THE INFLUENCE OF WORK DISCIPLINE AND WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE MEDIATED BY MOTIVATION AT THE ENVIRONMENTAL SERVICE OF MAKASSAR CITY.

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Abstract: This type of quantitative research, the research results show that Work discipline does not have a significant and negative influence on the performance of Makassar City Environmental Service employees, Work Environment has a positive and insignificant influence on employee performance, Work Motivation has a positive and significant influence on employee performance, this indicates that the higher the work motivation, the higher the employee's performance. Discipline does not have a significant and negative influence on employee motivation. Work environment has a positive and significant influence on employee motivation. Discipline has a positive and significant influence on employee performance through employee motivation. Work environment has a positive and significant influence on employee performance.

Keywords: Environment, Performance, Employees, Discipline Motivation

CHAPTER I. INTRODUCTION

Human resources have a very strategic role and absolutely must exist in the organisation Human resources (HR) are the most valuable asset for the company. Humans have an important role in the achievement of an organisation both engaged in services and manufacturing. Apart from facilities and infrastructure, organisations also need potential human resources, so that leaders and employees can make good contributions and carry out tasks optimally to achieve organisational goals. High ability is very helpful for employees in carrying out various tasks so that it facilitates their work.

Human Resources who have knowledge and skills are expected to improve the quality of the performance process and work results (Sukrispiyanto, 2019), meaning that with good management, planning and coordination, human resources can improve performance optimally. Human Resources (HR) has an important role for a company or organisation. Therefore, HR needs to get special attention to find out what HR indicators affect the performance of quality employees. The indicators of HR are job satisfaction, work motivation, and work environment.

Knowledge and skills are values that need to be told to all employees so that employees realise that they are a skilled workforce needed for the company's progress.

One of the factors that can encourage increased performance is efforts to increase adequate work motivation, such as meeting both external needs (fulfilment of primary needs, food, clothing and shelter and an adequate environment) and internal needs (employees' desire to place themselves in a satisfying career position). It must be realised that one of the main reasons why someone becomes an employee or works in an organisation is the desire to meet their daily needs or in other words their economic needs and the need to achieve which gets recognition from the community. With the certainty of receiving wages or salaries periodically, as well as in career development as a need to actualise the abilities and potential possessed by employees.
Providing better external and internal work motivation can encourage employees to work more productively. Providing opportunities for each employee to develop to meet their needs based on individual abilities and competencies is the most important part of efforts to provide fulfilment of needs for employees, especially in efforts to foster employee work motivation towards higher productivity, because with the fulfilment of needs in accordance with employee expectations, especially financial rewards in the form of salaries and bonuses for their work achievements, it allows employees to fully concentrate on their work.

The work environment has an important role in how a job can be carried out. The work environment is not only felt physically by employees but also related to the atmosphere they feel. A very conducive work atmosphere that is able to maximise employee performance will have an impact on the achievement of an agency's goals. The work environment is a place or atmosphere where employees carry out activities every day. A conducive or supportive work environment can provide a sense of security and can enable employees to work optimally. If employees like the work environment where they work, then these employees will be happy at work, in activities so that working time can be used effectively. Conversely, a work environment that is not sufficient will reduce the effectiveness of employee performance.

A good work environment is one of the factors supporting employee productivity which ultimately has an impact on increasing employee performance levels. A good work environment is the dream of every employee, with a good work environment, employees become more comfortable and at home at work. Employees will also feel excited and full of ideas if they work well and support in all their fields.

To create high performance, it is necessary to increase optimal work and be able to utilise the potential of human resources owned by employees to create organisational goals, so that it will make a positive contribution to the development of the agency.

Furthermore, Wirawan said that performance has dimensions, among others: 1) work results, is an employee's work output that can be calculated and measured from its quality and quantity; 2) Work behaviour, is the behaviour of an employee in his workplace. With certain behaviours, employees can carry out their work properly and produce the performance expected by the organisation. This can be measured by looking at work discipline and work environment.

Employee performance is an important thing that must be achieved by every agency including the Makassar City Environmental Service office, because performance is a reflection of the agency's ability to manage and allocate its employees. Therefore, the performance of employees has a very important influence on the ongoing activities of the agency and affects the process of achieving agency goals. Thus, work discipline, work environment, and motivation in an agency also really need to be considered so that the goals to be achieved can be realised as expected.

