



Analysis of Effect on the Working Environment, Work Motivation, and Discipline on Performance Employees of PT. Seimitsu Indonesia

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ABSTRACT

This study aims to examine the influence of the work environment, work motivation, and work discipline on the performance of employees of PT Fuji Seimitsu Indonesia. The sampling method used was technique sampling non probability saturated sampling technique so that the entire population that is, 70 people were sampled. This type of research is quantitative, for data this research was obtained from a questionnaire that has been filled in by the employees of PT Fuji Seimitsu Indonesia. The analytical method used is the validity test, reliability test, classical assumption test, multiple linear analysis test, and coefficient determination in the IBM SPSS 22 for Windows program. The results of the work environment hypothesis test show $t_{arithmetic} > t_{table}$ ($2.016 > 1.997$) then there is an influence between the work environment on performance employees, the results of the work motivation hypothesis test show $t_{arithmetic} < t_{table}$ ($-0.823 < 1.997$) then there is no influence between work motivation on employee performance, while the results of the work discipline hypothesis test showed $t_{count} > t_{table}$ ($5.107 > 1.997$) then there is an influence between work discipline on employee performance, and simultaneously shows $F_{count} > F_{table}$ ($22,582 > 2,744$) then there is an influence between work environment, work motivation, and work discipline on employee performance.

Keywords: *Environment, Motivation, Work Discipline, and Performance*

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INTRODUCTION

Human Resource management is one part of an organization that is very important and cannot be separated. Organizations can work in accordance with the objectives that have been set when the resource the human inside has one the same goal, namely to make organization or company premises where they work experiencing increase in profits and growing every year. Humans are the main factor the driving force of the entire process is in the organization or company, therefore employees should get attention that is more than an organization or the company they work for (Lias and Primadi: 2017)

One way you can taken to develop organizational capabilities or company that is by doing behavior improvement efforts human as a resource plays an important role in perform company tasks, so that all the work can be carried out effectively and efficiently. The success of an organization in improving its organizational performance greatly depends on the quality of the performance of its employees within the organization itself. Human resource decisions must be able to increase efficiency and must be able to improve organizational work results and can provide increased satisfaction to society (Logahan 2009: 3).

Performance is a very important part of work activities. The performance of each worker must have added value to an organization for the use of resources that have been expended (Husnawati: 2006). Performance focuses on what is needed by organizations and workers to achieve results. The level of employee performance can change because it can be influenced by several factors. Factors that affect employee performance include work environment, work motivation and work discipline.

The first factor that affects employee performance is the work environment. Based on research results from Hiskia Jonest Ratuwu (2015), Joyce Lapian (2015) and Lucky Dotulong (2015), it is stated that the work environment has a significant and positive effect on employee performance. In contrast to the research results of Nurul Ikhsan Sahlan (2015), Peggy A. Mekel (2015) and Irvan Trang (2015), which state that the work environment partially has no effect on employee performance.

The second factor that affects employee performance is work motivation. Based on the results of research by Yohanis Salutondok (2015) and Agus Supandi Soegoto (2015), it is stated that motivation has an effect on employee performance. And according to research results from Johanes Eliezier Ayer (2016), Lyndon R.J Pangemanan (2016), and Yolanda P.I. Rori (2016) states that motivation partially or separately has a significant effect on employee performance, this can occur because of the encouragement from within employees to work harder, be responsible, improve work quality and are always optimistic to achieve success in work so that it will be higher. The motivation possessed by employees increases the performance of these employees.

The third factor that affects employee performance is work discipline. Based on the results of research by Hiskia Jonest Rimbanguwu (2015), Joyce Lapian (2015), and Lucky Dotulong (2015), it is stated that work discipline has a significant and positive effect on employee performance. And work discipline is also the most dominant or strongest variable effect on employee performance compared to other variables in the research model. And according to research results from Yohanis Salutondok (2015) and Agus Supandi Soegoto (2015), it is stated that work discipline affects employee performance. And according to research results from Johanes Eliezier Ayer (2016), Lyndon R.J. Pangemanan (2016), and Yolanda P.I. Rori (2016) states that work discipline partially or separately has a significant effect on employee performance.

