
THE IMPACT THAT WORK ENVIRONMENT, WORK MOTIVATION, AND WORK DISCIPLINE HAVE ON THE PERFORMANCE OF HAMMER STRONG BANDUNG EMPLOYEES

Nenti Apriyani¹, Rama Chandra Jaya², Kartika Nuradina³

^{1,2}Management Study Program, ³Psychology Study Program, Universitas Indonesia
Membangun, West Java, Indonesia.

¹apriyani.nenti08@gmail.com, ²rama.chandra@inaba.ac.id, ³kartika.nuradina@inaba.ac.id

ABSTRACT

Hammerstout Bandung is a company operating in the field of fashion (clothes), shirts, jeans, sweatshirts, and jackets targeting the young Bandung market. Hammer Stout Bandung produces and sells its brand. This is through sales offline or online with digital marketing. In the 2017-2020 period, Hammerstout Bandung experienced a decline in production which was indicated to be due to various factors that could influence the employee's performance. This research aims to determine and analyze the influence of work discipline, work environment, and work motivation on the performance of Hammer Stout Bandung employees. The total research sample was 63 respondents who were Hammerstout Bandung employees. Data analysis uses multiple linear regression and hypothesis testing. The study's findings demonstrate that work discipline significantly and favorably affects employee performance at Hammerstouth Bandung. Employee performance at Hammerstouth Bandung is positively and significantly impacted by the work environment. Workplace motivation significantly and favorably affects employee performance at Hammerstouth Bandung. With a combined influence contribution of 84.0%, work environment, work motivation, and work discipline have a considerable impact on employee performance in Hammerstouth Bandung. Other characteristics not included in this research account for the remaining 16.0% of the variation in performance.

Keywords: Work Discipline; Work Environment; Work Motivation; Employee Performance

INTRODUCTION

Hammer Stout Bandung is a company operating in the field of fashion (clothes), shirts, jeans, sweatshirts, and jackets targeting the young Bandung market. Hammer Stout Bandung produces and sells itself *brand* This is through sales offline or online with digital *marketing*. In the

2017-2020 period, Hammerstout Bandung experienced a decline in production which was indicated to be due to various factors that could influence the employee's performance. Based on Table 1 above, production fluctuates every month in 2017 - 2020, this can mean that there is inconsistency in producing production.

Hammer Stout's annual production results for the period 2017 – 2020 appear to have decreased, especially in 2018 and 2020 which experienced a quite significant decline. Based on interviews with Co-Founder Hammer Stout, Wildan Fahmi said that production experienced a decline during 2017 – 2020, allegedly due to many factors, especially human resources, or employees. Employees

only work according to predetermined working hours, and their work ethic is not high enough in their work, whereas in business fashion require more time to complete work outside of mandatory working hours.

The following is Hammer Stout Bandung production data for the 2017-2020 period, as shown below:

Table 1 Hammer Stout Production 2017-2020 in Pcs

Month	2017	2018	2019	2020
January	1256	1156	2198	2280
February	1780	1380	2096	1875
March	1459	1459	1969	1200
April	2123	3123	1368	1408
May	2012	2012	1261	1678
June	1986	1986	2586	980
July	1789	1789	1621	545
August	2500	1500	2275	460
September	2158	2158	1647	1236
October	1955	1955	1260	1679
November	1900	1900	1260	1658
December	2250	2250	1525	1350
Total	23.168	22.668	21.066	16.349

Source: Production Dept 2021

Efforts continue to be made starting from employee recruitment, or training to increase employee skills and skills, but are unable to increase production. Achieving the work completion target for 20 Hammer Stout Bandung employees in 6 months in 2021, overall did not reach the target, namely with an average work

completion of 80% of the work completion target of 100%. Of course, this does not meet the company's expectations, the performance produced by Hammer Stout Bandung employees. With the targets set by management, almost all of them do not achieve the targets set. One of the things that must be considered in

carrying out work is the realization of good employee performance.

Work discipline is one of the factors that can influence employee performance, and work discipline is the starting point for all success in achieving the goals of an organization (Pereira and Said, 2019). With a good work discipline attitude, it is hoped that every job can be completed following predetermined targets so that company activities can run effectively and efficiently, and employees can have good performance in the form of quality work output and can be held accountable for its correctness. (Talakua et al. 2020; Recky et al., 2023; Recky et al., 2022; Saputro & Muttaqin, 2023). With discipline, employees can overcome mistakes and negligence caused by lack of attention, incompetence, and tardiness.

