



The Influence of Work Motivation, Environment, Discipline on Employee Performance in Property Companies Pasuruan City

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Abstract

Purpose: This study aims to analyze the influence of work motivation, work environment, and work discipline on employee performance in property developer companies in Pasuruan City, Indonesia.

Research Methodology: A quantitative explanatory design was used. The study involved 100 employees selected through purposive sampling. Data were collected using structured Likert-scale questionnaires and analyzed using multiple linear regression. Independent variables included work motivation, work environment, and work discipline; the dependent variable was employee performance.

Results: The results indicate that work motivation, work environment, and work discipline simultaneously and partially have a significant positive effect on employee performance. Among these, work discipline had the strongest influence, followed by work motivation and work environment. Descriptive statistics showed high levels of motivation and discipline, while the work environment scored moderately high.

Conclusions: Employee performance in property development is strongly influenced by discipline, motivation, and environmental factors. Establishing fair disciplinary mechanisms, fostering a supportive environment, and enhancing motivation are essential strategies for improving performance.

Limitations: The study was limited to one city and focused on three independent variables; other factors such as leadership style, compensation, or job satisfaction were not included.

Contributions: The study contributes to human resource management literature, providing empirical insights into factors affecting employee performance in the property sector, and offers practical recommendations for managers to enhance productivity and project outcomes.

Keywords: *Employee Performance, Property Developer, Work Discipline, Work Environment, Work Motivation*

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1. Introduction

In today's highly competitive property industry, companies are required to excel not only in product quality but also in the effective management of human resources. Human capital is a strategic asset that directly influences a company's performance (Jumady, 2022; Marlita et al., 2025). For property developer firms in Pasuruan City, employee performance plays a crucial role in determining project timeliness, construction quality, cost efficiency, and overall corporate reputation in the eyes of customers and stakeholders (Sunarto et al., 2025). As competition intensifies, developers are increasingly pressured

to deliver housing projects that are not only affordable and aesthetically appealing but also completed on schedule and in accordance with quality standards (Eladira et al., 2024; Fernando & Surjandari, 2022; Udodiugwu et al., 2024).

Employee performance is not a coincidence but the result of various internal and external factors that interact in shaping work outcomes. Work motivation is one of the key determinants, as it drives employees to achieve organizational goals with higher enthusiasm and persistence (Ichdan, 2024; Kurbani et al., 2023). According to Robbins and Judge (Robbins & Judge, 2016; Zaskia et al., 2025), motivation is the willingness to exert high levels of effort toward organizational goals, conditioned by the ability to satisfy individual needs. In addition, a conducive work environment—both physical and non-physical—also plays a vital role in influencing productivity, comfort, and collaboration among employees (Sedarmayanti, 2017; Yunaniah & Firmansyah, 2024). Furthermore, work discipline reflects employees' compliance with organizational rules, procedures, and standards (Hairul et al., 2024; Hasibuan, 2016). In the context of construction and property development, weak discipline can lead to project delays, inefficiencies, and reduced quality outcomes.

Previous studies have reported inconsistent empirical findings regarding the relationship between these variables and employee performance. Some studies indicate that work motivation has a significant positive influence on performance (Mangkunegara, 2015; Sanjaya et al., 2024), while others suggest that its effect may be conditional depending on organizational environment and managerial practices (Adil et al., 2025; Nst & Marsono, 2023; Syafrizal et al., 2024). Similarly, work discipline has been identified as a dominant factor in improving performance in certain contexts, yet other studies report insignificant or context-dependent effects (Wahyudi, 2021; Wijaya, 2022). These inconsistencies indicate that the relationship between motivation, work environment, discipline, and employee performance is not fully conclusive and may vary across industries and organizational settings (Konjala & Wulansari, 2025; Manalu, 2025).

Based on this gap, this study aims to re-examine the influence of work motivation, work environment, and work discipline on employee performance in property developer companies in Pasuruan City (Maulana et al., 2025; WA et al., 2025). By integrating these variables into a single analytical framework, this research seeks to provide a more comprehensive understanding of how human resource factors contribute to organizational effectiveness in the property sector (Al-Bazaiah et al., 2023; Maryani et al., 2021).

The novelty of this study lies in its specific focus on project-based property developers, where employees operate in dynamic conditions that combine office-based administrative tasks and field-based construction activities. This dual working context creates unique managerial challenges that are rarely addressed in previous studies. Therefore, this study is expected to provide both empirical evidence and practical insights for improving human resource management practices, particularly in enhancing employee performance within the property development industry in Indonesia.

2. Literature Review

2.1 Work Motivation

Motivation refers to the internal drive that encourages individuals to achieve their specific goals. Dullah et al. (2023) proposed the hierarchy of needs theory, which explains that individuals are motivated by physiological, safety, social, esteem, and self-actualization needs, in that order. Djibu and Duludu (2020) introduced the two-factor theory, distinguishing motivator factors (achievement, recognition) from hygiene factors (salary, working conditions). Engidaw (2021) and Mofu et al. (2024) highlighted three needs: achievement, affiliation, and power. These theories emphasize that motivation arises from a combination of intrinsic and extrinsic factors. Empirical studies (Jordan et al., 2019; Jumady, 2022) show

that employees with higher intrinsic motivation demonstrate better performance and loyalty. Motivation fosters effort, persistence, and creativity, which are essential in project-based environments, such as property development.

