

Effect of Work Environment and Work Discipline on Employee Performance with Work Motivation as an Intervening Variable at the West Medan District Office

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ABSTRACT

The purpose of this research is to analyze effect of work environment and work discipline on employee performance with work motivation as an intervening variable at the West Medan District Office. The type of research used is causal research with a quantitative approach. Population in this study are state civil servants in the West Medan District Office of 70 people. This study uses a saturated sample technique. Samples taken are employees of the West Medan District Office, namely as many as 70 people. Data analysis techniques in a study using an inferential statistical approach. The results of the study show that work environment has a positive and insignificant effect on work motivation. Work discipline has a positive and significant effect on work motivation. Work environment has a positive and insignificant effect on employee performance. Work discipline has a positive and significant effect on employee performance. Work motivation has a negative and insignificant effect on employee performance. Work motivation has insignificant mediate the relationship between work environment and employee performance. Work motivation has insignificant mediate the relationship between work discipline and employee performance.

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

INTRODUCTION

The importance of human resources in achieving the goals of an organization must also be balanced with the capabilities of the human resources themselves. This means that the ability of human resources must be truly tested so that they are able to do all the work assigned to them correctly and produce perfect results, both in quantity and quality. In order for human resources to be able to do the job properly and produce the right results, employees need to be equipped with abilities or expertise according to the field they are working on.

Performance is a very important and interesting part because the benefits are proven to be very important. Therefore efforts to improve employee performance are the most serious management challenge because success in achieving company goals and survival depends on the quality of the performance of the human resources in it (Syamsuddinnor, 2014). In improving employee performance, it is necessary to pay attention to several things including the work environment and work discipline. The work environment in an agency needs

attention. This is because the work environment has a direct influence on employees. A good work environment can improve employee performance and vice versa a bad work environment can reduce employee performance. Conditions for a good work environment if employees carry out activities optimally, safely, and comfortably. Meanwhile, the working environment conditions are not good or bad if the work system is not efficient resulting in poor performance.

Work environment is the atmosphere or conditions around the work location. The work environment can be in the form of rooms, layouts, facilities and infrastructure, as well as working relationships with fellow co-workers (Kasmir, 2018). The work environment is something that exists in the environment of workers who can influence themselves in carrying out tasks such as temperature, humidity, ventilation, lighting, cleanliness of the workplace, and the adequacy of work equipment. The work environment can be interpreted as the whole of the tools encountered, the surrounding environment in which a worker, his work methods, as the influence of his work both as individuals and as a group (Afandi, 2018).

Not only work environment factors are considered in order to improve employee performance, but also must pay attention to work discipline factors. According to Hasibuan (2019) discipline is one's awareness and willingness to obey all company regulations and applicable social norms. The existence of work discipline is one of success in work, because with good discipline that is carried out continuously it will produce real results that will be seen in the future. Discipline as an ideal state in supporting the implementation of tasks according to the rules in order to support work optimization. For this reason, discipline must be cultivated in order to grow order and efficiency. Discipline can also be seen from attendance, the extent to which they are responsible for work hours, work breaks and work hours.

In addition to the work environment and work discipline, work motivation also has a positive influence on an organization within a government institution. As stated by Hasibuan (2011), that motivation can increase productivity, discipline, and can enhance employees' sense of responsibility for their tasks.

Work motivation is a stimulus or stimulation for every employee to work in carrying out their duties. With good motivation, employees will feel happy and enthusiastic at work resulting in significant development and growth in an organization. Motivation is carried out not only from superiors, but also from oneself where this motivation is interpreted as a situation in a person's self that encourages the desire to carry out certain activities in order to achieve the expected goals.

The West Medan District Office is a government institution that is directly involved with public services. The West Medan Sub-District Office has the main task of carrying out some of the government authority delegated by the mayor to the sub-district head to handle some regional autonomy affairs. One of the objectives is to increase community satisfaction with public services in the West Medan District and improve the performance of the implementation of general government tasks in the sub-district.

