



# Effect of Work Discipline and Work Environment on Employee Performance with Work Motivation as an Intervening Variable in Department of Tourism, Youth and Sport of Padang District

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## ABSTRACT

This study aims to determine whether there is an influence of work discipline, work environment on employee performance with work motivation as an intervening variable. The sample selection was done by purposive sampling with a total sample of 65 employees of the Padang Pariaman District Tourism, Youth and Sports Agency. The variables in this study consisted of work discipline variables and work environment as independent variables and employee performance as the dependent variable and work motivation as intervening variables. The data analysis technique used in this study is path analysis. Testing the first hypothesis shows the results that work discipline does not have a significant effect on employee work motivation. Second hypothesis indicate that the work environment has a significant influence on employee motivation. Third hypothesis indicate that work discipline does not influence employee performance significantly. Fourth hypothesis indicate that the work environment has a significant influence on employee performance. Fifth hypothesis indicate that work motivation has a significant influence on employee performance. Sixth hypothesis indicate indirectly work discipline through work motivation has a significant influence on employee performance. And the results of the last hypothesis show that indirectly the work environment through work motivation has a significant influence on the performance of employees at the Tourism and Youth Tourism Office of Padang Pariaman Regency.

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

## INTRODUCTION

Human resources are central factors in an agency both government agencies and private agencies. In the current era of globalization, it is very necessary to have quality human resources because the progress of the departure of an agency is highly dependent on the quality of human resources or its employees. The better the quality of employees of an agency, the higher and better the value of the agency. Employees are valuable assets that need to be considered and nurtured properly so that agencies must pay attention to every detail of programs related to the development of human resources in order to produce employees who have high abilities and extensive knowledge, and efforts to manage organizations optimally coupled with the environment good organization, the management activities will run very well.

Performance problems are an important factor in the Department of Tourism, Youth and Sports in Padang Pariaman Regency because they influence the success of regional autonomy management in the field of service assignment services that are in accordance with the vision and mission that has been set. As stated in Law No. 32 of 2004 it is known that with regional autonomy, the regional government has obtained the authority of regional management for the

interests of the region and its people, so that consequently the regional government must be able to meet the interests of the community, through better development and public services.

One of the objectives of regional autonomy is in order to improve the effectiveness and efficiency of government administration in the regions, especially in terms of implementing development and service to the community in order to improve the quality of services and welfare of the community. The success of regional autonomy can be achieved by improving the performance of employees. Employees who have high performance will make a huge contribution to the organization / company. The low level of ability and skills of employees will adversely affect the productivity and performance of employees themselves and have an impact on the survival of the company / agency.

Performance appraisal in a government agency today must use the Employee Work Standards (SKP) regulated in Government Regulation Number 46 of 2011 where each civil servant must prepare a work plan and work targets to be achieved for one year. This assessment is a performance management series process that starts from the preparation of work performance planning in the form of Employee Work Objectives (SKP), benchmarking covering aspects of the quantity, quality, time and cost of each job assignment activity. The SKP assessment is carried out by comparing the realization of work with the set target. In the assessment, an analysis of the obstacles to the implementation of the work is done to get feedback and formulate recommendations for improvements and determine the results of the assessment. Every assessment of ASN work that is open, is expected to increase motivation and work productivity and create an interaction relationship between appraisal officials and ASN that is assessed in terms of the objectivity of the assessment and to get job satisfaction for each ASN.

In the Regent Regulations of Padang Pariaman Number 62 of 2016 concerning Position, Organizational Structure, Tasks and Functions as well as Work Procedures of DISPARPORA in Padang Pariaman Regency there is a subdivision and composition of the organization. In each position an assessment of employee performance is required which is seen from his work performance. Many things that affect the performance of employees in an agency include the ability of work, work environment, workload and work discipline of employees and work motivation in carrying out their activities while in an agency, especially the Office of Tourism, Youth and Sports, Padang Pariaman Regency.

For this reason, the mission runs in accordance with the plan effectively and efficiently. It requires very good work discipline from each employee to attend or carry out the tasks given and in the timely reporting of Employee Work Standards (SKP). Work discipline for employees is very important, because work discipline is a business, actions and activities carried out by the leader to improve employee performance better. If the leader applies strict disciplinary rules to all employees, then all activities carried out can be completed quickly and can get good results and employees can work in accordance with established regulations.

