EMPLOYEE PERFORMANCE MODEL ANALYSIS: DISCIPLINE, WORK ENVIRONMENT, AND WORK MOTIVATION ON EMPLOYEE PERFORMANCE (CASE STUDY OF PT XYZ IN SERPONG DISTRICT, SOUTH TANGERANG CITY)

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Abstract
Performance is the result of work that can be accomplished by an individual or a group of individuals within a company in accordance with their authority and responsibilities, without violating the law, and without conflicting with moral and ethical standards. Employee performance is also significantly influenced by both internal and external factors. This study aims to examine the extent of the influence of discipline, environment, and motivation on employee performance at PT XYZ in Serpong District, South Tangerang City. The sample used in the study consisted of 85 employees with various respondent characteristics. The method used was quantitative analysis using SmartPLS 3.0 software. The results of this study can be concluded that discipline has a significant influence on employee performance, with a t-statistic value of 2.291, greater than 1.96 and a p-value of 0.022, smaller than 0.05. The environment has a significant influence on employee performance, with a t-statistic value of 4.006, greater than 1.96 and a p-value of 0.000, smaller than 0.05. Motivation does not have a significant influence on employee performance, with a t-statistic value of 1.332, smaller than 1.96 and a p-value of 0.183, greater than 0.05. The company needs to pay attention to employees, provide support and incentives to employees by giving recognition and rewards to high-performing employees.

Keywords: Discipline, Employee Performance, Environment, Motivation

INTRODUCTION
Every company requires an adequate workforce to support its performance. Managing this workforce must be done effectively, along with other factors within the company. This is because every organization, regardless of its size, scope, or purpose, relies on people to operate. Considering that humans are complex and dynamic components, managing and empowering the workforce significantly impacts the success and productivity of the organization. One factor that can enhance the productivity of an organization or institution is the quality of its human resources (Puspita et al., 2017). Human Resources are a crucial component in the advancement of technology, science, and development. Therefore, in this modern era marked by technological and cultural progress, the presence of competent human resources with high motivation and discipline in performing their duties and functions is essential, both for individual and organizational goals (Prihantoro, 2015).
In principle, performance involves the vision, mission, and goals of an organization (Dewi & Trihudianto, 2020). Performance is often used to describe individual and professional achievements. Every organization strives to enhance the performance of its employees to achieve its established goals. The growth of a company heavily depends on the presence of a quality workforce. To improve the quality of the workforce within a company, the application of various techniques is necessary. Implementing discipline, motivating employees, and creating a conducive work environment are strategies that can be used.

Employee performance is influenced by several factors, including salary, workplace, company culture, leadership, and motivation. Employee performance is also significantly affected by internal and external influences. Internal determinants include leadership style, knowledge and skill-based talents, job satisfaction, and work motivation (Arisanti et al., 2019).

Based on the findings from observations conducted at PT XYZ in Serpong District, South Tangerang City, several issues related to employee performance have been identified among the employees working at the company, including:

1. Employees still lack discipline in their work; there are still employees who arrive late to work or exceed the specified working hours.
2. Lateness or failure to meet targets.
3. Delayed salary or deductions from the company that can affect employee motivation.
4. The company's placement, which is distant from each division, makes employees less optimal in their work. Additionally, during meetings with other divisions, they have to gather at a different office location, which affects the work environment.

One aspect to consider in efforts to enhance employee performance is discipline, which is a key factor in carrying out employees' duties. Discipline involves an individual's understanding and willingness to adhere to rules and regulations set by the relevant organization.

There are other factors that affect an employee's performance, one of which is the work environment. The work environment refers to all the facilities and infrastructure around employees that contribute to the execution of their tasks. These factors include the workplace location, facilities, cleanliness, lighting, comfort, and interpersonal work relationships within it (Hasibuan, 2018).

One additional factor is motivation, which is related to work discipline. Every company strives to improve the performance of each employee. Organizational leaders need to provide effective motivation to all employees to enhance performance and produce quality work (Ekhsan, 2019). Based on this background and issue, the author aims to analyze the problem into a scientific work entitled "Employee Performance Model Analysis: Discipline, Work Environment, and Work Motivation on Employee Performance (Case Study of PT XYZ in Serpong District, South Tangerang City)".

LITERATURE REVIEW AND HYPOTHESIS

Employee Performance

Performance denotes the outcomes attained by individuals or groups within a company within the bounds of their authority and duties, while adhering to legal and ethical principles. An employee's performance hinges on their actions or
inactions, and their contribution to the organization is gauged by it. Unlawful behaviors are intolerable in striving for organizational objectives (Afandi, 2018).

