Power Plant Services Unit PLTU Banjarsari. The indicators are Quality, Efficiency, Work Discipline, and Honesty

**Variable (X1): Work Motivation** is an urge from within humans to awaken themselves in taking positive actions to achieve the goals of PT. Java Bali Power Plant Services Unit PLTU Banjarsari. The indicators are Responsibility, Self-Development, and Independence

**Variable (X2): Work Discipline** is a tool used by PT. Java Bali Power Plant Services Unit PLTU Banjarsari to communicate with employees to increase employee productivity. The indicators are Goals and Capability, Leading Example, Retribution, and Punishment

**Variable (X3): Work Environment** is an environment where employees do their daily work in PT. Java Bali Power Plant Services Unit PLTU Banjarsari. The indicators are Lighting, Temperature, Air Circulation, Noise and Security

The data needed in this study is qualitative data, namely data that cannot be measured on a numerical scale. Qualitative data in this study is ordinal data. However, because in statistics all data must be in the form of numbers, this qualitative data will be quantified so that it can be processed further.

Types of data collection methods are interviews (interviews), list of questions (questionnaire), observations, documentation, or trials. In this study used a list of questions.

Questionnaires are more efficient to use when the researcher knows clearly the variables being measured and what is expected of the respondents. In addition, the questionnaire is also suitable for use when the number of respondents is quite large.

The data analysis technique in this study uses multiple regression analysis techniques (multiple regression analysis) with the help of the SPSS 20 program. The stages of implementing the analysis include:

- Validity Test
- Reliability Test
- Analysis Techniques

### 1). Multiple Regression Analysis

It is used to determine how much influence the variables of Work Motivation (X1), Work Discipline (X2) and Work Environment (X3) have on Employee Performance (Y). Multiple linear regression is used because the influence variable (X) is more than one, with the formula:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + \epsilon$$

#### Information:

- Y = Employee performance variable  
A = constant value  
b1,b2,b3 = multiple linear regression coefficient  
X1 = Motivation  
X2 = Work discipline  
X3 = Work environment  
 $\epsilon$  = Error of Term

### 2). Simultaneous Testing (F Test)

Simultaneous test regression analysis (F test) was carried out to prove the research hypothesis of the significant effect of the independent variables together on the dependent variable. The test criteria are as follows:

$H_0$  accepted : sig F > 0,05 dan  $F_{hitung} < F_{tabel}$ .

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Ho rejected : sig F ≤ 0,05 dan Fhitung ≥ Ftabel.

Ho: There is no effect of Work Motivation, Work Discipline and Work Environment together on Employee Performance.

Ha: There is an effect of Work Motivation, Work Discipline and Work Environment together on Employee Performance.

### 3). Partial Test (T Test)

Regression analysis of the partial test of each independent variable on the dependent variable can be explained by using the t test.

The test criteria according to Sugiyono (2017) are: Test the hypothesis with the t test, namely testing the hypothesis of variable X on variable Y partially or one by one. The test criteria are as follows:

Ho accepted : sig t > 0,05 dan t<sub>hitung</sub> < t<sub>tabel</sub>.

Ho rejected : sig t ≤ 0,05 dan t<sub>hitung</sub> ≥ t<sub>tabel</sub>.

Ho: There is no partial effect of Work Motivation, Work Discipline and Work Environment on Employee Performance.

Ha: There is a partial influence of Work Motivation, Work Discipline and Work Environment on Employee Performance

## 3. RESULTS AND DISCUSSION

Data analysis carried out is instrument test, multiple regression basic assumption test, model and hypothesis test, as follows:

### Instrument Test Results

Based on the results of calculations using the SPSS for Windows Version 18.00 program, the results of the data validity test on the question items on the variables of Employee Performance (Y), Work Motivation (X1), Work Discipline (X2) and Work Environment (X3) are stated valid at the real level (α) = 5%, so it can be used as a valid measuring tool in the next analysis.