According to Regent Regulation Number 80 of 2016 concerning Work Discipline and Civil Servants Working Hours in the Padang Pariaman Regency Environment and Regent Regulation Number 19 of 2017 concerning Additional Employee Income, we submit the following matters:

1. Based on checks on the ground it was found that there was an ASN in the Padang Pariaman District Government Environment which did not carry out its obligations during working hours was very lacking.
2. For this, you are instructed to carry out working hours discipline based on applicable staffing regulations.

3. Instruct you to give a warning to the entire ASN who did not attend the morning rally and give a warning to all disciplines in accordance with Regent Regulation Number 80 of 2016 and send copies to the Regent of Padang Pariaman through BKPSDM.
4. If you do not heed this warning, then you are welcome along with the Officer in your work environment to submit an SELF-RETURNING LETTER FROM THE POSITION.

According to (Dhermawan, Sudibya, & Utama, 2012) the work environment is everything that exists around the workers and that can affect him in carrying out the tasks that are charged. Work environment factors can be in the form of physical conditions of the office which include lighting, air temperature, etc. which can improve the conducive atmosphere and work spirit and influence employee performance. The work environment includes clear job descriptions, adequate authority, challenging work targets, communication patterns, harmonious work relations, dynamic work climate, career opportunities, and adequate work facilities. An unsatisfactory work environment can reduce morale and ultimately reduce employee work productivity (Dhermawan et al., 2012).

In addition to the above factors, work motivation also affects employee performance. Motivation in general is an action to influence other people to behave regularly. The low motivation given by the leadership to subordinates certainly affects the performance of employees in carrying out the tasks that have been given by the leadership.

Research conducted by Jaenudin & Chairunisa (2015) which resulted that of the four factors that influence the performance of civil servants in the regional secretariat of Bulungan Regency showed that the ability of HR and work discipline had an effect on employee performance, but the most dominant work discipline variables had an effect on performance employee. (Dhermawan et al., 2012) shows the results that the work environment has a significant effect on employee performance in the Office of Public Works in the Province of Bali. (Muhammad, Adolfina, & Lumintang, 2016) show that the work environment and workload have a significant effect on employee performance in the Madano City Revenue Service. (Sudirman & Dallyodi, 2013) showed that work ability and work discipline had a significant effect on the performance of employees of the Belitung Regency Inspectorate.

The following is a list of nominative data on the work performance assessment of civil servants at the Padang Pariaman District Tourism and Sports Office, assessment in 2017.

**Table 1**  
**Nominative Data on Job Performance Assessment**

No	Department	Work Unit	Value SKP	Behavior	
				Discipline	Cooperation
1	Head of Departmen	Disparpora	89,78	93	91
2	Secretary	Disparpora	84,92	90	89
3	Head of Tourism Destination	Disparpora	84,05	80	80
4	Head of Sport	Disparpora	87,03	85	85
5	Head of Promotion and Creative Economy	Disparpora	86,33	82	83
6	Sub-Division General Staffing	Disparpora	87,67	85	80
7	Sub-Division Planning	Disparpora	86,86	81	77
8	Sub-Division Finance and Verification	Disparpora	86,93	81	80
9	Section Chief Assessment and Development of Tourism	Disparpora	88,07	87	90
10	Section Chief HRD	Disparpora	87,87	87	90
11	Section Chief Tourism Promotion	Disparpora	85,94	87	90
12	Section Chief Development and Attraction of Tourism	Disparpora			
13	Section Chief Data and Information Services	Disparpora	84,55	85	85
14	Section Chief Creative Economy	Disparpora	85,39	81	80
15	Section Chief Youth Empowerment	Disparpora	87,82	87	88
16	Section Chief Youth Development	Disparpora	88,30	88	88
17	Section Chief Youth Meaning and Infrastructure	Disparpora	86,98	88	88
18	Section Chief Cultural Sciences	Disparpora	84,91	83	83
19	Section Chief Practical Sports Preparation	Disparpora	83,75	85	85
20	Section Chief Sports Means And Infrastructure	Disparpora	84,94	80	78
21	UPT	Disparpora			
22	UPT	Disparpora			
23	STAF	Disparpora	85,58	81	79
24	STAF	Disparpora	84,74	81	77
25	STAF	Disparpora	86,24	80	76
26	STAF	Disparpora			
27	STAF	Disparpora			
28	STAF	Disparpora	80,54	80	78
29	STAF	Disparpora	82,52	78	76

