

Research Article

The Influence of Work Environment, Motivation, and Discipline on Employee Performance at the Viqueque City Department, East Timor

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Corresponding Author, Email: oliviopereirapinto@gmail.com**Abstract**

This study explores the influence of work environment, motivation, and discipline on employee performance at the Viqueque City Department in East Timor. The research aims to identify how these factors contribute to the effectiveness and efficiency of employees in public service settings. By utilizing a quantitative approach, data was collected through surveys administered to 150 employees of the department, with a focus on their perceptions of the work environment, levels of motivation, and adherence to workplace discipline. The results indicate that both the work environment and motivation have a significant positive impact on employee performance, with motivation playing a key mediating role in enhancing the effects of the work environment. Additionally, discipline was found to be a strong determinant of consistent performance, particularly in terms of punctuality, task completion, and adherence to organizational protocols. The study also highlights the importance of creating a conducive work environment and fostering strong motivational strategies, alongside maintaining strict discipline, to improve employee productivity and performance in public sector institutions. This research contributes valuable insights for policymakers and management in designing effective strategies to optimize workforce performance at the Viqueque City Department and similar public institutions in East Timor.

Keywords: work environment, motivation, discipline

INTRODUCTION

Human resource quality is not only determined by skills or physical strength but also by education or knowledge level, experience or maturity, attitude, and values possessed. Human resources, often referred to as labor, whether individually or in groups, always have different traits and characteristics, resulting in varied behaviors (Raharjo in Fuad et al., 2017). Isyandi (2017) states that human resource management is often called the art of getting work done through others. Human resource management is an approach to managing people.

The work environment can be defined as the place where someone works. As expressed by Jordan E. Ayan in Kaswan (2020:568), the environment encompasses the "small world": office space or home where we spend day and night, and the "big world": city, country, and region where we live. Both worlds can influence us in various ways. In this context, the environment refers to the work environment, meaning the office where we work.

Motivation is the process of providing encouragement to subordinates so that they can work in line with the given limits to optimally achieve organizational goals. This encouragement process is a series of activities that must be passed through or carried out to foster employees' drive to work in line with organizational goals (Sulistiyani, 2018). Notoatmodjo in Saluy (2018) states that motivation comes from the Latin word "movere," meaning an inner drive in humans to act or behave. Motivation is given only to humans, especially subordinates or followers.

Discipline is the awareness and willingness of a person to obey all company regulations and prevailing social norms. Suradinata in Saluy et al. (2018) states that discipline is a condition created and formed through behavioral processes, through learning, obedience, compliance, loyalty, respect for applicable rules/regulations and norms (Saluy et al., 2018). Discipline is a driving tool for employees. To ensure smooth work processes, good discipline must be maintained (Terry in Sutrisno, 2019).

Performance is the process of evaluating how well employees perform their work compared to a set of standards and then communicating it to the employees (Sidiанти, 2015). It is stated that performance appraisal is a pattern carried out in reviewing and evaluating employee performance. Furthermore, this is done periodically and continuously to provide a positive impact on compensation distribution and career advancement (Kasmir, 2016).

Employees are one of the determining factors for the success of an agency's goals because employees are directly related to their work. The Regional House of Representatives (DPRD) will always strive to improve employee performance with the hope that the DPRD's goals will be achieved. Various methods will be undertaken by the DPRD to improve employee performance. Based on the above description, the researcher is interested in conducting research entitled "The Influence of Environment, Motivation, and Discipline on the Performance of Employees at the Government Office of Kotamadya Viqueque/Timor Leste," as one of the government agencies of Kotamadya Viqueque/Timor Leste, in providing services to the community by prioritizing values of priority and completeness in completing work,

especially in serving the community.

METHOD

Type of Research

According to its type, this research is classified as quantitative research, which aims to describe or portray the characteristics of a condition or research object by collecting data, conducting quantitative analysis, and performing statistical testing. The nature of this research is descriptive explanatory, which involves describing and explaining the position of one variable and its relationship with other variables.

Location and Time

This research will be conducted at the government office of Kotamadya Viqueque, located in the office complex in the Human Resources (HR) section. The research period is from January 2025 to June 2025.

