
The Role Of Work Discipline In Mediating Teamwork And Work Environment On Employee Performance (Study At The Property Office, Pt. Graha Kreasi Medan)

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ABSTRACT

This study aims to investigate the role of work discipline in mediating the relationship between teamwork and work environment on employee performance in the property office of PT Graha Kreasi Medan. In the context of an increasingly competitive work environment, good employee performance is a key factor in achieving organizational goals. Therefore, it is important to understand the factors that affect employee performance, such as teamwork, work environment, and work discipline. This research will be conducted using a quantitative approach and survey method. The research sample will consist of employees working at PT Graha Kreasi Medan who are randomly selected. Data will be collected using a questionnaire covering the research variables, namely teamwork, work environment, work discipline, and employee performance. Data analysis will be carried out using statistical techniques such as regression and mediation analysis. The results of this study are expected to provide a better understanding of the relationship between teamwork, work environment, work discipline, and employee performance in property offices. In addition, this study can also provide practical recommendations for property office management in improving employee performance through the implementation of effective work discipline.

Keywords: work discipline, teamwork, work environment, employee performance

1. INTRODUCTION

Employee performance is one of the important factors in the success of a company. High performance can have a positive impact on the growth and sustainability of the company's business. However, employee performance is also influenced by many factors, including work discipline, teamwork, and work environment. Employee performance is important because it can affect the continuity of the organization. According to (Mangkunegara, 2016) that performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.

This research was conducted at the Property Office of PT Graha Kreasi Medan, where in activities always prioritize that employees have a high commitment to the organization (company), expecting the existence of work discipline behavior from employees. However, in the initial observations carried out in implementing there are obstacles to organizational commitment, work discipline and performance that must be corrected immediately. Phenomena related to organizational commitment at PT Graha Kreasi Medan based on initial observations with several employees stated that not all employees have a strong work commitment, this can be seen from their behavior where some employees often wait for instructions from the leadership even though all employees have received a clear division of tasks according to their respective jobs.

Not all employees are able to do work in accordance with the predetermined target time, which means that the employee concerned is inconsistent in terms of processing time. Based on initial observations, another problem related to organizational commitment is that not all employees want to spend their careers in the company. Not all employees have a strong desire to work. Some employees do not have a sense of belonging to the company, so that at work they do not maximize their abilities. Employees are not always proud to work for the company.

Especially for 2022, the decline in sales of housing units according to the results of interviews with the marketing and sales department at PT Graha Kreasi Medan is because people are still affected by the impact of the Covid 19 pandemic so that their economy is not possible to buy a house. According to (Aryoko et al., 2020) work discipline is a tool used by managers to communicate with employees so that they are willing to change a behavior as well as an effort to increase one's awareness to obey company regulations and applicable social norms... Meanwhile, according to (Sutrisno, E, 2017) discipline is the attitude or behavior and actions of a person in accordance with the rules of the company, both written and unwritten.

To create good discipline, the company must provide compensation that is relative and in accordance with what has been agreed upon, then justice also encourages the creation of employee disciplinary behavior because of human attitudes that always feel themselves important and ask to be treated the same as others and inherent supervision, is the real and most effective action in realizing discipline in the company. With waskat, it means that superiors must be more effective and directly monitor the behavior, morale, and work attitudes of their subordinates. This means that the supervisor must always be there and present. Research related to the role of work discipline in mediating teamwork and work environment shows that work discipline has a positive and significant effect on performance (Ningsih, 2016) shows that discipline has a positive and significant effect on employee performance. Therefore, this study will discuss the role of work discipline in mediating teamwork and the work environment on employee performance at the property office of PT Graha Kreasi Medan.

