THE IMPACT OF DISCIPLINE, MOTIVATION AND WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE AT BPJS KETENAGAKERJAAN REGIONAL OFFICE OF SOUTH SUMATRA AND BANGKA BELITUNG ISLANDS : A REVIEW

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ABSTRACT

The primary aim of this study is to evaluate the influence of employee performance at the South Sumatra Regional Office of the Social Security Administration Agency for Employment through an analysis of work ethic, motivation, and the workplace environment. Employing the SmartPLS method with 110 respondents as the research sample, the results reveal that work discipline does not significantly impact employee performance (p = 0.838). On the other hand, there has been a remarkable and meaningful impact of work motivation on performance (p = 0.002). Nevertheless, the work environment doesn't present a substantial effect on employee performance (p = 0.217). This study furnishes crucial insights into comprehending the elements that impact employee performance within the Social Security Administration Agency. It serves as a foundation for companies to enhance both the work environment conditions and employee motivation. Furthermore, it suggests the need for further exploration of different variables that could influence employee performance across diverse work environments.

Keywords : Discipline in Work; Motivation in Work; Working Environment; Employee Performance; Social Security Administration Agency

ABSTRAK

Tujuan utama penelitian ini adalah untuk mengevaluasi pengaruh kinerja pegawai pada Badan Penyelenggara Jaminan Sosial Ketenagakerjaan Kanwil Sumsel melalui analisis etos kerja, motivasi, dan lingkungan kerja. Dengan menggunakan metode SmartPLS dengan sampel penelitian sebanyak 110 responden, diperoleh hasil bahwa disiplin kerja tidak berpengaruh signifikan terhadap kinerja karyawan (p = 0,838). Di sisi lain, terdapat dampak yang luar biasa dan berarti dari motivasi kerja terhadap kinerja (p = 0,002). Meskipun demikian, lingkungan kerja tidak memberikan pengaruh yang besar terhadap kinerja karyawan (p = 0,217). Studi ini memberikan wawasan penting untuk memahami elemen-elemen yang mempengaruhi kinerja pegawai di Badan Penyelenggara Jaminan Sosial. Ini berfungsi sebagai landasan bagi perusahaan untuk meningkatkan kondisi lingkungan kerja dan motivasi karyawan. Lebih jauh lagi, hal ini menunjukkan perlunya eksplorasi lebih lanjut terhadap berbagai variabel yang dapat mempengaruhi kinerja karyawan di berbagai lingkungan kerja.

Kata kunci : Disiplin Kerja; Motivasi dalam Bekerja; Lingkungan kerja; Kinerja karyawan; Badan Penyelenggara Jaminan Sosial.

INTRODUCTION

In an increasingly competitive business landscape, a company's performance becomes a key element in maintaining its competitive position. Human resources (HR) emerge as the primary asset that influences a company's success and advancement. Effective HR management plays a crucial role in constructing, developing, and enhancing the overall performance of a company (Helmi et al., 2022). This perspective aligns with Mangkunegara's view (Muis, 2018), stating that employee performance reflects the extent to which individuals achieve their job goals, encompassing both the quality and quantity of work outcomes in accordance with their assigned tasks. In human resource management, factors such as work discipline, motivation and work environment have a significant influence on employee performance. Work discipline is regarded as the foundation that ensures the smooth execution of tasks and contributes to achieving optimal outcomes for both the organization and its employees (Hamali, 2018). Work motivation, as the primary driver, influences an individual's level of dedication and capability in carrying out their tasks (Bassang & Sapan, 2023). Meanwhile, the work environment, according to (Sedarmayanti, 2018b) encompasses all aspects surrounding the workplace that can impact employee performance, both directly and indirectly. The Social Security Administration Agency for Employment (BPJS Ketenagakerjaan) plays a crucial role in providing social protection for Indonesian workers through programs such as Work Accident Insurance, Death Insurance, Old-Age Insurance, and Pension Insurance, aimed at enhancing the welfare of workers.

Despite the extensive research conducted on the relationship between work discipline, motivation, work environment, and employee performance, the outcomes frequently exhibit inconsistencies. (Arisanti et al., 2019; Christine et al., 2021; Doni Irawan et al., 2021; Khairunnisa & Gulo, 2022; Lestari & Afifah, 2021; Mugni Jayadi & Liana, 2022; Sukiyah et al., 2021; Yuliantini & Suryatiningsih, 2021; Zuhaena & Cahyo, 2022). Hence, this study is focused on analyzing the impact of work discipline, motivation, and the work environment on employee performance at the Social Security Administration Agency for Employment in the South Sumatra Regional Office. The primary question addressed in this research is:

1. How does the adherence to work discipline impact the performance of employees within the Social Security Administration Agency for Employment in the South Sumatra Regional Office?
2. How does work motivation affect the performance of employees at the Social Security Administration Agency for Employment in the South Sumatra Regional Office?
3. How does the work environment impact the work outcomes of employees at the Social Security Administration Agency for Employment in the South Sumatra Regional Office?

