



EFFECT OF WORK MOTIVATION AND WORK DISCIPLINE ON PERFORMANCE OF BUREAU OF HUMAN RESOURCES OF THE POLDA METRO JAYA EMPLOYEES WITH WORK ENVIRONMENT AS INTERVENING VARIABLE

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Abstract: This study aims to determine the effect of work motivation and work discipline on employee performance mediated by the work environment. The number of respondents involved in this study were 55 respondents, all respondents were employees of the Bureau of Human Resources Polda Metro Jaya. This study uses a quantitative approach. The data in this study are primary data obtained from the results of distributing questionnaires. The collected research data were then analyzed using the Partial Least Square (PLS) analysis technique with the help of the Smartpls program. Based on the results of the analysis in this study, it was found that Work Motivation, Work Discipline and Work Environment have a positive effect on performance, Work Motivation and Work Discipline have a positive effect on the Work Environment, Work environment can mediate the indirect effect of Work Motivation and Work Discipline on performance.

Keywords: work motivation, work discipline, work environment, performance, Partial Least Square

INTRODUCTION

In the field of organization, especially in a government agency, the problems faced and often arise in the organization's goals and objectives, one of which is the human resource factor, considering that this factor is very important and fundamental in maintaining and determining the continuity of an organization. If an organization has superior human resources, the goals and objectives of the organization can be realized properly and vice versa.

In order to support this research, the authors conducted a pre-survey with various research variables by distributing questionnaires to 20 respondents in order to find out the problems and determinants of employee performance, while the results of the pre-survey with the following results: that the work motivation of employees in Bureau of Human Resources of the Polda Metro Jaya on average is quite good but there are two indicators that

have low ratings, namely the indicators of employees who have the authority and responsibility for the success of the office with a percentage of 45% and 55% answered that they have no responsibility to office success. Furthermore, the indicators in completing the work of employees have their own methods showing results of 40% and 60% in completing work, employees do not have their own methods. Although there are only two indicators that have a low rating, it is possible that if a wider survey is carried out the results will be worse. As a result, the agency will experience the achievement of employee performance results that are less than the maximum.

From the results of the pre-survey that the work discipline of employees in the Bureau of Human Resources Polda Metro Jaya on average is quite good but there are two indicators that have a low rating, namely the indicator of employees coming and going right at a predetermined time with a percentage of 40% while 60% respondents stated that employees did not come and go at the appointed time. Furthermore, the Employee Hours Indicator is carried out as optimally as possible by employees by not using them for personal interests, obtaining an assessment of 45% and 55% of respondents stating that employee working hours are not carried out optimally by employees by using them for personal interests. Although there are only two indicators that have a low rating, it is possible that if a wider survey is carried out the results will be worse. As a result, the agency will experience poor employee performance results.

Furthermore, the results of the pre-survey on the work environment for employees in the Bureau of Human Resources of the Polda Metro Jaya on average are quite good but there are indicators that have a low assessment, namely the comfort indicator in the room is one of the supporters in completing office tasks with a percentage of 40% and 60% of respondents stated that comfort in the room is not one of the supporters in completing office tasks. Furthermore, the indicator of the room where the employee works has good air circulation with 40% of respondents while 60% of the respondents stated that the room where the employee works has poor air circulation. In this work environment variable there are as many as two indicators with the lowest assessment. if the survey is conducted more broadly the results will be worse. As a result, the agency will experience poor employee performance results.

The results of the pre-survey on the performance variable, it is known that the performance of the employees of Bureau of Human Resources Polda Metro Jaya is quite good although there are two variables with the results of the respondents' assessments being still low, namely on the indicators of work or tasks assigned, employees feel able to complete according to the specified time the work given, employees feel they can carry out their duties according to the time specified with the assessment of respondents as much as 45% and as many as 55% of respondents stating the work given, employees feel unable to carry out tasks with the time set Furthermore, for indicators of tools or facilities that can help support completing tasks given to employees, only 30% of the respondents receive an assessment, while 70% of respondents stated that Kantot tools or facilities cannot help support completing tasks. Good employee performance or performance will be proportional to good results in