The work environment (physical and non-physical) at Hammerstout Bandung can be rated as still not good based on the pre-survey results regarding the work environment at Hammerstout Bandung, which were determined by looking at the dimensions and indicators of the physical and non-physical work

environment. According to Rizky et al. (2023) one factor influencing employee morale and productivity is the workplace. Employees will quickly grow tired and dislike their jobs if they don't have a pleasant work environment (Susanty, 2020). It can be concluded that Hammer Stout Bandung employees' job motivation is still lacking based on the findings of a pre-survey. Because motivation is the provision of a driving force that develops enthusiasm for someone's work so that they desire to collaborate, work efficiently, and integrate with all their resources to attain fulfillment. Work motivation influence employee performance (Muttaqin et al., 2023; Rahman et al., 2023). The significance of motivation stems from the fact that it shapes, directs, and sustains human behavior, enabling people to work hard and ardently to produce the best possible outcomes (Suwatno and Priansa, 2016).

LITERATURE REVIEW

The general understanding of management is an art in science such as planning, building, organizing, controlling, and supervising. Management is a systematic science so

it can be understood easily. Management is carried out in the form of cooperation between members for a certain goal. Management is both an art and a science, according to Appley et al. (2016). One aspect of management is the technique of harnessing the energy and ideas of others to carry out an activity that is intended to achieve predefined goals.

In contrast, management is a job that entails organizing and overseeing the work of others to ensure that it is done successfully and efficiently (Robbins and M.C, 2016). Efficient work involves achieving goals and generating maximum output with minimal effort. According to Terry (2016), management is defined as the normal process of organizing, planning, activating, and controlling actions to determine and achieve goals using human resources and other resources. Effectiveness is defined as performing the proper work or finishing activities that directly encourage the achievement of organizational goals. According to the experts' various definitions, management plays a critical role in managing human resources and

improving the effectiveness and efficiency of all activities.

Performance

Performance is an important aspect of efforts to achieve company goals. With good performance, the company will achieve its desired goals. The purpose of this increased work is to ensure that the company can achieve its goals. Improving employee performance is said to be important because humans are the ones who manage the entire system in the company so that the company can benefit from it.

Mangkunegara (2017) asserted that an employee's performance is the outcome of the quality and amount of work he or she completes to fulfill the tasks assigned to them. On the other hand, according to (Sedarmayanti, 2017), performance is a translation of performance, meaning the outcomes of a worker's work, a management procedure, or the organization, where the outcomes of the work must be demonstrated with verifiable, tangible proof (in comparison to predetermined standards). According to the definitions mentioned above, performance is defined as the success an employee has

in carrying out his or her tasks within a specific time frame while adhering to the roles and obligations assigned to them.

Work Discipline

Managers utilize work discipline as a tool to engage with staff members to raise knowledge and encourage compliance with all business policies, as well as to get them to change their behavior (Rivai, 2016).

On the other hand, according to Hasibuan (2017), discipline can be seen as the most crucial operational function of HRM since it directly correlates with an employee's ability to perform well at work. Moreover, according to Sutrisno (2017), work discipline is an individual's attitude toward adhering to and obeying the regulatory standards that are relevant to him.

Work discipline is one of the supporting factors for a company to achieve certain goals. With a high level of work discipline, the results you want to achieve will be implemented and run properly, accuracy in carrying out tasks, and carrying out other obligations as an employee is part of

work discipline, or accuracy. work time and other things. Based on these opinions, it can be said that work discipline is an attitude or behavior that shows the loyalty and obedience of a person or group of people to the regulations set by the agency or organization, both written and unwritten so that it is hoped that the work carried out will be effective and efficient.

Work environment

Terry (2016) posits that the work environment comprises of factors that impact an organization's or company's performance, either directly or indirectly. According to the firm's vision and objective, the work environment, on the other hand, is a place where various groups have access to various supporting resources to accomplish company goals (Sedarmayanti, 2017). According to (Soetjipto, 2015), everything or any element that has the potential to affect an organization directly or indirectly or firm and have an impact on employee performance and job satisfaction can be considered a part of the work environment. Based on several opinions above, the work environment

is everything around employees while working, both physical and non-physical, which can influence them in carrying out their daily tasks and work.

Work motivation

Motive is an encouragement of individual needs and desires that are directed at the goal of obtaining satisfaction. A motive is a need that is stimulated, thereby exerting strong enough pressure for people to act directly toward a goal to satisfy their needs (Nuradina, 2022).

