

## **Analysis of the Effect of Work Environment and Work Motivation on Employee Performance with Work Discipline As an Intervening Variable in PT Hutama Binjai Infrastructure Works - Brandan Zone2**

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### **Abstract**

This study is intended to test and analyze the direct and indirect impact of the influence of the work environment and work motivation on employee performance with work discipline as an intervening variable at PT Hutama Karya Infrastruktur Binjai - Brandan Zone 2. The research approach uses quantitative research methods. The sample in this study amounted to 80 respondents. Data collection techniques in this study are interviews, literature studies, and questionnaires. The analysis technique used is SEM (Structural Equation Modelling) which is operated through the Smart PLS 4 program. The results of direct effect research show that the work environment has a positive and significant effect on employee performance, motivation has a positive and significant effect on employee performance, work discipline has a positive and significant effect on employee performance, the work environment has a positive and significant effect on work discipline, and motivation has a positive and significant effect on work discipline. While the results of the indirect effect test show that the work environment has a positive and significant effect on employee performance through work discipline at PT Hutama Karya Infrastruktur Binjai - Brandan Zone 2. And work motivation has a positive and significant effect on employee performance through work discipline at PT Hutama Karya Infrastruktur Binjai - Brandan Zone 2.

### **Keywords:**

Work Environment, Performance Motivation, Work Discipline, Employee Performance

### **Introduction**

In a general sense, an organization is a container for a group of people who work together rationally and systematically who are guided or controlled to achieve certain goals utilizing the resources in it. And the purpose of the organization in general is to



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achieve or realize the common desires or ideals of each member of the organization in order to benefit and succeed from the goals of the organization and to overcome the limitations of independence and personal ability to achieve common goals.

Human Resources as the first and main factor in the process of development and achievement of organizational goals. If the organization already has large capital, advanced technology, abundant natural resources but there are no human resources that can manage and utilize it, it will not be possible to achieve success in achieving organizational goals. Therefore, the importance of the role of human resources in the organization is very necessary as the main element and controlling element of organizational success.

Today, many organizations are increasingly realizing that the human element is an element that can provide excellence because it has the talent, energy, and creativity needed by the organization to achieve its goals. Therefore, organizations need to appreciate all aspects of employees in order to create quality human resources and superior performance (Bruce, 2016). According to (Mangkunegara & Prabu, 2017) performance, it is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.

Bernadin in (Sudarmanto, 2014) stating that performance is a record of results produced (produced) on certain job functions or activities during a certain period. In this case, performance has a close relationship with the company's productivity problems. According to (Mathis & J. H., 2006) employee performance, it is influenced by three factors, namely ability, effort and drive. The effort factor can be seen through motivation, absenteeism (discipline), and empathy. Meanwhile, encouragement can be seen from the facilities and infrastructure provided by the company. While the factors that affect employee performance according to (Nitisemito A. , 1996) are the amount of composition of compensation given, proper placement, training, sense of security facing the future, mutation, promotion and work environment.

PT Hutama Karya Infrastruktur (HKI) is one of the subsidiaries of state-owned PT Hutama Karya (Persero) (HK) in the field of construction services business. In this case, the object of research was carried out by PT HKI Binjai-Brandan Zona II to work on the construction of the Trans Sumatra toll road. PT HKI has completed the construction of 60 km of JTTS, namely Binjai-Stabat Toll Road (12 km), Bengkulu-Taba Penanjung Toll Road (17 km), and Pekanbaru-Bangkinang Toll Road (31 km). The other JTTS sections that HKI is still working on are the Binjai-Pangkalan Brandan Zone II-IV (Stabat-Pangkalan Brandan) Toll Road (46 km), with a construction progress of 48.88% as of October 2022, the Indralaya-Prabumulih Toll Road (65 km) with a



construction progress of 84.80% as of October 2022, and the Pekanbaru-Bangkinang STA Toll Road 0+000 – 9+000 (9 km) with a construction progress of 86.25% as of October 2022.

As for 2023, work will experience delays. The inability of employees to achieve targets in the last three years indicates that employee performance is less than optimal. There are factors that do not support the employee to work well because there are problems from within the individual employee that cause reduced performance so that it affects productivity not reaching company targets. (Putrima, 2017) said that to achieve a work achievement, supporting factors are needed, including motivation, work discipline, education, skills, work ethic attitudes. The work environment must be sought to be conducive so that it can create a work climate for employees that is full of comfort, controlled and creates good cooperation vertically and horizontally.

