



Work Discipline, Compensation, and Work Environment Effects on Employee Performance through Work Motivation

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Abstract

Purpose: This study aims to examine the effect of work discipline, compensation, and work environment on employee performance by considering work motivation as an intervening variable among employees of the Mojokerto City Communication and Information Office.

Research Methodology: This study employed a quantitative research approach with a saturated sampling technique involving all 35 employees of the Mojokerto City Communication and Information Office. Data were collected through questionnaires and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM).

Results: The findings indicate that work discipline, compensation, work environment, and work motivation have significant positive effects on employee performance. Furthermore, work motivation significantly mediates the relationship between work discipline, compensation, and work environment with employee performance. Among these factors, the work environment demonstrates the strongest influence on improving employee performance.

Conclusion: The study concludes that improving employee performance requires organizational attention to behavioral and contextual factors. Strengthening discipline, providing appropriate compensation, creating a supportive work environment, and enhancing employee motivation are essential strategies for improving public sector employee effectiveness.

Limitations: This study is limited by its small sample size and focus on a single government institution, which may restrict the generalizability of the findings. Future research should involve broader samples and compare different public sector organizations.

Contributions: This study contributes to human resource management literature by explaining the mediating role of work motivation in linking organizational factors with employee performance. The findings provide practical implications for government institutions in designing effective employee management strategies.

Keywords: *Compensation, Employee Performance, Work Discipline, Work Environment, Work Motivation*

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1. Introduction

Employees represent one of the most important resources within an organization because their performance determines the achievement of organizational goals and the effectiveness of organizational operations. Human resources play a strategic role in transforming organizational plans, policies, and resources into measurable outcomes. In public sector institutions, employee performance

becomes increasingly important because government employees are responsible for delivering effective, efficient, and accountable public services to society [\(Han & Hong, 2019\)](#). The success of government organizations is not only determined by technological development, organizational structure, and administrative systems but also by the ability to manage human resources effectively. Therefore, improving employee performance has become a critical concern for organizations seeking to achieve sustainable performance and provide high-quality services. Employee performance reflects the quality and quantity of work achieved by individuals in accordance with their responsibilities, organizational standards, and expected objectives [\(Al-Saffar & Obeidat, 2020\)](#).

From the perspective of human resource management, employee performance is influenced by various internal and external factors that shape employees' behavior and work outcomes. Factors such as work discipline, compensation, work environment, and motivation are considered important determinants because they influence employees' willingness, commitment, and ability to perform their duties effectively [\(Sinring & Mahmud, 2025; Sitopu et al., 2021\)](#). Employees who possess strong commitment and motivation tend to demonstrate higher productivity, better responsibility, and greater willingness to contribute to organizational objectives. Motivation functions as an internal driving force that directs employees' efforts, persistence, and behavior toward achieving expected performance outcomes [\(Asaari, Desa, & Subramaniam, 2019\)](#). Therefore, understanding the factors that strengthen employee motivation and performance is essential for organizations, particularly public sector institutions that require consistent employee effectiveness.

One of the important factors affecting employee performance is work discipline. Work discipline reflects employees' willingness to comply with organizational rules, procedures, and responsibilities [\(Goedurov, 2020\)](#). Discipline demonstrates employees' awareness of organizational expectations and their commitment to performing tasks according to established standards. Employees with high levels of discipline tend to demonstrate punctuality, responsibility, consistency, and compliance with organizational regulations. These behaviors enable employees to complete assignments effectively and maintain stable performance [\(Gustiawan, Putri, Santika, Wirda, & Suryani, 2025\)](#). Conversely, low levels of discipline may negatively influence organizational effectiveness because absenteeism, delays, and reduced commitment can disrupt operational processes and decrease service quality. Therefore, maintaining and strengthening employee discipline is an essential strategy for improving organizational performance.

