

The Influence of Work Motivation Work Discipline Work Environment and Job Satisfaction on Employee Performance at PT. Pos Indonesia (Persero) Pematangsiantar

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Abstract: Employee performance is a crucial factor in determining a company's success in achieving its goals. Every company expects its employees to perform well, thus requiring work motivation, discipline, a supportive work environment, and job satisfaction. This study aims to determine and analyze the influence of work motivation, discipline, the work environment, and job satisfaction on employee performance at PT. Pos Indonesia (Persero) Pematangsiantar. This study used a quantitative approach with descriptive methods. The study population was all 46 employees of PT. Pos Indonesia (Persero) Pematangsiantar, representing 46 respondents working across all divisions within the company. Data analysis was performed using multiple linear regression using SPSS 22. The results indicate that work motivation has a positive and significant effect on employee performance, work discipline has a positive and no significant effect on employee performance, the work environment has a negative but significant effect on employee performance, and job satisfaction has a positive and significant effect on employee performance. Simultaneously, work motivation, discipline, the work environment, and job satisfaction have a significant effect on employee performance at PT. Pos Indonesia (Persero) Pematangsiantar.

Keywords: work motivation, work discipline, work environment, job satisfaction, and employee performance.

INTRODUCTION

Human resources are one of the most important resources of an organization and are the driving factor of every activity in the company. Therefore, a company always strives to have good and quality human resources. Good human resource management is the key to increasing the company's productivity and competitiveness in the midst of increasingly fierce industrial competition. Every company is constantly striving to improve employee performance, as high performance reflects a positive contribution to the achievement of organizational goals.

Performance is a real behavior that everyone displays as employee performance produced by employees in accordance with their role in the institution or organization. According to Adhari (2020), employee performance is a result produced from the function of a certain job or an activity in a certain job for a certain period of time, which can show the quality and quantity of the work. Employee performance towards the

institution is very important in the world of work, every institution wants its employees to have good performance at work, if employees are able to provide optimal performance in each task given, then the company's goals will be quickly achieved. Employee performance does not just appear, but is influenced by various important factors such as work motivation, work discipline, work environment, and job satisfaction.

Work motivation is the main factor that drives employee enthusiasm and productivity. According to Hafidzi in (Frizky Pratama & Hendra Saputro, 2024) states that motivation is the provision of driving force that creates a person's work enthusiasm so that they are able to cooperate, work effectively, and be integrated with all efforts to achieve job satisfaction. Highly motivated employees will be more passionate, creative and responsible in completing their work. Therefore, work motivation needs to be managed properly as a determining factor for the company's success.

Work discipline is also an important component in improving performance. According to Hasibuan in (Caraka & Azis, 2024) Discipline is the most important operative function of MSDM because the better the employee's discipline, the higher the work performance that he can achieve. Regulations are indispensable to provide guidance and advice to employees in creating good discipline in the company. With good discipline, employee morale, efficiency and work effectiveness increase.

Furthermore, a conducive work environment greatly affects employee comfort and productivity. A good work environment includes physical conditions, relationships between co-workers, and support from superiors. The work environment is the social, psychological and physical life in a company that greatly affects employees in carrying out their duties. While according to (Saefullah et al., 2022) The work environment is everything that is around the worker and is able to influence the worker in doing the work. The work environment is one of the main factors in an organizational ecosystem. Therefore, companies must create a comfortable working environment for workers to work optimally.

PT. Pos Indonesia (Persero) Pematangsiantar is one of the State-Owned Enterprises (SOEs) engaged in postal services, such as international shipments, *philately*, *hybrid mail*, *retail*, *logistics*, finance, postal packages, and postal mail by having the largest service network in all corners of the country. However, currently private companies such as J&T, JNE, TIKI and SICEPAT are better known and chosen, even by large marketplaces such as Shopee, Lazada compared to PT. Pos Indonesia Pematangsiantar. This phenomenon shows that the level of public trust and interest in the services of PT. Pos Indonesia Pematangsiantar has decreased. As a company that operates in PT. Pos Indonesia Pematangsiantar is faced with various challenges in optimizing organizational performance, including employee performance.