The Latin term "motivación" (move) denotes "encouragement," "drive," or "force that causes an action or deed." In English, the word movere is frequently used synonymously with motivation, which refers to providing motivation, creating motivation, or doing things that inspire encouragement. To motivate is to provide a reason. Of course, when someone acts, it's because they have a goal or intentions behind it. A person's core motivation is their desire for dignity and pride. (Priansa and Suwatno, 2016). According (Hasibuan, 2017) states that motivation is about how to encourage subordinates' enthusiasm for work so that they are willing to work hard by

giving all their abilities and skills to realize the company's goals. Meanwhile, (Kreitner, 2018) states that motivation is a psychological process that gives rise to and directs goal-directed behavior (*God-directed behavior*). It's different from (Robbins & Judge, 2019) state that work motivation is a willingness to expend a high level of effort towards organizational goals (Jaya, 2020), which is conditioned by the ability of that effort to meet an individual's needs.

Based on several opinions above, motivation is a drive from within or outside an individual that can move the individual to take action that can fulfill needs and achieve goals.

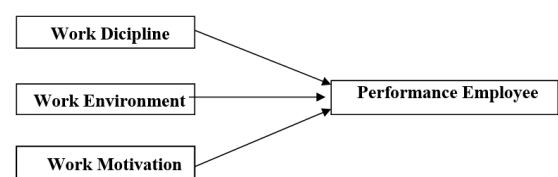


Figure 1 Research Model

Based on the research model above, the hypothesis is determined as follows:

1. Workplace discipline affects how well employees perform.
2. The working atmosphere affects how well employees perform.
3. Employee performance is

influenced by motivation.

RESEARCH METHODS

This study employs a descriptive and verification methodology with the goal of identifying the important influence or link between the variables under investigation to draw findings that will help to shed light on the object under study. Based on the number of employees at Hammer Stout Bandung, 63 respondents were utilized as the sample size in this study.

Descriptive data analysis utilizing frequency distribution tables based on opinions is the method employed (Sugiyono, 2019). analysis of verification data to find the association between two or more variables, verification analysis is utilized to evaluate hypotheses using statistical computations (Herlinawati et al., 2023) (Sugiyono, 2019). Multiple regression analysis approaches, correlation coefficients, coefficients of determination, and hypothesis testing (Test and F Test) are the data analysis methods that were employed in this study to ascertain the link. Using SPSS 26, the analysis aims to ascertain the degree to which Work Discipline (X₁), Work Environment (X₂), and Work

Motivation (X₃) impact Employee Performance (Y).

Results and Discussion Descriptive Research Results

Results of distributing questionnaires to 63 Hammerstout Bandung employee respondents regarding employee performance (Y), work discipline (X₁), work environment (X₂), and work motivation (X₃), can be described in the following table.

Hammerstouth Bandung Employee Work Discipline is found on a continuum line between the average value of 2.60 – 3.40. This shows that the work discipline of Hammerstouth Bandung employees is in the poor category, meaning that the management of Hammerstouth Bandung is trying to improve the work discipline of its employees by providing sanctions if anyone violates company regulations, providing strict supervision, and always reminding employees of the regulations. that applies to the company.

Work Environment, Hammerstouth Bandung is found on a continuum line between the average value of 3.40 – 4.20. This shows that

the work environment at Hammersmith Bandung is in a good category, meaning that Hammerstouth Bandung management just needs to maintain and further improve its work environment based on aspects of the work environment so that the work environment continues to be maintained in a conducive manner and it is hoped that employee performance will continue to increase.

Hammerstouth Bandung Employee Work Motivation is found on a continuum line between the average value of 2.60 - 3.40. This shows that the Work Motivation of Hammerstouth Bandung Employees is in the Poor category, meaning that the management of Hammerstouth Bandung must make efforts to increase the work motivation of its employees, such as providing opportunities for development for employees with job promotions, providing on-the-job skills training, and others. so that it is hoped that employee performance can increase.

Verification Research Results

In this study, multiple linear regression analysis was employed to ascertain whether the independent

variable had any bearing on the dependent variable. The SPSS version 26 computer program is utilized to perform statistical computations for the multiple linear regression analysis employed in this study. The regression equation can be expressed as follows:

$$Y = 2.475 + 0.620X_1 + 0.634X_2 + 0.466X_3$$

Each variable's influence on employee performance can be understood as follows based on the multiple regression equation's results:

1. The constant value of 2,475 indicates that employee performance (Y) will be 2.475 in the absence of change when work environment (X2), work motivation (X4), and work discipline (X1) are all equal to 0.
2. The regression coefficient for the Work Discipline variable (X1) is 0.620. This indicates that when Work Discipline increases by 1 unit and the Work Environment and Work Motivation improve by 0, Employee Performance (Y) will increase by 0.620.
3. The value of the Work Environment variable (X2) has a

regression coefficient of 0.634, meaning that Employee Performance (Y) will rise by 0.634 for each unit increase in the Work Environment, whereas Work Discipline and Work Motivation are worth zero.