The hope is that this research will provide a more comprehensive understanding of the impact of these factors on employee performance and make a significant contribution to the academic realm for the advancement of knowledge in the field of human resource management.

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Work Discipline

Work discipline is an essential demeanor that reflects the respect, adherence, and acknowledgment of employees towards a company's rules and regulations. As per (Sutrisno, 2019), t signifies honoring organizational regulations and a willingness to comply with established rules. Meanwhile, (Kristanti & Pangastuti, 2019) long with experts like Davis, Agustini, Rivai, Hasibuan, and Singodimedjo, defines work discipline as conscientiousness and adherence to both company rules and prevailing social norms. Various methods are employed to uphold work discipline, ranging from preventive measures aimed at averting violations to corrective strategies intended to address violation incidents. Approaches like the "hot stove" rule and progressive discipline are also utilized to administer penalties corresponding to the infractions committed (Handoko in (Kristanti & Pangastuti, 2019)). The primary aim is to incentivize employees to adhere to rule standards and prevent transgressions.

Factors such as objectives and skills, outstanding leadership, recognition of performance, fairness, integrated supervision, measured sanctions, firmness, and human relations all play roles in shaping the level of discipline within an organization. Sutrisno, as cited in (Kristanti & Pangastuti, 2019), also identifies four key indicators of work discipline, namely adherence to time rules, compliance with company regulations,

adherence to behavioral norms at work, and compliance with various other prevailing provisions within the company environment.

Work Motivation

Work motivation refers to the factors that drive individuals to engage in an activity. According to (Kasmir, n.d.; Sutrisno, 2019; Veithzal Rivai Zainal et al., 2019) motivation is described as a psychological impetus that directs an individual's actions towards specific goals. Enny categorizes the factors influencing work motivation into internal aspects (such as the desire for progress, achievement, recognition, and control) and external aspects (such as work environment conditions, compensation, supervision, job security, status, and flexible policies) (Source: Enny, in (Kurniasari, 2018))

There are two distinct types of motivation: positive motivation, which provides positive incentives to boost enthusiasm in work, and negative motivation, which utilizes short-term negative incentives but might be less effective in the long run (Hasibuan in (Kurniasari, 2018)). (Afandi, 2018) also highlights several indicators of motivation such as rewards, working conditions, facilities, achievements, recognition from leaders, and job characteristics that affect employees' enthusiasm and performance.

Work Environment

The work environment encompasses all conditions surrounding the factors within the work environment that have an impact employee satisfaction and productivity. Studies by various experts such as (Afandi, 2018; Anam, 2018; Darmadi, 2020; Effendy & Fitria, 2019; Enny, 2019; Sedarmayanti, 2018a) xplain that the work environment consists of significant physical and non-physical aspects. Physical aspects include factors such as lighting, temperature, humidity, sound level, aroma, and color usage. On the other hand, the non-physical environment encompasses social interactions among employees, work culture, and information systems implemented within the company.

Experts like (Afandi, 2018; Sedarmayanti, 2018b) highlight various elements influencing the work environment, including lighting, room temperature, air circulation, noise, machine vibrations, room aesthetics, use of music, and security factors. All these elements play a vital role in creating a supportive, comfortable work condition that contributes to optimal productivity for employees.

Performance

The concept of "kinerja" or performance, as per (Enny, 2019; Kasmir, n.d.; Nurjaya, 2021) efers to the outcome of tasks performed and work behaviors reflecting the extent to which an individual or group meets job requirements. Factors influencing performance, as outlined by (Afandi, 2018), involve various aspects such as individual capabilities, personality traits, motivation, competence, workplace facilities, work culture, leadership, and the level of work discipline. The objectives of performance evaluation, as expressed by Fatimah in (Adityansah & Arwiyah, 2020) encompass comparisons between employees, human resource development, maintaining consistency in the company's systems, and documenting human resource management decisions. This serves as a valuable tool for companies to assess the effectiveness of systems in place to enhance overall employee performance (AM et al., 2022). Robbins in (Prasyanti, 2018) escribes performance indicators encompassing job quality, job quantity, productivity, and effectiveness. These indicators serve as parameters to evaluate employee performance in achieving desired outcomes based on the context of their work (Handaningrum & Tanuwijaya, 2023). In this regard, performance evaluation plays a crucial role in assessing the contributions and achievements of individuals or groups within the scope of their work.