Based on the results of observations and interviews conducted by the author simply to managers at PT Pos Indonesia Pematangsiantar, several phenomena were found that are indications of declining employee performance. One of the problems that emerged was complaints from employees about inadequate work facilities, such as facilities and infrastructure that did not support comfort in working optimally. In addition, the external work environment also has a negative influence, especially the noise from vehicles passing around the office area, which causes disruption of employee work concentration. In addition, the researcher also found problems related to work discipline.

THEORETICAL REVIEW

Work Motivation

Many terms have been introduced to refer to motivation or motive, including needs, urges, desires, and urges. In this context, motivation is defined as a state in a person that encourages the desire to do certain activities to achieve goals. Motivation is an internal force that shapes individual behavior and actions in an effort to achieve personal satisfaction and expected work goals.

According to (Ernanda, 2024) Motivation is a desire that arises from within a person or individual because he is inspired, encouraged, and encouraged to do activities with sincerity, pleasure and sincerity so that the results of the activities he does get good and quality results. This shows that motivation is not only related to the intention to work, but also determines the extent to which the quality of work can be achieved.

Work Discipline

Work discipline is one of the important aspects that affect the success of an organization in achieving targets and objectives. Discipline can be interpreted as a person's awareness and willingness to comply with applicable rules and norms, both written and unwritten, in the work environment. Instilling discipline should be done early and continuously so that it becomes a habit. People who are successful in their jobs generally have a high level of discipline, as they are able to manage time, carry out responsibilities consistently, and complete tasks according to preset targets. According to (Sri et al., 2024) It is difficult for a business organization to obtain optimal performance without strong employee work discipline.

Work Environment

The work environment is one of the factors that can affect a person's job satisfaction. A good and comfortable work environment will make a person feel more at home and comfortable at work, so that it can increase a person's motivation and satisfaction. On the other hand, a poor work environment can be an obstacle to motivation, and even trigger work stress (Gunawan, 2025).

The work environment is one of the most often done places by employees in carrying out their daily activities. A pleasant work environment and provides a sense of comfort to employees so that it can affect employees' emotional attitudes. If the employee feels comfortable and the work environment in which the employee works, then the employee will feel at home at his workplace and the employee's productivity will increase so that the work time is used effectively and efficiently.

Job Satisfaction

Job satisfaction is an effectiveness or emotional response to various aspects of work. A set of employees' feelings about whether or not their work is enjoyable. A general attitude toward a person's job that shows the difference between the amount of awards workers receive and the amount they believe they should receive. According to (Michael C & Joyce A, 2023), job satisfaction is an emotional attitude of an employee or a group of employees who feel that their job is enjoyable, and that employee likes the work that the employee does.

Job satisfaction is the assessment, feeling or attitude of a person or employee towards his or her work and related to the work environment, type of work, compensation, relationships between colleagues, social relations in the workplace and so on. In addition, according to (Christian & Ekawati, 2022), job satisfaction is a positive attitude emitted

by an employee, it can be in the form of employee feelings and the attitude of the employee himself which has become one of the important things for the worker himself. Job satisfaction refers to good behavior about one's workplace tasks with a sense of satisfaction (Riskawati et al., 2023).

Employee Performance

Performance refers to the notion of behavior as a set of behaviors that are relevant to the goals of the organization or organizational unit in which people work. Performance is synonymous with behavior. Performance is something that people actually do and can be observed, performance includes actions and behaviors that are relevant to the goals of the organization, performance is not a consequence or the result of an action, but the action itself. According to (Rianda & Hasibuan, 2025) Performance is the result of a quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.

METHODS

The type of research used by researchers is quantitative research. According to Sugiono in (Tahitu et al., 2024) Quantitative research is a research method based on the philosophy of positivism, used to research on a specific population or sample, data collection using research instruments, data analysis is quantitative/statistical, with the aim of testing the hypothesis that has been determined. The research objects that the author researches are work motivation, work discipline, work environment and job satisfaction as independent variables (*Independent variable*), Employee performance as a bound variable (*Dependent variable*) at PT. Pos Indonesia (Persero) Pematangsiantar. The population determined in this study is all employees of PT. Pos Indonesia (Persero) Pematangsiantar which totals 46 people. According to Sugiyono in (Sumampouw et al., 2024) A sample is a part of the number and characteristics that the population has.