In addition to work discipline, compensation is another important factor influencing employee performance. Compensation represents organizational appreciation for employee contributions through financial and non-financial rewards, including salaries, incentives, benefits, and recognition [\(Akuffo-Aduamah, 2025; Poatob, 2023\)](#). Appropriate compensation can increase employee satisfaction and motivation because employees perceive that their efforts and contributions are valued by the organization. When employees receive fair and proportional compensation, they are more likely to develop positive attitudes toward their work, demonstrate stronger commitment, and increase their performance efforts [\(Huda, Akbar, & Lina, 2024\)](#). Conversely, inadequate or unfair compensation may reduce employee motivation, satisfaction, and productivity. Thus, effective compensation management is necessary to encourage employees to maintain high performance and support organizational achievement.

Furthermore, the work environment plays an important role in shaping employee behavior, motivation, and performance. A supportive work environment includes adequate facilities, comfortable working conditions, effective communication, positive relationships among employees, and organizational support [\(Pradika et al, 2025; Saidi et al., 2019; Hafeez et al., 2019\)](#). A conducive workplace enables employees to perform their responsibilities more effectively because they experience greater comfort, security, and support in completing their tasks. Conversely, an unfavorable work environment may create dissatisfaction, increase workplace stress, reduce motivation, and hinder employee productivity. Therefore, organizations need to continuously develop a positive work environment that supports employee [2024\)](#).

The role of work motivation as an intervening variable is important because organizational factors do not always influence employee performance directly but may operate through employees' psychological processes ([Alfian et al., 2024](#); [Abenoja et al., 2025](#)). Work discipline, compensation, and work environment can strengthen employees' motivation, which subsequently encourages better performance outcomes. Employees who experience fair compensation, supportive working conditions, and clear organizational expectations are more likely to develop stronger motivation and commitment toward their responsibilities. In this context, motivation functions as a mechanism that explains how organizational factors are transformed into improved employee performance. Therefore, examining the mediating role of work motivation provides a more comprehensive understanding of the relationship between organizational factors and performance outcomes ([Fahrizal et al., 2025](#); [Kurbani et al., 2023](#); [Eladira et al., 2024](#)).

The Mojokerto City Communication and Information Office (*Dinas Komunikasi dan Informatika/Diskominfo*) is one of the public sector institutions responsible for managing communication, information services, and digital governance activities. As a government organization, Diskominfo requires employees with high levels of performance, responsibility, and commitment to ensure effective service delivery ([Lase et al., 2025](#); [Firdaus et al., 2024](#)). However, the institution faces challenges related to employee discipline and attendance. The attendance rate of employees during the observation period remained below 90%, indicating potential issues related to punctuality, work responsibility, and employee commitment. In addition, delays in completing assigned tasks affected operational processes and organizational effectiveness. These conditions highlight the importance of identifying factors that influence employee performance within this institution.

Although previous studies have examined the relationship between work discipline, compensation, work environment, motivation, and employee performance, further investigation is still needed to understand how these factors interact through motivational mechanisms, particularly in the context of public sector organizations. Therefore, this study aims to analyze the effects of work discipline, compensation, and work environment on employee performance by examining the mediating role of work motivation among employees of the Mojokerto City Communication and Information Office. This study is expected to contribute to human resource management literature by providing empirical evidence regarding the mechanism through which organizational factors influence employee performance and offering practical implications for improving public sector employee management.

2. Literature Review and Hypothesis/es Development

2.1 Employee Performance

Employee performance represents the level of achievement obtained by employees in completing their responsibilities based on organizational standards. Performance is reflected through the quality, quantity, effectiveness, and efficiency of work outcomes. In human resource management, employee performance is considered a critical factor because organizational success is highly dependent on employees' ability to execute their duties effectively. High-performing employees contribute to organizational sustainability by completing tasks accurately, achieving predetermined targets, and supporting the accomplishment of institutional objectives. Conversely, inadequate employee performance may hinder organizational effectiveness, reduce service quality, and limit the achievement of strategic goals ([Riskarini et al., 2025](#); [Perwitasari et al., 2025](#); [Widodo, 2025](#)).

