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## Peran Motivasi, Kepuasan, Disiplin, dan Lingkungan terhadap Kinerja Karyawan Perumdam Tirta Kencana

### *The Role of Motivation, Satisfaction, Discipline, and Environment on Perumdam Tirta Kencana Employees' Performance*

Azhar Latief<sup>1)</sup>\*, Fenty Fauziah<sup>1</sup>

1) Program Studi Manajemen, Fakultas Ekonomi Bisnis dan Politik, Universitas Muhammadiyah Kalimantan Timur, Indonesia

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\*Corresponding Email: [al824@umkt.ac.id](mailto:al824@umkt.ac.id)

#### Abstrak

Saat ini, kemampuan perusahaan untuk terus mempertahankan dan meningkatkan kualitas layanan kepada pelanggan sangat bergantung pada kinerja staf. Perusahaan dengan personel berkinerja tinggi dapat membantu dalam menjaga kepuasan pelanggan. Perumdam Tirta Kencana Wilayah III Kota Samarinda sangat membutuhkan kinerja staf yang luar biasa untuk meningkatkan pelayanan kepada masyarakat dan meningkatkan output perusahaan. Tujuan penelitian ini adalah untuk menganalisis pengaruh motivasi, kepuasan kerja, disiplin, dan lingkungan terhadap kinerja pegawai Perumdam Tirta Kencana Wilayah III Kota Samarinda. Data yang dianalisis berasal dari 56 kuesioner karyawan. Memanfaatkan teknik sampel jenuh untuk pengumpulan data (populasi). Analisis data dengan *Partial Least Square Structural Equation Modeling* (PLS-SEM) melalui program SmartPLS versi 3.2.9. Hasil penelitian menunjukkan bahwa motivasi kerja, kepuasan kerja, dan disiplin kerja berpengaruh positif signifikan terhadap kinerja karyawan. Namun, lingkungan kerja tidak berpengaruh signifikan pada kinerja karyawan. Peningkatan motivasi karyawan, kepuasan kerja, dan disiplin kerja akan menghasilkan peningkatan kinerja.

**Kata Kunci: Disiplin; Kepuasan; Kinerja; Lingkungan; Motivasi.**

#### Abstract

Today, the ability of a corporation to continually maintain and improve the quality of client service is largely dependent on staff performance. Companies with high-performing personnel can assist in maintaining customer satisfaction. Perumdam Tirta Kencana Region III Samarinda City is in severe need of outstanding staff performance to enhance community services and boost enterprise output. The purpose of this study was to determine the impact of motivation, job satisfaction, discipline, and environment on the performance of Perumdam Tirta Kencana Region III Samarinda City personnel. The data analyzed originated from 56 employee questionnaires. Utilizing the technique of saturated sample for data collection (population). Data analysis with *Partial Least Square Structural Equation Modeling* (PLS-SEM) through SmartPLS version 3.2.9. The results indicated that motivation, job satisfaction, and discipline had a favorable impact on employee performance. The environment has no major effect on employee performance, though. Increased employee motivation, job satisfaction, and work discipline will result in enhanced performance.

**Keywords: Discipline; Satisfaction; Performance; Environment; Motivation.**

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## 1 INTRODUCTION

Today, a company's ability to consistently maintain and enhance the caliber of service it provides to clients depends largely on staff performance. Employees with high performance levels can boost businesses by helping them retain client happiness. Performance, according to Robbins & Judge (2017), is a result attained by people in their work in accordance with particular standards that are applicable to a job. Therefore, the company can meet its goals and maintain its market position with the help of high performing staff.

According to Mangkunegara (2017), performance is generally the outcome of the caliber and volume of work that an employee is able to do while upholding his primary responsibilities as an employee and following to the duties granted or allocated to him. Employee performance (individual) and organizational performance are two perspectives from which performance can be viewed. Employee performance is the result of individual work, whereas organizational performance is the total of all work accomplished by a corporation.

Luthans et al. (2021) define motivation as a process that begins in response to physiological and psychological demands and resulting in particular actions or stimuli that a person utilizes to carry out their activities in order to achieve a goal. According to Maslow (1970), every person strives to fulfill five needs in life: physiological (eating, drinking, having sex, and other physical needs); psychological (protection and safety); social (acceptance in a group, affiliation, interaction, friendship); and self-actualization (honor and respect, status, recognition) (showing competence, skills, unleashing talents). If each requirement is sufficiently met, the following one takes precedence.

