

## **The Effect of Work Environment and Work Discipline on The Effect of Work Environment, Work Discipline on Employee Performance with Communication as an Intermediate Variable**

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### *Abstract*

This study aims to examine the influence of the work environment and work discipline on employee performance through communication. The population in this study is all employees. The sample in this study consisted of 129 employees. This study uses a census sampling technique. Data collection techniques obtained using interviews and questionnaires. Based on the results of the analysis of hypothesis testing, it can be found that the accepted hypothesis (influence) is that the work environment has an influence on communication, work discipline has an influence on communication, the work environment has an influence on performance, work discipline has an influence on performance, and the work environment and work discipline have an influence on performance through communication as an intervening variable. The hypothesis that is neither rejected nor accepted is that the work environment has an influence on communication.

**Keywords:** work environment, work discipline, employee performance, communication.

### **INTRODUCTION**

Basically, performance is something that is individual because each employee has a different level of ability in carrying out their duties. The performance produced by employees in a company is determined by several factors and conditions, both of which come from within the employee and from outside the individual employee. Performance depends on a combination of ability, effort, and opportunity. This means that performance is the result of employees working for a certain period of time, and the emphasis is on the work completed by employees within that period of time. Performance is the result produced by a specific job function or activity during a specified period. Overall performance on the job is equal to the sum or average performance on important job functions. Functions related to the job will be performed, not with individual performance characteristics.

Each person's performance standards differ according to the type of work, organization,

or profession. Performance standards refer to organizational goals that are translated into functional tasks. Standards for government employees will be different from those for industrial workers because each has different job and task specifications. Likewise, the performance of employees at the Customs and Excise Supervision and Service Office. Performance standards based on Standard Operating Procedures (Standard Operating Procedures) within the Ministry of Finance. Whereas in order to realize the implementation of good governance, it is necessary to have a process for the performance of organizational units within the Ministry of Finance that is well organized and also to support the smooth implementation of general government tasks in the field of management of state finances and assets so that they are more efficient, effective, transparent, and accountable, it is deemed necessary to standardize the operating procedures for each activity in organizational units within the Ministry of Finance.

There are contextual (situational) factors, which include the work environment. The current phenomenon is the arrangement of room layouts that are not in accordance with modern office layouts, so that most employees complain. In addition, the composition of employees is currently dominated by millennials. The millennial generation, who grew up in an era of developing information technology, is familiar with gadgets, prioritizes passion, is creative, and is innovative, which will greatly influence the relationship between employees across generations. Seeing the challenges faced, office leaders are required to be able to create a conducive, effective, and productive work environment. The work environment is the social, psychological, and physical life in the company that influences workers in carrying out of their duties. Human life is inseparable from the various circumstances of the surrounding environment, and between humans and the environment there is a very close relationship. In this case, humans will always try to adapt to various environmental conditions. Likewise, when doing work, employees, as human beings, cannot be separated from the various circumstances around where they work, namely the work environment. During work, each employee will interact with various conditions in the work environment.

Work discipline is an important factor in increasing productivity. However, the high level of education and ability of an employee, the amount of motivation given by the leadership, and the amount of compensation given will not have much meaning or influence if the employee is not disciplined in carrying out his duties. Therefore, this disciplinary factor needs to get great attention from both leaders and the employees concerned. As with providing work motivation, instilling employee discipline is generally good. This can be seen from the high awareness of employees in carrying out organizational tasks, paying attention to working hours, wearing uniforms, and using equipment, and the quality of their work is quite adequate. Discipline can be interpreted as an attitude, behavior, and action that are in accordance with the written and ordinary rules of a company or agency. Thus, each company determines or formulates a rule that is enforced to ensure the implementation of the agency's work mechanism and to create regular work procedures so as to achieve organizational goals properly. To create regular work procedures so as to achieve organizational goals properly, communication is needed so that information received from the center down can be received properly and correctly. Communication is an activity that causes other people to interpret an idea. If communication can run smoothly, then organizational goals will be carried out properly.

## **METHOD**

The population is the area of generalization, which consists of objects or subjects that

have certain qualities and characteristics that are applied by researchers to be studied and then to draw conclusions. The population is the whole object of research. meaning that all populations are sampled in the study. In preparing this research, data collection techniques were obtained using interviews and questionnaires. In a study, data has a very important position. Therefore, whether or not a piece of data is correct determines whether or not the data is accurate. This depends on whether the data collection process is good or not. To find out how far this research instrument can be trusted, a validity test and a reliability test were carried out. To detect the presence of multicollinearity, SPSS can be used with the VIF (Variance Inflation Factor) guideline. Heteroscedasticity testing uses Gleyser. Gleyser stated that the value of the residual variance depends on the independent variables in the model. After the data is tested for reliability and validity, it is tested for normality, namely to determine the statistical tools used. If the data obtained are normally distributed and the variances are the same, then hypothesis testing is carried out using parametric statistical tools. If the data obtained are not normally distributed or the variances are not the same, then hypothesis testing is carried out using non-parametric statistical tools. Data normality testing was carried out by looking at the data distribution chart and the Kolmorov-Smirnov test (K-S test). If the significance level is greater than 0.5, the data is normally distributed. Hypothesis testing is done with the f-test and the t-test.