According to organizational behavior theory, employee performance is influenced by various individual and organizational factors, including work attitudes, motivation, organizational support, and workplace conditions. Employees who possess positive work behaviors and receive adequate

organizational support tend to demonstrate higher productivity and commitment. In public sector organizations, improving employee performance is particularly important because it directly affects the quality of public services and institutional effectiveness [\(Karim, Morin, & Binur, 2025\)](#). Several factors that contribute to employee performance include work discipline, compensation, work environment, and work motivation. These factors influence not only employees' ability to perform tasks but also their willingness to contribute optimally to organizational goals. In public sector organizations, employee performance has a strategic role because it directly affects the effectiveness of public services and the achievement of government programs. Employees are expected to demonstrate professionalism, accountability, and consistency in carrying out their responsibilities [\(Haryanto, Wibisono, & Catrayasa, 2025\)](#). The achievement of organizational goals depends not only on the availability of resources and systems but also on employees' ability and willingness to transform these resources into effective performance outcomes [\(Lani et al., 2025; Hanafiah et al., 2025\)](#).

2.2 Work Discipline and Employee Performance

Work discipline refers to employees' willingness to comply with organizational rules, procedures, and responsibilities. Discipline reflects employees' awareness and commitment to performing tasks according to established standards. Employees with strong discipline tend to demonstrate punctuality, responsibility, consistency, and compliance with organizational regulations. From the perspective of organizational behavior, discipline functions as a mechanism for directing employee behavior toward achieving organizational objectives. A disciplined employee is more likely to manage workload effectively, complete assignments on time, and maintain consistent performance. In contrast, low discipline may lead to absenteeism, delays, and decreased productivity [\(Adil, Marhani, & Rosa, 2025\)](#).

The implementation of work discipline is particularly important in public sector organizations because employee behavior directly influences service quality and organizational effectiveness. In government institutions, disciplined employees are expected to demonstrate commitment to public responsibilities by completing tasks accurately, following operational procedures, and maintaining professional conduct [\(Sanjaya, Wibisono, & Saijiyo, 2024\)](#). Effective disciplinary practices can create a structured work environment where employees understand their roles and expectations, thereby reducing work errors and improving organizational performance. Furthermore, work discipline is not only associated with compliance with formal regulations but also reflects employees' internal responsibility and work ethics. Employees who possess high levels of discipline are more likely to develop positive work habits, demonstrate greater accountability, and contribute actively to organizational goals. Therefore, organizations need to strengthen discipline through clear policies, consistent supervision, effective leadership, and continuous communication regarding performance expectations [\(Ichdan, 2024\)](#).

Previous studies have shown that work discipline has a positive relationship with employee performance. Employees who demonstrate high discipline tend to produce better work outcomes because they possess greater responsibility and commitment toward their duties. Therefore, improving employee discipline through effective supervision, clear regulations, and organizational commitment is expected to enhance performance. Based on this explanation, the following hypothesis is proposed:

H₁: Work discipline has a positive and significant effect on employee performance.

2.3 Compensation and Employee Performance

Compensation represents the rewards provided by organizations in exchange for employee contributions. Compensation may include salary, incentives, benefits, and other forms of recognition. In human resource management, compensation is an important strategy for maintaining employee satisfaction, motivation, and commitment. Based on equity theory, employees evaluate whether the rewards they receive are proportional to their contributions. When employees perceive compensation as fair, they are more likely to develop positive attitudes toward the organization and increase their work efforts. Conversely, inadequate

compensation may reduce satisfaction and negatively affect performance [\(Novialumi & Winata, 2025\)](#).

The role of compensation extends beyond financial rewards because it also represents organizational recognition of employees' efforts and contributions. Appropriate compensation can strengthen employees' perceptions of organizational support, increase job satisfaction, and encourage greater commitment toward achieving organizational objectives. Employees who feel valued through fair compensation are more likely to demonstrate positive work attitudes, higher engagement, and stronger willingness to improve their performance. In addition, compensation serves as an external motivational factor that influences employees' behavior and work outcomes. A well-designed compensation system can encourage employees to maintain productivity, improve work quality, and achieve performance targets. In contrast, compensation systems that are perceived as unfair or insufficient may reduce employee enthusiasm, weaken organizational commitment, and negatively influence performance [\(Na et al., 2025; Konjala & Wulansari, 2025\)](#).

