

The Effect of Work Environment and Work Discipline on Employee Performance Through Motivation

*The Effect of Work
Environment*

649

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ABSTRACT

The role of human resources depends on employees' ability to plan, manage and produce useful contributions to achieve company goals. This research aims to determine the influence of the work environment and work discipline on employee performance which is moderated by motivation. This research was conducted at PT Persada Gading Elok using a questionnaire and distributed to 100 employees with saturated sampling. Data analysis uses smartPLS 3.2.9 and this research method uses Structural Equation Modeling (SEM) so that the research results are known to have a direct influence on the work environment on employee performance, and work discipline influences employee performance, and motivation influences employee performance, while motivation moderates the work environment on employee performance and motivation moderates work discipline on employee performance. This research has implications for organizations to play a big role in providing welfare for their employees so that their performance is more optimal and the company progresses.

Keywords: Discipline, Work Environment, Employee Performance, Motivation

ABSTRAK

Peran sumber daya manusia bergantung pada kemampuan karyawan dalam merencanakan mengelola dan menghasilkan kontribusi yang berguna untuk mencapai tujuan perusahaan. Penelitian ini bertujuan untuk mengetahui pengaruh antara lingkungan kerja, disiplin kerja terhadap kinerja karyawan melalui yang dimoderatori oleh motivasi. Penelitian ini dilakukan di PT Persada Gading Elok menggunakan kuesioner dan menyebarkan kepada 100 karyawan dengan sampling jenuh. Analisa data menggunakan smartPLS 3.2.9 dan metode penelitian ini menggunakan Structural Equation Modeling (SEM) sehingga hasil penelitian diketahui berpengaruh langsung lingkungan kerja berpengaruh terhadap kinerja karyawan, serta disiplin kerja berpengaruh terhadap kinerja karyawan, dan motivasi berpengaruh kinerja karyawan, sedangkan motivasi memoderasi lingkungan kerja terhadap kinerja karyawan serta motivasi memoderasi disiplin kerja terhadap kinerja karyawan. Penelitian ini mempunyai implikasi organisasi untuk berperan besar dalam memberikan kesejahteraan bagi para karyawannya agar kinerja yang diberikan lebih optimal dan kemajuan perusahaan.

Kata kunci: Disiplin, Lingkungan Kerja, Kinerja Karyawan, Motivasi

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INTRODUCTION

Performance is a record of results in a particular activity function within a certain period of time (Purwandari, 2015). Individual capacity employee performance becomes efficient by achieving goal independence. Employees who are highly involved in their organizational work and show high commitment to the organization produce large profits and provide excellent results for the benefit of their organization (Sadat et al., 2020). Employees who feel happy and satisfied with management show a high level of motivation and thus work better to achieve organizational goals (Wahyuni et al., 2019). The work carried out or not by employees has a big impact, they contribute to the organization's products in terms of the quality and quantity of workers in completing tasks quickly (Soejarminto & Hidayat, 2022). For the company's achievement of employee performance, it is very important that performance is defined as the amount of work done by employees or their behavior, which is displayed according to their role, therefore many things influence the company, one of which is work motivation, work discipline, work environment (Abadiyah et al., 2023). To achieve the company's vision and mission and achieve their goals, quality employees are needed in general. If an organization has general capabilities, if an organization has the capabilities to support, achieve organizational goals, provide a stable work environment, and increase the spirit of collaboration (Muthoharoh, 2021).

Human Resource Management (HRM) is the process of managing people or employees in an organization. This process includes receiving, using, developing and maintaining human resources to achieve organizational goals. The importance of creating a pleasant work environment cannot be ignored because it can increase employee productivity. This is done by providing safe and clean facilities and tools and paying attention to work morale. A good work environment is very necessary to achieve the best work results. Employees work better if they work in a comfortable and enjoyable environment. Therefore, it is important to pay attention to the workplace as a second home for employees. Employees who feel comfortable and productive contribute to company performance. Employee motivation is also important and can be improved through a supportive work environment. A good work environment is an important factor in improving employee performance and can cover various aspects related to employees.

Apart from that, motivation is a process that can explain the intensity, path and persistence shown by someone to achieve their goals. A dimension namely the need for achievement is used to measure work motivation, and achieve success, which is measured by standards of perfection, the need for affiliation, financial and support with other relationships and the need for power which involves the desire to control and influence others, sometimes without considering other people's feelings (Ali & Syah, 2019). A leader must also encourage and provide encouragement and motivation to their staff members to remain enthusiastic in carrying out their work to achieve company or organizational goals (Caissar et al., 2022).