According to Danang Sunyoto (2012:43) the work environment is everything that is around the workers and that can affect them in carrying out the tasks charged. According to (Sedarmayanti, 2015) the work environment is the entire tool and material faced, the surrounding environment where a person works, his work methods, and his work arrangements both as individuals and as a group. A pleasant work environment, harmonious employee relations, good leadership, good air circulation will cause feelings of comfort and satisfaction in the employees themselves. The working environment at PT HKI, especially the city of Binjai-Brandan Zone II, is still not said to be good. In the sense that the current conditions that exist create an uncomfortable condition for employees, thus making performance decrease.

Another indicator to consider when it comes to improving employee performance is work motivation. According to Edwin B Flippo in (Hasibuan M. , 2019) "Motivation is a skill, in directing employees and organizations to work successfully, so that the wishes of employees and organizational goals are simultaneously achieved". According to (Afandi, 2018) motivation is a desire that arises from within a person or individual because they are inspired, encouraged, and encouraged to carry out activities with sincerity, pleasure and earnestness so that the results of the activities carried out get good and quality results. Someone who has high motivation, he will work hard and have self-controlled behavior towards important goals so that the high motivation that an employee has at work will produce high performance as well.

The problem in work motivation is that the desire of its employees to get an increase in performance appraisal is still quite low even though the leader has given his employees motivation every time they hold meetings and briefings. This can be proven by the low level of employee awareness to comply with regulations regarding



punctuality when entering work. The company does not only provide *punishment* to late employees, namely in the form of warnings and deductions for benefits. However, the company also provides rewards to outstanding employees in the form of scholarships to exemplary employees to continue their studies. And the company also provides training to employees for human resource development.

Another factor that affects employee performance is work discipline, because work discipline is a person's awareness and willingness to obey all company regulations and applicable social norms. This obedience can be manifested in the form of attitudes, behaviors, and actions in accordance with these regulations (Hasibuan, 2017). Good work discipline reflects the magnitude of a person's sense of responsibility towards the tasks assigned to him. Employees who have high discipline must have good performance, because discipline is an important factor in improving performance. There are problems regarding work discipline at PT HKI Binjai-Brandan Zone II This is related to how the company handles employee working hours so that no more employees arrive late or leave before closing or completing the company's operating hours or rest hours that should be used.

The problems described above are considered to affect the performance of employees of PT HKI Binjai-Brandan Zona II. So, the author is interested in researching further at PT HKI Binjai-Brandan Zona II, the unit chosen as the object of research with the title: The Influence of Work Environment, Work Discipline, and Motivation, on Employee Performance. This research is in line with research conducted by (Ramadhan, 2018) With the results of the study that partially motivation has a significant effect on employee performance, work discipline has a significant effect on employee performance and the work environment has a significant effect on employee performance.

This research is also in line with research conducted by (Dewi & Trihudyatmanto, 2020) those who show that work discipline has a positive effect on the performance of village apparatus employees in punggelan sub-district (H1 received), work motivation has a positive effect on the performance of village apparatus employees in district punggelan (H2 accepted). The work environment has a positive effect on the performance of village apparatus employees in Punggelan sub-district (H3 accepted). The purpose of this study is to analyze the work environment and motivation towards employee performance through work discipline as an intervening variable of PT HKI Binjai-Brandan Zona II.

## Literature Review



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## Work Environment

According to (Sedarmayanti, 2015) the working environment is the overall tool and material encountered, the surrounding environment where somebody work, its working methods, as well as its work arrangements both as individuals and as a group.

According to (Nitisemito, 2015) the work environment is everything that is around the workers and that can affect him in carrying out the duties he carries out or that is his responsibility.

The work environment will determine a person's comfort at work. The better the work environment will result in achieving performance globally with maximum results (Arianto, 2013).

According to (Afandi, 2018) the work environment is everything that is around employees and can affect the carrying out of the duties assigned to them for example by the presence of air conditioner (AC), adequate lighting and so on.