**Source : data SKP 2017 Diaspora Kabupaten Padang Pariaman**

From the data on the performance appraisal above, for the value of job performance it consists of several assessment items including the assessment of discipline, cooperation seen in terms of its working environment. Then it can be known based on Perda No 20 of 2012 concerning Employee Performance and Discipline, the scope of regulation of employee performance and discipline includes employee positions, performance targets, work standards, performance appraisals, promotions, career patterns, additional income, education and training, obligations and prohibitions, disciplinary punishment and administrative efforts. If based on these categories, the work performance of Civil Servants must reach 91% and above, while the data obtained shows that of the 29 employees of the state civil apparatus, it was shown that the value of employee discipline and employee collaboration was still under 91%.

## LITERATURE REVIEW

### Employee Performance

In general, performance (performance) is defined as the level of success of a person in carrying out his work. According to (Kiswanto, 2010) the level of the extent to which a person's success in completing work assignments is referred to as "level of performance". (Kiswanto, 2010) states that the "successful role achievement" obtained by someone will come from his actions. From this definition it can be stated that employee performance is a form of success for a

person to achieve certain roles or targets derived from his own actions. Employee performance is said to be good if the work of the individual can exceed the role or predetermined target.

### **Work Motivation**

Motivation is a factor that encourages a person to do a certain activity, therefore motivation is often interpreted as a driving factor for one's behavior. Every activity carried out by someone must have a factor that drives an activity. Therefore, the driving factor of someone to do a certain activity in general is the need and want something, then he is motivated to do certain activities to get what he needs. A person's needs and desires are different from the needs and desires of others. The needs and desires of different people occur because of the mental processes that have taken place in someone (Susanty & Baskoro, 2013).

### **Work discipline**

According to (Susanty & Baskoro, 2013) work discipline is a person's behavior in accordance with existing work procedure regulations. Work discipline is a tool used by managers to communicate with employees so that they are willing to change a behavior and as an effort to increase one's awareness and willingness to comply with all applicable company regulations and social norms. (Susanty & Baskoro, 2013) argue that discipline is the awareness and willingness of someone to comply with all applicable company regulations and social norms.

### **Work environment**

The work environment is something that is around workers and that influences them in carrying out tasks that are charged (Nitisemito, 1992). The company should be able to reflect the conditions that support cooperation between supervisors, subordinates and those with the same position status in the company. Conditions that should be created are a family atmosphere, good communication and self-control. The work environment can be interpreted as influencing forces, both directly and indirectly towards the performance of an organization or company (Terry, 2006).

Schultz & Schultz (2006) defines the work environment as a condition that is related to the characteristics of the workplace to the behavior and attitudes of employees where it relates to the occurrence of psychological changes because of things experienced in the work or in certain circumstances that must continue shown by organizations that include work boredom, monotonous work and fatigue. While Sedarmayanti (2009) gives the opinion that the work environment is as a whole tool equipment and materials faced, the surrounding environment in which a person works, the method of work, and work arrangements both as individuals and as a group.

Based on several definitions according to the experts mentioned above, it can be concluded that the work environment is anything that is around the workplace of employees, both physical and non-physical that can support the performance of an employee in carrying out tasks that are charged to her. A clean, comfortable and conducive workspace is expected to support the performance of an employee. In addition to the physical work environment, the non-physical work environment in the form of social relations with colleagues and superiors also has an influence on employee performance in the company.

## **RESEARCH METHODOLOGY**

This type of research is quantitative which explains the causal relationship between research variables through hypothesis testing (Sugiyono, 2015) using path analysis. The object of research in this study is the Department of Tourism, Youth and Sports of Padang Pariaman

Regency, located in the District of Parit Malintang, District 2 x 11 Enam Lingkung. Types of data, primary data and secondary data.

The population in this study included the State Civil Apparatus (ASN) and honorary employees or the Tourism, Youth and Sports Service contract of Padang Pariaman Regency, amounting to 65 people (source: organizational structure of the Padang Pariaman Tourism, Youth and Sports Agency). With sampling techniques carried out by non probability sampling.