organizational development. Meanwhile, low performance will also have a bad influence on the organization. From the results of the pre-survey there are several problems or phenomena that arise that affect employee performance. Judging from the results of the pre-survey, this research has the following objectives: 1). To find out how the influence of work motivation on the performance of the Bureau of Human Resources Polda Metro Jaya. 2). To find out how the effect of work discipline on the performance of the Human Resources Bureau of the Polda Metro Jaya. 3). To find out how the influence of the work environment on the performance of the Bureau of Human Resources Polda Metro Jaya. 4). To find out how the influence of work motivation on the work environment of the Bureau of Human Resources Polda Metro Jaya. 5). To find out how the effect of work discipline on the work environment of the Bureau of Human Resources Polda Metro Jaya. 6). To find out how the indirect effect of work motivation on employee performance through the work environment at the Bureau of Human Resources Polda Metro Jaya. 7). To find out how the indirect effect of work discipline on employee performance through the work environment at the Bureau of Human Resources Polda Metro Jaya.

LITERATURE REVIEW

Motivation

According to Hasibuan & Hasibuan, (2016) Motivation comes from the Latin (movere) which intends to empower "Inspiration is a condition or energy that moves representatives who are coordinated or centered around accomplishing the organization's hierarchical objectives. According to George R. Terry and Leslie W. Rue as quoted by Asnawi, (2002:18) motivation is defined as follows: Motivation is a stimulating or driving force, which stimulates and encourages employees to want to work as hard as possible. one employee to another.

Work motivation is a condition where representatives need full appreciation for their work, get a familiar air at work, work security, great compensation/compensation, fascinating work and shrewd control from each administrator.

Work Discipline

According to Rivai & Sagala, (2010:825) Work discipline is a tool used by administrators to talk to representatives so that they will change behavior and build awareness such as one's ability to adhere to every accepted principle and practice that applies in an organization. In line with Rivai, for Wiratama & Sintaasih, (2013:129), work discipline is an administration activity to support mindfulness and readiness of its individuals to consent to all guidelines that have been controlled by the association or organization and accepted practices that apply willfully.

Work Environment

The work environment is all that is around the laborers that can influence them in doing the undertakings they complete. The following is the definition of the work environment put forward by experts: As indicated by Siagian, (2014:56) recommends that the workplace is a climate where representatives accomplish their day by day work. Another case according to sedarmayanti, (2013:23) recommends that where there is a gathering wherein

there are a few supporting offices to accomplish organization objectives as per the organization's vision and mission.

From a portion of the sentiments above, one might say that the workplace is all that is around representatives at work, both physical and non-physical, which can influence them in doing their every day undertakings.

Performance

Rivai & Sagala, (2010) performance is a genuine conduct that is shown by everybody as work execution created by representatives as per their job in the organization. Representative execution (work execution) is the consequence of work in quality and amount accomplished by a worker in completing his obligations as per the duties given to him Mangkunegara, (2013:18). Wibowo, (2014:70) performance can be seen as both an interaction and an aftereffect of work. Execution is a cycle of how work happens to accomplish work results. In any case, the aftereffects of the actual work additionally show execution.

Based on the description of the hypothetical investigation over, the exploration inspects two autonomous factors, one interceding variable and one ward variable. The free factors incorporate Work Motivation (X1) and Work Discipline (X2). As the interceding variable is the Work Environment (Y1), while the reliant variable is Performance (Y2). To explain the progression of thought, the analysts incorporated a schematic system introduced in the following picture:

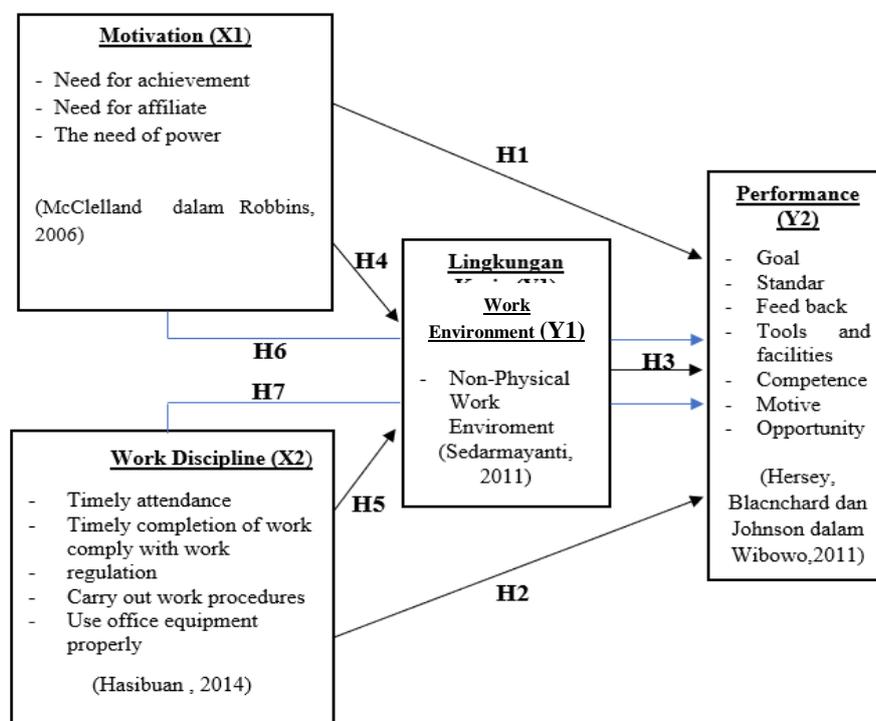


Figure 1. Framework Theory

RESEARCH METHODS

The examination technique utilized in this exploration is to utilize the study strategy which is the information strategy for gathering by conveying surveys to respondents. Respondents in this examination were workers of the Bureau of Human Resources Polda Metro Jaya. To acquire the information, the author.

Took the place of research at the Bureau of Human Resources Polda Metro Jaya. In this study, the research population was 55 respondents. In the data collection instrument used is a questionnaire. The data analysis method used is descriptive quantitative analysis and data processing using Structural Equation Modeling (SEM) software while the instrument testing uses the *Partial Least Square* (PLS) method. *Partial Least Squares* (PLS) analysis is a multivariate statistical method to find out the comparison between multiple dependent variables and multiple independent variables Hartono, (2011:55). In Yamin & Kurniawan, (2011:40) the algorithm in Partial Least Squares (PLS) is not only used for the relationship between indicators and their latent constructs and is not only reflective, but can also be used for correlations that have formative properties. Partial Least Squares (PLS) can be used as a very complex model of various latent variables and is able to gauge the way model with a little example. The main purpose of *Partial Least Squares* (PLS) is to be able to explain the relationship between constructs and explain the meaning in terms of the value of the relationship.

FINDINGS AND DISCUSSION

Questionnaires were distributed to 55 respondents, namely employees of the the Bureau of Human Resources Polda Metro Jaya. Of the 55 questionnaires distributed to all employees at the Bureau of Human Resources of Polda Metro Jaya, as many as 5 questionnaires did not return so that the number of questionnaires that could be analyzed was 50 questionnaires, thus the percentage of questionnaires returned in this study was 91%. Thus, it means that the results of data collection are in **very good criteria** Babbie, (2010:289).

Descriptive analysis in this study was carried out by taking into account the average value (mean) and standard deviation for further categorization based on low, medium and high categories according to the categorization technique by Sekaran, (2012). Because the instrument in this study has a scale of 1-5, which means that the respondent's answer score has the lowest score of 1 and the highest 5, namely SD (Strongly Disagree), D (Disagree), N (Neutral), A (Agree), and SA(Strongly Agree). The index value of the questionnaire statement is: 1). The average value of 1-1.5 is SD, 2). The average value of 1.6-2.5 is D, 3). The mean value from 2.6 to 3.5 is N, 4). The average value of 3.6-4.5 is A and the average value of 4.6-5 is SA.

rounding out the poll in this investigation, the qualities or details of respondents were seen dependent on sex, age or age, training and length of work of respondents at the Bureau of Human Resources Polda Metro Jaya . Respondents who are male by 54%, while women as much as 46%. Respondents who have the largest percentage are men. then respondents aged

21-25 years by 22%, 26-30 years by 24%, 31-35 years by 24%, >36 years by 30%. Respondents with a working period of 0-3 years are 26%, 3-5 years are 40%, 6-10 years are 24%, >10 years are 10%. Then based on the existing criteria, the respondent's perception index of the variables in the study was determined, as follows:

Table 1. Frequency Distribution and Mean Value Answer Score Respondents on Motivation Variables

