

Research Article

The Influence of Work Environment and Work Motivation Through Work Discipline on Employee Performance

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Abstract

This research examines the influence of the work environment and work motivation on employee performance at the Instituto Nacional de Formação de Docentes e Profissionais da Educação (INFORDEPE) in Balidi, Dili, Timor-Leste, with a focus on the mediating role of work discipline. The study shows that the work environment has a positive and significant direct effect on employee work discipline and performance. Furthermore, work motivation is found to significantly influence both work discipline and performance. The research also reveals that work discipline mediates the relationship between the work environment and employee performance, as well as the relationship between work motivation and employee performance. These findings highlight the importance of creating a conducive work environment and fostering employee motivation to improve performance through effective work discipline. The research contributes to a deeper understanding of the factors influencing employee performance in organizational settings.

Keywords: work environment, work motivation, employee performance.

INTRODUCTION

Human Resources (HR) are crucial for the survival of any organization, institution, or company as they represent a unique and difficult-to-replicate asset. This is due to the dynamic and flexible nature of HR, which continually adapts to



environmental changes. HR management involves a series of actions related to workforce recruitment, selection, development, maintenance, and utilization, all aimed at achieving both individual and organizational goals. The challenges within the HR department are more complex than in other departments. In today's era of intense business competition, there are significant consequences for companies involved in the competition. This competition requires companies to continuously re-evaluate and adjust their business strategies. The competition centers on how companies can better implement the process of creating products or services that are superior and of higher quality than their competitors.

Achieving this goal is not a one-time target but a continuous effort into the future. As long as companies strive to improve their performance, they can survive in the competitive global environment. Business competition occurs among companies that have two key advantages in their respective fields: strategic advantages and HR advantages. The success of an organization can be seen in the job performance of its employees.

In the current millennium, there is a need for competent workforce that can compete in various aspects. Therefore, Human Resources (HR) are one of the most important factors in every company, institution, or organization in the world. With a good HR in an organization, the company, institution, or organization can grow, compete, and adapt to the changes of time. Thus, the performance of each individual within the company, institution, or organization is expected to meet the targets and objectives set by the organization.

To improve employee performance, companies can implement several strategies, such as through training, creating a comfortable working environment for employees, providing appropriate compensation, offering motivation through education, and fostering discipline in individuals to prioritize punctuality, responsibility, and good behavior both individually and collectively, in an effective and efficient manner.

In order to achieve the goals of the company, institution, or organization in an effective and efficient manner, the organization must have a good performance culture, where employees perform their tasks effectively and reliably by adhering to the agreed-upon disciplinary standards. This requires organizations to be responsive in analyzing and solving problems that arise or are likely to affect employee performance.

One important factor in achieving good employee performance is the work environment. A clean and well-maintained environment significantly affects employees' ability to complete their tasks and contributes to the overall performance of the organization (Nurjaya, 2021). According to Sedarmayanti (2017), the work environment refers to the setting where various groups operate, and it includes facilities that support the achievement of organizational goals aligned with the company's vision and mission. A work environment with complete facilities contributes significantly to creating a positive and conducive atmosphere for work.

At the Instituto Nacional de Formação de Docentes e Profissionais da Educação (INFORDEPE) in Balidi, Dili, Timor-Leste, the availability of adequate infrastructure such as buildings, office equipment, and vehicles plays a role in creating a productive work environment. Additionally, the motivation of employees at INFORDEPE is

evident in their desire for career advancement. Promotions in the workforce serve as a means for employees to demonstrate their authority and influence over their colleagues. The desire for career advancement signifies that employees have intrinsic motivations to develop within the organization.

Efforts to improve employee performance present a significant challenge for any organization or company. Many studies have examined the factors influencing employee performance. According to A. Dale Timple (in Mangkunegara, 2009:15), performance factors are divided into internal and external factors. Internal factors (dispositional) relate to personal traits, while external factors pertain to influences from the environment, such as the behavior, attitudes, and actions of colleagues, subordinates, or superiors, as well as work facilities and the work environment itself.

To achieve employee performance that satisfies both the employees and the organization's goals, it is necessary to implement discipline that is appropriate, controlled effectively, and efficiently. This also requires loyalty, diligence, cooperation, and unity in working towards the organization's objectives.