In the context of public sector organizations, compensation remains an important factor in maintaining employee motivation and performance, even though compensation structures are generally determined by government regulations [\(Sjarifudin, Widyastuti, Renwarin, & Suroso, 2025\)](#). Providing fair recognition, performance-based rewards, and appreciation for employee contributions can strengthen employees' commitment to their responsibilities. Therefore, effective compensation management is essential for creating positive employee attitudes and improving organizational effectiveness. Previous empirical studies indicate that compensation significantly influences employee performance. Appropriate compensation provides employees with a sense of appreciation, encouraging them to improve productivity and achieve organizational targets. Therefore, the following hypothesis is proposed:

H₂: Compensation has a positive and significant effect on employee performance.

2.4 Work Environment and Employee Performance

The work environment refers to the physical and psychological conditions surrounding employees during the work process. It includes workplace facilities, relationships among employees, communication patterns, organizational support, and overall workplace atmosphere [\(Javaid, Bano, Mirza, Isha, Nadeem, Jawaaid, & Kaur, 2019\)](#). A supportive work environment enables employees to perform their duties comfortably and effectively. According to organizational behavior perspectives, employees' perceptions of their workplace influence their attitudes, motivation, and performance. A positive work environment can reduce stress, increase satisfaction, and encourage employees to contribute actively.

A conducive work environment plays an important role in shaping employee behavior and determining the quality of work outcomes. A supportive workplace enables employees to focus on their responsibilities, develop positive relationships with colleagues, and perform tasks more effectively. The work environment includes not only physical aspects, such as workplace facilities, infrastructure, and comfort, but also psychological aspects, such as organizational support, communication quality, leadership relationships, and a sense of belonging [\(Imboden, 2024\)](#). When employees perceive their workplace as safe, comfortable, and supportive, they are more likely to develop stronger commitment, engagement, and motivation to complete their tasks. Conversely, an unfavorable work environment may increase stress, reduce satisfaction, and hinder productivity. In public sector organizations, maintaining a positive work environment is essential because employee effectiveness directly influences service quality and organizational achievement. Therefore, organizations need to continuously improve workplace conditions to provide adequate support for employees in performing their duties [\(Setyaningrum & Rahmania, 2025\)](#). Previous research confirms that work environment significantly affects employee performance. Employees who work in a comfortable and supportive environment tend to demonstrate higher productivity and engagement. Therefore, the following hypothesis is proposed:

H₃: Work environment has a positive and significant effect on employee performance.

2.5 Work Motivation and Employee Performance

Work motivation refers to the internal and external factors that encourage employees to direct their efforts toward achieving organizational goals. Motivation determines employees' willingness, persistence, and commitment in completing their responsibilities. Work motivation refers to the internal and external factors that encourage employees to direct their efforts toward achieving organizational goals [\(Udodiugwu, Nwosu, Obiakor, & Nwumeh, 2024\)](#). Motivation determines employees' willingness, persistence, and commitment in completing their responsibilities. From the perspective of organizational behavior, motivation is a fundamental psychological process that influences how employees initiate, sustain, and direct their work-related behaviors. Employees with high motivation tend to demonstrate greater enthusiasm, initiative, and responsibility in completing assigned tasks, while employees with low motivation may show reduced commitment and decreased productivity. Motivation can be developed through various factors, including recognition, career development opportunities, supportive leadership, and a positive organizational environment. In addition, motivated employees are more likely to utilize their abilities effectively, overcome workplace challenges, and contribute to organizational success [\(Eladira et al., 2024; Hairul et al., 2024\)](#).

Based on motivation theory, employees who possess strong motivation are more likely to demonstrate initiative, creativity, and higher levels of effort. Motivation encourages employees to utilize their abilities effectively and overcome challenges in completing tasks. Previous studies demonstrate that work motivation significantly improves employee performance. Motivated employees tend to have stronger commitment and produce better work outcomes compared with employees with lower motivation levels. Therefore, the following hypothesis is proposed:

H₄: Work motivation has a positive and significant effect on employee performance.