Research conducted previously

Research conducted previously within a similar framework to the current topic has been thoroughly documented in Table 1. This table provides a comprehensive summary of the findings and outcomes obtained from prior studies concerning relevant aspects within this study.

Conceptual Framework

This research has constructed its conceptual framework by synthesizing detailed theories and bolstering it with in-depth findings from prior studies. All these elements collectively manifest in the visual representation shown in Figure 1.

RESEARCH METHOD

Research is focused on the BPJS Ketenagakerjaan Kanwil Sumbagsel located at Jl. Jend. Basuki Rahmat No.1303, Pahlawan, Kec. Kemuning, Kota Palembang, South Sumatra 30128. The use of operational variables aims to guide the measurement of observed variables to align with the research objectives. The aim of this study is to understand the factors influencing performance by considering three independent

variables: Discipline, Motivation, and Work Environment, while the dependent variable is Performance.

Independent Variables:

Sugiyono (2019) states that independent variables are factors that have an influence or act as the causes of changes or occurrences in the dependent variable. Within the scope of this study, independent variables include Discipline (X1), Motivation (X2), and Work Environment (X3).

Dependent Variable:

Independent variables potentially affect or influence dependent variables, which are often identified as contingent variables. In the context of this research, the dependent variable is Performance (Y).

Referring to Table 2, it contains detailed information regarding the operational variables described within the context of this research. The analyzed information is derived from primary data obtained through interviews and direct observations of employees at BPJS Ketenagakerjaan Kanwil Sumbagsel. This is supplemented by secondary data, such as employee historical data and the organizational structure of BPJS. A questionnaire was employed as an instrument designed to measure specific incidents related to the study.

This research focuses on 42 employees at BPJS Ketenagakerjaan Kanwil Sumbagsel. The sampling technique used was a saturation sampling method, where the entire population was included as respondents in this study. The selected method for data analysis is quantitative analysis using Structural Equation Modeling (SEM). To measure the relationship between independent and dependent variables, Partial Least Squares Structural Equation Modeling (PLS-SEM) was employed due to the sample size being less than 200.

The analysis utilizing Partial Least Squares Structural Equation Modeling (PLS-SEM) involves several stages. The initial stage includes conceptualizing the model, determining the analysis algorithm, and resampling methods such as bootstrapping or jackknifing. Subsequently, a path diagram will be constructed, and the model will be assessed through validity and reliability analyses of constructs (outer model) and assessment of the structural model (inner model).

The measurement of the PLS-SEM model will utilize various evaluation metrics, including R-Square, Effect Size f^2, Q^2 predictive relevance, and q^2 predictive relevance (AM et al., 2023). Hypothesis testing among variables will be conducted using the bootstrap resampling technique, allowing data analysis without reliance on assumptions of normal distribution and without requiring a large sample. To accept the hypothesis testing results, the t-statistic value should exceed the critical t-value established (Am & Setiawati, 2023). This method is employed to evaluate whether the proposed hypotheses in this research can be accepted or rejected.

RESEARCH RESULTS AND DISCUSSION

In assessing the PLS-SEM model using Smart-PLS 3.0, the evaluation begins with conducting a factor analysis to test the confirmatory validity and reliability of latent constructs. The subsequent step involves the evaluation and testing of the structural model to assess the latent influences between constructs or variables.

Measurement Model or Outer Model

In the Outer Model phase, the analysis is conducted to identify the relationship between indicator blocks and latent variables. Three criteria, which include Convergent Validity, Discriminant Validity, and Composite Reliability, are employed to evaluate the Outer Model. Table 3 presents the Outer Model before the outlier identification process.

From the data provided in Table 3, the Composite Reliability values for all X and Y variables have met the validity and reliability test standards by achieving values above 0.7. Additionally, Average Variance Extracted (AVE) values also fulfill the criteria with figures above 0.5.

Figure 2 displays information regarding Composite Reliability.

Validity Testing

Convergent Validity Test

Examining the reliability of each item individually through standardized factor loadings assesses convergent validity in the measurement model with reflective indicators, indicating the level of correlation between each indicator and its construct. Factor loading values above 0.70 are considered an optimal or valid measure for indicators assessing the construct. However, in the initial stages of measurement scale

assessment, factor loadings ranging from 0.50 to 0.60 are deemed adequately sufficient. The SmartPLS output results regarding outer loadings can be found in Table 4.

If the significance value (p-value) of the validity test for reflective indicators shows a value above 0.05, it indicates a significant correlation between the indicator scores and their constructs. Hence, the data for variables such as work ethic, work motivation, work environment, and performance exhibit validity with significance levels exceeding 0.05.

