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The influence of work environment and work discipline on employee performance with motivation as an intervening variable of PT Hutama Binjai-Brandan Infrastructure Works Zone IV

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Abstract

This study aims to determine the Influence of Work Environment and Work Discipline on Employee Performance with Motivation as an Intervening Variable of PT Hutama Karya Infrastruktur Binjai-Brandan Zone IV. The research method used in this study was causal associative. The population in this study is employees of PT. Hutama Karya Infrastruktur who works at the Binjai-Brandan Zone IV branch office which has staff and non-managerial positions, amounting to 70 employees (permanent employees and contract employees). Determination of the number of samples using the saturated sample method. The source of data used in this study is primary data. Data collection techniques by means of observation in the field, interviewing respondents and distributing research questionnaires. And the data analysis technique used is analysis, namely structural equation analysis (SEM) using PLS (*Partial Least Squares*) statistical tool software. The results showed that Work Discipline had a positive and significant effect on Employee Performance. Work Discipline does not have a positive and significant effect on Work Motivation. Work Environment does not have a positive and significant effect on Employee Performance. Work Environment has a positive and significant effect on Work Motivation. Work Motivation has a positive and significant effect on Employee Performance. Work discipline has no effect and is not significant on employee performance through work motivation. The work environment influences and significantly affects employee performance through work motivation.

Keywords: Work Environment; Work Discipline; Employee Performance; Motivation; Intervening Variables

1 Introduction

In the era of increasingly advanced globalization, human resources (HR) are a key factor in the success and survival of companies. Companies that understand the importance of HR in the face of fierce global competition will be able to optimize employee potential, take advantage of innovation, and create significant added value. Qualified, trained, and competent human resources become valuable assets that drive company growth, lead change, and maintain competitive advantage. In this context, HR management with a holistic and strategic approach is a must for companies that want to survive and thrive in this era of globalization.

The company's success in achieving company goals does not only rely on adequate infrastructure infrastructure, but also relies on human resources who do the work. [1] argues that humans always play an active role in every organizational activity, namely as planners, actors and determinants of the realization of organizational goals, thus making humans an asset that must be increased efficiency and productivity.

[2] suggests that performance is the result of work and work behavior that has been achieved in completing tasks and responsibilities given in a certain period. Employee performance is seen in the positive attitude of employees towards work and agencies faced in the work environment. Organizations must always monitor job satisfaction, because job

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satisfaction affects absenteeism rates, labor turnover, and employee morale. One of the factors that affect the level of employee job satisfaction is the work environment.

[3] said that what is meant by the work environment is everything that is around the worker and that can affect him in carrying out the tasks charged. The work environment can affect the emotions of employees. A comfortable work environment provides a sense of security and allows employees to work optimally [4]. [5] states that the type of work environment is divided into two, namely 1) The physical work environment is all physical conditions around the workplace that can affect employees either directly or indirectly. Such as coloring, lighting, air, noise, space, safety and cleanliness. 2) Non-physical work environment is all working conditions related to work relationships, both relationships with superiors and with relationships with fellow colleagues, or with subordinates. Such as social conditions in the form of relationships between superiors and subordinates, relationships between fellow employees and work atmosphere.

A good work environment has the potential to motivate employees to achieve good performance. A positive, inclusive, and supportive work environment creates conditions that allow employees to feel motivated, engaged, and connected to their work. To optimize employee productivity, a conducive organizational climate or environment must be created as a prerequisite for maximally improving employee performance [6].

Discipline is one of the key factors affecting employee performance. Work discipline also has a significant role in improving employee performance. According to [1] that work discipline is a person's awareness and willingness to obey all company regulation and applicable social norms. A high level of work discipline can affect a higher level of work motivation. Disciplined employees tend to avoid actions that hinder productivity, such as procrastinating or performing irrelevant tasks. By complying with established rules and procedures, employees can work more efficiently and increase work productivity. Good work discipline reflects the amount of responsibility that employees have for the tasks that have been given to them. This condition encourages work passion, morale, employee work motivation which will ultimately affect employee productivity so that organizational goals can be achieved [7].

