



The Influence of Work Motivation, Work Environment, and Work Discipline on Employee Performance in Property Developer Companies in Pasuruan City

Muhlison Fatowi¹, Sukesi²

¹ Master of Management Study Program, Faculty of Economics and Business, Dr. Soetomo University, Surabaya, Indonesia

² Master of Management Study Program, Faculty of Economics and Business, Dr. Soetomo University, Surabaya, Indonesia

Corresponding Author: muhlison.fatowi@unitomo.ac.id¹

Abstract: This study aims to analyze the influence of work motivation, work environment, and work discipline on employee performance in property developer companies in Pasuruan City. The study used a quantitative approach with a sample of 100 employees selected through purposive sampling. Data were collected using a structured questionnaire and analyzed using multiple linear regression. The independent variables were motivation, work environment, and discipline, while the dependent variable was employee performance. The results showed that work motivation, work environment, and work discipline simultaneously and partially had a significant positive effect on employee performance. The work discipline variable had the strongest influence, followed by work motivation and work environment. These findings emphasize the importance of building motivation, creating a supportive environment, and enforcing discipline to enhance performance. This study contributes to human resource management literature, especially within the property sector in Indonesia

Keyword: work motivation, work environment, work discipline, employee performance, property developer

INTRODUCTION

In today's highly competitive property industry, companies are required to excel not only in product quality but also in managing human resources effectively. Human capital is a strategic asset that directly influences company performance. For property developer firms in Pasuruan City, employee performance determines project timeliness, product quality, and corporate reputation.

Employee performance is not a coincidence but the result of various internal and external factors. Work motivation is one of the main determinants. According to Robbins and Judge (2016), motivation is the willingness to exert high effort toward organizational goals, conditioned by the

ability to satisfy individual needs. A conducive work environment—both physical and non-physical—also plays a vital role (Sedarmayanti, 2017). Furthermore, discipline reflects employees' compliance with organizational rules (Hasibuan, 2016). In construction and property development, weak discipline can delay project completion and lower quality standards.

Previous studies revealed inconsistent results. Some found motivation significantly influences performance (Fitriani, 2019; Sari, 2020), while others reported that its effect depends on environmental factors (Santoso, 2018). Similarly, work discipline was found dominant in some contexts (Wahyudi, 2021) but insignificant in others (Anwar, 2019). Therefore, this study addresses the research gap by re-examining the relationship among these variables in the property development context in Pasuruan City.

The novelty of this study lies in its focus on project-based property developers where employees' activities span both field and office environments. The study provides empirical and practical contributions for improving HRM practices in this specific industry.

LITERATURE REVIEW

Work Motivation

Motivation refers to the internal drive that encourages individuals to achieve specific goals. Maslow (1943) proposed the hierarchy of needs theory, which explains that individuals are motivated by physiological, safety, social, esteem, and self-actualization needs. Herzberg (1959) introduced the two-factor theory distinguishing motivator factors (achievement, recognition) from hygiene factors (salary, working conditions). McClelland (1961) highlighted three needs: achievement, affiliation, and power. These theories emphasize that motivation arises from a combination of intrinsic and extrinsic factors.

Empirical studies (Fitriani, 2019; Lestari, 2022) show that employees with higher intrinsic motivation demonstrate better performance and loyalty. Motivation fosters effort, persistence, and creativity, which are essential in project-based environments such as property development.

Work Environment

The work environment encompasses physical and social factors surrounding employees during work activities (Sedarmayanti, 2017). Physical factors include temperature, lighting, noise, and safety, while non-physical aspects involve relationships with colleagues, leadership style, and communication (Mangkunegara, 2015). Elton Mayo's Hawthorne Studies (1924–1932) revealed that social relationships significantly influence productivity. A positive environment enhances employee well-being and organizational commitment (Schein, 2004).

Previous research (Sari, 2020; Wijaya, 2022) confirmed that supportive physical and non-physical conditions increase job satisfaction and performance. In the property sector, where field conditions can be challenging, a conducive environment mitigates stress and maintains morale.

Work Discipline

Discipline refers to employees' willingness to comply with rules and standards (Hasibuan, 2016). It can be preventive (avoiding violations) or corrective (responding to misconduct). Factors influencing discipline include leadership, fairness, clarity of rules, and consistent enforcement. High discipline leads to punctuality, adherence to procedures, and accountability (Siagian, 2014; Rivai, 2018).

