

The Role of Work Discipline as an Intervening Variable in the Relationship Between Work Environment, Work Motivation and Employee Performance

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ABSTRACT: This paper discusses the causal relationship between work environment and work motivation on employee performance, with work discipline as an intervening variable. The researcher proposes a new concept and wants to explain the role of work discipline as an intervening variable. Analysis using the structural equation model on 72 respondents taken using the saturated sampling method, from the population of employees of PT. Surabaya Akr Land Company in the city of Surabaya.

The findings show that the proposed concept is accepted, and the results of the analysis show that work discipline is a good intervening variable and makes a positive contribution to the relationship between work environment and work motivation with work discipline. Research also proves that the work environment, work motivation and work discipline have a positive influence and contributed to employee performance, and work motivation has a dominant influence on work discipline.

KEYWORDS: -work environment, work motivation, work discipline, employee performance

I. INTRODUCTION

In the current era of globalization, where the connectivity of the world's economy and culture takes place very quickly, companies everywhere are required to compete to maintain their existence. In this effort, human resources as an important part in maintaining the company's survival must be considered professionally managed. Support from reliable human resources can certainly produce good company performance and have a positive impact on the company's existence, so that having good human resources in attitude and performance is the hope of every company, especially for PT. Surabaya Akr Land Corporindo.

PT. Surabaya Akr Land Corporindo is a company engaged in the development of housing providers for people in the East Java region, especially in Surabaya. Even though it is classified as an established company, the need to develop the company through well-performing human resources is definitely needed. Because with good performance the company can grow and grow big.

Performance is the basis for achieving the goals of an organization. The success of an organization in improving its performance is highly dependent on the quality of the human resources involved in working while in the organization. It is known that several things that can affect employee performance are a supportive work environment, work motivation that is owned and work discipline that is carried out. Lugito (2022) demonstrates that work environment, work motivation and work discipline affect employee performance..

The work environment is one of the factors that can affect employee performance because with a good and comfortable work environment, employees can maximize their performance. In supporting employee performance, the company must provide a work environment that can support smoothness, security, safety, cleanliness, and comfort at work and the presence of adequate facilities so that employees feel safe, calm and happy in carrying out the tasks assigned and are their responsibilities. The work environment can create a binding working relationship between people in their environment. Therefore, it should be endeavored that the work environment must be good and conducive because a good and conducive work environment makes employees feel at home in the room and feel happy and excited to carry out their duties. Putri et al. (2019), proved that there is an influence of the work environment on employee performance. Even Putri et al. (2019), also proves the influence of the work environment on employee performance through work discipline. Badrianto & Ekhsan (2020), stated that work environment variables and job satisfaction affect employee performance. Rorong (2016) states that the physical work environment affects employee performance. So to guarantee employee productivity, management needs to pay attention to the physical work environment so that employees feel comfortable and happy working in the company.

Another factor that can also determine employee performance is the work motivation provided by the company. Motivation is encouragement, desire, desire and driving force that comes from human beings to do or to do something. So basically if the company wants to achieve optimal performance in accordance with

predetermined targets, the company must provide motivation to employees so that employees are willing and willing to devote their energy and thoughts to work. The problem of motivating employees is not easy because employees have different desires, needs and expectations from one employee to another. So if management can understand the problem of motivation and overcome it, the company can get optimal employee performance according to the standards set. Chien et al. (2020), proved that there is a positive effect of work motivation on performance. Shahzadi et al. (2014), showed a positive relationship between work motivation and employee performance. Pancasila et al. (2020), also proves the effect of work motivation on work performance.

Discipline is also very necessary in improving employee performance in a company or organization. If employees and superiors do not have discipline, the employee's performance will decrease in the company or organization. Examples such as, arriving late, then the work that should be completed becomes unfinished, because there is no discipline in a company or organization (Panjaitan & Panjaitan, 2021). Work discipline can be defined as an attitude of respect, respect, obedience and obedience to applicable regulations, both written and unwritten, and being able to carry them out and not avoiding accepting sanctions if they violate the duties and authority given to them. Iptian et al. (2020); Astuti & Amalah (2020), proves that there is a positive influence of work discipline on employee performance. Meanwhile Kelibulin et al. (2020), stated that there is no influence between work discipline on employee performance.

