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The Effect of Work Motivation, Job Satisfaction, and Work Environment on Employees Performance With Work Discipline as Mediation in Higher Education

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Abstract: *The purpose of this research is to analyze the effect of motivation, job satisfaction and work environment on employee performance, as well as the role of work discipline as intervening variables in improving employee performance at Universidade da Paz (UNPAZ) Timor-Leste. Methods: This study uses quantitative approach and census methods which involved 97 permanent employees at the Universidade da Paz Timor-Leste as respondents. Data collection uses a questionnaire that has been tested for validity and reliability. The data was analyzed by partial least squares (PLS). Results: The results showed that work motivation has a significant positive effect on work discipline. Job satisfaction has no significant effect on work discipline. Work environment has a significant positive effect on work discipline. Work discipline has a significant positive effect on employee performance. Work discipline is unable to mediate the relationship between work motivation on employee performance. Work discipline is able to mediate the relationship between satisfaction and work environment on employee performance. Implications: show how the results connect to policy and practice and provide suggestions for follow-up, future studies, or further analysis. Additional materials: questionnaire*

Keyword: Motivation, Job satisfaction, Environment, Employee performance, Work discipline

INTRODUCTION

Human resources are an important asset for every organization in achieving its goals. Studies show that the dimensions of human resource performance contribute to competitive advantage (Chantabutr & Wanarat, 2024). In the educational environment, studies on factors that play an important role in influencing employee performance are considered important. The studies conducted vary due to the different development contexts and environments of higher education, including studies on employee work-life balance on employee performance (Wirawan et al., 2023);

compensation and work discipline (Akib et al., 2022), intrinsic and extrinsic motivation (Iqbal et al., 2023).

Motivation is seen as an important contributor to performance. Studies on motivation show that external motivation has a significant effect, while intrinsic motivation has an insignificant effect (Al-Ansi et al., 2023). The same study has also been conducted by (Iqbal et al., 2023), therefore, unlike previous studies, this study will examine motivation in general on employee performance in higher education. Motivation is a driving force that creates a spirit of work, which makes employees able to work together, work efficiently and honestly (Muhammad Al Hafizha, 2022). Employees who have high motivation will be enthusiastic and satisfied and their productivity will increase (Hasibuan, 2017).

In addition to work motivation, job satisfaction, which is a sense of enjoyment of one's work, is an important condition for increasing performance. Job satisfaction is their affective view or feelings about the organization or company (Handoko 2020:193), if employees are satisfied then they will perform well. Previous studies have shown that job satisfaction can have a direct effect on performance and become an intervening relationship between work motivation and performance (Nurudin, 2020). Unlike previous studies, in this study, work motivation and job satisfaction are seen as antecedent variables to performance.

An important factor in the context of research in universities in developing countries that is considered to play an important role in supporting performance improvement is the work environment. The work environment is the entire equipment, materials faced, work methods, work arrangements. A pleasant work environment creates a sense of security and allows employees to work optimally (Prasetyo, 2021). According to Jono & Hikmah (2022) the work environment is a very important component when employees carry out their activities. Previous studies have shown that the environment is seen as having a direct and indirect effect through work motivation on performance (Andi, 2021), but in this study the environment is not mediated by motivation but by work discipline. The argument is that work discipline is the most important capital needed to achieve the desired organizational goals. Employees who have an awareness of compliance with the regulations or orders set (Mulyaningtyas et al., 2023), when they have high work motivation, and their work environment is supportive and satisfying will perform well. However, this phenomenon needs to be studied further, especially in the context of higher education in developing countries, especially in East Timor. This study aims to build a conceptual framework on the influence of work motivation, job satisfaction, work environment on employee performance and the role of discipline as a mediating variable.

METHOD

Samples and Sampling Techniques

Population in study This is all over employee still UNPAZ, numbering 173 people. Retrieval technique sample use method technique probability sampling, namely give equal opportunity for every element population For become sample. Number sample in study This totaling 97 people. Research Data taken from direct primary data from object research. Data collection was carried out through questionnaire filled out by respondents. Distribution questionnaire done in a way directly in August – September 2023. Analysis using structural models Partial Least Square (PLS) approach. Data manager using Warp PLS V.8.0 (Ghozali, 2011). Validity Test use approach Discriminant validity that is mark square of Average Variance Extracted (AVE). One statement in A questionnaire declared valid when AVE value is higher big of 0.05, (Gunawan, 2019). Reliability Test (Cronbach's Alpha) using method Crobach's Alpha. Instruments reliable or reliable If its value more big from 0.7 on all the construct that will be tested, will but at one point research in nature investigation mark more from 0.6 still can tolerant or accepted (Ghozali, 2020).

