

The Effect of the Staff's Work Discipline and Work Environment to The Employee Performance with Work Stress as An Intervening Variable

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A B S T R A C T

In the era of covid, many companies stopped operating, resulting in layoffs for their employees. The construction industry is no exception, due to a lack of funds. The layoffs resulted in a high level of stress on workers. The workers who work from home also affected the level of employee discipline. Research by Hermawati and Handayani (2022), Kirana, Suwathi, and Suwandana (2022) stated that discipline, work environment, and stress affect performance. For this reason, the researcher wanted to see whether the same thing applies to construction companies. This study aimed to examine how the influence of worker discipline and the job environment on the employee's performance with job stress as an intervening variable. This research was conducted using a questionnaire, and measured with a Likert scale. The research sample was obtained from a population of 70 people. Data from respondents' answers were processed using Partial Least Square application 3.1. This study indicated that worker discipline variables have a positive and significant effect on performance, the work environment has a positive and significant effect on job performance, worker discipline has no effect and is not significant on job stress, and work environment did not have a negative and not significant effect on job stress, job stress has no negative and insignificant effect on job performance, worker discipline did not have a negative and insignificant effect on job performance with job stress as an intervening variable, the work environment has no effect and is not significant on performance with work stress as an intervening variable. This is the first research done on construction company employees during the covid period. However, researchers propose adding variables such as job satisfaction and more research objects to the next research.

Keywords: Worker discipline 1; work environment 2; job stress 3; Job performance 4.

INTRODUCTION.

Human resources in a company is an asset that is used to create profit. Their ability should be developed so that the company can achieve its goals. The important role of employee performance can be cultivated through good management of employee performance. This can be done by paying attention to the work environment, work discipline, and maintaining the required stress level so that it is not too high or too low it does not spur work performance.

This research was done in a construction company engaged in the field of construction, civil, architectural, mechanical, electrical, surveyors, suppliers, property consultants, and housing development. In the era of covid, many companies stopped operating, resulting in layoffs for their employees. The construction industry is no exception, due to a lack of funds. The turnover amongst employees in the company is 9 to 20 % during the 2022 year. The layoffs resulted in a high level of stress on workers. The workers who work from home also affected the level of employee discipline.

In this research, we would like to know the effect of work discipline on employee performance, the influence of the work environment on employee performance, the effect of work discipline on employee work stress, the influence of the work environment on employee work stress, the effect of work stress on employee performance, to determine the effect of work discipline on employee performance with work stress as an intervening variable, and to determine the effect of the work environment on employee performance with work stress as an intervening variable.

Sinambela (2016) stated that discipline is compliance with rules or orders established by the organization. Agustini said that (2019) work discipline is an attitude of obedience to the rules and norms that apply in a company in order to increase the firmness of employees in achieving company or organizational goals. Meanwhile, according to Desilia and Harjojo (2019: 94) discipline is a tool or means for an organization to maintain its existence. This is because with high discipline, employees or subordinates will comply with all existing regulations so that the implementation of work can be in accordance with a predetermined plan. Several factors that influence employee discipline include clear goals from the company, company regulations, disciplinary behavior of superiors, attention, and direction to employees, supervision of employees, reward and punishment, and the size of the compensation. The research done by Supomo and Nurhayati (2018) stated that discipline is an attitude or behavior of an employee in an organization/agency to always obey, appreciate, and respect all rules and norms that have been determined by the institution.

The atmosphere and location of a company are very influential in the performance of staff and employees. The work environment also contributes to the employee's productivity. The work environment, both physical and non-physical, has an influence on the performance of staff and employees. Niti Semito (2015) said that a non-physical work environment is all the circumstances that occur related to work relations, both with superiors and with fellow co-workers or relations with subordinates. Good relationships between employees can give fun and comfort to the employee of the company. Vice versa if the physical and non-physical work environment does not provide a sense of fun and the absence of comfort, these conditions will affect negatively the employee's performance. According to Enny (2019) the

work environment is a work facility that supports employees in completing tasks assigned to employees in order to improve employees' work. Nitisemito (2015) said that the work environment is everything that surrounds employees and can influence them in carrying out the tasks assigned to them. Whereas Widodo (2015) said that a work environment is a place where employees can carry out their duties with facilities and infrastructure to support their work. Sudiyani, Sawitri, and Fitriandari (2022) in their research stated that the work environment has a positive and significant effect on performance, therefore companies need to pay attention to creating a good environment. This is also the reason why the researcher wants to know the effect of the environment on the employee's performance in this construction company.