In this study, the researcher determined the sample with the saturated sample technique where the saturated sampling technique is the technique of determining a sample of population members into samples. The sample in this study is all permanent employees of PT. Pos Indonesia (Persero) Pematangsiantar which totals 46 people. Data collection in this study was carried out through a questionnaire, which is a technique by providing a list of written questions to respondents related to the influence of work motivation, work discipline, work environment, and job satisfaction on employee performance at PT Pos Indonesia (Persero) Pematangsiantar. The questionnaire is compiled using the Likert scale, where each variable is elaborated into indicators to serve as a basis for the preparation of statements. The questionnaire assessment guidelines are presented in the following table.

RESULTS

Descriptive Analysis of Variables

This descriptive statistical measurement needs to be carried out to see a general picture of the data such as the mean value (mean), highest (Max), lowest (Min) and standard deviation of each variable, namely Work Motivation (X1), Work Discipline (X2), Work Environment (X3), Job Satisfaction (X4) and Employee Performance (Y).

Table 1. Statistics Descriptive

	N	Minimum	Maximum	Mean	Hours of deviation
Work Motivation	46	38	55	46.52	3.982
Work Discipline	46	39	50	44.28	3.096
Work Environment	46	33	50	40.11	3.573
Job Satisfaction	46	36	50	43.00	3.286
Employee Performance	46	21	30	26.22	2.328

Based on the descriptive test results with 46 valid responses, the data distribution for each variable can be summarized as follows: The Work Motivation variable (X1) has a minimum value of 38 and a maximum of 55, with a mean of 46.52 and a standard deviation of 3.982. The Work Discipline variable (X2) shows a minimum value of 39 and a maximum of 50, with a mean of 44.28 and a standard deviation of 3.096. The Work Environment variable (X3) has values ranging from 33 to 50, a mean of 40.11, and a standard deviation of 3.573. The Job Satisfaction variable (X4) presents a minimum value of 36 and a maximum of 50, with a mean of 43.00 and a standard deviation of 3.286. Lastly, the Employee Performance variable (Y) ranges from 21 to 30, with a mean of 26.22 and a standard deviation of 2.328.

Validity Test

To determine whether an item questionnaire is worth using or not is to conduct a correlation coefficient significance test at a significance level of 0.05 (5%) which means that an item is considered valid if it is significantly correlated with the total score of the item. If the value is positive and the calculation is $>$ tableable, the item can be declared valid. If the calculated value $<$ rtable, the item is declared invalid. Product moment correlation technique. For the rtable value, it can be seen in the table r with $df = n-2$ at a significance level of 5% where (n) is the number of samples as many as 46, then the rtable value $df = N-2$ will be obtained, which is $46-2 = 44$. The following results of the validity test for the research variables can be seen in table below:

Table 2. Work Motivation Data Validity Test X1

NO	Variabel	R count	R table	Information
1	P1	0,713	0,290	Valid
2	P2	0.640	0,290	Valid
3	P3	0,546	0,290	Valid
4	P4	0,733	0,290	Valid
5	P5	0,713	0,290	Valid
6	P6	0,543	0,290	Valid
7	P7	0,360	0,290	Valid
8	P8	0,494	0,290	Valid
9	P9	0,563	0,290	Valid
10	P10	0,518	0,290	Valid
11	P11	0,412	0,290	Valid

Based on the table of validity test results, it shows that the rcalculated value of all 11-item statements is greater than the rtable of 0.290, so that all statements can be declared valid and can be used in research.

Table 3. Work Discipline Data Validity Test X2

NO	Variabel	Calculation	Table	Information
1	P1	0,547	0,290	Valid
2	P2	0,533	0,290	Valid
3	P3	0,665	0,290	Valid
4	P4	0,612	0,290	Valid
5	P5	0,693	0,290	Valid
6	P6	0,723	0,290	Valid
7	P7	0,678	0,290	Valid
8	P8	0,506	0,290	Valid
9	P9	0,592	0,290	Valid
10	P10	0,585	0,290	Valid

Based on the table of validity test results, it shows that the calculated value of all 10-item statements is greater than the rtable of 0.290, so that all statements can be declared valid and can be used in research.