Based on the observations made, it is known that public service is one that receives a lot of criticism and scrutiny from the public, this is due to the performance of employees in government organizations that is still not optimal. The same is the case with the phenomenon that occurs in the West Medan Sub-District Office, such as that there are still many convoluted service procedures that make it difficult for users of public services. This is the cause of the reduced effectiveness and efficiency of public services which can invite public perception of the gap in the services they receive and there are still many officers showing attitudes, ways of speaking or telling something unfriendly, the ability of

employees to utilize working hours is less effective where there are still employees who leave the service room not during break hours, there are still complaints from the public about the services provided, for example the long service. This certainly hampers the service process which can cause community affairs to not be fulfilled properly. In this case the lack of employee discipline in the service process causes the service to be ineffective so that people do not get fast and optimal service.

In addition, the phenomenon that occurs, namely the condition of the work environment that is not optimal can be seen from the conditions of the work environment such as the condition of the work space that is too narrow where the distance between one employee's work space and other employees is close to each other, poor light or lighting where natural lighting does not enter properly. directly, the security of employees' belongings is still not optimal. Employees are also less able to overcome obstacles in completing work, due to their lack of control over the arrangement of the work environment. This shows the existence of chaos in the management of records or documents, there are misunderstandings between fellow employees and superiors in terms of work.

The purpose of this research is to analyze effect of work environment and work discipline on employee performance with work motivation as an intervening variable at the West Medan District Office.

RESEARCH METHODS

The type of research used is causal research with a quantitative approach. This study intends to explain the relationship between variables through hypothesis testing (Sugiyono, 2018).

Population is a collection of research objects from which data will be captured or collected (Echdar, 2017). Population in this study are state civil servants in the West Medan District Office of 70 people. Sampling aims to assist researchers in

overcoming limitations that researchers may encounter in the field, such as when the population is too large or the range is too wide, making it impossible to collect data on the entire population (Basrowi, 2012). This study uses a saturated sample technique, in which all employees in the population become members of the sample (Kurdhi et al., 2023). Samples taken are employees of the West Medan District Office, namely as many as 70 people.

Data analysis is a research activity in the form of a process of compiling and managing data in order to interpret the data obtained. Activities in data analysis are grouping data based on variables and types of respondents, tabulating data based on variables from all respondents, presenting data for each variable studied, performing calculations to test the hypotheses that have been proposed. Data analysis techniques in a study using an inferential statistical approach. Inferential statistical analysis is used to explain the effect of the independent variables on the dependent variable (Sholihin et al., 2013). The inferential statistical analysis tool used in this study is path analysis.

RESULT

Description of Research Locations

West Medan District is one of 21 sub-districts located in the central part of the Medan City region, which has an area of approximately 540.9 hectares and is located at an altitude of 26 to 50 meters above sea level. West Medan District was formed based on Government Regulation Number 22 dated May 10, 1973.

West Medan District is the core district in Medan City. It is said to be the core sub-district because at the beginning of the formation of Medan City, there were only 4 sub-districts in Medan City, one of which was the West Medan District.

The office has occupied a permanent building with a land area of approximately 1,500 square meters and a building area of 812 square meters and was formerly called the assistant district officer's office which

was inaugurated on April 1, 1971, having its address at Jalan Budi Pembangunan Number 1 Medan.

The physical condition of the West Medan District is geographically located in the central region of Medan City, which spatially is a plain with a slope of between 0-5°.

The adjacent areas which are directly adjacent to the West Medan District are:

1. To the west it is bordered by Medan Helvetia District.
2. To the east it is bordered by Medan Timur District.
3. To the south it is bordered by Medan Petisah District.
4. To the north it is bordered by Medan Deli District.

West Medan District is divided into 6 sub-districts and 98 neighborhoods. These villages are:

1. Kesawan Village consists of 11 neighborhoods.
2. Silalas Village consists of 12 neighborhoods.
3. Glugur Kota Village consists of 15 neighborhoods.

4. Pulo Brayan Kota Village consists of 25 neighborhoods.

5. Sei Agul Village consists of 16 neighborhoods.

Organizational structure is the arrangement and relationship between each part in the organization, both in terms of positions and tasks in order to achieve common goals. Physically, the organizational structure can be expressed in the form of a graphic image showing the relationship between organizational units and existing lines of authority.

