



The Influence of Leadership and Work Environment on Employee Performance through Discipline at PUPRPERAKIM Mojokerto

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Abstract

Purpose: This study aimed to analyze the influence of leadership and work environment on employee performance through Work discipline in the PUPRPERAKIM Department of Mojokerto.

Research Methodology: This study used census sampling to obtain 100 respondents as research objects. The results of the study showed that the Influence of Leadership on Employee Performance of the PUPRPERAKIM Department of Mojokerto was significant. Assumption testing was carried out using path model analysis (path analysis).

Results: Path analysis results indicate that leadership, work environment, and work discipline have a positive and significant effect on employee performance at the PUPRPERAKIM Mojokerto Department, with all P-values ≤ 0.05 . In addition, leadership and work environment also positively and significantly influence work discipline, which mediates employee performance.

Conclusions: Leadership and work environment positively affect employee performance, directly and through work discipline, which mediates and strengthens these effects in PUPRPERAKIM Mojokerto.

Limitations: The study is limited to a single department with 100 respondents, which may affect generalizability, and uses a cross-sectional design that prevents assessment of performance changes over time.

Contributions: The study highlights work discipline as a mediator, offering practical insights for managers to enhance leadership, optimize the work environment, and improve employee performance.

Keywords: *Employee Performance, Leadership, Work Discipline, Work Environment, PUPRPERAKIM Mojokerto*

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1. Introduction

The performance of employees at the Public Works, Spatial Planning, Housing and Settlement Service of Mojokerto is interconnected across each division and section, meaning that the performance of one division may affect the performance of others. Therefore, each Head of Division attempts to optimize employee performance in carrying out organizational duties (Hajiali et al., 2022; Hermawan et al., 2020). In the distribution of tasks, several considerations are taken into account, including the speed of task completion, responsibility, and employees' technical abilities. Based on these considerations, leaders determine which employees are assigned to specific tasks. However, this situation is sometimes

misunderstood by employees, resulting in jealousy and disparities within the work environment, which ultimately create an uncomfortable atmosphere within the organization. In addition, personal like and dislike factors between leaders and employees may also lead to an unequal distribution of work, which is not healthy for the organization (Razzaq et al., 2019).

Regarding supporting facilities and infrastructure, several obstacles still exist, especially related to internet access, whereas most organizational applications and communications currently depend on internet networks (Bindlish et al., 2019). Leadership plays a significant role in improving the quality of human resources within an organization. According to Oral (2019), leaders and leadership are inseparable concepts that must be viewed as a unified entity. A leader not only performs routine tasks and responsibilities but also serves as a symbol of the organization, becoming a positive driving force in achieving organizational goals (Psychogios & Dimitriadis, 2021).

The results of the study conducted by Putri et al. (2019) showed that the work environment has a significant positive effect on employee performance, both directly and indirectly, indicating a strong relationship between the work environment and employee performance. However, research by Sugma (2022) found that the work environment has a negative and insignificant effect on employee performance. Another factor influencing employee performance is work discipline, which can be interpreted as employees' commitment to carrying out and completing their responsibilities while complying with organizational regulations (Kurniawanto et al., 2022; Pawirosumarto et al., 2017).

According to Simorangkir et al. (2021), work discipline is a tool used by leaders to encourage employees to change their behavior and improve their awareness and willingness to comply with organizational regulations. Previous studies conducted by Mairia et al. (2021) and Sulila (2019) found that work discipline has a positive effect on employee performance. In contrast, Simorangkir et al. (2021) stated that work discipline negatively affects employee performance.

Based on the description above, the researcher is interested in conducting a study entitled "The Influence of Leadership and Work Environment on Employee Performance Through Work Discipline at PUPRPERAKIM Mojokerto".

2. Literature Review

2.1 Leadership and Employee Performance

Leadership is an important factor in improving employee performance within an organization. Effective leadership can direct, motivate, and encourage employees to work optimally in achieving organizational goals (Prinhandaka et al., 2022). Leaders also play a role in creating a positive work atmosphere, building communication, and increasing employee responsibility toward their work (Satria, 2021). According to leadership theory, leaders are not only responsible for managing organizational activities but also become role models who influence employee attitudes and behavior (Amegayibor, 2021).

