

The Effect Of Motivation, Work Discipline, And Work Environment On The Performance Of Employees At Pt Telkom City Hall In Makassar City

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ABSTRACT

This study aims to determine the effect of work motivation, work discipline, and work environment on employee performance at PT Telkom Balaikota in Makassar City. This study uses a quantitative approach with a causal associative research type. The study population was 117 employees, with a sample of 91 respondents determined using the Slovin formula and simple random sampling techniques. Data were collected through a Likert-scale questionnaire and analyzed using multiple linear regression, t-test, and F-test. The results showed that work motivation had a positive and significant effect on employee performance with a t-value of 4.045 and a significance of 0.000. Work discipline had a positive and significant effect with a t-value of 5.190 and a significance of 0.000. The work environment also had a positive and significant effect with a t-value of 2.745 and a significance of 0.007. Simultaneously, work motivation, work discipline, and work environment had a positive and significant effect on employee performance with an F-value of 80.307 and a significance of 0.000. Thus, increasing work motivation, work discipline, and work environment can encourage increased employee performance.

INTRODUCTION

The ever-increasing need for digital connectivity requires companies in this sector to have adaptive organizational strategies and human resources capable of keeping up with the times (Winarsih & Fariz, 2024). One key indicator of the quality of human resources within an organization is employee performance.

Employee performance is influenced by various factors, both internal and external (Saputra & Rahmat, 2024). Among these factors, work motivation, work discipline, and work environment are the three most relevant variables in explaining employee behavior and work outcomes. These three variables are frequently used in research because they are closely

related, theoretically and empirically, to the quality of individual performance within an organization.

Work motivation is a crucial variable because highly motivated employees tend to demonstrate greater enthusiasm, responsibility, initiative, and commitment to completing their work. Without strong work motivation, employees are likely to experience decreased morale, delays in completing tasks, and even failure to achieve organizational targets (Mujitabah et al., 2023).

Apart from motivation, work discipline is a very important factor in determining the quality of employee performance. Work discipline shows the willingness and awareness of employees to comply with all rules, standards, working hours, targets, and regulations that have been set by the organization (Albaqy, 2025).

Another equally important factor is the work environment. The work environment encompasses not only physical aspects such as facilities, lighting, cleanliness, room temperature, layout, and security, but also non-physical aspects such as relationships between employees, relationships with superiors, work atmosphere, psychological well-being, and social support within the organization (Mindarwanto et al., 2023). A conducive work environment can create a sense of comfort and security, enabling employees to work more focused and productively.

PT Telkom Indonesia STO Balaikota Makassar is an operational unit under Telkom Regional V, an operational area covering eastern Indonesia. As a strategically located unit serving operational needs in eastern Indonesia, PT Telkom STO Balaikota Makassar is required to have high-performing employees to optimally carry out its corporate responsibilities.



Figure 1 Performance graph of PT. Telkom Makassar City Hall employees

Based on Figure 1, the indicators used by PT. Telkom to measure employee performance using OKR (*Objective and Key Result*) and CBA (*Competencies and Behavior Appraisal*), OKR Score is generated by accumulating Quantitative values, Qualitative values and *Complexity Weight* . CBA Score is generated from a general competency assessment and competency value calculation. The performance value in 2020 was at 106 points, increased to 107.5 points in 2021, then decreased to 105 points in 2023, and decreased again to 101 points

in 2024. This gradual decline indicates that there are certain factors that can affect employee and organizational performance, thus requiring a more in-depth and measurable study.

Based on field observations and brief interviews with several employees, several conditions were found indicating that motivation, work discipline, and the work environment were not yet fully optimal. From a motivational perspective, the author found several complaints from employees regarding salaries that were still insufficient to support living expenses and additional time off that was deemed inappropriate. From a work discipline perspective, the author found that some employees were still not punctual in arriving and leaving work, and some work exceeded the specified deadlines. From a physical work environment perspective, several office facilities were damaged or unusable. Even religious support facilities, such as mosques, experienced problems in the form of leaks during heavy rainfall. From a work environment security perspective, the author also found conditions where employees' personal belongings were lost or moved to inappropriate places. These conditions can certainly reduce the sense of comfort, security, and a conducive work environment, which ultimately can impact the quality of employee performance. Therefore, performance issues at PT Telkom Balaikota Makassar are not only evident in annual assessment figures, but also apparent in the reality of the company's daily operations.

Besides being supported by empirical phenomena, this research also has academic urgency because there are still research gaps in previous studies. Wahyuningsih and Kirono (2023) only examined work motivation and work environment on employee performance, Sumiyati et al. (2023) tested employee abilities, motivation, and job descriptions on employee performance, Hermando et al. (2025) only focused on work discipline on employee performance, Oktavia and Fernos (2023) examined the work environment and organizational culture on employee performance, Firdaus et al. (2024) added remuneration and technology adaptation in their research model, while Shefani and Jaya (2024) included job training and communication along with work motivation on employee performance.