Many studies have proven the relationship between work motivation, work environment and work discipline on employee performance. However, there are no researchers who have made a research model like the concept model we are proposing, and this has become a novelty in this research topic.

II. LITERATURE REVIEW AND HYPOTHESES

Performance is the result of work that can be achieved by a person or group of people in an organization in accordance with their respective authorities and responsibilities, in the context of achieving the goals of the organization concerned legally, not violating the law and in accordance with morals and ethics. Employee performance is more directed at the level of employee performance. Employee performance reflects how well employees fulfill job requirements (Mathis & Jackson, 2017). In this discussion, we propose a research model concept that links work environment, work motivation, work discipline and employee performance, where work discipline becomes an intervening variable.

2.1 Relationship between Work Environment, Work Discipline and Employee Performance

The work environment is everything that is around employees that can influence them in carrying out the tasks assigned to them (Robbins et al., 2016). A conducive and comfortable work environment will create enthusiasm from employees at work and will improve performance and work discipline in each job. Comfortable work environment, adequate facilities, and good employee relations. Will affect employee performance. When employees feel comfortable with the environment in which they work, it will certainly lead them to be more disciplined and be able to improve their performance in achieving company goals. Putri et al. (2019), stated that there is an influence of the work environment on employee performance, and on work discipline. While work discipline mediates the influence of the work environment on employee performance.

Improving employee performance is one of the main factors for companies to achieve goals. Apart from being a factor in achieving goals, employee performance is also a way to measure the quality of human resources in a company. Badrianto&Ekhsan (2020), proves that there is a positive influence of the work environment on employee performance. Supriyanto&Ekowati (2020), also shows that there is an influence of the work environment on employee performance, and work discipline mediates the influence of the work environment on employee performance. Maryani et al. (2021), mentioned a positive and significant relationship between work discipline and employee performance. Based on this description, the following hypothesis is put forward:

H1: Work Environment has a significant effect on Work Discipline

H2: Work Environment has a significant effect on Employee Performance through Work Discipline.

2.2 Relationship between Work Motivation, Work Discipline and Employee Performance

Motivation is the driving force that causes a member of the organization to be willing and willing to mobilize abilities in the form of expertise or skills, energy and time to carry out various activities for which they are responsible and fulfill their obligations, in the context of achieving predetermined organizational goals and objectives. Desler (2018). Increasing work motivation and work environment can improve employee performance (Firmansyah et al., 2020).

Employee motivation is a force that drives employees to achieve certain goals and objectives of the organization. Today, motivation is a topic that is widely analyzed in organizations because everyone wants to make the best use of their human resources. Suprapti et al. (2020), showed that there is an effect of work motivation and work environment on employee performance.

Every company always wants to have quality human resources to support the company's success in achieving its goals. Employees as human resources are an important asset for a company. Therefore,

management must be carried out effectively and efficiently. The achievement of company goals is strongly influenced by the performance of individual employees. Thus, every organization must strive to improve employee performance in the hope of achieving company goals. Budirianti et al. (2020), states that work motivation and discipline affect employee performance. Based on this description, the following hypothesis is put forward:

H3: Work Motivation has a significant effect on Work Discipline

H4: Work Motivation has a significant effect on Employee Performance through Work Discipline

2.3 Relationship between Work Discipline and Employee Performance

Discipline is an activity carried out to encourage employees to follow various standards and rules, so that irregularities can be prevented. Its main objective is to encourage self-discipline among employees. Discipline is one's awareness and willingness to comply with all applicable company regulations and social norms. This obedience can be manifested in the form of attitudes, behavior, or actions that comply with these regulations (Ivancevich et al., 2015). Without employee work discipline, activities within the company will not run well. Ardianto (2020); Firmansyah et al. (2020), shows that work discipline affects employee performance. Based on this description, the following hypothesis is put forward:

H5: Work Discipline has a significant effect on Employee Performance

2.4 Research framework

Based on the literature review that has been described previously, a research framework can be developed that explains the relationship between research variables. Figure 1 shows the association between work environment, work motivation, work discipline and employee performance.