Discipline is the awareness and willingness of an employee to obey all company rules and social norms that apply in the company. With work discipline employees can be more responsible for their duties so that they can get better performance which can build the productivity of these employees and work discipline must be built on every employee from an early age. Companies need disciplined, active, and creative human resources to help companies develop forward and produce superior employee performance. The problem that occurs at PT Graha Kreasi Medan is that motivation for employees is less applied so that the work ethic is not created evenly so that employee performance is not very good and there is often indifference between fellow employees, sometimes there are also lazy ones, so that organizational commitment is not well created in each employee. To determine and analyze the effect of Motivation on Employee Performance through Organizational Commitment at PT Graha Kreasi Medan.

2. LITERATUR REVIEW

Motivation

According to (Suwatno & Priansah, 2011) work motivation is a willingness to carry out high efforts to achieve organizational goals conditioned by the ability of efforts to meet certain individual needs. Motivation is a factor that encourages a person to carry out a certain activity, therefore motivation is often defined as a factor driving a person's behavior. (Sutrisno, E, 2017) Motivation is a behavioral activity that works in an effort to meet desired needs (Fahmi, 2012).

Motivation Indicator

According to (Suwatno & Priansah, 2011) employee work motivation is influenced by physical needs, needs for security, safety, social needs, needs for self-esteem and self-realization needs. Then from these factors are derived into indicators to determine the level of employee work motivation, namely:

1) Physical needs The need to eat, drink, physical protection. This need is the lowest level need or also called basic level needs.

2) Security needs The need for protection from threats of danger, conflict, and the environment, not from a purely physical sense, but also mental, psychological, and intellectual.

3) Social needs The need to feel belonging, namely the need to be accepted in the group, to identify, interact, and the need to love and be loved.

4) The need for self-esteem, the need to be respected, and valued by others.

Work Ethic

According to (Sutrisno, E, 2017) Work ethic is the spirit of work that characterizes a person or group of people who work, which is based on work ethics and perspectives that are believed, and is manifested through concrete determination and behavior in the world of work. Work ethic is a set of positive work behaviors rooted in thick cooperation, fundamental beliefs, accompanied by a total commitment to an integral work paradigm (Sinamo, 2018) Paradigm here means the main concept of work itself which includes underlying ideals, governing principles, driving values, attitudes that are born, standards to be achieved, including the main character, basic thoughts, code of ethics, moral code, and code of conduct for its adherents.

Work Ethic Indicators

According to (Sinamo, 2018), indicators of a professional work ethic include:

- 1) Work is a mandate: I work right full of responsibility
- 2) Work is a calling: I work thoroughly with integrity
- 3) Work is actualization: I work hard with passion.
- 4) Work is worship: I work seriously with love.
- 5) Work is an art: I work smart full of creativity.
- 6) Work is an honor: I work diligently full of excellence.
- 7) Work is a blessing: I work sincerely with gratitude.
- 8) Work is service: I work perfectly full of humility. Work ethic is the totality of one's personality and the way of expressing, seeing, believing, and giving meaning to something, which encourages him to act and achieve optimal charity.

Organizational Commitment

According to (Kharis, 2015) organizational commitment is a condition in which an employee sides with a particular organization as well as its goals and desires to maintain membership in the organization. So high job involvement means siding with an individual's particular job.

According to (Moorhead & Griffin, 2015) organizational commitment is an attitude that reflects the extent to which an individual recognizes and is attached to his organization. An individual who has a high commitment is likely to see himself as a true member of the organization.

Indicators of Organizational Commitment

Indicators of Organizational Commitment According to (Kharis, 2015) indicators of organizational commitment are:

- 1) Employee willingness is a sense of care or willingness of an employee to hold a commitment in an organization.
- 2) Employee loyalty to where they work is something that is highly desired by the company, because having a sense of loyalty in each of its employees will lead to an attitude of loyalty and will certainly continue to hold commitments in the organization even though they have been offered in other companies.

3) Employee pride in the organization is a sense of pride in an organization is a goal in organization because the sense of pride that arises starts from a sense of love and loyalty to the organization and is supported by an attitude of responsibility for what is done and slowly the process reaches a success and a sense of pride will arise in the organization.

