

Research Article

The Effect of Work Discipline and Work Environment on Motivation and Its Impact on Employee Performance (A Study at the Road Project Management Unit, Ministry of Public Works, Dili, Timor Leste)

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Abstract

Employee performance is one of the main indicators in measuring the success of an organization, including in the government sector which demands efficiency, accountability, and optimal public service. Good performance is not only influenced by technical capabilities, but also by internal organizational factors such as work discipline, work environment, and motivation. This study aims to empirically analyze: (1) the effect of work discipline on motivation and performance; (2) the effect of work environment on motivation and performance; and (3) the role of motivation as a mediating variable between work discipline and work environment on employee performance in the Road Project Management Unit (PMU), Ministry of Public Works, Timor-Leste. This study uses a quantitative approach with a causal associative design. The number of respondents was 40 employees of the ROAD PROJECT MANAGEMENT UNIT (PMU). The data collection technique was carried out by distributing closed questionnaires using a Likert scale. Data analysis was carried out through path analysis with the help of SPSS version 23.0, and the mediation test was carried out with the Sobel Test to test the indirect effect. The results of the study showed that, (1) Work discipline has a positive and significant effect on motivation, but does not have a direct effect on performance. (2) The work environment has a positive and significant effect on both motivation and performance directly. (3) Motivation plays a significant role in mediating the relationship between work discipline and performance, but does not mediate the relationship between work environment and performance. The practical implications of these findings indicate that efforts to increase employee motivation through discipline enforcement and the creation of a conducive work environment are strategic steps to encourage increased employee performance.

This study is expected to be a reference for the development of human resource management policies in government institutions in Timor-Leste.

Keywords: Work Discipline, Work Environment, Motivation, Employee Performance, Road Project Management Unit (PMU), Timor-Leste.

INTRODUCTION

In the era of globalization and rapid infrastructure development, the need for competent and motivated human resources is key to ensuring the success of development projects. Employee performance, particularly in the public sector, such as the Road Project Management Unit at the Ministry of Public Works, plays a significant role in determining the effectiveness and efficiency of road infrastructure projects. However, various factors can influence employee motivation, which ultimately impacts their performance.

Work discipline is an essential element in determining employee motivation and performance. Work discipline reflects how well employees adhere to the rules and procedures set by the organization. High levels of discipline are typically associated with increased motivation, as employees feel organized and have clear direction in their work. Conversely, a lack of discipline can lead to inefficiency and conflict within the work team.

The work environment also significantly influences employee motivation. A conducive work environment, both physically and psychologically, can enhance employees' comfort in performing their tasks. Factors such as adequate work facilities, harmonious relationships among employees, and support from supervisors all contribute to improved motivation. On the other hand, a poor work environment can become an obstacle for employees to reach their full potential.

Employee motivation, which is influenced by incentives, work discipline, and the work environment, has a direct impact on their performance. Good employee performance is characterized by achieving work targets, time efficiency, and the quality of the output produced. In the context of the Road Project Management Unit, improving employee performance is crucial to ensuring that road projects run according to plan, in terms of time, cost, and quality.

However, the challenges faced in managing human resources at the Road Project Management Unit, Ministry of Public Works, Dili, Timor Leste, remain complex. Issues such as a lack of competitive incentives, weak enforcement of work discipline, and a less supportive work environment often become barriers to enhancing employee motivation and performance. Therefore, comprehensive research is needed to analyze the impact of incentives, work discipline, and work environment on motivation and their subsequent effect on employee performance.

This research is expected to contribute academically to the field of human resource management and provide practical recommendations for policymakers at the Ministry of Public Works, Dili, Timor Leste, to improve employee motivation and performance in the future.

Motivation is essential in addressing performance improvement. According to Siagian (2002), motivation is the driving force that makes an individual willing and eager to work diligently, using all their abilities to achieve the organization's goals. Through this process, employees are expected to maximize their responsibilities, reflected in good performance. Good employee performance is measurable and evaluated based on the work standards set by the company. Performance appraisal is a process in which the company evaluates its employees' performance to provide feedback, which helps improve their job performance and productivity. Performance appraisal is also specifically linked to policies related to employees, such as promotion, salary increases, training, and education (Hariandja, 2007). To achieve high performance, the company needs to provide motivation, such as paying attention to employee incentives and ensuring that employees are disciplined in their work, which will lead to increased work productivity.