Knowing a person's level of needs and concentrating on meeting those that are above that level are crucial for motivating them. Motivation will constantly come to satisfy wants and vanish after those needs have been satisfied. A person's internal or external driving force, motivation can reignite their enthusiasm and perseverance to pursue their goals (Daft, 2021). The success of organizational goals will therefore result from enhancing employee motivation, which is crucial for organizations or businesses.

According to Mitchell (cited in Sinambela, 2017), if an individual's motivation results in an effective behavior, great performance is the end outcome. According to the findings of studies by Kartini et al. (2017), Sandika & Andani (2020), Sutianingsih & Handayani (2021), and Widodo (2017), this assertion is accurate. According to the findings of these

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studies, higher levels of employee performance follow rise in job motivation since it has a positive effect on performance. Study by Wahjoedi (2021) shows, however, that employee performance is unaffected by work motivation.

Establishing the highest level of employee job satisfaction is crucial to boosting work morale, devotion, love, and discipline among employees. According to Robbins & Judge (2017), mentally stimulating job, decent pay, supportive working circumstances, helpful coworkers, and personal suitability for work are the elements that affect employee satisfaction. Job satisfaction, in the opinion of Robbins & Coulter (2017), is a broad attitude that an individual has toward his or her work. People who are happy with their occupations are more likely than those who are unhappy to display good behaviors when it comes to their behavior at work. A conclusion can be drawn from the aforementioned opinion that job satisfaction is the answer to employees' emotions of fulfillment for a number of things, including those within the workplace, beyond the workplace, and a mix of both inside and outside the office.

Depending on the degree of internal and extrinsic impacts and the way the individual works to see the benefits of his profession, job satisfaction results have various values for each person (Konopaske et al., 2017). Some claim that a profession with significant responsibilities and demands may have a poor or even negative worth when it is connected to one's educational background and prior experiences. The work output, on the other hand, will be viewed as having good worth by some other people. This variation explains why people's levels of job satisfaction might vary, even for the same task and employment.

Work performance may be impacted by job happiness (Kinicki, 2020). The same point was made by Sinambela (2017), who claimed that an individual who was happy with their work would keep raising their level of performance. According to Cahyana & Jati (2017), employee performance is positively influenced by job happiness. This suggests that if a corporation can raise employee job satisfaction, employee performance will likewise go up. Similar findings showed that job happiness significantly increases employee performance in studies by Harahap & Tirtayasa (2020), Wahjoedi (2021), and Oktafien & Yuniarsih (2017). But on the other hand, study by Bagis et al. (2021) indicates that employee performance is unaffected by job happiness.

Work discipline is crucial for a business, especially when it comes to inspiring workers to exercise self-control while completing tasks both individually and in groups. The willingness and awareness of an employee to adhere to the rules established in the bu-

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business with full accountability can be perceived as discipline (Hasibuan, 2019). Work-place discipline, according to Sinambela (2017), is the willingness of employees to actively and consistently abide by all corporate and societal norms. Work discipline, according to Hasibuan (2019), is the awareness of and willingness to follow all applicable laws and social norms. The attitude of someone who voluntarily abides by all laws and is unquestionably aware of their respective obligations and responsibilities is known as awareness. When implementing written and unwritten company regulations, willingness is a mindset and conduct.

Work discipline, according to Sinambela (2017), is the awareness and readiness of employees to abide by all organizational/company rules and relevant social standards. Workplace discipline is thus a technique used by managers to interact with staff in order to get them to adjust their conduct and play by the established rules. A company needs to enforce discipline. Without the support of strong staff discipline, it is difficult for the company to succeed. Therefore, maintaining discipline is essential for an organization to achieve its objectives.

Employers can improve performance by teaching their staff to follow organizational rules, procedures, and policies through work discipline. A high level of discipline in workers can boost their ability to create more work (Sinambela, 2017). According to Sriyono (2017), workplace discipline has a direct impact on how well employees perform. The results of research by Arda (2017) and Hidayati et al. (2019), in a similar vein, show that workplace discipline has a positive effect on employee performance. Study by Sutianingsih & Handayani (2021), however, shows that work discipline has no impact on employee performance.