Based on the discussion above, the author is interested in conducting research with the title: "The Influence of Work Environment and Work Motivation Through Work Discipline on Employee Performance at Instituto Nacional de Formação de Docentes e Profissionais da Educação (INFORDEPE) in Balidi, Dili, Timor-Leste". This research focuses on the national institution for training teachers and education professionals in Balidi, Dili, Timor-Leste.

METHOD

Research Design

This study is a quantitative research, which emphasizes testing theories through research variables with numerical data and requires data analysis using statistical procedures. In this study, hypotheses are tested for their validity. A hypothesis itself describes the relationship between two variables to determine whether one variable is associated with another (Supriyanto and Maharani, 2019). These hypotheses provide direction for the research, guiding the researcher in identifying potential patterns or relationships between the variables being studied. Quantitative data analysis will help in understanding whether there is a significant correlation or relationship between the research variables. This will pave the way for formulating stronger recommendations and implications, as well as contributing to further understanding in this field.

This research examines the combined characteristics of behavior, variables, and opinions to ensure that the research findings are valid for further investigation. Therefore, the aim of this study is to determine the extent to which the independent variables influence the dependent variables. Furthermore, the method used is a quantitative survey, as data is collected through questionnaires.

Population and Sample

Population refers to the entire group of people or characteristics possessed by the individuals in the object and subject to be studied. In this study, the population is

all employees at INFORDEPE in Balidi, Dili, Timor-Leste, totaling 96 individuals. A sample is a subset or representative of the population (Sugiyono, 2013). For sampling, the researcher employed random sampling, a technique where a portion of the members is selected as the sample. Therefore, the sample in this study uses a census technique, where all employees in the teacher training department at INFORDEPE, Balidi, Dili, Timor-Leste, were chosen as the research sample, totaling 60 individuals.

Research Variables and Operational Definitions

Research Variables

A variable is the object of research or the focal point of the study. The variables in this research consist of independent (X) and dependent (Y) variables. The variables in this study are as follows:

1. **Dependent Variable:** The dependent variable is the variable that is influenced by other variables or is the outcome due to the effect of the independent variable (Sugiyono, 2012). The dependent variable in this study is employee performance.
2. **Intervening Variable:** The intervening variable is a variable that can influence the relationship between the independent and dependent variables, making it an indirect relationship that cannot be observed or measured. The intervening variable in this study is work discipline.
3. **Independent Variable:** The independent variable is the variable that influences or causes a change or emergence in the dependent variable. The independent variables in this study are the work environment and work motivation.

Operational Definitions

Operationalizing a concept means explaining the characteristics of an object into observable elements, which allows the concept to be measured and operationalized in research. The operational definitions of the variables in this study are as follows:

1. **Work Environment:** The work environment refers to a state that indicates a good workplace, which includes both physical and non-physical aspects that create a sense of comfort, safety, tranquility, and a feeling of being at ease, among other factors. The indicators of the work environment in this study are lighting, air circulation, workplace noise, unpleasant odors at the workplace, workplace security, and employee relationships (Sedarmayanti, 2017).
2. **Work Motivation:** Work motivation is the driving force that encourages employees at Instituto Nacional de Formação de Docente e Profissionais da Educação (INFORDEPE) in Balidi, Dili, Timor-Leste, to be more motivated in performing their duties. The indicators of work motivation in this study are physiological needs, safety needs, social needs or the sense of belonging, and self-esteem needs (Mangkunegara, 2017).
3. **Work Discipline:** Work discipline is essential for the growth of the organization or company, especially in motivating employees to discipline themselves in carrying out their tasks, both individually and as a group. In addition, discipline is beneficial in educating employees to comply with and appreciate the existing rules, procedures, and policies, resulting in good performance (A. Fandy, 2022).
4. **Employee Performance:** Employee performance refers to the results of both the quality and quantity of work achieved by employees at Instituto Nacional de Formação de Docente e Profissionais da Educação (INFORDEPE) in Balidi, Dili, Timor-Leste, over a certain period, in line with the responsibilities assigned.