The work environment can create an improved working relationship between the people in the environment. The work environment concerns the container or place where employees carry out each task and job. This includes the process of implementing management and the physical work environment, one of which includes a comfortable and neatly arranged room, good ventilation, job security, appropriate working hours and other conditions that can support the smooth implementation of tasks.

The work environment means the overall tools and materials faced, the surrounding environment in which a person works, his work methods, and his work arrangements both as an individual and as a group.

Furthermore, Sedarmayanti said that an environmental condition is said to be good or appropriate if humans can carry out their activities optimally, healthily, safely and comfortably. Poor environmental conditions can demand more energy and time and do not support the design of an efficient work system.

Employee performance is not only influenced by the work environment but can also be influenced by work discipline. Employees who have discipline will obey the rules in the work environment with high awareness without any sense of coercion. Employees who have high work discipline will have good performance because they make the best use of their working time to carry out work according to the previously set targets.
With employees obeying the rules set by the agency and having good discipline, it will create a more conducive office atmosphere so that it will have a positive impact on office activities.

Makassar City as the capital of South Sulawesi Province, has a vision, namely "Makassar City becomes a World City that is Comfortable for All", which is based on good environmental quality. Because in good environmental quality there are parameters that support from various sectors, such as health quality, air quality, water quality, and soil quality. The comfort of a city comes from the oxygen supply that can fulfil all the oxygen needs of the people of the city itself.

To realise the vision of the city of Makassar to become a World City, of course, an important factor that must be considered at this time and in the future is how to make the Makassar city environment worthy of being a World city. Of course, this cannot be separated from the role of the Makassar City Environmental Agency which is authorised to supervise and control the quality of the environment in Makassar City, so it is highly expected that the performance of employees within the scope of the Makassar City Environmental Agency (BLH) is able to work optimally so that the quality of the environment in Makassar City is maintained and is in a healthy and beautiful condition.

Based on the results of pre-research conducted through interviews and observations, various data and information phenomena related to research variables were obtained.

Each employee has different quality and quantity of performance. To see the quality and quantity of employee performance can be seen from the results of employee performance appraisal. Performance appraisal at the Makassar City Environmental Service Office is carried out periodically every year. By being guided by the value standards in accordance with PP No.46 of 2011, it can determine whether employee performance is good or not.

2011 can determine whether employee performance is good or bad.

Phenomena found by researchers from observations and interviews with several informants at the Makassar City Environmental Service Office The work discipline applied by the Makassar City Environmental Service is still not optimal. Some employees are still seen not complying with the rules when employees arrive at work not on time, there are still employees who are not productive at work, In carrying out their duties, there are employees who cannot complete their tasks according to the target and do not really respond to office activities, causing the employee performance process to be hampered. For example, work is delayed due to late arrival of employees at the office. So it can be said that employee performance is hampered and cannot be maximised.

This is in accordance with what was conveyed by the acting head of the Makassar City Environmental Service Ferdi Mochtar to detikSulsel, Thursday (2/3/2023). That "This year Makassar City failed to receive the Adipura trophy or Adipura certificate, in addition to the Mayor of Makassar Danny Pomanto said, Makassar's failure to win the award was due to the failure of the previous Environmental Service (DLH) official (Ariaty Puspasari Abadi). Therefore, he removed the official concerned, Ariaty Puspasari Abadi is now an expert staff.


Related to the work environment based on the results of observations and interviews with authorised employees, the researcher obtained information that the facilities provided by the agency were quite adequate, while in terms of the non-physical work environment, there was still a gap between fellow employees, so that good relationships between leaders and colleagues were needed. However, there are some employees who are less able to work optimally and less able to work together in teams, thus slowing down the performance of achieving results. For example, there are employees who stall work and lack of concentration due to the accumulation of unfinished work. With this problem, there can be delays in achieving the target of an activity so that it can affect employee performance.
Apart from work environment factors, another factor that can affect employee performance is work discipline factors. Discipline in this office is considered not optimal, especially in terms of attendance and obedience to work regulations. The deadline for entering the office set by the Makassar City Environmental Service is 07:30 WIB and the deadline for leaving the office is 16:00 WIB with a total working hours of 7 hours 30 minutes.

In reality, many employees come late to the office, then there are also absences then they go home for various reasons, then they come again in the afternoon or evening and there are also those who come on time but go home early. While attendance at ceremonies once a week tends to be attended in limited numbers of around 50 to 60 people who attend, while the number of employees (ASN) There are 154, non ASN 340. even then it is dominated by honorary employees, of course the absence is accompanied by a number of conditions and reasons from employees who are not present.

