



(RESEARCH ARTICLE)



The influence of motivation and work environment on employee performance with work discipline as an intervening variable at PT. Asia Sakti Wahid Foods Manufacture

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Abstract

PT. ASW Foods is a company engaged in the production of biscuits and wafers which has distributed its products not only domestically but internationally. This success cannot be separated from the performance of PT.ASW Foods employees. This research was conducted with the aim of knowing and analyzing the influence of motivation, environmental, performance and work discipline variables. This research method uses Path path analysis using SPSS test results. The respondents in this study were 87 people who were permanent employees. The results of the research that conclude are that motivation has a positive and significant effect on discipline. the environment has a positive and significant effect on discipline. motivation has a positive and significant effect on performance. the environment has a positive and significant effect on performance. discipline has a positive and significant effect on performance. motivation has a positive and significant effect significant effect on performance through discipline. and the environment has a positive effect on performance through work discipline.

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

1. Introduction

A successful company cannot be separated from the good performance of its employees. Performance can be interpreted as a result of work and work behavior that has been achieved in completing the tasks and responsibilities given in a certain period. Therefore, to fulfill the interests of the goals to be achieved by a company and employees, there needs to be a performance assessment. in work assessment there are components that must be fulfilled. To achieve performance, human resources become an inseparable part in influencing the running process of an organization (Ode et al., 2019).

Employee performance is influenced by many factors, factors from within and outside themselves. The factors themselves are knowledge, skills and competencies, work motivation, personality, attitudes and behavior which have an influence on performance. External factors include the superior's leadership style, the relationship between employees, the work environment in which the employee works.

Motivation is one of the factors that affect performance. According to Farisi (2020: 32) Good employee motivation will certainly have an impact on performance achievement for the company. Within the company itself, motivation is needed as a tool to encourage employees to have the same enthusiasm, dedication and orientation as the company. These factors can be

can be raised when communication between the company and employees is well established. Motivation from within the employee also determines the results of the employee's performance. Therefore, companies must always try to maintain and even increase the motivation that exists within their employees. A company that develops and can achieve

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its goals optimally depends on the quality of motivation possessed by employees. and vice versa. if the motivation possessed by employees is not qualified. it will have an impact on not optimizing the development and achievement of a company's goals. So that the quality of motivation possessed by employees is very influential in the development and achievement of company goals optimally.

The work environment as the second factor studied. is a place where employees carry out their activities. This work environment relates to the atmosphere or conditions around the location of the workplace. so that employee performance will be good if this environment is good. A supportive work environment is one that has the ability to engage employees with their performance. Hustia's research (2020: 36) states that a good work environment. one of which increases employee production and performance. which in turn will increase organizational effectiveness and can reduce costs incurred by the company.

Work discipline is a person's awareness or willingness to obey all company rules and applicable social norms. Work discipline is an attitude of motivating, respecting, obeying and obeying the rules that apply both in writing and unwritten and being able to carry out the fiber of receiving sanctions if the agreed rules are not carried out or violated. According to Hustia (2020: 36) work discipline is a force that develops in the employee's body and causes employees to adjust themselves voluntarily to decisions. rules and high values of work and behavior.

The object of this research is PT Asia Sakti Wahid Foods Manufacture. which is a company engaged in the production of Biskut and Wafer. As a competitive company. it does not rule out the possibility of competition between similar companies. To increase the competitiveness of the company. good performance from employees is needed to produce work in accordance with the vision and mission of the company itself. Based on data obtained from observations at PT Asia Sakti Wahid Foods Manufacture. interviews were conducted with several employees who worked. Interviews are conducted to find out what factors affect employee performance. The pre-survey data can be seen in Table 1.

Table 1 Pre-Survey Data on Employees

Factors Affecting Employee Performance	Total	Presentation
Motivation	9	45%
Environment	7	35%
Work Discipline	4	20%
Total	20	100%

Source: PT. Asia Sakti Wahid Foods. 2024

Based on the background and explanation above. the researcher developed the title “The Effect of Motivation and Work Environment on Employee Performance with Work Discipline as an Intervening Variable at PT. Asia Sakti Wahid Foods Manufacture”.

2. Literature Review

2.1. Employee Performance

The performance achieved by an employee in an effort to do a job can be evaluated regarding the level of performance done. Performance is the utilization of the abilities possessed by a person in achieving the desired goals.

Performance according to (Chairunnisah et al., 2021: 2) is an employee who carries out his functions in accordance with the responsibilities given and succeeds in quality and quantity.