Employee Performance

According to (Afandi, 2018) Performance is the result of work that can be achieved by a person or group of people in a company in accordance with their respective authorities and responsibilities in an effort to achieve organizational goals illegally, not against the law and not against morals and ethics.

According to Mangkunegara (Mangkunegara, 2017) the definition of performance (work performance) is the quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.

Employee Performance Indicators

According to (Afandi, 2018) employee performance indicators are as follows:

- 1) Quantity of work All kinds of forms of units of measure related to the amount of work that can be expressed in numerical size or other numerical equivalents.
- 2) Quality of work All kinds of forms of units of measure related to the quality or quality of work that can be expressed in numerical measures or other numerical equivalents.
- 3) Efficiency in carrying out tasks Various resources wisely and in a cost-effective manner.
- 4) Work discipline Obeying applicable laws and regulations.
- 5) Initiative The ability to decide and do something right without having to be told, being able to find what should be done about something that is around, trying to keep moving to do some things that feel increasingly difficult.
- 6) Accuracy The level of conformity of the results of measuring work whether the work has reached the goal or not.
- 7) Leadership The process of influencing or setting an example by the leader to his followers in an effort to achieve organizational goals.
- 8) Honesty One of the human traits that is quite difficult to implement.
- 9) Creativity Mental processes that involve generating ideas or that involve generating ideas.

Conceptual Framework and Hypothesis

The conceptual framework of this research is based on relevant theories in human resource management, such as work discipline theory, teamwork theory, and work environment theory.

Work discipline theory will be used to explain the role of work discipline in influencing employee performance. Teamwork theory will be used to describe the relationship between teamwork and employee performance, while work environment theory will be used to describe the influence of the work environment on employee performance.

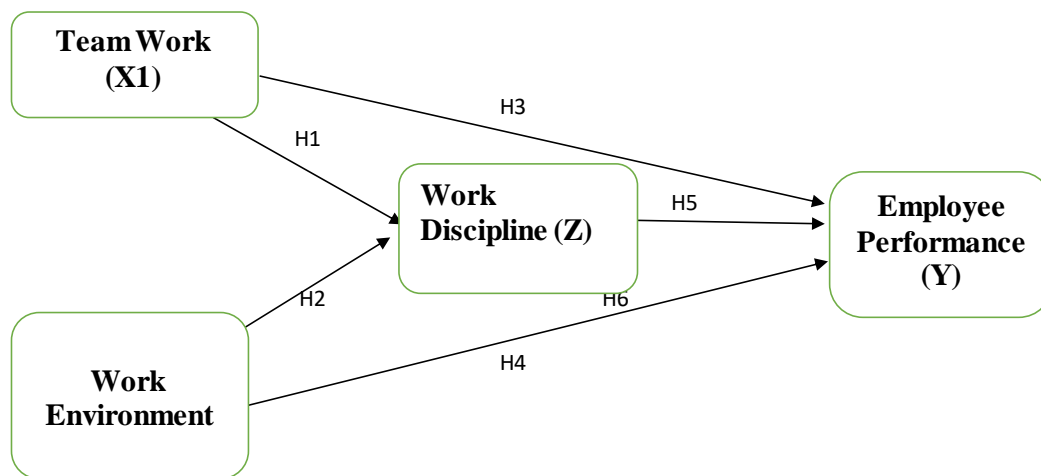


Figure 1. Conceptual Framework

Research Hypothesis

- 1) H1: Team work has a positive effect on Work Discipline at PT Graha Kreasi Medan.
- 2) H2: Work Environment has a positive effect on Work Discipline at PT Graha Kreasi Medan.
- 3) H3: Team work has a positive effect on Employee Performance at PT Graha Kreasi Medan.
- 4) H4: Work Environment has a positive effect on Employee Performance at PT Graha Kreasi Medan.
- 5) H5: Work Discipline has a positive effect on Employee Performance at PT Graha Kreasi Medan.
- 6) H6: Team work has a positive effect on Employee Performance through Work Discipline at PT. Graha Kreasi Medan.
- 7) H7: Work Environment has a positive effect on Employee Performance through Work Discipline at PT Graha Kreasi Medan.

