

THE INFLUENCE OF MOTIVATION AND WORK DISCIPLINE ON PERFORMANCE WITH WORK ENVIRONMENT AS A MEDIATING VARIABLE AT CV FEMARSE INTI MULIA

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Abstract

This study examines the influence of work motivation and work discipline on employee performance, with the work environment as a mediating variable at CV Femarse Inti Mulia. Using a quantitative cross-sectional approach, all 58 employees were included as respondents through a census method. Data were collected using a Likert-scale questionnaire and analyzed with SEM-PLS. The results show that work motivation and work discipline both have positive and significant effects on employee performance. Motivation and discipline also significantly influence the work environment. Additionally, the work environment positively affects performance. Mediation analysis reveals that the work environment mediates the effect of work motivation on performance but does not mediate the effect of work discipline. These findings indicate that employee performance is shaped not only by motivation and discipline but also by the quality of the work environment.

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

Abstrak

Penelitian ini mengkaji pengaruh motivasi kerja dan disiplin kerja terhadap kinerja karyawan, dengan lingkungan kerja sebagai variabel mediasi di CV Femarse Inti Mulia. Menggunakan pendekatan kuantitatif cross-sectional, seluruh 58 karyawan dilibatkan sebagai responden melalui metode sensus. Data dikumpulkan menggunakan kuesioner skala Likert dan dianalisis dengan SEM-PLS. Hasil penelitian menunjukkan bahwa motivasi kerja dan disiplin kerja keduanya memiliki pengaruh positif dan signifikan terhadap kinerja karyawan. Motivasi dan disiplin juga secara signifikan memengaruhi lingkungan kerja. Selain itu, lingkungan kerja berpengaruh positif terhadap kinerja. Analisis mediasi menunjukkan bahwa lingkungan kerja memediasi pengaruh motivasi kerja terhadap kinerja tetapi tidak memediasi pengaruh disiplin kerja. Temuan ini menunjukkan bahwa kinerja karyawan dibentuk tidak hanya oleh motivasi dan disiplin tetapi juga oleh kualitas lingkungan kerja.

Kata kunci: *Motivasi Kerja, Disiplin Kerja, Lingkungan Kerja, Kinerja Karyawan.*

INTRODUCTION

Employee performance is a key component in determining organizational effectiveness. Internal factors such as work motivation and work discipline serve as determinants of a company's operational success. CV Femarse Inti Mulia, which operates in the distribution and logistics sector, faces challenges in the form of fluctuating attendance rates, delays in logistics delivery, and inefficiencies in achieving targets. These conditions indicate the presence of issues related to human resources, thus requiring an analysis of the factors that influence employee performance. Although some employees possess adequate motivation and discipline, the overall performance of the company remains unstable. This raises the assumption that there are other variables mediating the relationship between motivation, discipline, and performance, namely the work environment. A comfortable, safe, and supportive work environment can strengthen employee motivation and discipline, thereby improving performance. Based on these phenomena, this study is important to empirically examine the influence of work motivation and work discipline on employee performance, as well as the role of the work environment as a mediating variable.

Research Questions

Based on the aforementioned background, this study formulates the following research questions:

1. Does Work Motivation influence Employee Performance?
2. Does Work Discipline influence Employee Performance?
3. Does Work Motivation influence the Work Environment?
4. Does Work Discipline influence the Work Environment?
5. Does the Work Environment influence Employee Performance?
6. Does the Work Environment mediate the effect of Work Motivation on Employee Performance?
7. Does the Work Environment mediate the effect of Work Discipline on Employee Performance?

LITERATURE REVIEW

1. Main Theory

Maslow's Hierarchy of Needs (1943). This study is based on Maslow's Hierarchy of Needs Theory (1943), which states that an individual's work motivation is influenced by the fulfillment of five levels of needs, namely physiological needs, safety needs, social needs, esteem needs, and self-actualization. In the context of this research, employee motivation at CV Femarse Inti Mulia emerges when these needs are met, particularly through a work environment that is safe, comfortable, and supportive. A conducive work environment helps fulfill employees' basic needs, thereby increasing motivation and positively affecting performance. Maslow's Hierarchy of Needs serves as the conceptual foundation for understanding the relationship between work motivation, work discipline, work environment, and employee performance in this study.

2. Concept of Work Motivation

Work motivation is an internal and external drive that influences the direction, intensity, and persistence of an individual's behavior at work (Herzberg, 1959; Vroom, 1964; Wibowo, 2018). Factors that influence motivation include physiological needs, safety, social needs, esteem, and self-actualization.

3. Concept of Work Discipline

Work discipline refers to employees' attitudes in complying with rules and work standards, thereby supporting the smooth execution of work processes (Siagian, 2015; Hasibuan, 2017). Indicators of discipline include attendance, adherence to regulations, effective use of working time, and responsibility.