Table 4. Work Environment Data Validity Test X3

NO	Variabel	Calculation	Table	Information
1	P1	0,638	0,290	Valid
2	P2	0,694	0,290	Valid
3	P3	0,554	0,290	Valid
4	P4	0,659	0,290	Valid
5	P5	0,691	0,290	Valid
6	P6	0,581	0,290	Valid
7	P7	0,489	0,290	Valid
8	P8	0,554	0,290	Valid
9	P9	0,633	0,290	Valid
10	P10	0,545	0,290	Valid

Based on the table of validity test results, it shows that the calculation value of all 10-item statements is greater than the Rtable of 0.290, so that all statements can be declared valid and can be used in research.

Table 5. Job Satisfaction Data Validity Test X4

NO	Variabel	Calculation	Table	Information
1	P1	0,445	0,290	Valid
2	P2	0,715	0,290	Valid
3	P3	0,771	0,290	Valid
4	P4	0,632	0,290	Valid
5	P5	0,503	0,290	Valid
6	P6	0,490	0,290	Valid
7	P7	0,610	0,290	Valid
8	P8	0,742	0,290	Valid
9	P9	0,561	0,290	Valid
10	P10	0,312	0,290	Valid

Source: data processing with spss 22 program

Based on the table of validity test results, it shows that the calculated value of all 10-item statements is greater than the rtable of 0.290, so that all statements can be declared valid and can be used in research.

Table 6. Testing the Validity of Employee Performance Data Y

NO	Variabel	Calculation	Table	Information
1	P1	0,762	0,290	Valid
2	P2	0,722	0,290	Valid
3	P3	0,724	0,290	Valid
4	P4	0,757	0,290	Valid
5	P5	0,642	0,290	Valid

Based on the table, the validity test results show that the calculated value of all 22-item statements is greater than the rtable of 0.290, so that all statements can be declared valid and can be used in research.

Normality Test

The normality test is carried out to find out whether the research data is distributed normally or not. In this study, a good regression model is to have a normally distributed residual. Some of the normality test methods are by looking at the distribution of data at diagonal sources on the Histogram and Normal Probability Plot of Regression graphs or normality tests using the Kolmogorov-Smirnov method.

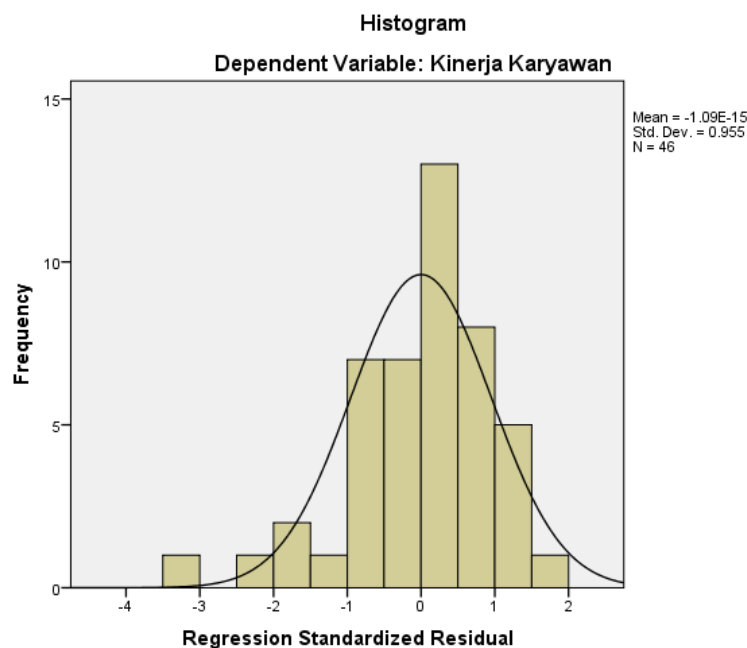


Figure 1. Histogram Chart Normality Test Results

From Figure 1 above, it can be seen that the data spreads around the diagonal line and follows the direction of the diagonal line or the histogram graph shows a normal distribution pattern, so the regression is considered to meet the assumption of normality.

b. Output Normal Probability Plot of Regression

Output Normal Probability Plot of Regression describes the data graph in seeing the distribution of normal data or not with measurements: if the shape of the Normal Probability Plot of Regression graph follows a normal diagonal line, then the data will be considered normally distributed. The results of the normal analysis test of the P-P plot can be seen in the following figure:

Normal P-P Plot of Regression Standardized Residual

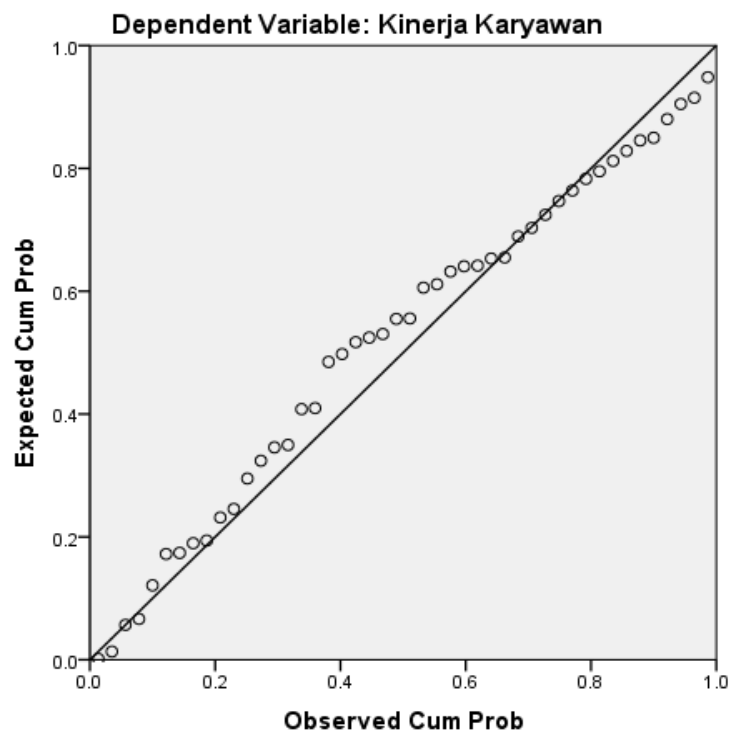


Figure 2. Probability Plot of Regression

In Figure 2 above, it can be seen that the points are close to the diagonal line. This indicates that the data is distributed normally and meets the normality testing assumptions.

Multiple Linear Regression Test

The data analysis technique used in this study is a multiple linear regression analysis technique, a statistical test used to measure the magnitude of the influence of independent variables on dependent variables with more than one number of independent variables. The following is the form of modeling used in this study:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + e$$

Information:

- Y = Variable K Employee Activity
- a = constant
- b1 to b4 = Variable regression coefficient X
- X = Work motivation
- X2 = Work discipline
- X3 = Work Environment
- X4 = Job Satisfaction
- e = Standar *Error*

Table 7. Multiple Linear Analysis Results

Model		Coefficients ^a					Collinearity Statistics	
		Unstandardized Coefficients		Standardized Coefficients	t	Itself.	Tolerance	BRIGHT
		B	Std. Error	Beta				
1	(Constant)	-.708	3.927		-.180	.858		
	Work Motivation	.191	.085	.326	2.249	.030	.522	1.917
	Work Discipline	.256	.107	.340	2.392	.021	.543	1.843
	Work Environment	-.030	.091	-.046	-.332	.742	.559	1.788
	Job Satisfaction	.184	.090	.260	2.038	.048	.673	1.485

a. Dependent Variable: Employee Performance

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + e$$

$$Y = -708 + 0,191X_1 + 0,256X_2 - 0,030X_3 + 0,184X_4$$

- a. The constant is -708, this shows that if X₁ and X₂ are values of 0, then the value of Y remains -0.708.
- b. Based on the X₁ variable, the regression test results show that the X₁ variable has a positive regression coefficient with a value of b = 0.191. This means that if there is an increase in the value of the variable X₁ by 1 point, there will also be an increase in the variable Y by 0.191.
- c. Based on the variable X₂, the results of the regression test show that the variable X₂ has a positive regression coefficient with a value of b = 0.256. This means that if there is an increase in the value of the variable X₂ by 1 point, there will also be an increase in the variable Y by 0.256.
- d. Based on the variable X₃, the results of the regression test showed that the variable X₃ had a negative regression coefficient with a value of b = -0.030. This means that if there is an increase in the value of the variable X₃ by 1 point, there will also be a decrease in the variable Y by -0.030.
- e. Based on the X₄ variable, the regression test results show that the X₄ variable has a positive regression coefficient with a value of b = 0.184. This means that if there is an increase in the value of the variable X₄ by 1 point, there will also be an increase in the variable Y by 0.184.