Employee performance is the outcome of an individual's work within their role, evaluated based on specific criteria that demand full responsibility. These work outcomes determine whether an employee's performance decreases or improves. To evaluate an employee's performance, a leader needs to consider the responsibilities, targets, and achievements of the employee in carrying out their duties. This study utilizes indicators to measure employee performance, which are assessed using specific methods (Robbins & Judge, 2011).

1. Quality
   Employee performance quality is a measurable indicator based on assessing employees' vision of the quality of the work they produce themselves, as well as how well their work matches their skills.

2. Quantity
   Employee performance quality is a measurable indicator based on evaluating the quantity of individual work done by employees in terms of the number of units/cycles completed in a day or a period.

3. Timeliness
   Timeliness is an indicator that can be measured by evaluating how an employee's work is judged in terms of timely completion, maximizing all the time they have and their coordination.

4. Effectiveness
   Effectiveness is an indicator that can be measured by evaluating how they allocate resources, budget, technology, and everything provided in the company to be maximized to achieve company goals.

Discipline
Discipline involves awareness and readiness to adhere to all workplace policies and relevant social norms. Employee's lack of discipline in an organization indirectly harms the company. Workers with a strong work ethic will be able to carry out and complete tasks quickly and successfully. Employees with high levels of discipline will not procrastinate in completing tasks and will always strive to complete them on time, especially in the absence of direct supervision from their superiors, to enhance productivity (Aspiyah & Martono, 2016).

To evaluate work discipline, an employee needs to measure themselves and adhere to company rules. This study utilizes indicators to measure Work Discipline, which are assessed using specific methods (Hustia, 2020).

1. Adherence to all company rules
   Employees are required to adhere to all company rules and regulations established according to the guidelines to ensure comfort and smoothness in work.

2. Effective time utilization
   The working time provided by the company is expected to be utilized to the fullest by employees to achieve the targets set by the company, without excessively wasting time beyond the company's work standards.

3. Responsibility in work and tasks
   Responsibility given to individuals if not in accordance with the time frame set by the company, then the employee has a high level of work discipline.

4. Absenteeism rate
One measure to determine the level of employee discipline, the higher the attendance frequency or the lower the absenteeism rate, the employee has a high level of work discipline.

**Environment**
The work environment encompasses all physical and social-cultural aspects around it. Human activities, both mentally and physically, are involved in the work environment. Therefore, it can be concluded that an employee's work environment is a factor within and around them that can affect how well they can complete tasks assigned by the company (Hanafi & Zulkifli, 2018).

Indicators of the work environment include (Feel et al., 2018):
- Mutual respect among colleagues
- Good spatial arrangement
- Level of workplace noise
- Supervisor behavior towards subordinates

**Motivation**
Motivation is the factor that drives or moves individuals or groups of employees to behave and work optimally in executing planned tasks to achieve predetermined goals. This will enhance employee productivity and impact the achievement of company goals. Individuals take action to achieve desired goals (Cochran et al., 2017).

Indicators of motivation include (George & Jones, 2005):
- Rewards
- Performance Appraisal
- Responsibility

**Structural Equation Modeling – Partial Least Square (SEM-PLS)**
In its essence, Structural Equation Modeling (SEM) is an analysis method that allows the separation of relationship processes for each dependent variable, characterized by two main components, namely the structural model and the measurement model. The structural model in SEM depicts the relationship between independent and dependent variables, while the measurement model is used to measure several variables against one independent or dependent variable (Aminah & Ahmad, 2016).

This research specifically employs the SEM-PLS method. The SEM-PLS method is chosen for its effectiveness in measuring the causal relationships between dependent and independent variables. PLS is an alternative approach different from covariance-based SEM, as covariance-based SEM is generally used to test causality and theories, while PLS focuses more on predictive modeling because this method is not dependent on assumptions such as normal distribution of data, large sample size, and so on. PLS also offers flexibility and can analyze constructs formed by reflective indicators.