Employees are reliant on how things are run in the workplace. It may be directly impacted by both the physical environment and the non-physical environment. Companies must be able to deduce how to make workers feel at ease in the setting they have created. Let's say the business doesn't foster a positive environment. In that situation, it will significantly interrupt the employees' ability to concentrate on their work, which lowers their level of performance. According to Chandrasekar (2011), a poorly designed work environment, inappropriate furniture, a lack of ventilation, Poor lighting, too much noise, a lack of personal protection equipment, and insufficient emergency safety measures, and other factors make employees more susceptible to occupational diseases and have an effect on their performance.

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According to Wibowo (2018), a comfortable working atmosphere or circumstance will promote employee performance. Including the dynamics of interpersonal relationships within the company, both between managers and employees as well as among co-workers. These elements are a part of the organization's internal environment. Research by Siagian & Khair (2018) and Elizar & Tanjung (2018) demonstrates how the workplace environment influences employee performance in a beneficial way. On the other side, research by Nabawi (2019) demonstrates that employee performance is unaffected by the workplace.

Region III of Perumdam Tirta Kencana One of the BUMDs in the service sector that manages clean water is Samarinda City. This BUMD is necessary to keep enhancing the performance of clean water services for the citizens of Samarinda and its surroundings as one of the providers of clean water for those in those areas. High staff performance is absolutely necessary for Perumdam Tirta Kencana Region III Samarinda City to improve services to the community and boost business output. This study investigates how work environment, motivation, contentment, and discipline affect employees' performance in Perumdam Tirta Kencana Region III Samarinda City. The research approach looks like this:

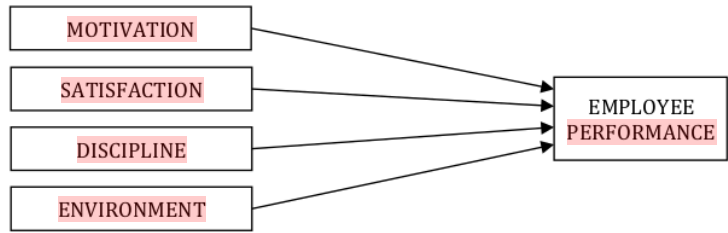


Figure 1. Research Model

### RESEARCH METHODS

Based on the aims, this research falls under the category of verification research, which is a sort of quantitative research that checks the accuracy of the results of earlier studies using the same research variables but on different topics. This study examines the effects of workplace environment, discipline, job satisfaction, and employee motivation on the performance of Perumdam Tirta Kencana Region III Samarinda City employees. The studied data comes from questionnaires issued to 56 employees of Perumdam Tirta Kencana Region III Samarinda City, whose address is Jalan Kadrie Oening No. 1, Samarinda City, East Kalimantan, which is a local government business entity involved in the provision of clean water services.



**1** The questionnaire items were graded on a 5-point Likert scale in this study, with strongly disagreeing on point 1 receiving the lowest score, disagreeing on point 2, neutral on point 3, agreeing on point 4, and strongly agreeing on point 5. Utilizing the technique of saturated sample (population) for data collection. Data analysis using Partial Least Square Structural Equation Modeling (PLS-SEM) through SmartPLS v. 3.2.9.

The questionnaire items for the work discipline variable were taken from Mangkunegara (2017) and Arda (2017). The questionnaire items for the work motivation variable were modified from studies by Maslow (1970), Kartini et al. (2017), and Herzberg (cited in Wibowo, 2018). The job satisfaction variable questionnaire item was modified from studies by Changgriawan, Ghiseli & Brown, Burt, Ghiseli & Brown, and Gilmer (cited in Sinambela, 2017). The survey items related to the work environment variable were modified from Sedarmayanti (2018). The questionnaire items used for the performance variable were modified from those found in studies by Kartini et al. (2017), Wibowo (2018), and Hasibuan (2019). In addition to being modified from a number of earlier studies, each variable's questionnaire items came from scale development.

In this study, the data analysis method partial least squares (PLS) was employed. The two models utilized in PLS Path Modeling are the outer model and the inner model. The measuring model—also referred to as the outer model—describes how latent variables and their indicators interact. Alternately, it may be claimed that the outer model describes the interactions between each indicator and the corresponding hidden variables. The four metrics used to assess the outer model are convergent validity, Average Variance Extracted (AVE), discriminant validity, and composite reliability.

A structural model that links latent variables is the inner model. By examining the  $R^2$  (Coefficient of Determination),  $Q^2$  Predictive Relevance, and the outcomes of the inner model's significance through the bootstrapping approach, with a significance level of 5%, the structural model (Inner Model) may be assessed.