3. RESEARCH METHOD

According to Sugiyono (2010) quantitative research can be interpreted as a method based on the philosophy of positivism, used to research on certain populations or samples, sampling techniques are generally carried out randomly, data collection using research instruments, data analysis is quantitative / statistical with the aim of testing predetermined hypotheses. This type of quantitative research is conducted to make a study that aims to adjust a study and to influence motivation and work ethic on employee performance with organizational commitment as an intervening variable.

4. RESULTS AND ANALYSIS

Outer Model Analysis

1) Validity Test

The validity test is carried out on each question item available on each variable (indicator). Outer loading is one of the concepts used in path analysis using the PLS (Partial Least Squares) method in statistical research using SmartPLS. This concept is used to measure the strength of the relationship between measurement variables (indicators) and latent variables (constructs). Data from Loading Factor can be seen in Table.1 below.

Table 1. Outer Loadings

Variabel	Employee Performance	Work Discipline	Team work	Work Environment
X1.1			0,921	
X1.2.			0,886	
X1.3			0,882	
X1.4			0,797	
X1.5			0,765	
X1.6			0,820	
X1.7			0,876	
X1.8			0,864	
X2.1				0.868
X2.2.				0,876
X2.3.				0,792
Y.1	0,812			
Y.2	0,785			
Y.3	0,787			
Y.4	0,904			
Y.5	0,868			
Y.6	0,817			
Y.7	0,878			
Y.8	0,817			
Y.9	0,854			
Z.1		0,819		
Z.10		0,926		
Z.2		0,926		
Z.3		0,928		
Z.4.		0,922		
Z.5		0,722		
Z.6		0.765		
Z.7		0,787		
Z.8		0,734		
Z.9		0,938		

Source: Smart PLS 3.3.3

In Table 1 above, the value of each variable states that the indicators in each variable are higher than 0.7, which means that each indicator item has a value higher than 0.7 so that the data is declared valid and can continue further research.

2. Reliability Test

In composite reliability research to see each variable with its reliability value and if the variable value is greater than 0.60 then the research is considered reliable and if it is below 0.60 then it is not reliability there are several blocks to determine whether the research is reliable or not and valid or not including the Coranbach alpha value, composite reliability and AVE value can be seen in the table below.

Table 2. Construct Reliability and Validity

	Cronbach's Alpha	rho_A	Composite Reliability	Average Var. Extracted (AVE)
Employee Performance	0,938	0,949	0,956	0,705
Work Discipline	0,948	0,957	0,965	0,726
Team work	0,948	0,936	0,957	0,743
Work Environment	0,805	0,812	0,866	0,742

Based on table 2 above in the composite reliability column, each value of the employee performance variable is 0.956, work discipline is 0.965, team work is 0.957 and the work environment is 0.886, this indicates that the value of each variable meets the reliability because it is in the category of values above 0.6. Furthermore, in the Cronbach alpha column, there is a value for each variable greater than 0.7, which means that it is included in the reliable indicator and the reliability data category is very high, namely employee performance 0.938, work discipline 0.948, team work 0.948 and work environment 0.805. While in the AVE column, namely the average Variance Extracted for each variable, each variable gets a value greater than 0.7, which means that the data is valid in AVE. All variables from the Cronbach alpha column, reliability column and AVE column have a value greater than 0.7 so they are considered reliable and valid.

Inner Model Analysis

Furthermore, the evaluation of the structural model (inner model) is carried out to ensure that the basic model created is strong and appropriate. The stages of examination carried out in the primary model assessment are seen in the following coefficient of determination (R²).