Meanwhile, discipline describes a respectful attitude possessed by an employee who works for a company. Work discipline is defined as an attitude that respects, respects, obeys and obeys applicable regulations, both written and unwritten as well as the ability to carry out and accept sanctions for violations of the duties and authority given to them, teaching employees to comply with regulations (Putri et al., 2023). A very important part of human resource development is work discipline because organizations need discipline to prevent negligence in carrying out work (Andriyani et al., 2020). Based on the theory above, the work environment and work discipline certainly influence employee performance which is mediated by motivation. The same is true of employee performance at a mall management company in Kelapa Gading, North Jakarta. He must process and manage the tenants in the mall company so that they can be fulfilled or in demand. However, the decrease in interest in tenants at the mall is a serious problem at the moment. Therefore, researchers are interested in conducting research on whether the work environment and work discipline can influence employee performance which is mediated by motivation.

Previous research has examined that the work environment can significantly influence motivation (Ferawati, 2017). Work discipline has been studied as significant for motivation (Sucipto et al., 2022). Then, motivation has a significant effect on employee performance (Mahmud & Suriyanti, 2022). Furthermore, the work environment has a significant effect on employee performance (Andamdewi, 2020). Likewise, work discipline has a significant influence on employee performance. Also, the work environment has a significant effect on employee performance through motivation (Kiki, 2020). And finally, discipline has a significant effect on employee performance through motivation (Jufrizen, 2021). Based on previous research, it can be concluded that this research is different from previous research because employee performance is mediated by motivation to evaluate the influence of the work environment and work discipline in a single research model that focuses on company employees in DKI Jakarta. The difference between the current research and the previous one is the combination of 4 variables, namely work environment and work discipline as independent variables and employee performance as the dependent variable with motivation as an intervening variable. Apart from that, the place of research is in a company. Based on this explanation, the aim of this research is to add to existing literature on the relationship between the work environment, work discipline, and how both affect employee performance. Additionally, it is hoped that this research provide a better understanding of how companies can improve the performance of their employees so they can excel in the future.

LITERATURE REVIEW

The work environment includes all things related to work and can influence how they carry out tasks or the physical part of the job, as well as how they can increase their work morale (Hasibuan, 2018). The work environment consists of the physical, social environment which includes the location of the room. Therefore the work environment greatly influences how they carry out their duties given by the company. Work in a company requires attention because it has a direct impact on employees (Marwanto & Hasyim, 2022). As a place where people gather, employees must feel comfortable and at home in their workplace so that they can do their work well (Hanafi & Zulkifli, 2018). Work environment factors, both physical and non-physical, influence employee performance. Physical factors include the physical environment of the workplace, which can influence employee performance directly or indirectly; Non-physical factors include working relationships with superiors, co-workers and subordinates (Shodiq, 2021). In an organizational context, the work environment is closely related to their psychological factors while working, but the work environment consists of everything that surrounds employees and influences the way they do their work (Dhani & Surya, 2023). However, specific work environment elements have a direct relationship to the achievement of organizational goals. Organizations must organize and structure the components of the work environment so that operations run well (Hasibuan, 2018). These factors include clear job descriptions, challenging work targets, effective communication methods in the workplace, a good work environment, and adequate work facilities (Putri & Winarningsih, 2020). Employees feel comfortable in their workplace, they feel more at home and can do their best work. Therefore, companies must view and manage the work environment well (Marwanto & Hasyim, 2022).

According to Agustini (2019), work discipline is company rules or regulations to help employees achieve company or organizational goals. Meanwhile (Ardhiansyah et al., 2021). Says that work discipline is a person's awareness and desire to comply with the company's social rules and regulations. Work discipline is a strength that can be developed in employees so that they are able to voluntarily adapt to legal decisions and have high values in work and behavior (Yusuf, 2016). The importance of work discipline is of course order and the main characteristic of an organization and discipline is how to maintain that order (Ledho et al., 2021). Thus, work discipline can be defined as an attitude that supports employees to achieve company or organizational goals by following company rules and regulations. Employee performance is an individual's ability to

participate in diverse activities with natural skills. Ability, experience, honesty and time influence the work handled by employees (Pratama & Elistia, 2020). According to Busro (2020), defines performance as the success of employees in completing their tasks and obligations. Employee performance also reflects their contribution to the company or organization. Performance standards are used to assess them. Performance assessment includes traits, behavior and work results, important in employment industry decision making (Novie et al., 2023). This assessment is vital in building a fair evaluation system. Managers use these assessments as an unbiased basis for providing compensation according to overall organizational performance. The hope is that this encourages all parts to work more efficiently and effectively.