Table 1. Attendance Recapitulation Data For PT Fuji Seimitsu Employees September -
December 2019 Period

Month	Number Of Employees	Number Of Attendances	Number Of Absences
September	72	63	9
October	72	63	9
November	72	69	3
December	72	38	34
Total		233	55

Source: Processed research, 2019

Based on the table above, the highest number of absences occurred in December, namely as many as 34 employees, while the lowest number of absences occurred in November. Based on the above problems and seeing the influence of the work environment and motivation on employee performance and the importance of work discipline at work, researchers are interested in taking the title **Analysis of Effect on the Working Environment, Work Motivation, and Discipline on Performance Employees of PT. Seimitsu Indonesia.**

LITERATURE REVIEW

Performance

Good performance is needed by the company to achieve its goals. For this reason, human resources must have good performance and quality in order to achieve predetermined targets. Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities assigned to him (Mangkunegara, 2011: 9 in Purba et al, 2019). As for according to (Sedarmayanthi, 2010: 260 in Hartono et al., 2015) states that performance is the result of work that can be obtained by workers, a management process or an organization as a whole where the results of this work can be shown real evidence both in terms of quality and quantity. From the description above, it can be concluded that performance is the result achieved by an individual or a group of people in an organization while still paying attention to the standard operating procedures that apply in the organization while still paying attention to quality and quantity.

Performance Indicators

Indicators in assessing employee performance according to Candra Purba et al, (2019):

1. Work quantity is the amount of work done in a predetermined time.
2. Quality of work is the quality of work achieved by taking into account the standard procedures and measures that have been determined.
3. Responsibility at work is to do work based on obligations and calls of heart and is willing to take all risks.
4. Cooperation is the willingness to cooperate with other people or fellow members of the organization.
5. Initiative is the willingness to carry out new jobs and expand responsibilities.

Work Environment

The work environment is something that is around the workers and which can affect them in carrying out their assigned tasks (Sedarmayanti, 2001: 142-143 in Nurul Ikhsan Sahwal et al, 2015). According to (Sarwoto, 1991 in Triastuti, 2019) states that a good working environment condition will be created by having a good and correct organizational arrangement. Meanwhile, a bad work environment is created by a bad organizational structure.

The workplace environment for employees is no less important in improving employee performance. Where the work environment is the material and psychological conditions contained in the organization. The organization should provide a comfortable, safe, and adequate work environment such as a physical environment which includes a comfortable office layout, clean environment, good air circulation, good lighting. And also the non-physical environment which includes the work atmosphere, employee welfare, good relations between employees and between employees and their leaders (Sidanti, 2015).

Work Environment Indicator

Indicators to measure the work environment according to (Sarwoto 2007: 26 in Heny Sidanti, 2015), namely:

- a. The right workspace
In an organization, it is best if employees who work get enough workplaces to carry out their work. Employees will not be able to work comfortably and optimally if the work place provided does not provide comfort.
- b. The right indoor light
Lighting in the workspace of employees plays an important role in increasing employee morale so that they will be able to provide maximum work results, which means that adequate lighting in the workplace will help achieve organizational operational activities.
- c. The right temperature and humidity
Conditions in the work space of employees require sufficient air, because with sufficient air circulation, it will cause physical freshness to employees. If the air temperature in the work space is too hot, it will cause employee morale to decrease.
- d. Sounds that do not interfere with work concentration
Noise around the work environment will interfere with employee concentration at work, and this can cause employee performance to be less than optimal. Therefore, the organization needs to eliminate the noise or at least not reduce the noise so as not to disturb the employee's concentration at work.
- e. Work atmosphere
The working atmosphere in the organization is one of the driving factors in the smooth running of work within the organization. With a conducive work atmosphere, it will create employee morale. A good organizational work atmosphere can be seen from the relationship between leaders and employees.
- f. Employee job security
The sense of security that exists in the work environment will create peace and comfort at work and will encourage work motivation so that employee performance will get better.

Work Motivation

Motivation questions how to increase employee morale, so that employees are willing to provide all their skills and abilities as well as hard work to achieve organizational goals.

According to (Hasibuan, 1999 in Sutrisno, 2016: 110) suggests that motive is an incentive to desire and a driving force for a person's willingness to work because each motive has a specific goal to be achieved. Meanwhile, according to (Siagian, 1995 in Sutrisno, 2016: 110) suggests that motive is a psychological state that encourages, activates, or moves and it is the motive that directs and channels one's behavior, attitudes and actions which are always associated with achieving goals, both goals. Organization and personal of each member of the organization. The definition of motivation according to (Hasibuan, 2009: 141 in Arisanti et al, 2019) states that motivation is what causes, channels, and supports human behavior, so that they want to work hard and be enthusiastic about achieving optimal results. Meanwhile, according to (Notoatmodjo, 2009: 115 in Arisanti et al, 2019) states that work motivation is a reason (reasoning) for someone to act in order to meet their needs.