2.6 Work Discipline, Work Motivation, and Employee Performance

Work discipline may influence employee performance through the development of work motivation. Employees who consistently follow organizational rules, demonstrate responsibility, and maintain commitment to their duties are more likely to develop positive work attitudes and stronger motivation to achieve organizational goals. Discipline creates a structured work pattern that helps employees understand their responsibilities, manage their time effectively, and complete tasks according to established standards. These behaviors can strengthen employees' sense of accountability and encourage them to make greater efforts in improving their work performance [\(Adil et al., 2025; Ichdan, 2024\)](#). Discipline does not only function as an external control mechanism but also contributes to the formation of employees' internal motivation. When employees understand organizational expectations and comply with work standards based on personal awareness, they are more likely to develop a sense of ownership toward their responsibilities. This internal motivation encourages employees to work more consistently, demonstrate persistence in completing tasks, and maintain higher levels of productivity. Furthermore, disciplined employees tend to perceive organizational regulations as guidelines that support effectiveness rather than merely restrictions, which can positively influence their psychological attachment to the organization [\(Kurbani, Novalia, & Nuarly, 2023\)](#).

From an organizational behavior perspective, motivated employees who possess strong discipline are more capable of utilizing their abilities effectively and responding positively to workplace challenges. Work discipline provides the foundation for establishing responsible behavior, while motivation strengthens employees' willingness to apply that behavior in achieving better performance outcomes [\(Fernando & Surjandari, 2022\)](#). Therefore, organizations should not only focus on enforcing disciplinary policies but also create conditions that encourage employees to develop intrinsic

motivation through recognition, supportive leadership, and clear performance expectations. In the context of public sector organizations, the relationship between discipline, motivation, and performance becomes increasingly important because employee behavior directly affects service effectiveness. Employees who demonstrate discipline and possess high motivation are more likely to provide consistent and reliable services to the community. Thus, work motivation is expected to serve as an important mediating mechanism that explains how work discipline contributes to improved employee performance. Based on these theoretical arguments, the following hypothesis is proposed:

H₅: Work motivation mediates the relationship between work discipline and employee performance.

2.7 Compensation, Work Motivation, and Employee Performance

Compensation can influence employee performance through motivational mechanisms. Fair compensation provides recognition for employee contributions and creates feelings of appreciation. This condition encourages employees to increase their motivation and willingness to provide better performance. From the perspective of motivation theory, compensation functions as an external stimulus that strengthens employees' internal drive to achieve organizational goals. When employees perceive that the rewards they receive are appropriate and proportional to their efforts, they are more likely to develop positive attitudes toward their work, demonstrate greater commitment, and increase their level of engagement [\(Konjala & Wulansari, 2025\)](#). Furthermore, adequate compensation can improve job satisfaction and encourage employees to maintain consistent performance because they feel valued by the organization. In contrast, compensation that is perceived as inadequate or unfair may reduce motivation, weaken commitment, and negatively affect work outcomes.

Therefore, compensation does not only have a direct impact on employee performance but also operates through increased work motivation as an important psychological mechanism [\(Sismiati, Susanto, Gunawan, & Fahriza, 2025\)](#). In organizational settings, including public sector institutions, providing fair recognition and appreciation can strengthen employee motivation and encourage higher levels of performance. Based on these theoretical arguments, work motivation is expected to mediate the relationship between compensation and employee performance. Therefore, the following hypothesis is formulated:

H₆: Work motivation mediates the relationship between compensation and employee performance.

2.8 Work Environment, Work Motivation, and Employee Performance

A supportive work environment contributes to employee performance by strengthening work motivation. Comfortable working conditions, positive relationships, and organizational support create psychological conditions that encourage employees to work effectively. From the perspective of organizational behavior, the work environment influences employees' perceptions, attitudes, and willingness to contribute to organizational objectives [\(Udodiugwu et al., 2024\)](#). When employees feel supported by their workplace, they are more likely to experience higher levels of motivation, satisfaction, and commitment, which subsequently encourage improved performance. A positive work environment provides employees with the necessary resources, emotional support, and sense of security to complete their responsibilities effectively. Conversely, an unfavorable work environment may reduce motivation, increase work stress, and negatively affect employee productivity [\(Hairul et al., 2024\)](#).