Employee turnover and stress also influence the company's performance. According to Colquitt, et al. (2021) that stress is defined as a psychological response to demands that have certain stakes for the person and which burden or exceed the capacity or resources of the person. Meanwhile, according to Hartini, et al. (2021), work stress is a combination of negative things that arise from workload so workers find it difficult to complete all forms of tasks and obligations. According to Hamali (2018), work stress is a psychological and physical reaction to internal or external conditions; and individual adaptive skills that are too heavy. Meanwhile, according to Luthans, et al. (2021: 248) stress is defined as an adaptive response to external situations that produce physical, psychological, and behavioral deviations for organizational participants. Hamali (2018) said that there are two aspects that cause work stress, namely: Aspects of Work, Work Itself, Working Conditions, differences in character and personality, background, and perceptions due to competition to achieve targets.

According to Colquitt, et al. (2021), performance is the employee behavior who is directly involved in the transformation of organizational resources into goods or services produced by the organization. Sinambela (2016) says that performance is the level of success of a person or institution in carrying out its work. Meanwhile, according to Hamali (2018), performance is about completing work and the results that come from the work itself. According to Busro (2018), performance is work that has been successfully demonstrated by workers with serious effort in order to fulfill their duties and obligations. According to Islamy, et al. (2020), performance is a combination of a person's abilities and efforts in carrying out responsibilities towards the company in quality and quantity which must always be oriented toward company goals. Mangkunegara in Ganyang (2018) said the factors that influence performance are ability and motivation. Several elements of performance targets, namely the performers, the person who carries out the performance, the action, which is about the actions or performance carried out by employees, a time element, indicating the time when the work was carried out, an evaluation method, regarding how to evaluate how the results of the work can be achieved, and the place, shows the place where the work is done. Desilia and Harjoyo (2019) stated that the performance measurement consists of aspects that influence the quality of task implementation and can be measured, namely Achievement, skill, attitude, and leadership. Ardiansyah and Sherly Artadita (2021) in their research said that employee performance is influenced by the work environment and work discipline, so this research also includes these variables.

RESEARCH METHODS

Research Framework.

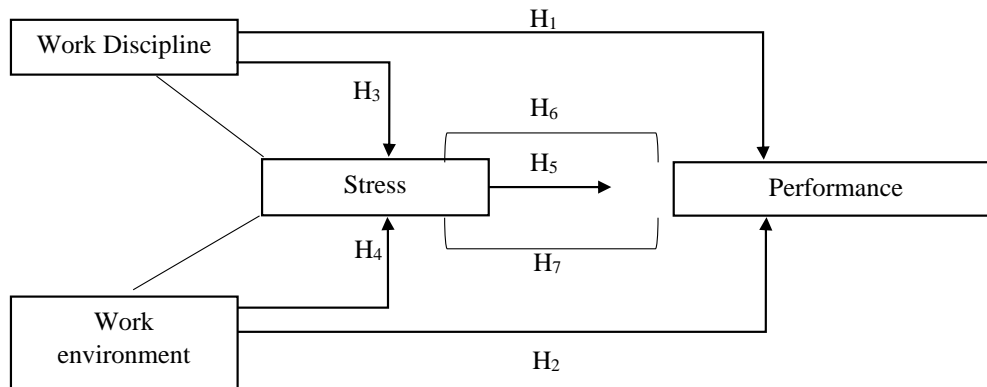


Figure 1. Research Framework

Source: Agustini (2019), Sri Widodo (2015), Colquitt, et al. (2021)

The research hypotheses are as follows:

H1 = Work discipline has a positive influence on the performance of employees.

H2 = The work environment has a positive influence on the performance of employees.

H3 = Work discipline has a positive influence on employee work stress.

H4 = The work environment has a positive effect on the work stress of employees.

H5 = Job stress has a positive effect on the performance of employees.

H6 = Work discipline has a positive influence on the performance of employees with work stress as an intervening variable.

H7 = Work environment has a positive influence on the performance of employees with work stress as an intervening variable.

Data types and sources

This study uses a quantitative approach because the data used to analyze the relationship between variables is based on numbers measured by statistics as a means of calculating the test, related to the problem under study in order to draw conclusions. In this research, the data source used by the author is primary data obtained from the respondents' answers to the questionnaire given.

Population and sample

The population of all employees of PT. Amora Cipta Sukses amounted to 70 people, so the number of samples needed in this study was 70.

Method of collecting data

In this study, the researcher used a questionnaire/questionnaire as a research instrument made by the researcher, and the questionnaires that were answered by the respondents were assessed using a Likert scale. In this study, researchers used three forms of variables:

1. Independent Variables.

These variables are often referred to as stimulus, predictor, and antecedent variables. In Indonesian, it is often referred to as the independent variable. Independent variables are variables that affect or cause changes or the appearance of the dependent variable.

2. The dependent variable.

This variable is often referred to as the output variable, criteria, and consequences. In Indonesian, it is often referred to as the dependent variable. The dependent variable is the variable that is affected or becomes the result of the independent variable.