The results of previous studies have also not been entirely consistent, as Emela et al. (2024) and Robert and Adiputra (2024) found that work motivation, work discipline, and the work environment had a significant positive effect on employee performance, while Khasanah and Sudarsi (2024) showed that work discipline did not have a significant effect partially, although simultaneously it still had an effect on employee performance.

In terms of context, previous research has been mostly conducted in government agencies, such as by Aisyah et al. (2023), Sumiyati et al. (2023), Oktavia and Fernos (2023), and Shefani and Jaya (2024), as well as in the private sector, logistics, education, and certain business groups, such as by Khasanah and Sudarsi (2024), Nusraningrum et al. (2024), and Mohamed et al. (2024), so that research that specifically examines the influence of work motivation, work discipline, and work environment on employee performance in state-owned telecommunications companies in Makassar City is still relatively limited.

This study aims to analyze the influence of work motivation, work discipline, and the work environment on the performance of PT Telkom Balaikota employees in Makassar City, both partially and simultaneously. This research is expected to have an impact and contribute directly and indirectly to the development of science related to human resources, specifically to the sub-analysis of motivation, work discipline, and the work environment.

RESEARCH METHODS

This study uses a quantitative approach with a causal associative research method. The independent variables are Work Motivation (X1), Work Discipline (X2), and Work Environment (X3). The dependent variable is Employee Performance (Y).

The research population consisted of 117 employees, with a sample of 91 respondents determined using the Slovin formula and *simple random sampling techniques*.

Data were collected through a Likert-scale questionnaire and analyzed using multiple linear regression, t-test, and F-test.

RESULTS AND DISCUSSION

Multiple Linear Regression Test

This test describes the results of multiple linear regression analysis to determine the direction and magnitude of the influence of work motivation, work discipline, and work environment on employee performance.

Table 1of multiple linear regression tests

<i>Coefficients^a</i>						
Model		<i>Unstandardized Coefficients</i>		<i>Standardized Coefficients</i>	<i>t</i>	<i>Sig.</i>
		<i>B</i>	<i>Std. Error</i>	<i>Beta</i>		
1	(<i>Constant</i>)	7,095	3,159		2,246	,027
	MK	,458	,113	,372	4,045	,000
	DK	,209	,040	,367	5,190	,000
	LK	,212	,077	,241	2,745	,007

a. *Dependent Variable: KK*

The results of the regression test can be formulated into the following formula.

$$Y = 7.085 + 0.458 \text{ MK} + 0.209 \text{ DK} + 0.212 \text{ LK}$$

The interpretation of the above equation is as follows.

1. The constant value of 7.085 indicates that if the variables of work motivation (MK), work discipline (DK), and work environment (LK) have a fixed value or do not change, then the basic value of employee performance (Y) is at 7.085.
2. The work motivation regression coefficient of 0.458 indicates that work motivation has a positive influence on employee performance. This means that if work motivation increases by one unit, employee performance is predicted to increase by 0.458 units, assuming work discipline and work environment variables remain constant.
3. The work discipline regression coefficient of 0.209 indicates that work discipline also has a positive influence on employee performance. This means that if work discipline

increases by one unit, employee performance is predicted to increase by 0.209 units, assuming that work motivation and work environment variables remain unchanged.

4. The work environment regression coefficient of 0.212 indicates that the work environment has a positive influence on employee performance. This means that if the work environment improves by one unit, employee performance is predicted to improve by 0.212 units, assuming work motivation and work discipline remain constant.

Correlation Coefficient and Determination Coefficient Test

The correlation coefficient is used to see how strong or weak the relationship formed in the research model is, while the coefficient of determination is used to find out how much the independent variable contributes to the dependent variable in this study.

Table 2 Results of correlation coefficient and determination coefficient tests

<i>Model Summary^b</i>				
<i>Model</i>	<i>R</i>	<i>R Square</i>	<i>Adjusted R Square</i>	<i>Standard Error of the Estimate</i>
1	,857 ^a	,735	,726	2,57421
a. Predictors: (Constant), LK, DK, MK				
b. Dependent Variable : KK				

The correlation coefficient test results showed an R value of 0.857. This value is in the range of a very strong relationship, thus indicating a very strong relationship between the variables of work motivation, work discipline, and work environment with employee performance. This means that changes in work motivation, work discipline, and work environment are closely related to changes in employee performance at PT Telkom Balaikota Makassar.

The results of the coefficient of determination test showed an *R Square value* of 0.735. This value means that the variables of work motivation, work discipline, and work environment together are able to explain variations or changes in employee performance variables by 73.5%.

Partial Hypothesis Test (t-Test)

Through the t-test, it can be seen whether work motivation, work discipline, and work environment individually have a significant influence on employee performance.