Motivation is also an important factor that can affect employee performance. A high level of motivation can trigger employees to work better, have high morale, and contribute maximally to the achievement of company goals. According to [8], motivation is the willingness to carry out high efforts to achieve organizational goals conditioned by the ability of efforts to meet certain individual needs. This motivation is an important subject for superiors, because by definition superiors must work with subordinates and through others. Bosses need to understand certain people behaving in order to influence them to work in accordance with what the company wants so that company goals can be achieved.

PT Hutama Karya Infrastruktur is a Owned Business Entity. PT Hutama Karya (Persero) which has the vision of Indonesia's Leading Infrastructure Developer. In order to achieve this vision, it is important for companies to pay attention to the role of quality human resources needed by the company. Therefore, companies must pay more attention to things that affect employee performance.

Based on observations made during the pre-survey through interviews with several employees that there are still environmental problems and work discipline. Some employees complain about the company's work environment that is still not good such as from the physical work environment, namely there are still some rooms that have not used air conditioning (AC) and and the noise level in the workspace so that employees are disturbed at work. The next problem is the non-physical work environment, namely the lack of cooperation between employees in one division. The declining performance condition can also be seen from the many employees who are still late, work is not completed on time, and there are still employees who wander around during working hours. These problems can be avoided if the organization is able to provide a strong motivational boost to its employees to be disciplined. As [1] argues that the more disciplined an employee is, the higher the work performance that can be achieved. Without good work discipline, it is difficult for organizations to achieve optimal results. Good discipline reflects the amount of responsibility a person has for the tasks assigned to him. This study aims to explore and test the extent to which employee motivation can mediate the relationship between work environment and work discipline with employee performance at PT Hutama Karya Indonesia Binjai-Brandan Zona IV.

1.1 Work Environment

According to [5] the work environment is the entire tool and material faced, the surrounding environment where a person works, his work methods, and work arrangements both as individuals and as a group.

According to [9], the work environment is everything that exists in the environment of workers that can affect them in carrying out tasks such as temperature, humidity, ventilation, lighting, noise, workplace cleanliness, and whether or not work equipment is allowed. According to [10], the work environment is all aspects of physical work, work psychology, and work regulations that can affect job satisfaction and productivity.

According to [11] the types of work environments are divided into two, namely:

- Physical work environment: Coloring, Lighting, Air, Noise, Space, Safety, and Hygiene.
- Non-Physical Work Environment: Work structure, work responsibilities, attention and support of leaders, cooperation between groups, and smooth communication.

According to [5], indicators of physical work environment and non-physical work environment are:

1. Indicators of the physical work environment include:
 - a. Light illumination
 - b. Temperatures
 - c. Hygiene
 - d. Use of Color
 - e. Security
 - f. Business Hours
2. Non-physical work environment indicators include:
 - a. Working relationship between subordinates and superiors
 - b. Working relationships between colleagues

The importance of a good working environment is that it can affect the well-being and productivity of employees. A positive work environment can create an atmosphere that inspires, encourages collaboration, and enhances individual and team performance. Conversely, a poor work environment can cause stress, tension, conflict, and hinder productivity.

Work environment refers to all physical, social, psychological, and cultural aspects present in the workplace. It includes the physical location of the workplace, such as buildings, spaces, and facilities, as well as social aspects, such as relationships between employees, management, and company culture.

1.2 Work Discipline

Work discipline refers to a person's ability and compliance in following rules, policies, procedures, and norms that apply in the workplace. Work discipline involves a consistent attitude, responsibility, punctuality, sincerity, diligence, and commitment to achieving job goals. According to [1] suggests that work discipline is a person's awareness and willingness to obey all company regulations and applicable social norms. Awareness is the attitude of a person who voluntarily obeys all rules and is aware of his or her duties and responsibilities.

According to [10], work discipline is defined as the implementation of management to strengthen organizational guidelines. Sometimes, the behavior of workers in the organization becomes so disruptive that it has an impact with decreased performance. [9] suggests that work discipline is a tool used by managers to change behavior and as an effort to increase one's awareness and willingness to obey all company regulations and applicable social norms. It can be concluded that work discipline is a person's attitude, behavior, and actions in accordance with the rules made by the organization both in written and unwritten form.