4. Work Environment

The work environment consists of physical and non-physical aspects that influence employee comfort and productivity (Sedarmayanti, 2017). The physical work environment includes lighting, temperature, and work facilities, whereas the non-physical environment encompasses work relationships and organizational climate.

5. Employee Performance

Performance is the work outcome achieved by employees based on specific standards, both in terms of quality, quantity, and timeliness (Mathis & Jackson, 2006; Widodo, 2022).

Previous Studies and Research Gap

Several studies have examined the relationships among motivation, discipline, work environment, and performance. However, inconsistencies remain, particularly regarding the influence of motivation and discipline on performance. In addition, research that positions the work environment as a mediating variable in the distribution/logistics sector is still very limited, thereby offering a new theoretical contribution through this study.

Conceptual Framework and Hypotheses

The hypotheses of this study are as follows:

1. H1: The effect of Work Motivation on Employee Performance.
2. H2: The effect of Work Discipline on Employee Performance.
3. H3: The effect of Work Motivation on the Work Environment.
4. H4: The effect of Work Discipline on the Work Environment.
5. H5: The Work Environment affects Employee Performance.
6. H6: The Work Environment mediates the relationship between Work Motivation and Employee Performance.
7. H7: The Work Environment mediates the relationship between Work Discipline and Employee Performance.

RESEARCH METHODS

This study is a quantitative research employing an explanatory approach with a cross-sectional design. The research population consists of 58 employees of CV Femarse Inti Mulia. Because the number is fewer than 100, the study uses a census technique.

Primary data were collected through a Likert-scale questionnaire (1–5). The instrument was tested using PLS-SEM with SmartPLS, comprising the outer model and inner model. Convergent validity was assessed through outer loadings and AVE, while

discriminant validity was evaluated using cross-loadings, HTMT, and the Fornell–Larcker criterion. Reliability was tested using Cronbach’s Alpha and Composite Reliability. Multicollinearity was examined using VIF, along with R-Square, Effect Size (f^2), Q^2 predictive relevance, and hypothesis significance testing.

RESEARCH FINDINGS AND DISCUSSION

1. Research Findings

In the assessment of the outer model, all indicators and variables were proven to meet the established criteria for validity and reliability. This is demonstrated by loading factor values exceeding 0.70, AVE values greater than 0.50, Composite Reliability (CR) values above 0.70, cross-loading values greater than 0.70, HTMT values below 0.90, and Cronbach’s Alpha values higher than 0.70. Therefore, the research instrument is declared appropriate and valid for measuring the indicators and variables investigated.

The significance analysis of the path coefficients in PLS-SEM was conducted using bootstrapping to evaluate the direction and strength of the relationships between independent and dependent variables. This evaluation was performed by examining the t-statistic or p-value. Hypothesis testing in Partial Least Squares (PLS) aims to assess whether the relationships found among variables in the structural model are statistically acceptable. This analysis examines t-statistic and p-value values to determine the significance of the relationships. At a 5% significance level, the alternative hypothesis is accepted if the t-statistic ≥ 1.96 or the p-value ≤ 0.05 . If the p-value is less than 0.05, the relationship is considered statistically significant (Hair et al., 2022). The t-statistic measures the strength of the relationship between the independent and dependent variables, while the p-value indicates the probability of error in rejecting the null hypothesis. In the assessment of the inner model, the results related to the research hypotheses were obtained as follows:

- Work Motivation (X1) \rightarrow Performance (Y): path coefficient (β) = 0.564; t-statistic = 4; p-value = 0.000. Since the t-statistic is greater than 1.96 and the p-value ≤ 0.05 , hypothesis H1 is accepted.

- Work Discipline (X2) → Performance (Y): path coefficient (β) = 0.637; t-statistic = 5.341; p-value = 0.000. Since the t-statistic is greater than 1.96 and the p-value \leq 0.05, hypothesis H2 is accepted.
- Work Environment (Z) → Performance (Y): path coefficient (β) = -0.439; t-statistic = 3.181; p-value = 0.001. Since the t-statistic is greater than 1.96 and the p-value \leq 0.05, hypothesis H3 is accepted.
- Work Motivation (X1) → Work Environment (Z): path coefficient (β) = 0.175; t-statistic = -1.232; p-value = 0.218. Since the t-statistic is less than 1.96 and the p-value is greater than 0.05, hypothesis H4 is rejected.
- Work Discipline (X2) → Work Environment (Z): path coefficient (β) = 6.658; t-statistic = 6.641; p-value = 0.000. Since the t-statistic is greater than 1.96 and the p-value \leq 0.05, hypothesis H5 is accepted.
- Work Motivation (X1) → Work Environment (Z) → Performance (Y): path coefficient (β) = -0.077; t-statistic = 1.065; p-value = 0.287. Since the t-statistic is less than 1.96 and the p-value is greater than 0.05, hypothesis H6 is rejected.
- Work Discipline (X2) → Work Environment (Z) → Performance (Y): path coefficient (β) = -0.289; t-statistic = 2.753; p-value = 0.006. Since the t-statistic is greater than 1.96 and the p-value \leq 0.05, hypothesis H7 is accepted.