Motivation is the encouragement of a person's desire and effort to do something, wanting to achieve organizational goals (Akbar, 2022). The desire to work hard to achieve organizational goals, which is influenced by the ability to meet personal needs. Motivation, however, is defined as what drives a person to act (Yusuf, 2016). Every action of a person must exist. This can originate from various individual needs and desires and is influenced by mental processes that occur within a person, which includes the formation of a person's self-perception as a result of the learning process about what they see and experience from the environment around them (Sulistiani & Syahrinullah, 2023). In summary, motivation is the desire to achieve organizational goals, which is influenced by efforts to meet individual needs. In addition, motivation can be defined as a drive-in human behavior to achieve certain goals. An employee's ability to complete a particular task is motivation (Casmun et al., 2021). A good work environment can foster work efficiency so that employees work enthusiastically. A good work environment foster employee performance, making them motivated at work. A comfortable work environment makes employees feel happy working at the company (Andriyani et al., 2020). The condition of a work environment is said to be good if the people who participate in that environment can carry out their activities optimally, are healthy, safe and comfortable and can improve their performance. A bad work environment makes it difficult for workers to do their work, get sick easily, get stressed, have difficulty concentrating, and reduce work productivity (Dhani & Surya, 2023). Research conducted (Udin, 2022), the work environment has a positive influence on motivation and shows that a good work environment system create motivation, which ultimately helps the company to have a better attitude and improve positive behavior, while working effectively for the benefit of company.

H1: The work environment has a positive effect on motivation

A strength that can be developed in employees to voluntarily adapt to legal decisions and have high values in work and behavior (Yusuf, 2016). Basically, every agency and organization expect its employees to show high discipline. High discipline at work needs to always be maintained and even developed to become better. Good discipline reflects a person's sense of responsibility for the tasks assigned (Sadat et al., 2020). This can motivate or encourage work enthusiasm and achieve company, employee and community goals (Ali & Simamora, 2022). Therefore, every leader always tries to ensure that his subordinates have good discipline. With high work discipline, employee performance can be improved (Beno & Irawan, 2019). This is in accordance with research conducted by (Lutfi et al., 2023) that work discipline has a positive influence on motivation.

H2: Work discipline has a positive effect on motivation.

Increasing employee performance can give an employee high performance and expectations that must be met immediately, then the employee will be motivated to improve his work performance, so that it has an impact on company performance. Motivation provide encouragement to an employee who makes the maximum contribution to the success of the company organization in achieving its goals (Asfar &

Anggraeni, 2020). This is in accordance with research conducted by Pratiwi & Choiriyah (2019), which was conducted in the province of South Sumatra at Local Water Company (*Perusahaan Daerah Air Minum*/PDAM) companies, that there is a significant influence between motivation and employee performance. The higher the employee's performance at work, the greater the employee's enthusiasm for work increases their performance (Ghoniayah, 2011).

H3: Motivation has a positive effect on employee performance

A positive work environment includes elements such as team support and strong recognition that have an influence on motivation. The work environment can influence employee performance activities, both individually and in the facilities at the company (Amalia, 2018). Therefore, employee performance can give an employee high performance and expectations that are immediately fulfilled. Motivation encourages an employee to make the maximum contribution to the success of the organization/company in achieving its goals (Asfar & Anggraeni, 2020). Therefore, there is a positive influence on the work environment on employee performance.

H4: The work environment has a positive effect on employee performance

High work discipline has a positive influence on employee performance, creating a solid foundation for consistent productivity and achieving company goals (Arifa & Muhsin, 2018). Therefore, employee performance has the ability to manage time efficiently, to maintain high quality work, with strong discipline which also helps employee performance to be regular which can improve overall team and individual performance (Kambey & Manengkey, 2023). In research conducted by Liyas & Primadi (2017), there is a significant influence between discipline and employee performance, therefore high work discipline tends to be positively correlated with good employee performance, employees with high work discipline tend to be more organized and responsible.

H5: Work discipline has a positive effect on employee performance

A good work environment can foster work efficiency so that employees work enthusiastically. A good work environment foster employee performance, making them motivated at work. (Andriyani et al., 2020). Motivation encourages an employee to make the maximum contribution to the success of the company organization in achieving its goals (Amalia, 2018). Safe and healthy employee performance has been proven to influence productivity and motivation to provide encouragement to the environment and employee performance to encourage someone to work together and work effectively (Moulana et al., 2017). Therefore, the influence of the work environment and work motivation on employee performance has a significant positive influence.

