

## Work environment to improve employee performance through work discipline on employees at PT. Surya Madistrindo Area Operation Jember City, Indonesia

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### Abstract

This research examines the connection between the work environment, work discipline, and employee performance at PT. Surya Madistrindo, located in Jember City, Indonesia, employs the Leader-Member Exchange (LMX) theory. Data were gathered from 60 sales representatives via saturated sampling through a survey based on a Likert scale and analyzed using Smart PLS. The findings indicated a notable positive effect of the work environment on work discipline (T-statistic: 7.663, P-value: <0.000), as well as work discipline's influence on employee performance (T-statistic: 13.135, P-value: 0.000). Nonetheless, the immediate impact of the work environment on performance was adverse (T-statistic: 2.441, P-value: 0.015), highlighting the mediating function of work discipline. This research emphasizes the significance of a nurturing workplace and robust leader-employee connections in boosting work discipline and increasing employee performance.

**Keywords:** Employee Performance; Leader-Member Exchange; LMX; Work Discipline; Work Environment

### 1. Introduction

In a constantly changing and challenging business environment, a company's ability to continue as a going concern greatly relies on its employees' performance. Urgent progress in digital technologies compels companies to evolve and create in order to stay competitive. Nevertheless, this adjustment is not only effective due to technology but also because of the caliber of human resources that effectively manage the technology. Thus, enhancing employee performance is a crucial aspect that organizations must not overlook.

Employee performance does not only refer to the quantity of output produced but also encompasses attitudes and behaviors in the workplace. Along with the rise in competition, a supporting work environment is one of the important factors that can boost employees' performances. Previous research, such as [1], showed that a good working environment has an important contribution to increasing productivity and the quality of work of employees. A comfortable and supportive work environment normally allows employees to be highly motivated, valued, and perform at the best level.

Besides a good working environment, the second aspect that could support employees' performance is work discipline. Work discipline is the level of compliance of employees to the regulations, provisions, and procedures set by the company. Employees with good work discipline feel responsible, finish the job on time, and try to meet the given standards. [2] found that employees who are motivated and disciplined have the strong potential to enhance productivity and work results. Good discipline in working aids in guaranteeing continuity and smoothness in operational activities and therefore will affect the results of the company in general.

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That means deep studies should be done on how work environment and work discipline can relate to each other, thereby influencing the performance of employees. One such theoretical approach is the LMX or the Leader-Member Exchange Theory, where it is noted that development of a harmonious relationship between the leaders and the subordinates has to be developed in order to make the work environment supportive. This concept, introduced by [3], explains that a good relationship between leaders and employees will help in increasing the feeling of belonging, motivation, and responsibility. An employee will show better discipline in his work when working in such a supportive environment, which would help him to improve his performance.

This research is conducted for PT. Surya Madistrindo Area Operation Jember city, Indonesia, one of the major branches of PT. Distribution and marketing of the products manufactured by the company are solely performed by Gudang Garam itself. Workers employed in this company need to possess a high sense of commitment and must be able to face various market challenges with strength in the dynamics of change. From the above explanation of complexity, it is relevant to discuss how an enabling work environment and discipline at work can be optimized for the betterment of the performance of employees.

Past research by [4] confirmed that a proper work environment, with appropriate working discipline, drives the employee to work with greater efficiency and productivity. In relation to this, [5] opined that the comfortable work environment and consistent working discipline generate the drive for better achievement. In this scenario, sufficient rewards and effective training will also play a significant role in developing a favorable work environment and supporting improved performance.

The paper shall test the conceptual model linking work environment, work discipline, and employees' performance using a Smart PLS-based statistical approach. This study will use Smart PLS because it analyzes interactions that are even complex on small sample sizes or non-normally distributed data. This analysis shall move beyond the description of the relations between these variables to come up with data-driven recommendations aimed at improvements in policies and practices that impact workplace operations.