In terms of obedience to work regulations, employees are quite good at complying with the regulations of the Makassar City Environmental Service. employees always ask permission if they want to leave for necessities, but there are some employees who use rest hours that exceed the time specified by the office. Among them employees are looking for lunch locations that are quite far from the office location, so that there are their working hours wasted and have an impact on employee work that is not so optimal, work that should be completed quickly within one day, but with this problem their tasks can be completed within 2 days or 3 days.

In addition, the phenomenon that occurs at the Makassar City Environmental Service is that there is a lack of enthusiasm for work in employees because there is no motivation from the office such as incentives / additional income, employee bonuses, no appreciation for employees who have high performance or achievement.

Judging from diligent and tenacious employees, they tend to get a large portion of the work and generally continue, while in terms of salaries for high-performing employees there tends to be no additional, because it is considered to be the responsibility of the duties assigned.

The difference is that for employees whose performance is low, the work is also slow to finish while those with high performance tend to be able to finish in a short time, but the weakness is that once their work is finished, they will immediately be given more work and are required to finish quickly.

In the long run, this condition will be frustrating and there will be a comparison that high performance and low performance are the same with no reward.

A. Problem Formulation

1. Does work discipline have a positive and significant effect on employee performance at the Makassar City Environment Agency?
2. Does the work environment have a positive and significant effect on employee performance at the Makassar City Environment Agency?
3. Does work discipline have a positive and significant effect on motivation at the Makassar City Environmental Service.
4. Does the work environment have a positive and significant effect on motivation at the Makassar City Environment Agency?
5. Does Motivation have a positive and significant effect on Employee Performance at the Makassar City Environment Agency?
6. Does work discipline have a positive and significant effect on employee performance mediated by motivational variables at the Makassar City Environment Agency?
7. Does the work environment have a positive and significant effect on employee performance mediated by motivational variables at the Makassar City Environment Agency?
CHAPTER II. LITERATURE REVIEW

A. Human Resource Management

Human Resource Management (HRM) has a role in the company to ensure that the organisation is able to achieve success through other people. Human Resources or employees for a company / agency in the form of their involvement in a plan, system, process and goals to be achieved by the Company. Employees are those who work for others by selling their services with time, energy, and thoughts for the Company and receive compensation from the Company.

The increasing role of management in a company has resulted in increased attention to the importance of the human resource factor in the organisation. Humans are one of the production factors that need special attention from the organisation / company because humans are the driving force of the company's activities. Here are some opinions about human resource management:

According to Suryani and John (2019: 2) Human resource management is defined as a strategic approach to managing the most valuable assets in the organisation, namely the people who work there, who individually or collectively (work teams) contribute to the achievement of predetermined goals. Handoko in Suryani and John (2019: 3) Human resource management is also defined as a process of planning, organising, directing and supervising the activities of procurement, development, compensation, integration, maintenance, and release of human resources in order to achieve various individual, organisational and community goals.

B. Work Discipline

Good discipline reflects a person's sense of responsibility for the tasks assigned to him. This encourages work passion, work enthusiasm, and the realisation of company, employee and community goals. Therefore, every manager always tries to make his subordinates have good discipline. A manager is said to be effective in his leadership, if his subordinates are well disciplined. To maintain and improve good discipline is difficult, because many factors influence it.

According to Veithzal Rivai in the book Human Resource Management for Companies, work discipline is a tool used by managers to communicate with employees so that they are willing to change a behaviour and as an effort to increase a person's awareness and willingness to obey all company regulations and applicable social norms.

Discipline is the most important HRM operative function because the better the employee's discipline, the higher the work performance he can achieve. Without good employee discipline, it is difficult for company organisations to achieve optimal results.

Work discipline is a person's awareness and willingness to obey all company regulations and applicable social norms (Hasibuan, 2019: 444) Meanwhile, according to (Jufrizen, Farizi, Azhar, & Daulay, 2020). Discipline shows a condition or respectful attitude that exists in employees towards the rules and regulations of the Company..

Keith Davis in Mangkunegara (2020: 129) states that 'Dicipline is management action to enforce organisation standards'. It can be interpreted that work discipline is the implementation of management to enforce organisational guidelines. Nadeak (2020: 181) "one way to increase employee productivity is to have good work discipline".