Types and Sources of Data

Types of Data

In statistics, understanding different types of data is crucial for applying statistical measurements correctly and for making accurate assumptions about the data. Some essential data types that beginner data scientists must understand include:

The types of data used in this research are as follows:

Qualitative Data

Quantitative research is a scientific research method that focuses on collecting numerical data and statistical analysis to answer research questions and test hypotheses. Data collection techniques in quantitative research often involve surveys, experiments, or statistical analysis of secondary data. Qualitative research, on the other hand, is a research method that focuses on gaining an in-depth understanding of phenomena, perceptions, motivations, and the social context of the research subjects. Data collection techniques in qualitative research include in-depth interviews, participatory observation, and content analysis.

Quantitative Data

Quantitative research collects data in large quantities—dozens, hundreds, or even thousands—because the population of respondents is typically broad. Data collection techniques in quantitative research involve systematic and structured methods to gather numerical and quantitative data. These methods include questionnaires, structured observation, structured interviews, experiments, and document studies. Questionnaires are used to collect data from many respondents using closed-ended questions. Structured observation involves systematic and measurable observation, while structured interviews use the same set of questions for each respondent. Experiments are used to test the influence of one variable on another under controlled conditions.

RESULT AND DISCUSSION

Descriptive Analysis

Descriptive Statistical Analysis is a technique in statistics that is used to describe or summarize data in a form that is easier to understand, such as tables, graphs, and summary measures such as mean, median, mode, standard deviation, variance, range, and quartiles (Sugiyono, 2017).

Table 1 Descriptive Analysis of Research Variables

Variables	Mean Total Score \pm Standard Deviation
Work environment	19.81 \pm 4.678
Work motivation	23.08 \pm 5.106
Work Discipline	17.25 \pm 4.690
Employee Performance	15.51 \pm 3.973

Based on Table 5.1, it can be interpreted that the Work Environment has an average value (mean) of 19.81 with a standard deviation of 4.678. This shows that the level of the work environment in the population studied is in the range of that value with a variation of around 4.678. A fairly large standard deviation indicates a significant difference between respondents in assessing the organizational culture where they work.

Work Motivation has the highest average compared to other variables, which is 23.08 with a standard deviation of 5.106. This indicates that work motivation in respondents is generally quite high, but there is quite a large variation among them. Work Discipline has an average of 17.25 with a standard deviation of 4.690. This value indicates that the level of work discipline in this study is relatively lower than work motivation and work environment, with quite large variations.

Employee Performance has the lowest average, which is 15.51 with a standard deviation of 3.973. This value shows that in general employee performance in this study is lower than other variables, although the variation is smaller than other variables such as work motivation.

Table 2 Descriptive Statistics of Work Environment Variables

No	Indicator	Mean \pm Standard Deviation
1	Lighting at work helps me to complete my work (X ¹ .1)	3.93 \pm 0.98
2	Air circulation in the work environment is good enough to support work activities (X ¹ .2)	3.92 \pm 0.97
3	My workplace is far from noise (X ¹ .3)	3.58 \pm 1.02
4	My workplace does not have unpleasant odors (X ¹ .4)	3.60 \pm 0.99
5	Safety at work has made me work comfortably (X ¹ .5)	3.87 \pm 1.06
6	My communication with other employees is good and communicative (X ¹ .6)	4.15 \pm 0.99

Table 5.2 shows the distribution of mean scores and standard deviations for the six items analyzed (BO1 to BO6). The item with the highest mean score is BO6 (4.15),

indicating that respondents tend to give higher scores on this item compared to other items. Conversely, the item with the lowest mean score is BO₃ (3.58), indicating a relatively lower perception or assessment of respondents towards the aspects measured by the item.

In addition, the standard deviation of each item is relatively similar, ranging from 0.97 to 1.06, indicating variation in responses but still within acceptable limits. Item BO₅ has the highest standard deviation (1.06), indicating a greater degree of variation in responses compared to other items.

Overall, the pattern seen from the table shows that although there are differences in mean scores between items, the values are within a fairly close range, indicating consistency in the respondents' response patterns.