4. The regression coefficient for the Work Motivation variable (X3) is 0.466. This indicates that if Work Motivation increases by 1 unit and Work Environment and Discipline remain at zero, Employee Performance (Y) will likewise improve by 0.466.

Using SPSS version 26, researchers looked for a relationship between the independent factors (Product Completeness and Store Atmosphere) and the dependent variable (Purchasing Decision). Partial correlation computation results are displayed in Table 4 and concurrently in Table 5. The work discipline variable has a positive and extremely strong link with employee performance characteristics, as evidenced by its value of $R = 0.802$ in the interval of 0.800–1.000. This implies that employee performance will increase if work discipline is strengthened. The

work environment variable has a positive and extremely strong link with employee performance characteristics, as indicated by its value of $R = 0.882$ in the interval 0.800–1.000. This implies that employee performance will increase if the work environment is better. The employee performance variable and the work motivation variable have a positive and strong association, as indicated by the work motivation variable's value of $R = 0.832$ in the interval 0.800–1.000. Thus, more job motivation will translate into higher employee performance.

Work discipline, work environment, and work motivation have a value of $R^2 = 0.840$ in the interval 0.800 – 1.00, so the variables of work discipline, work environment, and work motivation have a very strong relationship with employee performance variables. This means work discipline, work environment, and work motivation improved, will have an impact on improving employee performance. To find out how big the influence of work discipline, work environment, and work motivation is based on the results of SPSS 26 data

processing. Workplace discipline has a 23.3% impact on employee performance; other, not-studied factors account for the remaining 76.7%. Only 41.9% of the variables that were not evaluated had an impact on employee performance; the remaining 58.1% were determined by other factors. Only 18.8% of work performance is impacted by work motivation; the remaining 81.2% is determined by factors not included in the study.

Partial Hypothesis Testing (t-Test)

Based on Table 5 it can be explained:

1. A noteworthy degree of work discipline exhibits a significant value of 0.01, indicating that H_0 was rejected, and H_a was approved because 0.01 is less than 0.05. The work discipline variable's (X_1) β value¹ is $0.620 > 0$, indicating that work discipline improves employee performance. Table = $(0.05; 60) = 2,000$ and t value count was 3,643. As a result, the choice to reject H_0 and accept H is made. This implies that employee performance is influenced by work discipline.

1. The work environment's significant level has a significant value of 0.00,

which is less than 0.05 ($0.00 < 0.05$).

This indicates that H_a was approved and H_0 was refused. The work environment has a positive effect on employee performance, as indicated by the work environment variable's β value¹ of $0.634 > 0$. The work environment variable has a table value of $(0.05; 60) = 2,000$ and a t value of 4,494. H_a agreed with H_0 's decision, which was rejected. This indicates that employee performance is influenced by the workplace.

2. H_0 was rejected and H_a was approved based on the significant degree of work desire, which has a significant value of 0.027, which is less than 0.05 ($0.00 < 0.05$). The work motivation variable's β value¹ is $0.466 > 0$, indicating that work motivation improves employee performance. The work motivation variable has a table value of $(0.05; 60) = 2,000$ and a t value count of 2,270. H_a agreed with H_0 's decision, which was rejected. This implies that employee performance is influenced by work motivation.

Partial Hypothesis Testing (F Test)

Simultaneous hypothesis

testing Influence of work discipline (X_1), work environment (X_2), and work motivation (X_3) on employee performance (Y) done. The significance value is 0.00, where this number is smaller than 0.05, then H_0 is rejected, so it can be concluded that together work discipline, work environment, and work motivation have a significant effect on the performance of Hammer Stout Bandung employees. F_{count} amounted to 103.036, while the F value table with degrees of freedom in the numerator 3 and denominator 53 at α (0.05) of 2.76. Thus $F_{\text{count}} (103,036) > F \text{ Table } (2,76)$, so clearly H_0 rejected, and H_a accepted. This shows that simultaneously or together work discipline, work environment, and work motivation have a significant effect on the performance of Hammerstouth Bandung employees.

Discussion

Three variables—work discipline (variable X_1), work environment (variable X_2), work motivation (variable X_3), and employee performance (variable Y)—are the subject of this study and have been put to the test. The participants in

this research are the employees of Hammer Stout Bandung.

