



The Influence Of Work Environment And Work Discipline On Employee Performance Through Variables Of Intervening Work Motivation At The Binjai City Sub-District Office

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ABSTRACT

This study aims to analyze the influence of work environment and work discipline on employee performance, as well as the role of work motivation as an intervening variable in the Binjai City Sub-district Office. The research method used is quantitative with the *Partial Least Square Structural Equation Modeling* approach with the help of *SmartPLS* software version 3.2.8. The number of samples was 86 respondents who were selected using *purposive sampling* using the slovin formula. The results of the study show that the work environment and work discipline have a positive and significant effect on employee performance. Furthermore, the work environment and work discipline have a positive and significant effect on work motivation, and it is found that work motivation has a positive and significant effect on employee performance. The results of the study also showed that work motivation positively and significantly mediated the relationship between the work environment and employee performance, as well as between work discipline and employee performance. This shows that the improvement of employee performance is not only directly influenced by work environment and discipline factors, but also through increased work motivation.

INTRODUCTION

Human resources are the most important thing in an organization, both government and private organizations, to achieve the goals or targets to be achieved. Human resources are decisive in achieving the goals of an organization or company by optimizing performance and contributing effectively in activities within the organization. In human resource management, if individuals in the organization, namely their human resources, can run effectively, the

organization will continue to run effectively. Some HR management activities include procurement, assessment, protection, motivating employees, empowering employees, improving discipline, guidance, and so on. The management and optimization of human resources cannot be separated from the employee factor (Iqbal, 2022).

Employee performance is influenced by several factors, namely: salary, work environment, organizational culture, leadership and work motivation, work discipline, job satisfaction, communication and other factors (Agustin, 2021). This is also in line with *behavior theory* which explains that individual behavior in an organization is influenced by stimuli or stimuli derived from the surrounding work environment (Ambarwati, 2021). A conducive work environment will provide a sense of security and allow employees to work comfortably (Novia, *et al.*, 2023). If the company's work environment is disciplined, then an employee will be disciplined, and vice versa if the company is not disciplined, then the employee will not be disciplined.

The phenomenon that occurred to employees of the Binjai City Sub-district Office from 2021-2023 was the ups and downs in the performance of employees of the Binjai City Sub-district Office.

Table 1. Employee Performance Data for 2021-2023

Yes	Assessment Indicators	2021	2022	2023
1	Quality	75	77	78
2	Quantity	77	70	75
3	Working Time Usage	78	73	76
4	Collaboration at Work	75	75	77
Quantity		305	295	306
Average		76.25%	73.75%	76.5%

Source: Binjai City Sub-district Office Data (2024)

Based on table 1 of the recapitulation of employee performance data in 2021-2023, it can be seen that the performance of employees of the Binjai City Sub-district Office is still less than optimal. This can be seen from the performance assessment above which has decreased and increased which results in work achievements that are not suitable and of course in the future will hinder the company's achievements.

Table 2. Attendance of Binjai City Sub-district Office Employees in 2021-2023

No.	Year	Number of Employees	Workday	Absenteeism/Year					Late	
				Alpha	Pain	Permission	Total	%	Total	%
1.	2021	105	240	29	8	11	48	45,7	52	49,5
2.	2022	110	240	30	8	9	47	42,7	47	42,7
3.	2023	109	240	34	7	11	52	47/7	58	53,2

Source: Binjai City Sub-district Office Data (2024)

Table 2 shows that in total there was a fluctuation in the number of cases of disciplinary violations at the Binjai City Sub-district Office from 2021-2023.

Table 3. Physical Work Environment of Binjai City Sub-district Office in 2021-2023

No.	Physical Work Environment Indicators	2021		2022		2023	
		Good	Less good	Good	Not Good	Good	Not Good
1.	Description	✓		✓		✓	
2.	Color Scheme		✓		✓		✓

No.	Physical Work Environment Indicators	2021		2022		2023	
		Good	Less good	Good	Not Good	Good	Not Good
3.	Noise		✓		✓		✓
4.	Decoration	✓		✓		✓	
5.	Air temperature	✓		✓		✓	
6.	Hygiene		✓		✓		✓
7.	Security	✓		✓		✓	

Source: Binjai City Sub-district Office (2024)

Based on table 3 of the physical working environment conditions at the Binjai City Sub-district Office, there are still several indicators that are not good such as noise, cleanliness and color.