2.2. Motivation

Motivation is a form of way to satisfy by meeting the needs of an employee which can be interpreted that when a person's needs can be met by certain factors. that person will try to exert the best effort in achieving organizational goals.

According to Rivai and Sagala 2009, motivation is a series of attitudes and values that influence individuals to achieve specific things in accordance with individual goals.

2.3. Work discipline

Work discipline is the main focus and is used as research as a variable that has a significant relationship with other variables. for this reason. currently the work discipline variable is widely studied. The ultimate goal in every company is to achieve the targets that have been set. The targets achieved must be very closely related to the discipline of its employees.

3. Material and methods

3.1. Testing the Coefficient of Determination (R2).

Testing the Coefficient of Determination (R2). used to measure how far the model's ability to explain variations in the dependent variable. The coefficient of determination ranges from zero to one. A smaller R2 value close to zero indicates that the ability of the independent variables to explain the dependent variable is very limited. if R2 gets bigger close to 1. it indicates that the independent variables provide almost all the information needed to predict variations in the dependent variable.

4. Results

4.1. Hypothesis Test of Sub Model I

Table 2 Sub Model I t Test Results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.625	2.776		0.946	0.347
	Motivation	0.604	0.098	0.556	6.153	0.000
	Work environment	0.339	0.102	0.300	3.326	0.001

a. Dependent Variable: Employee Performance

Source: Primary data processed. 2024

In table 2. the t statistical test is obtained. as follows:

Motivation variable (X1) with a probability level of 0.000. Thus it can be concluded that $P = 0.000 < \alpha = 0.05$. accept the hypothesis that the motivation variable has a significant effect on the performance variable.

Environment variable (X2) with a probability level of 0.001. Thus it can be concluded that $P = 0.001 < \alpha = 0.05$. accept the hypothesis which states that environmental variables have a significant effect on performance variables.

Thus the path analysis equation can be arranged as follows:

$$Z = 0.556 X1 + 0.300 X2$$

The analysis equation model is meaningful:

Motivation variable (X1) = 0.556. The motivation variable with a positive sign means that it has a unidirectional effect. which means that each addition or increase in the value of one unit score of the motivation variable will increase the value of the performance variable by 0.556 per one unit score.

Environment variable (X2) = 0.300. A positive environmental variable means that it has a unidirectional influence. which means that each addition or increase in the value of one unit score of the environmental variable will increase the value of the performance variable by 0.300 per one unit score.

Furthermore, to determine the magnitude of the influence of the independent variable on the dependent variable is to use the coefficient of determination test R in Table 3.

Table 3 Test Results of the Coefficient of Determination (R2) Sub Model I

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	0.790 ^a	0.623	0.615	2.36483	1.484
a. Predictors: (Constant). Work environment. Motivation					

Source: Primary data processed 2024

The result of the calculation of the R Square value is 0.623. This means that 62.3% of performance can be explained by the two independent variables above, while the remaining 37.7% is explained by other variables not included in this study.

4.2. Hypothesis Test of Sub Model II

The hypothesis states that Motivation (X1), Environment (X2) and Discipline (Z) have a positive and significant effect on Performance (Y). The following are the results of the calculation of the t-test of each variable:

Table 4 Sub Model II t test results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.732	1.850		1.477	0.144
	Motivation	0.293	0.078	0.303	3.739	0.000
	Work environment	0.188	0.072	0.187	2.608	0.011
	Work discipline	0.437	0.072	0.491	6.042	0.000
a. Dependent Variable: employee performance						

Source: Primary data processed. 2024

In this table, the t statistical test is obtained, as follows:

Motivation variable (X1) with a probability level of 0.000. Thus it can be concluded that $P = 0.000 < \alpha = 0.05$. accept the hypothesis that the motivation variable has a significant effect on the employee performance variable.

Work Environment Variable (X2) with a probability level of 0.011. Thus it can be concluded that $P = 0.011 < \alpha = 0.05$. accept the hypothesis which states that environmental variables have a significant effect on employee performance variables.

Discipline variable (Z) with a probability level of 0.000. Thus it can be concluded that $P = 0.000 < \alpha = 0.05$. accept the hypothesis that the discipline variable has a significant effect on the employee performance variable.

Thus the path analysis equation can be arranged as follows :

$$Y = 0.303 X1 + 0.187 X2 + 0.491 Z$$

The analysis equation model means:

Motivation variable (X1) = 0.303. The motivation variable with a positive sign means that it has a unidirectional effect, which means that each addition or increase in the value of one unit score of the motivation variable will increase the value of the performance variable by 0.303 per one unit score.

