ProBisnis : Jurnal Manajemen, 17 (5) (2026) pp. 2925-2929

Published by: Lembaga Riset, Publikasi, dan Konsultasi Jonhariono

ProBisnis : Jurnal Manajemen

Journal homepage: www.jonhariono.org/index.php/ProBisnis

Work Environment and Work Discipline in Relation to Village Official Performance: The Mediating Role of Motivation

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ARTICLE INFO

Article history:

Received Sep 4, 2026
Revised Sep11, 2026
Accepted Oct 26, 2026

Keywords:

Work environment;
Work discipline;
Work motivation;
Village apparatus;
Performance

ABSTRACT

This study examined the effects of work environment and work discipline on the performance of village apparatus, with work motivation as a mediating variable in Maron District, Probolinggo Regency. The study used an explanatory quantitative design. Primary data were collected through a five-point Likert questionnaire from 133 village apparatus selected from a population of 234 officials. Data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 4. The measurement model showed that all indicators met convergent and discriminant validity requirements and that the constructs were reliable. The structural model showed that work environment significantly affected work motivation (β=0.766; p=0.001), work discipline significantly affected work motivation (β=0.871; p=0.001), and work motivation significantly affected village apparatus performance (β=0.888; p=0.001). Work environment and work discipline also had significant direct effects on performance (β=0.654 and β=0.677; p<0.001). The indirect effects through motivation were significant for work environment (β=0.680; p=0.001) and work discipline (β=0.773; p=0.014). The findings indicated that motivation functioned as a mediating mechanism linking the work environment and discipline with village apparatus performance.

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1. INTRODUCTION

Village government is an important part of public administration because it is directly connected with the provision of basic public services and local development. The performance of village apparatus therefore becomes an important determinant of whether administrative services, development programs, and community services are delivered effectively. In practice, however, the performance of village apparatus may be affected by delays in administration, limited initiative, uneven responsibility, and the quality of interaction within the workplace. These conditions make human resource management at the village level an important managerial issue.

Work environment is one of the factors that can shape employees' comfort, work enthusiasm, and ability to complete tasks. A supportive environment includes adequate facilities, a conducive physical setting, constructive relationships with colleagues and superiors, and supporting work technology. In public organizations, empirical studies have also linked work environment with employee or village apparatus performance (Suherdi & Ahmad, 2023; Tamara & Jumiati, 2024).

Work discipline is another important factor because village apparatus must comply with working hours, organizational procedures, responsibilities, and service standards. Discipline is

commonly understood as employees' willingness to comply with organizational rules and norms (Hasibuan, 2016; Sinambela, 2019). Recent studies in public-sector settings have reported significant relationships between discipline, motivation, and performance, although the magnitude and significance of the relationships vary across organizational contexts (Rahaditya & Safrizal, 2024; Widyani et al., 2024).

Motivation provides a potential mechanism through which organizational conditions are translated into individual performance. In the present study, motivation was positioned as a mediator between work environment and work discipline on the one hand and village apparatus performance on the other. This structure is supported by recent empirical work examining work environment and discipline together with motivation as an intervening or mediating variable (Deviyana et al., 2023; Suprapto et al., 2024). Research involving village apparatus has also shown that work environment and motivation are relevant to performance (Pridayanni & Andayani, 2025).

Despite these findings, the empirical setting of village government remains important because village apparatus operate in a relatively small public organization with direct responsibility for community-facing administration. The present study therefore examined the proposed direct and indirect relationships among work environment, work discipline, work motivation, and village apparatus performance in Maron District, Probolinggo Regency. The study specifically tested seven hypotheses covering direct effects and mediation. Its contribution lies in applying the mediation model to village apparatus in the local government context of Maron District.

2. RESEARCH METHOD

This study used an explanatory quantitative design to test the relationships among work environment, work discipline, work motivation, and village apparatus performance. The research was conducted among village apparatus in Maron District, Probolinggo Regency. The population consisted of 234 village officials, and 133 respondents participated in the study. Primary data were collected using a structured questionnaire with a five-point Likert scale. The questionnaire operationalized 20 indicators: six indicators for work environment, four for work discipline, five for work motivation, and five for performance.