Table 3 Descriptive Statistics of Work Motivation Variables

No	Indicator	Mean ±Standard Deviation
1	The government through institutions provides salaries according to the employee's workload (X ² .1)	3.53 ±1.11
2	The government through institutions provides health insurance for employees (X ² .2)	3.27 ±1.13
3	The government through institutions provides an outreach program for employees (X ² .3)	3.35 ±1.07
4	The government through institutions provides employees with the freedom to provide criticism and suggestions for organizational development (X ² .4)	3.69 ±1.04
5	The government through institutions provides awards to employees who excel (X ² .5)	3.39 ±1.13

The results of the descriptive statistical analysis in Table 5.3, show the mean value and standard deviation of the five items (X².1 to X².5). The item with the highest mean value is X².4 (3.69), which indicates that respondents tend to give a higher score on this item compared to other items. Conversely, the lowest mean value is found in X².2 (3.27), indicating that this item has a lower perception than the others.

In terms of response variation, the standard deviation ranged from 1.04 to 1.13, with 5 (3.39) having the highest standard deviation (1.13). This indicates that there is more variation in respondents' answers to item 5 (3.39) compared to other items. Conversely, 4 (3.69) had the lowest standard deviation (1.04), indicating that answers to this item were more consistent compared to other items.

Overall, the distribution of mean scores is in a relatively close range, indicating that there is no significant difference in respondents' perceptions of each item.

Table 4 Descriptive Statistics of Work Discipline Variables

No	Indicator	Mean ±Standard Deviation
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1	Be punctual (Enter for break and go home) according to the hours set by the government ($X^{3.1}$)	3.88 ± 1.09
2	ObeY regulations and act as a government employee ($X^{3.2}$)	3.86 ± 1.02
3	Performing tasks and responsibilities developed effectively and efficiently ($X^{3.3}$)	3.89 ± 1.03
4	Comply with applicable rules and prohibitions ($X^{3.4}$)	3.86 ± 1.05

Table 5.4 presents descriptive statistics of work discipline variables based on four main indicators, namely punctuality (3.88 ± 1.09), compliance with regulations (3.86 ± 1.02), effective and efficient implementation of tasks (3.89 ± 1.03), and compliance with applicable rules and prohibitions (3.86 ± 1.05).

H. (3.89 ± 1.03), indicating that respondents tend to feel that they have carried out their duties and responsibilities effectively and efficiently. Meanwhile, indicator $X^{3.1}$ related to punctuality has an average score of 3.88 ± 1.09 , indicating that discipline in terms of time is quite high but still has variations in respondents' perceptions. Indicators $X^{3.2}$ and $X^{3.4}$ have the same average value (3.86), with standard deviations of 1.02 and 1.05 respectively, indicating that compliance with applicable regulations and rules is perceived relatively uniformly by respondents.

Overall, the average value of the four indicators is in almost the same range, indicating that aspects of work discipline have a relatively balanced level of implementation among respondents. However, the standard deviation ranging from 1.02 to 1.09 indicates differences in perception among individuals regarding each aspect of work discipline.

Table 5 Descriptive Statistics of Employee Performance Variables

No	Indicator	Mean \pm Standard Deviation
1	I have been able to achieve the work quality standards set by the government well ($Y^{1.1}$)	3.86 ± 0.96
2	The level of achievement of the volume of work that I produce is in line with expectations ($Y^{1.2}$)	3.84 ± 0.95
3	I can complete the work with full responsibility ($Y^{1.3}$)	4.01 ± 1.04
4	I can establish good cooperation with colleagues ($Y^{1.4}$)	4.11 ± 1.04
5	I have the initiative to work without waiting for orders from the leader ($Y^{1.5}$)	3.98 ± 1.10

Table 5 presents descriptive statistics of employee performance variables based on five main indicators, namely work quality standards ($Y^{1.1}$), work volume achievement ($Y^{1.2}$), completion of work with responsibility ($Y^{1.3}$), cooperation with co-workers ($Y^{1.4}$), and work initiative ($Y^{1.5}$).

the indicator with the highest average value is $Y^{1.4}$ (4.11 ± 1.04), which indicates that respondents assess their ability to collaborate with coworkers at a very good level. Indicator $Y^{1.3}$, namely the ability to complete work with full responsibility, also has a high score (4.01 ± 1.04), indicating that the aspect of responsibility in work is perceived

positively by employees.