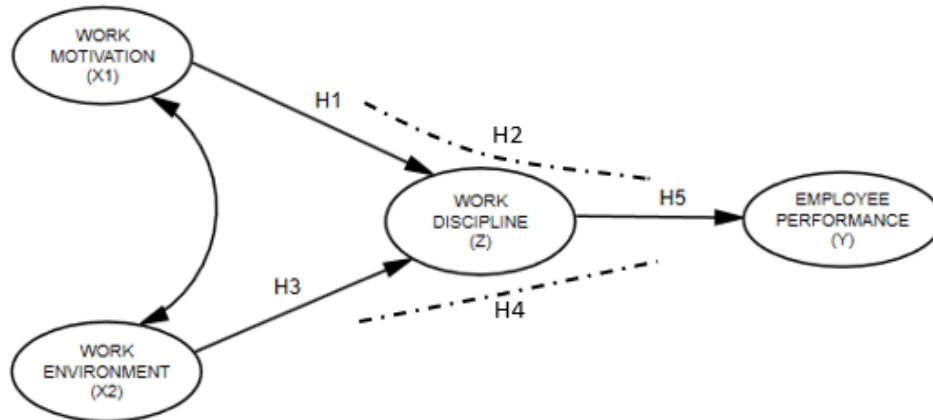


Figure 1: Research Framework

III. RESEARCH METHODE

This research is a causal research. The research population is all employees of PT. Surabaya Akr Land Corporindo Surabaya. The sampling method is saturated, and the research sample is 72 employees. The analysis technique uses SEM with the help of Amos 24 software.

3.1 Data Analysis

This study used a questionnaire instrument with a 5-level Likert scale. Variable Work motivation uses 3 indicators adopted from McClelland (1987), namely: need for achievement, need for power, and need for affiliation. The Variable Work environment uses 6 indicators adopted from Sedarmayanti (2018), namely: coloring, cleanliness, air exchange, lighting, security and noise. The Work Discipline Variable uses 8 indicators adopted from Hasibuan (2019); Rivai (2018), namely: goals and abilities, exemplary leadership, remuneration, justice, supervision, sanctions and punishments, firmness, and human relations. Variable Employee performance uses 5 indicators adopted from Mathis and Jackson (2017), namely: quality, quantity, time, effectiveness, and independence.

Table 1. Characteristics of respondents (N = 72)

Characteristics		Frequency	Percent
Gender	Men	56	78,0
	Women	16	23,0
Age (years)	17-30	07	09,8
	31-40	27	37,5
	41-60	38	52,7

Education	Diploma	48	66,7
	Undergraduate	24	33,3
Status	mate	67	93,0
	single	05	07,0
Long been working (years)	1 - 5	46	64,0
	6 - 10	19	26,3
	>10	07	09,7

Source: SPSS Analysis

Analysis of descriptive data on 72 respondents showed that: The characteristics of respondents according to gender were more dominated by men, namely 78% compared to 23% by women. Characteristics of respondents based on age, at the age of 17-30 years = 9.8% of respondents, and dominant in the age range of 41-60 years = 52.7%. The education level of the majority of respondents was Diploma which reached 66.7%, while the rest had Undergraduate education 33.3%. The length of time employees have worked at the company is in the range of 1-5 years 64%, 6-10 years 26.3%, and more than 10 years 9.7%.

IV.RESULT

4.1. Test of research instruments

Validity test

From the result of Pearson product moment correlation, it is known that all question items in the questionnaire have a significant correlation at the error rate of 5%, so it can be said all the question items are valid (Table 2).