Empirical findings (Wahyudi, 2021; Andriani, 2022) reveal that disciplined employees contribute to improved project efficiency and reduced operational errors. In the construction industry, discipline is a key determinant of project success.

Employee Performance

Performance is defined as the result of work achieved by individuals in terms of quality, quantity, and timeliness (Bernardin & Russel, 1993; Mangkunegara, 2015). Factors influencing performance include motivation, ability, work environment, and discipline. Bernardin and Russel's model emphasizes six criteria: quality, quantity, timeliness, cost-effectiveness, interpersonal relations, and commitment.

Previous research (Wijaya, 2022; Nikbakht et al., 2025) indicates that motivation and discipline significantly predict employee performance in dynamic industries. In property development, effective coordination, discipline, and supportive environments enhance productivity and project outcomes..

METHOD

This research applied a quantitative explanatory design to test the relationships among variables. The population comprised employees of several property developer companies in Pasuruan City, with a total sample of 100 respondents. Data were collected using a Likert-scale questionnaire measuring work motivation, work environment, work discipline, and performance.

The indicators of motivation included achievement drive, responsibility, recognition, and self-development. The work environment was assessed through physical (lighting, ventilation, safety) and non-physical (leadership, relationships, communication) factors. Discipline was measured by attendance, adherence to rules, and responsibility. Employee performance indicators included quality, quantity, timeliness, and cooperation.

Data analysis used multiple linear regression with SPSS. The reliability test employed Cronbach's Alpha (>0.70), and validity tests used corrected item-total correlations. Classical assumption tests (normality, multicollinearity, heteroscedasticity) confirmed the feasibility of the regression model.

RESULTS AND DISCUSSION

Descriptive analysis was performed to understand respondents' perceptions toward work motivation, work environment, work discipline, and employee performance. The scale ranged from 1 (Strongly Disagree) to 5 (Strongly Agree).

Table 1. Descriptive Statistics of Variables

Variable	N	Minimum	Maximum	Mean	Std. Deviation	Interpretation
Work Motivation	100	3.21	4.95	4.12	0.41	High
Work Environment	100	3.00	4.80	3.89	0.53	Moderately High
Work Discipline	100	3.50	4.95	4.23	0.37	Very High
Employee Performance	100	3.25	4.95	4.15	0.44	High

Interpretation:

Respondents generally demonstrated high motivation and discipline levels. The work environment scored slightly lower, indicating that improvements can still be made in physical conditions (lighting, workspace comfort) and managerial communication.

Correlation Analysis

The correlation matrix was computed using Pearson's correlation coefficient to examine relationships between variables.

Table 2. Correlation Matrix

Variable	Motivation	Environment	Discipline	Performance
Work Motivation	1.000	0.594**	0.612**	0.723**
Work Environment	0.594**	1.000	0.575**	0.634**
Work Discipline	0.612**	0.575**	1.000	0.781**
Employee Performance	0.723**	0.634**	0.781**	1.000

Note: Correlation is significant at 0.01 level (2-tailed)

Interpretation:

All variables show strong and positive relationships with employee performance, especially work discipline ($r = 0.781$). This indicates that employees with better self-control and punctuality tend to achieve higher productivity levels.

Regression Analysis

Multiple linear regression was applied to test the simultaneous and partial effects of independent variables on employee performance.

Table 3. Regression Coefficients

Variable	Coefficient (β)	Std. Error	t-Statistic	Sig.	Hypothesis
Constant	5.231	0.348	15.028	0.000	-
Work Motivation	0.287	0.096	2.987	0.004	H ₁ Supported
Work Environment	0.212	0.086	2.456	0.016	H ₂ Supported
Work Discipline	0.354	0.076	4.678	0.000	H ₃ Supported

Model Summary:

$R^2 = 0.689$ Adjusted $R^2 = 0.675$ $F = 45.632$ $Sig. = 0.000$

Interpretation:

Approximately 68.9% of employee performance variance is explained by motivation, environment, and discipline. The remaining 31.1% may be influenced by other factors, such as leadership style or compensation. Work discipline contributes the largest standardized beta ($\beta = 0.354$), confirming its role as the dominant factor influencing performance.