2.2 Work Environment

The work environment encompasses the physical and social factors surrounding employees during their work activities (Maskur et al., 2025; Sedarmayanti, 2017). Physical factors include temperature, lighting, noise, and safety, whereas non-physical aspects involve relationships with colleagues, leadership style, and communication (Hendrarso et al., 2025; Mangkunegara, 2015). Elton Mayo's Hawthorne Studies (1924–1932) revealed that social relationships significantly influence productivity. A positive environment enhances employee well-being and organizational commitment. Previous research (Sjarifudin et al., 2025; Wijaya, 2022) has confirmed that supportive physical and non-physical conditions increase job satisfaction and performance. In the property sector, where field conditions can be challenging, a conducive environment mitigates stress and maintains the morale of employees.

2.3 Work Discipline

Discipline refers to employees' willingness to comply with rules and standards (Hasibuan, 2016). It can be preventive (avoiding violations) or corrective (responding to misconduct). The factors influencing discipline include leadership, fairness, clarity of rules, and consistent enforcement. A high level of discipline leads to punctuality, adherence to procedures, and accountability (Karsim et al., 2023; Putra et al., 2025). Empirical findings (Wahyudi, 2021) reveal that disciplined employees contribute to improved project efficiency and reduce operational errors. In the construction industry, discipline is a key determinant of project success.

2.4 Employee Performance

Performance is defined as the result of work achieved by individuals in terms of quality, quantity, and timeliness (Dewi et al., 2024; Hairul et al., 2024). The factors influencing performance include motivation, ability, work environment, and discipline. Bernardine and Russell's model emphasizes six criteria: quality, quantity, timeliness, cost-effectiveness, interpersonal relations, and commitment. Previous research (Firmansyah et al., 2024; Mwosi et al., 2024; Tabrani et al., 2024) indicates that motivation and discipline are significant predictors of employee performance in dynamic industries. In property development, effective coordination, discipline, and supportive environment enhance productivity and project outcomes.

3. Methodology

This study applied a quantitative explanatory design to test the relationships among the variables. The population comprised employees of several property developer companies in Pasuruan City, with a total sample of 100 respondents selected. Data were collected using a Likert-scale questionnaire that measured work motivation, work environment, work discipline, and performance.

The motivation indicators included achievement drive, responsibility, recognition, and self-development. The work environment was assessed through physical (lighting, ventilation, and safety) and non-physical (leadership, relationships, and communication) factors. Discipline was measured by attendance, rule adherence, and responsibility. The employee performance indicators included quality, quantity, timeliness, and cooperation.

Data analysis was performed using multiple linear regression with SPSS. The reliability test employed Cronbach's alpha (>0.70), and validity tests used corrected item-total correlations. Classical assumption tests (normality, multicollinearity, and heteroscedasticity) confirmed the feasibility of the regression

model.

4. Results and Discussion

A descriptive analysis was performed to understand respondents' perceptions of work motivation, work environment, work discipline, and employee performance. The scale ranged from 1 (Strongly Disagree) to 5 (Strongly Agree).

Table 1. Descriptive Statistics of Variables

Variable	N	Minimum	Maximum	Mean	Std. Deviation	Interpretation
Work Motivation	100	3.21	4.95	4.12	0.41	High
Work Environment	100	3.00	4.80	3.89	0.53	Moderately High
Work Discipline	100	3.50	4.95	4.23	0.37	Very High
Employee Performance	100	3.25	4.95	4.15	0.44	High

Based on Table 1, the respondents generally demonstrated high motivation and discipline. The work environment scored slightly lower, indicating that improvements can still be made in physical conditions (lighting and workspace comfort) and managerial communication.

4.1 Correlation Analysis

The correlation matrix was computed using Pearson's correlation coefficient to examine relationships between the variables.

Table 2. Correlation Matrix

Variable	Work Motivation	Work Environment	Work Discipline	Employee Performance
Work Motivation	1.000	0.594**	0.612**	0.723**
Work Environment	0.594**	1.000	0.575**	0.634**
Work Discipline	0.612**	0.575**	1.000	0.781**
Employee Performance	0.723**	0.634**	0.781**	1.000

Note: Correlation is significant at the 0.01 level (2-tailed) Interpretation.

Based on Table 2, all variables showed strong and positive relationships with employee performance, especially work discipline ($r = 0.781$). This indicates that employees with better self-control and punctuality tend to be more productive.

4.2 Regression Analysis

Multiple linear regression was applied to test the simultaneous and partial effects of the independent variables on employee performance.