### Conceptual Framework

Based on the background of the problem and the formulation of the problem in the previous chapter, the researcher can make the conceptual framework as follows:

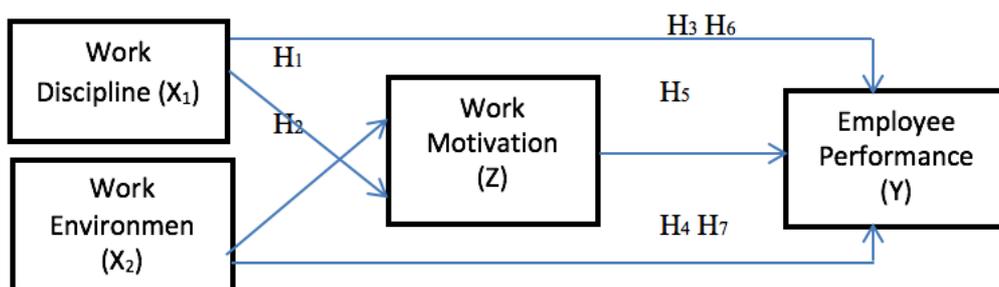


Figure 1. Conceptual Framework

### Hypothesis

Based on the conceptual framework above, the hypothesis can be drawn as follows:

H<sub>1</sub> = Allegedly work discipline has a positive and significant effect on work motivation

H<sub>2</sub> = Allegedly the work environment has a positive and significant effect on work motivation

H<sub>3</sub> = Allegedly work discipline has a positive and significant effect on employee performance

H<sub>4</sub> = Allegedly the work environment has a positive and significant effect on employee performance

H<sub>5</sub> = Alleged work motivation has a positive and significant effect on employee performance

H<sub>6</sub> = Allegedly work discipline has a positive and significant effect on employee performance and work motivation as an intervening variable

H<sub>7</sub> = Allegedly the work environment has a positive and significant effect on employee performance and work motivation as an intervening variable.

## RESULTS AND DISCUSSION

### Overview of Respondents

The characteristics of the respondents studied in this study consisted of the age, sex, position and education of each state civil servant (ASN) and honorary or contracted employees at the Tourism, Youth and Sports Service of Padang Pariaman Regency.

**Table 2**  
**Overview of Respondents**

Criteria	Description	Total	Percentase (%)
Age	< 25 tahun	17	26,1
	26 - 35 tahun	20	30,8
	36 - 45 tahun	5	7,7
	> 46 tahun	23	35,4
		65	100
Gender	Laki-laki	35	53,8
	Perempuan	30	46,2
		65	100
Departmen	Head of Departmen	1	1,5
	Head	4	6,2
	Section Chief	12	18,5
	Sub-Division	3	4,6
	Excecutor	3	4,6
	Secretary Staf	1	1,5
		41	63,1
		65	100
Education	High Schoool	19	29,2
	Diploma	4	6,2
	S1	38	58,4
	S2	4	6,2
		65	100

Source : primary data processed,2018

From the table data above, it can be seen a general description of the characteristics of respondents from 65 respondents. There were 23 people (35.4%) aged over 46 years, 35 people (53.8%) male sex, almost all (63.1%) ) 35 respondents have positions as staff and most (58.4%) 38 respondents have Bachelor degrees.

## Path Analysis

### *Path Coefficient Model I*

Multiple linear regression analysis was used in this study with the aim to determine whether there is an influence of independent variables on the dependent variable. The statistical calculation in multiple linear regression analysis used in this study is to use the IBM SPSS computer program ver. 21.0. The summary of the results of data processing using the SPSS program are as follows:

**Table 3**  
**Value R Square Z (Work Motivation)**  
**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,531 <sup>a</sup>	,282	,259	2,936

a. Predictors: (Constant), Environment, Discipline

While the value of R<sup>2</sup> (R Square) found in the Model Summary table is 0.282, which means that the contribution of variables X<sub>1</sub> and X<sub>2</sub> to Z is 28.2% and the remaining 71.8% is the contribution of other variables not included in research.