Discipline is a process used to deal with performance problems, this process involves managers in identifying and communicating performance problems to employees and compliance with rules or orders set by the organisation (Sinambela, 2021: 334).
C. Work Environment

In the world of work in an office, there are many supporting aspects that support the running of a mission or office goals, including employees, employee work discipline, employee work equipment, and the work environment.

The work environment in an office where work is very important to note. Although the work environment does not carry out the production process in an office, the work environment has a direct influence on employees who carry out the work process.

The following are some definitions of the work environment put forward by several experts, according to Nitisemito in Enny (2019: 56) says that the work environment is everything that is around the workers who can influence them in carrying out their assigned tasks. For example, cleanliness, music and others.

Sudaryo in Jufrizen and Rahmadhani (2020) argues that the work environment is the totality of tools and materials faced, the surrounding environment in which a person works, work methods and work arrangements both individually and as a group.

Anorogo and Widayanti in Mulyah et al (2020) argue that "The work environment is everything that is around employees and that can affect him in carrying out the tasks he loads".

In Kamal et al's research in Ningsih et al (2021) argue that it should be tried so that the work environment must be good and conducive because a good and conducive work environment makes employees feel at home in the room and feel happy and excited to carry out their duties so that employee performance also increases.

D. Motivation

The success of organisational management is largely determined by HRM activities. It is very important to realise that there are techniques to be able to maintain employee achievement and job satisfaction. One of them is to "provide encouragement (motivation) to subordinates", so that they can carry out tasks according to job descriptions and directions.

According to Hasibuan in Rizky Nur Adha et al, (2019) states that motivation is the provision of motion power that creates a person’s work enthusiasm so that they are able to work together, work effectively, and integrate with all their efforts to achieve satisfaction. Motivation is the main thing that makes the impetus for someone to work.

Theoretically, motivation is formed because humans have categories of basic needs such as physiological needs, security, social, ego, and self-realisation. These needs form a hierarchy and each will be active if the lower needs have been met. Physiological needs are basic needs such as the need for food, drink, shelter and the like. Security needs are needs that arise after basic needs have been met, such as the need for security. Social needs include giving and receiving affection and friendship. Ego needs include needs related to self-respect and one’s reputation.

E. Employee Performance

Performance is something that is important for organisations, especially the performance of employees who can bring agencies/organisations to achieve the expected goals. Good or bad employee performance can affect the good or bad performance of the agency. Therefore, human resource management must maintain, supervise and assess every employee in an organisation. The success of a company’s activities is largely determined by the performance of its employees, the better the level of employee performance owned by the company, the better the company's performance.

Some understanding of performance according to several experts as follows:

According to Mangkunegara in Risky Nur Adha et al, (2019) Employee 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."
According to Sedamaryanti (2019) says that employee performance is something that people actually do and can be observed, the factors that influence the high and low performance of employee performance are of course determined by factors that influence either directly or indirectly. Meanwhile, according to Muhlis Ruslan (2020), employee performance is a collection of a series of work results according to quality, quantity, efficiency, and work effectiveness in achieving organisational goals.

BAB III. RESEARCH METHODS

Type of quantitative research. The population in this study were all State Civil Apparatus (ASN) employees who worked at the Makassar City Environmental Service, totalling 154 respondents. Types and Sources of Primary Data and Secondary data sources Data Collection Techniques
Observation / Observation, Questionnaire, Literature Study

BAB IV. DISCUSSION

Discipline has a positive and significant effect on employee performance

Makassar City Environmental Service

The results of the study conducted obtained the result that discipline has no effect on employee performance. This deviates from the theory that has been believed that discipline will encourage an employee to carry out the duties and responsibilities given by his leadership. The results of this study are in line with the results of research conducted by Irawan (2021), Muna and Isonawati (2022), and Felisa and Hendratmoko (2020) which in their findings state that there is no influence between work discipline on employee performance.