Table 2. Test the validity and reliability

Research variables	Indicator	Question Number	Pearson correlation	Coefficient Alpha (α)
Work motivation (Motiv)	Motiv1	01-02	0,830**	0,857
	Motiv2	03-04	0,750**	
	Motiv3	05-06	0,808**	
Work environment (Envi)	Envi1	07-08	0,867**	0,798
	Envi2	09-10	0,796**	
	Envi3	11-12	0,748**	
	Envi4	13-14	0,669**	
	Envi5	15-16	0,751**	
	Envi6	17-18	0,767**	
Work discipline (Disc)	Disc1	19-20	0,879**	0,802
	Disc2	21-22	0,657**	
	Disc3	23-24	0,707**	
	Disc4	25-26	0,832**	
	Disc5	27-28	0,787**	
	Disc6	29-30	0,719**	
	Disc7	31-32	0,852**	
	Disc8	33-34	0,886**	
Employee performance (Perf)	Perf1	35-36	0,788**	0,836
	Perf2	37-38	0,790**	
	Perf3	39-40	0,862**	
	Perf4	41-42	0,842**	
	Perf5	43-44	0,883**	

Note: **. Correlation is significant at the 0.01 level (2-tailed).

Reliability test

With cronbach alpha test (α) in this research indicate that all research variables are reliable, because all of alpha coefficient value from each research variable is bigger than standardized (0,6), so that each question

item in measurement instrument can Used. The value of the corrected total correlation elements of all query elements exceeds 0.3 (Table 2).

4.2 Confirmatory factor analysis

Table 3. shows the overall results of the confirmatory factor analysis. Construct validity and reliability are two tests to evaluate the ability of measured variables (manifest) in forming latent variables, in the table below all manifests have a loading factor with a probability of less than 0.05, meaning significant in forming latent variables. It can also be seen that each latent variable has a construct critical ratio ≥ 0.2 , which means it comes from one dimension (unidimensional).

Table 3. Confirmatory Factor Analysis

Research variables	Relationship	C. R.	Loading Factor (λ)	Probability
Work motivation (Motiv)	Motiv → Motiv1	2.000	0.667	0.000
	Motiv → Motiv2	7.134	0.825	0.000
	Motiv → Motiv3	6.226	0.769	0.000
Work environment (Envi)	Envi → Envi1	2.000	0.635	0.000
	Envi → Envi2	6.130	0.738	0.000
	Envi → Envi3	6.213	0.867	0.000
	Envi → Envi4	6.957	0.689	0.000
	Envi → Envi5	6.454	0.806	0.000
	Envi → Envi6	5.935	0.801	0.000
Work discipline (Disc)	Disc → Disc1	2.000	0.667	0.000
	Disc → Disc2	5.615	0.772	0.000
	Disc → Disc3	5.807	0.769	0.000
	Disc → Disc4	5.825	0.818	0.000
	Disc → Disc5	6.847	0.744	0.000
	Disc → Disc6	5.065	0.787	0.000
	Disc → Disc7	6.910	0.801	0.000
	Disc → Disc8	7.910	0.767	0.000
Employee performance (Perf)	Perf → Perf1	2.000	0.763	0.000
	Perf → Perf2	8.569	0.799	0.000
	Perf → Perf3	6.362	0.810	0.000
	Perf → Perf4	5.826	0.729	0.000
	Perf → Perf5	5.627	0.807	0.000

Source: SEM output

4.3 Goodness of fit test

The results of data processing using a sample of 72 shows the Chi-square is 112,124 with a probability of 0.061. Meanwhile from RMSEA, GFI, AGFI, TLI, and CFI respectively 0.076, 0.918, 0.904, 0.951, and 0.955 are all within acceptable value ranges. The results are shown in Table 4 and Figure 2.