3. Intervening variable.

The intervening variable is a variable that theoretically includes the relationship between the independent and dependent variables into an indirect and unobserved relationship, and in this variable, there is an intervening variable / between the independent and dependent variables so that the independent variable does not directly affect changes in the appearance of the dependent variable.

This study was formed by the independent variables of work discipline and work environment as well as the dependent variable of staff and employee performance with work stress as the intervening variable.

Operational Variable definition

In this study, researchers analyzed the effect of work discipline and work environment on employee performance with work stress as an intervening variable at PT. Amora Created Success. This can be seen in the following table:

Table 1. Operational Variable definition

No	Variable	Variable Definition	Indicator
1	Discipline	Work discipline is an attitude of obedience to the rules and norms that apply in a company in order to increase the steadfastness of employees in achieving company goals.	1. Attitude of employees 2. Company regulations 3. Employee responsibilities 4. Employee corrective actions
2	Work Environment	A work environment is a place where employees can carry out their duties with facilities and infrastructure to support their work.	1. Situation/condition 2. Team 3. Work equipment 4. Leadership attitude
3	Stress	Stress is defined as a psychological response to demands that have certain stakes for the person and that tax or exceed the person's capacities or resources.	1. Beban kerja 2. Tekanan waktu / deadline 3. Ketegangan 4. Perbedaan ambang batas individu
4	Performance	Performance is the behavior of employees who are directly involved in the transformation of organizational resources into goods or services produced by the organization.	1. Employee capabilities 2. Employee actions 3. Employee work results 4. Employee work standards

Source : Agustini (2019), Sri Widodo (2015), Colquitt, et al. (2021).

Data Instruments

This study uses quantitative data, and researchers make this measurement of the existence of a variable, namely by using research instruments. The instrument in this study used a questionnaire consisting of 5 parts, namely part I containing the demographics of the respondents, part II questions about work discipline (X1), part III questions about the work environment (X2), part IV questions about work stress (Z), and part V questions about the performance of staff and employees (Y). This questionnaire was prepared based on the indicators and variables studied and outlined in the form of questions that must be answered by the respondents.

Measurement Scale

The measurement scale is an agreement that is used as a reference to determine the short length of the interval in the measuring instrument and can produce quantitative data. In this study, researchers used a Likert scale measurement scale. According to Sugiyono (2021) the Likert scale is a scale used to measure attitudes, opinions, and perceptions of a person or group of people about social phenomena. For each answer choice given a score, the respondent must describe, and support the statement (positive) or not support the statement

(negative). The Likert scale in this study contains only four levels of answers to assess the variables of work discipline, work environment, work stress, and staff and employee performance with the aim of facilitating analysis. The measuring instrument in this study was a questionnaire using an ordinal scale of 4 (four) Likert scale points, namely:

SS: if the subject strongly agrees with the statement given.

S: if the subject agrees with the statement given.

TS: if the subject feels Disagrees with the statement given.

STS: if the subject feels Strongly Disagrees with the statement given

Partial Least Square Analysis Method

An explanation of the PLS (Partial Least Square) analysis method was put forward by Gelad and Kowalsi in Syahrir, et al. (2020:53) is a multivariate statistical technique that can handle many dependent variables and independent variables simultaneously. PLS is a method of SEM analysis that uses the VB-SEM (Varian Based-Structural Equation Modeling) approach which is a predictive model, so it does not require a correlation between indicators and latent constructs. Some of the reasons for using PLS in this study are:

1. PLS (Partial Least Square) not only tests but can also develop the theory used.
2. PLS (Partial Least Square) can use a low sample with a minimum sample size of 30 samples.
3. PLS (Partial Least Square) can convey opinions in the research algorithm.
4. PLS (Partial Least Square) on the variance approach can be assumed as an explanation.

Data analysis in the SEM-PLS method consists of two sub-models, namely the outer model and the inner model. This outer model shows that the manifest variable or the observed variable represents the latent variable for which it is measured. Meanwhile, the inner model shows the strength of estimation between construct variables and latent variables. This quality gets the results of R2 which appear on the last dependent variable or the three mean scores and regression constants for latent variables. The purpose of PLS (Partial Least Square) is to predict variable X to variable Y and explain theoretically the relationship between variable X and variable Y.

RESULTS & DISCUSSION

Characteristics of Respondents by Age

The following is an explanation of the characteristics of respondents based on age which can be seen in the table below as follows:

Table 2. Respondent's Age

Age	Total	Percentage
<25 years old	29	41,4%
26 – 35 years old	17	24,3%
36 – 45 years old	15	21,4%
>45 years old	9	12,9%
Jumlah	70	100%

Source: Respondents' answers on the questionnaire, processed 2022.

Characteristics of Respondents Based on Gender

The number of male respondents was 57 people with a percentage of 81.4% and the number of female respondents was 13 people with a percentage of 18.6%.