The indicators of the work environment according to (Sedarmayanti, 2015) are as follows:

1. Lighting  
Lighting is enough light that enters the workspace of each employee. With a sufficient level of illumination will create pleasant working conditions.
2. Temperatures  
Air temperature is how much temperature is in an employee's workspace. Room air temperature that is too hot or too cold will be a pleasant place to work.
3. Noise  
Noise is the level of sensitivity of employees that affects the activities of workers.
4. Use of color  
The use of color is the selection of the color of the room used for work.
5. Space needed  
Space is a work position between one employee and another, also includes work aids such as: tables, chairs, cabinets, and so on.
6. Workability  
The ability to work is a condition that can create a sense of security and calm in doing work.
7. Employee and other employee relations  
Employee relations with other employees must be harmonious because to achieve the goals of the agency will be fast if there is togetherness in carrying out the duties in it.



## **Work Discipline**

According to Bejo Siswanto, in (Sinambela, 2012) the form of respect, respect, compliance, and obedience to the regulations set by a company, both in writing and unwritten, are able to implement them by not evading sanctions if proven to violate. (Hendrayani, 2020) Stated that work discipline is a tool that managers use to communicate with employees so that they are willing to change a behavior and as an effort to increase awareness and willingness to obey all company rules.

Alfred R. Lateiner and I.S. Levine suggests that discipline is an ever-growing force in the body of workers that allows them to obey decisions and regulations that have been set. According to Bejo Siswanto in (Sinambela, 2012), work discipline indicators are divided into five, including:

1. Attendance frequency, from employee attendance data becomes a benchmark to determine the level of employee discipline.
2. The level of vigilance of employees, each employee has their own responsibility for their work. For this reason, employees must be full of calculation and careful in carrying out their responsibilities.
3. Adherence to work standards, required all employees in a company or organization to carry out their responsibilities by always complying with the work standards that have been set from the company.
4. Compliance with work regulations, for the sake of comfort and smoothness in work, employees should obey the rules in the company or organization.
5. Work ethics, namely the attitudes and behaviors of employees who have a sense of tolerance and mutual respect for fellow employees, in order to create a harmonious atmosphere

## **Motivation**

According to (Afandi, 2018) motivation is a desire that arises from within a person or individual because they are inspired, encouraged, and encouraged to carry out activities with sincerity, pleasure and earnestness so that the results of the activities carried out get good and quality results. Meanwhile, according to (Hasibuan, 2016) the suggestion that motivation is the provision of driving force that creates a person's enthusiasm so that they want to work together, work effectively and are integrated with all their efforts to achieve satisfaction.

According to Veithzal Rivai (2005) in the research of Almustofa (2014), said that the notion of work motivation is a series of attitudes and values that influence individuals to achieve specific things in accordance with individual goals.



According to (Afandi, 2018) some indicators of motivation are as follows:

1. Remuneration
2. Working conditions
3. Work facilities
4. Work performance
5. Recognition from superiors
6. The work itself

### **Employee Performance**

(Prawirosentono, 2008) defines performance i.e. "*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 order to achieve the goals of the organization concerned legally, not violating the law and in accordance with morals and ethics. That is, performance or achievement is a record of the results obtained from certain job functions or certain activities over a certain period of time. It is clear that performance is a measure of the results of a work unit's activity in a certain period in order to assess its capabilities, in this case more towards work.

Bernadin in (Sudarmanto, 2014) stating that performance is a record of results produced (produced) on certain job functions or activities during a certain period. Performance according (Afandi, 2018)

is the result of work that can be achieved by a person or group of people in a company in accordance with their respective authorities and responsibilities in an effort to achieve organizational goals illegally, does not violate the law and does not conflict with morals and ethics.

According to (Prawirosentono, 2008), performance can be assessed or measured by several indicators, namely:

1. Effectiveness  
Effectiveness is when group goals can be achieved with planned needs.
2. Responsibility  
Is an integral part or as a result of ownership of authority.
3. Discipline  
That is to obey the applicable laws and rules. Work discipline is the word of the employee concerned in respecting the employment agreement with the company where he works.
4. Initiative  
Related to thinking, creativity, in the form of an idea related to company goals. The nature of the initiative should get the attention or response of the



company and a good boss. In other words, employee initiative is a driving force for progress that will ultimately affect employee performance.