Based on reliability testing on the dependent variable, namely Employee Performance (Y), Work Motivation (X1), Work Discipline (X2) and Work Environment (X3), it can be seen that all Cronbach's alpha of each variable is above 0.600, declared reliable, p. This means that all the question items in each of these variables can be used as a reliable measuring tool in the subsequent analysis.

### Analysis Techniques

#### Multiple Linear Regression Analysis

It is used to determine how much influence the variables of Work Motivation (X1), Work Discipline (X2) and Work Environment (X3) have on Employee Performance (Y). Based on the calculation results, the estimated function of the multiple linear regression equation is obtained, namely:

$$Y = 7,103 + 0,305X_1 + 0,452X_2 + 0,109X_3$$

The regression equation can be described as follows:

- A constant of 7.103 means that if Work Motivation, Work Discipline and Work Environment have a fixed value then the Employee Performance is 7.103
- The coefficient value of the Work Motivation variable is 0.305. This means that for every increase in the number of work motivation variables, the Employee Performance variable will increase by 0.305 with the assumption that the other independent variables of the regression model remain.
- The coefficient value of the Work Discipline variable is 0.452. This means that every increase in the number of Work Discipline variables, the Employee Performance variable will increase by 0.452 with the assumption that the other independent variables of the regression model remain.
- The coefficient value of the Work Environment variable is 0.109. This means that every increase in the number of Work Environment variables, the Employee Performance variable will increase by 0.109 with the assumption that the other independent variables of the regression model remain.

### Simultaneous Testing (F Test)



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**Table 1. F test results**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	827.625	3	275.875	44.088	.000 <sup>b</sup>
	Residual	675.794	108	6.257		
	Total	1503.420	111			

a. Dependent Variable: Y

Based on the results of the F test above, the data obtained that the significance value is 0.000, smaller than the alpha value ( $\alpha$ ) = 0.05. From these results it can be said that together the variables of work motivation, work discipline, and work environment simultaneously affect employee performance.

**Partial Test (t test)**

**Table.2. t test Results**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	7.103	2.321		3.061	.003		
Motivation	.305	.120	.241	2.542	.012	.464	2.154
Work Disciplin	.452	.094	.443	4.792	.000	.488	2.049
Work Environment	.109	.043	.188	2.564	.012	.774	1.292

Based on the results of data processing on SPSS above, where the confidence interval is 5 percent ( $\alpha=0.05$ ), it appears that the significant variable explaining employee performance is the variable with a significance value of less than = 0.05. In this case, the independent variables used are work motivation, work discipline, and work environment. From the results of the analysis of the three variables significantly affect employee performance, namely the variables of work motivation, work discipline, and work environment. The significance values are the work motivation variable has a significance value of 0.012, the work discipline variable has a significance value of 0.000, and the work environment variable has a significance value of 0.012.

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Based on the results of the analysis that has been described above, it was found that together the employee performance variables of PT. The Generation of Java Bali Services Unit PLTU Banjarsari Lahat Regency is influenced by work motivation, work discipline, and work environment in a positive and significant way.

The existence of a positive and significant influence on the variables of work motivation, work discipline, and work environment on the employee's performance illustrates the achievement of company goals. Performance is a real behavior that is displayed by everyone as work performance produced by employees in accordance with their role in the company. The results of this study are supported by Mohammad Hairul Imam et al (2016), Yuyun et al (2018), Sukarani (2013), and Rony Prasetyo (2013) which state that collectively, employee performance is influenced by work motivation, work discipline, and and work environment.

Performance is an achievement or work result both in quality and quantity achieved by employees in carrying out their duties in accordance with the responsibilities given to them. According to Wirawan (2009: 7-8) there are two factors that affect employee performance, namely employee internal factors such as work motivation and work discipline and supervisor external factors such as the work environment.