H6: The work environment has a positive effect on employee performance through motivation.

Basically, every agency and organization expect its employees to show high discipline. High discipline at work needs to always be maintained and even developed to become better. Good discipline reflects a person's sense of responsibility for the tasks assigned (Sadat et al., 2020). Increasing employee performance can give an employee high performance and expectations that must be fulfilled immediately, then the employee will be motivated to improve his work performance, so that it has an impact on company performance (Ikhsan, 2016). Significant influence on employee performance. The work performance achieved by a person in carrying out the tasks assigned to him is based on skill, experience, seriousness and time. With good work discipline and optimal work

motivation by the company, the performance of the company's employees will be maximized (Kristanti & Lestari, 2019). Therefore, the influence of work discipline and motivation on employee performance has a significant positive influence.

H7: Work discipline has a positive effect on employee performance through motivation

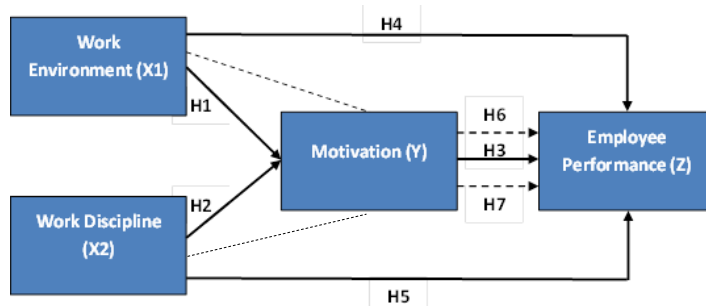


Figure 1. Research Model

METHOD

Quantitative methods are used in this research to collect, analyze and test concepts related to employee performance. An online survey was used to collect data from PT employees. Persada Gading Elok Jakarta in the age range of 18-60 years who have worked for at least three months. The aim of the research is to evaluate the impact of the work environment, work discipline and motivation on employee performance. The study used a Likert scale from 1 to 5 to evaluate statements developed from related literature. Each dimension, such as work environment, work discipline, motivation and employee performance, is measured using several statements adapted from previous research. There are a total of 20 questions in the questionnaire which were distributed to one hundred respondents, in accordance with the theory that the required sample size is at least five times the number of statements. Data analysis was carried out using Structural Equation Modeling (SEM) with the Partial Least Square (PLS) approach. In the out-of-model analysis, convergent validity, discriminant validity, reliability, collinearity, and adjusted R square were evaluated. Convergent and discriminant validity is measured by the value of fill factor, AVE, Fornell-Larcker Criterion, Cross Loading, and HTML. Reliability was checked using composite reliability and Cronbach's Alpha, while collinearity was checked using VIF. The results of this analysis help to explain how many exogenous variables can influence endogenous variables. Inner model analysis is carried out by considering the T statistics and P values. The hypothesis is declared accepted if the T statistics value is > 1.65 (one-tailed) with a confidence level of 95% or if the P value is < 0.05. This method helps in identifying the direct and indirect influence of the variables studied on employee performance.

RESULT

In achieving the research objectives, the analysis used uses Validity and Reliability Tests of questionnaire data, Structural Model tests and Goodness of Fit. The questionnaire was distributed to a total of 100 respondents. Respondents aged 18-25 years 29%, 26-30 years 24% 31-36 years 12% > 36 years 25%. According to Sarstedt et al. (2021), the accepted loading factor value is greater than 0.7. From the results of convergent validity on the 20 indicators in this study, it was found that all 20 indicators had loading factor values greater than 0.7, ranging from 0.708 to 0.910. Average Variance Extracted (AVE) is used to measure the extent to which an indicator is positively correlated with other indicators of the same construct, where an AVE value above 0.5 is considered acceptable. The data shows the AVE value ranges from 0.634 to 0.753, which meets the standards. The internal consistency reliability test was carried out by measuring

Composite Reliability and Cronbach's Alpha, where the value received was greater than 0.6 to 0.7. The results show that all latent variables have Composite Reliability and Cronbach's Alpha that exceed the standard.