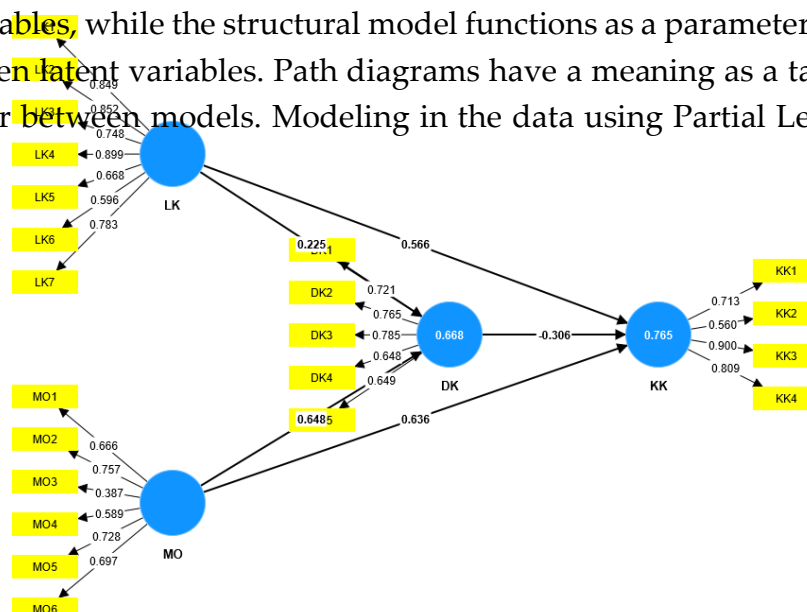
## Methods

This research approach uses quantitative research methods. The population in this study is all employees of PT HKI Binjai-Brandan Zone 2 which amounts to 80 people who are permanent employees. If the population is relatively small, the sampling technique used is a type of non-probability sampling or often called saturated sampling. Data collection techniques in this study are a) interviews b) literature studies c) questionnaires. The model to be used in this study is a tiered structure model and to test the hypothesis proposed, the analysis technique used is SEM (Structural Equation Modelling) which is operated through the Smart PLS 4 program. The reason given relates to the use of SEM, because SEM is a set of statistical techniques that allow testing a series of relatively 'complex' relationships simultaneously.

## Results

### PLS Line Diagram

Models in PLS consist of two types, namely measurement models and structural models. The measurement model is used to assess the relationship between indicators and latent variables, while the structural model functions as a parameter for assessing the link between latent variables. Path diagrams have a meaning as a tabulation that brings together between models. Modeling in the data using Partial Least Square in this study:



**Figure 1.** Diagram Path

### Evaluation of the Measurement Model (Outer Model)

This model is used to test validity and reliability in a research instrument. This validity test consists of convergent validity and discriminant validity. While the reliability test consists of compastis reability and cronbachs alpha.

#### Convergent Validity

An indicator is valid if it has a loading factor above 0.50 against the intended construct. Smart PLS output for loading factor is as follows:

**Table 1.** Convergent Validity (Loading Factor)

	DK	KK	LK	MO
DK1	0.721			
DK2	0.765			
DK3	0.785			
DK4	0.648			
DK5	0.649			
KK1		0.713		
KK2		0.560		
KK3		0.900		
KK4		0.809		
LK1			0.849	
LK2			0.852	
LK3			0.748	
LK4			0.899	
LK5			0.668	
LK6			0.596	
LK7			0.783	
MO1				0.666
MO2				0.757
MO3				0.387



	DK	KK	LK	MO
MO4				0.589
MO5				0.728
MO6				0.697

Based on table 1. It can be seen that there is an outer model value or correlation between constructs and variables that have not met convergent validity because there is still a loading factor value of  $<0.5$  in the MO3 indicator (loading value of 0.387) so that a process of elimination (model modification) must be carried out on constructs that are considered inadequate.

### **Cronbach's Alpha, Composite Reliability, and Average Variance Extracted (AVE)**

Reliability tests are used to prove the accuracy, consistency, and accuracy of instruments in measuring a construct. A construct is considered reliable if it has a composite reliability value above 0.70 and Cronbach's alpha above 0.60. And the Average Variance Extracted (AVE) that is often used is at least 0.50.

**Table 2.** Cronbach's Alpha, Composite Reliability, and (AVE)

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
DK	0.695	0.717	0.829	0.619
KK	0.773	0.792	0.869	0.689
LK	0.900	0.915	0.926	0.714
MO	0.684	0.897	0.793	0.658

Table 2 shows a composite reliability value greater than 0.7 with Cronbach's alpha greater than 0.6 mean and an AVE value greater than 0.5. So it can be said that all variables have met all reliable criteria and have also been valid so that they can be continued for structural model evaluation.