Respondents' Responses on the Questionnaire:

The respondents' responses to the research conducted at PT. Amora Cipta Success can be seen below:

First variable: Work Discipline

The work discipline variable is measured based on 4 supporting indicators, the distribution of respondents' answers to the variable instruments is in the following exposure:

As many as 98.6% of respondents agree and strongly agree that staff and employees at PT. Amora Cipta Sukses has been "committed to doing her job". The statement that the employee "arrive on time" was supported by as much as 92.9% of respondents who agreed and strongly agreed. This is because staff and employees are committed and adhere to the clock in and out on weekdays by keeping attendance. This is in accordance with company regulations.

98.6% of respondents agreed and strongly agreed because of the statement that the staff and employees of PT. Amora Cipta Sukses "obeys the rules" set by the company. The statement that said the employee "complies with time and work system" was supported by as much as 97.2% of respondents who agree and strongly agree. This is because staff and employees comply with company regulations and goals, and this is in accordance with the work agreement for a certain time.

94.2% of respondents agree and strongly agree that they "do the job with full sense of responsibility". The statement "ready to accept risks when making mistakes" was agreed and strongly agreed by 95.7% of respondents and this means staff and employees do the job with a full sense of responsibility and are ready to accept the risks that occur when making mistakes. This is in accordance with company regulations.

As much as 92.9% of respondents agree and strongly agree with the statement that they "read the manual before starting work". The statement that said employees "need to know the purpose of the work I carry out" is supported by 95.7% of respondents who agree and strongly agree. This means that staff and employees read the work agreement letter and want to know the purpose of the work, and this is in accordance with the work agreement letter for a certain time.

Second Variable: Work environment

Work environment variables are measured based on 4 supporting indicators.

95.7% of respondents agreed and really "feel comfortable" meaning the staff and employees of PT. Amora Cipta Sukses feels comfortable in doing her job with the freedom to work. The company's next statement is the company "provides security". 94.3% of respondents agree and strongly agree with this statement. This means that the company provides a good sense of comfort and security to its staff and employees, among others, by providing CCTV cameras and security posts with guards that work around the clock.

97.1% of respondents agreed and strongly agreed with the statement "good co-worker relations". This means the staff and employees of PT. Amora Cipta Sukses has a good relationship with co-workers because during breaks they gather in the same place. The next statement supports good relations between workers, with the statement "scheduling in a team" approved and strongly agreed by 97.2% of respondents. This means that every team of staff and employees have a harmonious relationship and have managed their time well.

97.2% of respondents agreed and strongly agreed while 2.8% of respondents strongly disagreed and disagreed with the statement "equipment provided by a new technology company". This means staff and employees of PT. Amora Cipta Sukses is strongly supported by equipment with the latest technology. The following statement reads "the equipment used functions properly" supported by 92.9% of respondents who agree and strongly agree. This shows that the equipment provided is of the latest technology and works according to its function and runs well.

As many as 94.3% of respondents agree and strongly agree with the statement "the leaders of this company are friendly to employees." This means that leaders in this company are friendly and often interact with staff and employees of PT. Amora Cipta Sukses is also supported by the statement "leaders like to praise the good work of employees", which is equal to 92.5% of respondents agreeing and strongly agreeing with this statement. This is due to leaders who are friendly and very happy to assess and praise the work of their staff and employees.

Third Variable: Work Stress

The work stress variable is measured based on 4 supporting indicators. Answer to the questionnaire by respondents are as follows:

As many as 60% of respondents strongly disagree and disagree with the statement that "the work given is too much". This shows that the staff and employees of PT. Amora Cipta Sukses does not feel that the work is not too much, especially in the field because the employees in the field have been given their assignments according to the skills possessed by the employees. 40% of respondents agree and strongly agree with the next statement. The staff in the room feel that they have quite a lot of work to do because the number of staff in the room is less than in the field, which is 2-5 people. This is supported by 65.7% of respondents strongly disagree and disagree with the statement "the target given by the company is too high". This means that staff and employees in the field feel that there are no high targets that must be accomplished because all work has been targeted according to the abilities of the employees. This statement is in accordance with the work agreement for a certain time. 34.3% of respondents agreed and strongly agreed with the above statement because the staff in the room felt that there was a lot of work to be done.

As many as 63% of respondents strongly disagree and do not agree with the statement "the time given to do work is very short". This means that the company has taken into account all the work well for employees in the field, and 37% of respondents agree and strongly agree because staff in the room, feel that they have a short time doing their work. That's because of the large amount of work and lack of staff. This is also supported by the statement that

employees "procrastinate doing work". 75.7% of respondents strongly disagree and disagree with the statement above, meaning that the staff and employees of PT. Amora Cipta Sukses never delays their work.