A study by Zahari et al. (2019) found that motivation has a positive and significant effect on employee performance, with direct effects from motivation on the performance of the Civil Service Police Unit in Batang Hari Regency. Providing incentives is not only an obligation of the company to its employees but also serves multiple purposes for the company. A well-designed incentive policy motivates employees and enhances their performance.

Work discipline refers to an individual's attitude towards complying with company regulations and social norms within the organization. Work discipline must be enforced in any company because its primary goal is to educate employees to follow rules, procedures, and policies, ultimately resulting in good performance. Work discipline is also crucial for the company's growth, especially when executing tasks, whether individually or in teams. Without proper discipline, it is difficult for the company to achieve its objectives. Therefore, work discipline is one of the key factors in a company's success in achieving its goals.

The work environment is a crucial factor in creating a good working condition and ensuring smooth task execution by employees. The work environment includes providing proper working conditions, such as meeting health standards, adequate company equipment, and transportation facilities for work mobility. To motivate employees to perform their main duties and functions effectively, the work environment must be restructured to be more conducive to the employees' needs within the organization.

As competition in the industry becomes more intense, every institution is required to have strategies to improve employee performance, one of which is the Road Project Management Unit at the Ministry of Public Works.

The implementation and enforcement of work discipline in the Road Project Management Unit (PMU), Ministry of Public Works, is heavily influenced by the human resources level and employees' awareness of the importance of work discipline for the development of the PMU. Based on data obtained from employees at the Road Project Management Unit (PMU), there are several rules related to work discipline, such as issuing warnings to employees who violate work discipline, imposing sanctions for violations, and providing socialization to all employees through communication or briefing each morning before starting work by the leadership. Employee tardiness significantly impacts their preparation before work and their ability to provide good service to clients, leading to customer complaints.

METHOD

Research Design

The research design is a flow or scheme that outlines the research process in a comprehensive and systematic way, from the background of the problem being studied to the conclusions. This study aims to understand and test the relationship between the research variables, namely work discipline and work environment, on motivation and their impact on employee performance at the Road Project Management Unit (PMU), Ministry of Public Works. Data collected using instruments that have been tested for validity and reliability will be analyzed using path analysis. The path analysis technique is intended to examine the direct influence of work discipline and work environment on motivation, as well as their indirect effect through intervening variables on employee performance at the Road Project Management Unit (PMU), Ministry of Public Works. Before conducting data analysis, prerequisite tests such as normality testing, multicollinearity testing, and heteroscedasticity testing need to be performed.

The research location will be conducted at the Road Project Management Unit (PMU), Ministry of Public Works, located on Jalan 20 Mei, Caicoli, Dili. The research is planned to take 6 months, with the expectation that the study will be completed within the designated time frame.

Population and Sample Determination

According to Arikunto (2012), if the research subject is less than 100, it is better to take all subjects, making the research a population study or census. However, if the number of subjects exceeds 100, a sample of 10%, 20%, or 50% can be selected.

Based on Arikunto's statement, the population in this study is a saturated population, meaning all employees of the Road Project Management Unit (PMU), Ministry of Public Works, totaling 40 people.

Type and Sources of Data

Type of Data

1. **Quantitative Data** refers to data in the form of numbers that can be calculated and processed, such as the number of employees, attendance rates, and profit target numbers.
2. **Qualitative Data** refers to non-numerical data but in the form of information, such as the history and organizational structure of the Road Project Management Unit (PMU), Ministry of Public Works.

Data Sources

1. **Primary Data** is data obtained and collected directly at the research site from employees through interviews and questionnaires.
2. **Secondary Data** is data that is already available at the research site, such as company history and organizational structure.

Data Collection Methods

1. **Interviews**

The interview method aims to gather in-depth information about the object being studied, with the hope of uncovering more open and detailed information from the company's management.

2. **Documentation**

Documents are records of past events. Documents are typically in written form, such as regulations and policies. Documents in the form of images, such as organizational charts, also fall under this category (Sugiyono, 2013).

3. **Questionnaires**

A questionnaire is a technique for collecting data using a list of questions or statements distributed to each respondent to answer regarding the indicators of the variables in the study. The distribution of questionnaires is measured using a 5-point Likert scale, as follows:

SS = Strongly Agree = 5

S = Agree = 4

N = Neutral = 3

TS = Disagree = 2

STS = Strongly Disagree = 1

Data Analysis Techniques

Descriptive Statistical Analysis

Ridwan and Sunarto (2011) state that descriptive statistical analysis is the analysis that uses data that will be presented either individually or grouped to create a systematic picture of actual and accurate data, which highlights facts and the relationships between phenomena that are investigated or studied. Descriptive statistical analysis, such as age, gender, work experience, and education level.