Table 4. Conditions of the Non-Physical Work Environment of the Binjai City Sub-district Office in 2021-2023

Yes	Non-Physical Work Environment Indicators	2021		2022		2023	
		Good	Less good	Good	Not Good	Good	Not Good
1	Working Structure	✓			✓	✓	
2	Job Responsibilities		✓	✓		✓	
3	Leadership Attention and Support	✓		✓		✓	
4	Intergroup Cooperation		✓	✓			✓
5	Smooth Communication	✓		✓		✓	

Source : Binjai City Sub-district Office (2024)

Based on table 4 The condition of the non-physical work environment at the Binjai City Sub-district Office, there are still several indicators that are not good, such as work structure, work responsibilities and cooperation between groups.

LITERATURE REVIEW

The work environment can also affect the emotions of employees, for example if the employee liking the work environment in which he works, the employee will feel at home at his workplace to carry out activities, so that work time is used effectively and optimistically the employee's work performance is also high (Irwan *et al.*, 2022). The work environment is a very important component when employees carry out work activities. By paying attention to a good work environment or creating working conditions that are able to provide motivation to work, it will have an influence on employee performance at work (Joni & Hikmah, 2022). The work environment is everything that exists around the worker and that can affect him in carrying out the tasks assigned to him (Laughter, *et al.*, 2024). The indicators of the working environment are air, color, lighting and sound (Armansyah, 2024). According to Herlambang & Haryono (2022) Put forward indicators of this work environment including lighting, coloring, sound, spatial planning, air temperature, cleanliness, and security.

Work discipline is a tool that leaders use to communicate with employees so that they are willing to change their behavior according to the set rules (Stuart, 2019). Work discipline is the behavior of a person in accordance with existing rules, work procedures or attitudes and behaviors and deeds that are in accordance with the regulations of the organization, both written and unwritten (Soetrisno, 2019). According to Smashing Pumpkins (2019), dimensions and indicators in discipline, namely the frequency of attendance, adherence to work regulations,

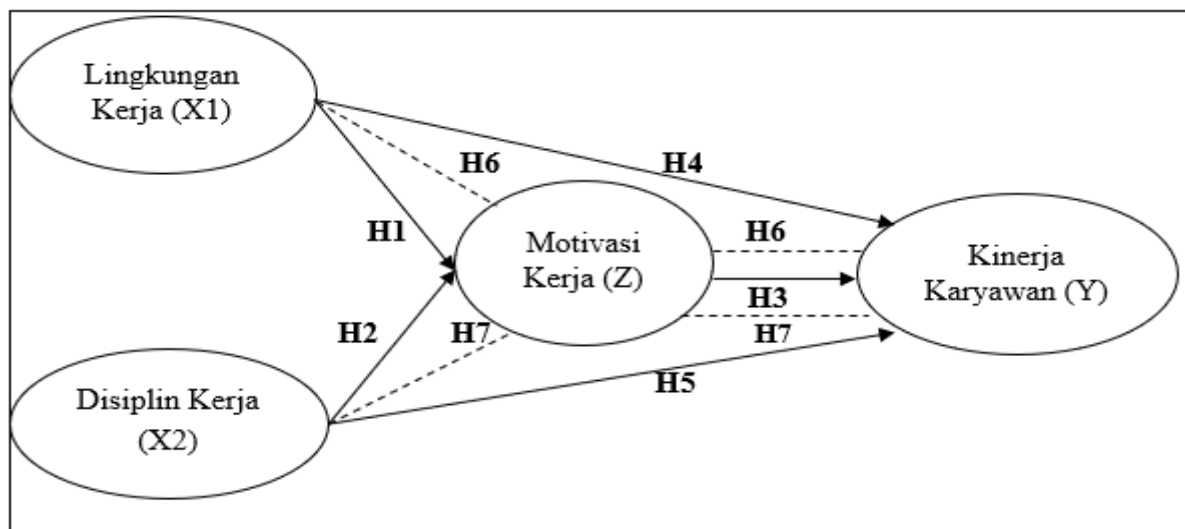
adherence to work standards and high level of vigilance. According to Afandi (2018), put forward two indicators of work discipline, namely time compliance and work responsibility.

Work motivation is a stimulus of desire and driving force of one's willingness to work because each motive has a certain goal that is to be achieved (Utina *et al.*, 2023). Work motivation is a state in a person that encourages an individual's desire to do a certain activity in achieving a goal in a person and achieving certain satisfaction. What are the indicators of work motivation (Fitrianto, 2020), namely the relationship between colleagues and superiors, the work environment, opportunities to improve knowledge and skills, worker support facilities according to needs, as well as salaries and allowances.