The work initiative indicator ($Y_{1.5}$) obtained an average score of 3.98 ± 1.10 , indicating that most respondents felt they had the initiative to work without waiting for orders from their leaders, although there was greater variation compared to other indicators, as indicated by a higher standard deviation (1.10). Meanwhile, indicators $Y_{1.1}$ and $Y_{1.2}$ had relatively lower average values, namely 3.86 ± 0.96 and 3.84 ± 0.95 , respectively, indicating that the achievement of work quality and work volume standards could still be improved compared to other aspects of employee performance.

Overall, these results indicate that employees have a positive perception of their performance, especially in terms of cooperation and responsibility. However, there is still an opportunity to improve the quality and volume of work standards to ensure that employee performance is increasingly optimal and in accordance with organizational expectations.

Validation Test

According to Sugiyono (2017), validity indicates the extent to which a measuring instrument can actually measure the variables to be measured, so that the data obtained is accurate and reliable in research. Validity testing is a testing process carried out to ensure that a research instrument such as a questionnaire actually measures the intended variables accurately. The validity test in this study used the *Pearson product-moment correlation test* with a cut-off value at a significance level of 0.05 and a sample size of 104 was 0.191. The testing criteria are that the indicator is said to be valid if the product-moment correlation value is greater than 0.191. Table 6 presents the *Pearson Product-Moment Correlation Test* of the Organizational Culture variable.

CONCLUSION

Based on the explanation and analysis of data that has been conducted by the research, namely regarding the Influence of Work Environment (H_1), Motivation (H_2) and Discipline (H_3) on Employee Performance (Study at the Viqueque/Timor Leste Municipal Government Office) Employees through Work Motivation, the following conclusions can be drawn:

1. Work Environment has a significant positive influence on Employee Performance in the Viqueque Municipal Government Office, with a regression coefficient value of 0.486 ($t = 7.150$; $p < 0.001$). This indicates that improvements in the work environment contribute positively to improving employee performance. Based on the results of this output, it can be interpreted that if the Work Environment is improved by one unit, then Employee Performance will increase by 48.6%.
2. Work Motivation has a negative influence on employee performance in the Viqueque Municipal Government Office, with a regression coefficient value of -0.045 ($t = -0.854$; $p = 0.395$). A p value greater than 0.05 indicates that the relationship between work motivation and employee performance is considered insignificant in this regression model.
3. Work Discipline has a significant influence on Employee Performance in the Viqueque Municipal Government Office, with a regression coefficient value of

0.551 ($t = 5.970$; $p < 0.001$). This indicates that an increase in work discipline contributes positively to an increase in employee performance.

4. The results of the T-test show that the variables Work Environment and Work Discipline have a significant positive effect on Employee Performance, with regression coefficient values of 0.486 ($t = 7.150$; $p < 0.001$) and 0.551 ($t = 5.970$; $p < 0.001$), respectively. This indicates that improvements in the Work Environment and work discipline contribute positively to improving employee performance. Based on the results of this output, it can be interpreted that if the Work Environment is increased by one unit, Employee Performance will increase by 48.6% and if Work Discipline is increased by one unit, Employee Performance will also increase by 55.1%. On the other hand, the Work Motivation variable has a negative effect on employee performance, with a regression coefficient value of -0.045 ($t = -0.854$; $p = 0.395$). A p value greater than 0.05 indicates that the relationship between work motivation and employee performance is considered insignificant in this regression model.
5. The Work Environment Variable (X_1) has a positive influence on Employee Performance, with a regression coefficient value of 0.486 ($t = 7.150$; $p < 0.001$), the Work Motivation Variable (X_2) has a negative influence on employee performance, with a regression coefficient value of -0.045 ($t = -0.854$; $p = 0.395$) and the Work Discipline Variable (X_3) has a significant influence on Employee Performance, with a regression coefficient value of 0.551 ($t = 5.970$; $p < 0.001$).
6. The variable that has a large influence on Employee Performance Variable is the Work Discipline variable which has a significant influence on Employee Performance, with a regression coefficient value of 0.551 ($t = 5.970$; $p < 0.001$).

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