As many as 71.4% of respondents agreed and disagreed with the statement that employees "accept 2 jobs" means PT staff. Amora Cipta Sukses often accepts 2 jobs simultaneously, because the employees in their office have a lot of work with a minimal workforce, while 28.6% of respondents strongly disagree and disagree. Employees in the field have been given tasks according to their abilities and expertise, so there is no problem with such work.

As many as 74.2% of respondents agree and strongly agree with the statement that employees often experience "delayed salary payments". Companies are often late in providing the salaries of their staff and employees because the company's finances are not yet stable and the company has just been established this year and is constrained by Covid. while 25.8% of respondents strongly disagreed and disagreed with this statement because, for staff and employees who refuse late salary payments, it will cause tension in their household relationships.

As much as 57.1% of respondents strongly disagree and do not agree that employees are given "heavy work" meaning PT. Amora Cipta Sukses feels that their duties are in accordance with their abilities, while 42.9% of respondents agree and strongly agree that employees in the field feel that their duties are in accordance with their abilities. This is supported by the statement "lack of special expertise" as much as 35.7% of respondents strongly disagree and disagree, it means that staff in the room do not have the skills according to their work and 64.3% of respondents agree and strongly agree that employees in the field have the skills according to his job.

Fourth Variable: Performance

Performance variables are measured based on 4 supporting indicators.

94.2% of respondents agree and strongly agree "the ability that I have" means the staff and employees of PT. Amora Cipta Sukses has the ability of each individual because they are very confident in their abilities, this is supported by the statement that they work with the full sense of responsibility, 95.8% of respondents agree and strongly agree. This percentage means that staff and employees have a sense of responsibility for their work to the best ability that he has.

98.6% of respondents agree and strongly agree with the statement that employees come on time to the work site and it has a positive effect on performance. This means the staff and employees of PT. Amora Cipta Success came in time to have a positive influence on her performance. This statement is also supported by the statement that most of the employees give opinions politely. A total of 97.2% of respondents agree and strongly agree, meaning that staff and employees give their opinions politely in discussions because they know when to give opinions, such as when conditions allow. This is in accordance with company regulations related to work obligations and discipline.

95.8% of respondents agree and strongly agree that employees try to minimize mistakes while working. This means the staff and employees of PT. Amora Cipta Sukses tries to do

their job thoroughly and minimizes mistakes. The next statement stated that employees can achieve company targets. This sentence is supported by 92.9% of respondents who agree and strongly agree with this statement of work completion. Targets set by the company, such as the Griya Srikandi housing development, have been completed on time.

98.6% of respondents agree and strongly agree with the sentence which states that employees understand the steps that must be taken in their work. It can be concluded that most of the staff and employees of PT. Amora Cipta Sukses can understand almost every job given. The next statement, namely that employees feel satisfied because they have achieved good performance, is supported by 95.7% of respondents who agree and strongly agree. This shows that the staff and employees of this company are satisfied that they have achieved good performance and this is in accordance with the work agreement for a certain time that they have signed.

Data Analysis using Partial Least Square (PLS)

Gauge Model (Outer Model):

The data to be analyzed are work discipline (X1), work environment (X2), work stress (Z), and performance (Y). This study uses the PLS path/structural weighting algorithm scheme. Following are the results of the evaluation of the measurement model (outer model) using the path/structural weighting algorithm analysis on smartPLS as shown in the following figure:

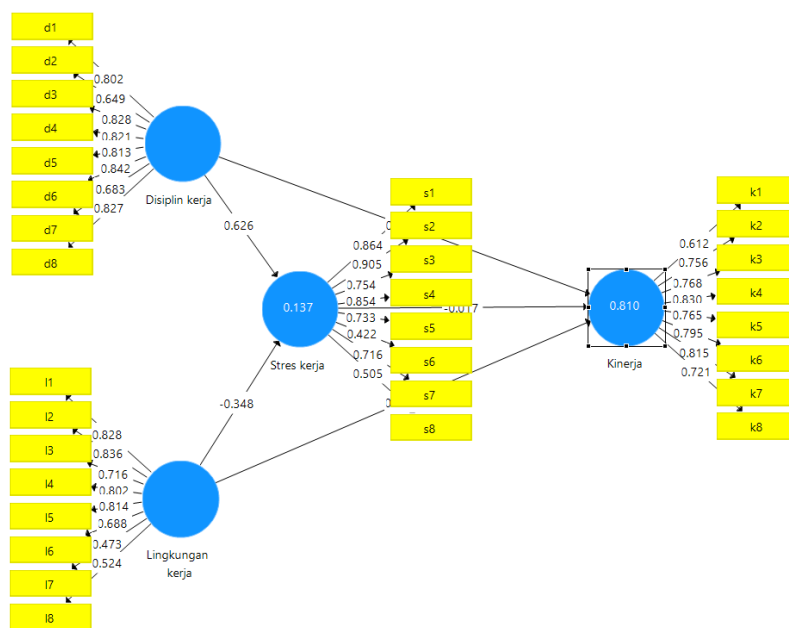


Figure 2. Algorithm Model I

Source: data gathered from respondents' answers to the questionnaire, processed, 2022

From the picture above there are indicator symbols for each variable such as symbols d1 to d8 which are indicator symbols of work discipline variables, symbols l1 to l8 are indicator symbols of work environment variables, symbols s1 to s8 are indicator symbols of work stress variables, and symbols k1 to k8 is the symbol of the performance variable.