Work Motivation Indicators

Indicators used to measure work motivation according to Abraham Maslow in (Arisanti et al, 2019) are:

1. **Physiological Needs**

Physiological needs are the most basic needs and primary human needs in order to sustain life such as food, clothing, shelter, and individual welfare.

2. **Safety Need**

The need for security is a need that does not only mean physical security, but also includes psychological safety and fair treatment at work.

3. **Social Needs**

Social needs are the next needs that will arise when the need for security has been met. Humans are social creatures, so humans cannot fulfill their own needs without the help of other people to interact with others.

4. **Esteem Need**

The need for appreciation is a need that includes the need for self-esteem, the need to be respected and respected by others, recognition of individual abilities and skills and the effectiveness of one's work.

5. **Self-actualization Need**

Self-actualization needs are needs related to the actual potential development stage to demonstrate the skills, expertise, and potential possessed by individuals.

Work Discipline

Work discipline is one of the operational functions of Human Resource Management which is very important because the better the level of employee discipline, the higher the level of employee performance that can be achieved. Without good employee discipline, it is not easy for an organization to achieve organizational goals. Work discipline is the awareness and willingness of a person to obey all company regulations and prevailing social norms. Awareness is the attitude of a person who voluntarily obeys all the rules and is aware of his duties and responsibilities. So, employees will carry out all their work voluntarily, not based on coercion. Willingness is an attitude, behavior and actions of a person in accordance with company

regulations, whether written or not. So, employees will be pleased to obey all applicable organizational regulations and doing their work, either voluntarily or forcibly (Malayu S.P. Hasibuan 2016: 193 - 194).

Meanwhile, according to Keith Davis (1985- 366) in Mangkunegara (2015) explains that "Discipline is management action to enforce organization standards", which means that work discipline is the implementation of management to strengthen organizational guidelines. From the description of several theories above, it can be concluded that work discipline is the awareness and willingness of employees to comply with all rules and norms that apply in the organization, either voluntarily or forcibly in order to strengthen existing guidelines within the organization.

Work Discipline Indicators

Basically, there are many indicators that affect the level of employee discipline in an organization, according to Malayu S.P. Hasibuan (2009: 194-198), namely:

1. **Goals and Capabilities**

Goals and abilities also affect the level of employee discipline. The goals to be achieved must be clear and ideally defined as well as challenging enough for employees' abilities. This means that the purpose (work) assigned to employees must be in accordance with the ability of the employee concerned, so that he works seriously and is disciplined in doing it. However, if the work is beyond their capabilities or far below their capabilities, the employee's seriousness and discipline is low.

2. **Exemplary Leadership**

Leadership role models are very important in determining employee discipline because leaders are used as role models and role models by their subordinates. Leaders must set a good example, be well-disciplined, honest, fair, and in accordance with their actions. If the leader has a good role model, then employee discipline will be good. But if a leader has a poor role model (lack of discipline), then the employee will also lack discipline.

3. **Remuneration**

Remuneration (salary and welfare) also affects employee discipline because remuneration will give employees satisfaction and love for the company / work. To achieve good employee discipline, companies need to provide relatively large remuneration. Employee discipline cannot be good if the remuneration they receive is not satisfactory to meet the daily needs of their family.

4. **Justice**

Justice also supports the discipline of employees, because the ego and human nature always feel that they are the most important and want to be treated the same as other humans. Justice which is used as a source of wisdom in providing remuneration or sanctions will support the realization of good employee discipline.

5. **Waskat**

Waskat (inherent supervision) is a real action and most effective in creating employee discipline in the organization. With respect, the leader must be active and directly supervise the behavior, morals, attitudes, work passion, and work performance (performance) under him. This means that a leader must always be at work so that he can supervise and provide direction, if employees experience problems in completing their duties.

6. Sanctions Punishment

Penalties play an important role in maintaining employee discipline. If the penalties imposed are heavier, the employees will be more afraid to violate existing regulations, the attitude and disciplinary behavior of employees will be reduced. The weight or lightness of the stipulated penalties will also affect the good or bad level of employee discipline.