## **RESULTS AND DISCUSSION**

Convergent validity is assessed for each association between the indicator and the construct or latent variable. The indication of convergent validity is the value of the loading factor (outer loading) on the latent variable and its indicators. The anticipated outer loading value exceeds 0.7. Table 1 below displays the results for the loading factor:

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Table 1. Outer Loading

Indicator	Code	Loading Value	Description
<b>3 Work Motivation:</b>			
1. Physiological needs	MK1	0.779	2 Meet convergent validity
2. Security needs	MK2	0.863	Meet convergent validity
3. Social needs	MK3	0.722	Meet convergent validity
4. The need for appreciation	MK4	0.861	Meet convergent validity
5. Self-actualization needs	MK5	0.832	Meet convergent validity
<b>Work Satisfaction:</b>			
1. Placement according to expertise	4 KK1	0.694	Meet convergent validity
2. Wages	KK2	0.866	Meet convergent validity
3. Promotion	KK3	0.796	Meet convergent validity
4. Colleagues	KK4	0.773	Meet convergent validity
5. Equipment that supports the implementation of the work	KK5	0.731	Meet convergent validity
<b>Work Discipline:</b>			
1. Obey the rules of time	DK1	0.906	Meet convergent validity
2. Obey the rules of conduct at work	DK2	0.824	Meet convergent validity
3. Obey company regulations	DK3	0.81	Meet convergent validity
4. Obey other regulations in the company	DK4	0.844	Meet convergent validity
5. Human Relations	DK5	0.9	Meet convergent validity
<b>Work Environment:</b>			
1. Office Layout	LK1	0.833	Meet convergent validity
2. Lighting	LK2	0.884	Meet convergent validity
4. Air	LK4	0.812	Meet convergent validity
<b>Employee Performance:</b>			
1. Quantity of results	KK1	0.886	Meet convergent validity
2. Quality of results	KK2	0.884	Meet convergent validity
3. Timeliness of results	KK3	0.887	Meet convergent validity
4. Presence	KK4	0.869	Meet convergent validity
5. Ability to work together	KK5	0.858	Meet convergent validity

Source: Result of data analysis using SmartPLS v. 3.2.9

The convergent validity metric is considered adequate if the AVE value is higher than 0.50 and each indicator has an outer loading value higher than 0.70. On the other hand, according to Chin (quoted in Ghozali & Latan, 2015), research with a scale development of the loading factor value between 0.50 and 0.60 has proven it to be quite valid. Since no indicator variable has an outer loading value below 0.6, all indicators are regarded as valid or practicable for research usage and can be used for additional investigation.

The Average Variance Extracted (AVE) value is used to determine convergent validity in addition to the loading factor value. The average variance or discriminant recovered for each indication can be used to determine each item's capacity to share measurements with others. Indicators of a significant convergence include an AVE score of 0.50 or above. The AVE value should ideally be greater than 0.50 (Ghozali & Latan, 2015). The Average Variance Extracted (AVE) value is shown in Table 2 below:

Table 2. Average Variance Extracted (AVE)

Variable	Average Variance Extracted (AVE)
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<b>1</b>	MOTIVATION	0.662
	SATISFACTION	0.599
	DISCIPLINE	0.736
	ENVIRONMENT	0.745
	PERFORMANCE	0.769

Source: Result of data analysis using SmartPLS v. 3.2.9

AVE is greater than 0.5. Therefore, it can be claimed that every variable has great convergent validity. Therefore, the model can be used.

Testing the latent construct's discriminant validity involves determining how much it differs from other constructs. A construct that has a high discriminant validity score is distinct and capable of explaining the phenomenon being measured. One technique to confirm discriminant validity is to look at each item's loading value on a construct that is higher than the cross-loading value. The results of examining the cross-loading value to test the study model's discriminant validity are presented in Table 3 below.