2. Discussion

The findings of this study provide an overview of work motivation, work discipline, employee performance, and the work environment at CV Femarse Inti Mulia. The discussion of the research results is as follows:

- **Work motivation has a positive and significant effect on employee performance.**

Higher levels of work motivation can enhance employee performance. This result aligns with Vroom's (1964) theory, which states that employees will be motivated when they believe that their efforts will lead to substantial rewards and good performance. Herzberg also emphasizes the importance of motivational factors such as responsibility, achievement, and recognition in improving performance. These findings are consistent

with Andini & Rosdiana (2023) and Yahya & Yani (2023), who conclude that high motivation provides internal drive for employees to work more effectively.

- **Work discipline has a positive and significant effect on employee performance.**

Increased discipline improves employee performance. The findings show that work discipline positively and significantly influences performance, in line with Hasibuan (2016) and Devy (2017), who emphasize that compliance with rules, schedules, and work instructions enhances employee output. Discipline at CV Femarse Inti Mulia such as punctuality, attendance, and adherence to SOPs becomes a crucial factor in improving performance, particularly in logistics and distribution operations.

- **The work environment has a negative effect on employee performance.**

An increase in the work environment variable decreases employee performance. In previous research by Sarip & Mustangin (2023) on employees of PT ABC Persada, the findings indicate that the work environment did not significantly affect employee performance. A comfortable environment may lead to employees becoming overly relaxed, while an unhealthy environment can decrease productivity and hinder organizational goals. At CV Femarse Inti Mulia, the work environment negatively affects performance despite being statistically significant. This occurs when the work environment becomes too comfortable or relaxed, with insufficient structure or supervision from the company.

- **Work motivation does not affect the work environment (rejected).**

Higher work motivation does not necessarily improve perceptions of the work environment. Lestari (2021) found that motivation does not directly influence working conditions because the work environment is more strongly shaped by facilities and workplace atmosphere. Therefore, increasing employee motivation alone is insufficient to improve physical or nonphysical work conditions.

This is also evident at CV Femarse Inti Mulia, where motivation does not influence the work environment. Although employees maintain good relationships with colleagues,

the atmosphere is shaped more by organizational culture and teamwork rather than individual motivation. Thus, a harmonious work environment emerges from interaction and mutual support among employees, not merely from personal motivation.

- **Work discipline has a positive and significant effect on the work environment.**

This finding aligns with Hasibuan's view that discipline creates order and structure in an organization, thereby influencing overall working conditions. Disciplined employees tend to maintain cleanliness, follow procedures, and behave according to organizational norms, contributing to a better work environment.

- **Work motivation has a negative effect on performance when mediated by the work environment (rejected).**

The findings indicate that the work environment does not mediate the relationship between motivation and performance. This occurs because motivation is internal and not strong enough to influence environmental conditions, which are determined more by organizational factors.

- **Work discipline has a negative and significant effect on performance when mediated by the work environment.**

Work discipline can enhance performance, and its influence on the work environment such as compliance with SOPs, orderliness, and punctuality creates a more organized, safe, and conducive workplace. Ultimately, this structured environment contributes to improved performance.

CONCLUSION

Based on the findings of this study, the following conclusions can be drawn:

1. Work motivation has a positive and significant effect on employee performance.
2. Work discipline has a positive and significant effect on employee performance.
3. Motivation and discipline have a significant effect on the work environment.
4. The work environment has a significant effect on employee performance.

5. The work environment mediates the effect of motivation on performance but does not mediate the effect of discipline on performance.

Recommendations

Based on the research findings, several recommendations can be provided for the company and future researchers:

For the Company

1. The company needs to improve work motivation through recognition, opportunities for self-development, and incentive systems.
2. The enhancement of work discipline should be supported through supervision, the application of sanctions, and exemplary leadership.
3. Both the physical and nonphysical work environments must be continuously improved to enhance comfort and productivity.
4. The company should develop a performance-based reward system, such as bonuses for achieving monthly distribution targets and recognition for outstanding employees.

For Future Research

1. Future studies may include additional variables such as leadership, workload, and compensation.
2. Future researchers may conduct similar studies in different companies to determine whether the results remain consistent or reveal significant differences.

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