According to (Anggara 2020), when discipline has no effect on employee performance, several factors may be the cause such as inconsistent application of discipline: if disciplinary policies are not applied consistently and fairly throughout the organisation, employees may feel that the rules do not apply to everyone or that there is unfairness in treatment. Clarity of Rules and Expectations: if the rules and expectations related to discipline are not well explained to employees, they may not realise the consequences of breaking the rules or acting in ways that do not meet expectations. This lack of clarity can reduce the effectiveness of discipline. Lack of leader involvement, mismatch between disciplinary action and wrongdoing, lack of clarity in the performance evaluation process, lack of employee support and development, organisational culture that does not support positive discipline, to improve the effectiveness of discipline and ensure its impact on employee performance, it is important to have clear policies, fair procedures, leader support, and an organisational culture that supports growth and development. Open and transparent communication is also very important so that employees understand the consequences of their actions and feel fairly treated.

The results of this study are similar to the results obtained in research (Doni Irawan, 2021) (Nailul & Sri, 2022).

The work environment has a positive and significant effect on employee performance at the Makassar City Environmental Service Office.

From the results of the research conducted, it shows that partially the work environment does not have a significant effect on employee performance because agencies only focus on employee abilities without considering that the work environment is also important to improve performance.

A good work environment should contribute positively to employee performance because the increase and decrease in performance is influenced by the work environment. However, the work environment does not have the expected effect on employee performance.

According to (Nurjannah, 2020) several factors may be the cause: Organisational culture mismatch, lack of support and recognition, lack of clarity in expectations and roles, unfairness or discrimination, lack of facilities and support facilities, lack of development opportunities, poor communication. If the work environment is not having a positive influence on employee performance, it is important to analyse the causes in depth and take steps to
improve conditions. This may involve improving organisational culture, enhancing communication, increasing support and recognition, and providing adequate facilities and resources.

**Work motivation affects the performance of employees of the Makassar City Environmental Service Office**

Work motivation has a significant influence on employee performance. Someone who has motivation at work then tries to be able to fulfill what is his need so as to produce maximum performance. Likewise, if his needs have been met, there is a high sense of motivation so that his needs can continue to be met and which in the end will again produce maximum performance.

Here are some ways in which work motivation can affect employee performance:

1. **Increased Productivity**: Motivated employees tend to be more productive. High motivation can encourage them to work more efficiently and effectively, increasing their work output.
2. **Higher Quality of Work**: Motivated employees usually have higher quality standards in their work. They tend to care about the end result and strive to deliver better performance.
3. **Initiative and Creativity**: High motivation can stimulate employees to take initiative and contribute in more creative ways. They may be more open to new ideas and look for innovative solutions.
4. **Increased Employee Retention**: Motivated employees have a higher tendency to stay with the company. They feel satisfied with their work and have the motivation to keep contributing.
5. **Better Team Performance**: Employee motivation can spill over into team dynamics. Motivated employees tend to collaborate better with their co-workers, which can improve overall team performance.
6. **Resistance to Pressure**: Motivated employees may be more resilient to pressure and challenges. They have intrinsic motivation to overcome obstacles and achieve their goals. Improved Attendance and Discipline: High motivation can contribute to good attendance and consistent work discipline. Motivated employees tend to be more committed to their work.
7. **Skill Development and Continuous Learning**: Motivated employees have a tendency to continuously develop their skills. They may be more receptive to training and seek opportunities to improve their abilities.
8. **Positive Influence on Company Culture**: High motivation can create a positive company culture. This can influence other employees and create a supportive and inspiring work environment.
9. **Improved Overall Organisational Performance**: The accumulated positive effects of employee motivation can lead to improved overall organisational performance. Motivated employees contribute to the success of the organisation.

Therefore, it is important for companies to understand the factors that motivate employees and create a work environment that supports the development of their intrinsic and extrinsic motivation.

Discipline has a positive and significant effect on employee motivation at the Makassar City Environmental Service Office.

There are several reasons why employee discipline does not always have a direct effect on employee motivation. Some factors that may influence the relationship between discipline and motivation include:

- **Lack of Linkage between Discipline and Personal Goals**: If employees do not see a connection between the rules or disciplinary actions and their personal or career goals, they may not feel motivated to comply.
- **Unsupportive Leadership Style**: If the leadership style in the workplace tends to be authoritarian or lacks support, this can make employees feel unmotivated as they feel they are being treated in an unfair manner.
- **Lack of Clarity in Rules or Sanctions**: If rules or sanctions are not clear and consistent, employees may feel frustrated and unmotivated to comply with them. Uncertainty can reduce the effectiveness of discipline.
- **Lack of Recognition and Positive Feedback**: If employees only receive negative feedback or sanctions, without any recognition or positive feedback for their contributions, this can be detrimental to their motivation.
- **No Support for Personal Development**: Employees who do not feel support for their personal skills and career development may lose motivation, even if they are subject to disciplinary rules.
- **Unmotivating Working Conditions**: Work environment factors such as inflexible policies, lack of development
opportunities, or lack of work-life balance can be detrimental to employee motivation, regardless of the level of discipline.