Performance is the result of a process that refers to and is measured over a certain period of time based on pre-established terms or agreements (Armansyah, 2024). Performance is the result of work that can be achieved by individuals or groups in a company in accordance with their respective authority and responsibilities in an effort to achieve the company's goals legally, not unlawfully and not contrary to morals and ethics (Afandi, 2018). There are four indicators to measure the performance of individual employees (Jufrizen, 2021) is the implementation of duties, responsibilities, quantity of work, and quality of work.

Based on the previous description, the following research model was made:

Figure 1 Research Model



METHODS

This study uses a survey research type with a quantitative research method. With the type of research, namely causal associative. Causal associative research is a study that uses the causal characteristics of the relationship of independent variables to dependent variables. The type and source of data used are primary data obtained directly with the distributed questionnaire and secondary data with sources from the documentation of the research object. The research population is 110 employees of the Binjai City Sub-district Office. Determination of sample size can be done using the slovin formula, so that the number of samples is 82 people.

The questionnaire contains questions related to the object to be studied according to the variable indicator indicators on the research instrument with a variable measurement scale using the Likert scale. The questionnaire was distributed to respondents to fill out, then returned to the researcher to be used as data in this study. In this study, hypothesis testing was carried out using a *Structural Equation Model* (SEM) approach based on *Partial Least Square* (PLS). Each hypothesis will be analyzed using a software application.

RESULTS

Respondent Characteristics

The characteristics of the respondents in this study included gender, age and last education.

Table 5. Description of Respondent Characteristics

No.	Characteristics	Categories	Quantity
1.	Gender	Male	25
		Women	61
2.	Age	< 20 years old	0
		21-30 years old	28
		31-40 years old	38
		> 40 years old	20
3.	Final Education	Junior High School	0
		High School	10
		D3/S1	76
		S2/S3	0

Source: Primary Data Processed (2026)

Based on the table above, it can be seen that based on gender characteristics, the respondents who took the most female gender were 61 people, respondents with male gender were 25 people. Based on the characteristics of the most age, respondents aged 31-40 years with a total of 38 people and the least respondents with the age of >40 years as many as 20 people. Based on the characteristics of the last education, the most is D3/S1 Education with 76 respondents, and the least is high school education, which is as many as 10 respondents while there is no junior high school and S2/S3 education.

Validity Test

Table 6. Loading Factor Test Results

Variable	Indicator	Loading Factor	Signs	Limits	Test Results
Work Environment	X1.1	0,837	>	0,70	Valid
	X1.2	0,791	>	0,70	Valid
	X1.3	0,755	>	0,70	Valid
	X1.4	0,791	>	0,70	Valid
	X1.5	0,820	>	0,70	Valid
	X1.6	0,881	>	0,70	Valid
	X1.7	0,791	>	0,70	Valid
	X1.8	0,771	>	0,70	Valid
	X1.9	0,788	>	0,70	Valid
	X1.10	0,795	>	0,70	Valid
	X1.11	0,753	>	0,70	Valid
	X1.12	0,812	>	0,70	Valid
Work Discipline	X2.1	0,767	>	0,70	Valid
	X2.2	0,769	>	0,70	Valid
	X2.3	0,791	>	0,70	Valid
	X2.4	0,856	>	0,70	Valid
	X2.5	0,796	>	0,70	Valid
	X2.6	0,860	>	0,70	Valid
	X2.7	0,774	>	0,70	Valid
	X2.8	0,830	>	0,70	Valid

Variable	Indicator	Loading Factor	Signs	Limits	Test Results
Work Motivation	Z1	0,785	>	0,70	Valid
	Z2	0,842	>	0,70	Valid
	Z3	0,827	>	0,70	Valid
	Z4	0,854	>	0,70	Valid
	Z5	0,855	>	0,70	Valid
	Z6	0,773	>	0,70	Valid
	Z7	0,846	>	0,70	Valid
Employee Performance	Y1	0,849	>	0,70	Valid
	Y2	0,889	>	0,70	Valid
	Y3	0,879	>	0,70	Valid
	Y4	0,835	>	0,70	Valid

Source: *SmartPLS 3* Output Results (2026)

Based on the table above, the *convergent validity* test shows that all indicators in each variable have a > value of 0.70 so that it can be stated that all indicators in variables X1, X2, Z and Y are valid.