The work environment indicators covered work atmosphere, relationships with colleagues, availability of facilities/equipment, use of information technology, availability of supporting features, and human-resource capacity development. Work discipline was measured through compliance with rules, effective use of time, responsibility, and attendance. Work motivation was measured through job satisfaction, achievement, opportunities for advancement, career development opportunities, and responsibility. Performance was measured through work quality, timeliness, effectiveness, and independence as stated in the operationalization in the source thesis; the measurement model subsequently reported five performance indicators (Y1–Y5).

Data analysis used Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 4. The measurement model was evaluated through indicator loadings, discriminant validity, and composite reliability. The structural model was evaluated using R^2 and bootstrapping to test direct and indirect effects. SmartPLS 4 was cited as the software used for the estimation and bootstrapping procedure (Ringle et al., 2024), while the general PLS-SEM procedure followed Hair et al. (2022).

Table 1. Construct measurement and indicator summary

Construct	Code	Indicators
Work environment	X1	X1.1–X1.6 (6 indicators)
Work discipline	X2	X2.1–X2.4 (4 indicators)
Work motivation	Z	Z.1–Z.5 (5 indicators)
Village apparatus performance	Y	Y.1–Y.5 (5 indicators)

3. RESULTS AND DISCUSSIONS

A total of 133 questionnaires were analyzed. The PLS-SEM assessment was conducted in two stages: evaluation of the measurement model and evaluation of the structural model. The results below retain the numerical outputs reported in the source thesis.

Measurement Model

All reported indicator loadings were above 0.70, ranging from 0.743 to 0.935. The results therefore indicated acceptable convergent validity for the indicators. The source thesis also reported that each indicator had a higher loading on its intended construct than its cross-loadings, supporting discriminant validity. Composite reliability values for all constructs were above 0.70.

Table 2. Indicator loadings and composite reliability

Construct	Indicators	Loading range	Composite reliability
Work environment	6	0.754–0.935	0.913
Work discipline	4	0.783–0.934	0.885
Work motivation	5	0.789–0.871	0.895
Performance	5	0.743–0.910	0.911

The strongest indicator loading for work environment was X1.1 (0.935), while the lowest was X1.5 (0.754). For work discipline, X2.1 had the highest loading (0.934) and X2.2 the lowest (0.783). For motivation, Z.3 had the highest loading (0.871) and Z.2 the lowest (0.789). For performance, Y.2 had the highest loading (0.910) and Y.3 the lowest (0.743).

Structural Model and Hypothesis Testing

The structural model produced R^2 values of 0.975 for work motivation and 0.936 for village apparatus performance. Thus, the model explained 97.5% of the variance in motivation and 93.6% of the variance in performance, based on the R^2 values reported in the source thesis.

Table 3. Coefficient of determination

Endogenous construct	R^2	Adjusted R^2
Work motivation	0.975	0.975
Village apparatus performance	0.936	0.936

Table 4. Direct effects

Relationship	Path coefficient	p-value	Decision
Work environment → Motivation	0.766	0.001	Significant
Work discipline → Motivation	0.871	0.001	Significant
Motivation → Performance	0.888	0.001	Significant
Work environment → Performance	0.654	0.000	Significant
Work discipline → Performance	0.677	0.000	Significant

Table 5. Indirect effects through motivation

Indirect relationship	Path coefficient	p-value	Decision
Work environment → Motivation → Performance	0.680	0.001	Significant
Work discipline → Motivation → Performance	0.773	0.014	Significant

Discussion

Work environment and work motivation. The path coefficient from work environment to motivation was 0.766 with p=0.001. This indicates a positive and statistically significant relationship: improvements in the conditions surrounding village apparatus were associated with higher work motivation. The finding is consistent with studies showing that a supportive work environment is relevant to motivation and performance in public-sector settings (Suherdi & Ahmad, 2023; Suprapto et al., 2024).