The vision is the realization of a blessed, advanced, and conducive Medan City community. The missions are Medan for blessings, Medan for progress, Medan for clean, Medan for development, Medan for conducive, Medan for innovation, and Medan with identity.

Hypothesis Testing

The t statistical test is used to determine the significance level of the effect of each independent variable on the dependent variable.

Table 1. Effect of Work Environment and Work Discipline on Work Motivation

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.735	.353		2.082	.041
	Work Environment	.170	.101	.183	1.686	.097
	Work Discipline	.625	.115	.588	5.420	.000
a. Dependent Variable: Work Motivation Source: Data Processing						

Table 2. Effect of Work Environment, Work Discipline, and Work Motivation on Employee Performance

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.924	.252		3.672	.000		
	Work Environment	.133	.071	.172	1.860	.067	.595	1.681
	Work Discipline	.625	.096	.708	6.539	.000	.431	2.319
	Work Motivation	-.011	.084	-.013	-.128	.898	.489	2.046
a. Dependent Variable: Employee Performance Source: Data Processing								

Table 3. Mediation Testing with the Sobel Test

Path	Indirect Effect	Z Sobel	P-Values
Work Environment -> Work Motivation -> Employee Performance	-0.00187	0.13056	0.89613
Work Discipline -> Work Motivation -> Employee Performance	-0.006875	0.13091	0.89584

Source: Data Processing

The results of the study show that work environment has a positive and insignificant effect on work motivation. Work discipline has a positive and significant effect on work motivation. Work environment has a positive and insignificant effect on employee performance. Work discipline has a positive and significant effect on employee performance. Work motivation has a negative and insignificant effect on employee performance. Work motivation has insignificant mediate the relationship between work environment and employee performance. Work motivation has insignificant mediate the relationship between work discipline and employee performance.

CONCLUSION AND SUGGESTION

The results of the study show that work environment has a positive and insignificant effect on work motivation. Work discipline has a positive and significant effect on work motivation. Work environment has a positive and insignificant effect on employee performance. Work discipline has a positive and significant effect on employee performance. Work motivation has a negative and insignificant effect on employee performance. Work motivation has insignificant mediate the relationship between work environment and employee performance. Work motivation has insignificant mediate the relationship between work discipline and employee performance.

Based on the results of the research, the authors formulate research suggestions as follows:

1. Based on the results of descriptive statistics on the respondents' answers related to the work environment variable, the average employee feels that the level of job security is sufficient, however, the level of security needs to be further improved in order to be able to create trust for employees in the West Medan District. Like the presence of CCTV in every room and security. In addition, work facilities also need to be

- improved in order to facilitate employees in completing their work and it is hoped that employees can maintain good working relationships between superiors and subordinates and fellow co-workers well to achieve comfortable, safe, and peaceful working conditions.
2. Based on the descriptive statistical results of the respondents' answers related to the work discipline variable, it is expected that employees comply with the regulations that are applied, such as always using working hours in accordance with the regulations applied by the leaders. Such as arriving on time, always being in place during office hours, often attending apples and going home according to office hours. With discipline, all work is not neglected and completed on time.
3. Based on the descriptive statistical results of the respondents' answers related to the work motivation variable, it is expected that fellow employees can motivate each other in carrying out tasks. Because if the working relationship is not good between superiors, subordinates and fellow co-workers, it can reduce employee motivation in carrying out their work. Therefore it is suggested that employees and superiors are able to increase motivation as a form of responsibility and achieve excellence in work.
4. Based on the descriptive statistics of respondents' answers related to employee performance variables, it is stated that employees agree that several things related to employee performance in Medan Barat District need to be improved and re-evaluated related to performance appraisal such as quality and quantity of work, communication and level of cooperation with related colleagues the tasks given and the independence of both individuals and groups in completing work.
5. Due to the limitations of this research, it is hoped that future researchers will be able to refine this research by adding

other factors such as work productivity, work performance and so on because in this study it only focuses on work environment, work discipline, work motivation, and employee performance at the West Medan District Office.

Declaration by Authors

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