Several previous studies have shown that leadership has a positive and significant effect on employee performance (Solihin, 2021). Good leadership can increase employee productivity, discipline, and work motivation. In the context of public organizations, leadership effectiveness is closely related to the success of service delivery and organizational performance achievement. Therefore, leadership is considered one of the main factors affecting employee performance (Makambe & Moeng, 2019).

2.2 Work Environment and Employee Performance

The work environment refers to all physical and non-physical conditions surrounding employees while carrying out their work activities (Phina et al., 2022). A supportive work environment can create comfort, security, and harmonious relationships among employees, thereby improving their performance

(Wardhani & Uly, 2021). Factors such as workplace facilities, communication, cooperation, and organizational atmosphere are important elements in creating a conducive work environment (Fernando & Surjandari, 2022).

Previous research indicates that the work environment has a significant influence on employee performance (Rizqi & Sakinah, 2021). Employees who work in a comfortable and supportive environment tend to have higher enthusiasm, productivity, and job satisfaction. Conversely, an unfavorable work environment may create stress, conflict, and decreased work effectiveness (Sudono, 2021). Therefore, organizations need to maintain a positive work environment to support employee performance improvement (Ulabor & Bosede, 2019).

2.3 Work Discipline and Employee Performance

Work discipline is the willingness and awareness of employees to comply with organizational rules and regulations. Discipline reflects employee responsibility in carrying out tasks effectively and efficiently (Syahrial & Berlian, 2021). Employees with high work discipline tend to complete their work on time, obey organizational procedures, and maintain professional behavior in the workplace (Emmanuel, 2022).

Several studies have found that work discipline positively affects employee performance. High discipline encourages employees to work more consistently, responsibly, and productively. In addition, discipline helps organizations achieve operational effectiveness and organizational goals (Kabdiyono & Akbar, 2021). Thus, work discipline is considered an important factor in improving employee performance within both public and private organizations (Basuki & Khalid, 2021; Lumi & Yosef, 2022).

2.4 Leadership, Work Environment, and Work Discipline

Leadership and work environment are important factors that influence employee work discipline within an organization (Nuraeni et al., 2022). Effective leadership can encourage employees to comply with organizational rules, increase responsibility, and improve awareness in carrying out their duties (Riswan et al., 2022). In addition, a supportive work environment creates a comfortable atmosphere that motivates employees to maintain discipline and work professionally. Therefore, both leadership and work environment contribute significantly to the formation of employee discipline (Novi & Etikariena, 2022; Suyanto et al., 2021).

Previous studies have shown that leadership and work environment have a positive and significant effect on work discipline. Employees tend to demonstrate higher discipline when leaders apply fair policies, provide direction, and maintain good communication (Trisnawati et al., 2021). Likewise, a conducive work environment encourages employees to work more responsibly and consistently (Rizky et al., 2021). These findings indicate that leadership and work environment play an important role in improving employee discipline, which ultimately affects employee performance (Putri & Etikariena, 2022).

3. Methodology

This study was quantitative in nature. This research was an observational study conducted on a number of objects according to their actual conditions, without any interval from the researcher. This study used a cross-sectional method. The population was 100 people. The census sampling technique means that all populations were used as samples in the study (Sugiyono, 2010, 2013).

4. Results and Discussion

4.1 Results

Table 1. Validity Test Results of Research Variables

No.	Question Item	r_{count}	Description
Leadership (X1)			
1	Item 1	0.605	Valid
2	Item 2	0.663	Valid
3	Item 3	0.716	Valid
4	Item 4	0.692	Valid
Work Environment (X2)			
1	Item 1	0.819	Valid
2	Item 2	0.796	Valid
3	Item 3	0.827	Valid
4	Item 4	0.913	Valid
Work Discipline (Z)			
1	Item 1	0.818	Valid
2	Item 2	0.820	Valid
3	Item 3	0.772	Valid
4	Item 4	0.812	Valid
5	Item 5	0.830	Valid
Employee Performance (Y)			
1	Item 1	0.828	Valid
2	Item 2	0.819	Valid
3	Item 3	0.820	Valid
4	Item 4	0.749	Valid
5	Item 5	0.814	Valid

Table 1 shows that the correlation of each indicator to the total construct score of each variable shows significant results, namely $r_{count} \geq r_{table}$. It can be concluded that all question items from all variables, namely Leadership, Work Environment, Work Discipline, and Employee Performance, are declared valid.