Work discipline indicators used to measure work discipline according to [1] are as follows:

1. Attendance at work
2. Observance of work rules
3. Observance of work standards
4. High level of vigilance
5. Work ethically

1.3 Work Motivation

According to [12], motivation is the willingness to carry out high efforts to achieve organizational goals conditioned by the ability of efforts to meet certain individual needs. According to [5] motivation is a force that drives a person to take

an action or not which in essence exists internally and externally positive or negative, work motivation is something that causes encouragement / work enthusiasm / encouragement of work enthusiasm. Meanwhile, according to [1] motivation is what causes, channels, and supports human behavior, so that they want to work hard and enthusiastically achieve optimal results.

Work motivation refers to factors that encourage and influence employee behavior in achieving goals and high performance at work. It involves internal and external drives that affect employees' energy levels, perseverance, and commitment to their work. Work motivation can be influenced by a variety of factors, such as recognition, reinforcement, a supportive work environment, career development opportunities, good interpersonal relationships, and clarity of organizational goals. It is important for managers and leaders to understand work motivation and implement appropriate strategies to motivate their employees to reach their maximum potential.

According to [8] the indicators used to measure a person's work motivation are:

1. Physiological Needs
2. *Safety Needs*
3. *Social Needs*
4. *Esteem Needs*
5. *Self Actualization Needs*

1.4 Employee Performance

According to [2] said performance is the result of work and work behavior that has been achieved in completing the tasks and responsibilities given in a certain period. According to [1] performance is a result of work achieved by a person in carrying out the tasks assigned to him which is based on skills, experience, sincerity of time. [13] stated that employee performance is the result of the work of a person or group as a whole carrying out job duties and perfecting them according to their responsibilities. While the definition of performance from [14] is as a result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.

Employee performance refers to the work results and achievements achieved by an employee in carrying out his duties and responsibilities at work. It includes the extent to which employees achieve targets, meet quality standards, and carry out their duties effectively and efficiently. The importance of employee performance lies in its contribution to the success of the organization. High employee performance can have a positive impact on the achievement of organizational goals, productivity, profits, and company reputation. Managing and improving employee performance is an important task for managers and leaders. This involves setting clear goals, providing regular feedback, providing appropriate training and development, and ensuring an adequate work environment to increase employee motivation and engagement.

According to [2] measure employee performance, several indicators can be used, namely:

- Quality Performance measurement can be done by looking at the quality (quality) of work produced through a certain process.
- Quantity To measure performance can also be done by looking at the quantity (amount) produced by someone.
- Time For certain types of work is given a time limit in completing the work. if it violates or does not meet the tenure of time, it can be considered that the performance is not good, and vice versa.

2 Material and methods

The research method used in this study is causal associative which is part of quantitative research. [15] states that causal associative is a formulation of research problems that are in the nature of asking the relationship between two or more variables. The quantitative research method is a survey method used to obtain data from certain natural places, but researchers treat data collection, for example by distributing questionnaires, tests, structured interviews, and so on [15]. Causal associative in this study is used to determine the extent of the causal relationship of the influence of Work Environment variables, Work Discipline on Employee Performance with the Work Motivation variable as a moderating variable.

A population is a group of interesting people, events, or things to research that have been limited by the researcher himself. The population in this study is employees of PT Hutama Karya Infrastruktur who works at the Binjai-Brandan Zone IV branch office which has staff and non-managerial positions, amounting to 70 employees (permanent employees

and contract employees). According to [15], samples are part of the number and characteristics of the population. A sample refers to a small or representative portion of a population used in research or statistical analysis. The determination of the number of samples used by the authors in this study was by using the saturated sample method. That is, all members of the population are sampled. The number of samples in this study was 65 people.

The source of data used in this study is primary data. Primary data. In this study, primary data was obtained from the results of respondents' answers or questionnaires given to employees of PT. Hutama Karya Infrastruktur who works at the Binjai-Brandan Zone IV branch office. Data collection techniques by observation in the field, interviewing respondents and distributing research questionnaires and the data analysis technique used is *Partial least square* analysis, which is a variant-based structural equation analysis (SEM) that can simultaneously test measurement models as well as structural model testing. In processing this research data, PLS (*Partial Least Squares*) statistical tool software was used, namely Smart PLS version 3.2.