**Outer Model Measurement**
The testing of the outer model is a process to measure the validity and reliability of a research object in the form of a questionnaire. This outer model test plays a role in evaluating the relationship between latent variables and their indicators. In this study, the dependent variable X functions as the exogenous (independent) latent variable, while the endogenous (affected) latent variable is variable Y. There are three methods for evaluating the outer model, as follows:
Convergent Validity
Convergent validity is the loading factor values that depict the strength of the relationship between each indicator item and its latent variable.

b. Discriminant Validity
Discriminant validity is the cross-loading factor values used to determine the reliability of the reflective model.

c. Composite Reliability
Reliability testing is a test used to measure the level of consistency and stability of research questionnaires (indicators) within a concept. In studies with multiple items, the reliability technique used is the Cronbach’s Alpha test.

Inner Model (Structural Model)
The structural model test is a method used to predict the causal correlation between the latent variables being examined. This correlation is evaluated using the R2 (R-square) value, which indicates the extent to which the independent variables can explain the variation in the dependent variable.

Significance Testing of Hypotheses
Hypothesis testing is conducted by examining the t-statistic and the probability value (P-value) from the bootstrapping results.

Conceptual Framework
There are four (4) variables: Discipline, Environment, Motivation, and Employee Performance. With Employee Performance as the dependent variable, this study will explain how Discipline, Environment, and Motivation influence Employee Performance.

Hypotheses:
1. H1: Discipline has a significant influence on employee performance at PT XYZ in Serpong District, South Tangerang City.
2. H2: Environment has a significant influence on employee performance at PT XYZ in Serpong District, South Tangerang City.
3. H3: Motivation has a significant influence on employee performance at PT XYZ in Serpong District, South Tangerang City.
METHODOLOGY

Flow Chart Description

1. Start
The initial step in preparing the final project and gathering the necessary data.
2. Literature Study
The stage of seeking references and understanding relevant theories based on the identified issues.
3. Field Study
The field study is the process of collecting facts by distributing questionnaires to all employees of PT XYZ in Serpong sub-district, South Tangerang city, to understand the impact of Discipline, Work Environment, and Motivation on Employee Performance at PT XYZ in Serpong sub-district, South Tangerang city.
4. Problem Formulation
5. Research Objectives
6. Data Collection
   A. Primary Data: The research data is obtained directly from the original research source and collected based on the results of the questionnaire distribution.
   B. Secondary Data: The research data is obtained through intermediary or indirect means such as books, theses, and dissertations that are relevant and support this research.
   C. Population and Sample Selection
The population is the generalization area consisting of objects or subjects with specific qualities and characteristics determined by the researcher for study, and from which conclusions are drawn. The population used consists of employees of PT XYZ in the Serpong sub-district, South Tangerang city, totaling 92
individuals. The sample is a part of the overall population. The sample for this research consists of employees at PT XYZ in the Serpong sub-district, South Tangerang city. In this study, the sampling technique used is Purposive Sampling. The determination of the sample size for Structural Equation Modeling (SEM) analysis uses the following formula:

Sample size = number of indicators x 5 to 10
Since there are 15 indicators in this study, the sample size used is:
Minimum sample = number of indicators x 5 = 15 x 5 = 75 respondents
Maximum sample = number of indicators x 10 = 15 x 10 = 150 respondents

7. Validity and Reliability Testing
The validity test will be conducted using statistical software, and its purpose is to evaluate the validity of the variables in this study. If the variables are proven to be valid, they can be accurately used for measurement, and the valid research results can be further analyzed.
Using a 5% significance level for the correlation value, an instrument will be considered valid if the calculated correlation value (r calculated) is greater than the table correlation value (r table), and considered invalid if the r calculated value is less than the r table value. Reliability testing is not conducted in this study because the validity test has already examined the content validity of the variables (data validity).

8. Analysis
This study uses the Partial Least Square (PLS) approach. PLS SEM is an alternative to or equivalent of the basic Structural Equation Modeling (SEM) method in components or variance and can be used to address related issues. PLS-SEM is not based on the number of normally distributed hypotheses and does not require a large sample size. The flowchart will show the relationships between variables according to the study.

9. Conclusion
The conclusion is the final stage in the creation of the thesis research by providing conclusions and recommendations from the discussion and analysis of the research. The aim is to understand the impact of discipline, work environment, and motivation on employee performance.

10. Completion
RESULTS AND DISCUSSION
Outer Model
There are three stages in outer model testing: convergent validity analysis, discriminant validity analysis, and composite reliability analysis. A construct or variable is considered reliable if it has a Cronbach's Alpha value > 0.7 and Composite Reliability > 0.7, with an AVE (Average Variance Extracted) above 0.5. The results of the overall outer model test can be seen in the following figure:
Convergent Validity
Loading factor values are considered valid and significant if they are greater than 0.7. However, in some similar literature studies, loading factor values can be considered acceptable if they are greater than 0.5, especially when the research uses a new model that differs from previous studies.