Table 2. Reliability Test Results of Research Variables

No	Variable	Alpha	Description
1	Leadership	0.834	Reliable
2	Work Environment	0.935	Reliable
3	Work Discipline	0.861	Reliable
4	Employee Performance	0.940	Reliable

The recapitulation of the results of the reliability measurements in Table 2 above shows that the three variables produce an alpha value of 0.8. Thus, all variables have a value > 0.60 , and the research instrument is suitable for use in data collection.

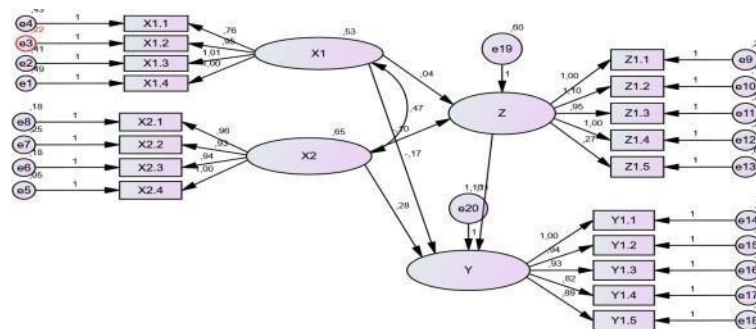


Figure 1. PLS-SEM Structural Model with Latent Variables X, Z, and Y

Figure 1 illustrates a Partial Least Squares Structural Equation Modeling (PLS-SEM) framework consisting of exogenous latent variables (X1 and X2), a mediating variable (Z), and an endogenous variable (Y). The purple boxes on the left represent the manifest indicators measuring each latent construct. Arrows indicate hypothesized causal relationships between variables, with numerical values on the arrows representing path coefficients. This model is used to assess both direct and indirect effects, as well as the strength and significance of relationships among variables in a quantitative research context.

Table 3. Structural Equation Modeling (SEM) Estimation Results

Variable		Variable	Estimate	S.E.	C.R.	P
Z	←	X1	0.0443093	0.2339433	1.9894017	0.0497780
Z	←	X2	0.0979508	0.2020251	3.4848446	0.0217866
Y	←	Z	1.1027870	0.1004502	10.9784457	***
Y	←	X2	0.2767476	0.1193626	3.3185455	0.0204197
Y	←	X1	0.1729174	0.1380655	3.2524298	0.0214133
X1.4	←	X1	1.0000000			
X1.3	←	X1	1.0146954	0.1450777	6.9941529	***
X1.2	←	X1	0.9527957	0.1261047	7.5555894	***
X1.1	←	X1	0.7638890	0.1269331	6.0180449	***
X2.4	←	X2	1.0000000			
X2.3	←	X2	0.9363582	0.0616432	15.1899568	***
X2.2	←	X2	0.9280478	0.0707657	13.1143684	***
X2.1	←	X2	0.9593988	0.0625888	15.3285998	***
Z1.1	←	Z	1.0000000			
Z1.2	←	Z	1.1037038	0.0824953	13.3789960	***
Z1.3	←	Z	0.9542034	0.0917196	10.4034866	***
Z1.4	←	Z	0.9955221	0.0866223	11.4926826	***
Z1.5	←	Z	0.2745834	0.1107305	2.4797447	0.0131476
Y1.1	←	Y	1.0000000			
Y1.2	←	Y	0.9350204	0.0727026	12.8608927	***
Y1.3	←	Y	0.9267430	0.0693335	13.3664552	***
Y1.4	←	Y	0.8204707	0.0751142	10.9229733	***
Y1.5	←	Y	0.8885470	0.0706154	12.5828989	***

Based on Table 3, the results of the Structural Equation Modeling (SEM) analysis indicate that leadership (X1), work environment (X2), and work discipline (Z) have positive and significant effects on employee

performance (Y), as evidenced by probability values ($P < 0.05$). In addition, leadership and work environment also positively influence work discipline. The indicator variables for each latent construct show significant loading factors, indicating that all indicators are valid in measuring their respective variables.