7. Assertiveness

Firmness of a leader in taking action will affect the discipline of organizational employees. Leaders must be courageous and firm in taking action, acting in punishing employees who are not disciplined in accordance with the applicable sanctions. The firmness of the leadership in reprimanding and giving sanctions to employees who do not discipline will create good discipline in the organization.

8. Human Relations

Harmonious human relations among employees contribute to good work discipline for the organization. The leader must be able to create an atmosphere of harmonious and binding human relations, vertically and horizontally among all employees.

Conceptual Framework

The relationship between each of the variables studied can be described as follows:

1. The Effect of Work Environment on Employee Performance

The work environment is everything that is around the employee that can influence him / her in carrying out the tasks that have been assigned to him (Logahan, 2009). The workplace environment for employees is no less important in improving the performance of employees in the organization, where the work environment is a material and psychological condition that exists in the organization (Sidanti, 2015). The results of previous research by Hiskia Jonest Runtunguwu, Joyce Lapiant and Lucky Dotulong explained that the work environment had a significant and positive effect on employee performance. This is indicated by the significance value of the work environment of 0.000 less than 0.05.

A good work environment such as a conducive work atmosphere, good workspace, and smooth air circulation will certainly lead to good employee performance. Therefore it can be assumed that the work environment has an effect on employee performance.

2. The Effect of Work Motivation on Employee Performance

Motivation is a condition that encourages and moves a person from inside and outside himself with the skills and abilities he has to get good work results (Arisanti, et al. 2019). The results of previous research by Kartika Dwi Arisanti, Ariadi Santoso and Siti Wahyuni explained that work motivation partially has a significant effect on employee performance. This is indicated by the results of the t-test statistic of $5.043 > t$ table of 2.756 with a significant value of $0.000 < 0.01$. With high motivation, employee performance will be maximized so that organizational goals can be achieved. Therefore it can be assumed that work motivation has an effect on employee performance.

3. The Effect of Work Discipline on Employee Performance

Work discipline is the willingness and awareness of employees to comply with applicable regulations, obey official orders given by the leadership and obey working hours (Haryoto, 2002). So employees will obey organizational regulations either

forcibly or voluntarily (Hasibuan, 2009). The results of previous research by Heny Sidanti explained that work discipline has an effect on employee performance. This is indicated by the results of the t value $< t \text{ table value } (4,913 > 1,678)$ with a significance level of $t > 5\%$ ($0,000 < 0,05$). Work discipline is a fairly important factor in performance, the better the level of employee discipline, the better the performance level will be. Therefore it can be assumed that work discipline has an effect on employee performance.

Based on the description above, the framework for the influence between variables in this study can be described as follows:

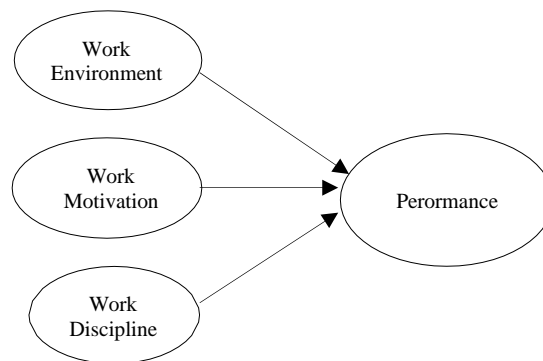


Figure 1. Conceptual Framework

RESEARCH METHOD

This study aims to analyze the effect of work environment, work motivation, and work discipline on employee performance at PT Fuji Seimitsu Indonesia. The method in this research is using test data instrument, classical assumption test and multiple linear analysis. The population in this study are all employees of PT Fuji Seimitsu Indonesia as many as 70 people. As for the retrieval technique samples using non techniques probability with saturated sample because the sample under study is the whole of the existing population by numbers 70 employees. Research questionnaire consists of distributed questionnaires in physical form and online questionnaires which is spread through social media in google form.

This questionnaire uses a scale Likert 1 to 5 which consists of 4 variables with a total of 60 questions. Likert scale questions divide the options from strongly disagreeing, disagreeing, hesitated, agreed, and totally agreed. Questionnaire validity test analysis is the validity of the item intended to measure the accuracy of an item in the questionnaire whether it is correct in measuring what is being measured. To determine whether an item worthy or not, namely with perform the coefficient significance test correlation at the significance level of 0.05, means that an item is said to be valid if significantly correlated with the score total items. Reliability test was used to find out the resistance of the measuring instrument, whether the measuring instrument used can dependable and stay consistent if the measurement is repeated. Method reliability that is often used is cronbach's alpha. To determine the instrument is reliable or not, certain limitations can be used. A construct or variable is said reliable if provide cronbach's alpha > 0.60 .