Table 1

<table>
<thead>
<tr>
<th>Variable</th>
<th>Item Code</th>
<th>Loading Factors</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Discipline (X1)</td>
<td>DP1</td>
<td>0.921</td>
<td>VALID</td>
</tr>
<tr>
<td></td>
<td>DP2</td>
<td>0.847</td>
<td>VALID</td>
</tr>
<tr>
<td></td>
<td>DP3</td>
<td>0.810</td>
<td>VALID</td>
</tr>
<tr>
<td></td>
<td>DP4</td>
<td>0.830</td>
<td>VALID</td>
</tr>
<tr>
<td>Environment (X2)</td>
<td>LK1</td>
<td>0.773</td>
<td>VALID</td>
</tr>
<tr>
<td></td>
<td>LK2</td>
<td>0.712</td>
<td>VALID</td>
</tr>
<tr>
<td></td>
<td>LK3</td>
<td>0.723</td>
<td>VALID</td>
</tr>
<tr>
<td></td>
<td>LK4</td>
<td>0.888</td>
<td>VALID</td>
</tr>
<tr>
<td>Motivation (X3)</td>
<td>MK1</td>
<td>0.876</td>
<td>VALID</td>
</tr>
<tr>
<td></td>
<td>MK2</td>
<td>0.743</td>
<td>VALID</td>
</tr>
<tr>
<td></td>
<td>MK3</td>
<td>0.820</td>
<td>VALID</td>
</tr>
<tr>
<td>Employee Performance (Y)</td>
<td>KK1</td>
<td>0.845</td>
<td>VALID</td>
</tr>
<tr>
<td></td>
<td>KK2</td>
<td>0.903</td>
<td>VALID</td>
</tr>
<tr>
<td></td>
<td>KK3</td>
<td>0.841</td>
<td>VALID</td>
</tr>
<tr>
<td></td>
<td>KK4</td>
<td>0.827</td>
<td>VALID</td>
</tr>
</tbody>
</table>

Discriminant Validity
Discriminant validity is conducted to verify that each concept of the respective latent variables differs from other variables (Monalis et al., 2020). This means that when
comparing the load values of the intended construct, they should be greater than other values. By default, the value of each structure should be >0.7. Based on the table above, the cross-loading values for each construct are greater than 0.7. This indicates that the manifest variables in this study have appropriately explained their latent variables and proven that all items are valid.

### Table 2

**Discriminant Validity Results**

<table>
<thead>
<tr>
<th>ITEM</th>
<th>DP</th>
<th>LK</th>
<th>MK</th>
<th>KK</th>
</tr>
</thead>
<tbody>
<tr>
<td>X1.1</td>
<td>0.921</td>
<td>0.669</td>
<td>0.607</td>
<td>0.718</td>
</tr>
<tr>
<td>X1.2</td>
<td>0.847</td>
<td>0.439</td>
<td>0.388</td>
<td>0.475</td>
</tr>
<tr>
<td>X1.3</td>
<td>0.810</td>
<td>0.412</td>
<td>0.302</td>
<td>0.489</td>
</tr>
<tr>
<td>X1.4</td>
<td>0.830</td>
<td>0.612</td>
<td>0.552</td>
<td>0.634</td>
</tr>
<tr>
<td>X2.1</td>
<td>0.478</td>
<td>0.773</td>
<td>0.570</td>
<td>0.668</td>
</tr>
<tr>
<td>X2.2</td>
<td>0.513</td>
<td>0.712</td>
<td>0.499</td>
<td>0.570</td>
</tr>
<tr>
<td>X2.3</td>
<td>0.427</td>
<td>0.723</td>
<td>0.554</td>
<td>0.529</td>
</tr>
<tr>
<td>X2.4</td>
<td>0.574</td>
<td>0.888</td>
<td>0.726</td>
<td>0.775</td>
</tr>
<tr>
<td>X3.1</td>
<td>0.616</td>
<td>0.768</td>
<td>0.876</td>
<td>0.715</td>
</tr>
<tr>
<td>X3.2</td>
<td>0.327</td>
<td>0.508</td>
<td>0.743</td>
<td>0.501</td>
</tr>
<tr>
<td>X3.3</td>
<td>0.385</td>
<td>0.548</td>
<td>0.820</td>
<td>0.549</td>
</tr>
<tr>
<td>Y1.1</td>
<td>0.631</td>
<td>0.650</td>
<td>0.572</td>
<td>0.845</td>
</tr>
<tr>
<td>Y1.2</td>
<td>0.605</td>
<td>0.791</td>
<td>0.667</td>
<td>0.903</td>
</tr>
<tr>
<td>Y1.3</td>
<td>0.568</td>
<td>0.707</td>
<td>0.596</td>
<td>0.841</td>
</tr>
<tr>
<td>Y1.4</td>
<td>0.578</td>
<td>0.647</td>
<td>0.673</td>
<td>0.827</td>
</tr>
</tbody>
</table>