No	Statment	Frequency Distribution					Mean	Criteria
		SD	D	N	A	SA		
Need For Acievement								
1	When I have a good job performance will get the opportunity to develop a career	3	7	3	19	18	3.84	High
2	I have the opportunity to take part in education and training to support achievement	5	5	7	17	16	3.68	High
3	I always add knowledge to improve my performance at work	3	7	6	18	16	3.74	High
The average need for achievement dimension							3.753	high
The need for power								
4	I have the authority and responsibility for the success of the office	4	5	8	15	18	3.76	high
5	In completing work I have my own method and authority that can be accounted for	2	6	8	31	3	3.54	high
6	I am active in determining the direction of activities in my workplace	4	4	8	15	19	3.82	high
The average need for achievement dimension							3.707	high
Need to affiliate								
7	Maintaining relationships with fellow employees and superiors is one of the priorities in the office	4	5	8	14	19	3.78	high
8	In doing work, every employee wants to get recognition for his work from the community	5	5	6	14	20	3.78	high
9	I work closely with units in completing work in order to get maximum results	4	5	5	16	20	3.860	high
The average need for power dimension							3.807	high
Average Overall Answer Score Motivation Variables							3.756	high

Source: processed data (2021)

Table 2. Frequency Distribution and Mean Value Answer Score Respondents on Work Discipline

No	Statment	Frequency Distribution					Mean	Criteria
		SD	D	N	A	SA		
Dimensions of Timely Attendance								
1	I come and go from work at the appointed time	4	7	7	17	15	3.64	medium

Average time attendance dimension dimensi							3.64	medium
Dimensions Punctuality of carrying out work								medium
2	The tasks given by my superiors are my burden and responsibility and I will do them optimally	8	3	8	19	12	3.48	medium
3	Working hours, I use it as optimally as possible by not using it for personal gain	6	5	9	16	14	3.54	medium
4	I always do a good job and try to finish effectively and optimally	5	5	7	23	10	3.56	medium
Average Dimensions Average Punctuality to complete the job							3.527	medium
Dimensions Obey work regulations								
5	I always obey the rules in my workplace	5	6	2	24	13	3.68	high
6	The rules that exist in the workplace are able to motivate me to get the job done	6	3	7	21	13	3.64	medium
7	If I violate the rules and regulations set at my office, I will be given a positive warning	7	6	5	18	14	3.52	medium
The average dimension obeys the rules							3.613	medium
Dimensions of carrying out work procedures								
8	The work that is my duty & responsibility, can I be accounted for	8	6	5	20	11	3.4	medium
9	I understand employee regulations and I carry out my duties in accordance with existing procedures	4	6	8	17	15	3.66	medium
Rata-rata dimensi menjalankan prosedur kerja							3.53	medium
Dimension use office equipment properly								
10	At work I have to maintain the safety of the equipment in the office	4	6	9	21	10	3.54	medium
Average dimensions using good office equipment							3.54	medium
Average overall work discipline variables							3.57	medium

Source: processed data (2021)

Table 3. Frequency Distribution and Mean Value Answer Score Respondents on Work Environment

No	Statment	Frequency Distribution					Mean	Criteria
		SD	D	N	A	SA		
1	Comfort in the room is one of the supporters in completing my work	3	4	8	19	16	3.82	high
2	The room where I work has good air circulation	3	5	5	28	9	3.70	high
3	The building where I work fits my needs	3	4	7	26	10	3.72	high
4	The work facilities at my workplace are adequate to support my work	4	6	5	22	13	3.68	high

5	Sufficient work equipment in the workplace	4	5	8	17	16	3.72	high
The average value of the dimensions of the physical work environment							3.728	high
Non-Physical Work Environment								high
6	A good relationship between employees and leaders helps employees in their work	4	6	4	21	15	3.74	high
7	Communication is the main thing in fostering good relations between employees	6	5	5	17	17	3.68	high
8	A good relationship between employees and leaders makes employees comfortable at work	6	5	6	19	14	3.60	medium
9	The condition of the office work environment has security in guard	4	5	6	20	15	3.74	high
The average value of the dimensions of the non-physical work environment							3.69	high
The average value of the overall work environment variable answer score							3.709	high

Source: processed data (2021)

Table 4. Frequency Distribution and Mean Value Answer Score Respondents on Performance