This research aims to provide both theoretical and practical insights into how the work environment and work discipline influence employee performance. Specifically, this study will address three inquiries: if the work environment influences work discipline, if work discipline impacts employee performance, and if the work environment has a direct effect on employee performance at PT. Surya Madistrindo in Jember City Operational Area. Taking these questions into account, this study aims to offer strategic advice for businesses on creating the ideal work environment, fostering work discipline, and ultimately enhancing the overall performance of all staff members.

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## 2. Material and methods

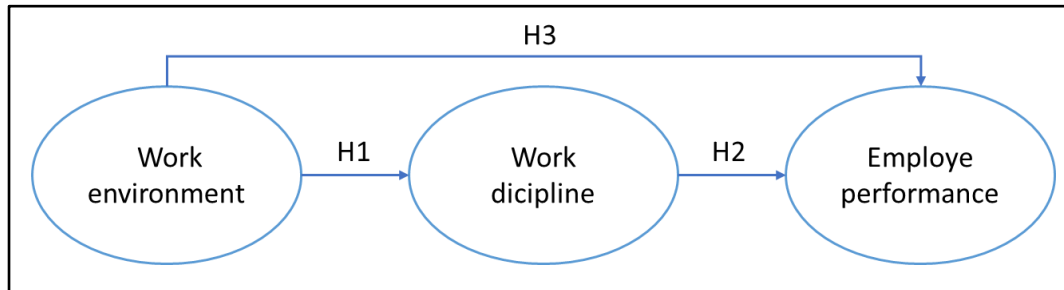
Work discipline can be formed from the environment. [6] clarified that a supportive work atmosphere provides comfort and job satisfaction for employees, thereby enhancing their work discipline. The outcome aligns with the research of [7], where it was discovered that the workplace greatly impacts work discipline [8] added that a good work environment makes employees perform well and raises their discipline. Moreover, [9] revealed that a supportive work environment is required in ensuring the safety of employees, which is an important element of shaping work discipline. These studies have severally underlined and constantly pointed out the fact that a good work environment is an influential ingredient for instilling high work discipline among employees. From the description above, hypothesis (H1) can be drawn: the work environment has an effect on work discipline.

On the other hand, work discipline was also proved to be a major determinant of employee performance. A study conducted by [10] discovered a positive and significant relationship between work discipline and performance, with discipline positively influencing performance, leading to an enhancement in performance levels. In the same vein, the research done by [11], showed that work discipline accounted for high impact of the performance of employees. Work discipline was also stated to significantly influence employee performance in a government environment by [12]. In other words, work discipline reflects not only the regularity and responsibility of workers but is also a prerequisite for achieving optimal work results. From the description above, hypothesis (H2) can be drawn: the work discipline has an effect on work performance.

Besides, the work environment influences not only employee performance directly but also indirectly through work discipline. [13], revealed that a good work environment instills discipline, thereby fueling better performance among workers. The research conducted by [7] demonstrated that the workplace affects work discipline, whereas work discipline positively impacts work enthusiasm. Besides, according to [14], a supportive work environment increases employee discipline in the fulfillment of their responsibilities, then having a positive impact on their performance. Again,

this is supported by [15], where it was stated that a good working environment gives an individual a sense of security; thus, it promotes work discipline and enhances the overall performance of employees. From the description above, hypothesis (H3) can be drawn: the work discipline has an effect on work performance through work discipline.

It illustrates that the work environment, work discipline, and performance are interconnected variables: a good work environment is the very basis to build good work discipline that improves the performance of workers, both directly and due to mediation by work discipline. Such findings point to how building a good work environment will facilitate productivity and ensure success for organizations.



**Figure 1** Conceptual Framework

This research employed a quantitative method to examine the work environment, work discipline, and employee performance at PT. Surya Madistrindo Area Operation Jember City, Indonesia. Data collection was done through a survey using a Likert scale-based questionnaire distributed to 60 employees of the salesman division. The sample selection used saturated sampling techniques in which the whole population in the division was used as research respondents.

Original data were collected using a digital survey through Google Form shared on WhatsApp, while secondary data were based on company profiles, organizational structures, and various dependable sources of literature.