According to Ghozali (2021), A factor weight of 0.5 or more is considered to have sufficiently strong validity to explain latent constructs. Therefore, the researcher set a loading factor weight of 0.5. for that, the loading factor below 0.5 on each indicator must be removed. These four indicators are I7 with a value of 0.473, s6 with a value of 0.422, and s8 with a value of 0.473. were removed from the analysis because it is not valid.

Convergent Validity

To test the convergent validity, the outer loading value is used. Following are the outer loadings values of each indicator on the research variables.

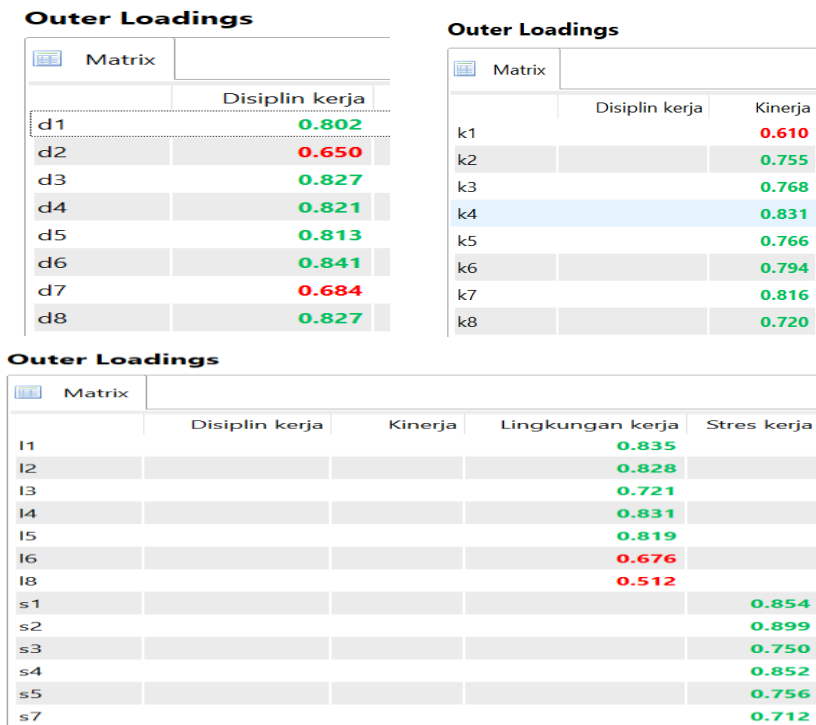


Figure 3. Outer Loading

Source: data gathered from respondents' answers to the questionnaire, processed, 2022

Based on the picture above, the criteria in outer loadings are that each indicator to measure the construct must have an outer loading value of > 0.7. However, Ghozali (2021) said that in scale development research, the 0.50-0.60 algorithm is still acceptable. Based on the results of the algorithm model analysis above, all indicators are valid as measurements of latent variables.

Discriminant Validity.

The discriminant validity test for indicators with the SmartPLS program can be seen from the Cross Loading and Average Variance Extracted values. The presentation of the results of this test is as follows:

1. Cross Loading

Discriminant Validity

	Disiplin kerja	Kinerja	Lingkungan kerja	Stres kerja
d1	0.802	0.721	0.595	0.268
d2	0.650	0.639	0.645	0.289
d3	0.827	0.629	0.681	0.318
d4	0.821	0.731	0.774	0.314
d5	0.813	0.700	0.693	0.132
d6	0.841	0.658	0.651	0.158
d7	0.684	0.628	0.758	0.327
d8	0.827	0.693	0.678	0.168

Discriminant Validity

	Disiplin kerja	Kinerja	Lingkungan kerja	Stres kerja
I1	0.679	0.729	0.835	0.186
I2	0.696	0.704	0.828	0.015
I3	0.708	0.599	0.721	0.130
I4	0.767	0.721	0.831	0.248
I5	0.789	0.734	0.819	0.266
I6	0.595	0.648	0.676	0.143
I8	0.241	0.383	0.512	0.119
s1	0.283	0.137	0.188	0.854
s2	0.246	0.106	0.091	0.899
s3	0.012	-0.078	0.018	0.750
s4	0.258	0.150	0.168	0.852
s5	0.238	0.321	0.247	0.756
s7	0.004	-0.087	-0.036	0.712