Respondents' Responses Regarding Hammerstouth Bandung Employee Performance

Based on respondents' responses to the performance of Hammer Stout Bandung employees, an average score of 3.38 was categorized as poor. This shows that the performance of Hammerstouth Bandung employees is in the poor category, meaning that Hammerstouth Bandung management must focus more on the factors that influence the decline. Performance of Hammerstouth Bandung Employees, then evaluate these factors to improve employee performance.

The highest average score is the statement "Employees have abilities following the work assigned by the company" with an average score of 3.44. This explains that Hammerstouth Bandung employees carry out the work assigned by the company according to their abilities. Meanwhile, the one that got the lowest average score was the statement "Employees can complete several jobs assigned by the company", getting an average score of 3.33. This explains that the amount of work given

by the company exceeds the employee's capacity to complete it, so they often increase working hours (overtime) to complete the work.

This requirement contradicts the views of Mangkunegara (2017:67), who states that performance is the outcome of an employee's job in terms of quantity and quality accomplished while carrying out his tasks in accordance with those assigned to him. In accordance with the justification provided by Robbins and M. C. (2016), employee performance is defined as the genuine conduct that each individual exhibits because of their function in the organization.

Respondents' Responses Regarding Work Discipline of Hammerstouth Bandung Employees

Based on respondents' responses to the work discipline of Hammer Stout Bandung employees, an average score of 3.39 was categorized as poor. This shows that the work discipline of Hammer Stout Bandung employees is in the poor category, meaning that Hammerstouth Bandung management is trying to improve the work discipline of its employees by providing sanctions if anyone violates company regulations, providing strict

supervision, and always reminding employees of the regulations that apply in the company.

The highest average value is the statement "Employees wear work uniforms following those determined by the company" and the statement "Employees work according to work standards determined by the company" received an average value of 3.43. This condition explains that employees always wear uniforms that have been determined by the company both when coming to work, during work hours, and when leaving work, and employees always carry out work according to work standards (SOP) that have been determined by the company. Meanwhile, the one that got the lowest average score was the statement "Employees use rest time according to the specified time" which received an average score of 3.35. This condition explains that employees use rest hours over the provisions set by the company, resulting in a decrease in production and employee performance.

The work discipline policies of Hammerstout Bandung are not in line with the belief (Hasibuan, 2017) that states that employee work performance is directly correlated with their level of

discipline, making discipline the most significant operational function of HRM. According to Sutrisno (2017) opinion, work discipline refers to an individual's willingness and attitude towards adhering to the regulatory rules that are relevant to them. Workplace discipline seeks to establish mutual respect and trust between superiors and subordinates as well as to guarantee that employee behavior complies with business regulations (Simamora, 2016).

Respondents' Responses to the Hammerstouth Bandung Work Environment

Based on respondents' responses to the Hammer Stout Bandung Work Environment, an average score of 3.41 was categorized as good. This shows that the Hammer Stout Bandung Work Environment is in a good category, meaning that the management of Hammerstout Bandung just needs to maintain and further improve its work environment based on environmental aspects. work, so that the work environment continues to be maintained in a conducive manner and it is hoped that employee performance will continue to improve.

The highest average score is the statement "Hammer Stout Bandung has a bright workspace" and the statement "Hammer Stout Bandung has a quiet atmosphere, so it makes you calm when working" which obtained an average score of 3.44. This condition explains that the employee's workplace has maximum lighting and is far from loud noises that could disturb the employee's work. Meanwhile, those who got the lowest average score were the statement "Hammer Stout Bandung has a working room with good air circulation, so it doesn't feel hot" and the statement "Hammer Stout Bandung has room walls with unobtrusive colors, so it makes you comfortable" got the average score. -average 3.37. This condition explains that the environment where employees work needs to be improved by Hammerstouth Bandung in terms of air circulation, as well as the colors of the walls of the workroom having unobtrusive colors which can disturb employees' concentration at work.

According to Terry (2016), the work environment may be defined as the forces that either directly or indirectly affect an organization's or

company's performance. This is how the working environment at Hammerstout Bandung is. According to opinion Sedarmayanti (2017), a work environment is a location where various groups collaborate to achieve organizational objectives in line with the vision and mission of the business.

Respondents' Responses Regarding Work Motivation of Hammerstouth Bandung Employees

Based on respondents' responses to the Work Motivation of Hammer Stout Bandung employees, the average score of 3.37 was categorized as poor. This shows that the Work Motivation of Hammer Stout Bandung employees is in the Poor category, meaning that the management of Hammerstouth Bandung must make efforts to increase the work motivation of its employees. such as providing opportunities for development for employees by promotions, providing skills training on the job, and others, so that it is hoped that employee performance can improve.