The variables that became the research object were an independent variable of working environment, intervening variable of work discipline, and dependent variable of performance of employees. Indicators for working environment include the aspect of illumination, temperature, and interaction of working together. Whereas in work discipline, dimension used is in terms of participation, following the rules, and vigilance. Meanwhile, on employee performance dimension using punctuality, job-description conformance, and quantity or quality of work.

The editing stage checks the accuracy of the data, coding or converting qualitative data into numeric, tabulation that presents the organization of data in a more orderly manner, and scoring to attach weight to each response. Data analysis using Smart PLS software to assure validity and reliability in research results.

### 3. Results

#### 3.1. Outer Model

##### 3.1.1. Convergent validity

Convergent validity pertains to the degree to which indicators anticipated to assess the same variable demonstrate a solid and consistent correlation. The table below displays the outer loading values for each indicator utilized in this research.

**Table 1** Outer Loading

Variable	Indicator	<i>Outer Loading</i>	Remark
Work environment (WE)	WE1	0.885	Valid
	WE2	0.909	Valid
	WE3	0.891	Valid
	WE4	0.929	Valid
	WE5	0.830	Valid
Work discipline (WD)	WD1	0.826	Valid
	WD2	0.917	Valid
	WD3	0.911	Valid
	WD4	0.913	Valid
Employee performance (EP)	EP1	0.930	Valid
	EP2	0.933	Valid
	EP3	0.935	Valid
	EP4	0.918	Valid

According to the information presented in table 1 regarding outer loading, all indicators related to the work environment, work discipline, and employee performance variables have a value of more than 0.7 according to the standards set by [16]. This indicates that each indicator is valid and effective in measuring the variables in question.

### 3.1.2. Discriminant Validity

Cross loading is used to test the validity discriminant, through observing whether all indicators have higher loading on the measured variable than different variables. The following table shows the cross-loading values of all indicators:

**Table 2** Cross Loading

Indicator	<i>Work environment (WE)</i>	<i>Work discipline (WD)</i>	<i>Employee performance (EP)</i>
WE1	0.885	0.770	0.675
WE2	0.909	0.824	0.741
WE3	0.891	0.773	0.649
WE4	0.929	0.765	0.669
WE5	0.830	0.701	0.674
WD1	0.745	0.826	0.761
WD2	0.818	0.917	0.856
WD3	0.785	0.911	0.855
WD4	0.735	0.913	0.914
EP1	0.687	0.871	0.930
EP2	0.749	0.917	0.933
EP3	0.716	0.882	0.935
EP4	0.698	0.859	0.918

Table 2 shows that each indicator successfully describes the intended variable well and has strong discriminant validity. This means that each indicator is more closely related to the variable to be measured compared to other variables. This is in accordance with [17].

**Table 3** Average Variance Extracted (AVE)

Variable	AVE	Remark
Work environment	0,792	Valid
Work discipline	0,797	Valid
Employee performance	0,863	Valid

Table 3 presents the Average Variance Extracted (AVE) test results, revealing that the variables for work environment, work discipline, and employee performance have AVE values of 0.792, 0.797, and 0.863, respectively. The three AVE values exceeding 0.5 demonstrate convergent validity. Thus, it can be inferred that every variable in this research is valid. This is in accordance with the explanation [17].

### 3.1.3. Construct Reliability

Composite reliability and Cronbach's alpha are utilized to assess the reliability or internal consistency of the variables. The subsequent table illustrates the composite reliability and Cronbach alpha values for this research.

**Table 4** Cronbach Alpha and Composite Reliability

Variable	Cronbach alpha	Composite reliability	Remark
Work environment	0.934	0.950	Reliable
Work discipline	0.914	0.940	Reliable
Employee performance	0.947	0.962	Reliable

Table 4 indicates that the work environment, work discipline, and employee performance exhibit elevated Cronbach alpha and composite reliability scores. This is in accordance with the explanation of [17], that composite reliability (CR) measures internal consistency by considering the weight of each indicator and is stated as good if  $> 0.60$ , so it is more precise in measuring the dependence of indicators on latent variables. Meanwhile, Cronbach alpha shows good internal consistency if  $> 0.70$ .