## Structural Model Evaluation (Inner Model)

### Coefficient of Determinant (R-Square)

Is the influence that the independent variable or independent variable exerts on the dependent variable or dependent variable. Here is the result of R square:

**Table 3. R-Square**

	R-square	R-square adjusted
DK	0.559	0.547
KK	0.689	0.677

Based on Table 3. shows that the R Square ( $R^2$ ) value obtained for the Work Discipline (DK) variable is 0.559. This shows that 55.9% of work discipline variables can be explained by 2 (two) independent variables, namely work environment and work motivation. The remaining 44.1% was explained by other variables outside the research model. And the R Square ( $R^2$ ) value for the Employee Performance (KK) variable is 0.689. This means that 68.9% of employee performance variables can be explained by 2 independent variables (work environment and work motivation) and 1 intervening variable (work discipline). The remaining 31.1% was explained by other variables outside the model.

### Hypothesis Testing

Hypothesis testing is done by looking at the values of path coefficients, t-statistics, and p-values. Exogenous variables are declared significant in endogenous variables if the t-statistic results  $>$  t-table 1.96 (sig 5%). The path coefficient results of the PLS Bootstrapping test are presented in the following table:

## Direct Effect

**Table 4. Path Coefficient**

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
DK -> KK	0.048	0.047	0.099	2.482	0.030
LK -> DK	0.214	0.214	0.092	2.320	0.020
LK -> KK	0.631	0.637	0.072	8.780	0.000



MO -> DK	0.603	0.608	0.083	7.261	0.000
MO -> KK	0.244	0.239	0.107	2.282	0.023

Based on table 4. It can be seen that:

1. The effect of Work Discipline (DK) on Employee Performance (KK) has a t-statistic value of 2.482 smaller than t-table 1.96 with a p-value of 0.030 greater than 0.05. Then it can be concluded that the hypothesis is **accepted**, meaning that work discipline has a significant positive effect on employee performance.
2. The Effect of Work Environment (LK) on Work Discipline (DK) has a t-statistic value of 2.320 greater than t-table 1.96 with a p-value of 0.020 smaller than 0.05. So it can be concluded that the hypothesis is **accepted**, meaning that the work environment has a positive and significant effect on work discipline.
3. The Effect of Work Environment (LK) on Employee Performance (KK) has a t-statistic value of 8.780 greater than t-table 1.96 with a p-value of 0.000 smaller than 0.05. So it can be concluded that the hypothesis is **accepted**, meaning that the work environment has a positive and significant effect on employee performance.
4. The effect of work motivation (MO) on Work Discipline (DK) has a t-statistic value of 7.261 greater than t-table 1.96 with a p-value of 0.000 smaller than 0.05. So it can be concluded that the hypothesis is **accepted**, meaning that work motivation has a positive and significant effect on employee performance discipline.
5. The effect of work motivation (MO) on Employee Performance (KK) has a t-statistic value of 2.282 greater than t-table 1.96 with a p-value of 0.023 smaller than 0.05. Then it can be concluded that the hypothesis is **accepted**, meaning that work motivation has a positive and significant effect on employee performance.

## Indirect Effect

**Table 5.** Indirect Effect

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
LK -> DK -> KK	0.410	0.012	0.024	2.419	0.005



MO -> DK -> KK	0.329	0.029	0.062	3.467	0.041
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Based on table 5 it can be seen that:

1. The Work Environment (LK) variable has a p-value of  $0.005 < 0.05$  and a t-statistic value of  $4.129 > 1.96$  and an original sample value of 0.410 is positive. Therefore, the Work Environment (LK) has a positive and significant influence on employee performance through work discipline as an intervening variable, so it can be concluded that the hypothesis can be **accepted**.
2. The Work Motivation (MO) variable has a p-value of  $0.041 < 0.05$  and a t-statistic value of  $3.467 > 1.96$  and an original sample value of 0.329 is positive. Therefore, Work Motivation (MO) has a positive and significant influence on employee performance through work discipline as an intervening variable, so it can be concluded that the hypothesis can be **accepted**.