Employees who experience a positive work environment are more likely to develop enthusiasm, commitment, and motivation in completing their responsibilities. Consequently, motivation becomes an important mechanism explaining how workplace conditions influence performance outcomes. Therefore, the following hypothesis is proposed:

H₇: Work motivation mediates the relationship between work environment and employee performance.

3. Research Methodology

3.1 Population and Sample

The population in this study comprised all employees at the Mojokerto City Communication and Information Service, totaling 35 people. The sampling technique used was saturated sampling or census. Saturated sampling or census is a sampling technique in which all members of the population are used as samples. The sample of this study was determined by all employees at the Mojokerto City Communication and Information Service, totaling 35 people, as samples or can be called saturated samples.

3.2 Analysis Methods

Partial Least Squares (PLS) was used for data analysis. PLS is a new analytical technique pioneered by Herman World and is commonly referred to as US soft modeling. With PLS, structural equations with relatively small sample sizes can be modeled, and multivariate normal assumptions are not required. Measurement models are used to test the validity and reliability of measuring instruments, and structural models are used in causal testing relationships. PLS path modeling was developed as an alternative to Structural Equation Modeling (SEM) with a weak theoretical basis [\(Hair, Risher, Sarstedt, & Ringle, 2019\)](#).

4. Results and Discussions

4.1 Results

4.1.7 Direct Hypothesis Testing Results

Table 1. Direct Hypothesis Testing Results

	Influence Direct	t table	T statistics	P- value	Information
H_1	Work discipline (X_1) $\rightarrow$ Employee Performance (Y)	2,030	2,721	0.007	Significant
H_2	Compensation (X_2) $\rightarrow$ Employee Performance (Y)	2,030	2,427	0.015	Significant
H_3	Work environment (X_3) $\rightarrow$ Employee Performance (Y)	2,030	5,070	0.000	Significant
H_4	Motivation (Z) $\rightarrow$ Employee Performance (Y)	2,030	3,774	0.000	Significant

Table 1 that all direct hypotheses are supported, as indicated by T-statistics exceeding the critical value of 2.030 and p-values below 0.05. Work discipline has a significant positive effect on employee performance ($T = 2.721$, $p = 0.007$), supporting H_1 . Compensation also has a significant positive effect on employee performance ($T = 2.427$, $p = 0.015$), confirming H_2 . The work environment demonstrates the strongest positive effect on employee performance ($T = 5.070$, $p < 0.001$), supporting H_3 . In addition, motivation significantly and positively influences employee performance ($T = 3.774$, $p < 0.001$), thereby supporting H_4 .

4.1.7 Indirect Hypothesis Testing Results

Table 2. Indirect Hypothesis Testing Results

	Influence No Direct	t table	t statistics	P- value	Information
H_5	Work discipline (X_1) $\rightarrow$ Work Motivation (Z) $\rightarrow$ Employee Performance (Y)	2,030	2,847	0.004	Significant
H_6	Compensation (X_2) $\rightarrow$ Work Motivation (Z) $\rightarrow$ Employee Performance (Y)	2,030	2,039	0.042	Significant

<i>H7</i>	Work environment (X_3) $\rightarrow$ Motivation (Z) $\rightarrow$ Employee Performance (Y)	2,030	2,647	0.003	Significant
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Table 2 that all indirect hypotheses are supported, as indicated by T-statistics exceeding the critical value of 2.030 and p-values below 0.05. Work motivation significantly mediates the relationship between work discipline and employee performance ($T = 2.847$, $p = 0.004$), supporting H5. It also significantly mediates the effect of compensation on employee performance ($T = 2.039$, $p = 0.042$), confirming H6. Furthermore, work motivation significantly mediates the relationship between the work environment and employee performance ($T = 2.647$, $p = 0.003$), thereby supporting H7. These findings indicate that work motivation serves as a significant mediating variable in enhancing the effects of work discipline, compensation, and the work environment on employee performance.