***Discriminant Validity* (Uji Validitas Menggunakan AVE)**

It seems like there might be some errors or missing information in the text you provided, causing difficulties in understanding the content accurately. However, based on the context provided, here is the revised explanation:

To test whether the indicators of one construct have low correlations with indicators of other constructs, discriminant validity in the reflective measurement model is assessed based on cross-loadings of measurements with constructs. If a construct shows a higher correlation with its measurement item compared to correlations with other constructs, it suggests that the latent construct more effectively predicts the measurements within that specific block than those in other blocks. Another approach to evaluate discriminant validity involves comparing the square root of the Variance Extracted (√AVEi) for each construct with the correlations among the constructs (latent variable correlations).

From the outcomes pertaining to discriminant validity presented in Table 5, presenting the Discriminant Validity or Cross Loadings analysis, the diagonal values—representing the square root of AVEi in the table above—are greater than the correlations. This suggests that the model meets discriminant validity. Another way to measure discriminant validity is by examining the average square root of Variance Extracted (AVEi), which is recommended to be above 0.50.

Based on Table 6 - Average Variance Extracted (AVE), it presents AVEi values above 0.50 for all constructs. Work Discipline has an AVEi of 0.571, Work Motivation has an AVEi of 0.578, Work Environment has an AVEi of 0.645, and Performance has an AVEi of 0.576. Thus, it can be concluded that all variable constructs have high AVEi values, each exceeding > 0.50. For more detailed information, refer to the visual illustration in Graph 1, providing a clearer explanation of the discussed context.

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Reliability Analysis

a. *Composite Reliability*

As a more robust method than the Cronbach's alpha value in assessing reliability within the Structural Equation Modeling (SEM) framework, Two metrics, internal consistency and Cronbach's alpha, can be employed to assess the composite reliability of measuring a construct. (Ghozali, 2018)

Cronbach's alpha has a lower boundary estimation in measuring reliability, whereas Composite Reliability does not assume reliability, yet it offers a more accurate estimation of parameters (Ghozali, 2018). The interpretation of Composite Reliability is similar to Cronbach's alpha, where values above 0.7 are considered acceptable.

As presented in Table 7, the results of the composite reliability test indicate highly satisfactory results, with Work Motivation at 0.891, Work Environment Condition at 0.879, Performance at 0.844, and Work Discipline at 0.842. Therefore, it can be concluded that each construct exhibits a high level of reliability, reflected in the Composite Reliability values of all constructs surpassing 0.70. For further details, refer to the visual illustration in Graph 2, which offers a clearer explanation of the context under discussion.

The Composite Reliability levels generated from each construct are highly satisfactory, surpassing the reliability assumption by values above 0.70.

Classical Assumptions (Multicollinearity Test)

The structural model intended for this research is the test of multicollinearity or collinearity conducted to ascertain the presence of inter-correlation or collinearity within a construct model among independent variables, which denotes a linear or robust relationship between an independent variable and other predictors variables in the structural model's collinearity statistic. To determine if formative indicators experience multicollinearity, knowing the value of VIF <10 can be said that the respective indicators do not undergo multicollinearity. The processed data shows the VIF values of initial data on several indicators which have VIF <10, and these indicators can be seen in Table 8. Based on the Multicollinearity Statistics presented in Table 8, it is evident that there is an absence of Multicollinearity since the Variance Inflation Factor (VIF) values remain below 10. Consequently, it can be inferred that there is no

multicollinearity observed among employee engagement, job satisfaction, competency, and the non-physical work environment.

Inner Model Testing

The evaluation of the structural model using SmartPLS begins by examining the R-Squared values for each endogenous latent variable, namely the influence of work discipline, work motivation, work environment on performance as the predictive strength of the structural model.

a.*R Square*

The R-squared in linear regression explains the amount of variation in the endogenous variable accounted for by the exogenous variable. The criteria are as follows:

- If the R-squared value is 0.75, it is considered significant (high).
- If the R-squared value is 0.50, it is considered moderate (medium).
- If the R-squared value is 0.25, it is considered weak (low).

From Table 9, it shows the R-squared values. For variables X1, X2, and X3 in explaining Y, the R-squared value is 0.359 or equivalent to 35.9% (moderate), while the Adjusted R-squared value is 0.308 or equivalent to 30.8%.

b. F Square

F2 Effect Size (F-Squared) It is a metric employed to assess the comparative influence of an influencing variable (exogenous) on an influenced variable (endogenous). The criteria for this assessment are outlined below:

- If the value of F = 0.02, it is considered small.
- If the value of F = 0.15, it is considered medium.
- If the value of F = 0.35, it is considered large.