The highest average value for the statement "Employees collaborate with other colleagues in their work" obtained an average value of 3.44. This means that Hammerstout Bandung

employees always work together in carrying out their work which can create a conducive and comfortable atmosphere in the company so that employees will be better motivated at work. Meanwhile, the one that got the lowest average score was the statement "Employees do their work as well as possible so that colleagues follow my way of working" which got an average score of 3.32. This means that in carrying out work there are already individual work standards so that in carrying out work one does not follow other people but instead follows existing work standards.

These circumstances are inappropriate. Workplace motivation, according to Robbin & Judge (2017:109), is the readiness to put in a high degree of effort toward organizational goals, contingent on the effort's capacity to satisfy individual needs. According to Hasibuan (2017: 141), motivation is the process of igniting employees' enthusiasm for their work so that they will be prepared to put in a lot of effort and give their all to achieve the objectives of the organization.

The Influence of Work Discipline on Hammerstouth Bandung Employee Performance

Based on several study tools on how work discipline affects employees' performance at Hammerstout Bandung. noteworthy degree with a significant value of 0.01 for work discipline, which is less than 0.05 ($0.01 < 0.05$), H_a was accepted while H_0 was denied. The work discipline variable's β value¹ is $0.620 > 0$, indicating that work discipline improves employee performance. The result is that H_a is approved, and H_0 is rejected: t value-count $3,643 > t$ table $2,000$. This implies that employee performance is influenced by work discipline. Thus, it can be said that Hammer Stout Bandung employees' performance is positively and significantly impacted by work discipline.

This condition is by the opinion of Sutrisno (2015:96) which states that the better the work discipline of an employee, the higher the work results (performance) that will be achieved. This opinion is supported by research (Utari & Rasto, 2019), (Pereira & Said, 2019), and (Farhah et al., 2020) state that work discipline has a positive and significant influence on employee

performance.

The Influence of the Work Environment on Hammerstouth Bandung Employee Performance

Based on several research tools on how employees' performance at Hammer Stout Bandung is affected by their workplace. The work environment's significant level is 0.00, which is less than 0.05 ($0.00 < 0.05$).

This indicates that H_a was approved and H_0 was refused. The work environment has a positive effect on employee performance, as indicated by the work environment variable's β value¹ of $0.634 > 0$. According to t value count $4,494 > t$ table $2,000$, H_0 is disapproved but H_a is approved. This implies that employee performance is influenced by the workplace. Thus, it can be said that Hammer Stout Bandung employees' performance is positively and significantly impacted by their work environment.

Such a state (Nitisemito, 2016) Everything surrounding an employee that may affect how well he completes the tasks given to him, such as air conditioning (AC), sufficient lighting, and other amenities, is referred to as his work environment. Research from Nitisemito (2016) demonstrates that an

organization's work environment can positively affect its employees' performance, which lends credence to this viewpoint.

The Influence of Work Motivation on Hammerstouth Bandung Employee Performance

Based on several research tools on how employees' performance at Hammer Stout Bandung is affected by their workplace. Based on the significant degree of work motivation, H_a was allowed and H_0 was denied because the significant value of 0.027 is less than 0.05 ($0.027 < 0.05$). The work motivation variable's β value¹ is $0.466 > 0$, indicating that work motivation improves employee performance. Because t value-count $2,270 > t$ table²,000, H_0 is disqualified while H_a is approved. This implies that employee performance is influenced by work motivation. Thus, it can be said that Hammer Stout Bandung employees' performance is positively and significantly impacted by their job motivation.

According to the opinion, this condition (Mangkunegara, 2017) Motivational factors have the potential to impact employee performance. The way a worker approaches their tasks at

work shapes their motivation. The state that propels workers to meet company objectives is known as motivation (work goals). Falah and Ayuningtias (2020) research demonstrates how employee performance is impacted by job motivation. High-motivation workers typically accomplish their tasks efficiently and effectively. demonstrates the relationship between motivational factors and performance metrics as one of the factors influencing the significance of motivational components that might decide and impact improved worker performance.

The Influence of Work Discipline, Work Environment, and Work Motivation on Hammerstouth Bandung Employee Performance

According to the opinion, this condition (Mangkunegara, 2017) Motivational factors have the potential to impact employee performance. The way a worker approaches their tasks at work shapes their motivation. The state that propels workers to meet company objectives is known as motivation (work goals). Falah and Ayuningtias (2020) research demonstrates how employee performance is impacted by job motivation. High-motivation

workers typically accomplish their tasks efficiently and effectively. demonstrates the relationship between motivational factors and performance metrics as one of the factors influencing the significance of motivational components that might decide and impact improved worker performance.