No	Statment	Frequency Distribution					Mean	criteria
		SD	D	N	A	SA		
Goal Dimension								
1	I have a good work result to achieve the desired goal	2	8	15	9	16	3.58	medium
2	I feel able to complete the job well according to the given target	4	6	7	22	11	3.6	medium
Average goal dimensions							3.59	medium
Standard Dimension								
3	The standard of assessment is one of the goals to be achieved	6	3	8	18	15	3.66	medium
Standard Dimension Average							3.66	medium
Feedback Dimension								
4	Improving the quality of work is a shared responsibility	3	8	2	24	13	3.72	high
Feedback Average							3.72	high
Dimensions of Tools and Facilities								
5	Tools or suggestions can help support completing the tasks assigned to employees	2	8	5	18	17	3.8	high
6	I give advice with the aim of improving the implementation of work assignments	5	9	5	21	10	3.44	high
Average Tools and Facilities							3.62	high
Dimension Competence								
7	I am required to work optimally in achieving the goals set by the office	2	7	8	16	17	3.78	high
8	Each work given, I feel ready to finish as per the time accessible	2	10	5	14	19	3.76	high
Average Competency Dimension							3.77	high

Motive Dimension							high	
9	I am able to complete additional work well within the allotted time	3	7	7	16	17	3.74	high
10	I am serious about completing the work, so that there are no mistakes in my work	3	8	6	20	13	3.64	medium
11	I feel ready to finish the task well as per the given objective	4	6	6	28	6	3.52	medium
Motive Dimensions Average							3.633	medium
The overall average of Employee Performance variables							3,665	medium

Source: processed data (2021)

From the results of the questionnaire above, then processed into SmartPLS. The following below is a display of the results of the path diagram processed with Smart PLS:

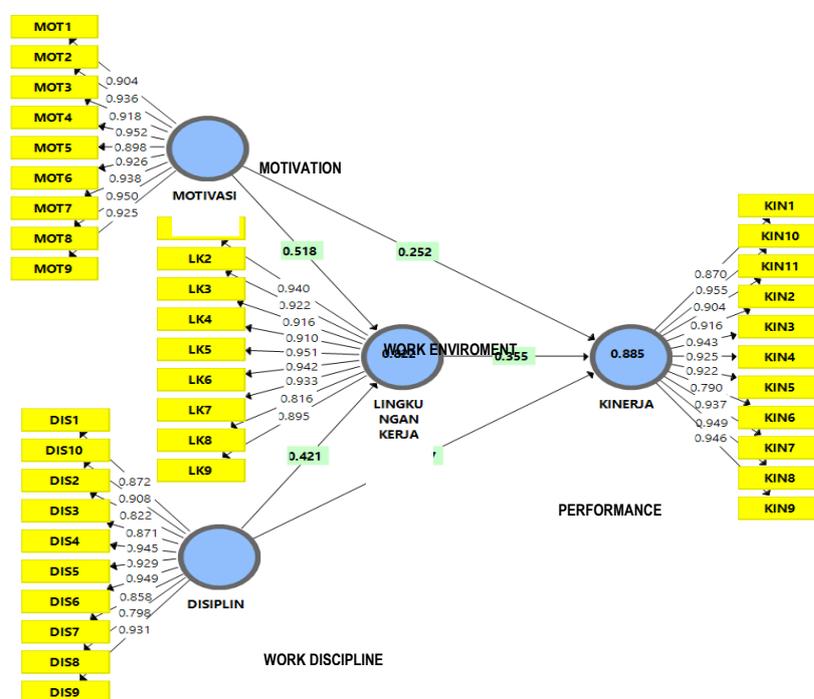


Figure 2. Path diagram picture

In view of the assessment consequences of the PLS model in the image above, it very well may be seen that all pointers in each develop have a stacking factor esteem above 0.7 so all markers in the PLS model are announced to have met the necessities of joined legitimacy. The stacking factor worth of every marker alongside the total AVE worth, all things considered, can be found in the following table:

Table 5. Loading Factor Value and AVE Value

Variabel	Indikator	Loading Factor	AVE	Validitas Konvergen
Work Discipline	DIS1	0.872	0.792	Valid
	DIS10	0.908		Valid
	DIS2	0.822		Valid