Table 3. R Square Results

	R-Square	R-Square Adjusted
Employee Performance	0,942	0,941
Work Discipline	0,897	0,895

Source: Smart PLS 3.3.3

Furthermore, in table 3 above, there is an R square value for employee performance of 0.942, the coefficient of determination is obtained by multiplying by 100%, the value is 94.2%, meaning that employee performance is 94.2% influenced by team work, work environment and work discipline while the remaining 5.8% is influenced by other variables outside the research model. The R square value for the work discipline variable is 0.897, the Coefficient of Determination is obtained by multiplying by 100%, the value is 89.7%, meaning that work discipline is 89.7% influenced by the team work and work environment variables while the remaining 11.3% is in other variables outside the research model.

3. Hypothesis Testing

Next based on hypothesis testing can be done by looking at T-Statistics and P-Values. If the t-statistic value > 1.96 and P-value < 0.05 then the hypothesis is accepted. Hypothesis testing can be done either directly or indirectly. The following is the t statistic and p-value for each variable in table 4 below.

Table 4. Path Coefficients (Direct Effect)

	Original Sample	T Statistics	P Values
Work Discipline -> Employee Performance	0,478	5,082	0,000
Team work -> Employee Performance	0,036	1,074	0,308
Team work -> Work Discipline	0,147	3,227	0,000

Work Environment -> Employee Performance	0,468	5,340	0,000
Work Environment -> Work Discipline	0,836	20,781	0,000

Source: Smart PLS 3.3.3

Based on the table above, there is a direct hypothesis value that can be explained by researchers as follows:

1. Work discipline has a positive and significant effect on employee performance with a t statistic value of 5.082 which is greater than 1.96 and P values of 0.000 which are smaller than 0.05, meaning that if work discipline increases, employee performance will also increase and vice versa.
2. Team work has a positive but insignificant effect on employee performance as indicated by a t statistic value of 1.074 which is smaller than 1.96 and P values of 0.308 which is greater than 0.05. meaning that the increase in Team work will not have a real effect on employee performance.
3. Team work has a positive and significant effect on organizational commitment with a t statistic value of 3.227 which is greater than 1.96 and P values of 0.000 which is smaller than 0.05, meaning that if motivation increases, work discipline will also increase and vice versa.
4. The work environment has a positive and significant effect on employee performance with a t statistic value of 5.340 which is greater than 1.96 and P values of 0.000 which is smaller than 0.00, meaning that if the work environment increases, employee performance will also increase and vice versa.
5. The work environment has a positive and significant effect on organizational commitment with a t statistic value of 20.781 which is greater than 1.96 and P values of 0.000 which is smaller than 0.05, meaning that if the work environment increases, employee performance will also increase and vice versa. 5.

Meanwhile, direct hypothesis testing can also be indirect which can be seen in Table 5. below.

Table 5. Path Coefficients (Indirect Effect)

	Original Sample	T Statistics	P Values
Team work -> Work discipline -> employee performance	0,075	3,230	0,001
work environment -> Work discipline -> employee performance	0,428	4,818	0,000

Source: Smart PLS 3.3.3

Indirect hypothesis testing can be explained as follows:

1. Team work has a positive and significant effect on Employee Performance through Work Discipline with a t statistic value of 3.230 which is greater than 1.96 and a P-value of 0.001 which is less than 0.05.
2. Work environment has a positive and significant effect on Employee Performance through Work Discipline with a t statistic value of 4.818 which is greater than 1.96 and a P-value of 0.000 which is smaller than 0.05.

5. CONCLUSION

Based on the research results above, there is an explanation of the hypothesis and then the author will present the conclusions of this study:

- 1) Team work has a positive but insignificant effect on work discipline at PT Graha Kreasi Medan.
- 2) The work environment has a positive and significant effect on work discipline at PT Graha Kreasi Medan.
- 3) Team work has a positive and significant effect on employee performance at PT Graha Kreasi Medan.
- 4) The work environment has a positive and significant effect on organizational commitment at PT Graha Kreasi Medan.

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- 5) Work discipline has a positive and significant effect on employee performance at PT Graha Kreasi Medan.
 - 6) Team work has a positive and significant effect on employee performance through work discipline at PT Graha Kreasi Medan.
 - 7) The work environment has a positive effect on employee performance through work discipline at PT. Graha Kreasi Medan

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