Table 3. Regression Coefficients

Variable	Coefficient (β)	Std. Error	t-Statistic	Sig.	Hypothesis
Constant	5.231	0.348	15.028	0.000	-
Work Motivation	0.287	0.096	2.987	0.004	H ₁ Supported
Work Environment	0.212	0.086	2.456	0.016	H ₂ Supported
Work Discipline	0.354	0.076	4.678	0.000	H ₃ Supported

Model Summary:

$R^2 = 0.689$ Adjusted $R^2 = 0.675$ $F = 45,632$ Sig. = 0.000

Based on Table 3, approximately 68.9% of the employee performance variance is explained by motivation, environment, and discipline. The remaining 31.1% may be influenced by other factors such as leadership style or compensation. Work discipline contributes the largest standardized beta ($\beta = 0.354$), confirming its role as the dominant factor influencing employee performance.

4.3 Classical Assumption Tests

Before the regression interpretation, classical assumption tests were conducted.

1. Normality: Kolmogorov–Smirnov = 0.081 (Sig. = 0.20 > 0.05) → Data are normally distributed.
2. Multicollinearity: VIF values for all independent variables < 10 → No multicollinearity.
3. Heteroscedasticity: Glacier test Sig. > 0.05 → No heteroscedasticity was detected.
4. Autocorrelation: Durbin-Watson = 1.94 → Acceptable (no autocorrelation). These results confirm the robustness and reliability of the model.

4.4 Group Comparison Analysis

- a. Based on Gender
No significant difference was observed in performance between male and female employees (Sig. = 0.348). Both groups demonstrated similar levels of motivation and discipline in their studies.
- b. Based on Work Tenure
Employees with tenure above five years scored higher in discipline (Mean = 4.31) and performance (Mean = 4.28) than newer employees (Mean = 4.02). This suggests that a longer exposure to organizational systems enhances consistency and compliance.
- c. Based on Position
Project site supervisors exhibited higher discipline and performance (Mean = 4.35) than administrative employees (Mean = 4.07). This May result from field supervision demands that require strict adherence to procedures and deadlines.

4.5 Visual Representation

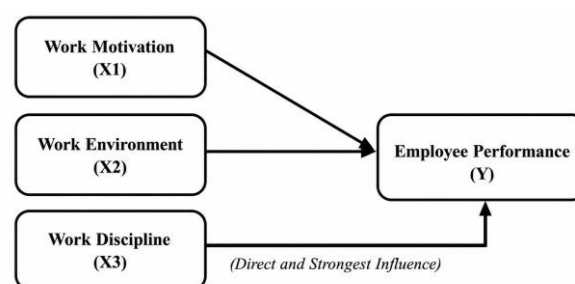


Figure 1. Conceptual Framework

Based on Figure 1, the conceptual model visualizes how each independent variable contributes directly to performance, with discipline serving as the strongest pathway for improvement.

4.6 Additional Findings and Insights

1. Motivation Factors: Achievement recognition and job security were the two highest-rated indicators among respondents.
2. Environment Factors: The lowest-rated items was “adequate workspace layout,” showing the This

highlights the need for ergonomic improvements.

3. Discipline Factors: “Compliance with company procedures” received the highest average score (4.45), proving a strong rule adherence culture.
4. Performance Indicators: “Timeliness in completion tasks” had the highest contribution to overall performance metrics (mean = 4.33).

4.7 Summary of Key Statistics Results

Table 4. Model Summary and Key Indicators

Indicator	Result	Implication
Highest β Value (Work Discipline, $\beta = 0.354$)		Most influential on performance
R^2 Value	0.689	High explanatory power
F-Test Significance	0.000	Model is statistically valid
Mean Motivation	4.12	Employees are highly motivated
Mean Performance	4.15	High average performance

Based on Table 4, the quantitative evidence confirms that property developer employees in Pasuruan City are generally well motivated, disciplined, and work in moderately supportive environments. The regression model revealed that these three factors collectively fostered better task completion, punctuality, and teamwork quality.

Work discipline, as the dominant factor, indicates that performance culture in the property sector is built upon structure and rule enforcement, rather than motivation or environmental comfort. However, sustained performance improvement depends on maintaining a balance between intrinsic motivation and fair discipline enforcement.

5. Conclusions

This study concludes that work motivation, work environment, and work discipline each have a positive and significant effect on employee performance in property developer companies in Pasuruan City, Indonesia. Among these, work discipline had the strongest impact. Therefore, companies must establish strict but fair disciplinary mechanisms, cultivate a positive environment, and strengthen motivational strategies. Work motivation, environment, and discipline significantly affect employees' performance. Discipline had the strongest effect. Developers should maintain discipline, improve the environment, and encourage motivation. Future studies can add moderating variables, such as leadership or job satisfaction.

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Author Contributions

MK contributed to conceptualization, methodology, and writing of the original draft; BRP was responsible for data collection, formal analysis, literature review, and final manuscript review. All authors have read and approved the final version of the manuscript.

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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