**Individual Characteristics:** Every individual is uniquely motivated. Some people may be less affected by rules or sanctions, while others may need a more personalised approach.

It is therefore important for organisations to take a holistic approach to employee management that does not just focus on discipline, but also looks at other factors that influence employee motivation and engagement. This approach includes recognising achievements, creating a supportive work environment, and building skills and careers.

**The work environment has a positive and significant effect on employee motivation at the Makassar City Environmental Service Office.**

A positive work environment can have a positive and significant impact on employee motivation. Here are some ways in which a positive work environment can boost employee motivation:

- **Providing Support and Recognition:** A positive work environment includes providing support and recognition to employees for their contributions and achievements. Rewards and positive feedback can increase a sense of self-worth and motivation.

- **Collaborative Work Culture:** A work atmosphere that encourages collaboration and co-operation can boost employee motivation. A strong and supportive team can provide additional impetus to achieve common goals.

- **Healthy Work-Life Balance:** A work environment that is mindful of employees' work-life balance can help maintain energy levels and motivation. Employees who feel valued for their personal lives tend to be more motivated at work.

- **Career Development Opportunities:** Providing career development, training and continuing education opportunities can stimulate motivation. Employees who feel there are opportunities for growth and development in their careers are more likely to be motivated.

- **Employee Empowerment:** A work environment that empowers employees by giving them responsibility and autonomy in their work can increase motivation. A sense of control over their tasks can increase engagement and motivation.

- **Open and Transparent Communication:** Open and transparent communication can create a sense of trust between employees and management. Employees who feel heard and involved in organisational decisions tend to be more motivated.

- **Comfortable Facilities and Physical Environment:** A comfortable work environment and adequate facilities can create a favourable atmosphere for motivation. Employees tend to be more motivated if they work in a clean, safe, and comfortable environment.

- **Supportive Leadership Approach:** A leadership style that supports, inspires, and shows trust in employees can increase motivation. Employees respond positively to leaders who motivate.

- **Organisational Values and Fairness:** A work environment that reflects organisational values and demonstrates fairness in policies and procedures can increase employee motivation. Employees feel motivated when they feel involved in an organisation that has shared goals and values.

- **Flexibility in Work:** A work environment that provides flexibility in ways of working, such as flexible working hours or remote working options, can increase employee satisfaction and motivation.

By creating a supportive and positive work environment, companies can increase employee motivation, which in turn can contribute to organisational performance and success.

**Discipline has a positive and significant effect on performance mediated by work motivation of employees of the Makassar City Environmental Service Office.**

There is a concept in human resource management that states that discipline has a positive and significant effect on performance, and employee work motivation can act as a mediator or intermediary in the relationship. In this context, discipline is considered an external factor that affects performance, while work motivation acts as an internal mechanism that responds to the external factor.
Here are the ways in which discipline can affect employee performance through the mediation of work motivation:

**Setting Expectations and Standards:** Discipline helps set expectations and standards of behaviour in the workplace. Through clear rules and procedures, employees can understand what is expected of them. Work motivation comes when employees have a clear understanding of goals and expectations.

**Positive and Negative Consequences:** Discipline involves giving positive or negative consequences in response to employee behaviour. If rules are followed well, there can be praise or recognition. If rules are broken, there can be sanctions. Motivation can arise in response to the expectation of getting positive consequences or avoiding negative consequences.

**Development of Responsibility and Accountability:** Discipline can help develop employees' responsibility and accountability for their work. Through performance measurement and appraisal, employees may feel more responsible for the results of their work, which can increase motivation to achieve higher levels of performance.

**Understanding of Direct Consequences to Performance:** Employees who understand that their level of discipline is directly linked to their performance and achievement of goals may be more motivated to comply with rules and procedures.

**Focus on Achieving Organisational Goals:** Discipline can help direct employees' attention to the achievement of organisational goals. Employees who are motivated to achieve organisational goals may be more likely to comply with rules and procedures that support such achievement.

**Establish a Productive Work Culture:** By applying discipline consistently, organisations can establish a productive work culture. A positive and efficient work culture can stimulate employee motivation to make greater contributions to organisational success.