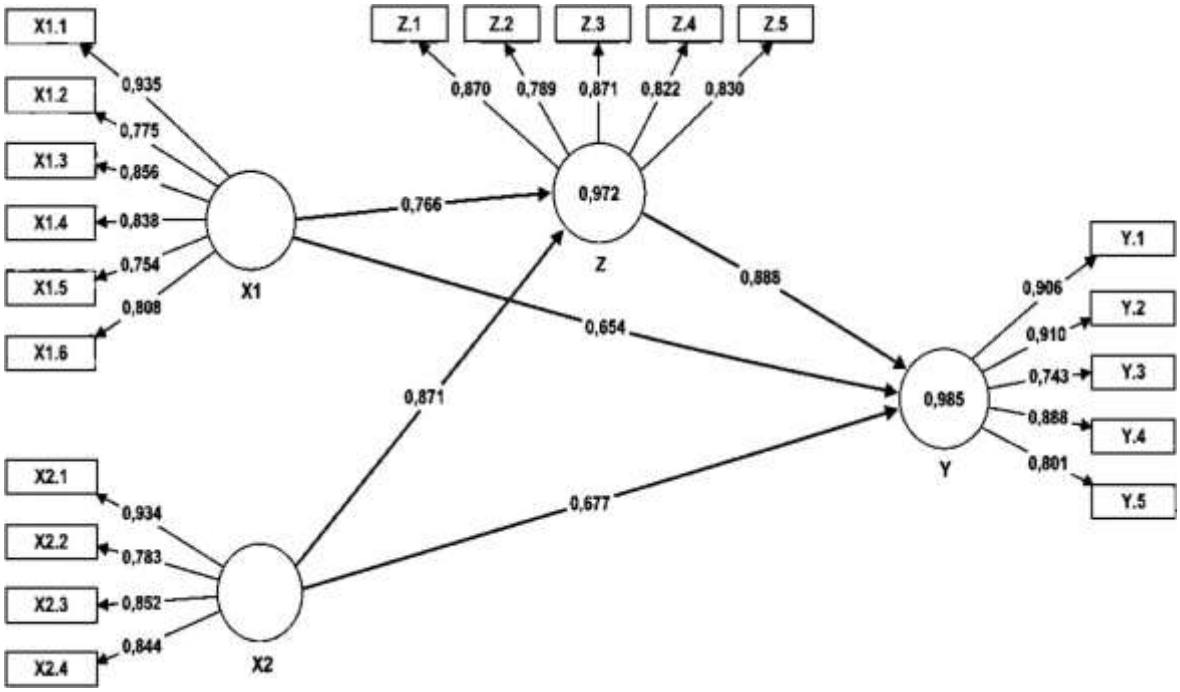
Work discipline and work motivation. Work discipline had a coefficient of 0.871 toward motivation with p=0.001. The result indicates that stronger compliance with working rules, effective use of time, responsibility, and attendance were associated with higher motivation. Similar relationships have been reported in studies of government employees and other public organizations (Rahaditya & Safrizal, 2024; Widyani et al., 2024).

Work motivation and performance. Motivation had a coefficient of 0.888 toward performance with p=0.001. This was the largest direct structural coefficient in the reported model. The result indicates that motivated village apparatus tended to show stronger work performance. This finding is aligned with research on public service employees in which motivation has been associated with performance outcomes (Faizi et al., 2024; Zai & Tinambunan, 2025).

Direct effects of work environment and discipline on performance. Work environment affected performance with β=0.654 (p<0.001), while work discipline affected performance with β=0.677 (p<0.001). Both relationships were significant, indicating that performance was associated not only with motivation but also with the organizational conditions and behavioral regularity represented by the two predictor variables. Comparable evidence has been reported in village-apparatus and public-sector studies (Pridayanni & Andayani, 2025; Suherdi & Ahmad, 2023).

Mediating role of motivation. The indirect effect of work environment on performance through motivation was 0.680 (p=0.001), while the indirect effect of work discipline on performance through motivation was 0.773 (p=0.014). Because the corresponding direct effects were also significant, the pattern is consistent with complementary or partial mediation rather than an indirect-only relationship. This result is substantively consistent with studies that position motivation as an intervening mechanism between work conditions, discipline, and performance (Deviyana et al., 2023; Suprapto et al., 2024).

Figure 1. PLS-SEM structural and measurement model



Source: Data processed by the author.

4. CONCLUSION

The study found that work environment and work discipline significantly affected work motivation, and work motivation significantly affected village apparatus performance. Work environment and work discipline also had significant direct effects on performance. In addition, both variables had significant indirect effects on performance through work motivation. The R^2 values indicated that the model explained 97.5% of the variance in motivation and 93.6% of the variance in performance in the observed sample. These findings suggest that performance management at the village level needs to consider both the organizational environment and discipline while strengthening the motivational conditions that translate those factors into performance. Future studies may test the model in other districts or compare village governments with different institutional characteristics and may introduce additional explanatory variables.

ACKNOWLEDGEMENTS

The author thanks the village apparatus and relevant stakeholders in Maron District, Probolinggo Regency, who participated in the data collection process and supported the completion of this study.

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