Therefore, Hammerstouth Bandung Employee Performance is significantly impacted by Work Discipline, Work Environment, and Work Motivation. At Hammerstouth Bandung, the proportion of independent variables (Work Discipline, Work Environment, and Work Motivation) to the dependent variable (employee performance) was 84.0%, with the remaining 16% being influenced by variables not included in this study.

According to Davis, this ailment exists (Mangkunegara, 2017) Actors are variables, such as aptitude, environment, motivation, and opinions, that affect work achievement or individual performance in an organization. According to Simamora (2016), several factors affect performance, including: 1) Individual

characteristics, which include background, demography, and abilities and skills. 2) Perception, attitude, personality, learning, and motivation are examples of psychological elements. 3) Job design, leadership, incentives, resources, and structure make up organizational factors.

CONCLUSION

The work discipline of Hammer Stout Bandung employees is still not good, meaning that Hammer Stout Bandung employees' level of discipline needs to be increased again because it does not meet the company's expectations. The lowest level of discipline is in the aspect of obeying time regulations in terms of using rest hours, while the highest is in the aspect of obeying company regulations in terms of wearing work uniforms and working according to applicable work standards.

The working environment at Hammersmith Bandung is considered to be good, meaning that the working environment conditions at Hammerstouth Bandung are conducive and make employees comfortable in working, however, there are still things that need to be improved because it

received the best score, namely in the aspect of the physical working environment where the room has poor air circulation and the walls of the room are strikingly colored, the aspect that gets the highest score is the physical environment in terms of lighting.

The work motivation of Hammerstout Bandung employees is still not good, meaning that Hammerstout Bandung employees have a level of motivation at work that is not optimal, so the company needs to pay attention to it. The aspect with the lowest response is the need for power (*need for power*) where employees have not been able to be good examples in working for other employees, while the highest response is on the aspect of the need for affiliation (*need for affiliation*) where cooperation in work between employees is well established.

The performance of Hammerstouth Bandung employees is still not good, meaning that Hammerstouth Bandung employees have a level of performance that is not in line with the company's expectations. The aspect with the lowest assessment is the quantity of work where not all employees can

complete it according to the company's target wishes, while the highest is the quality aspect of work where employees can match the work given. South Bandung Hammers Work Environment, Work Discipline, and Work Motivation have a large impact on Employee Performance, accounting for 84.0% of the total influence. Other elements not included in this research account for the remaining 16.0%.

REFERENCE

- Appley, A., Lawrence, L., Oey, L. (2016). *Pengantar Manajemen*. Salemba Empat.
- Farhah, A., Ahiri, J., & Ilham, M. (2020). Pengaruh Motivasi Kerja Dan Disiplin Kerja Terhadap Kinerja Karyawan. *Jurnal Online Program Studi Pendidikan Ekonomi*, 5(1), 1. <https://doi.org/10.36709/jopspe.v5i1.13326>
- Hasibuan, M.S.P (2017). *Manajemen Sumber Daya Manusia* (revisi). Jakarta: Bumi Literasi.
- Herlinawati, E., Sumawidjaja, R. N., Sudaryo, Y., Chandra Jaya, R., & Dayona Ismail, G. (2023). Model peningkatan kinerja usaha menggunakan lembaga keuangan mikro dan kompetensi kewirausahaan. *Sosiohumaniora*, 25(1), 116. <https://doi.org/10.24198/sosiohumaniora.v25i1.44707>
- Ihza Rizky, Y., Chandra J, R., A.A Mubarak, D., Herlinawati, E., &