The discriminant validity test using the Fornell – Larcker Criterion shows that the values are in accordance with the applicable rules. Apart from that, Cross Loading also meets the required criteria. The Heterotrait-Monotrait Ratio (HTMT) value shows good convergent consistency and can be distinguished from other constructs because the value is below 0.9. Multicollinearity test is carried out to determine the similarity between independent variables in the regression model. The results show that there is no indication of multicollinearity problems. The value of the coefficient of determination (Adjusted R²) shows that employee performance and motivation variables are able to explain most of the variation in this research, with values of 63.5% and 61.3% respectively, while other variables are not explained in this research model.

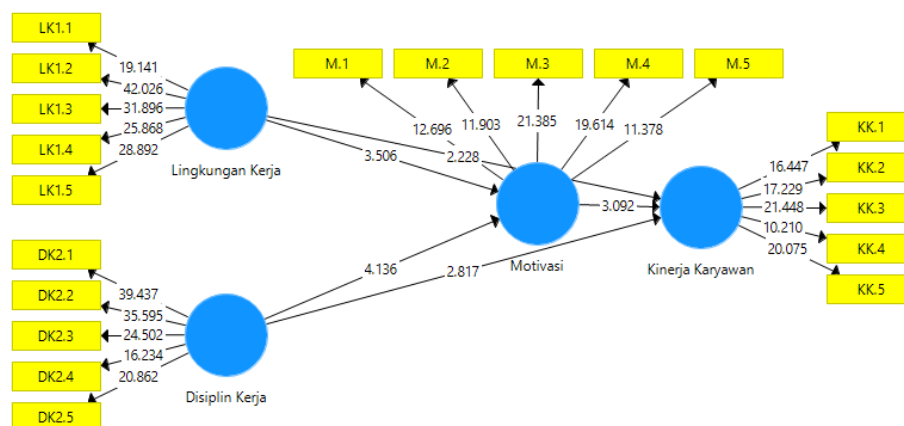


Figure 2. Path Coefficient and P Value

This stage looks at path coefficients based on the T statistic value and P value using the bootstrapping method with one-tailed significance criteria. As for the T statistic value > 1.65 with a confidence level of 95% or a P value < 0.05 for an acceptable hypothesis (Sarstedt et al, 2021). The direction of the relationship can be ascertained by using the original sample.

Table 1. Hypothesis Test Results

Hypothesis	Original Sample	T Statistics	P Values	Information
H1	0.217	2.228	0.026	Accepted
H2	0.327	2.817	0.005	Accepted
H3	0.352	3.092	0.002	Accepted
H4	0.396	3.506	0.000	Accepted
H5	0.469	4.136	0.000	Accepted
H6	0.165	2.179	0.030	Accepted
H7	0.139	2.750	0.006	Accepted

Based on the results of hypothesis testing, it was found that all 7 hypotheses were accepted. Testing H1 The work environment has a positive effect on motivation. The T statistic is 2.228 > 1.65 with a p value of 0.026 < 0.05 and the original sample value is positive (0.217). This means that there is a positive influence between the work environment and its positive influence on motivation so that H1 is accepted. Testing H2: Work discipline has a positive effect on motivation, resulting in a T statistic of 2,817 > 1.65 with a p value of 0.005 < 0.05 and a positive original sample value (0.327). This means that there is a positive influence between work discipline and motivation so that H2 is accepted.

Testing H3 on the influence of motivation on employee performance obtained a T statistic of 3,092 > 1.65 with a p value of 0.002 < 0.05 and a positive original sample value

(0.352). This means that there is a positive influence between motivation and employee performance so that H3 is accepted. Testing H4 on the influence of the work environment on employee performance, the results obtained were a T statistic of $3,506 > 1.65$ with a p value of $0.000 < 0.05$ and a positive original sample value (0.396). This means that there is a positive influence between the work environments on employee performance so that H4 is accepted.

Testing H5 on the effect of work discipline on employee performance, the T statistic results were $4,136 > 1.65$ with a p value of $0.000 < 0.05$ and the original sample value was positive (0.469). This means that there is a positive influence of work discipline on employee performance so that H5 is accepted. Testing H6 work environment, motivation on employee performance, the T statistic results were $2,179 > 1.65$ with a p value of $0.030 < 0.05$ and the original sample value was positive (0.165). This means that there is a positive influence between the work environment and motivation on employee performance so that H6 is accepted. Testing H7 on the influence of work discipline and motivation on employee performance, the results obtained were a T statistic of $2,750 > 1.65$ with a p value of $0.006 < 0.05$ and a positive original sample value (0.139). This means that there is a positive influence between work discipline and motivation on employee performance so that H7 is accepted.