Based on the results of respondents' answers, there are still respondents who answered in a negative direction to the questions given by the researcher, which relates to the variable performance of employees of PT. Java Bali Power Plant Services Unit PLTU Banjarsari Lahat Regency. On the question "Employees have work efficiency exceeding existing standards" who answered negatively as many as 19 people (17.0%). The results of these respondents' answers illustrate that there are still many employees of PT. Java Bali Power Plant Services Unit PLTU Banjarsari Lahat Regency does not have existing work efficiency standards so that it still causes having to work overtime to do the work assigned. Steps that can be taken by the leadership in this case are to

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socialize how to implement time efficiency in working according to existing standards so that employees can complete work on time without having to do more work/overtime.

### **The Influence of Work Motivation on Employee Performance at PT. Java Bali Generation Services Unit PLTU Banjarsari Lahat Regency.**

The results of hypothesis testing (H1) have proven that there is an influence of work motivation on the performance of employees of PT. Java Bali Generation Services Unit PLTU Banjarsari Lahat Regency. The results of this study are supported by Camilleri, E., & Van Der Heijden, B. I. (2007), Rony Prasetyo (2013), and Sukarani (2013) in their research found that work motivation variables affect employee performance. In addition, according to Wirawan (2009: 7-8) one of the factors that affect employee performance is employee internal factors such as work motivation.

Partially, the motivation variable has a positive and significant effect on employee performance. This means that when the work motivation variable is increased, the employee's performance will also increase. Vice versa, if employee motivation decreases, employee performance will also decrease. So that the results of this study can be input for companies to strive in such a way as to increase employee motivation. Some things that can be improved are employee responsibility, self-development, and employee independence.

Luthans (2011: 234) states that work motivation is a driving force, so that employees want to empower their abilities in carrying out various activities that are their responsibility and prioritize obligations in order to achieve predetermined organizational goals. Furthermore, he stated that there are several factors that can influence motivation, including responsibility, work performance, self-development, and independence.

Based on the results of the respondents' answers, there were still respondents who answered in a negative direction to the questions given by the researcher, which were related to the work motivation of the employees of PT. Java Bali Generation Services Unit PLTU Banjarsari Lahat Regency. On the question "Employees are trying to find opportunities to improve their formal education" 23 people answered neutrally (20.5%) and 1 person disagreed (0.9%). The results of these respondents' answers illustrate that there are still many employees of PT. Java Bali Generation Services Unit PLTU Banjarsari Lahat Regency is not trying to find opportunities to improve formal education because employees of PT. Generation Java Bali Services Unit PLTU Banjarsari Lahat Regency only the certificates that are recognized by the company are the most recently registered and there is no certificate equivalent. The steps that can be taken by the leadership in this case are to rethink the issue of equalizing diplomas owned by employees so that employees will be enthusiastic in taking further formal education, not only stopping at the current education level.

### **The Influence of Work Discipline on Employee Performance at PT. Java Bali Generation Services Unit PLTU Banjarsari Lahat**

Based on the results of hypothesis testing (H2) has proven that there is an effect of work discipline on the performance of employees of PT. Java Bali Generation Services Unit PLTU Banjarsari Lahat Regency. The results of this study are supported by Yuyun et al (2018) and Sukarani (2013) in their research finding that work motivation variables affect employee performance. In addition, according to Wirawan (2009: 7-8) one of the factors that affect employee performance is employee internal factors such as work discipline.

Partially, the work discipline variable has a positive and significant effect on employee performance. This means that when the work discipline variable is increased, the employee's performance will also increase. Vice versa, if the employee's work discipline decreases, the employee's performance will also decrease. So that the results of this study can be input for companies to strive in such a way as to improve employee work discipline. Some things that can be improved are goals and abilities, leadership examples, remuneration, and sanctions.

According to Sutrisno (2009: 97) work discipline is a tool used by managers to communicate with employees to be willing to change a behavior as well as an effort to increase one's awareness and willingness to obey all company regulations and applicable social norms. There are several indicators that can affect employee work discipline, including (Hasibuan, 2016: 194): goals and abilities, leadership role models, remuneration, justice, waskat, punitive sanctions, firmness, and human relations.