- Mukti Ali, M. (2023). The Influence of Job Description, Job Training and Work Experience on Employee Productivity PT XYZ. *Dinasti International Journal of Management Science*, 5(2), 224-231. <https://doi.org/10.31933/dijms.v5i2.2117>
- Jaya. R.C. (2020). Analysis of the Success of E-Recruitment Technology for Generation Z Job Seekers Using the Delone and Mclean Methods. *Indonesian Development Journal*, 19(02), 27–41.
- Kreitner, K. (2018). *Organizational Behavior* (16th ed.). New York: McGraw-Hill Irwin.
- Mangkunegara, A. P. (2017). *Manajemen Sumber Daya Manusia Perusahaan*. Remaja Rosdakarya.
- Muttaqin, R., Indrianti, R. P., Siddiq, A. M., Wijaya, F., Jaya, R. C., & Abdulrahman, A. S. (2023). Improving Employee Performance: The Role of Self-Efficacy and Motivation. *Jurnal Kajian Manajemen Bisnis*, 12(1), 01–09. <https://ejournal.unp.ac.id/index.php/jkmb/article/view/108853>
- Nitisemito, A. (2016). *Manajemen Sumber Daya Manusia* (10th ed.). Ghalia Indonesia.
- Nuradina, K. (2022). The Psychological Factors Affect Online Buying Behaviour. *Journal of Business and Management INABA (JBMI)*, 1(02), 112-123. <https://doi.org/10.56956/jbmi.v1i02.120>
- Pereira, S., & Said, S. (2019). The Influence of Work Discipline, Work Environment, and Work Motivation on Employee Performance. *Undefined*.
- Rahman, A. A. S., Saputro, A. H., & Wijaya, F. (2023). Pengaruh Kepemimpinan, Motivasi Kerja, Pelatihan Kerja Terhadap Kinerja Karyawan Pada Cv. Kerupuk Edun Muhammad Cucu. *JEMSI (Jurnal Ekonomi, Manajemen, Dan Akuntansi)*, 9(4), 1455–1463. <https://doi.org/10.35870/jemsi.v9i4.1359>
- Recky, R., Widyawati, & Nazaruddin. (2023). Gaya Kepemimpinan Terhadap Kinerja Pegawai Disiplin Kerja Sebagai Variabel Mediasi. *Jurnal Manajemen Sumberdaya Manusia (AMNESIA)*, 1(1), 40–48. <https://doi.org/10.11591/40>
- Rekcy, R., Nazaruddin, N., & Maulana, A. (2022). Disiplin Kerja Dalam Memediasi Gaya Kepemimpinan Terhadap Kinerja Pegawai Aparatur Desa Sialang Jaya. *Jurnal Analisis Manajemen*, 8(2), 88–101. <https://doi.org/10.32520/jam.v8i2.2406>
- Rivai, V. (2016). *Manajemen Sumber Daya Manusia untuk Perusahaan dari Teori ke Praktik* (edisi ke-11th). Raja Grafindo Persada.
- Robbins, S. P. and M. C. (2016). *Management* (15th ed.). Pearson Education Limited.

- Robbins, S. P., & Judge, T. (2019). *Essentials of organizational behavior*. (13th ed.). New Jersey: Pearson Education Limited.
- Saputro, A. H., & Muttaqin, R. (2023). Pengaruh Kepemimpinan, Motivasi Kerja dan Disiplin Kerja Terhadap Kinerja Karyawan PT Nirmas Utama Pada Divisi Modern Trade Di Kota Bandung. *JEMSI (Jurnal Ekonomi, Manajemen, Dan Akuntansi)*, 9(4), 1563–1572. <https://doi.org/10.35870/jemsi.v9i4.1385>
- Sedarmayanti. (2017). *Manajemen Sumber Daya Manusia, Reformasi Birokrasi, dan Manajemen PNS*. Refika Aditama.
- Simamora, H. (2016). *Human Resource Management* (edisi ke-12th). Sekolah Tinggi Ilmu Ekonomi YKPN.
- Soetjipto, B.W. (2015). *Paradigma Baru Manajemen Sumber Daya Manusia* (edisi ke-8th). Buku Amara.
- Sugiyono. (2019). *Metode Penelitian Pendidikan: (Kuantitatif, Kualitatif, Kombinasi, R&D dan Penelitian Pendidikan / Perpustakaan Badan Penelitian dan Pengembangan Perhubungan*. Bandung: Alfabet,
- Susanty, A. I & Ulva, A. (2020). Pengaruh Lingkungan Kerja Terhadap Kinerja Karyawan Pada Sebuah Perusahaan di Jakarta. *Menara Ekonomi*, 6(1), 98–105.
- Sutrisno, E. (2017). *Human Resource Management*, 1st edition, 8th printing. In *Publisher: Kencana Pranada Media Group*. Jakarta (1 print). Jakarta: Kencana, 2016.
- Suwatno dan Priansa. D. J. (2016). *Manajemen SDM dalam Organisasi Publik dan Bisnis* (edisi ke-10th). Alfabeta,
- Talakua, Yani, Saiful Anas, & MA (2020). *Pengaruh Disiplin Kerja Terhadap Kinerja Karyawan di Rsu Bhakti Rahayu Ambon*. 1(7).
- Terry, G. R. (2016). *Principles of Management*, translator J-Smith D.F.Mo Title (15th ed.). PT Bumi Aksara.