

THE INFLUENCE OF WORK DISCIPLINE AND THE WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE THROUGH WORK MOTIVATION AS AN INTERVENING VARIABLE: A STUDY AT THE DEVELOPMENT DIVISION OF THE LAMPUNG HIGH PROSECUTOR'S OFFICE

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Abstract

Keywords:

*Work Discipline,
Work Environment,
Work Motivation,
Employee Performance.*

This study examines the influence of work discipline and the work environment on employee performance, with work motivation serving as an intervening variable, at the Development Division of the Lampung High Prosecutor's Office. The study is motivated by the importance of effective human resource management in enhancing organizational performance. Although employee attendance is relatively high, averaging 98.85%, fluctuations in absenteeism and several aspects of the physical work environment, such as room color arrangement, indicate areas for improvement. In addition, the office's organizational performance, reflected by its 21st ranking among 34 High Prosecutor's Offices in Indonesia for monthly report submissions, highlights the need to improve employee performance. A quantitative research approach with a survey method was employed. The study involved all employees of the Development Division using a saturated sampling technique. Data were collected through questionnaires and analyzed using the Structural Equation Modeling-Partial Least Squares (SEM-PLS) method. The study is expected to demonstrate that work discipline and the work environment positively influence both work motivation and employee performance. It is also expected that work motivation mediates the relationship between work discipline, the work environment, and employee performance. The findings are anticipated to contribute to the development of human resource management theory and provide practical recommendations for improving organizational policies related to discipline, workplace conditions, employee motivation, and overall performance.

INTRODUCTION

Human resources (HR) are strategic assets that determine the success of an organization in achieving its goals. The success of an organization is not only determined by the number of employees, but also by the quality of competence, knowledge, skills, and professional attitudes possessed. Therefore, organizations need to manage human resources effectively in order to be able to increase productivity and organizational performance in a sustainable manner.

One of the factors that affect employee performance is work discipline. According to (Sinambela & Aksara, 2021), work discipline is the individual's awareness and willingness to comply with all applicable organizational regulations and social norms. A good level of discipline reflects the professionalism of employees in carrying out their duties and responsibilities. Research by Ningsih (2022) also shows that work discipline has a significant effect on improving employee performance because it encourages timely work completion, minimizes errors, and increases productivity. In line with that, (Irmigardis Makun & John E. H. J. FoEh, 2024) emphasized that discipline is one of the main pillars in human resource management that contributes to improving organizational performance.

In the Lampung High Prosecutor's Office Development Field, the level of employee discipline is generally relatively good. Attendance data in 2025 shows an average attendance rate of 98.85% with an absenteeism rate of 1.23%. However, there was still an increase in absenteeism in some periods, such as July by 3.1% and October by 2.5%. This condition shows that even though the level of discipline is relatively high, efforts to improve supervision and compliance with work rules are still needed so that organizational performance can continue to be improved.

In addition to work discipline, the work environment is also an important factor that affects employee performance. (Harahap & Iskandar, 2024) stated that the work environment includes all physical and non-physical conditions that are around employees when carrying out their work. A comfortable, safe, and supported work environment supported by harmonious working relationships can increase employee morale and productivity. The results of (Saputra et al., 2024) research prove that the work environment has a positive effect on employee performance, while (Kasmir, 2020) explained that a conducive work environment is able to increase work motivation so that it has an impact on improving performance. These findings are in line with the research of (Abdul Basit & Agus Wahyudi, 2012) which shows that the availability of facilities as part of the organizational environment can influence the attitude and behavior of individuals in carrying out their activities. This indicates that a work environment supported by adequate facilities can increase employee comfort, enthusiasm, and work effectiveness.

Based on the results of observations in the Development Division of the Lampung High Prosecutor's Office, the condition of the work environment in general is in the good category. Most indicators, such as lighting, air circulation, noise, facilities and infrastructure, and relationships between employees have supported the implementation of work. However, there are still several aspects that need improvement, such as the color scheme of the room which is considered to be only in the sufficient category so that it has the potential to affect the comfort and concentration of employees at work.

Although work discipline and the work environment have an important role in employee performance, the relationship between the two variables does not always take place directly. Work motivation is suspected to be a variable that is able to bridge the influence of work discipline and work environment on employee performance. (Rahman & Sari, 2023) explained that work motivation is able to mediate the relationship between organizational factors and employee performance. Highly motivated employees tend to show better dedication, responsibility, and productivity than employees with low motivation. This opinion is strengthened by (Agus Wahyudi & Sinung Hendratno, 2014) who explain that increasing work motivation can be done through the provision of material and non-material incentives so that it can encourage work morale, increase commitment, and have an impact on achieving more optimal performance.