## 3.2. Inner Model

### 3.2.1. R-Square Test

The R-square value of 0.67 signifies a strong association, indicating that the outcomes are favorable. The R-Square value of 0.33 suggests a moderate correlation. In contrast, the R-Square value of 0.19 suggests a weak correlation [16].

**Table 5** R-Square

Variable	R-Square	Indication
Work discipline	0.741	Strong
Employee performance	0.910	Strong

The R-Square value for the work discipline variable is 0.741, placing it in the strong category. This indicates that 74.1% of job discipline is affected by the work surroundings, whereas the other 25.9% is shaped by different elements. Regarding the employee performance variable, the R-Square value of 0.910 is classified as strong, indicating that 91.0% of employee performance is accounted for by the model's variables, specifically work discipline and work environment,

with the remaining 9.0% being affected by other factors. These findings suggest that a positive work atmosphere can promote increased employee discipline.

### 3.2.2. Hypothesis Testing

In this research, the hypothesis was evaluated to assess the importance and intensity of the connection between variables. If the path coefficient and T statistic values exceed 1.96, it suggests a substantial effect. The impact is deemed significant when the P-value is  $<0.05$ , whereas it is regarded as not significant if the P-value is  $>0.05$  [18]. The following table shows the results of hypothesis testing for each relationship between the variables tested.

**Table 6** Path Coefficients

Variable	Original Sample	T statistics	P values	Remark
Work environment → Work discipline	0.863	7.663	0.000	Significant
Work discipline → Employee performance	1.128	13.135	0.000	Significant
Work environment → Employee performance	-0.207	2.441	0.015	Significant

According to the findings from hypothesis test 1, the T statistics value stood at 7.663, the P-value was recorded at 0.000, and the Original Sample value was positive at 0.863. These findings show that the workplace environment positively influences work discipline.

According to the findings of hypothesis test 2, the T statistics value was 13.135, the P-value was 0.000, and the Original Sample value was positive at 1.128. These findings demonstrate that work discipline positively influences employee performance significantly.

According to the findings from hypothesis test 3, the T statistic was 2.441, the P-value came in at 0.015, and the Original Sample value was negative, recorded at -0.207. These findings suggest that the workplace environment has a considerable adverse impact on employee performance.

## 4. Discussion

In discussing variable relations, the results of this study demonstrate coherence and differences with various references that have been reviewed in the development of the hypothesis, while being relevant to be analyzed through the theoretical framework of Leader-Member Exchange (LMX). This comparative approach therefore gives a deeper context to findings, both in theoretical appropriateness and empirical evidence.

### 4.1. Work Environment and Work Discipline

This study shows that work environment significantly and positively affects work discipline with a T-statistic of 7.663 and a P-value of 0.000. This is aligned with the opinion of [19], which expressed that good work environments will make the employees comply with the rules within the organization. [20] shares similar views through his two-factor theory of including a supportive work environment as a hygiene factor, leading to both satisfaction and discipline.

This assertion has also been supported by [7] who research shows that a good working environment can lead to the improved disciplines and motivation of employees. [8] also revealed that a supportive work environment directly contributes to increasing discipline in working. This is emphasized by [6], who showed the importance of the work environment in building discipline at work in the utility sector. In the case of PT, Surya Madistrindo, [21] clarified that the nature of the relationship between the leader and subordinate could enhance the beneficial impact of the work environment on work discipline via efficient communication and strong trust.

### 4.2. Work Discipline and Employee Performance

Work discipline has a huge effect on the performance of employees with a T-statistic of 13.135 and a P-value of 0.000. This result also supports the study of [22] that said that discipline is one of the key factors in achieving optimal performance. [23] also underlined that with discipline, the implementation of tasks will be done according to procedure, which directly affects the results of work.

[9] findings corroborate this, since the authors show that work discipline may play an important role in increasing employee productivity with an approach to compensation and a supportive work environment. Motivation and training could lead to shaping discipline that results in the optimization of employees' performance, as revealed by [10]. According to the LMX theory, leaders and their subordinates are able to establish harmony and therefore develop intrinsic motivation. It is intrinsic motivation, significantly influencing performance.