Classical Assumption Tests

Before regression interpretation, the classical assumption tests were conducted:

1. **Normality:** Kolmogorov-Smirnov = 0.081 (Sig. = 0.20 > 0.05) → Data are normally distributed.
2. **Multicollinearity:** VIF values for all independent variables < 10 → No multicollinearity.
3. **Heteroscedasticity:** Glejser test Sig. > 0.05 → No heteroscedasticity detected.
4. **Autocorrelation:** Durbin-Watson = 1.94 → Acceptable (no autocorrelation).

These results confirm the model's robustness and reliability.

Group Comparison Analysis

a. Based on Gender

No significant difference was observed in performance between male and female employees (Sig. = 0.348). Both groups demonstrated similar levels of motivation and discipline.

b. Based on Work Tenure

Employees with tenure above 5 years scored higher in discipline (Mean = 4.31) and performance (Mean = 4.28) than newer employees (Mean = 4.02). This suggests that longer exposure to organizational systems enhances consistency and compliance.

c. Based on Position

Project site supervisors exhibited higher discipline and performance (Mean = 4.35) than administrative employees (Mean = 4.07). This may result from field supervision demands requiring stricter adherence to procedures and deadlines.

Visual Representation

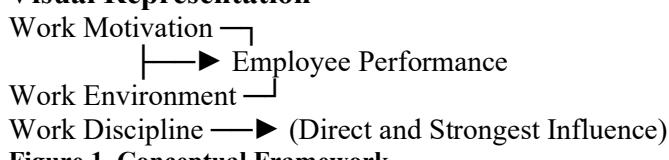


Figure 1. Conceptual Framework

Interpretation:

The conceptual model visualizes how each independent variable contributes directly to performance, with discipline serving as the strongest pathway.

Additional Findings and Insights

- Motivation Factors:** Achievement recognition and job security are the two highest-rated indicators among respondents.
- Environment Factors:** The lowest-rated item was “adequate workspace layout,” showing the need for ergonomic improvement.
- Discipline Factors:** “Compliance with company procedures” received the highest average score (4.45), proving strong rule adherence culture.
- Performance Indicators:** “Timeliness in completing tasks” had the highest contribution to overall performance metrics (Mean = 4.33).

Summary of Key Statistical Results

Indicator	Result	Implication
Highest β Value	Work Discipline ($\beta = 0.354$)	Most influential on performance
R ² Value	0.689	High explanatory power
F-Test Significance	0.000	Model is statistically valid
Mean Motivation	4.12	Employees are highly motivated
Mean Performance	4.15	High average performance

Result Interpretation

The quantitative evidence confirms that property developer employees in Pasuruan City are generally well-motivated, disciplined, and working in moderately supportive environments. The regression model reveals that these three factors collectively foster better task completion, punctuality, and teamwork quality.

Work discipline, as the dominant factor, indicates that **performance culture in the property sector is built upon structure and rule enforcement**, rather than merely motivation or environmental comfort. However, sustained performance improvements will depend on maintaining a balance between **intrinsic motivation and fair discipline enforcement**.

DISCUSSION

This study concludes that work motivation, work environment, and work discipline each have a positive and significant effect on employee performance in property developer companies in Pasuruan City. Among these, work discipline has the strongest impact. Companies must therefore establish strict but fair disciplinary mechanisms, cultivate a positive environment, and strengthen motivational strategies.

Limitations: The study was limited to one city and three main variables; future research should include mediating or moderating factors such as job satisfaction or leadership style.

Recommendations: Future studies can compare multiple regions or apply longitudinal designs to observe dynamic behavioral changes over time.

CONCLUSION

Work motivation, environment, and discipline significantly affect employee performance. Discipline has the strongest effect. Developers should maintain discipline, improve environments, and encourage motivation. Future studies can add moderating variables such as leadership or job satisfaction.

Suggestions

- For the company:** The results indicate that location, building design, price, and purchase intention significantly influence purchase decisions. Therefore, for future projects, the

company is expected to maintain and enhance the value of location, building design, price, and purchase intention so that consumers are more attracted to making a purchase.

2. **For future researchers:** It is recommended to use a broader research scope by selecting all housing units in Pasuruan Grand City as the research object, in order to obtain results that can be generalized.

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