**Table 4**  
**Regression Effect of Work Discipline and Work Environment on Work Motivation**  
**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	17,509	3,560		4,918	,000
DISIPLIN KERJA	,023	,069	,037	,334	,740
LINGKUNGAN KERJA	,418	,089	,520	4,686	,000

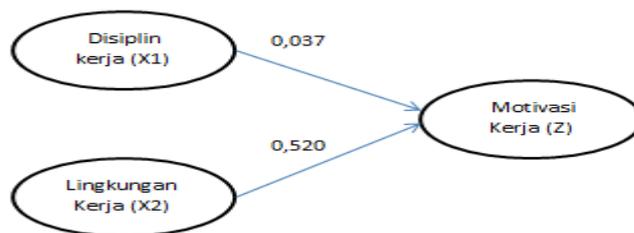
a. Dependent Variable: Motivation

Based on

From the table above, it was found that the significance value of the work discipline variable ( $X_1$ ) = 0.740 < 0.05, this means that work discipline ( $X_1$ ) did not significantly influence work motivation ( $Z$ ). While the work environment variable ( $X_2$ ) = 0,000 > 0.05 which means the work environment ( $X_2$ ) has a significant effect on work motivation ( $Z$ ). Based on the results above, the structural equation is obtained:

$$Z = 0,037.X_1 + 0,520.X_2$$

From the processing of the data above, it can be obtained Model I Path Diagram, as follows:



**Figure 2. Model I – Path Analysis**

**Path Coefficient Model II**

Multiple linear regression analysis is still used in the next study to obtain the two model path coefficients, with the aim of knowing whether there are influences of independent variables (work discipline and work environment) and intervening variables (work motivation) on the dependent variable (employee performance). Can be seen at tabel below:

**Table 5**  
**Value R Square Y (Employee Performance)**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,726 <sup>a</sup>	,527	,504	3,383

a. Predictors: (Constant), Motivation, Environment

And for the value of  $R^2$  (R Square) found in the Model Summary table is 0.527 which gives the meaning that the contribution of variables  $X_1$ ,  $X_2$  and  $Z$  to  $Y$  is equal to 52.7% and the remaining 47.3% is the contribution of other variables not included in the study.

**Tabel 6**  
**Regression Effect of Competence, Workload, Motivation on Performance**  
**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	5,597	4,838		1,157	,252
Discipline	,018	,079	,021	,232	,818
Environment	,363	,119	,321	3,037	,004
Motivation	,702	,146	,498	4,795	,000

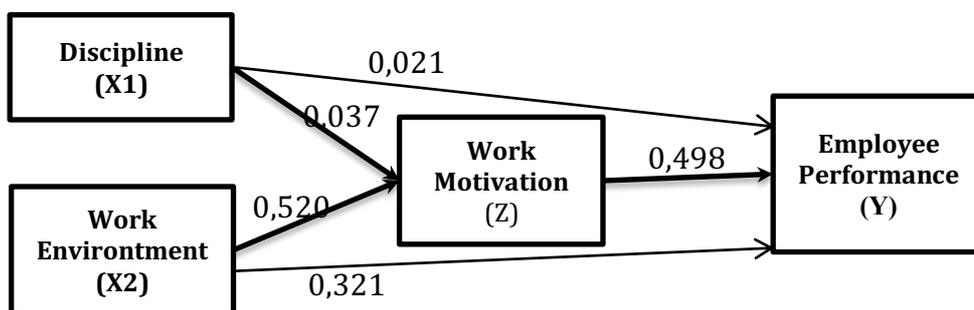
a. Dependent Variable: Employee Performance

Based on the table above, it was obtained that the significance value of the three variables, namely work discipline ( $X_1$ ) = 0.818 > 0.05. This means that work discipline ( $X_1$ ) does not significantly influence employee performance (Y). While the work environment variable ( $X_2$ ) = 0.004 < 0.05 which means the work environment ( $X_2$ ) has a significant effect on employee performance (Y). And for work motivation variable ( $Z$ ) = 0,000 < 0,05 which means that it has a significant effect on employee performance (Y).

Based on the results above, the structural equation is obtained:

$$Y = 0,021.X_1 + 0,321.X_2 + 0,498.Z$$

From the processing of the data above, Path Chart Model II can be obtained, as follows:



**Gambar 3 Model II - Path Analysis**

## Hyphothesis Testing

### Test F

In this study, the f test is used to test whether each independent variable has a significant effect on the dependent variable together with a significant level of  $\alpha = 0.05$ , so the two f equations can be known as follows:

**Table 7**  
**Result Test f**

	F	Sig
Persamaan 1	12,157	0,000
Persamaan 2	22,699	0,000

**Source : Results of Primary Data Processing, 2018 (processed)**

From the table above, it can be seen that the value of f count for the first equation, namely the effect of work discipline variables and work environment on work motivation is 12.157 with a significant 0.000, it can be concluded that the significant level of the first equation is greater

than 0.05, 0.000. This shows that together in the first equation, the effect of work discipline variables and work environment on work motivation has an influence and is significant. Whereas for the second equation, namely the influence of work discipline, work environment and work motivation on employee performance with a calculated  $f$  value of 22.699 with a significant 0,000, it can be concluded that together work discipline, work environment and work motivation have an influence and significant effect on employee performance.