Environment variable (X_2) = 0.187. A positive environmental variable means that it has a unidirectional influence. which means that each addition or increase in the value of one unit score of the environmental variable will increase the value of the performance variable by 0.187 per one unit score.

Work discipline variable (Z) = 0.491. The discipline variable with a positive sign means that it has a unidirectional influence. which means that each addition or increase in the value of one unit score of the discipline variable will increase the value of the performance variable by 0.491 per one unit score.

Selanjutnya untuk mengetahui besarnya pengaruh variabel independen terhadap variabel dependen adalah dengan menggunakan uji koefisien determinasi R pada Tabel 5.

Tabel 5 Hasil Uji Koefisien Determinasi (R^2) Sub Model II

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	0.891 ^a	0.793	0.786	1.56747	1.678
a. Predictors: (Constant). Discipline. Work environment. Motivation					
Source: Primary data processed. 2024					

The result of the calculation of the R Square value is 0.793. This means that 79.3% of employee performance can be explained by the three independent variables above. while the remaining 20.7% is explained by other variables not included in this study.

5. Discussion

5.1. The Effect of Motivation on Discipline

Someone who has strong motivation will be encouraged to carry out positive activities to support their career. for example working with discipline. Work motivation generally has an attachment to efforts to enforce and improve discipline in the activities of a company. Discipline is basically the ability to control oneself in the form of not taking actions that are not in accordance with and support something that has been made. Based on the results of this study. it shows that motivation affects discipline. The existence of motivation from within employees will increase work discipline.

Based on the results of respondents' answers. the motivation variable has a significant effect on employee performance. Where the motivation variable has a regression coefficient value of 0.556. This shows a positive and significant effect of motivation on discipline.

This is in line with the research of Dory Mitra et al. 2020 which states that motivation has a positive and significant effect on work discipline. Based on the results of research on employees of PT ASW Foods already have high motivation. this can be seen from good attendance. punctuality at work. and completing obligations and responsibilities properly.

5.2. Effect of Environment on Discipline

The work environment is everything that is around workers that can affect individuals in carrying out their duties and responsibilities. The work environment includes cleanliness. air exchange. lighting. security and noise. Based on the results of respondents' answers. environmental variables have a significant effect on discipline. Where the environmental variable has a regression coefficient value of 0.300.

Environmental variables contribute directly and positively to work discipline. so the environment is a good predictor of the level of discipline. This shows that the environment at PT.ASW Foods is going well and is shown by the disciplined attitude of employees. The work environment can affect employee emotions. if employees like the work environment where they work. then these employees will feel at home in their workplace to carry out activities so that working time is used effectively and optimally employee performance is also high.

Based on the results of this study, it shows that the environment affects discipline. This is in line with the research of Dory Mitra et al. 2020 which shows that the environment has a positive and significant effect on work discipline. According to Sutrisno (2017), the creation of a good work environment can affect employee work discipline. A good environment will have a positive effect in the world of work, because it will encourage us to be disciplined.

5.3. Effect of Motivation on Performance

Motivation can be interpreted as a condition that can direct, arouse and maintain employee behavior in improving performance in order to achieve a goal or career advancement. Based on the results of respondents' answers, the motivation variable has a significant positive effect on employee performance. Where the motivation variable has a regression coefficient value of 0.303. So that motivation is a good predictor of employee performance. Motivation is defined as an impulse that arises in the human heart to do something. The higher the motivation of employees will improve their performance. So that every job can be done efficiently.

Based on the results of this study, it shows that the motivation of PT ASW Foods employees affects employee performance. The desire for an increased career path each employee is motivated to improve performance and demonstrate the ability of each employee to compete healthily. Thus, the motivation that arises within the employee will move him in doing the job. This is in line with research previously conducted by Lidia Rusli (2017) which shows that motivation has a positive and significant effect on discipline variables. Motivation has an effect on performance also conveyed by Ermita (2019) which states that a person's motivation factor will affect the implementation of the task or performance he performs. When an employee has strong motivation in him, the employee will try to work and complete his responsibilities well, this shows that performance will increase.