In addition, efforts to improve employee performance also need to be supported by good organizational governance. (Agus Wahyudi, 2013) explained that the implementation of Good Corporate Governance (GCG) has an effect on improving the welfare of workers. The welfare of employees who are maintained will increase job satisfaction, loyalty, and motivation in carrying out tasks, so that it can ultimately support the improvement of overall organizational performance.

The urgency of this research is also supported by the achievements of organizational performance. Based on the Recapitulation List of Monthly Reports for the Development of the High Prosecutor's Office throughout Indonesia for the period of January 2026, the Lampung High Prosecutor's Office is ranked 21st out of 34 High Prosecutor's Offices. These results show that the organization's performance has been running quite well, but there is still room for improvement to be able to improve the effectiveness, timeliness, and quality of reporting so that it can compete with work units that have higher achievements.

Based on this description, this study aims to analyze the influence of work discipline and work environment on employee performance with work motivation as an intervening variable in the Lampung High Prosecutor's Office Development Field. This research is expected to make an empirical contribution to the development of human resource management studies as well as an input for the Lampung High Prosecutor's Office in formulating strategies to improve employee performance through strengthening work discipline, creating a conducive work environment, and increasing work motivation.

RESEARCH METHODS

This study uses a quantitative descriptive research method, which is a research approach that aims to describe systematically, objectively, and factually the influence of work discipline and work environment on employee performance with work motivation as an intervening variable in the Lampung High Prosecutor's Office Development Field. The research data was obtained through the distribution of questionnaires to respondents using research instruments that had been prepared according to the indicators of each variable. Furthermore, data were analyzed using descriptive analysis to provide an overview of the characteristics of respondents and the conditions of each research variable, as well as inferential analysis using the SEM-PLS method to test the relationship between variables and the mediating effect of work motivation. The respondents in this study are all employees of the Lampung High Prosecutor's Office Development Division which totals 60 people, so the sampling technique used is saturated sampling (census) (Sugiyono, 2018)

RESULTS AND DISCUSSION

Discussion Descriptive analysis

Discipline Variables

Tabel 4.9 Distribusi Data Disiplin Secara Keseluruhan

No	Skor	Kategori	Frekuensi	%
1	42 – 50	Sangat Baik	2	3,33
2	34 – 41	Baik	42	70,00
3	26 – 33	Sedang	16	26,67
4	18 – 25	Buruk	0	10
5	10 – 17	Sangat Buruk	0	0
Jumlah			60	100%

Sumber :Data Primer Diolah Tahun 2026

It can be observed that of the 60 respondents, the dominant had a level of discipline in the Good category, namely 42 people or 70.00% of the total respondents. After that, as many as 16 respondents or 26.67% were in the Medium category, and 2 respondents or 3.33% were in the Very Biaik category. Meanwhile, there were no respondents who were in the category of Bad or Very Bad.

The results show that the level of work discipline of employees is generally good. This situation shows that the majority of employees have complied with the applicable rules and regulations in the organization, carried out their duties in accordance with SOPs, and showed high responsibility in completing work. A good level of discipline is reflected in compliance with working hours, obedience to leadership instructions, and the ability to maintain ethics and professionalism in the work environment.

Working Environment Variable (Free Variable X2)

Tabel 4.11 Distribusi Data lingkungan kerja Secara Keseluruhan

No	Skor	Kategori	Frekuensi	%
1	42 – 50	Sangat Baik	5	8,3
2	34 – 41	Baik	28	46,7
3	26 – 33	Sedang	26	43,3
4	18 – 25	Buruk	1	1,7
5	10 – 17	Sangat Buruk	0	0
Jumlah			60	100%

Sumber :Data Primer Diolah Tahun 2026

It can be known that the variables of the work environment in the Lampung High Prosecutor's Office Development Field are generally in the good category. This can be seen from the distribution of data which is dominated by the "Good" category of 46.7% (28 respondents), followed by the "Medium" category of 43.3% (26 respondents), and the "Very Good" category of 8.3% (5 respondents). Meanwhile, only a small percentage of respondents were in the "Poor" category, namely 1.7% (1 respondent), and there were no respondents in the "Very Poor" category.

On this basis, it can be concluded that the work environment in the Lampung High

Prosecutor's Office Development Division is in the good category, but there is still a need for improvement in several indicators in order to achieve the excellent category overall.