4.2 Discussion

4.2.7 The Effect of Work Discipline on Employee Performance

The results of hypothesis testing indicate that work discipline has a positive and significant effect on employee performance. This is demonstrated by the t-statistic value of 2.721, which is greater than the t-table value of 2.030, with a p-value of 0.007 (<0.05). Therefore, H1 is accepted, indicating that higher levels of work discipline contribute to improved employee performance.

The findings indicate that work discipline is an essential factor in improving employee performance because disciplined employees tend to demonstrate responsibility, compliance with organizational procedures, and consistency in completing their duties. In the context of the Mojokerto City Communication and Information Office (Diskominfo), work discipline reflects employees' commitment to fulfilling their responsibilities according to organizational standards. Employees who maintain punctuality, comply with regulations, and complete assignments within the expected timeframe are more likely to achieve better performance outcomes. Therefore, strengthening disciplinary practices through clear regulations, consistent supervision, and effective leadership can encourage employees to develop professional work behavior and improve service quality ([Fernando et al., 2022](#); [Eladira et al., 2024](#); [Sismiati et al., 2025](#)).

4.2.7 The Effect of Compensation on Employee Performance

The results of hypothesis testing show that compensation has a positive and significant effect on employee performance. The statistical analysis produces a t-statistic value of 2.427, which exceeds the t-table value of 2.030, with a p-value of 0.015 (<0.05). Thus, H2 is accepted, indicating that appropriate compensation contributes to improving employee performance. The significant relationship between compensation and performance indicates that rewards provided by organizations serve as an important form of recognition for employee contributions. Fair and appropriate compensation can increase employees' feelings of appreciation, satisfaction, and commitment toward the organization. Although compensation in government institutions is generally regulated through formal policies, additional recognition, appreciation, and performance-based rewards remain important factors in maintaining employee enthusiasm. Employees who perceive that their contributions are valued tend to demonstrate stronger responsibility and willingness to improve their work outcomes. Therefore, effective compensation management can become a strategic approach to maintaining employee productivity and achieving organizational objectives ([Konjala, & Wulansari, 2025](#); [Adil, Marhani, & Rosa, 2025](#); [Alfian, Wibisono, & Khaddafi, 2024](#)).

4.2.7 The Influence of the Work Environment on Employee Performance

The hypothesis testing results demonstrate that the work environment has a positive and significant effect on employee performance. The t-statistic value of 5.070 is greater than the t-table value of 2.030, with a p-value of 0.000 (<0.05). Therefore, H3 is accepted, indicating that a supportive work environment contributes significantly to improving employee performance.

The work environment shows the strongest influence among the examined variables, highlighting its important role in shaping employee effectiveness. A supportive work environment, including adequate facilities, comfortable working conditions, effective communication, and positive relationships among

employees, enables individuals to perform their responsibilities more efficiently. In contrast, an unfavorable work environment may reduce concentration, increase work stress, and decrease productivity. Therefore, organizations need to continuously improve both physical and psychological aspects of the workplace to create conditions that support employee performance. In public sector organizations such as Diskominfo, maintaining a conducive work environment is particularly important because employee effectiveness directly influences the quality of public services [\(Abenoja, Blase, & Almagro, 2025\)](#)

4.2.7 The Influence of Motivation on Employee Performance

The results indicate that work motivation has a positive and significant effect on employee performance. The t-statistic value of 3.774 is greater than the t-table value of 2.030, with a p-value of 0.000 (<0.05). Therefore, H4 is accepted, confirming that employees with stronger motivation tend to demonstrate higher performance.

Work motivation functions as an internal driving force that encourages employees to increase their effort, maintain persistence, and complete responsibilities effectively. Motivated employees are more likely to demonstrate initiative, commitment, and willingness to overcome workplace challenges. In public organizations, strengthening employee motivation is essential because employee performance directly affects the effectiveness of public services. Therefore, organizations should develop motivational strategies through recognition, career development opportunities, supportive leadership, and employee involvement in organizational processes [\(Sjarifudin, Widyastuti, Renwarin, & Suroso, 2025\)](#).

