



Journal of Economics, Management, Entrepreneur, and Business

| ISSN (Online) [2797-1511](https://doi.org/10.52909/jemeb.v4i2.164) | ISSN (Print) [2797-1503](https://doi.org/10.52909/jemeb.v4i2.164) |
<https://creativecommons.org/licenses/by/4.0/>
DOI: <https://doi.org/10.52909/jemeb.v4i2.164>



The Influence of the Work Environment, Work Discipline, on Performance Through Motivation and Job Satisfaction at the East Java Customs and Excise Regional Office 1

Suprpto¹, Sukes², Nurul Agustia³

¹ Universitas Dr. Soetomo Surabaya, Indonesia

² Universitas Dr. Soetomo Surabaya, Indonesia

³ Universitas Dr. Soetomo Surabaya, Indonesia

Corresponding Author: zoetenx@gmail.com¹

Abstract: *Objective Knowing the influence of the Work Environment and Work Discipline on Work Motivation and Job Satisfaction and Employee Performance; to determine the influence of Work Motivation and Job Satisfaction on the Performance of East Java Customs and Excise Regional Office 1 Employees; and to determine the influence of the Work Environment and Work Discipline on the Performance of Employees of the East Java Customs and Excise Regional Office 1 through Work Motivation and Job Satisfaction. This research method uses quantitative research methods. To determine the number of research samples using the Total Sampling technique. The results of the analysis can be concluded that the Work Environment and Work Discipline have a significant positive effect on the Motivation and Job Satisfaction of the East Java Customs and Excise Regional Office 1. However, the Work Environment and Work Discipline have no significant positive effect on the Performance of the Employees of the East Java Customs and Excise Regional Office 1; while Motivation has no significant positive effect on the performance of employees of the East Java Customs and Excise Regional Office 1, however Job Satisfaction has a significant positive effect on the performance of employees of the East Java Customs and Excise Regional Office 1; then the Work Environment and Work Discipline do not have a significant positive effect on Employee Performance through Motivation at the East Java Customs Regional Office 1, but have a significant positive effect on Employee Performance through Job Satisfaction at the East Java Customs and Excise Regional Office 1.*

Keyword: *Job Satisfaction, Employee Performance, Customs Regional Office*

INTRODUCTION

For organizations, employees are an important resource because they have the talent, energy and creativity that the organization really needs to achieve its goals (Hermawan et al., 2020). The

importance of Human Resources is also in line with increasingly competitive business developments so that companies must be aware of the potential of the workforce by improving employee performance (Pinaraswati et al., 2022). East Java Customs Regional Office 1 is an agency that has quite an important role in a country. Customs and Excise is a global institution that almost all countries in the world have. Based on the results of field observations, it is known that the performance of East Java Customs Regional Office 1 employees did not meet the targets set by the company and showed a decline throughout 2023. During 2023, East Java Customs Regional Office 1 employees were unable to meet the performance targets required by the company. Apart from that, the performance of East Java Customs and Excise Regional Office 1 employees actually decreases every quarter. This has an impact on decreasing company profits compared to previous years. According to the results of observations made, it can be seen that the decline in employee performance at the East Java Customs and Excise Regional Office 1 was caused by several factors such as work environment, work discipline, motivation and job satisfaction.

Based on the results of field observations, it is known that employees feel that the work environment at the East Java Customs and Excise Regional Office 1 is uncomfortable for carrying out work. This can be seen from the hot, noisy work environment and the lack of harmonious relationships between employees. Meanwhile, work discipline is really needed by every employee, because it is a means to train the employee's personality so that they always show good performance. Based on the results of field observations carried out, it is known that the work discipline of employees at the East Java Customs and Excise Regional Office 1 can be assessed as deficient. This can be proven from the high levels of employee absenteeism and tardiness at work. Based on the results of field observations that have been carried out, it can be seen that the employees of the East Java Customs and Excise Regional Office 1 do not have high work motivation, which can be seen from the large amount of work that is not completed according to the specified time. Apart from that, low work motivation can also be seen from the mismatch in salaries received by employees with the work they do. Employees who feel satisfied with their work tend to be more enthusiastic about working, while for employees who are less satisfied with their work, their work enthusiasm tends to decrease without feeling that employee job satisfaction is not making an optimal contribution to achieving organizational goals. Based on the results of observations that have been made, it can be seen that employees of the East Java Customs Regional Office 1 are less satisfied with the management of the East Java Customs Regional Office 1 due to the lack of promotional opportunities for employees. Apart from that, the absence of a reward system for employees who meet targets is the reason for the low job satisfaction of employees at the East Java Customs and Excise Regional Office 1.