5.4. Effect of Environment on Performance

The work environment will affect employees in carrying out their assigned tasks. Based on the results of respondents' answers, environmental variables have a significant positive effect on performance. Where the environmental variable has a regression coefficient value of 0.187. So that the environment is a good predictor of performance. A good environment has been implemented in the environment of PT ASW Foods, seen from the good and improved employee performance. If the environment in the company is good, then employee performance will increase. The environment itself includes good relationships with coworkers and superiors and good facilities provided. The better the work environment, the better the performance of employees.

Based on the results of this study, it shows that motivation has a positive effect on performance. This is in line with previous research conducted by Ahmad (2022) which shows that the environment has a significant effect on performance. Increasing and decreasing performance affects the work environment. A good environment in a company will encourage employees to improve performance otherwise a bad environment will affect employee performance decline. So the environment affects performance positively and significantly.

5.5. Effect of Discipline on Performance

Work discipline is a good attitude and behavior in accordance with the rules of the company, both written and unwritten. Based on the results of respondents' answers, the discipline variable has a significant positive effect on the performance variable. Where the discipline variable has a regression coefficient value of 0.491.

This is evidenced by the disciplined attitude of PT ASW Foods employees who attend on time and complete the assigned tasks on time. Work discipline can affect employee performance, with employees who are responsible for their work, and obey the rules, the performance of employees in a company will increase through timeliness in completing work and getting motivation for work performance.

Based on the results of this study, it shows that discipline has a significant positive effect on performance. This is not in accordance with previous research conducted by Dory Mitra et al (2020) which states that discipline has no significant effect on performance. Discipline has a significant effect on performance in line with Raharjo's theory in Pangarso (2016) which shows that work discipline variables affect performance variables. This proves that good discipline will produce good performance too. The habit of doing all work with discipline will improve employee performance.

5.6. The Effect of Motivation on Performance through Work Discipline

Based on the results of the Sobel test calculation above, the t value is 9.7702, so it can be concluded that the work discipline variable is able to mediate the relationship between the effect of motivation on employee performance. Good motivation will make employees disciplined in doing work so that good performance will also be seen. This can be seen

from the increased performance of PT ASW Foods employees which is influenced by strong motivation in each individual.

Based on the results of this study, it shows that the effect of motivation on performance through discipline has a positive and significant effect. This is not in accordance with previous research conducted by Dory Mitra et al (2020) which shows that motivation through work discipline has no effect on performance. According to Afandi's theory (2016), work motivation and work discipline are two different things, but these two things have a relationship in the implementation of a company's activities. Work discipline can affect work motivation, by having a sense of responsibility for the work itself, motivation will be formed by willingness to work and make opportunities to achieve success or can motivate at work.

5.7. The Effect of Environment on Performance through Work Discipline

Based on the results of the Sobel test calculation above, the t value is 8.9236, so that the t value is $8.9236 > t_{table} 1.66298$. It can be concluded that the discipline variable is able to mediate the relationship between environmental influences on performance. A good environment will improve performance.

According to Ernest J. McCormick's theory explains that the work environment will increase work motivation in employees and be able to show satisfactory work results where an environment is needed that can spur the emergence of work motivation, because in every job there must be work motivation to get satisfactory results. Because work motivation arises and maintains behavior related to the work environment. This can be seen from the good work environment of PT ASW Foods which is characterized by adequate facilities, good interpersonal relationships among employees so as to improve employee performance and encourage them to complete tasks on time.

Based on the results of this study, it shows that the environment through discipline has a positive and significant effect on performance. This is not in accordance with research previously conducted by Dory Mitra et al (2020). The work environment includes safety, good working relationships between fellow employees and includes recognition of efforts and performance. So the work environment through work discipline has a positive effect.

6. Conclusion

Based on the results of the research and discussion that has been carried out, there are several conclusions from the results of the analysis as follows:

- Motivation has a positive and significant effect on work discipline. This means that the higher the motivation an employee has at work, the work will be carried out with discipline.
- Environment has a positive and significant effect on work discipline. This means that the better the environment, the work discipline will also be realized properly.
- Motivation has a positive and significant effect on employee performance. This means that the higher the motivation within, the good performance will occur.
- Environment has a positive and significant effect on employee performance. This means that the more the environment, the employee performance will increase.
- Discipline has a positive and significant effect on performance. This means that the better employee discipline, the more employee performance will increase.
- Motivation has a positive and significant effect on performance through work discipline.
- Environment has a positive and significant effect on performance through work discipline.
- Digital wallets have a positive and significant effect on payment efficiency.

Compliance with ethical standards

Disclosure of conflict of interest

No conflict of interest to be disclosed.

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