### **Test t**

The t test is used to determine whether there is influence between independent variables with variable bound and variable interference. Then based on the results of processing data obtained the following test results:

**Table 8**  
**Test t**

	<b>T</b>	<b>Sig</b>
Persamaan 1	0,334	0,740
	4,686	0,000
Persamaan 2	0,232	0,818
	3,037	0,004
	4,795	0,000

**Source : Results of Primary Data Processing, 2018 (processed)**

The t-test results performed for each regression equation are known to be seen in the table above, which shows the following results:

1. Testing in the first equation the effect of work discipline on work motivation can be seen the value of  $t$  arithmetic 0.334 with a significant level of 0.740 which is greater than 0.05. This shows that there is a positive and insignificant influence between work discipline on work motivation.
2. Testing in the first equation the effect of the work environment on work motivation can be seen the value of  $t$  arithmetic 4.686 with a significant level of 0.000 which is smaller than 0.05. This shows that there is a positive and significant influence between the work environment and work motivation.
3. Testing on the second equation of the influence of work discipline on employee performance can be seen the value of  $t$  arithmetic 0.232 with a significant level of 0.818 which is greater than 0.05. This shows that there is a positive and insignificant influence between work discipline on employee performance.
4. Tests on the second equation of the influence of the work environment on employee performance can be seen the value of  $t$  count 3.037 with a significant level of 0.004 which is smaller than 0.05. This shows that there is a positive and significant influence between the work environment on employee performance.
5. Tests on the second equation of the effect of work motivation on employee performance can be seen the value of  $t$  arithmetic 4.795 with a significant level of 0,000 which is smaller than 0.05. This shows that there is a positive and significant influence between work motivation on employee performance.

### **Determination Coefficient Test ( $R^2$ )**

In multiple linear tests, the coefficient of determination is used to determine the percentage contribution of the simultaneous influence of independent variables on the dependent variable for which figures are used in the summary model table. How to determine the Determination Coefficient by looking at column  $R^2$ , the result of analysis of SPSS data.  $R^2$  test or determination test is an important measure in regression, because it can inform whether or not the estimated regression model, or in other words, it can measure how closely the

regression line is estimated by the actual data. The coefficient of determination ( $R^2$ ) reflects how much variation of the dependent variable Y can be explained by the independent variable X. Adjusted R square is R square that has been adjusted This value is always smaller than R square of this number can have a negative price, that for regression with more than two independent variables used adjusted R2 as the coefficient of determination. The results of testing the coefficient of determination for the effect of additional variables on employee income and work environment on work motivation can be seen in table 4.29 below:

**Table 9**  
**The Coefficient of Determination of Equation I**  
**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,531 <sup>a</sup>	,282	,259	2,936

a. Predictors: (Constant), WORK ENVIRONMENT, WORK DISCIPLINE

**Source : Results of Primary Data Processing, 2018 (processed)**

Based on table 4.29 above, it can be seen that the Adjusted R Square value is 0.259, which means that the work discipline variables and work environment towards work motivation have an effect of 25.9% while the remaining 74.1% is influenced by other variables not examined. As for the influence of work motivation variables, leadership style and work discipline on employee performance can be seen in table 4.30 below:

**Table 10**  
**Coefficient of Determination of Equation II**  
**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,726 <sup>a</sup>	,527	,504	3,383

a. Predictors: (Constant), WORK ENVIRONMENT, WORK DISCIPLINE

**Source : Results of Primary Data Processing, 2018 (processed)**

Based on table 4.30 above, it can be seen that the Adjusted R Square value is 0.504, which means that work discipline, work environment and work motivation variables on employee performance have an influence of 50.4% while the remaining 49.6% is influenced by other variables not examined.

