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The Effect of Work Discipline, Compensation and Work Environment on Employee Performance Through Work Motivation as an Intervening Variable on Employees of Diskominfo Mojokerto

Novia Kumala Dewi², Sukes²

¹ Universitas Dr. Soetomo Surabaya, Indonesia

² Universitas Dr. Soetomo Surabaya, Indonesia

Corresponding Author: kumaladewinovia@gmail.com ¹

Abstract: This study aims to analyze the influence of work discipline, compensation and work environment on employee performance through work motivation as an intervening variable. The object of the study was Mojokerto City Communication and Information Office employees with a population of 35 people. The method used in this study is a quantitative research method. The analysis technique used is the Partial Least Square (PLS) technique with validity tests, reliability tests, and hypothesis tests. The results of the study prove that work discipline has a significant direct influence on employee performance. Compensation has a significant direct influence on employee performance. The work environment has a significant direct influence on employee performance. Work motivation has a significant direct influence on employee performance. Work discipline has a significant effect on employee performance through work motivation. Compensation has a significant effect on employee performance through work motivation. The work environment has a significant effect on employee performance through work motivation.

Keyword: Work Discipline, Compensation, Work Environment, Work Motivation, Performance

INTRODUCTION

Employees are valuable assets of an organization that must be managed well by the leader of the organization in order to provide maximum contribution. Therefore, the priority focus that needs to be considered in an organization is employee performance. Mangkunegara (2016) argues that employee performance is the result of a person's work in terms of quality and quantity that has been achieved by employees in carrying out their duties according to the responsibilities given.

The success of an organization in improving the performance of its employees is largely determined by the work motivation of employees in carrying out their work duties. The influence of work motivation on performance shows the same results that the relationship between motivation and employee performance shows a positive and significant relationship (Indrasari et

al., 2018). Motivation is the drive, effort and desire that exists within humans that activates, empowers and directs behavior to carry out tasks well within the scope of their work (Maramis, 2018).

A factor that can also affect employee performance is employee work discipline. Sutrisno (2019:87) states that work discipline is an attitude of respect for company regulations and provisions, which exists in employees which causes them to be able to voluntarily adjust to the company's regulations and provisions. Without the support of work discipline from good employees, it will be very difficult for an organization to realize its ideals and goals.

Another thing that affects employee performance is work compensation. The increasing demands of life make people try to earn income to meet all their life needs. According to Yuliati & Hidayati (2021), compensation is the main reason why people work, because they expect rewards or compensation received from the company where they work.

A good and comfortable work environment is thought to be one of the considerations for employees in working. According to Sari & Karnadi (2019), a good work environment makes employees work optimally, healthily, safely and comfortably. Conversely, a bad environment makes employees uncomfortable and the work they do will not be optimal.

This study was conducted on employees of the Mojokerto City Communication and Information Service who had problems with the presence of employees who did not come to work, this can be seen from the percentage of employee attendance in the last six months in 2024 which was always below 90%. Employees were also considered to be less disciplined in their work, such as coming to work late and finishing their work late. So this certainly hampers the operational process at the Mojokerto City Communication and Information Service.

METHOD

Population and Sample

The population in this study were all employees at the Mojokerto City Communication and Information Service, totaling 35 people. The sampling technique used saturated sampling or census. Saturated sampling or census is a sampling technique when all members of the population are used as samples. The sample of this study was determined by all employees at the Mojokerto City Communication and Information Service, totaling 35 people, as samples or can be called saturated samples.

Analysis Methods

The data analysis method used is Partial Least Squares (PLS). PLS is a new method analysis technique pioneered by Herman World, PLS is commonly referred to as soft modeling. With PLS, structural equations with relatively small sample sizes can be modeled and multivariate normal assumptions are not required. Measurement models are used in testing the validity and reliability of measuring instruments, and structural models are used in testing causal relationships. PLS path modeling was developed as an alternative to Structural Equation Modeling (SEM) with a weak theoretical basis.

RESULTS AND DISCUSSION

Direct Hypothesis Testing Results

	Pengaruh Langsung	t tabel	T statistics	P-value	Keterangan
H1	Work discipline (X1) → Performance (Y)	2.030	2.721	0.007	Signifikan
H2	Compensation (X2) → Performance (Y)	2.030	2.427	0.015	Signifikan
H3	Work environment (X3) → Performance (Y)	2.030	5.070	0.000	Signifikan
H4	Motivation (Z) → Performance (Y)	2.030	3.774	0.000	Signifikan

Source: Partial Least Square (PLS) Data Processing Results.

Indirect Hypothesis Testing Results

	Pengaruh Tidak Langsung	t tabel	t statistics	P-value	Keterangan
H5	Work discipline (X1) → Motivation (Z) → Performance (Y)	2.030	2.847	0.004	Signifikan
H6	Compensation (X2) → Motivation (Z) → Performance (Y)	2.030	2.039	0.042	Signifikan
H7	Work environment (X3) → Motivation (Z) → Performance (Y)	2.030	2.647	0.003	Signifikan

Source: Partial Least Square (PLS) Data Processing Results.