Based on Table 10 containing information about F Square, it can be concluded as follows: X1-Y = 0.001 (small), X2-Y = 0.182 (large), and X3-Y = 0.037 (medium).

Hypothesis Testing

The proposed hypothesis testing involved evaluating the structural model (inner model) by examining the R-squared value, which indicates the model's goodness-of-fit. The statistical test used is the t-statistic or t-test. The application of resampling methods allows data analysis without assuming a normal distribution and without requiring a large sample size. The test results, using bootstrapping in SmartPLS analysis, can be

found in the output results for the inner weights presented in the structural model diagram. In Figure 3, there is an illustration that clearly depicts the Inner Weight Analysis.

Direct Effect (Path Coefficient)

Direct Effect Analysis is conducted to test hypotheses regarding the direct influence of one variable (independent) on another (dependent). Criteria:

- Path Coefficient
- If the path coefficient (path coefficient) value is positive, it signifies a positive correlation, suggesting that as the independent variable increases, the dependent variable also increases.
- Conversely, if the path coefficient is negative, it denotes a negative or inverse correlation, indicating that as the independent variable increases, the dependent variable decreases.
- Probability/Significance (P-Value):
  - If the P-Value < 0.05, it is considered significant.
  - If the P-Value > 0.05, it is considered not significant.

Based on the data in Table 11, it can be explained that:

- The influence of the Work Discipline variable on performance is not significant.
- The influence of the Work Environment variable on performance is also not significant.
- However, The Performance is significantly affected by the Work Environment variable.

Discussion

The research findings from the analysis on the impact of Work Discipline, Work Motivation, and Work Environment on Employee Performance at the Social Security Organizing Agency (BPJS) in the Sumbagsel Regional Office using the SmartPLS method reveal several significant insights:

1. The analysis indicates an absence of a significant relationship between work discipline and employee performance at BPJS in the Sumbagsel Regional Office (P-Value = 0.838, path coefficient = 0.041), opposing the hypothesis that posited the Impact of Work Discipline on Performance (H1). This finding aligns with Irawan et al.'s research (2021), indicating that work discipline doesn't significantly impact

employee performance. Nevertheless, work discipline remains a crucial factor in achieving organizational goals and should be considered as a supportive element for performance improvement.

2. The analysis demonstrates a noteworthy impact of work motivation on employee performance at BPJS in the Sumbagsel Regional Office (P-Value = 0.002, path coefficient = 0.515), supporting the hypothesis regarding the Impact of Work Motivation on Performance (H2). This finding is in line with previous studies that suggest work motivation affects employee performance. High motivation drives employees to act in alignment with the company's objectives and enhances loyalty to the organization.
3. Based on the analysis findings, it is apparent that the work environment does not exert a significant influence on employee performance at BPJS in the Sumbagsel Regional Office (P-Value = 0.217, path coefficient = 0.159), contradicting the hypothesis regarding the Impact of Work Environment on Performance (H3). This outcome coincides with the findings of (Zuhaena & Cahyo, 2022), indicating that the work environment doesn't significantly impact employee performance. However, it's essential to note that a comfortable work environment still plays a crucial role in creating a conducive work atmosphere.

In the environment of BPJS Kanwil Sumbagsel, work motivation stands out as a crucial element in enhancing employee performance. Although work discipline and a comfortable work environment do not exhibit a significant influence, both still play a pivotal role in supporting the achievement of organizational goals and employee performance.

CONCLUSION

Based on the study conducted within the Social Security Organizing Agency for Employment (BPJS Ketenagakerjaan) in the Sumbagsel Regional Office, several interesting findings regarding the variables influencing employee performance were identified. Firstly, there is no significant impact of work discipline on employee performance, as indicated by a P-Value > 0.05. However, the lower level of discipline among employees potentially affects their performance negatively, although not significantly. Conversely, it is evident that work motivation significantly influences employee performance, as indicated by a P-Value < 0.05. Providing sustained

motivation to employees is believed to enhance their performance. Nevertheless, the impact of the work environment on employee performance is not deemed significant (P-Value > 0.05).

Despite this, the comfort of the work environment remains essential for employee well-being. Based on these conclusions, it is recommended that the company pays more attention to employee discipline, provides sustained motivation, and creates a comfortable work environment. Additionally, for future research, it is suggested to consider additional variables and indicators that could strengthen the impact of work ethic, drive, and the workplace setting on employee effectiveness.