The indicators of employee performance in this study are work quality, work quantity, responsibility, cooperation, and initiative (Mangkunegara, 2017).

Data Collection Methods

The data collection method will involve several key steps. First, primary data will be collected through questionnaires distributed to employees at the institution. These questionnaires will be designed to measure the main variables, including Work Environment, Work Motivation, Work Discipline, and Employee Performance. The questionnaires will contain relevant questions that will be tested to ensure their validity and reliability.

In addition to the questionnaire, primary data will also be gathered through interviews with a number of employees and management at the institution. These interviews will provide deeper insights into the employees' experiences and perceptions regarding the Work Environment, Work Motivation, Work Discipline, and Employee Performance.

Secondary data will also be used in this study. This includes data previously collected by the institution, such as employee performance data, records of workplace policies and environment, as well as the history of motivation and work discipline development.

Throughout the data collection process, attention will be given to maintaining confidentiality and adhering to ethical standards in research. Once the data is collected, statistical analysis will be employed to test the relationships between the variables and understand the role of Work Discipline as a mediating variable. Therefore, the comprehensive data collection methods will assist in answering the research questions and provide valuable insights into the influence of the Work Environment on employee performance at the Instituto Nacional de Formação de Docente e Profissionais da Educação (INFORDEPE) in Balidi, Dili, Timor-Leste.

RESULT AND DISCUSSION

Result

During the UNTAET transitional government, Timor-Leste received various forms of international assistance to rebuild and strengthen its education system. Organizations such as UNESCO and the World Bank were involved in initiatives to improve the quality of education and teacher training. Additionally, Portuguese-speaking countries such as Portugal and Brazil contributed to teacher training, particularly in teaching the Portuguese language and curriculum development. Despite progress, Timor-Leste still faces challenges in the education sector, including the need for more well-equipped classrooms, an increase in the number and quality of teachers, and the provision of adequate learning materials.

To address these challenges in a more structured and sustainable manner, with a specific focus on the training and professional development of educators in Timor-Leste, the government initially established an institution called PROFEP (Programa de Formação de Professores do Ensino Primário). This program was designed to train and improve the quality of primary school teachers in Timor-Leste. It was part of a cooperation initiative between the

government of Timor-Leste and the government of Brazil, aimed at strengthening the education sector through capacity building for educators.

In addition to PROFEP, the following programs were also implemented:

- PROCAPES: A program that provides teaching materials in Portuguese to ensure the availability of adequate teaching resources for teachers.
- ELPI: A program that offers resources and training for Portuguese language teachers, helping them improve their teaching competencies in the language.
- PG-UNTL: A postgraduate program focused on educational administration and management, designed for school principals and other educators to enhance their managerial and leadership skills.

After Timor-Leste gained independence in 2002, following the transitional government from 1999 to 2002, the government began formulating a national education policy. One important step was the establishment of the Instituto Nacional de Formação de Docentes e Profissionais da Educação (INFORDEPE) in Balidi, Dili, Timor-Leste, which was founded in January 2011. Its main goal is to improve the quality of education through more structured and professional development training that aligns with the national educational needs of Timor-Leste. INFORDEPE replaced the role of BPG, which previously existed during the Indonesian occupation, and continued with programs that had already existed as part of teacher training, collaborating with various international organizations and universities to improve the quality of education.

Respondent Profile Based on Length of Service

The profile of respondents based on the length of service at the Instituto Nacional de Formação de Docentes e Profissionais da Educação (INFORDEPE) in Balidi, Dili, Timor-Leste ranges from over 25 years to 0-4 years of service. For a clearer understanding of the length of service of employees at the Instituto Nacional de Formação de Docentes e Profissionais da Educação (INFORDEPE) in Balidi, Dili, Timor-Leste, please refer to Table 1.

Table 1 Respondent Profile Based On Length Of Service At Instituto Nacional Formação De Docentes E Profissionais Da Educação (Infordepe), Balidi, Dili, Timor Leste, 2024.