T test (Partial)

The t-test or partial regression coefficient test is used to find out whether or not the independent variable has a significant effect on the dependent variable. In this case, to find out whether or not the independent variable partially has a significant effect on the dependent variable. The test used a significance level of 0.05 and a 2-sided test. In this study, the tcal value will be compared with the table value, at a significant level (α) = 5%.

Table 8. Partial Test Results (t-Test)

Model		Coefficients ^a					Collinearity Statistics	
		Unstandardized Coefficients		Standardized Coefficients	T	Itself.	Tolerance	BRIGHT
		B	Std. Error	Beta				

1	(Constant)	-.708	3.927		-.180	.858		
	Work Motivation	.191	.085	.326	2.249	.030	.522	1.917
	Work Discipline	.256	.107	.340	2.392	.021	.543	1.843
	Work Environment	-.030	.091	-.046	-.332	.742	.559	1.788
	Job Satisfaction	.184	.090	.260	2.038	.048	.673	1.485

a. Dependent Variable: Employee Performance

Based on the partial test above, it was obtained as follows.

1. The effect of work motivation on employee performance
Based on the table above, the tcal value (2,249) > ttable (2,016) with a significance level of 0.030 < 0.05 was obtained, so it can be concluded that there is a partially significant positive influence between work motivation and employee performance at PT. Pos Indonesia (Persero) Pematangsiantar.
2. The effect of work discipline on employee performance
Based on the table above, the tcal value (2,392) > ttable (2,016) with a significance level of 0.021 < 0.05 was obtained, so it can be concluded that there is a partially significant positive influence between work discipline on employee performance at PT. Pos Indonesia (Persero) Pematangsiantar.
3. The influence of the work environment on employee performance
Based on the table above, the value of tcal (-0.332) < ttable (2.016) with a significance level of 0.745 > 0.05 was obtained, so it can be concluded that there is a negative and insignificant influence partially between the work environment on employee performance at PT. Pos Indonesia (Persero) Pematangsiantar.
4. The effect of job satisfaction on employee performance
Based on the table above, the value of tcal (2,038) > ttable (2,016) with a significance level of 0.048 < 0.05 was obtained, so it can be concluded that there is a partially significant positive influence between job satisfaction and employee performance at PT. Pos Indonesia (Persero) Pematangsiantar.

Simultaneous Hypothesis Testing (F)

The F test or regression coefficient test is used to find out whether simultaneously independent variables have a significant effect on dependent variables". In this case, to find out whether or not the independent variable has a significant effect on the dependent variable. The test used a significance level of 5%. In this study, the Fcal value will be compared with the Ftable value, at a significant level (α) = 5%.

Table 9. Simultaneous Test Results (F-Test)

NEW ERA						
Type		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	133.953	4	33.488	12.496	.000b
	Residual	109.873	41	2.680		
	Total	243.826	45			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Job Satisfaction, Work Environment, Work Discipline, Work Motivation

Based on the results of the analysis of the table above, the values of fcal (12,496) > ftable (2.833) and sig (0.000) < 0.05, it can be concluded that there is a positive and

significant influence of the variables X1, X2, X3 and X4 simultaneously facing Y so that Ha is accepted and Ho is rejected.

Coefficient Determination Testing

The coefficient of determination (R^2) is a coefficient used to see how much independent variables (work motivation, work discipline, work environment, job satisfaction) can explain their dependent variables. The recapitulation of the results of the determination test can be seen in the table below.

Table 10. Coefficient of Determination Test (R^2)

Model Summaryb				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.741a	.549	.505	1.637

a. Predictors: (Constant), Job Satisfaction, Work Environment, Work Discipline, Work Motivation

b. Dependent Variable: Employee Performance

Based on the results of the analysis above, it can be seen that the R Square value or determination coefficient obtained is 0.549. This means that the employee performance variable (Y) can be explained by the variables of work motivation, work discipline, work environment, and job satisfaction of 50.5% while the remaining 49.5% is influenced by other factors that come from outside this research model.