RESULTS AND DISCUSSION

Respondents

Respondents in this part are employee permanent staff working on campus University of Paz (UNPAZ) Timor-Leste as many as 97 people.

RESULTS

Table 1. The Characteristics of Respondents

Characteristics	Grouping	Amount	%
Age	<21 (18-20)	13	14%
	>21 (21-53)	84	86%
Gender	Man	34	35%
	Woman	63	65%
Employee Status	Not married	20	21%
	Marry	77	79%
Education	Diploma	39	40%
	Bachelor	47	49%
	Postgraduate	11	11%
Yers of Employment	<3 years	31	32%
	5-10 years	32	33%
	>10 years	34	35%

Source: processed data

Table 2. Discriminant validity Results

Variables	AVE	Information
Work Motivation	0.672	Valid
Job Satisfaction	0.687	Valid
Work Environment	0.699	Valid
Work Discipline	0.742	Valid
Employee Performance	0.681	Valid

Source: processed data

Table 3. Cronbach's Alpha

Variables	Cronbach's Alpha Value	Information
Work Motivation	0.824	Reliable
Job Satisfaction	0.856	Reliable
Work Environment	0.817	Reliable
Work Discipline	0.859	Reliable
Employee Performance	0.850	Reliable

Source: processed data

Table 4. Path Coefficient

Connection Variables	Coefficient Value (β)	P-Value	Information	Decision
MK \rightarrow DK	0.159	0.05	Significant	Accepted
KK \rightarrow DK	0.083	0.204	Not Significant	Rejected
LK \rightarrow DK	0.641	<0.001	Significant	Accepted
DK \rightarrow KK	0.353	<0.001	Significant	Accepted
MK \rightarrow KK	-0.153	0.060	Not Significant	Rejected
KK \rightarrow KK	-0.021	0.417	Not Significant	Rejected

LK → KK	-0.333	<0.001	Significant	Accepted
MK → DK → KK	0.056	0.214	Not Significant	Rejected
KK → DK → KK	0.029	0.032	Not Significant	Rejected
LK → DK → KK	0.226	<0.001	Significant	Accepted

Source: processed data

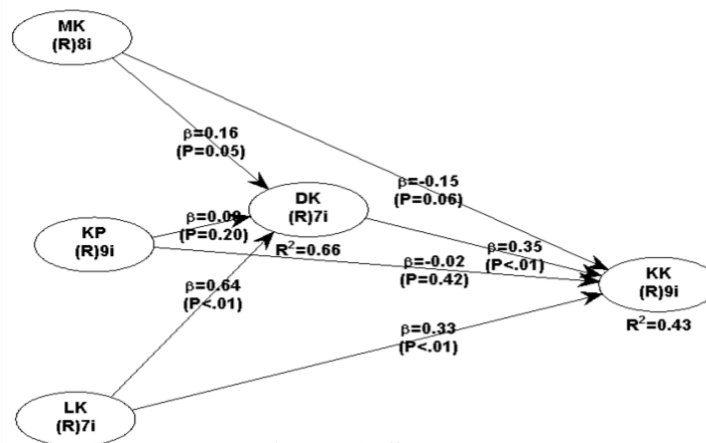


Figure 1. Structural Model

DISCUSSION

Influence work motivation to work discipline

Testing hypothesis obtained results that work motivation influential positive and significant to work discipline UNPAZ employees. This is explaining that the higher the motivation possessed by employees, the higher level of work discipline them. The result of study This in accordance with research conducted by (Jufrizen & Sitorus, 2021) that there is strong and positive relationship between influence work motivation and work discipline.

Influence job satisfaction to work discipline

The results indicate that job satisfaction has an insignificant effect on work discipline UNPAZ employees. It means the more low job satisfaction, then the more low discipline Work employee. Job satisfaction can foster a sense of belonging to place work. The results of study This No in line with research conducted by (Yusuf, Syafrizal, 2023) which states that, job satisfaction influential positive and significant to work discipline. Satisfaction low work can impact bad on performance UNPAZ employees who are more well, which in turn can increase work discipline.

Influence work environment to work discipline

Base on the hypothesis testing, it's found that work environment influential positive significant to work discipline. It means environment comfortable, good work in a way physique and also psychological, contributing significant to work discipline. Employees who feel comfortable tend more discipline in operate duties and responsibilities answer. Research This support research conducted by (Waskito & Wulandari, 2022) where work environment influential positive and significant to work discipline employees at the Universidade da Paz. Factors like comfort, leadership, system rewards and sanctions, as well as effective communication play role important in to form work discipline employees. With so, it's important for management For create work environment that supports discipline Work can maintained and improved.