Table 4. Evaluation the fit indices

Indices	Amounts reported
Chi Square	112.124
Probability	0.061
RMSEA (Root Mean Square Error of Approximation)	0.076
GFI (Goodness of Fit Index)	0.918
AGFI (Adjusted Goodness of Fit Index)	0.904
TLI (Tucker Lewis Index)	0.951
CFI (Comparative Fit Index)	0.955

Source: SEM output

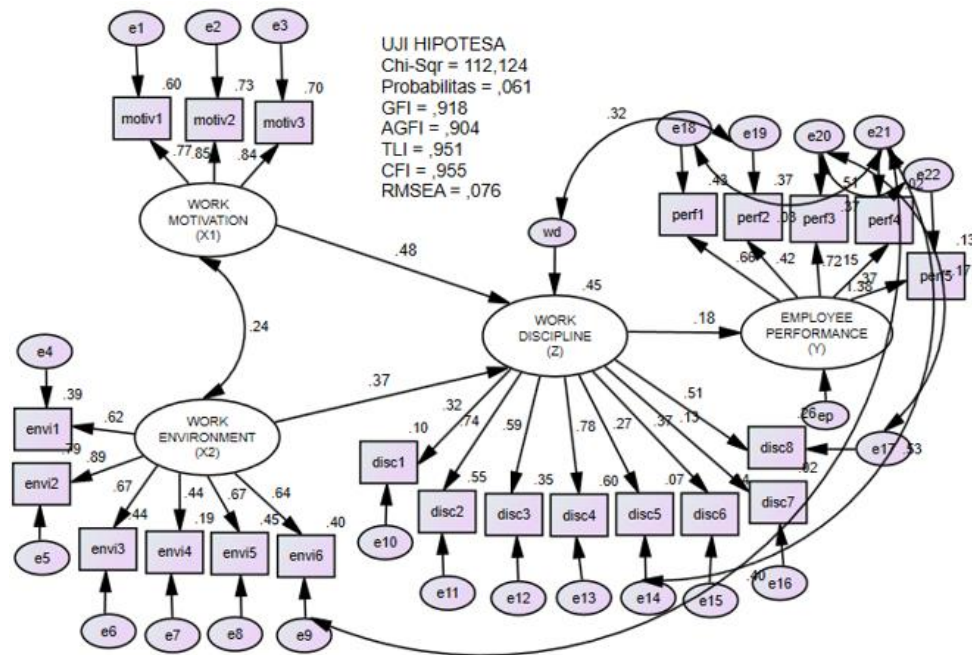


Figure 2: Coefficient of Research Model Path

4.4. Hypothesis testing

Hypothesis testing is carried out based on the estimated significance value of the research model parameters as shown in Table 5.

Table 5: Hypothesis Testing

H	Relationship	Standardized Coefficient	SE	C.R	P	Decision
H1	Notiv→Disc	0.478	0.039	4.365	0.000	accepted
H2	Notiv→Disc→ Perf	0.084				accepted
H3	Envi→Disc	0.374	0.036	4.869	0.000	accepted
H4	Envi→Disc→ Perf	0.066				accepted
H5	Disc→ Perf	0.176	0.065	4.869	0.000	accepted

Source: Amos output

Note: Notiv = Work motivation; Disc = Work discipline; Envi=Work environment; Perf: Employee performance

There is an effect of work motivation on work discipline of 0.478, with a CR value of 4.385 and a P value of 0.000. There is an effect of work motivation on employee performance, through work discipline of 0.084. This shows that H1 and H2 are accepted. There is a work environment effect on work discipline of 0.374, with a CR value of 4.869 and a P value of 0.000. There is an influence of the work environment on employee performance, through work discipline of 0.066. This shows that H3 and H4 are accepted. There is an effect of work discipline on employee performance of 0.176, with a CR value of 4,869 and a P value of 0.000. This shows that H5 is accepted.

V.DISCUSSIONS

This study found that the performance of employees at PT. Surabaya Akr Land Corporindo Surabaya can be explained significantly by the variables Work motivation, Work discipline and Work environment. In the interest of clarity, the discussion and analysis of research results is done one by one as follows:

5.1. The effect of work motivation on work discipline and on employee performance through work discipline

The findings of this study inform that work motivation influences the work discipline of employees at PT. Surabaya Akr Land Corporindo Surabaya. Thus it can be interpreted that work motivation strengthens work discipline by 0.478. However, this also informs that there are still opportunities to increase work discipline, through the development of 3 work motivation indicators, namely: need for achievement, need for power, and need for affiliation within the PT. Surabaya Akr Land Corporindo. Where this can be observed and applied critically for the success of the company's work programs, and also to increase employee work discipline.