Another method to examine Discriminant Validity is by considering the AVE (average variance extracted) value. If the AVE value exceeds 0.5, it can be considered valid. The AVE testing results show validity for all variables, with all values exceeding 0.5. Additionally, composite reliability values are considered reliable if they exceed 0.6. The test results show reliable outcomes for all variables (Muchsinati & Desy, 2023). as seen in the following table:

### Table 3

**AVE Results**

<table>
<thead>
<tr>
<th>Variable</th>
<th>AVE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Discipline X1</td>
<td>0.727</td>
</tr>
<tr>
<td>Environment X2</td>
<td>0.730</td>
</tr>
<tr>
<td>Motivation X3</td>
<td>0.604</td>
</tr>
<tr>
<td>Employee Performance Y</td>
<td>0.664</td>
</tr>
</tbody>
</table>

**Composite Reliability**

A construct must have a composite reliability value greater than 0.70 (Basori et al., 2017).

### Table 4

**Composite Reliability Results**

<table>
<thead>
<tr>
<th>Item</th>
<th>Cronbach's Alpha</th>
<th>Composite Reliability</th>
</tr>
</thead>
<tbody>
<tr>
<td>X1</td>
<td>0.876</td>
<td>0.914</td>
</tr>
<tr>
<td>X2</td>
<td>0.876</td>
<td>0.915</td>
</tr>
<tr>
<td>X3</td>
<td>0.779</td>
<td>0.858</td>
</tr>
<tr>
<td>Y</td>
<td>0.748</td>
<td>0.855</td>
</tr>
</tbody>
</table>
Based on the composite reliability and Cronbach’s alpha values, each construct is very reliable because they have high composite reliability and Cronbach’s alpha values above 0.70. This means that all variables are considered appropriate as research instruments.

**Inner Model**

The next step in testing is to conduct inner model or structural model testing, which aims to identify the relationships between constructs or the influence between research variables according to the proposed hypotheses. The initial stage of the structural model involves evaluating the model by considering the R-Square value for endogenous constructs, which indicates the extent to which these constructs are influenced by exogenous constructs (Candana et al., 2020).

### Table 5

<table>
<thead>
<tr>
<th>R-Square Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>R Squared</td>
</tr>
<tr>
<td>Employee Performance (Y)</td>
</tr>
</tbody>
</table>

Based on the R-Square values in the table, if the R-Square for employee performance is >0.67, then this value can be categorized as the inner model being in a strong position.

**Hypothesis Testing**

To determine whether a hypothesis is accepted, we can consider the significance values between constructs, t-statistics, and p-values. Hypothesis testing in SmartPLS 3.0 can be performed by analyzing the path coefficient. There are several criteria that need to be considered to evaluate the extent of the influence of exogenous variables on endogenous variables, which are as follows (Eisingerich & Rubera, 2010):

### Table 5

<table>
<thead>
<tr>
<th>Hypothesis Testing Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Variable</td>
</tr>
<tr>
<td>Discipline -&gt; Employee Performance</td>
</tr>
<tr>
<td>Environment -&gt; Employee Performance</td>
</tr>
<tr>
<td>Motivation -&gt; Employee Performance</td>
</tr>
</tbody>
</table>

1. Discipline has a significant influence (T-Statistics > 1.96 and P-Value < 0.05) on employee performance at PT XYZ in Serpong district, South Tangerang city.
2. Environment has a significant influence (T-Statistics > 1.96 and P-Value < 0.05) on employee performance at PT XYZ in Serpong district, South Tangerang city.
3. Motivation does not have a significant influence (T-Statistics < 1.96 and P-Value > 0.05) on employee performance at PT XYZ in Serpong district, South Tangerang city.

**Discussion**

**Discipline Significantly Influences Employee Performance**

It has been determined that discipline has a significant influence on employee performance, with the t-statistic value for this construct relationship being 2.291, which is greater than
1.96, and the p-value being 0.022, which is less than 0.05. Therefore, hypothesis 1, stating that discipline has a significant influence on employee performance, is accepted.