Influence work discipline to performance employee

Test results of hypothesis showed that work discipline influential positive and significant to performance employees. This is explaining that the conditions of work discipline of UNPAZ

employees contribute to better performance high. Disciplined employees direct employees to finish their tasks on time and with good quality. This findings consistent with previously research which is conducted by (Rusmewahni, Willy Cahyadi, 2023) that work discipline influential positive and significant to performance employees. The improvement work discipline program can increase performance employee in a way overall. Discipline good job can increase motivation, which ultimately can increase performance employees at the UNPAZ campus.

The influence of work motivation to performance employee

The results of hypothesis testing prove that work motivation has a negative and insignificant effect on employee performance. The results of hypothesis testing prove that work motivation has no significant effect on employee performance. The results of the effect of work motivation on performance are negative, this shows that: (1) motivation good job No will lower work discipline, but can contribute to the improvement discipline employees, (2) there are other more important variables dominant in influence performance, such as work environment and work discipline. If the employee No motivated or no satisfied with work they, then although work environment and also work discipline high, performance employee can affected negative. This findings is different from research which is conducted by (Chanra Astaman, Jeni Kamase, 2023), that stated that work motivation has effect positive significantly performance employee.

The influence of job satisfaction to performance employee

Test results hypothesis proved that job satisfaction has no effect on performance employees at campus University of Paz. The results of the influence work motivation to performance negative. This results is not consistent with previously reserach. The environment, especially physical environment under quality standard due to phisically development is not supported enough for working. The noisy conditions and dust polution make employee are nor enjoy during working hours. Beside it there are other factors that are more influential to performance employee like organization climate. Thos findings is not support the previously reserach that job satisfaction can increase performance (Susanti & Aesah, 2022). In their reserach found that job satisfaction influential positively on performance employee.

The influence work environment to performance employee

Test results hypothesis found that work environment has a significant negative influential on performance of UNPAZ employees. This explains that a comfortable work environment causes the level of employee concentration at work and these conditions cause the level of employee productivity to decrease. Research results that work environment influence positive significantly on employees performance are not in line with research from (Kusmiyatun & Sonny, 2021). The better work environmenttated that work environment influential positive and significant to performance employees. With existence improvement work environment allegedly will increase performance employees. Employees who do not feel comfortable with place work, then employee tend work not optimally.

The influence work motivation to performance employee through work discipline

The results of the influence of work motivation on employees performance mediated by discipline Work is negative and not significantly. This is explaining that the higher motivation possessed by employees on campus University of Paz, the higher their level work discipline. This showed that although work motivation important, but work discipline is not able to mediate in connection between work motivation and performance employee. One of the reason why work

motivation has not significantly is because of the lack of awards and incentives from superior to employees. Giving adequate rewards and incentives can increase employees motivation for achieving the best performance. Motivated employees is not necessary for discipline for increasing performance. This results is different from previously research conducted by (Waskito & Wulandari, 2022) which states that work discipline capable to be as mediation in a way positive between work motivation and performance employee.

The influence job satisfaction on employees performance through work discipline

Testing hypothesis proved that work discipline capable mediate influence job satisfaction to work discipline employees at the UNPAZ campus. The results of the influence job satisfaction to performance employees mediated by discipline Work positive and significant. This matter can explained that satisfaction high work can increase work discipline, which tends to increase performance employees. When employees feel satisfied, they more motivated for fulfil rules and work discipline, in the end can increase performance employee. Likewise, can be a feeling of job satisfaction will increase performance and discipline very good job for reach objective company or organization. This hypothesis support research conducted by (Jufrizen & Sitorus, 2021) which proves that There is influence positive and significant job satisfaction to performance employee.

Influence work environment on employees performance through work discipline

Testing hypothesis prove that work discipline able to mediate the influence of work environment on work discipline of employee of University of Paz. The results of the influence work environment to performance employees mediated by discipline Work positive and significant. This is explain that environment good job can increase work discipline, which in turn contribute to the improvement performance employees. In this way, it shows that importance create environment supportive work for increase work discipline and performance from an employees. This results supported and consistent with previously research conducted by (Waskito & Wulandari, 2022) which proves that work discipline as mediation of the influence of work environment of employees performance.

CONCLUSION

This results found that employee performance is significantly influenced by the work environment and work discipline. Although motivation and job satisfaction do not show a direct influence, work discipline serves as an important link in improving employee performance. The second of the results is that work motivation has no significant effect on employee performance, and Job satisfaction also has no significant effect on employee performance.

The other finding of the results is that work environment has a significant positive effect on employee performance, and work discipline also as a mediator in the relationship between job satisfaction and employee performance.

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