3 Results and discussion

3.1 Measurement Model Analysis (Outer Model)

3.1.1 Convergent Validity

Convergent validity aims to determine the validity of each relationship between indicators and their latent constructs or variables. In this study, a loading factor limit of 0.70 will be used. Below is the path diagram in this research model.

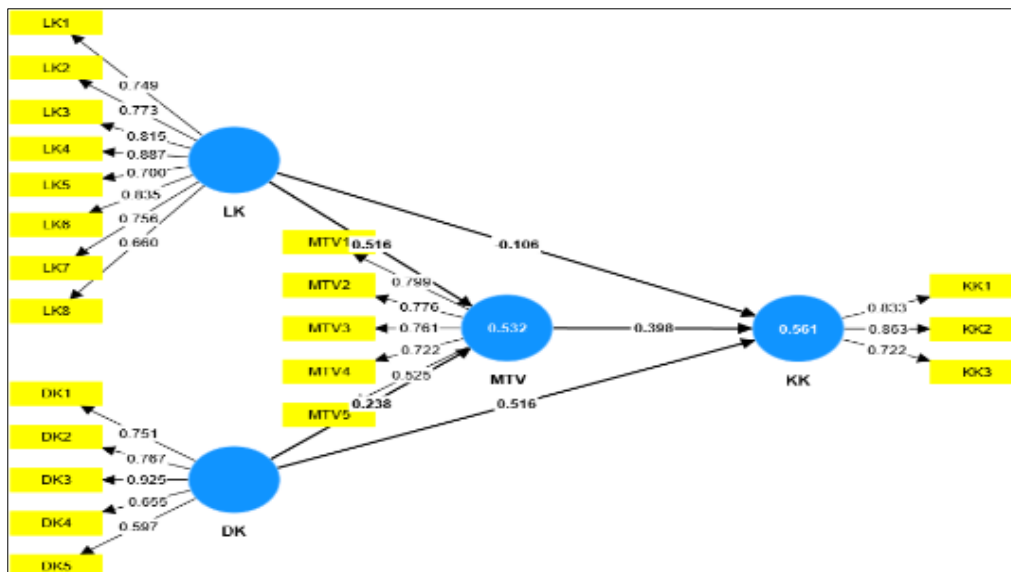


Figure 1 Model PLS

In figure 1. It can be seen that the outer value of the model has not met convergent validity because it has a correlation value of <0.70. Therefore, modifications are needed to form a reliable model. One way is to issue an indicator that has an outer loading value below 0.70.

Table 1 Outer Loading Value

	DK	KK	LK	MTV
DK1	0.813			
DK2	0.868			
DK3	0.918			
KK1		0.832		
KK2		0.860		

KK3		0.728		
LK1			0.740	
LK2			0.765	
LK3			0.809	
LK4			0.892	
LK5			0.718	
LK6			0.844	
LK7			0.780	
MTV1				0.834
MTV2				0.811
MTV3				0.769
MTV4				0.707

Model modification is carried out by issuing indicators that have a loading factor value below 0.70. The modified model shows that all loading factors have values above 0.70, so it can be concluded that the construct has met the convergent validity criteria.

3.2 Discriminant Validity Test

Discriminant validity is done to ensure that each concept of each latent model is different from other variables. The table below shows the results of discriminant validity from the research model by looking at the cross loading value.