This study is also supported by the research of Adinda, T. N., Firdaus, M. A., & Agung, S. (2024) on employees of PT. Antam Tbk, where the results showed that the variables of work discipline and employee performance are positive and have a significant impact (Adinda et al., 2024). This analysis also supports previous research results, which indicate that discipline has a positive and significant influence on employee performance.

This indicates that discipline at PT XYZ in the Serpong district, South Tangerang city, describes the state where employees have a high influence on performance. This means that employees who have good work discipline will be able to carry out and complete assigned tasks effectively.

**Environment Significantly Influences Employee Performance**

It has been determined that the environment has a significant influence on employee performance, with the t-statistic value for this construct relationship being 4.006, which is greater than 1.96, and the p-value being 0.000, which is less than 0.05. Therefore, hypothesis 2, stating that the environment has a significant influence on employee performance, is accepted.

This study is also supported by the research of Andriyani et al., (2020) on employees of PT Aquave, where the results showed that the work environment positively and significantly influences employee performance. This analysis also supports previous research results, which indicate that discipline has a positive and significant influence on employee performance.

This indicates that the environment at PT XYZ in the Serpong district, South Tangerang city, describes the work environment as having a high influence on employee performance. This means that the work environment can help or be a factor in the success and capability of employees.

**Motivation Does Not Significantly Influence Employee Performance**

It has been determined that motivation does not significantly influence employee performance, with the t-statistic value for this construct relationship being 1.332, which is less than 1.96, and the p-value being 0.183, which is greater than 0.05. Therefore, hypothesis 3, stating that motivation does not have a significant influence on employee performance, is accepted.

This study is also supported by the research of Rosmaini and Tanjung (2019) on employees within the Department of Public Works and Public Housing in Aceh Tamiang Regency. The results showed that motivation has a positive but not significant influence on employee performance, with the t-value for the motivation variable (X2) being 0.864, which is less than the table value of 1.668, and a significance value of 0.390 > 0.05

Based on these results, it can be stated that employee performance drives or enhances employee contribution and overall performance. High achievement motivation will lead to high performance, and conversely, low performance is due to low motivation. The point of connection between motivation and performance is that high motivation will result in high work output and drive efforts to achieve work productivity. When this condition is not met, there will be a decline in work productivity.

PT XYZ in Serpong district, South Tangerang City, needs to improve work motivation. The company can consider actions such as providing appreciation in the form of incentives, goods, messages or expressions, and branding employees who excel in their work. By doing so, it will enhance the quality of employee motivation, as employees will feel valued and appreciated by the company, and the company appreciates employees by providing opportunities with pleasure.

**Employee Performance Model**
Based on the analysis results, it is stated that the variables of discipline and environment significantly influence employee performance. Meanwhile, the motivation variable does not significantly influence employee performance. Below is the employee performance model:

**Picture 4.**
**Employee Performance Model**
*Source: (Processed Data)*

**Conclusion**
Based on the discussion results, this research aims to understand the influence of discipline, environment, and work motivation on employee performance at PT XYZ in Serpong district, South Tangerang City. The conclusions drawn are as follows:

1. Discipline significantly influences employee performance. Therefore, higher workplace discipline will lead to increased employee performance at PT XYZ in Serpong district, South Tangerang City.
2. The environment significantly influences employee performance. Hence, higher workplace welfare will lead to increased employee performance at PT XYZ in Serpong district, South Tangerang City.
3. Motivation does not significantly influence employee performance. Therefore, higher motivation provided by the company will lead to higher employee performance at PT XYZ in Serpong district, South Tangerang City.
4. The employee performance model indicates that the variables of discipline and environment significantly influence employee performance. However, the motivation variable does not significantly influence employee performance at PT XYZ in Serpong district, South Tangerang City.

**Limitation**
The limitation of this research is that it only focuses on the influence of discipline, environment, and motivation on employee performance at PT XYZ in Serpong, South Tangerang.

**Suggestion**
Based on the research results, here are the suggestions that the researcher can provide as input:
1. For the company, it is necessary to pay special attention to employees by providing support and incentives, such as recognition and rewards for high-performing employees. This can include awards or career development opportunities.

2. Further research can be conducted using other related variables to create a new model in the study. By using a larger sample size and a wider range of industries, the research results can be improved.

REFERENCES