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FIGURE AND TABLES

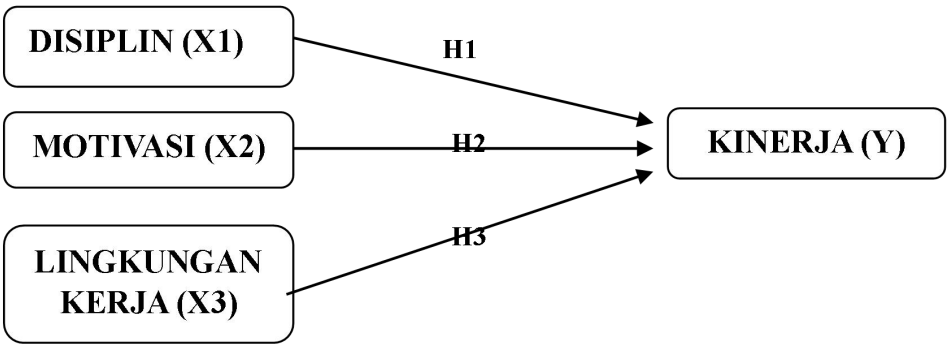


Figure 1. Conceptual framework of research

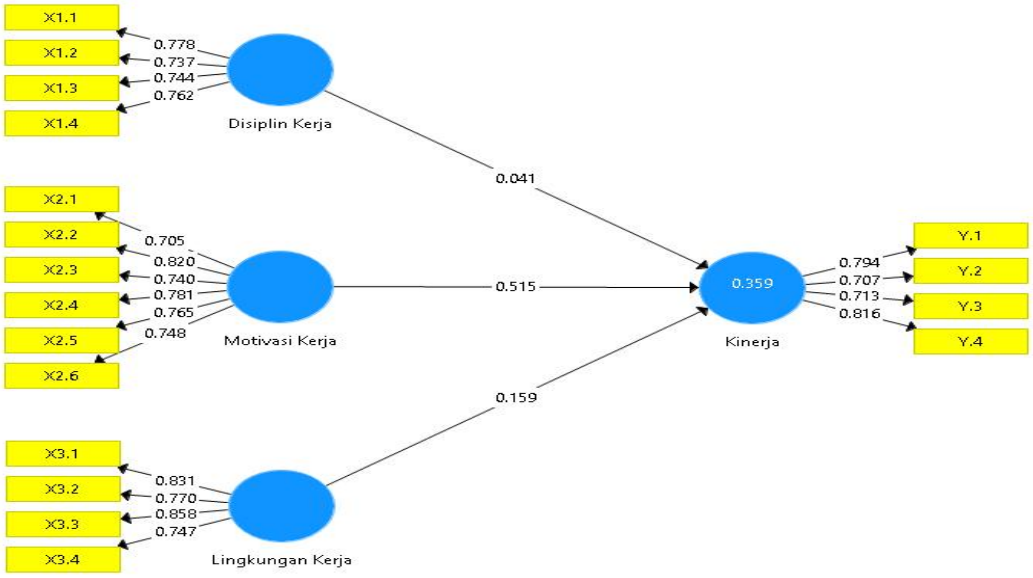


Figure 2. Composite Reliability

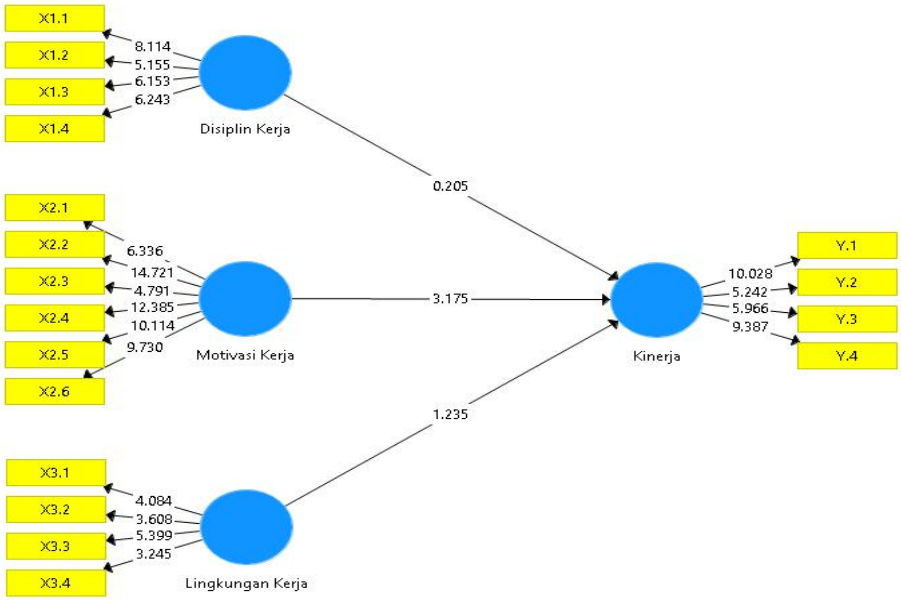
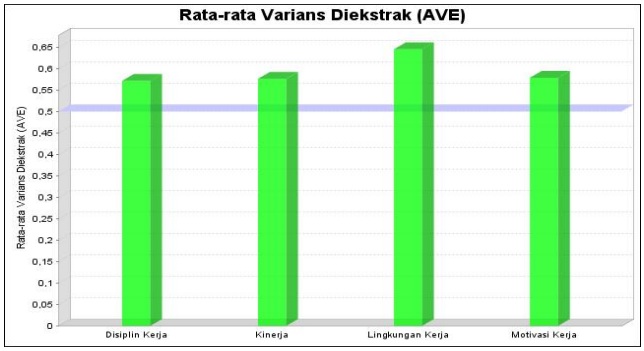
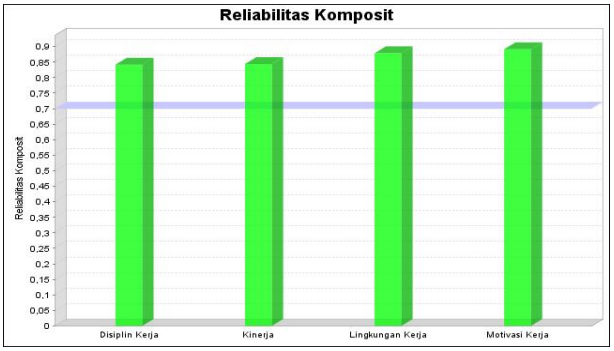


Figure 3. Inner Weinght Analysis



Graph 1. Average Variance Extracted (AVE) graph



Graph 2. Composite Reliability Graph

Table 1. Previous Research

Previous Research			
Researcher Name	Research Title	Linear Regression	Research Results
Kartika (2019)	The influence of work motivation and work discipline on the performance of PT	Multiple linear regression analysis.	Motivation at work has a big impact on employee performance, while work discipline does not have a

	Pegadaian (Persero) Nganjuk branch employees		significant impact on employee performance.
Santiago and Syahnur (2019)	The influence of work discipline, work environment and work motivation on the performance of South Sulawesi KSDA employees	Multiple linear regression analysis.	Discipline at work has a positive and significant impact on employee performance, while the work environment and motivation at work have a positive but not significant impact on employee performance.
Franz (2018)	The influence of work discipline and work motivation on employee performanceb PT. Madani National Capital (Persero) Padang branch	Multiple linear regression analysis.	Discipline at work has a positive impact on employee performance, while motivation at work has an insignificant negative impact on employee performance.