	DIS3	0.871		Valid
	DIS4	0.945		Valid
	DIS5	0.929		Valid
	DIS6	0.949		Valid
	DIS7	0.858		Valid
	DIS8	0.798		Valid
	DIS9	0.931		Valid
Performance	KIN1	0.870	0.838	Valid
	KIN10	0.955		Valid
	KIN11	0.904		Valid
	KIN2	0.916		Valid
	KIN3	0.943		Valid
	KIN4	0.925		Valid
	KIN5	0.922		Valid
	KIN6	0.790		Valid
	KIN7	0.937		Valid
	KIN8	0.949		Valid
	KIN9	0.946		Valid
Work Enviroment	LK1	0.940	0.837	Valid
	LK2	0.922		Valid
	LK3	0.916		Valid
	LK4	0.910		Valid
	LK5	0.951		Valid
	LK6	0.942		Valid
	LK7	0.933		Valid
	LK8	0.816		Valid
	LK9	0.895		Valid
Motivation	MOT1	0.904	0.860	Valid
	MOT2	0.936		Valid
	MOT3	0.918		Valid
	MOT4	0.952		Valid
	MOT5	0.898		Valid
	MOT6	0.926		Valid
	MOT7	0.938		Valid
	MOT8	0.950		Valid
	MOT9	0.925		Valid

Source: processed data (2021)

independent variables influence the reliant variable can be surveyed from the worth of Rsquare (R2) As depicted in the following table:

Tabel 5. R-Squere

	R Square	R Square Adjusted
KIN	0.885	0.878
LK	0.822	0.815

Source: processed data (2021)

To see the importance among factors and measurements of Work Motivation, Work Discipline, Work Environment and their impact on Employee Performance is to notice the first example esteem and the T-factual importance esteem. The consequences of the Smart PLS yield utilizing figure PLS Bootstrapping are as follows:

Table 6. Path Coefficient Value

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
DIS -> KIN	0.377	0.372	0.155	2.428	0.016
DIS -> LK	0.421	0.416	0.125	3.359	0.001
LK -> KIN	0.355	0.358	0.121	2.934	0.003
MOT -> KIN	0.252	0.254	0.124	2.032	0.043

Source: processed data (2021)

Hypothetical Test Results

Hypothesis in this investigation depends on the consequences of PLS examination. Coming up next is a rundown of the aftereffects of hypothesis testing dependent on the consequences of the PLS investigation that has been done in this study:

Table 7. Hypothesis Testing Result

Hipotesis	Original Sample (O)	Conclusion
(1) Motivation positively affects on employee performance	<ul style="list-style-type: none"> Path Coef = 0,252 T Statistics = 2,032 P value = 0,043 	<i>(accepted)</i>
(2) Work discipline has a positive effect on employee performance	<ul style="list-style-type: none"> Path Coef = 0,377 T Statistics = 2,428 P value = 0,016 	<i>(accepted)</i>
(3) The work environment has a positive effect on employee performance	<ul style="list-style-type: none"> Path Coef = 0,355 T Statistics = 2,943 P Value = 0,003 	<i>(accepted)</i>
(4) Motivation has a positively affects on the Work Environment	<ul style="list-style-type: none"> Path Coef=0,518 T Statistics = 3,916 P Value = 0,000 	<i>(accepted)</i>
(5) Work discipline has a positively affects on the work environment	<ul style="list-style-type: none"> Path Coef = 0,421 T Statistics = 3,359 P Value = 0,001 	<i>(accepted)</i>
(6) Motivation can have a positively affect on employee performance through the work environment	<ul style="list-style-type: none"> Path Coef = 0,184 T Statistics = 2,178 P Value = 0,030 	<i>(accepted)</i>
(7) Work discipline can have a positively affect on employee performance through the work environment	<ul style="list-style-type: none"> Path Coef = 0.149 T Statistics = 2,229 P Value = 0,026 	<i>(accepted)</i>

Source: processed data (2021)

The clarification of the rundown of the outcomes of the hypothesis testing above is as follows:

Motivation has a positively affect on employee performance

Hypothesis 1 in this investigation expresses that work motivation affects employee performance. The results of the analysis in this study indicate that the p value on the path that shows the effect of motivation on performance (MOT→KIN) is 0.043 with a T statistic of 2.032 and a positive path coefficient of 0.252. Because the path p value < 0.05, T statistic > 1.96 and the path coefficient is positive, it can be concluded that motivation has a positive effect on employee performance, this shows that the higher the employee's work motivation, the higher the employee's performance. High work motivation tends to have high performance. This supports hypothesis 1 in this study so that hypothesis 1 is accepted. This study supports the research conducted by Saluy & Treshia, (2018) with the title "The Effect of Work Motivation, Work Discipline and Compensation on Employee Performance (Case Study at PT IE Company) bringing about the determination that inspiration is a determinant of the degree of employee performance.