Table 3. Cross Loading

	MOTIVATION	SATISFACTION	DISCIPLINE	ENVIRONMENT	PERFORMANCE
MK1	0.779	0.576	0.556	0.506	0.618
MK2	0.863	0.613	0.759	0.638	0.758
MK3	0.722	0.569	0.558	0.634	0.568
MK4	0.861	0.637	0.641	0.642	0.756
MK5	0.832	0.704	0.71	0.635	0.755
KK1	0.576	0.694	0.566	0.567	0.585
KK2	0.554	0.866	0.485	0.641	0.647
KK3	0.748	0.796	0.682	0.681	0.735
KK4	0.545	0.773	0.526	0.573	0.638
KK5	0.5	0.731	0.468	0.694	0.562
DK1	0.63	0.636	0.906	0.719	0.816
DK2	0.709	0.683	0.824	0.772	0.759
DK3	0.56	0.586	0.81	0.717	0.689
DK4	0.764	0.529	0.844	0.625	0.701
DK5	0.762	0.609	0.9	0.678	0.809
LK1	0.605	0.742	0.707	0.848	0.709
LK2	0.694	0.697	0.675	0.901	0.71
<b>1</b> K4	0.644	0.672	0.738	0.839	0.686
KK1	0.741	0.709	0.795	0.713	0.886
KK2	0.768	0.698	0.831	0.801	0.884
KK3	0.767	0.753	0.769	0.684	0.887
KK4	0.678	0.736	0.725	0.701	0.869
KK5	0.798	0.721	0.747	0.664	0.858

Source: Result of data analysis using SmartPLS v. 3.2.9

The construct's loading indicator values are all higher than the cross-loading value, indicating that discriminant validity is high.

Composite reliability is more accurate at estimating a construct's internal consistency because it captures the true value of a construct's reliability. Data has a high reliability

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value if the composite reliability is larger than 0.7. The outcomes of the composite reliability test are displayed in Table 4 below:

Table 4. Composite Reliability

Variable	Composite Reliability
MOTIVATION	0.907
SATISFACTION	0.881
DISCIPLINE	0.933
ENVIRONMENT	0.897
PERFORMANCE	0.943

Source: Result of data analysis using SmartPLS v. 3.2.9

Composite reliability values for each construct are more than 0.7. These results demonstrate that each variable has attained composite reliability, demonstrating a high level of reliability for each variable. As a result, great dependability is shared by all constructions.

The following formula is used to determine the R-Square ( $R^2$ ) value utilizing data processing carried out using the SmartPLS v. 3.2.9 application:

Table 5. R Square ( $R^2$ )

Variable	R Square ( $R^2$ )
EMPLOYEE PERFORMANCE	0.877

Source: Result of data analysis using SmartPLS v. 3.2.9

The employee performance variable's R Square is 0.877. It reveals how elements like motivation, satisfaction, discipline, and work environment have an impact on 87.7% of employee performance. The remaining 12.3% are affected by additional factors that were not considered in the model.

In addition to the R Square value, the Q Square Predictive Relevance value can be used to evaluate the model. The formula below can be used to determine Q Square's value:

$$Q^2 = 1 - \{1 - (R \text{ Square})^2\}$$

$$Q^2 \text{ Employee Performance} = 1 - \{1 - (0,877)^2\}$$

$$Q^2 \text{ Employee Performance} = 1 - (1 - 0,769)$$

$$Q^2 \text{ Employee Performance} = 1 - 0,231$$

$$Q^2 \text{ Employee Performance} = 0,769$$

The latent variable included in the model has a latent variable with a decent predictive relevance of 76.9%, according to the Q Square value of 0.769.

The bootstrapping method is used to evaluate the inner model, and the hypothesis test results are generated by assessing the relationship between the constructs (p-values) and the path coefficients. The bootstrapping approach was used to test the inner model, as indicated in Table 6 below.

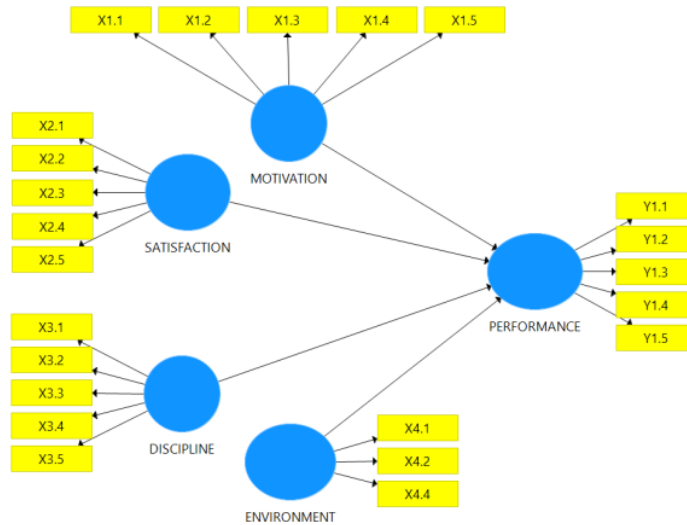
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Table 6. Significant Results Inner Model Through Bootstrapping