Nur (2018)	The influence of work motivation, work compensation, discipline and work stress on PT employees. BPR Adipura Santosa Surakarta.	Multiple linear regression analysis.	Discipline at work has an impact on employee performance, while work motivation, compensation, and stress levels at work do not have an impact on employee performance.
Fiqi (2018)	The influence of the work environment and work discipline on employee performance at CV. Tiara Abada Pamekasan	Multiple linear regression analysis.	Partially and simultaneously, the influence of the work environment and discipline at work on employee performance is proven to be significant, with the work environment being the most influential variable.
Tyas et al (2018)	The influence of work discipline and employee work environment (case study of Pt. Pertamina (Persero) Refinery unit IV Cilacap).	Multiple linear regression analysis.	Based on data analysis, work discipline and work environment have a significant impact simultaneously on employee performance.
Suwanto (2019)	The influence of discipline and work motivation on employee performance at South Tangerang General Hospital.	Multiple linear regression analysis.	The findings of this research indicate that both work discipline and work motivation simultaneously influence employee performance.

Table 2. Operational Variablesl

Operational Variables	Operational definition	Indicator	Measuring Scale
		Operational Variables	
Discipline (X1)	Sutrisno (2019) states that discipline reflects a situation or attitude of respect that employees have towards the rules and regulations of an institution or agency.	1. Adherence to the specified schedule 2. Compliance with company policies 3. Compliance with behavioral norms that apply in the work environment	Likert Scale