Data Quality Testing

1. **Instrument Validity Test**

In the data collection process, a questionnaire method is used, which is distributed to all respondents. The validity of an instrument refers to the accuracy of the measuring tool in measuring what is intended to be measured. In this case, it refers to analyzing work discipline and the work environment's impact on employee performance at the Road Project Management Unit, Ministry of Public Works.

Validity is tested with the following criteria:

- a. If the calculated $r > r_{\text{table}}$, the question is considered valid.
- b. If the calculated $r < r_{\text{table}}$, the question is considered invalid.

And if the correlation coefficient is positive and $r \geq 0.3$, the instrument item is considered valid or has good construct validity (Sugiyono). Validity testing is performed using the SPSS version 23 for Windows tool.

2. Reliability Test

Reliability is the consistency or dependability of an instrument used in research, indicating how trustworthy the instrument is for measuring various aspects of a research variable. Data is considered reliable if it has a reliability coefficient (α) ≥ 0.6 (Sugiyono, 2013).

RESULT AND DISCUSSION

Brief History of the Road Project Management Unit (PMU) Timor-Leste

The Road Project Management Unit (PMU) is a project implementation unit established by the Government of Timor-Leste under the Ministry of Public Works (Ministério das Obras Públicas - MOP) in 2013. The establishment of the Road Project Management Unit (PMU) was a strategic response to the urgent need to rebuild and improve the national road infrastructure, which had been severely damaged due to conflict and the lack of post-independence maintenance.

Since its inception, the Road Project Management Unit (PMU) has been entrusted with the responsibility of managing large-scale road projects financed by the Government of Timor-Leste in collaboration with international development partners such as the Asian Development Bank (ADB), the World Bank, and the Japan International Cooperation Agency (JICA). The Road Project Management Unit (PMU) plays a key role in overseeing the entire project cycle, from planning, implementation, to evaluation and reporting. The main focus of the unit is to deliver climate-resilient, sustainable road infrastructure that enhances national connectivity.

In its implementation, the Road Project Management Unit (PMU) not only serves as the technical manager but also acts as an agent for strengthening government institutional capacity, particularly in areas such as procurement, financial reporting, and adherence to environmental and social standards set by international donors.

Description of Research Variables

Respondent Characteristics

Based on the results of the study conducted by distributing questionnaires to all employees of the Road Project Management Unit (PMU) totaling 40 people, several characteristics of respondents were identified based on Gender, Age, Last Education, and Length of Service.

1. Respondent Characteristics Based on Gender

Respondent characteristics based on gender can be described in table 5.1 below:

TABLE 5.1
CHARACTERISTICS OF RESPONDENTS BASED ON GENDER

NO.	GENDER	AMOUNT (PERSON)	PERCENTAGE (%)
1	Man	29	72.5%
2	Woman	11	27.5%
3	Total	40	100%

Source: Research Data 2025

The majority of respondents in this study were male, namely 29 people (72.5%), while female respondents numbered 11 people (27.5%). This shows that the involvement of male respondents in the studied sector is more dominant. This distribution can reflect the structure of the workforce or the dominant role of men in the fields of work studied in this study.

2. Respondent Characteristics Based on Age

Respondent characteristics based on age level can be described in the table. 5.2 as follows:

TABLE 5.2
CHARACTERISTICS OF RESPONDENTS BASED ON AGE LEVEL

NO.	AGE GROUP	NUMBER OF PEOPLE)	PERCENTAGE (%)
1	21 – 25 Years	0	0%
2	26 – 30 Years	3	7.5%
3	31 – 35 Years	15	37.5%
4	36 – 40 Years	12	30%
5	41 – 45 Years	6	15%
6	46 – 50 Years	3	7.5%
7	51 – 60 years and above	1	2.5%
Total		40	100%

Source: Research Data 2025

The largest number of respondents were in the 31–35 age range, which was 15 people (37.5%), followed by the 36–40 age group with 12 people (30%). This age shows that most respondents are in their productive and professionally mature age. The young age group (21–25 years) was not found in the sample, while the age group over 50 years only included one person. This indicates the dominance of young to middle-aged adults as the main actors in the field studied.