Discriminant Validity

	Disiplin kerja	Kinerja	Lingkungan kerja	Stres kerja
k1	0.461	0.610	0.413	0.283
k2	0.576	0.755	0.649	-0.030
k3	0.599	0.768	0.627	0.058
k4	0.802	0.831	0.729	0.162
k5	0.734	0.766	0.671	0.157
k6	0.787	0.794	0.844	0.319
k7	0.723	0.816	0.687	0.397
k8	0.430	0.720	0.565	-0.024

Figure 4. Cross Loading

Source: data gathered from respondents’ answers to the questionnaire, processed, 2022

2. Average Variance Extracted (AVE)

Construct Reliability and Validity

Matrix	Cronbach's Alpha	rho_A	Co
Average Variance Extracted (AVE)			
Disiplin kerja			0.618
Stres kerja			0.651
Kinerja			0.578
Lingkungan kerja			0.569

Figure 5. Average Variance Extracted

Source: data gathered from respondents’ answers to the questionnaire, processed, 2022

Based on the data above, we can conclude that this study has good discriminant validity with the arrangement of the variables.

Reliability.

Testing the reliability indicators can be done with the SmartPLS program. This can be seen from the Composite Reliability and Cronbach's Alpha values. The results of the reliability test are as follows:

1. Composite Reliability

Construct Reliability and Validity

Matrix	Cronbach's Alpha	rho_
Composite Reliability		
Disiplin kerja	0.928	
Kinerja	0.916	
Lingkungan kerja	0.900	
Stres kerja	0.917	

Figure 6. Composite Reliability

Source: data gathered from respondents' answers to the questionnaire, processed, 2022

The picture above shows the composite reliability value for all construct variables has a value above 0.70. Composite reliability value on work discipline variable (X1) 0.928, work environment variable (X2) 0.900, work stress variable (Z) 0.917, and performance variable (Y) 0.916. In conclusion, all the constructs in the estimated model have good reliability.

2. Cronbach's Alpha

The Cronbach's Alpha method is used to test construct reliability and is said to have good reliability if the indicator has a Cronbach's Alpha value of > 0.5 .

Construct Reliability and Validity

Matrix	Cronbach's Alpha	rho_
Cronbach's Alpha		
Disiplin kerja	0.910	
Kinerja	0.895	
Lingkungan kerja	0.869	
Stres kerja	0.911	

Figure 7. Cronbach's Alpha

Source: data gathered from respondents' answers to the questionnaire, processed, 2022

Structural Model (Inner Model)

After testing or evaluating the model that is estimated to meet the Outer Model criteria, then further testing is carried out on the structural model (Inner Model). Structural model testing includes testing the value of the coefficient of determination (R²) and Path Coefficients or path coefficients, aims to see the significance and strength of the relationship, and also to test the hypothesis.

1. Coefficient of determination (R²)

Discipline and environment are able to explain the performance variance of 79% and the remaining 21% is explained by other variables outside the discipline and environment variables. The R-Square value is also found in the work stress construct which is influenced by discipline and environmental variables by 11.6% with a value of 0.116 which means that the remaining 98.4% is explained by other variables outside the discipline and environmental variables or by constructs other than this research.

2. Path Coefficients

This second test is to see the significance of the influence of work discipline (X1), work environment (X2), work stress (Z), and performance (Y) partially by looking at the statistical significance value of t, and in this research, the results of testing the path coefficient of this study can be seen in the following table picture:

Path Coefficients

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Disiplin kerja -> Kinerja	0.441	0.474	0.168	2.625	0.009
Disiplin kerja -> Stres kerja	0.544	0.504	0.362	1.501	0.134
Lingkungan kerja -> Kinerja	0.489	0.449	0.181	2.705	0.007
Lingkungan kerja -> Stres kerja	-0.260	-0.220	0.399	0.651	0.515
Stres kerja -> Kinerja	-0.018	-0.034	0.104	0.175	0.861

Specific Indirect Effects

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Disiplin kerja -> Stres kerja -> Kinerja	-0.010	-0.015	0.066	0.149	0.881
Lingkungan kerja -> Stres kerja -> Kinerja	0.005	0.020	0.054	0.087	0.930

Figure 8. Path Coefficients

Source: data gathered from respondents' answers to the questionnaire, processed, 2022

Hypothesis

The first hypothesis is to test whether work discipline variables affect the performance of staff and employees. Figure 4.20 test results show the beta coefficient value of work discipline on the performance of 0.441 and a p-value of 0.009, meaning that the work discipline variable has a positive coefficient value, with a statistical value (of 2.625) > 1.96, and a P-Value (0.009) < 0.5. It can be concluded that the first hypothesis is accepted, this proves that the work discipline variable has a positive and significant effect on the performance of staff and employees. The results of this hypothesis are in accordance with the research of Alwi Ardiansyah and Sherly Artadita (2021).