RESULT AND DISCUSSION

To know the influence work environment, work motivation, and work discipline on employee performance used linear regression equation processed in the program SPSS 22 with the following results:

Table 2. Results of Multiple Linear Regression Analysis

Model	Unstandardized		Standardized	T	Sig
	Coefficients		Coefficient		
	B	Std. Error	Beta		
Constant	22.246	5.423		4.102	.000
Work Environment	.214	.106	.308	2.016	.048
Work Motivation	-.098	.120	-.132	-.823	.414
Work Discipline	.573	.112	.586	5.107	.000

Data Sources: Processed research, 2020

Based on the table 2 above can be compiled the regression equation is $Y = 22,246 + 0.214X_1 - 0.098X_2 + 0.573X_3$. The explanation of this equation is the constant value is 22.246 no interpreted because of numbers smallest on the Likert scale 1, none the number 0 on the Likert scale. Score work environment coefficient (X1) of 0.214 states that if work environment has increased, then employee performance will experience increase assuming the variable X2 and X3 is constant. Coefficient value work motivation (X2) of 0.098 and Signed negative, indicates motivation work has a relationship the opposite direction to performance. Thing this implies that every increase in work motivation is variable

Employee performance will decrease with the assumption that the variables X1 and X3 are valued constant. Work discipline coefficient value (X3) of 0.573 states that if experienced work discipline increase, then the employee's performance will be has increased with the assumptions variables X1 and X2 are constant.

Hypothesis Testing (t test).

The results of the t test or significant test work environment variables, motivationwork, and work discipline partially on employee performance can known by looking at table 1, the following results were obtained: On work environment variables can be obtained t table, namely $df = 66$ with a t table value of 1.997 with thus $t_{count} > t_{table}$ ($2.016 > 1.997$) which means H_0 is rejected and H_a received. And by looking at the value significance < 0.05 ($0.048 < 0.05$). Thus it can be interpreted that work environment partially affect employee performance PT Fuji Seimitsu Indonesia.

The work motivation variable can obtained t table, namely $df = 66$ with t table value of 1.997 with thus $t_{count} < t_{table}$ ($-0.823 < 1.997$) which means H_0 is accepted and H_a rejected. And by looking at the value significance > 0.05 ($0.414 > 0.05$). Thus it can be interpreted that work motivation is partially not affect employee performance PT Fuji Seimitsu Indonesia. Work discipline variables can be obtained t table, namely $df = 66$ with t table value of 1.997 with thus $t_{count} > t_{table}$ ($5,107 > 1,997$) which means H_0 is rejected and H_a received. And by looking at the sig value significance < 0.05 ($0.000 < 0.05$). With thus it can be interpreted that discipline work is partially influential on the performance of PT Fuji employees Seimitsu Indonesia.

Hypothesis Testing (Test F)

The results of the F test or significant test work environment variables, motivation work, and work discipline simultaneously on employee performance can known by looking at table 3.

Table 3. F Test Results

Model	Model R Square	Df	Mean Square	F	Sig.
Regression	1561.264	3	520.421 2	22.582	.000
Rresidual	1521.021	86	23.046		
Total	3082.286	69			

Data Sources: Processed research, 2020

Based on the results of IBM calculations SPSS 22 obtained the calculated F value of 22.582 and the F table of 2.744 because $F_{count} > F_{table}$, thus H_0 rejected and H_a accepted. And with see the significance value < 0.05 ($0.000 < 0.05$). Can be concluded that work environment, work motivation, and work discipline simultaneously has a significant effect on performance employees of PT Fuji Seimitsu Indonesia.

Coefficient of Determination

Table 4. F Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estomate
1	.712	.507	.484	4.801

Data Sources: Processed research, 2020

The coefficient of determination (R^2) from the output display of the SPSS model summary shown in table 3 above, adjusted R value 2 is 0.484. This matter show that ability independent variable (work environment and work discipline) in explaining variation of dependent change, namely equal to 48.4%. There is still 51.6% variation incapable dependent change explained by the independent variable in this research model. This matter due to other factors those who influence those who don't researched in this study.