The dominant indicator that forms work motivation is the need for power, followed by the need for affiliation, and the need for achievement. This shows that the need for power from employee work motivation is good, and still needs to be improved, while the need for affiliation and need for achievement still really need attention because these two indicators are the indicators with the smallest value forming the work motivation variable.

The results of this study indicate that work motivation factors have a positive relationship with the work discipline of company employees. This means that by increasing work motivation, it will encourage an increase in the value of employee work discipline.

In this study, it was also found that there was an indirect effect of work motivation on employee performance of company employees through work discipline. This informs that work discipline is a good intervening variable, in the relationship between work motivation and employee performance. Thus to increase the value of employee performance can be done through work motivation and work discipline.

5.2. The influence of the work environment on work discipline and on employee performance through work discipline

The findings of this study inform that the work environment influences the work discipline of employees at PT. Surabaya Akr Land Corporindo Surabaya. Thus it can be interpreted that the work environment strengthens the work discipline of 0.374. However, this also informs that there are still opportunities to improve work discipline, through the development of 6 work environment indicators, namely: coloring, cleanliness, air exchange, lighting, security and noise within PT. Surabaya Akr Land Corporindo. Where this can be observed and applied critically for the success of the company's work programs, and also to increase employee work discipline.

The dominant indicators that make up the work environment are air exchange, followed by security, noise, cleanliness, lighting and coloring. This shows that the air exchange, security, noise, cleanliness of the employee's work environment is good, and still needs to be improved, while lighting and coloring still really need attention because these two indicators are the indicators with the smallest value forming the work environment variable.

The results of this study indicate that work environment factors have a positive relationship with the work discipline of company employees. This means that by improving the work environment, it will encourage an increase in the value of employee work discipline.

In this study, it was also found that there was an indirect effect of the work environment on employee performance of company employees through work discipline. This informs that work discipline is a good intervening variable, in the relationship between work environment and employee performance. Thus to increase the value of employee performance can be done through the work environment and work discipline.

5.3. The Effect of Work Discipline on Employee Performance

The findings of this study inform that work discipline has an effect on employee performance at PT. Surabaya Akr Land Corporindo Surabaya. Thus it can be interpreted that work discipline strengthens employee performance by 0.176. However, this also informs that there are still opportunities to improve work discipline, through the development of 8 work discipline indicators, namely: goals and abilities, exemplary leadership, remuneration, justice, supervision, sanctions and punishments, firmness, and human relations within PT. Surabaya Akr Land Corporindo. Where this can be observed and applied critically for the success of the company's work programs, and also to increase employee performance.

The dominant indicator that forms work discipline is justice, followed by firmness, sanctions and punishments, exemplary leadership, justice, remuneration, human relations, and goals and abilities. This shows that justice, firmness, sanctions and punishments, exemplary leadership, justice, remuneration, and still need to be improved, while human relations, and goals and abilities still really need attention because these two indicators are the indicators with the smallest value forming the work discipline variable.

The results of this study indicate that work discipline factors have a positive relationship with employee performance. This means that by increasing work discipline, it will encourage an increase in employee performance scores at PT. Surabaya Akr Land Corporindo Surabaya.

VI. CONCLUSION AND RECOMMENDATIONS

The new findings of this research are that the proposed model is accepted, and work discipline is a good intervening variable in linking work environment and work motivation variables with employee performance. This confirms that increasing the value of employee performance can be done by trying to increase the value of the work environment, increasing work motivation, and also increasing employee work discipline.

Of the two variables that are hypothesized to have an effect on work discipline, the influence of the work motivation variable is dominant on work discipline. This informs that the work motivation of the company's employees is good and is in line with management's expectations. While the work environment needs to be improved, because this variable has the smallest effect.

For future research, it is necessary to increase the scope of the research. It is also advisable to examine further the influence of other variable factors, which are not yet part of the topic of this study, where there are many other variables that can affect employee performance.

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