Based on the background of the problems above, it can be concluded that Human Resources are very important to determine the success of the company. With human resources capable of maximum performance, company profits will increase. So it is necessary to study the factors that influence performance such as work environment, work discipline, motivation and job satisfaction. Some of the objectives of this research are to determine the influence of the Work Environment and Work Discipline on Employee Performance through Work Motivation and Job Satisfaction at the East Java Customs and Excise Regional Office 1

METHOD

This research uses quantitative research methods. The research uses a type of causal research. Research conducted on East Java Customs Regional Office 1. The research population is employees East Java Customs Regional Office 1 as many as 68 people. To determine the number of samples, the study used the Total Sampling technique, a sampling technique where the number of

samples is the same as the population. So the total research sample is 68 employees East Java Customs Regional Office 1. The type of research is primary and secondary data. The data collection technique used by the author is a questionnaire. The research variables consist of 3 types, namely Independent Variables, namely Work Environment (X1) and Work Discipline (X2). Intervening variables are Motivation (Z1) and Job Satisfaction (Z2). Meanwhile the Dependent variable is Performance (Y). The analytical technique chosen to analyze data and test hypotheses in this research is The Structural Equation Model (SEM) Partial Least Square (PLS).

RESULTS AND DISCUSSION

Model analysis using Partial Least Square (PLS) using the Smart PLS program gives the following results:

Hypothesis testing

Table 1 Relationships Between Constructs

Variable Relationships	Original Sample (O)	T Statistics (O/STDEV)	P Values	Information
Work Environment (X1) -> Motivation (Z1)	0.457	4,571	0,000	Significant
Work Discipline (X2) -> Motivation (Z1)	0.457	4,591	0,000	Significant
Work Environment (X1) -> Job Satisfaction (Z2)	0.517	3,074	0.002	Significant
Work Discipline (X2) -> Job Satisfaction (Z2)	0.347	2,079	0.038	Significant
Work Environment (X1) -> Performance (Y)	0.038	0.238	0.812	Not significant
Work Discipline (X2) -> Performance (Y)	0.317	1,761	0.079	Not significant
Motivation (Z1) -> Performance (Y)	0.143	0.722	0.471	Not significant
Job Satisfaction (Z2) -> Performance (Y)	0.516	2,748	0.006	Significant
Work Environment (X1) -> Motivation (Z1) -> Performance (Y)	0.065	0.619	0.536	Not significant
Work Discipline (X2) -> Motivation (Z1) -> Performance (Y)	0.065	0.740	0.459	Not significant
Work Environment (X1) -> Job Satisfaction (Z2) -> Performance (Y)	0.266	1,989	0.047	Significant
Work Discipline (X2) -> Job Satisfaction (Z2) -> Performance (Y)	0.179	1,656	0.098	Not significant

Source: Researcher Processed Data (2024)

Discussion

The Influence of the Work Environment on Motivation at the East Java Customs and Excise Regional Office 1

The results of this study show that the T-Statistics value of the variable relationship Work environment on the motivation of employees of the East Java Customs and Excise Regional Office 1 is of 4.571 which means it is greater than 1.96. This is in line with research Sabilalo et al., (2020) which proves The work environment has a positive and insignificant effect on employee work motivation.

The Influence of Work Discipline on Motivation at the East Java Customs and Excise Regional Office 1

The results of this study show that the T-Statistics value of the variable relationship Work Discipline on the motivation of employees of the East Java Customs and Excise Regional Office 1 is of 4.591 which means it is greater than 1.96. This is in line with research Yanthi et al., (2019) which states that Work Discipline has a significant effect on employee motivation.

Influence Work environment On Job Satisfaction at the East Java Customs and Excise Regional Office 1

The results of this study show that the T-Statistics value of the variable relationship Work environment on Job Satisfaction of East Java Customs and Excise Regional Office 1 Employees is of 3.074 which means it is greater than 1.96. This is in line with research Irma & Muhammad (2020) which proves that there is a significant positive influence between the Work Environment and Job Satisfaction.

The Influence of Work Discipline on Job Satisfaction at the East Java Customs and Excise Regional Office 1

The results of this study show that the T-Statistics value of the variable relationship Work Discipline on Job Satisfaction of East Java Customs and Excise Regional Office 1 Employees is of 2.079 which means it is greater than 1.96. This is in line with research Djari & Firdaus (2017) which states that work discipline has a significant effect on job satisfaction.