Table 3of partial hypothesis testing

<i>Coefficients^a</i>						
Model		<i>Unstandardized Coefficients</i>		<i>Standardized Coefficients</i>	<i>t</i>	<i>Sig.</i>
		<i>B</i>	<i>Std. Error</i>	<i>Beta</i>		
1	(Constant)	7,095	3,159		2,246	,027
	MK	,458	,113	,372	4,045	,000
	DK	,209	,040	,367	5,190	,000
	LK	,212	,077	,241	2,745	,007
a. Dependent Variable: KK						

The results of the partial hypothesis test show that each independent variable has a calculated t value greater than the t table of 1.987 and a significance value smaller than 0.05. This indicates that the variables of work motivation, work discipline, and work environment partially have a significant effect on the performance of PT Telkom Balaikota Makassar employees. This means that, separately, the higher the work motivation, the better the work discipline implemented, and the more conducive the work environment perceived, the higher the performance produced by employees.

Simultaneous Hypothesis Test (F Test)

The F test is used to assess the suitability of the research model in explaining the overall relationship between variables.

<i>ANOVA^a</i>						
Model		<i>Sum of Squares</i>	<i>df</i>	<i>Mean Square</i>	<i>F</i>	<i>Sig.</i>
1	<i>Regression</i>	1596,479	3	532,160	80,307	,000 ^b
	<i>Residual</i>	576,510	87	6,627		
	<i>Total</i>	2172,989	90			
<i>a. Dependent Variable : KK</i>						
<i>b. Predictors: (Constant) , LK, DK, MK</i>						

The results of the simultaneous hypothesis test show that the calculated F value is 80.307, while the F table value is 2.71. Thus, the calculated F value is greater than the F table, or $80.307 > 2.71$. In addition, the significance value obtained is 0.000, smaller than the 0.05 significance level. These results indicate that the regression model used in the study is declared significant simultaneously.

Discussion

Work motivation has a positive and significant impact on employee performance at PT Telkom Balaikota in Makassar City. This finding implies that the better an employee's work motivation, the better their performance in carrying out their duties.

The results of this study align with those of Sumiyati et al. (2023), which showed that motivation significantly influences employee performance. This similarity in results indicates that motivation is a crucial factor in driving performance achievement, both in the context of government agencies and state-owned telecommunications companies. This means that, despite the different research subjects, motivation remains a consistent variable in explaining changes in employee performance. Employees with a higher work drive tend to be better able to complete their work effectively, meet organizational targets, and demonstrate responsibility for their duties.

Work discipline has a positive and significant impact on employee performance at PT Telkom Balaikota in Makassar City. This finding demonstrates that better employee discipline leads to better performance.

The results of this study align with those of Emela et al. (2024), which showed that work discipline has a positive and significant effect on employee performance. This similarity

in results reinforces the understanding that work discipline is a crucial factor in improving performance, as employees who adhere to rules and carry out their tasks in an orderly manner tend to produce better work.

The work environment has a positive and significant impact on employee performance at PT Telkom Balaikota in Makassar City. This finding indicates that the better the work environment perceived by employees, the better their performance in carrying out their duties. The work environment in this study relates not only to physical conditions, such as work facilities, room cleanliness, layout, and security, but also includes non-physical aspects such as relationships with coworkers, communication with superiors, clarity of direction, and the smooth flow of work information.

The results of this study align with those of Wahyuningsih and Kirono (2023), which showed that the work environment has a positive and significant impact on employee performance. This similarity in results suggests that the work environment is a crucial factor in driving performance, as employees require comfortable and supportive working conditions to complete tasks optimally.

Work motivation, work discipline, and the work environment simultaneously have a positive and significant impact on employee performance at PT Telkom Balaikota in Makassar City. This finding indicates that employee performance is not formed by a single factor, but rather the result of a combination of various complementary factors. Work motivation encourages employees to work enthusiastically, work discipline directs employee behavior to comply with rules and responsibilities, while the work environment provides supportive conditions so that work can be carried out comfortably, safely, and effectively.

The results of this study align with those of Emela et al. (2024), which showed that work motivation, work discipline, and the work environment have a positive and significant impact on employee performance. This similarity in results reinforces the understanding that these three variables are important factors that, together, can improve performance. Research by Robert and Adiputra (2024) also supports these results, finding that motivation, discipline, and the work environment influence employee performance. This alignment suggests that employee performance will be more easily improved if organizations are able to manage internal factors, work behavior, and working conditions simultaneously.

CONCLUSION AND SUGGESTIONS

Based on the research results, several conclusions can be drawn: work motivation has a positive and significant effect on employee performance. Work discipline has a positive and significant effect on employee performance. The work environment has a positive and significant effect on employee performance. Work motivation, work discipline, and the work environment collectively have a positive and significant effect on employee performance at PT Telkom Balaikota Makassar.

Based on the conclusions mentioned previously, the following suggestions can be given: PT Telkom Balaikota Makassar needs to strengthen employee achievement motivation

through more targeted career development programs, providing challenging but realistic work targets, and more consistent appreciation for employee achievements. The company can implement periodic rewards, such as high-achieving employee awards, recognition for work improvement ideas, or providing training opportunities for employees who show improved performance.

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