Table 7. Average Variance Extracted (AVE) Value

Variable	AVE	Signs	Limits	Test Results
Work Discipline	0,650	>	0,50	Good
Employee Performance	0,745	>	0,50	Good
Work Environment	0,639	>	0,50	Good
Work Motivation	0,683	>	0,50	Good

Source: *SmartPLS 3* Output Results (2026)

Based on the table above, all variables tested had a > value of 0.50. This states that all latent variables meet *the requirements of convergent validity* and are classified as good.

Table 8. Cross Loading Value

	Work Discipline	Employee Performance	Work Environment	Work Motivation
X1.1	0,602	0,666	0,837	0,667
X1.2	0,638	0,610	0,791	0,593
X1.3	0,626	0,573	0,755	0,599
X1.4	0,618	0,627	0,791	0,576
X1.5	0,715	0,660	0,820	0,698
X1.6	0,693	0,704	0,881	0,698
X1.7	0,634	0,621	0,791	0,576
X1.8	0,581	0,566	0,771	0,613
X1.9	0,546	0,597	0,788	0,591
X1.10	0,545	0,551	0,795	0,587
X1.11	0,578	0,570	0,753	0,526
X1.12	0,489	0,563	0,812	0,561
X2.1	0,767	0,599	0,640	0,542
X2.2	0,769	0,588	0,556	0,520
X2.3	0,791	0,613	0,662	0,618
X2.4	0,856	0,666	0,651	0,715
X2.5	0,796	0,560	0,620	0,581
X2.6	0,860	0,652	0,631	0,676

	Work Discipline	Employee Performance	Work Environment	Work Motivation
X2.7	0,774	0,513	0,501	0,459
X2.8	0,830	0,649	0,624	0,624
Y.1	0,654	0,849	0,644	0,646
Y.2	0,670	0,889	0,701	0,689
Y.3	0,643	0,879	0,672	0,672
Y.4	0,637	0,835	0,619	0,557
Z.1	0,620	0,553	0,593	0,785
Z.2	0,618	0,618	0,642	0,842
Z.3	0,632	0,675	0,563	0,827
Z.4	0,602	0,596	0,666	0,854
Z.5	0,652	0,680	0,719	0,855
Z.6	0,573	0,570	0,515	0,773
Z.7	0,593	0,605	0,698	0,846

Source: *SmartPLS 3* Output Results (2026)

Based on the table above, information was obtained that each indicator had met the discriminant *validity*, this is evident from the outer *loading* value of > 0.70 in each variable.

Table 9. Fornell Locker Value

	Work Discipline	Employee Performance	Work Environment	Work Motivation
Work Discipline	0,806			
Employee Performance	0,754	0,863		
Work Environment	0,760	0,764	0,799	
Work Motivation	0,742	0,744	0,763	0,827

Source: *SmartPLS 3* Output Results (2026)

Based on the table above, the *Fornell-Larcker* value shows that the root value of AVE in each variable, namely work discipline (0.806), employee performance (0.863), work environment (0.799), and work motivation (0.827), is higher than the correlation value between other constructs

Reliability Test

Table 10. Cronbach's Alpha and Composite Reliability Values

Variable	Cronbach's Alpha	Composite Reliability	Signs	Limits	Test Results
Work Discipline	0,923	0,937	>	0,70	Reliable
Employee Performance	0,886	0,921	>	0,70	Reliable
Work Environment	0,948	0,955	>	0,70	Reliable
Work Motivation	0,923	0,938	>	0,70	Reliable

Source: *SmartPLS 3* Output Results (2026)

Based on the test results of table 10, all the variables tested had *Cronbach's alpha* and *composite reliability* values > 0.70 so that all variables tested were declared reliable and each indicator was able to represent its own variable.

Hypothesis Test

Table 11. Hypothesis Test Results

Variable	Original Sample	T Count	P-Value
Work Discipline on Employee Performance	0,308	2,784	0,006
Work Discipline to Work Motivation	0,384	3,433	0,001
Work Environment on Employee Performance	0,327	2,839	0,005
Work Environment to Work Motivation	0,471	4,486	0,000
Work Motivation for Employee Performance	0,267	2,789	0,005
Work Discipline on Employee Performance through Work Motivation	0,162	2,876	0,004
Work Environment on Employee Performance through Work Motivation	0,126	2,697	0,007

Source: *SmartPLS 3* Output Results (2026)