The Influence of the Work Environment on Performance at the East Java Customs and Excise Regional Office 1

The results of this study show that the T-Statistics value of the variable relationship Work environment on the performance of East Java Customs and Excise Regional Office 1 employees is of 0.238 which means it is greater than 1.96. This is in line with research Warongan et al., (2022) which states that the work environment has no significant effect on employee performance.

Influence Work Discipline Regarding Performance at the East Java Customs Regional Office 1

The results of this study show that the T-Statistics value of the variable relationship Work Discipline on the performance of East Java Customs and Excise Regional Office 1 employees is of 1.761 which means it is smaller than 1.96. This is in line with research Muna & Sri, (2022) which proves that work discipline has no significant effect on employee performance.

Influence Motivation Regarding Performance at the East Java Customs Regional Office 1

The results of this study show that the T-Statistics value of the variable relationship Motivation on the performance of East Java Customs and Excise Regional Office 1 employees is of 0.722 which means it is smaller than 1.96. This is in line with research Cahya et al., (2021) where Motivation has no significant effect on Performance.

Influence Job satisfaction Regarding Performance at the East Java Customs Regional Office 1

The results of this study show that the T-Statistics value of the variable relationship Job Discretion on the performance of East Java Customs and Excise Regional Office 1 employees is of 2.748 which means it is greater than 1.96. This is in line with research Paparang et al., (2021) which

proves that there is a significant positive influence between job satisfaction and employee performance.

The Influence of the Work Environment on Performance Through Work Motivation at the East Java Customs and Excise Regional Office 1

The results of this study show that the T-Statistics value of the variable relationship Work environment on Employee Performance through Work Motivation at the East Java Customs and Excise Regional Office 1 is 0.619 which means it is smaller than 1.96. This is in line with research Cahya et al., (2021) which proves that work motivation does not mediate the relationship between work environment and performance.

The Influence of Work Discipline on Performance Through Work Motivation at the East Java Customs and Excise Regional Office 1

The results of this study show that the T-Statistics value of the variable relationship Work Discipline on Employee Performance through Work Motivation at the East Java Customs and Excise Regional Office 1 is 0.740 which means it is smaller than 1.96. This is in line with research Islamiyah & Suhaeli (2018) which states that the work environment does not have an indirect influence on employee performance, mediated by work motivation.

The Influence of the Work Environment on Performance Through Job Satisfaction at the East Java Customs and Excise Regional Office 1

The results of this research show that the T-Statistics value of the relationship between Work Environment variables on Employee Performance through Job Satisfaction at the East Java Customs and Excise Regional Office 1 is 1.989 which means it is greater than 1.96. This is in line with research Ende & Firdaus (2021) which proves that the Work Environment has a significant effect on Performance through Job Satisfaction.

The Influence of Work Discipline on Performance Through Job Satisfaction at the East Java Customs and Excise Regional Office 1

The results of this research show that the T-Statistic value of the relationship between the Work Discipline variables on Employee Performance through Job Satisfaction at the East Java Customs and Excise Regional Office 1 is 1.656 which means it is smaller than 1.96. This is in line with research Susanti (2022) where the job satisfaction variable cannot mediate between the work discipline variable and employee performance.

CONCLUSION

Based on the results of data analysis and discussions that have been carried out, it can be concluded that Work Environment and Work Discipline have a significant positive effect on Motivation and Job Satisfaction at the East Java Customs and Excise Regional Office 1. However, the Work Environment and Work Discipline have no significant positive effect on the Performance of Employees at the East Java Customs and Excise Regional Office 1; while Motivation has no significant positive effect on the Performance of Employees of the East Java Customs and Excise Regional Office 1, Job Satisfaction has a significant positive effect on the Performance of Employees of the East Java Customs and Excise Regional Office 1; then the Work Environment and Work Discipline do not have a significant positive effect on Employee Performance through Motivation at the East Java Customs and Excise Regional Office 1, but have a significant positive

effect on Employee Performance through Job Satisfaction at the East Jaw Customs and Excise Regional Office 1.