It is important to note that the effect of discipline on employee performance may vary depending on how it is implemented. Discipline that is fair and consistent, and accompanied by support and constructive feedback, is likely to have a positive impact on employee motivation and performance.

The work environment has a positive and significant effect on performance mediated by work motivation of employees of the Makassar City Environmental Service Office.

A positive work environment can have a positive and significant influence on employee performance, and work motivation often acts as a mediator in the relationship. Here are some ways in which a positive work environment can influence employee performance through the mediation of work motivation:

**Sense of Engagement and Satisfaction:** A positive work environment creates a sense of engagement and satisfaction among employees. Employees who feel engaged and satisfied tend to be more motivated to make greater contributions to their work.

**Good Working Relationships:** A positive work atmosphere promotes good employee relations. Positive relationships can increase work motivation as employees feel supported and comfortable in their work environment.

**Recognition and Appreciation:** A positive work environment often features recognition and appreciation of employee contributions. This recognition can increase work motivation as employees feel valued and cared for.

**Positive Company Culture:** A positive company culture, which reflects values that support employee well-being, can increase motivation. Employees feel motivated to perform better when they feel they are in a supportive environment.

**Healthy Work-Life Balance:** A work environment that supports work-life balance can increase motivation. Employees who feel they have flexibility in their personal lives tend to be more satisfied and motivated.

**Career Development and Learning Opportunities:** Providing opportunities for career development and learning can stimulate motivation. Employees who see opportunities for personal and professional growth are more likely to be motivated to improve their performance.

**Encouraging and Empowering Leaders:** Leaders who encourage, support and empower employees tend to create a positive work environment. A positive relationship between leaders and subordinates can be a strong driver of work motivation.

Comfortable Facilities and Physical Environment: A comfortable, clean, and well-equipped work environment can increase comfort and motivation. Employees feel more motivated to work in an environment that supports their well-being.
Open Approach to Communication: Open and transparent communication creates an environment where employees feel valued and can contribute with their ideas. This can increase motivation as employees feel involved in the decision-making process.

Support for Creativity and Innovation: A positive work environment can provide support for creativity and innovation. Employees who feel allowed to be creative tend to be more motivated to contribute with new ideas and innovative solutions.

By creating and maintaining a positive work environment, companies can increase employee motivation, which in turn can have a positive impact on overall organisational performance and productivity.

CHAPTER V CONCLUSION

1. Work discipline has no significant and negative effect on the performance of employees of the Makassar City Environmental Service of 0.223 with a t-count value of 1.823 (≤ 2.01) and a significance value (p-values) of 0.069 (≥ 0.05). Thus, the first hypothesis (H1) in this study is rejected.

2. The work environment has a positive and insignificant effect on the performance of employees of the Makassar City Environmental Service of 0.119 with a t-count value of 2.155 (≤ 2.01) and a significance value (p-values) of 0.742 (≥ 0.05). Thus, the second hypothesis (H2) in this study is rejected.

3. Work Motivation has a positive and significant effect on employee performance, this indicates that the higher the work motivation, the higher the employee performance based on the partial hypothesis test results which show 0.527 with a t-value of 3.765 (> 2.01) with a significant level of 0.000 (< 0.05). Thus, the third hypothesis (H3) in this study is accepted.

4. Discipline does not have a significant and negative influence on employee motivation of the Makassar City Environmental Service of 0.004 with a t-count value of 0.330 (≤ 2.01) and a significance value (p-values) of 0.741 (≥ 0.05). Thus, the fourth hypothesis (H4) in this study is rejected.

5. Work Environment has a positive and significant effect on employee motivation of the Makassar City Environmental Service of 0.488 with a t-count value of 4.167 (>2.01) and a significance value (p-values) of 0.008 (<0.05). Thus, the fifth hypothesis (H5) in this study is accepted.

6. Discipline has a positive and significant effect on employee performance through employee motivation of the Makassar City Environmental Service of 0.700 with a t-count value of 11.875 (<2.01) and a significance value (p-values) of 0.000 (<0.005). Thus, the sixth hypothesis in this study is accepted.

7. The work environment has a positive and significant effect on employee performance through motivation of 0.227 with a t-count value of 3.112 (>2.01) and a significant value (p-values) of 0.002 (<0.005). Thus, the seventh hypothesis (H7) in this study is accepted.

LITERATURE


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