Work discipline has a positively affect on employee performance

Hypothesis 2 in this investigation expresses that work discipline has an effect on employee performance. The results of the analysis in this study indicate that the p value on the path that shows the impact of work discipline on performance (DIS→KIN) is 0.016 with a T statistic of 2.428 and a positive path coefficient of 0.377. Because the path p value < 0.05, T statistic > 1.96 and the way coefficient is positive, it very well may be reasoned that work discipline has a positive and huge impact on performance, the higher the employee's work discipline, the higher the employee's performance, employees with work discipline high tend to have high performance. This supports hypothesis 2 in this study so that hypothesis 2 is accepted. This study supports the research conducted by Djamil Mz, Masydzulhak., & Zaenudin, (2018) with the title "The Effect of Compensation, Motivation and Work Environment on the Performance of Employees of PT. AEM", the aftereffects of this investigation show that pay, inspiration and the climate impact representative execution. What's more, Simultaneously remuneration, inspiration and workplace affect representative execution.

The work environment has a positively affect on employee performance

Hypothesis 3 in this study states that the work environment affects employee performance. The aftereffects of the investigation in this examination demonstrate that the p esteem on the way that shows the impact of the of the work environment on performance (LK→KIN), the p value obtained is 0.003 with a T statistic of 2.934 and a positive path coefficient of 0.355. Since the path p value < 0.05, T statistic > 1.96 also, the way coefficient is positive, it tends to be closed that the work environment has a positive and huge impact on performance, this indicates that a good work environment supports good employee performance. This supports hypothesis 3 in this study so that hypothesis 3 is acknowledged. This investigation upholds the research conducted by Farkhan et al., (2019) with the title "The Effect of Work Discipline, Work Motivation and Work Environment on Employee Performance at the Regional Disaster Management Agency of Lumajang Regency", the

aftereffects of his examination clarify that the work environment has an impact on performance.

Motivation has a positively affect on the Work Environment

Hypothesis 4 in this study states that work motivation has an impact on the work environment. The aftereffects of the examination in this investigation show that the significance value on the path that shows the influence of motivation on the work environment (MOT→LK) is 0.000 with a T statistic of 3.916 and a positive path coefficient of 0.518. Since the path p value < 0.05, T statistic > 1.96 and the path coefficient is positive, it can be concluded that motivation has a positive and significant effect on the work environment, this indicates that the higher the employee's work motivation, the better the employee's work environment. , high employee motivation can form a good work environment. This supports hypothesis 4 in this study so that hypothesis 4 is accepted. This investigation upholds the examination directed by Kerlina, (2015) with the title "The Effect of Work Motivation on Employee Performance With the Work Environment as an Intervening Variable at BPJS Kesehatan Divre VII Surabaya", the aftereffects of her examination clarify that motivation affects the work environment.

Work discipline has a positively affect on the work environment

Hypothesis 5 in this study states that work discipline affects employee performance. The aftereffects of the investigation in this examination demonstrate that the significance value on the path that shows the effect of work discipline on the work environment (DIS→LK) is 0.001 with a T statistic of 3.359 and a positive path coefficient of 0.421. Because the path p value < 0.05, T statistic > 1.96 and the path coefficient is positive, it tends to be closed that work discipline has a positive and critical impact on the work environment, this indicates that the higher the employee's work discipline, the better the work environment. employees, high employee work discipline can form a good work environment. This supports hypothesis 5 in this study so that hypothesis 5 is accepted. Mangkunegara, (2013:105), which expresses that one of the components that effect the work environment is non-physical factors, namely factors that cannot be captured by the five human senses, but can be felt by feelings, for example, work discipline and the relationship between employees and leaders.