DISCUSSION

Based on research results shows that statistically it can be seen that the variable X_2 is not effect on variable Y. While the variables X_1 and X_3 have influence on variable Y, that is means the higher the work environment (X_1) and work discipline (X_3) then high effect on performance employee (Y) generated. An explanation of each influence the variables are as follows:

1. Effect of Work Environment Against Employee Performance

The results of hypothesis testing have been indicates that there is influence between the work environment on employee performance. Through the results of calculations that have been done obtained the t value of 2.016 with t table of 1.997 with thus $t_{count} > t_{table}$ then the hypothesis in this study rejects H_0 and accept H_a . And got a value significance < 0.05 ($0.048 < 0.05$). This test explains that work environment has a positive effect on employee performance. That is, influential work environment on the performance of PT Fuji employees Seimitsu Indonesia. Results this research supports the study research by Runtunguw et al., (2015) which states

that the environment work has a positive effect and significant to employee performance.

2. The Influence of Work Motivation Against Employee Performance

The results of hypothesis testing have been indicates that there is none influence between work motivation on employee performance. Through the results of calculations that have been done obtained the t value of -0.823 with t table of 1.997 with thus t count <t table then the hypothesis in this study received H₀ and refuse H_a. And got a value significance > 0.05 (0.414 > 0.05). This test explains that work motivation has no effect positive on employee performance. That is, work motivation is not effect on performance employees of PT Fuji Seimitsu Indonesia. The results of this study are not in line with research studies previously by Arisanti et al. (2019) which states that motivation work has a significant effect on employee performance. But this research supported by Raden's research Yohanes Luhur (2014) who states that motivation is not effect on performance employees.

3. The Effect of Work Discipline on Employee performance

The results of hypothesis testing have been indicates that there is the influence of work discipline on employee performance. Through the results calculations that have been done obtained the t value of 5.107 with t table of 1.997 with thus t count > t table then the hypothesis in this study rejects H₀ and accept H_a. And got a value significance <0.05 (0.000 <0.05). This test explains that work discipline has a positive effect on employee performance. That is, work discipline has an effect on the performance of PT Fuji Seimitsu employees Indonesia, because of work discipline can push employees inside carry out duties properly and responsibility, it will produce good performance. Result this research supports the research previously by Panuluh and Gilang (2019) that work discipline significant effect on employee performance.

4. The Influence of the Work Environment, Work Motivation and Work Discipline Against Employee Performance

The results of hypothesis testing have been indicates that there is influence simultaneously between work environment, work motivation and work discipline on performance employees. Through the calculation results statistical F test that has been done obtained the calculated f value of 22.582 with f table of 2.744 with thus f count > f table then the hypothesis in this study rejects H₀ and accept H_a. This test explain that the work environment, work motivation, and work discipline simultaneously have a positive effect on employee performance. That is, work environment, work motivation, and simultaneous work discipline positive effect on performance employees of PT Fuji Seimitsu Indonesia. The results of this study support previous research by Sidanti (2015) which states that work environment, motivation, and work discipline have an effect on employee performance.

CONCLUSION

Based on research results and discussions that have been done regarding the Effect of the Work Environment, Work Motivation, and Work Discipline on the Performance of PT Fuji Employees Seimitsu Indonesia which is based on the results of the deployment questionnaire on 70 employees, has the following conclusions are obtained:

1. The results showed that Work environment, work motivation, and simultaneous work discipline effect on performance employees at PT Fuji Seimitsu Indonesia, significant with contribution of 48.4 percent while the remaining 51.6 percent

- influenced by other variables outside Research Model.
2. Partially it can be seen that work environment and discipline variables work has a significant effect on the performance of PT Fuji employees Seimitsu Indonesia. This means that the better employee understanding of the importance of discipline, and increasingly adequate work environment in the company will then increase employee performance. Otherwise, low understanding of employees against work discipline and less an adequate work environment is in the company then it will lead to employee performance be less good. While for variable X3, namely motivation work, in the results of this study show that partially work motivation has no effect on the performance of PT Fuji employees Seimitsu Indonesia. It means performance motivation in the company is lacking well preserved. Therefore, PT Fuji Seimitsu Indonesia Plant 2 have to fix and push its employees in a way give Reward and Punishment for its employees based on achievements as well performance achieved.
 3. Work Discipline Variable (X3) is a variable that has the most dominant influence on the performance of PT Fuji Seimitsu employees Indonesia on the basis of value standardized absolute beta coefficient the highest.

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