3. Respondent Characteristics Based on Last Education Respondent characteristics based on education level can be described in table 5.3 below:

TABLE 5.3
CHARACTERISTICS OF RESPONDENTS BASED ON EDUCATION
LEVEL

NO.	EDUCATION FINAL	AMOUNT (PERSON)	PERCENTAGE (%)
1	SENIOR HIGH SCHOOL	6	15%
2	D3	1	2.5%
3	S1	29	72.5%
4	S2	2	5%
5	Master's Degree	1	2.5%
6	Diploma Certificate	1	2.5%
Total		40	100%

Source: Research Data 2025

Most of the respondents have a Bachelor's degree (S1), which is 29 people (72.5%). This shows that the respondent population is quite highly educated, which is likely related to their field of work that requires academic expertise. Respondents with postgraduate education (S2 and Master) each number few, but still reflect the presence of professional staff at the managerial level or certain specializations.

4. Respondent Characteristics Based on Length of Service

Respondent characteristics based on length of service can be described in the table. 5.4 as follows:

TABLE 5.4
RESPONDENT CHARACTERISTICS BASED ON WORK PERIOD

NO.	LENGTH OF WORK	NUMBER OF PEOPLE)	PERCENTAGE (%)
1	1 year	1	2.5%
2	15 years	13	32.5%
3	6 – 10 Years	13	32.5%
4	11 – 15 Years	10	25%
5	16 – 20 Years	3	7.5%
Total		40	100%

Source: Research Data 2025

A total of 13 respondents (32.5%) have a working period of 1–5 years, and 13 others (32.5%) have a working experience of 6–10 years. This shows that the majority of respondents are in the phase of strengthening their professional careers. A total of 10 people (25%) have between 11–15 years of experience, indicating maturity in work and a relatively stable career position. Only a few respondents are classified as very new (1 person, 2.5%) or have

been working for a very long time (>15 years), indicating a healthy distribution in terms of work experience.

Descriptive Statistical Analysis

Descriptive statistical analysis in this study was conducted using SPSS software version 26. Descriptive analysis is a statistical analysis method used to describe or depict the characteristics of data collected from a population or sample. Its main purpose is to present data in a form that is easy to understand, without making further conclusions or generalizations. This analysis involves calculations such as average (mean), median, mode, standard deviation, minimum and maximum, and presentation of data in the form of tables, graphs, or diagrams (Sugiyono, 2019).

Descriptive analysis was conducted to obtain an overview of the variables studied, namely Work Discipline (X₁), Work Environment (X₂), Work Motivation (Y), and Employee Performance (Z). The results of the calculation of the average value and standard deviation for each variable are presented in Table 5.5.

TABLE 5.5. Descriptive Analysis Of Research Variables

No	Variables	Average Total Score	Standard Deviation
1	Work Discipline (X ₁)	21.05	2.95
2	Work Environment (X ₂)	41.60	7.11
3	Work Motivation (Y)	14.75	2.89
4	Employee Performance (Z)	24.20	4.41

Source: Research Data 2025

CONCLUSION

Based on the data analysis and discussion conducted in this study, several conclusions can be drawn as follows:

Work discipline has a positive and significant effect on employee motivation at the Road Project Management Unit (PMU). The higher the discipline of employees in adhering to work rules, punctuality, responsibility for tasks, and compliance with work procedures, the higher the motivation shown.

Work discipline does not have a direct effect on employee performance at the Road Project Management Unit (PMU). This finding indicates that while discipline is important, to directly improve performance, discipline must be supported by other internal factors such as motivation. In other words, discipline influences performance through an increase in work motivation.

Work environment has a positive and significant effect on both motivation and performance at the Road Project Management Unit (PMU). A safe, comfortable, well-organized work environment, supported by harmonious working relationships among employees, will boost work morale and directly impact productivity and performance achievement.

Work motivation has a positive and significant effect on employee performance at the Road Project Management Unit (PMU). This indicates that both intrinsic and extrinsic motivation are crucial determinants in improving individual performance within the organization.

Motivation has been proven to mediate the effect of work discipline on performance, but it does not mediate the effect of the work environment on performance. This means that improving discipline must first influence motivation to have an impact on performance, while the work environment has a direct effect without mediation from motivation.

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