The data that can be seen in table 11 can be obtained from the direct influence hypothesis test. The *t*-statistical value of $2.784 > 1.96$, and the *p*-value of $0.006 < 0.05$ show that work discipline has a significant influence on employee performance. The *original sample* value of 0.308 also indicates that the effect is positive. The *t*-statistical value is $3.433 > 1.96$ with a *p*-value of $0.001 < 0.05$, so it can be stated that work discipline has a significant effect on work motivation. The *original sample* value of 0.384 indicates a positive relationship direction. The *t*-statistical value was $2.839 > 1.96$ and the *p*-value was $0.005 < 0.05$. In addition, the *original sample* value of 0.327 shows that the work environment has a positive influence on employee performance. The *t*-statistics value of $4.486 > 1.96$ with a *p*-value of $0.000 < 0.05$ indicates that the work environment has a significant effect on work motivation. Meanwhile, the *original sample* of 0.471 shows that the effect is positive. The *t*-statistical value of $2.789 > 1.96$, and the *p*-value of $0.005 < 0.05$ show that work motivation is proven to have a significant influence on employee performance. The *original sample* value of 0.267 indicates that the relationship is positive.

The test results showed that the indirect influence of the *t*-statistics value of $2.876 > 1.96$ and the *p*-value of $0.004 < 0.05$ showed that work discipline had a significant effect on employee performance through work motivation. The *original sample* value of 0.162 indicates that work discipline has a positive influence. The *t*-statistical value of $2.697 > 1.96$ and the *p*-value of $0.007 < 0.05$ indicate that the work environment has a significant effect on employee performance through work motivation. In addition, the *original sample* value of 0.126 shows that the work environment has a positive influence.

CONCLUSION

1. A conducive work environment can increase employee work motivation. The better the working environment conditions are felt, both from physical and non-physical aspects, the higher the employee's motivation to work in carrying out their duties.
2. Good work discipline encourages the formation of stronger work motivation. Employees who have a high level of discipline tend to show seriousness and commitment in carrying out their work.
3. High work motivation is the main driving factor in achieving optimal employee performance. Employees who have strong motivation will work more effectively, productively, and responsibly.

4. A comfortable and supportive work environment can encourage improved employee performance. Good working conditions provide a sense of security and comfort so that employees can work more optimally.
5. High work discipline reflects employees' responsibility and commitment to work, so that they are able to produce better performance in accordance with the standards that have been set.
6. A good work environment is able to increase employee work motivation which ultimately contributes to improved performance. This condition shows that work motivation is an important intermediary in bridging the relationship between the work environment and employee performance
7. Good work discipline can strengthen employee work motivation, which further encourages improved performance. This shows that work motivation has a strategic role in linking work discipline with employee performance achievement.

SUGGESTIONS

1. As stated in the *behavior theory*, it is hoped that a conducive work environment can provide good work motivation, so that the environmental conditions need to be maintained and improved in a sustainable manner at the Binjai City Sub-district Office.
2. Work discipline as a form of strengthening behavior in the perspective of *Behaviour Theory* needs to be applied consistently and fairly in order to be able to form positive work habits. The application of directed discipline not only functions as a control tool, but also as a means of forming intrinsic motivation of employees at the Binjai City Sub-district Office.
3. Work motivation as a psychological factor influenced by organizational stimuli needs to continue to be strengthened through reinforcement systems, such as giving awards, recognition, and opportunities for self-development. This effort is important in encouraging optimal employee performance improvement at the Binjai City Sub-district Office.
4. A conducive work environment not only provides comfort, but is also a determining factor in improving employee performance. Therefore, continuous improvement and management of the work environment need to be carried out in order to create working conditions that support employee productivity at the Binjai City Sub-district Office.
5. Work discipline that is applied strictly and consistently reflects the level of responsibility of employees to the organization. Therefore, the enforcement of discipline needs to be carried out objectively and sustainably as an effort to form professional work behavior and improve employee performance at the Binjai City Sub-district Office.
6. The integration between a conducive work environment and increased work motivation is a relevant approach in *Behaviour Theory* to form productive work behavior. Therefore, organizational policies need to be directed at the synergy of these two aspects in order to have an indirect influence on improving employee performance at the Binjai City Sub-district Office.
7. Work discipline that is strengthened through the right reinforcement system will increase work motivation which ultimately has an impact on employee performance. Therefore, synergy is needed between the application of discipline and strengthening work motivation as part of a sustainable human resource management strategy at the Binjai City Sub-district Office.

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