Motivation can have a positively affect on employee performance through the work environment

Hypothesis 6 in this study states that work motivation indirectly has a huge impact on employee performance through the work environment. The results of testing the indirect effect of work motivation on performance mediated by the work environment in the table above shows a p-value of 0.030 with a T statistic of 2.178 and a positive path coefficient of 0.184. Due to the p value < 0.05 and the T statistic > 1.96, Ho is dismissed and it is reasoned that the work environment can intervene the impact of work motivation on performance. This study upholds the examination led by Farkhan et al., (2019)with the title "The Effect of Work Discipline, Work Motivation and Work Environment on Employee Performance of the Lumajang Regency Regional Disaster Management Agency", in the study it was stated that

work discipline and work motivation did not have a partially significant effect on the performance of employees of the Regional Disaster Management Agency of Lumajang Regency, but the work environment has a mostly critical impact on the performance of employees of the Regional Disaster Management Agency of Lumajang Regency so that it can intervene the backhanded impact of motivation and discipline on performance.

Work discipline can have a positively affect on employee performance through the work environment

Hypothesis 7 in this study states that work discipline by implication significantly affects employee performance through the work environment. The aftereffects of testing the backhanded impact of work discipline on performance mediated by the work environment in the table above shows a p-value of 0.026 with a T statistic of 2.229 and a positive path coefficient of 0.149. Because the p value < 0.05 and T statistic > 1.96 , H_0 is dismissed and it is reasoned that the work environment can intervene the impact of work discipline on performance. This study supports the research conducted by Farkhan et al., (2019) with the title "The Effect of Work Discipline, Work Motivation and Work Environment on Employee Performance of the Lumajang Regency Regional Disaster Management Agency", in the study it was stated that work discipline and work motivation did not have a partially significant effect on the performance of employees of the Regional Disaster Management Agency of Lumajang Regency, but the work environment has a partially significant influence on the performance of employees of the Regional Disaster Management Agency of Lumajang Regency so that it can intercede the aberrant impact of motivation and discipline on performance.

CONCLUSION AND RECOMMENDATION

Conclusion

- 1) Work motivation has a positive influence on employee performance, thus it means that if the employee's work motivation is higher, the employee's performance will also increase, employees with high work motivation always have good or high performance.
- 2) Work discipline has a positive and significant effect on performance, if the higher the employee's work discipline, the higher the employee's performance, employees with high work discipline will always have high performance.
- 3) The work environment has a positive and significant influence on performance, this means that if a good work environment will support employee performance for the better.
- 4) Motivation has a positive and significant influence on the work environment, it can be concluded that the higher the employee's work motivation, the better the employee's work environment, high employee motivation can create a good work environment.
- 5) Work discipline has a positive and significant influence on the work environment, thus the higher the employee's work discipline, the better the employee's work environment, high employee discipline can create a good work environment.

- 6) The work environment can mediate the effect of work motivation on performance. Thus, it means that high work motivation is able to support the creation of a good work environment so that it will support high employee performance.
- 7) The work environment is able to mediate the effect of work discipline on performance. This means that high work discipline will support the creation of a decent work environment so that it can support the creation of high employee performance.

Recommendation for Researchers:

- 1) For the Bureau Of Human Resources Of The Polda Metro Jaya, the results of this research can be used as material for the development of more effective human resources and encourage the agency to optimize its duties and functions furthermore, further develop representative execution. To further develop worker execution, there are several things that must be considered, including:
 - a) The work motivation at the Bureau Of Human Resources Of The Polda Metro Jaya is quite good but still needs to be improved by providing flexibility for employees to complete their work with their own methods but still paying attention to the existing Standard Operating Procedures, then every employee must have a high sense of responsibility towards the tasks assigned. has been given.
 - b) Work discipline at the Bureau Of Human Resources Of The Polda Metro Jaya, most of the employees are quite good but still need to be improved by requiring all employees to come and go from work on time, employees must carry out every job as optimally as possible with a full sense of responsibility so that the agency's goals are achieved properly , every job must be completed effectively and efficiently and every employee is encouraged to maintain the safety of equipment in the workplace and always obey the rules that have been set.
 - c) The work environment at the Bureau Of Human Resources Of The Polda Metro Jaya has actually been good and supports employee performance, but to optimize it there needs to be comfort created between employees and leaders. For additional examination, it is prescribed to add different factors that have not been concentrated in this investigation which are thought to have an effect on employee performance, such as leadership style, job satisfaction, competence, compensation and employee work stress.
- 2) For further research, it is expected to add other variables that have not been studied in this study but are thought to have an effect on employee performance, such as leadership style, job satisfaction, competence, compensation and employee work stress, because it is possible that research with different variables can contribute in optimizing the performance.

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