Length of Service	Number of Employees (People)	Percentage (%)
>25	5	8,33
20-24	10	16,67
15-19	15	25,00
10-14	11	18,33
5-9	12	20,00
0-4	7	11,67
Total	60	100

Source: INFORDEPE Administration Office, Balidi, Dili, December 2024

Table 1, shows that employees at the Instituto Nacional de Formação de Docentes e Profissionais da Educação (INFORDEPE) in Balidi, Dili, Timor-Leste, with over 25 years of service are 5 individuals, accounting for 8.33%. Employees with 20-24 years of service number 10, representing 16.67%. Employees with 15-19 years of service total 15 individuals, which is 25%. Employees with 10-14 years of service are 11 individuals, comprising 18.33%. Employees with 5-9 years of service are 12 individuals, making up 20%, and employees with 0-4 years of service are 7 individuals, representing 11.67%.

Respondent Profile Based on Education Level

The profile of respondents based on the educational background of employees at the Instituto Nacional de Formação de Docentes e Profissionais da Educação (INFORDEPE) in Balidi, Dili, Timor-Leste. For a clearer understanding of the education level of the respondents, please refer to Table 2 below.

Table 2 Respondent Profile Based On Education Level Of Employees At Instituto Nacional Formação De Docentes E Profissionais Da Educação (Infordepe), Balidi, Dili, Timor Leste, 2024.

Education Level	Number of Employees (People)	Percentage (%)
S2	35	58,33
S1	16	26,67
Diploma	5	8,33
SMA	4	6.67
Total	60	100

Source: INFORDEPE Administration Office, Balidi, Dili, December 2024

Based on Table 5.3, it can be seen that the education level of employees at the Instituto Nacional de Formação de Docentes e Profissionais da Educação (INFORDEPE) in Balidi, Dili, Timor-Leste includes 35 individuals with a Master's degree (S2), accounting for 58.33%. There are 16 individuals with a Bachelor's degree (S1), representing 26.67%. 5 individuals hold a Diploma, which makes up 8.33%, and 4 individuals have completed high school (SMA), representing 6.67%.

Discussion

Direct Influence of Work Environment on Employee Work Discipline at Instituto Nacional de Formação de Docentes e Profissionais da Educação (INFORDEPE) in Balidi, Dili, Timor-Leste

The results of the study show that the work environment has a positive and significant direct effect on employee work discipline at Instituto Nacional de Formação de

Docentes e Profissionais da Educação (INFORDEPE) in Balidi, Dili, Timor-Leste. This indicates that the better the work environment at INFORDEPE in Balidi, Dili, Timor-Leste, the more it will enhance employee work discipline. A study conducted by Zulkifli in 2023 titled "The Influence of Organizational Culture and Job Satisfaction on Employee Performance Mediated by Employee Motivation at PT. Bank Rakyat Indonesia, Tbk. Pekanbaru Branch" found that organizational culture significantly influences motivation.

Influence of Work Environment on Employee Performance at Instituto Nacional de Formação de Docentes e Profissionais da Educação (INFORDEPE) in Balidi, Dili, Timor-Leste

The results show that the more positive the work environment at INFORDEPE in Balidi, Dili, Timor-Leste, the better the employee performance. This suggests that a well-structured work environment will be able to improve employee performance at INFORDEPE in Balidi, Dili, Timor-Leste. The study indicates that the work environment has a positive and significant effect on employee performance, with a t-value of $(2.477 > 2.018)$, and organizational culture also has a positive and significant effect on employee performance with a t-value of $(3.450 > 2.018)$. Thus, the work environment variable has a positive and significant effect on employee performance, and the organizational culture variable also has a positive and significant effect on employee performance.

Direct Influence of Work Motivation on Employee Work Discipline at Instituto Nacional de Formação de Docentes e Profissionais da Educação (INFORDEPE) in Balidi, Dili, Timor-Leste

The research results show that work motivation has a positive and significant direct effect on employee work discipline at INFORDEPE in Balidi, Dili, Timor-Leste. This indicates that the better the work motivation of employees at INFORDEPE, the more it will enhance their work discipline. Moreover, a comfortable and conducive work motivation environment will enhance employee work discipline at INFORDEPE in Balidi, Dili, Timor-Leste. A study conducted by Dewi et al. in 2022 titled "Analysis of the Influence of Leadership, Work Environment, and Job Satisfaction on Employee Performance with Motivation as an Intervening Variable at the Regional Secretariat Office of Demak Regency" found that job satisfaction has a significant positive influence on motivation at the Regional Secretariat Office of Demak Regency.