		4. Compliance with other regulations in the Company (Pangastuti, 2019)	
Motivation (X2)	According to Sutrisno (2019), motivation is an element that encourages individuals to engage in special activities, so it is often considered a trigger for someone's behavior.	1. Rewards for performance 2. Work environment 3. Working facilities 4. Performance achieved 5. Awards from management Characteristics of the job itself (Afandi, 2018)	Likert Scale
Environment (X3)	According to Anam (2018), the work environment is a factor around an individual that influences a person's ability to feel safe, comfortable and satisfied in carrying out and completing tasks given by their superiors.	1. Environmental lighting 2. Different of color 3. Air quality 4. Sounds (Afandi, 2018)	Likert Scale
Performance (Y)	According to Kasmir (2019), performance refers to work achievements and behavior that has been successfully carried out in completing assigned tasks and obligations within a certain time period.	1. Quality of work 2. Job volume 3. Work productivity 4. Efficiency (Robbins, 2018)	Likert Scale

Table 3. Outer Model before Outliers

	Composite reliability	*Average variance extracted (AVE)*
Work Discipline (X1)	0.842	0.571
Work Motivation (X2)	0.891	0.578
Work Environment (X3)	0.879	0.645
Performance (Y)	0.844	0.576

Table 4. Validity Test Using Outer Loading

	Work Discipline	Performance	Work environment	Work motivation
X1.1	0.778			
X1.2	0.737			
X1.3	0.744			
X1.4	0.762			
X2.1				0.705
X2.2				0.820
X2.3				0.740
X2.4				0.781
X2.5				0.765
X2.6				0.748
X3.1			0.831	
X3.2			0.770	
X3.3			0.858	
X3.4			0.747	
Y.1		0.794		

	Work Discipline	Performance	Work environment	Work motivation
Y.2		0.707		
Y.3		0.713		
Y.4		0.816		

Table 5. Discriminant Validity or Cross Loading

	Work Discipline	Performance	Work environment	Work motivation
X1.1	0.778	0.338	0.088	0.548
X1.2	0.737	0.295	0.159	0.617
X1.3	0.744	0.306	0.185	0.494
X1.4	0.762	0.375	-0.045	0.571
X2.1	0.522	0.330	0.209	0.705
X2.2	0.582	0.497	0.287	0.820
X2.3	0.610	0.393	0.225	0.740
X2.4	0.619	0.533	0.111	0.781
X2.5	0.566	0.365	-0.114	0.765
X2.6	0.466	0.459	0.219	0.748
X3.1	0.074	0.248	0.831	0.125
X3.2	0.072	0.245	0.770	0.231
X3.3	0.128	0.193	0.858	0.252
X3.4	0.117	0.170	0.747	0.057
Y.1	0.300	0.794	0.312	0.443
Y.2	0.447	0.707	0.104	0.431
Y.3	0.261	0.713	-0.012	0.464
Y.4	0.329	0.816	0.381	0.425

Table 6. Average Variance Extracted (AVE)

Variable	Average variance extracted (AVE)	Information
Work Discipline	0.571	Valid
Motivation Torja	0.578	Valid
Work environment	0.645	Valid
Performance	0.576	Valid

Table 7. Composite Reliability

Variable	*Composite reliability*	Information
Work Discipline	0.842	Valid
Motivation Torja	0.891	Valid
Work environment	0.879	Valid
Performance	0.844	Valid

Table 8. Collinearity Statistics

	VIF	Information
X1.1	1,490	Muilticollinearity does not occur
X1.2	1,478	Muilticollinearity does not occur
X1.3	1,468	Muilticollinearity does not occur
X1.4	1,372	Muilticollinearity does not occur
X2.1	1,799	Muilticollinearity does not occur

	VIF	Information
X2.2	2,096	Muilticollinearity does not occur
X2.3	1,828	Muilticollinearity does not occur
X2.4	1,779	Muilticollinearity does not occur
X2.5	1,920	Muilticollinearity does not occur
X2.6	1,778	Muilticollinearity does not occur
X3.1	2,128	Muilticollinearity does not occur
X3.2	1,576	Muilticollinearity does not occur
X3.3	2,395	Muilticollinearity does not occur
X3.4	1,591	Muilticollinearity does not occur
Y.1	1,702	Muilticollinearity does not occur
Y.2	1,349	Muilticollinearity does not occur
Y.3	1,392	Muilticollinearity does not occur
Y.4	1,788	Muilticollinearity does not occur

Table 9. R Square

	R Square	*Adjusted R Square*
Performance	*0.359*	*0.308*

Table 10. F Square

	Work Discipline	Performance	Work environment	Work motivation
Work Discipline		0.001		
Performance				
Work environment		0.037		
Work motivation		0.182		

Table 11. Path Coefficients

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Work Discipline -> Performance	0.041	0.041	0.198	0.205	0.838
Work Environment -> Performance	0.159	0.191	0.129	1,235	0.217
Work Motivation -> Performance	0.515	0.535	0.162	3,175	0.002