4.2 Discussion

First Hypothesis: Leadership on Employee Performance of PUPRPERAKIM Mojokerto Service. Assumption testing was carried out using path model analysis (path analysis), based on the assumption model testing states that leadership with an estimated regression weight value of 0.1729174, standard error 0.1380655, critical ratio (t-table) 3.32524298, and a significance value of probability (P-value) $0.021 \leq 0.05$.

Second Hypothesis: Work Environment on Employee Performance of PUPRPERAKIM Mojokerto Service. Assumption testing was carried out using path model analysis (path analysis), based on the assumption model testing states that Work Environment with an estimated regression weight value of 0.2767476, standard error 0.1193626, critical ratio (t-table) 3.3185455, and a significance value of probability (P-value) $0.020 \leq 0.05$.

The third hypothesis is that work discipline affects the performance of employees of the PUPRPERAKIM Mojokerto Service. Assumption testing was carried out using path model analysis (path analysis), based on the assumption model testing, it states that Work Discipline with an estimated regression weight value of 1.1027870, a standard error of 0.1004502, a critical ratio (t-table) of 10.9784457, and a significance probability value (P-value) of $0.000 \leq 0.05$.

The Fourth Hypothesis of Leadership on Work Discipline of Employees of the PUPRPERAKIM Mojokerto Service. Assumption testing was carried out using path model analysis, based on the assumption model testing, it states that Leadership with an estimate regression weights value of 0.0443093, standard error of 0.2339433, critical ratio (t-table) of 1.984017 and a significance probability value (P-value) of $0.04 \leq 0.05$.

Fifth Hypothesis: Work environment affects the work discipline of employees of PUPRPERAKIM Mojokerto Service. Assumption testing was carried out using path model analysis (path analysis), based on the assumption model testing, it states that the Work Environment with an estimated regression weight value of 0.0979508, a standard error of 0.2020251, a critical ratio (t-table) of 3.4848446, and a significance probability value (P-value) of $0.02 \leq 0.05$.

Sixth Hypothesis of Leadership on Performance Through Work Discipline of Employees of PUPRPERAKIM Mojokerto Service. Assumption testing was carried out using path model analysis (path analysis), based on the assumption model testing, it states that Leadership with a sobel test value of 1.19734117, then a significance probability value (P-value) of $0.04 \leq 0.05$.

Seventh Hypothesis of Work Environment on Performance Through Work Discipline of Employees of PUPRPERAKIM Mojokerto Service. Assumption testing was carried out using path model analysis (path analysis), based on the assumption model testing states that the Work Environment with a Sobel test value of 2.52891203 then a significance probability value (P-value) of $0.02 \leq 0.05$.

5. Conclusions

Leadership, work environment, and work discipline were found to have a positive and significant effect on employee performance at the PUPRPERAKIM Mojokerto Service. Based on path analysis testing, the significance probability values obtained were 0.021, 0.020, and 0.000 respectively, all of which were less than or equal to 0.05. These results indicate that leadership quality, a supportive work environment,

and employee discipline contribute significantly to improving employee performance.

In addition, leadership and work environment also had a positive and significant effect on employee work discipline, with significance probability values of 0.04 and 0.02, respectively. Furthermore, leadership and work environment indirectly influenced employee performance through work discipline, as shown by significance probability values of 0.04 and 0.02, which were also less than or equal to 0.05. These findings confirm that work discipline acts as an intervening variable in improving employee performance.

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Author Contributions

DP conceptualized the study, designed the methodology, and supervised data collection. SR performed the statistical analysis, interpreted results, and drafted the manuscript. Both authors reviewed and approved the final manuscript, ensuring the integrity and accuracy of the research.

Conflicts of Interest

The authors declare that there is no conflict of interest regarding the publication of this study. This research was conducted independently, and no financial or personal relationships influenced the results or interpretation of the findings.

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