Based on the results of respondents' answers, there are still respondents who answered in a negative direction to the questions given by researchers, which relate to the work discipline of employees of PT. Java Bali Generation Services Unit PLTU Banjarsari Lahat Regency. On the question "Repayment can increase employee loyalty" 15 people answered neutrally (13.4%) and 1 person disagreed (0.9%). The results of these respondents' answers illustrate that the employees of PT. Java Bali Generation Services Unit PLTU Banjarsari Lahat Regency does not expect remuneration to increase loyalty.

Steps that can be taken by the leadership of PT. Generation of Java Bali Services Unit PLTU Banjarsari Lahat Regency in this case is to support employees who do not always expect compensation from the company.

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## Influence of Work Environment on Employee Performance of PT. Java Bali Generation Services Unit PLTU Banjarsari Lahat.

Based on the results of hypothesis testing (H3) has proven that there is an influence of the work environment on the performance of employees of PT. Java Bali Generation Services Unit PLTU Banjarsari Lahat Regency. The results of this study are supported by Mohammad Hairul Imam et al (2016), Rizki et al (2018), Westerman, JW, & Simmons, BL (2007), and Rony Prasetyo (2013) in their research found that work environment variables affect employee performance. . In addition, according to Wirawan (2009:7-8) one of the factors that affect employee performance is employee external factors such as the work environment.

Partially, the work environment variable has a positive and significant effect on employee performance. This means that when the work environment variable is increased, the employee's performance will also increase. Vice versa, if the employee's work environment decreases, the employee's performance will also decrease. So that the results of this study can be input for companies to strive in such a way as to improve the work environment of employees. Some things that can be improved are adequate lighting, cool temperatures, smooth air circulation, no noise, and security guarantees.

According to Sedarmayati (2009: 21) the work environment is the overall tools and materials encountered, the surrounding environment in which a person works, work methods, and work arrangements both as individuals and as groups. Furthermore, he stated that there are several factors that can affect the work environment including lighting/light in the workplace, temperature/air temperature in the workplace, humidity in the workplace, air circulation in the workplace, noise in the workplace, mechanical vibrations in the workplace, workplace, Bad odors at work, Coloring at work, Decoration at work, Music at work, and Safety at work.

Based on the results of respondents' answers, there are still respondents who answered in a negative direction to the questions given by researchers, which relate to the work environment of employees of PT. Java Bali Generation Services Unit PLTU Banjarsari Lahat Regency. On the question "The security unit at the employee's workplace has worked well so that employees feel comfortable" who answered neutrally as many as 18 people (16.1%) and who answered disagreed 5 people (4.5%). The results of these respondents' answers illustrate that the employees of PT. Java Bali Generation Services Unit PLTU Banjarsari Lahat Regency feels that the employee's workplace is not safe, informal demonstrations often occur and theft often occurs in the PLTU environment. Steps that can be taken by the leadership of PT. PJB Services Unit PLTU Banjarsari Lahat Regency in this case is a company working with the government to maintain security in the power plant environment.

## 4. CONCLUSIONS

Based on the results of the research that has been described in the previous chapter, it can be concluded:

- a. There is a positive and significant influence of motivation, work discipline and work environment together on the performance of employees of PT. Java Bali Generation Services Unit PLTU Banjarsari.
- b. There is a positive and significant influence of work motivation, work discipline and work environment partially on the performance of employees of PT. Java Bali Generation Services Unit PLTU Banjarsari.

## 5. RECOMMENDATION

- a. Management of PT. PJB Services Unit PLTU Banjarsari needs to socialize how to manage time efficiency at work so that employees can complete their work on time without having to work more/overtime. The need for work motivation in terms of improving formal education, then management needs to review related to the equalization of diplomas owned by current employees.
- b. Management of PT. PJB Services Unit PLTU Banjarsari needs to support employees who do not expect remuneration at work and must also pay attention to security conditions in the employee's workplace and management needs to cooperate with the government to maintain security in the employee's work environment.
- c. This research is limited to the variables of work motivation, work discipline, and work environment. Therefore, for further researchers to be able to use other variables relating to factors that affect performance and expand the object of research by including compensation variables, job satisfaction, workload, work culture, and many other factors.

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