DISCUSSION

A comfortable work environment plays an important role in employee productivity. When they feel comfortable at work, employees tend to feel more at home and do their jobs well, using their time efficiently. Companies must ensure employees have adequate equipment to support optimal performance. Employees are also more productive in a safe and comfortable work environment, with good interpersonal relationships. Studies show that positive relationships between employees and superiors and between each other have an impact on motivation and productivity. These findings support the researchers' initial hypothesis (Lankeshwara, 2016; Hafeez et al., 2019; Idris et al., 2020; Thamrin & Riyanto, 2020). The second finding can prove that work discipline influences motivation, meaning that when employees show discipline in carrying out their duties and responsibilities, motivated performance tends to increase. That work discipline contributes significantly to achieving organizational goals and employee productivity. Apart from that, work discipline shows employee commitment and professionalism towards future workers, so to achieve long-term profits, companies can achieve increased productivity, work quality and employee loyalty by strengthening the relationship between work discipline and motivation, and is supported by previous research (Titing & Hendrik, 2023; Kumala et al., 2023).

The third finding shows that motivation influences employee performance, that employee performance is directly correlated with motivation, they have a strong and positive attitude and mentality towards the work environment, which can encourage employees to do more. This research found that there is a significant correlation between motivation and employee performance; therefore, motivation greatly influences employee performance, and good performance can be beneficial for the company and employees. The higher a person's motivation, the better their performance (Falah & Ayuningtias, 2020; Oktariyanti et al., 2023). The work environment influences employee performance significantly. Directly influenced by productivity, job satisfaction, and overall performance by a positive work environment. Employees who work in a supportive work environment tend to achieve better results. They are driven to achieve their goals and work with high focus and efficiency. This improves their work output and contributes to the overall success of the company. A good work environment can increase employee productivity, creativity and commitment, which in turn can increase the success of the company. Therefore, good work environment management is very important to increase employee motivation and overall company performance (Ahiruddin et al., 2020; Sudarwati, 2022).

Work discipline is one of the main factors that influence employee performance, very significantly. Work discipline can be defined as a way to encourage employees to work enthusiastically to be disciplined in accordance with company rules and provide their best contribution to achieving better and superior organizational goals (Hidayat et al., 2023). Motivation as a mediator between the work environment and employee performance and the psychology produced by motivation influences employee responses to the work environment. Motivated employees tend to be sensitive to factors that influence their performance, changing the way they see and act at work. Motivation helps control the impact of the work environment on performance, helps employees find meaning and value in work, and overcomes problems if the work environment is not ideal. This supports the theory that motivation influences employee performance as partial mediation, making the work environment better and employees more productive (Nurhaqsari & Wulandari, 2023). Motivation as mediation means that motivation functions as a controller of the influence of work discipline on employee performance. Even though there is a positive relationship between performance and employee motivation, performance plays an important role in regulating the relationship between performance and employee motivation because good work discipline can mediate employee motivation and can improve employee performance significantly, in other words it is included in the partial mediation category (Jufrizen, 2021).

CONCLUSION

This research found that the work environment directly has a positive impact on motivation, while work discipline also influences motivation. Motivation then influences employee performance positively. Apart from that, motivation also mediates the relationship between the work environment and work discipline and employee performance. The majority of respondents were women (55%) aged 18-25 years, and the majority had work experience of more than 4 years. An employee can improve his performance by balancing work and personal life, with motivation and a supportive work environment. Better performance is characterized by enthusiastic, focused, effective work behavior and better work quality. These findings also provide new insights for researchers into other factors that influence employee performance. Despite certain limitations, it is hoped that the results of this research provide insight for researchers and the general public. It is recommended to include additional variables in future research for a more comprehensive understanding. Human resource management needs to consider the relationship between a conducive work environment and consistent work discipline in making strategic decisions.

Companies need to plan long term to create and maintain a conducive work environment and apply work discipline consistently. This is a process that takes time. To achieve this, it is important for companies to meet employee needs, provide motivating rewards, and build strong relationships between management and employees. Motivation can be provided through recognition, growth opportunities, and fair compensation. Being responsive to employee needs is also important, including providing relevant training, listening to employee feedback, and resolving issues quickly and efficiently. Research shows that a pleasant work environment and consistent work discipline increase employee motivation. However, to continue to meet high expectations and standards, management must continue to improve the work environment and implement consistent work discipline. This can be done through specific training on problem solving, team collaboration, and stress management. Flexibility in work patterns can also help create balance in employees' work lives. Employees who are satisfied with their work environment and have strong work discipline are more likely to be motivated to perform exceptionally and contribute to the company's future success.

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