REFERENCES

- Agustini, F. (2019). *Advanced Human Resources Management*. Terrain: Madenatera.
- Cahya, AD, Ratnasari, NT, & Putra, YP (2021). The Influence of Work Environment, Work Stress, and Work Motivation on Employee Performance (Case Study of UMKM Buah Baru Online (BBO) in Gamping Yogyakarta). *Journal of Economic Frames*, 6(1), 71–83. <http://itbsemarang.ac.id/jbe/index.php/jbe33%0Ahttp://itbsemarang.ac.id/jbe/index.php/jbe33/article/view/91>
- Darmadi, D. (2020). The Influence of the Work Environment and Work Discipline on Employee Performance at Indomaret Kelapa Dua Gading Serpong Branch, Tangerang Regency. *JIMF (Scientific Journal of Forkamma Management)*, 3(3), 240–247. <https://doi.org/10.32493/frkm.v3i3.5140>
- Djari, JA, & Firdaus, S. (2017). The Influence of Discipline on Employee Job Satisfaction (Study of Semarang Maritime Polytechnic Employees). *Nautical Dynamics*, 7(2), 1740–1745. <https://doi.org/10.46484/db.v7i2.52>
- Ende, E., & Firdaus, AA (2021). The Influence of the Work Environment on Employee Performance with Job Satisfaction as an Intervening Variable at the Population and Civil Registration Service of Serang City. *Journal of Social Sciences, Management, Accounting and Business*, 2(1), 56–69. <https://doi.org/10.47747/jismab.v2i1.197>
- Hermawan, W., Sedarmayanti, S., Jubaedah, E., & Mulyaningsih, M. (2020). Implications of Organizational Climate, Transfers and Job Satisfaction on Employee Performance at Bkpsdm Subang Regency. *Journal of Administrative Science: Media for the Development of Administrative Science and Practice*, 17(2), 178–192. <https://doi.org/10.31113/jia.v17i2.578>
- Irma, A., & Muhammad, Y. (2020). The influence of the work environment on employee job satisfaction. *Journal of Management*, 12(2). <https://doi.org/10.31289/diversita.v3i2.1259>
- Islamiyah, & Suhaeli, D. (2018). The Influence of the Work Environment, Individual Characteristics, and Job Characteristics on Employee Performance with Work Motivation as an Intervening Variable (Empirical Study at Muntilan Hospital, Magelang Regency. *Proceedings of the 2nd Business and Economics Conference In Utilizing of Modern Technology*, 02(2), 579–597.
- Mahardika, IN Bayu P., & Wibawa, IMA (2019). The Influence of Organizational Culture on Job Satisfaction and Organizational Commitment on Organizational Citizenship Behavior in Employees. *Management E-Journal*, 8(1), 7340–7370. <https://doi.org/https://doi.org/10.24843>
- Muna, N., & Sri, I. (2022). The Influence of Work Discipline, Work Motivation, and Career Development on Employee Performance (Study at Pt Lkm Demak Sejahtera). *Jesya*, 5(2), 1119–1130. <https://doi.org/10.36778/jesya.v5i2.652>
- Paparang, NCP, Areros, W.A., & Tatimu, V. (2021). The Influence of Job Satisfaction on the Performance of PT Office Employees. *Post Indonesia in Manado. Productivity*, 2(2), 119–123.
- Pinaraswati, SO, Ilya, F., Sri, S., & Suprihati. (2022). The Analysis of Service Quality Impact on Customer Satisfaction (Case Study of “Mas Alief” Automotive Workshop Bangkalan). *International Journal of Economics, Business and Accounting Research (IJEBAR)*, 6(1), 140–158.
- Prasetyo, ET, & Marlina, P. (2019). The Influence of Work Discipline and Job Satisfaction on

- Employee Performance. *Journal of Business and Management Inspiration*, 3(1), 21. <https://doi.org/10.33603/jibm.v3i1.2080>
- Sabilalo, M., Ummy, K., Nur, M., & Makkulau, AR (2020). The Influence of the Work Environment and Work Ability on Work Motivation and Performance of Employees at the Regional Secretariat Organization Bureau of Southeast Sulawesi Province. *Journal of Management & Business*, 3(2), 151–169.
- Sedarmayanti. (2017). HR planning and development to improve Competency, Performance and Work Productivity. PT Refika Aditama.
- Susanti, F. (2022). The Influence of Leadership Style and Job Satisfaction on Employee Work Productivity in Setu Village, South Tangerang. *Journal of Civilization Administration*, 2(3), 185–189. <https://doi.org/10.55182/jtp.v2i3.189>
- Warongan, BU ., Dotulong, LO ., & Lumintang, GG (2022). The Influence of the Work Environment and Work Stress on Employee Performance at PT Jordan Bakery Tomohon. *EMBA Journal*, 10(1), 963–972. <https://ejournal.unsrat.ac.id/v3/index.php/emba/article/view/38527>
- Yanthi, Parma, & Heryanda. (2019). The Influence of Work Discipline and Motivation on Employee Performance at PT. XL Axiata Singaraja Branch. *Bisma: Journal of Management*, 5(2), 93–100.