### 4.3. Work Environment and Employee Performance

In connection to the work environment negatively influencing employees' performance, although still significant, as evidence the T-statistic obtained yields 2.441 at a P-value of 0.015; in this regard, a few important things are interesting to talk about. It can thus be said that, somehow, this contradicts another study by [24], indicating a good work environment commonly would support increased performance. Still, an explanation could exist because it is based on LMX theory and work discipline mediating.

A study by [11] shows that the influence of the work environment itself on employee performance tends to be indirect and depends on discipline as a connecting variable. Furthermore, [12] explained that the effectiveness of the work environment in influencing performance is related to the quality of relations between individuals in the workplace. In this case, PT. Surya Madistrindo believes that leaders with the capability of improving disciplines through a good working environment will enhance positive impacts on employee performance.

### 4.4. Work Discipline Mediation

Work discipline has been shown to play a significant mediating role between the work environment and employee performance. This proves that the impact of the work environment on performance takes place through the role of discipline. The finding also finds support from [25] that states discipline connects organizational factors with the performance outcomes. This is in line with [14], who said that work discipline plays a huge role in ensuring effectiveness within the work environment on employee performance. The effective leader, therefore, in regard to what [15] said, instills the value of discipline in achieving high performance, aside from building a good work environment. A good quality of the leader-employee relationship, as in LMX theory, would strengthen organizational norms supportive of work discipline and thereby yield optimal performance.

### 4.5. Contribution

These results enhance the ability of LMX to explain interactions in workplace relationships. This would subsequently provide them with grounds to think that, inside PT. Surya Madistrindo highlights that a strong quality in the leader-follower relationship can serve as a foundation for fostering harmony at work, promoting good work discipline, and driving improvement in performance. This research also demonstrates how leaders can leverage strong relationships to counteract the adverse effects of the work environment on performance by ensuring that work discipline is prioritized. This study provides a novel contribution by demonstrating how work discipline acts as a mediator between the work environment and employee performance within the framework of LMX theory, in connection to the earlier references. These results also suggest that leaders significantly contribute to fostering positive workplace relationships to achieve optimal performance results. Consequently, this research will offer practical guidance on boosting employee performance through the promotion of work discipline and the improvement of leader-employee relationships grounded in LMX principles.

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## 5. Conclusion

This study uses LMX theoretical approach in explaining how the relationship between work environment and work discipline leads to employees' performance at PT. Surya Madistrindo Jember Operation Area. The finding from this research indicated that a positive significant impact of work environment has occurred on work discipline with T statistical of 7.663, whereas P value is less than 0.000. A supportive work atmosphere provides an enabling environment that allows workers to observe rules, be in a better position to develop work discipline, and contributes to high productivity.

In addition, work discipline proved to be significantly positively related to employee performance, with the T-statistic being 13.135 and the P-value being 0.000. It is expected that disciplined workers will complete work according to procedures and as scheduled for optimal performance. However, the direct impact of work environmental factors on performance shows a significant negative effect through T-statistic 2.441 and P-value 0.015. Such findings mean the impacts of the work environment are to some degree affecting employees' performance through indirect means using work discipline as a mediating variable.

Work discipline indeed mediates the influence of the work environment on employee performance; hence, it indicates that work discipline is of great importance in connecting organizational factors with performance outcomes. Based on the LMX theoretical framework, leaders' and employees' relationship quality will be of much importance in creating a conducive work environment, improving work discipline, and thus yielding better performance.

Theoretically and practically, the present study contributes by highlighting how work discipline could be an important mediator of the work environment's influence on employee performance and how quality relationships between leaders and employees may drive optimal performance. Such findings provide strategic insight to the firms in terms of improving employees' performances through effective management of work environments and discipline.

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## Compliance with ethical standards

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### *Disclosure of conflict of interest*

Authors do not have any conflict of interest to declare.

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