Table 2 Cross Loading

	DK	KK	LK	MTV
DK1	0.813	0.428	0.680	0.457
DK2	0.868	0.576	0.594	0.362
DK3	0.918	0.619	0.763	0.559
KK1	0.485	0.832	0.538	0.598
KK2	0.536	0.860	0.533	0.563
KK3	0.514	0.728	0.435	0.417
LK1	0.585	0.364	0.740	0.613
LK2	0.673	0.546	0.765	0.475
LK3	0.718	0.635	0.809	0.555
LK4	0.697	0.486	0.892	0.604
LK5	0.482	0.447	0.718	0.565
LK6	0.658	0.496	0.844	0.487
LK7	0.535	0.467	0.780	0.554
MTV1	0.415	0.483	0.541	0.834
MTV2	0.366	0.495	0.557	0.811
MTV3	0.419	0.519	0.553	0.769
MTV4	0.471	0.550	0.513	0.707

Based on the results in the table 2, it shows that all indicators have met the criteria of discriminaty validity, it can be seen in the table that the cross loading value for the indicator against its own construct / variable is greater than the cross loading value of other indicators.

3.3 Coefficient of Determinant (R-Square)

A questionnaire is said to be reliable if a person's answers to questions are consistent over time. Likewise, in this study which also expects consistency of research dimensions and variables so that it can proceed to the next stage of testing, data reliability can be declared reliable if the value of composite reliability and Cronbach's Alpha is more than 0.70. In addition, the AVE value also shows more than 0.5. The following are presented reliability test results:

Table 3 Composite Reliability and Average Variance Extracted (AVE)

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
DK	0.835	0.860	0.901	0.752
KK	0.733	0.743	0.849	0.654
LK	0.902	0.904	0.923	0.632
MTV	0.786	0.785	0.862	0.611

Table 3 shows Composite Reliability values for all constructs above 0.70. Thus it can be concluded that all constructs have good reliability. And the AVE test results in this study have a value of >0.5 so it is said to be valid and acceptable. While the Cronbach Alpha value is declared reliable because it has a Cronbach Alpha value greater than 0.70.

3.4 Structural Model Evaluation (Inner Model)

Testing the structural model or inner model aims to determine the relationship between constructs, significance values, and R-square (R2), Q-square predictive relevance (Q2), q-square effect size (Q2), f-square effect size (f2), and goodness of fit (GoF) from a research model.

3.5 Coefficient of Determinant (R-Square)

The coefficient of determination essentially measures how far the model is able to explain endogenous variation. The construct is called the R-square value. The structural model (inner model) is a structural model for predicting causality relationships between latent variables.

Table 4 R-Square

	R-square	R-square adjusted
KK	0.540	0.519
MTV	0.482	0.466

Based on the results of the R-square in table 4 shows the R-square value of the Employee Performance variable of 0.540 which means that 54% of the Employee Performance variable is influenced by the Work Environment and Work Discipline. And for the R-square value of the Motivation variable of 0.482 which means that 48% of the Employee Performance variable is influenced by the Work Environment and Work Discipline.

3.6 Predictive Relevance (Q2)

Predictive Relevance (Q2) value to measure how well the observation value is produced by the model and also the parameter estimation. Through R-Square can be calculated the value of Predictive Relevance (Q2). A good Q2 value has a value greater than 0. Q2 can be calculated using the following formula:

$$\begin{aligned}
 Q2 &= 1 - (1 - R2 \text{ Employee Performance}) \times (1 - R2 \text{ Motivation}) \\
 &= 1 - (1 - 0.540) \times (1 - 0.482) \\
 &= 1 - (0.460) \times (0.518)
 \end{aligned}$$

= 0.76172

Based on the results of the calculation above, a Q-square value of 0.76172 is obtained which means a good predictive relevance model.

3.7 F Square Test Results

Researchers will look at the substantive influence of endogenous conceptions influenced by exogenous conceptions through F2 values. The magnitude of substantive influence is classified into 3, namely 0.02 (weak), 0.15 (moderate/moderate) and 0.35 (strong). Data on the value of F 2can be seen in table 5.

Table 5 F Square

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
KO -> KI	0.382	0.382	0.080	4.801	0.000
MO -> KI	0.422	0.426	0.083	5.105	0.000
MO -> KO	0.567	0.571	0.071	7.980	0.000

Based on table 4.8 that this study has results in testing each hypothesis as follows:

The effect of compensation (KO) on Performance (IP) has a t-statistic value of 4.801 (4.801>1.96) and a p-value of 0.000 (0.000<0.05). So it can be concluded that there is a positive and significant influence between compensation and employee performance. Thus the hypothesis can be **accepted**", Compensation has a positive and significant effect on employee performance at PT Hutama Karya (Persero) Trans Sumatra Toll Road Development Division.