#### 4.4 DISCUSSION

From the two path analysis models, the authors obtained the analysis of the hypothesis results for this study, namely:

1. Analysis of the influence of work discipline (X1) on work motivation (Z); From the analysis of the variables above, the value of the work discipline variable (X1) = 0.740 > 0.05 is obtained. This means that work discipline (X1) has no significant effect on Work Motivation (Z).
2. Analysis of the influence of the work environment (X2) on work motivation (Z). From the analysis of the above variables that the value of the work environment variable (X2) = 0,000 < 0.05. This means that the work environment (X2) has a significant effect on motivation (Z)
3. Analysis of the effect of work discipline variables (X1) on employee performance (Y). From the analysis of the variables above, the values obtained for the motivation variable (Y) = 0.818 > 0.05. This means that work discipline (X1) does not have a significant effect on employee performance (Y).

4. Analysis of the influence of the work environment (X2) on employee performance (Y). From the analysis of the above variables that the value of the work environment variable (X2) = 0.004 < 0.05. This means that the work environment (X2) has a significant effect on employee performance (Y).
5. Analysis of the effect of work motivation variables (Z) on employee performance (Y). From the analysis of the variables above, the value of work motivation variable (Z) = 0,000 < 0,05 is obtained. This means that work motivation (Z) has a significant effect on employee performance (Y).
6. Analysis of the influence of work discipline (X1) through work motivation (Z) on employee performance (Y).  
From the analysis of the variables above, the direct influence given by the work discipline variable (X1) on employee performance (Y) is 0.021. While the indirect effect given X1 through Z to Y is the multiplication between the value of beta X1 to Z with the value of beta Z to Y that is =  $0.037 \times 0.498 = 0.018$ . Then the total influence given by work discipline (X1) on employee performance (Y) is =  $0.021 + 0.018 = 0.039$ . Based on the results of this calculation, it is known that the direct effect value is 0.021 and the indirect effect value is 0.039, which means that the value of indirect influence is greater than the value of direct influence. These results indicate that indirectly work discipline (X1) through work motivation (Z) has a significant influence on employee performance (Y).
7. Analysis of the influence of the work environment (X2) through work motivation (Z) on employee performance (Y).  
From the analysis of the variables above, the direct effect given by the work environment variable (X2) on employee performance (Y) is -0,321. While the indirect effect of X2 through Z on Y is the multiplication of the value of beta X2 to Z with the value of beta Z to Y, which is =  $0.520 \times 0.498 = 0.259$ . Then the total effect given by the work environment (X2) on employee performance (Y) is =  $0.321 + 0.259 = 0.580$ . Based on the results of this calculation, it is known that the direct effect value is 0.321 and the indirect effect value is 0.580, which means that the value of indirect influence is greater than the value of direct influence. These results indicate that indirectly the work environment (X2) through work motivation (Z) has a significant effect on employee performance (Y).

## CONCLUSIONS AND SUGGESTIONS

### Conclusions

1. Work discipline does not have a significant effect on the work motivation of employees of the Tourism, Youth and Sports Office of Padang Pariaman Regency.
2. The work environment has a significant effect on the work motivation of the staff of the Tourism, Youth and Sports Office of Padang Pariaman Regency.
3. Work discipline does not have a significant effect on the performance of employees of the Department of Tourism, Youth and Sports in Padang Pariaman Regency.
4. The work environment has a significant effect on the performance of employees of the Tourism, Youth and Sports Office of Padang Pariaman Regency.
5. Work motivation has a significant effect on the performance of employees of the Tourism, Youth and Sports Office of Padang Pariaman Regency.
6. Indirectly work discipline through work motivation has a significant influence on the performance of employees of the Department of Tourism, Youth and Sports in Padang Pariaman Regency.
7. Indirectly the work environment through work motivation has a significant influence on the performance of employees of the Tourism, Youth and Sports Office of Padang Pariaman Regency.

## Suggestion

1. The need for more awareness for state civil servants and contract or honorary employees of the Padang Pariaman District Tourism, Youth and Sports Office to improve its work discipline in carrying out tasks or other activities.
2. The need for a good work environment and support employees in carrying out their activities to improve employee performance to be more maximal.
3. The need for more work motivation for employees so that the vision and mission that has been determined can run according to his expectations.
4. For other researchers, it can be used as material for further study activities in conducting subsequent research to expand and develop research variables that researchers have not done.

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