Work Motivation (Intervening Variable Z)

Tabel 4.13 Distribusi Data Motivasi Secara Keseluruhan

No	Skor	Kategori	Frekuensi	%
1	42 – 50	Sangat Baik	9	15
2	34 – 41	Baik	22	36,7
3	26 – 33	Sedang	29	48,3
4	18 – 25	Buruk	0	0
5	10 – 17	Sangat Buruk	0	0
Jumlah			60	100

Sumber : Data Primer Diolah Tahun 2026

The work motivation variable in the Lampung High Prosecutor's Office Development Field is generally in the good to medium category. This can be seen from the results of the data distribution which is dominated by the "Medium" category of 48.3% (29 respondents), then the "Good" category of 36.7% (22 respondents), and the "Very Good" category of 15% (9 respondents). There were no respondents in the "Bad" or "Very Bad" categories. This situation shows that employee work motivation has been formed quite well, although it is not fully optimal for all respondents.

On this basis, it can be concluded that the work motivation of employees in the Lampung High Prosecutor's Office Development Division is in the category of quite good, with the main motivational factors coming from a sense of job security and appreciation from the leadership. However, improvements are still needed, especially in the aspects of facilities and allowances so that work motivation can increase to the category of excellent overall.

Performance (Y-bound variable)

Tabel 4.15 Distribusi Data Kinerja Secara Keseluruhan

No	Skor	Kategori	Frekuensi	%
1	42 – 50	Sangat Baik	4	6,7
2	34 – 41	Baik	31	51,7
3	26 – 33	Sedang	25	41,7
4	18 – 25	Buruk	0	0
5	10 – 17	Sangat Buruk	0	0
Jumlah			60	100

Sumber : Data Primer Diolah Tahun 2026

Based on the overall distribution table, it can be seen that the performance variables of employees in the Lampung High Prosecutor's Office Development Field are generally in the good category. This can be seen by the results of the data distribution which was dominated by the "Good" category of 51.7% (31 respondents), followed by the "Medium" category of 41.7% (25 respondents), and the "Very Good" category of 6.7% (4 respondents).

On this basis, it can be concluded that employee performance is in the good category. However, improvements are still needed, especially in the aspect of work

initiatives so that employee performance can be more optimal and achieve the category of excellent overall.

Quantitative Analysis Discussion

1. Direct Influence

Table 4. 17 Summary of Bootstrapping Path Significance Test Results Direct Effect Analysis

Hypothesis	Original Sample (O)	T-Statistics	P-Value	Significance
Work discipline (X1) → Performance (Y)	0,301	2.538	0.011	Ha accepted
Working environment (X2) → Performance (Y)	0,284	2.247	0.025	Ha accepted
Work Motivation (Z) → Performance (Y)	0.392	2.645	0.008	Ha accepted

Source ; Primary data processing, 2026

The Effect of Work Discipline (X1) on Employee Performance (Y)

The test results show that Work Discipline (X1) has a positive and real influence on Employee Performance (Y). The original sample value was 0.301, the t-statistical value was 2.538, and the p-value was 0.011. If the t-value is greater than 1.96 and the p-value is less than 0.05, then an alternative hypothesis (Ha) is accepted.

That the higher the level of work discipline of the employees, the better the work performance of the employees. This shows that following work rules, maintaining time discipline, and being consistent in carrying out tasks have an important role in increasing employee work effectiveness.

The findings of this study are in line with the research of (Jayaweera, 2015) who stated that work discipline and positive work behavior are important factors in improving employee performance through increasing the effectiveness of task implementation. In addition, research by (Aboramadan et al., 2020) proves that disciplined work behavior and compliance with organizational rules make a positive contribution to improving the performance of public sector employees. Thus, the results of this study strengthen the theory that work discipline is one of the main determinants of organizational success in achieving goals.

Influence of Work Environment (X2) on Employee Performance (Y)

The test results showed that the Work Environment (X2) had a positive and significant effect on Employee Performance (Y) with an original sample value of 0.284, a t-statistic of 2.247, and a p-value of 0.025 indicating that an alternative hypothesis (Ha) was accepted.

That the better the work environment, the better the performance of employees. This reflects that comfortable working conditions, harmonious working relationships, and adequate work facility support contribute to increasing employee productivity and work effectiveness.

This finding is in line with the research of (Hanaysha, 2016) who explained that a conducive work environment has a significant effect on increasing employee productivity and performance. Research by (Diamantidis & Chatzoglou, 2019) also states that the work environment is one of the organizational factors that directly improves employee performance through increased job satisfaction, organizational support, and employee

commitment.

The Effect of Employee Motivation (Z) on Employee Performance (Y)

The test results showed that Employee Motivation (Z) had a positive and significant effect on Employee Performance (Y) with an original sample value of 0.392, a t-statistic of 2.645, and a p-value of 0.008 indicating that an alternative hypothesis (Ha) was accepted.