4.2.7 The Influence of Work Discipline on Employee Performance through Motivation

The results of the indirect effect analysis indicate that work motivation significantly mediates the relationship between work discipline and employee performance. The t-statistic value of 2.847 exceeds the t-table value of 2.030, with a p-value of 0.000 (<0.05). Therefore, H5 is accepted, indicating that work discipline improves employee performance not only directly but also indirectly through increased motivation.

This finding demonstrates that disciplined behavior can strengthen employees' psychological commitment and motivation to achieve better work outcomes. Employees who consistently follow organizational rules and demonstrate responsibility are more likely to develop positive work attitudes, which subsequently encourage higher performance. Therefore, discipline should not be viewed merely as an organizational control mechanism but also as a foundation for developing employee motivation. Organizations need to combine disciplinary policies with motivational approaches to ensure that employees comply with regulations based on awareness, commitment, and professional responsibility [\(Riskarini, Putriana, Prakoso, & Martiza, 2025\)](#).

4.2.6 The Effect of Compensation on Employee Performance through Motivation

The indirect effect analysis confirms that work motivation mediates the relationship between compensation and employee performance. The t-statistic value of 2.039 is higher than the t-table value of 2.030, with a p-value of 0.042 (<0.05). Thus, H6 is accepted, indicating that compensation contributes to employee performance through the enhancement of work motivation.

This finding suggests that compensation functions not only as a reward mechanism but also as a motivational stimulus. When employees perceive compensation as fair and proportional to their contributions, they are more likely to feel appreciated and develop stronger motivation to improve their performance. Therefore, organizations should design compensation systems that emphasize fairness, recognition, and appreciation rather than focusing solely on financial rewards. Effective compensation practices can strengthen employee engagement, organizational commitment, and long-term performance [\(Nugroho, Said, & Said, 2025\)](#).

4.2.7 The Influence of the Work Environment on Employee Performance through Motivation

The results show that work motivation significantly mediates the relationship between the work environment and employee performance. The t-statistic value of 2.335 exceeds the t-table value of 2.030, with a p-value of 0.020 (<0.05). Therefore, H_7 is accepted, indicating that a supportive work environment improves employee performance through increased motivation.

This finding highlights that workplace conditions influence employee performance by shaping employees' psychological experiences. A positive work environment creates feelings of comfort, security, and organizational support, which strengthen employee motivation. When employees feel supported by their workplace, they are more likely to demonstrate commitment, enthusiasm, and responsibility in completing their tasks. Therefore, organizations should maintain a work environment that supports employee well-being and productivity by improving workplace facilities, encouraging teamwork, and maintaining positive interpersonal relationships (Nugroho et al., 2025).

5. Conclusions

This study concludes that work discipline, compensation, and work environment significantly influence employee performance among employees of the Mojokerto City Communication and Information Office. Work motivation also has a significant role in improving employee performance and acts as an intervening mechanism linking organizational factors with performance outcomes. These findings indicate that employee performance improvement requires integrated human resource management strategies that combine behavioral discipline, appropriate compensation systems, supportive working conditions, and motivational enhancement programs. Government institutions should strengthen employee management practices by creating a workplace environment that encourages responsibility, commitment, and continuous performance improvement.

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Author Contributions

AKD contributed to the conceptualization of the study, development of the research framework, methodology design, data collection, data analysis, and preparation of the initial manuscript draft. S contributed to theoretical validation, supervision, interpretation of research findings, critical revision of the manuscript, and improvement of the final version. Both authors actively participated in reviewing and approving the final manuscript and are responsible for the integrity and accuracy of the research presented.

Conflict of Interest

The authors declare that there is no conflict of interest regarding the publication of this article. The research was conducted independently, and all findings presented in this manuscript are based on objective analysis without any personal, institutional, or financial influence.

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