DISCUSSION

The Effect of Work Motivation on Employee Performance

Based on the results of linear regression analysis, the results of the calculation $(2.249) > t_{table} (2.016)$ with a significance level of $0.030 < 0.05$, the hypothesis (H2) is accepted, so that it can be concluded that work motivation (X1) has a positive and significant effect on employee performance (Y) at PT. Pos Indonesia (Persero) Pematangsiantar, which means that the better the work motivation, the better the performance of employees at PT. Pos Indonesia (Persero) Pematangsiantar, this indicates that the performance of employees of PT. Pos Indonesia (Persero) Pematangsiantar is influenced by work motivation. These results are supported by research conducted by Abdul Basyid 2024 in the journal Management and Business, work motivation has a positive and significant effect on employee performance.

The Effect of Work Discipline on Employee Performance

Based on the results of linear regression analysis, the results of the calculation $(2.392) > t_{table} (2.016)$ with a significance level of $0.021 < 0.05$, the hypothesis (H2) is accepted, so that it can be concluded that work discipline (X1) has a positive and significant effect on employee performance (Y) at PT. Pos Indonesia (Persero) Pematangsiantar, which means that the better the work discipline, the better the performance of employees at PT. Pos Indonesia (Persero) Pematangsiantar, this indicates that the performance of employees of PT. Pos Indonesia (Persero) Pematangsiantar is influenced by work discipline. These results are supported by research conducted by Muhammad Zaenal Arifin and Hadi Sasana 2022 in transeconomics: business accounting

and finance work discipline have a positive and significant effect on employee performance.

The Influence of the Work Environment on Employee Performance

Based on the results of linear regression analysis, the results of $t_{count} (-0.332) < t_{table} (2.016)$ with a significance level of $0.742 > 0.05$, then the hypothesis (H3) is rejected, so it can be concluded that the work environment (X3) has a negative and insignificant effect on employee performance (Y) at PT. Pos Indonesia (Persero) Pematangsiantar, meaning that the existing working environment conditions do not directly affect the improvement of employee performance. This indicates that the performance of PT. Pos Indonesia (Persero) Pematangsiantar is not affected by the work environment. This result is not in accordance with research conducted by Lyta Lestary and Harmon Chaniago 2018, a research journal on the work environment has a positive and significant effect on employee performance.

The Effect of Job Satisfaction on Employee Performance

Based on the results of linear regression analysis, the results of the calculation $(2.036) > t_{table} (2.016)$ with a significance level of $0.048 < 0.05$, the hypothesis (H4) is accepted, so that it can be concluded that job satisfaction (X4) has a positive and significant effect on employee performance (Y) at PT. Pos Indonesia (Persero) Pematangsiantar, which means that the better job satisfaction, the better the employee performance at PT. Pos Indonesia (Persero) Pematangsiantar. These results are supported by research conducted by Adetia Azmi Tanjung, MHD. Andi Rasyid 2023 job satisfaction has a positive and significant effect on employee performance.

The Influence of Work Motivation, Work Discipline, Work Environment, and Job Satisfaction Simultaneously Have a Positive and Significant Effect on Employee Performance

Based on the ANOVA Simultaneous Significance Test (F) table, it is known that the significance value for the effect of work motivation, work discipline, work environment and job satisfaction simultaneously on employee performance is $0.000 < 0.05$ and $f_{cal} \text{ value } (12,496) > f_{table} (2.016)$, meaning that simultaneously there is a positive and significant influence of work motivation, work discipline, work environment and job satisfaction on employee performance. This indicates that the performance of employees at PT. Pos Indonesia Pematangsiantar is influenced by work motivation, work discipline, work environment and job satisfaction.

CONCLUSION

Based on the research findings, it can be concluded that work motivation has a positive and significant effect on employee performance, meaning that higher employee motivation leads to better performance. Work discipline also shows a positive and significant influence, indicating that increased discipline results in improved employee performance. In contrast, the work environment has a negative and insignificant effect, showing that changes in the work environment do not substantially impact employee performance. Furthermore, job satisfaction has a positive and significant effect, meaning that higher job satisfaction contributes to better employee performance. Simultaneously, work motivation, work discipline, work environment, and job satisfaction collectively

have a positive and significant influence on the performance of employees at PT Pos Indonesia (Persero) Pematangsiantar.

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