The second hypothesis is to test whether work environment variables affect the performance of staff and employees. Figure 4.20 test results show the beta coefficient value of the work environment on work stress of 0.489 and a p-value of 0.007, meaning that the work environment variable has a positive coefficient value, with a statistical value (2.705) > 1.96, and a p-value (0.007) < 0.5. It can be concluded that the second hypothesis is accepted, this proves that the work environment variable has a positive and significant effect on the performance of staff and employees. The results of this hypothesis are in accordance with the research of Alwi Ardiansyah and Sherly Artadita (2021).

The third hypothesis is to test whether work discipline variables affect work stress. Figure 4.20 test results show the beta coefficient value of work discipline on performance variable 0.544 and a p-value of 0.134, meaning that the work discipline variable has a positive coefficient value, with a statistical value (1.501) < 1.96, and a p-value (0.134) > 0.5. It can be

concluded that the third hypothesis is rejected, this proves that the work discipline variable has no effect and is not significant on work stress. The results of this hypothesis are in accordance with the research of Lusiana Tulhusnah and Puryantoro (2018).

The fourth hypothesis is to test whether work environment variables affect work stress. Figure 4.20 The test results show that the work environment beta coefficient on work stress is -0.260 and the p-value is 0.515, meaning that the work discipline variable has a negative coefficient value, with a statistical value (0.651) <1.96, and a p-value (0.515) > 0.5. It can be concluded that the fourth hypothesis is rejected, this proves that the work environment variable has no negative and insignificant effect on work stress. The results of this hypothesis are not in accordance with the research of Ni Nyoman Sudiyani, Ni Putu Yuliana Ria Sawitri, and Mahayanti Fitriandari. (2022).

The fifth hypothesis is to test whether the work stress variable affects the performance of staff and employees. Figure 4.20 test results show the beta coefficient value of work stress on performance of -0.018 and a p-value of 0.861, meaning that the work discipline variable has a negative coefficient value, with a statistical value (0.175) <1.96, and a P-Value (0.861) > 0.5. It can be concluded that the fifth hypothesis is rejected, this proves that the variable work stress has no negative and insignificant effect on the performance of staff and employees. The results of this hypothesis are not in accordance with the research of Dedeh Komariyah, Wawan Prahiawan, and Lutfi. (2021).

The sixth hypothesis is to test whether work discipline variables affect employee performance with work stress as an intervening variable. The test results show that the beta coefficient value of work discipline on performance that has been linked is -0.010 and a p-value (0.881), meaning that work discipline has a negative coefficient value, with a statistical value (0.149) <1.96, and a p-value (0.881) > 0.05. It can be concluded that the sixth hypothesis is rejected, this proves that the work discipline variable has no negative and insignificant effect on employee performance with work stress as an intervening variable. The results of this hypothesis are not in accordance with the research of M. Aditya Putra Pratama and Fareshti Nurdiana Dihan (2017).

The seventh hypothesis is to test whether work environment variables affect the performance of staff and employees with work stress as an intervening variable. The test results show that the beta coefficient value of the work environment on performance that has been linked is 0.005 and the p-value (0.930), meaning that work discipline has a negative coefficient value, with a statistical value (0.087) <1.96, and a p-value (0.930) > 0.05. It can be concluded that the seventh hypothesis is rejected, meaning that the work environment variable has no effect and is not significant on the performance of employees with work stress as an intervening variable. The results of the hypothesis are in accordance with the research of Hendri Jopanda (2022).

CONCLUSION & SUGGESTION

Conclusion:

1. Work discipline variable (X1) has a positive and significant effect on performance (Y).

2. The work environment variable (X2) has a positive and significant effect on performance (Y).
3. The work discipline variable (X1) has no effect and is not significant on work stress (Z).
4. The work environment variable (X2) has no negative and insignificant effect on work stress (Z).
5. Work stress variable (Z) has no negative and insignificant effect on performance (Y).
6. Work discipline variable (X1) has no negative and insignificant effect on performance (Y) with work stress (Z) as the intervening variable.
7. The work environment variable (X2) has no effect and is not significant on performance (Y) with work stress (Z) as the intervening variable.
8. The work stress variable has no effect as an intervening variable.

Suggestion:

1. Company regulations need to be explained in detail to employees so they understand the applicable disciplinary rules.
2. Work facilities and infrastructure need to be equipped to support better employee performance
3. Further research needs to be carried out by including more construction service companies in order to obtain better conclusions regarding the variables previously studied.

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