That the higher the motivation of employees, the more the performance of employees will be increased. This shows that work encouragement, rewards, and enthusiasm for task implementation have an important role in improving employee performance, while emphasizing that motivation is the most dominant factor in this research model.

These findings support the research of Gagné et al. (2015) who explain that work motivation is a psychological factor that has a direct effect on improving individual performance in organizations. Research by (Decuyper & Schaufeli, 2021) also found that employees who have high intrinsic motivation will show better work engagement, which has an impact on improving organizational performance.

Tabel 4. 18 Hasil Uji Indirect Effect

Hipotesis	Original Sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics O/STDEV 	P values
Disiplin kerja (X1) → Motivasi kerja (Z) → Kinerja (Y)	0,124	0.129	0.062	1.987	0.047
Lingkungan kerja (X2) → Motivasi Kerja (Z) → Kinerja (Y)	0.251	0.256	0.107	2.336	0.020

Sumber : Olah data primer, 2026

Based on the results of the indirect effect test with the SEM-PLS approach, it was shown that the Work Motivation variable (Z) was able to mediate the relationship between Work Discipline (X1) and Work Environment (X2) on Performance (Y).

Indirect Influence of Work Discipline (X1) on Employee Performance (Y) through Work Motivation (Z)

The test results showed that the Work Discipline (X1) → Work Motivation (Z) → Employee Performance (Y) pathways had an original sample value of 0.124, a t-statistic of 1.987, and a p-value of 0.047 less than 0.05, showing that the indirect influence was positive and significant.

This finding indicates that the work discipline of employees in the Lampung High Prosecutor's Office Development Field is not only directly affected, but also indirectly affects through increased work motivation. The higher the work discipline, such as compliance with rules, punctuality, and responsibility when carrying out duties, the more employee motivation will increase. The motivation formed is ultimately able to encourage employee performance improvement. On this basis, work motivation acts as a mediator variable that strengthens the relationship between work discipline and performance.

The results of this study are in line with the research of (van der Hoek et al., 2018) which states that disciplined work behavior can increase the intrinsic motivation of employees so that it has a positive impact on improving performance. In addition, the

research of Gagné et al. (2015) explains that motivation is a psychological mechanism that bridges the relationship between human resource management practices and employee performance.

Indirect Influence of Work Environment (X2) on Employee Performance (Y) through Work Motivation (Z)

The test results showed that the Work Environment (X2) → Work Motivation (Z) → Employee Performance (Y) pathway had an original sample value of 0.251, a t-statistic of 2.336, and a p-value of 0.020 smaller than 0.05, showing that the indirect influence was positive and significant.

These findings indicate that a conducive work environment in the Lampung High Prosecutor's Office Development Field not only has a direct effect, but also has an indirect effect through increasing work motivation. The better the work environment, such as harmonious working relationships, comfortable workspaces, and adequate facility support, the higher the employee's work motivation. This motivation then plays a role in improving overall employee performance. On this basis, work motivation functions as an intervening variable that strengthens the influence of the work environment on employee performance.

These findings support the research of (Diamantidis & Chatzoglou, 2019) who stated that the work environment increases motivation and job satisfaction so that it has an impact on improving employee performance. (Hanaysha, 2016) research also proves that a conducive work environment has an indirect influence on performance through increasing employee motivation and involvement.

CONCLUSION

Based on the results of calculations and hypothesis tests, several things were concluded as follows:

1. The results of the study show that Work Discipline has a positive and significant effect on Employee Performance in the Field of Coaching of the Lampung High Prosecutor's Office. This shows that the higher the level of employee work discipline, the more employee performance will also improve.
2. The results of the study show that the Work Environment has a positive and significant effect on Employee Performance in the Field of Coaching of the Lampung High Prosecutor's Office. This means that the better the conditions of the work environment, the higher the performance of the employees produced.
3. The results of the study show that Work Motivation has a positive and significant effect on Employee Performance in the Field of Development of the Lampung High Prosecutor's Office. This means that the higher the employee's work motivation, the better the employee's performance.
4. The results of the study show that Work Motivation plays a role as an intervening variable in the relationship between Work Discipline and Employee Performance in the Field of Development of the Lampung High Prosecutor's Office. This means that Work Discipline not only has a direct effect on Employee Performance, but also has an indirect effect through increasing Employee Work Motivation.
5. The results of the study show that Work Motivation plays a role as an intervening variable in the relationship between the Work Environment and Employee Performance in the Field of Development of the Lampung High Prosecutor's

Office. This means that the Work Environment can improve Employee Performance either directly or through increasing Work Motivation as an intermediate variable.

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