## RESULT AND DISCUSSION

Based on the results of the study, it can be seen that for the most part, respondents were 20–30 years old as many as 59 people, or 46%; respondents aged 31–40 years were 18 people, or 14%; respondents aged 41–50 years were 14 people, or 11%; and respondents aged 51–60 years old were as many as 38 people, or 29%. Gender in general can make a difference in a person's behavior. Most respondents were men, namely 121 people, or 94%, compared to women, which amounted to 8 people, or 6%. Educational background can usually distinguish between the services provided and the actions taken. that the most respondents were D1, namely 47 people or 36%; educational background S1 as many as 42 people or 33%; educational background D3 totaling 16 people or 12%; educational background high school totaling 15 people or 12%; and educational background S2 as many as 9 people or 7%. The results of the respondents' answers indicated that the majority of respondents gave agreed responses to questions about the work environment as felt by the respondents, followed by agreeing answers. Most of the respondents gave agreeing responses to questions regarding work discipline as felt by the respondents themselves, followed by agreeing answers. Most of the respondents gave affirmative responses to questions regarding employee performance as perceived by the respondents, followed by agreeing answers.

Based on the results of the analysis of hypothesis testing, it can be found that the accepted hypothesis (influence) is that the work environment has an influence on communication, work discipline has an influence on communication, the work environment has an influence on performance, work discipline has an influence on performance, and the work environment and work discipline have an influence on Performance through communication as an intervening variable. The hypothesis that is neither rejected nor accepted is that the work environment has an influence on communication. Hypothesis 1 (first), namely, that the work environment has an influence on communication. Testing the assumptions is carried out using path model analysis (path analysis) with the help of the AMOS program version 23. Based on the first

assumption, the model test states that the estimated value of regression weights is -0.0402410, the standard error is 0.0653288, the critical ratio (t-table) is -0.6159759, and the probability significance value (P-value) is 0.5379104 > 0.05. So, it can be concluded that the test results show that there is a negative relationship between the work environment and communication that is not significant. Thus, it can be said that the work environment hypothesis has a negative influence on communication and is not significant or rejected.

Hypothesis 2 (two), namely, work Discipline has an influence on communication. Based on testing the first assumption model, it states that the estimated regression weights are -0.0826202, the standard error is 0.0633008, the critical ratio (t-table) is -1.3051995, and the probability significance value (P-value) is 0.0418249 < 0.05. So that it can be concluded that the test results show that there is a negative and significant relationship between work discipline and communication. Thus, it can be said that the work discipline hypothesis has a negative and significant influence on motivation and is accepted. Hypothesis 3 (three), namely communication, has an influence on performance. Based on testing, the first assumption model states that the estimated regression weights value is 0.4641031, the standard error is 0.2196673, the critical ratio (t-table) is 2.1127548, and the probability significance value (P-value) is 0.0346218 < 0.05. So that it can be concluded that the test results show that there is a positive and significant relationship between communication and performance. Thus, it can be said that the communication hypothesis has a positive and significant influence on performance.

Hypothesis 4 (four), namely, that the work environment has an influence on performance. Based on testing, the first assumption model states that the estimated regression weights value is 0.3309511, the standard error is 0.1625989, the critical ratio (t-table) is 2.0353839, and the probability significance value (P-value) is 0.0418123 < 0.05. So that it can be concluded that the test results show that there is a positive and significant relationship between work environment and performance. Thus, it can be said that the work environment hypothesis has a positive and significant influence on performance. Hypothesis 5 (five), namely, work discipline, has an influence on performance. Based on testing, the first assumption model states that the estimated regression weights are -0.5164883, the standard error is 0.1583619, the critical ratio (t-table) is -3.2614431, and the probability significance value (P-value) is 0.0011085 < 0.05. So that it can be concluded that the test results show that there is a positive and significant relationship between work discipline and performance. Thus, it can be said that the work discipline hypothesis has a positive and significant influence on performance.

The significance level of the simultaneous test is  $0.000 < 0.005$ , so it can be said that the work environment and work discipline have a simultaneous effect on performance through communication as an intervening variable. Thus, H1 is accepted, which means that there is an influence of work environment variables and work discipline on performance, with communication as an intervening or intermediate variable. Since the significance level of the simultaneous test is  $0.000 < 0.005$ , it can be said that simultaneously the work environment and work discipline affect performance. Thus, H1 is accepted, which means that there is an influence of work environment variables and work discipline on performance.

## CONCLUSION

The work environment has an influence on communication. So that it can be concluded that the test results show that there is a relationship between the work environment and

communication that is negative and not significant. Thus, it can be said that the work environment hypothesis has a negative and insignificant influence on communication. Work discipline has an influence on communication. So that it can be concluded that the test results show that there is a negative and significant relationship between work discipline and communication. Thus, it can be said that the hypothesis that work discipline has a negative and significant influence on motivation is accepted. Communication has an influence on performance. So that it can be concluded that the test results show that there is a positive and significant relationship between communication and performance. Thus, it can be said that the communication hypothesis has a positive and significant influence on performance. Based on the results of the study, it was found that the work environment has an influence on performance. The work environment has an influence on performance. So that it can be concluded that the test results show that there is a positive relationship between the work environment and performance that is not significant. Thus, it can be said that the work environment hypothesis has a positive and significant influence on performance. Work discipline has an influence on performance. So that it can be concluded that the test results show that there is a positive and significant relationship between work discipline and performance. Thus, it can be said that the hypothesis of work discipline has a positive and significant influence on performance.

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