## Discussion

1. **The work environment has a positive and significant effect on employee performance at PT Hutama Karya Infrastruktur Binjai - Brandan Zone 2.**

A conducive work environment, making employees more motivated, productive, and committed to their work. A positive work atmosphere creates a sense of security, fairness, and support between colleagues, which can boost morale and creativity. In addition, comfortable physical facilities and adequate technology can also provide comfort and efficiency in carrying out daily tasks. Employee involvement in decision making, open communication, and clear career development opportunities can also provide a positive boost to employee performance.

2. **Motivation has a positive and significant effect on employee performance at PT Hutama Karya Infrastruktur Binjai - Brandan Zone 2.**

Motivated employees have high energy levels, good focus, and a willingness to overcome obstacles. Intrinsic and extrinsic drives can trigger extra effort from employees, increase productivity, and maintain high levels of performance quality. Companies that recognize the importance of motivation often adopt strategies such as rewarding, providing development opportunities, and creating a supportive work environment. Thus, well-managed motivation can be the key to improving employee performance and achieving organizational success.



**3. Work discipline has a positive and significant effect on employee performance at PT Hutama Karya Infrastruktur Binjai - Brandan Zone 2.**

Work discipline includes punctuality, obedience to duties, and responsibility for work. Employees who maintain work discipline are more reliable and make consistent contributions to company goals. Discipline creates structure in the execution of tasks, reduces absenteeism, and increases operational efficiency. In addition, discipline also reflects professionalism and commitment to work, which can motivate employees to achieve high performance standards.

**4. The work environment has a positive and significant effect on work discipline at PT Hutama Karya Infrastruktur Binjai - Brandan Zone 2.**

A supportive work environment includes factors such as effective communication, clarity of rules, and a company culture that promotes responsibility. In a positive environment, employees feel valued and supported, so they are more motivated to adhere to policies and maintain work discipline. Adequate facilities, fair management, and good relationships between colleagues can also create a conducive working atmosphere for high work discipline.

**5. Motivation has a positive and significant effect on work discipline at PT Hutama Karya Infrastruktur Binjai - Brandan Zone 2.**

This motivation creates positive energy that can maintain a level of concentration and focus on the task, help overcome challenges, and encourage enthusiasm to achieve the best results. Conversely, strong work discipline can strengthen motivation by creating routines and habits that support productivity.

**6. The work environment has a positive and significant effect on employee performance through work discipline at PT Hutama Karya Infrastruktur Binjai - Brandan Zone 2.**

A supportive work atmosphere, mutual trust, and comfort can stimulate employee motivation and responsibility. In a positive environment, employees feel valued and empowered, which in turn boosts morale to work efficiently and effectively. In addition, an environment that promotes open communication and collaboration can help minimize barriers to task completion, encourage adoption of best practices, and develop a work culture that encourages discipline.

**7. Work motivation has a positive and significant effect on employee performance through work discipline at PT Hutama Karya Infrastruktur Binjai - Brandan Zone 2.**

Work motivation provides psychological and emotional encouragement to employees to achieve their goals, while work discipline creates an orderly and



organized framework. Through increased work motivation, employees are more excited and focused on carrying out tasks. These encouragements can include a sense of personal accomplishment, recognition, or even skill improvement. On the other hand, work discipline ensures that employees carry out their duties consistently and in accordance with company standards.

## Conclusion

1. The work environment has a positive and significant effect on employee performance at PT Hutama Karya Infrastruktur Binjai - Brandan Zone 2.
2. Motivation has a positive and significant effect on employee performance at PT Hutama Karya Infrastruktur Binjai - Brandan Zone 2.
3. Work discipline has a positive and significant effect on employee performance at PT Hutama Karya Infrastruktur Binjai - Brandan Zone 2.
4. The work environment has a positive and significant effect on work discipline at PT Hutama Karya Infrastruktur Binjai - Brandan Zone 2.
5. Motivation has a positive and significant effect on work discipline at PT Hutama Karya Infrastruktur Binjai - Brandan Zone 2.
6. The work environment has a positive and significant effect on employee performance through work discipline at PT Hutama Karya Infrastruktur Binjai - Brandan Zone 2.
7. Work motivation has a positive and significant effect on employee performance through work discipline at PT Hutama Karya Infrastruktur Binjai - Brandan Zone 2.

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