The effect of motivation (MO) on performance (IP) has a t-statistic value of 5.105 (5.105 >1.96) and a p-value of 0.000 (0.000<0.05). So it can be concluded that there is a positive and significant influence between motivation and performance. Thus hopotesis can be **accepted**, motivation has a positive and significant effect on employee performance at PT Hutama Karya (Persero) Trans Sumatra Toll Road Development Division.

The effect of motivation (MO) on compensation (KO) has a t-statistic value of 7.980 (7.980 >1.96) and a p-value of 0.000 (0.000<0.05). So it can be concluded that there is a positive and significant influence between motivation and compensation. Thus hopotesis can be **accepted**, motivation has a positive and significant effect on employee compensation at PT Hutama Karya (Persero) Trans Sumatra Toll Road Development Division.

3.8 Indirect Effect

Table 5 Indirect Effect

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
MO -> KO -> KI	0.217	0.219	0.058	3.736	0.000

Based on table 5, it can be known the effect of motivation (MO) on employee performance (KI) through compensation (KO) as an intervening variable can have a t-statistic value of 3.376 (3.376>1.96) and a p-value (0.000<0.05). Then it can be concluded that the hypothesis is acceptable. Thus, motivation has a positive and significant effect on employee performance through compensation at PT Hutama Karya (Persero) Trans Sumatra Toll Road Development Division.

3.8.1 Motivation has a positive and significant effect on employee performance at PT Hutama Karya (Persero) Trans Sumatra Toll Road Development Division.

Motivation can come from a variety of sources, such as recognition of achievement, opportunities for growth, and a supportive work environment. Employees also feel valued and have clear goals, and will show dedication in carrying out their duties. When employees feel motivated, they tend to be more energized, focused, and contribute positively to their work. In addition, motivation can increase employees' sense of responsibility and initiative to achieve better results.

3.8.2 Motivation has a positive and significant effect on employee compensation at PT Hutama Karya (Persero) Trans Sumatra Toll Road Development Division.

The relationship between motivation and compensation creates a positive circle where motivated employees earn comparable rewards, creating a work environment that promotes professional growth and overall employee well-being. Management strategies that pay attention to employee motivation can be key to achieving long-term success and building positive relationships between the company and the work team.

3.8.3 Compensation has a positive and significant effect on employee performance at PT Hutama Karya (Persero) Trans Sumatra Toll Road Development Division.

Employees who feel valued through appropriate compensation will be more motivated to achieve targets and perform at their best. In addition, adequate compensation can also form a positive bond between employees and the company, increase labor loyalty and retention, can create a work environment that supports professional growth, increase employee satisfaction, and ultimately, improve the overall performance of the company.

3.8.4 Motivation has a positive and significant effect on employee performance through compensation at PT Hutama Karya (Persero) Trans Sumatra Toll Road Development Division.

High motivation can be a trigger for extra encouragement for employees to make their best contributions. When employees feel recognized and valued through a fair compensation system, they tend to be more motivated to achieve targets and perform optimally. Appropriate compensation is not only a material incentive, but also a form of reward that strengthens the positive bond between employees and the company. Employees who feel their compensation is in line with their contributions are more likely to show greater dedication to their work, create a productive work environment, and ultimately, improve the overall performance of the organization.

4 Conclusion

- a. Motivation has a positive and significant effect on employee performance at PT Hutama Karya (Persero) Trans Sumatra Toll Road Development Division.
- b. Motivation has a positive and significant effect on employee compensation at PT Hutama Karya (Persero) Trans Sumatra Toll Road Development Division.
- c. Compensation has a positive and significant effect on employee performance at PT Hutama Karya (Persero) Trans Sumatra Toll Road Development Division.
- d. Motivation has a positive and significant effect on employee performance through compensation at PT Hutama Karya (Persero) Trans Sumatra Toll Road Development Division.

Compliance with ethical standards

Disclosure of conflict of interest

All authors declare no conflict of interest behalf this study.

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