	Original Sample	P-Values	Result
MOTIVATION -> PERFORMANCE	0.259	0.003	Supported
SATISFACTION -> PERFORMANCE	0.304	0.000	Supported
DISCIPLINE -> PERFORMANCE	0.474	0.000	Supported
ENVIRONMENT -> PERFORMANCE	-0.017	0.888	Not supported

Source: Result of data analysis using SmartPLS v. 3.2.9

The structural model is obtained as follows:

$$Q = 0,259Motivation + 0,304Satisfaction + 0,474Discipline - 0,017Environment$$



**Figure 2.** SmartPLS Bootstrapping Output

Source: Result of data analysis using SmartPLS v. 3.2.9

Performance is positively impacted by motivation, hence job motivation affects how well employees perform. According to Mitchell (cited in Sinambela, 2017), high performance will be the result of behavior that is motivated to be effective. The study's findings supporting the first hypothesis, which states that job motivation influences employee performance favorably, are consistent with earlier studies by Kartini et al. (2017), Sandika & Andani (2020), Sutianingsih & Handayani (2021), and Widodo (2017). This finding runs counter to research of Wahjoedi (2021), which demonstrates that employee performance was not significantly impacted by work motivation.

Satisfaction improves performance. Therefore, an increase in employee job satisfaction has an impact on an increase in employee output. The results of this study support earlier research by Cahyana & Jati (2017), Harahap & Tirtayasa (2020), Wahjoedi (2021), and Oktafiyen & Yuniarsih (2017), all of which discovered a connection between job happi-

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ness and employee performance. This result is at odds with research by Bagis et al. (2021), which found that job satisfaction had no impact on employees' productivity.

The use of discipline improves performance. Based on the results of the research, it can be said that more employees are performing their tasks with full responsibility, more employees are willing to accept responsibility for mistakes they have made, more employees are completing their work thoroughly and on time, and more employees value their time at work even though their superiors do not supervise. These trends can be seen in the data. Therefore, the amount of staff discipline must be increased to achieve higher performance. This conclusion demonstrates that work discipline has a favorable and significant impact on employee performance, which is consistent with that reached by Arda (2017) and Hidayati et al. (2019). This finding runs counter to study by Sutaningsih & Handayani's (2021), which demonstrates that work discipline had no discernible impact on employee performance.

Employee performance is impacted by the workplace, although this is not supported. The test results show that the work environment variable has no impact on the performance variable. The workplace environment contributes to the efficient operation of the work process, and it takes into consideration employee comfort and safety to create a welcoming and enjoyable work environment that will help employees perform well in carrying out their tasks. The phrase "work environment" can refer to both a set of circumstances or features of the working environment within an agency as well as the location of employment for its personnel. These findings confirm earlier research by Nabawi (2019), which discovered that the working environment had little bearing on workers' productivity. This conclusion is directly at odds with the findings of Siagian & Khair (2018) and Elizar & Tanjung (2018), which demonstrates that the work environment has a favorable and significant impact on employee performance.

## **CONCLUSION**

Employee performance is significantly improved by work motivation. Employee motivation will increase, which will lead to better performance. Performance of employees is significantly influenced by job happiness. Employees' feelings of enhanced satisfaction will have an effect on the performance improvement that follows. Employee performance is significantly improved by work discipline. Employee discipline has a direct impact on how

1 well a task is completed. Finally, at Perumdam Tirta Kencana Region III Samarinda City, the work environment has no discernible influence on employees' performance.

The method of data collecting used in this study, namely the distribution of online questionnaires, poses constraints because it is not feasible to meet in person to observe respondents' facial expressions and emotions while they respond to research questionnaires. Additionally, the method of gathering data using questionnaires has flaws because respondents have a propensity to provide responses that are less complete. In order to minimize misunderstandings regarding the subject and obtain more in-depth information straight from the source, it is intended that future study will make use of observation or interviews.

The next restriction of this study is the inability to verify the viability of the research model due to the statistical instrument used, PLS-SEM. The feasibility of the research model is therefore tested in the following study using the statistical tool known as Covariance Based Structural Equation Modeling (CB-SEM).

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