Influence of Work Motivation on Employee Performance at Instituto Nacional de Formação de Docentes e Profissionais da Educação (INFORDEPE) in Balidi, Dili, Timor-Leste

The results show that work motivation directly influences employee performance at INFORDEPE in Balidi, Dili, Timor-Leste. This means that the better the work motivation of employees at INFORDEPE, the better their performance will be. A study conducted by Jufrizen and Tiara in 2021 titled "The Influence of Motivation and Job Satisfaction on Employee Performance with Work Discipline as an Intervening Variable" found that job satisfaction has a positive and significant effect on employee performance.

Influence of Employee Work Discipline on Employee Performance at Instituto Nacional de Formação de Docentes e Profissionais da Educação (INFORDEPE)

in Balidi, Dili, Timor-Leste

The study results show that employee work discipline has a direct effect on employee performance at INFORDEPE in Balidi, Dili, Timor-Leste. The better the work discipline perceived by employees at INFORDEPE in Balidi, Dili, Timor-Leste, the more it will encourage the improvement of employee performance. In other words, work discipline is an important factor that can contribute to improving employee performance. A study conducted by Haris and Chaerudin in 2021 titled "The Role of Compensation and Job Satisfaction on Civil Servant Performance through Motivation as a Mediating Variable at the Directorate of Airworthiness and Aircraft Operations (DKPPU), Directorate General of Air Transportation, Ministry of Transportation" explains that motivation has a positive and significant effect on employee performance.

Indirect Influence of Work Environment on Employee Performance at Instituto Nacional de Formação de Docentes e Profissionais da Educação (INFORDEPE) in Balidi, Dili, Timor-Leste through Work Discipline

The results show that there is an indirect effect of the work environment on employee performance at INFORDEPE in Balidi, Dili, Timor-Leste through work discipline. This suggests that work discipline plays a mediating role in the relationship between the work environment and employee performance at INFORDEPE in Balidi, Dili, Timor-Leste. According to the study by Zulkifli in 2023 titled "The Influence of Organizational Culture and Job Satisfaction on Employee Performance Mediated by Employee Motivation at PT. Bank Rakyat Indonesia, Tbk. Pekanbaru Branch," organizational culture has a significant influence on employee performance through motivation.

Indirect Influence of Job Satisfaction on Employee Performance at Instituto Nacional de Formação de Docentes e Profissionais da Educação (INFORDEPE) in Balidi, Dili, Timor-Leste through Work Discipline

The results indicate that work discipline at INFORDEPE in Balidi, Dili, Timor-Leste plays a mediating role in the relationship between employee motivation and employee performance. In other words, work discipline can strengthen the impact of work motivation on employee performance. According to the study by Dewi et al. in 2022 titled "Analysis of the Influence of Leadership, Work Environment, and Job Satisfaction on Employee Performance with Motivation as an Intervening Variable at the Regional Secretariat Office of Demak Regency," motivation contributes directly to the influence of job satisfaction on employee performance at the Regional Secretariat Office of Demak Regency.

CONCLUSION

Based on the description and the results of the research analysis, several conclusions can be drawn. First, the work environment has a positive and significant direct effect on employee work discipline at the Instituto Nacional de Formação de Docentes e Profissionais da Educação (INFORDEPE) in Balidi, Dili, Timor-Leste. This indicates that a better work environment enhances employee discipline within the institution. Second, the work environment also has a positive and significant effect on employee performance, suggesting that improvements in the work environment

can lead to better overall performance. Third, work motivation was found to have a positive and significant direct effect on employee work discipline, meaning that higher motivation among employees directly influences their level of discipline. Furthermore, work motivation also positively affects employee performance, highlighting the importance of motivated employees in improving work output. Additionally, work discipline was shown to have a positive and significant effect on employee performance, emphasizing that disciplined employees are more likely to perform better. Lastly, work discipline was found to mediate the indirect effects of both the work environment and work motivation on employee performance. This suggests that the influence of the work environment and work motivation on performance is strengthened through the mediation of employee work discipline.

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