Discussion

The Effect of Work Discipline on Employee Performance

Based on the results of the hypothesis that has been presented, it is known that with a calculated t value > t table ($2.721 > 2.030$) and a P-value of 0.007 ($p < 0.05$). The results of this analysis explain that the hypothesis stating that work discipline has a significant effect on employee performance is proven to be accepted/positive. The results of this study are in accordance with the results of research from Magfira Arifin (2017), Tiya Intan Permatasari (2018), and the results of research from Ery Teguh Prasetyo and Puspa Marlina (2019) which show that work discipline has a significant effect on employee performance.

The Effect of Compensation on Employee Performance

Based on the results of the hypothesis that has been presented, it is known that with a calculated t value > t table ($2.427 > 2.030$) and a P-value of 0.015 ($p < 0.05$). The results of this analysis explain that the hypothesis stating that compensation has a significant effect on employee performance is proven to be accepted/positive. The results of this study are in accordance with the results of research from Magfira Arifin (2017), Tiya Intan Permatasari (2018), and the results of research from Eliyanto (2018) which show that compensation has a significant effect on employee performance.

The Influence of the Work Environment on Employee Performance

Based on the results of the hypothesis that has been presented, it is known that with a calculated t value > t table ($5.070 > 2.030$) and a P-value of 0.000 ($p < 0.05$). The results of this analysis explain that the hypothesis stating that the work environment has a significant effect on employee performance is proven to be accepted/positive. The results of this study are in accordance with the results of research from Hartanti Nugrahaningsih (2017) which shows that the work environment has a significant effect on performance.

The Influence of Motivation on Employee Performance

Based on the results of the hypothesis that has been presented, it is known that with a calculated t value > t table ($3.774 > 2.030$) and a P-value of 0.000 ($p < 0.05$). The results of this analysis explain that the hypothesis stating that motivation has a significant effect on employee performance is proven to be accepted/positive. The results of this study are in accordance with the results of research from Hartanti Nugrahaningsih (2017), Tomy Sun Siagian and Hamzmanan Khair (2018), as well as the results of research from Ery Teguh Prasetyo and Puspa Marlina (2019) which show that motivation has a significant effect on employee performance.

The Influence of Work Discipline on Employee Performance through Motivation

Based on the results of the hypothesis that has been presented, it is known that with a calculated t value $> t$ table ($2.847 > 2.030$) and a P -value of 0.000 ($p < 0.05$). The results of this analysis explain that the hypothesis stating that work discipline has a significant effect on employee performance through motivation is proven to be accepted/positive. The results of this study are in accordance with the results of research from Hartanti Nugrahaningsih (2017) which shows that work discipline has a significant effect on employee performance through motivation.

The Effect of Compensation on Employee Performance through Motivation

Based on the results of the hypothesis that has been presented, it is known that with a calculated t value $> t$ table ($2.039 > 2.030$) and a P -value of 0.042 ($p < 0.05$). The results of this analysis explain that the hypothesis stating that compensation has a significant effect on employee performance through motivation is proven to be accepted/positive. The results of this study are in accordance with the results of research from Hartanti Nugrahaningsih (2017) and the results of research from Tomy Sun Siagian and Hamzmanan Khair (2018) which show that compensation has a significant effect on employee performance through motivation.

The Influence of the Work Environment on Employee Performance through Motivation

Based on the results of the hypothesis that has been presented, it is known that with a calculated t value $> t$ table ($2.335 > 2.030$) and a P -value of 0.020 ($p < 0.05$). The results of this analysis explain that the hypothesis stating that the work environment has a significant effect on employee performance through motivation is proven to be accepted/positive. The results of this study are in accordance with the results of research from Hartanti Nugrahaningsih (2017) and the results of research from Tomy Sun Siagian and Hamzmanan Khair (2018) which show that the work environment has a significant effect on employee performance through motivation.

CONCLUSION

After conducting research, based on the collection and analysis of data that has been obtained from respondents using PLS analysis, the conclusions in this study are as follows:

1. Work Discipline affects the Performance of Mojokerto City Diskominfo Employees.
2. Compensation affects the Performance of Mojokerto City Diskominfo Employees.
3. Work Environment influences the Performance of Mojokerto City Communication and Information Service Employees.
4. Work Motivation influences the Performance of Mojokerto City Communication and Information Service Employees.
5. Work Motivation moderates the influence of Work Discipline on Employee Performance in Mojokerto City Communication and Information Service Employees.
6. Work Motivation moderates the effect of Compensation on Employee Performance on Mojokerto City Communication and Information Office Employees.
7. Work Motivation moderates the effect of Environment on Employee Performance on Mojokerto City Communication and Information Office Employees.

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