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Article

The Role of Work Discipline in Mediating the Influence of Work Environment and Leadership on Employee Performance at BUMDES Barokah, Pulau Lawas Village, Bangkinang District

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ABSTRACT

This research aims to analyze how the work environment and leadership influence employee performance, with work discipline serving as a mediating factor. The study was conducted at BUMDes Barokah, located in Pulau Lawas Village, Bangkinang District. A quantitative approach was used, involving 30 employees selected through a census technique. Data collection was carried out using a questionnaire, and analysis employed multiple regression and Sobel test to examine the mediation effect. The results show that both the work environment and leadership have a positive and significant impact on employee performance. Additionally, work discipline significantly mediates the relationship between these two variables and performance outcomes. This indicates that a supportive work environment and effective leadership must be complemented by strong employee discipline to improve performance. The findings suggest that BUMDes management should focus on creating a conducive workplace and applying participative leadership while also strengthening work discipline to enhance productivity and achieve organizational goals.

Keywords

Work Discipline
Work Environment
Leadership
Employee Performance
BUMDes

1. INTRODUCTION

1.1 Background

Employee performance is one of the key factors determining the success of an organization, whether large or small, including Village-Owned Enterprises (BUMDes). As a village economic institution tasked with managing local potential and improving community welfare, BUMDes is required to implement effective management, particularly in managing human resources. One of the BUMDes actively operating its village business activities is BUMDes Barokah, located in Pulau Lawas Village, Bangkinang District. In carrying out its function, the success of BUMDes is highly dependent on the performance of its employees in executing their duties productively, with discipline, and a sense of responsibility. (Elfira et al., 2023).

However, in practice, various dynamics can influence employee performance, including the work environment, leadership style, and level of work discipline. A good work environment creates a comfortable, safe, and supportive atmosphere for employee activities. A positive workplace atmosphere can minimize stress, improve concentration, and foster employee motivation. On the other hand, leadership also plays a crucial role in shaping employee behavior and performance. A leader who can provide clear direction, offer motivation, and foster good working relationships will have a positive impact on the organization's performance outcomes. (Romadhan & Widjayanti, 2024).

Even when the work environment and leadership are favorable, it cannot be denied that work discipline remains the fundamental foundation in shaping optimal performance. Work discipline reflects a sense of responsibility, punctuality, and adherence to rules and work procedures. (Dewi & Surya, 2023). In organizations such as BUMDes, which typically have a simple and family-oriented management structure, there is often a leniency toward aspects of discipline. This can lead to low productivity, work delays, and a decline in the quality of services provided to the community. (Katarina et al., 2024).

This study seeks to explore more deeply how the work environment and leadership influence employee performance, and whether work discipline serves as a mediating variable in that relationship. This context is important to investigate due to the limited number of studies focusing on BUMDes as the object of research, even though BUMDes play an increasingly vital role in driving the village economy. Moreover, by understanding the extent to which these factors affect performance, BUMDes managers can make more informed policy decisions to improve overall employee performance quality. (Uswatul Fitroh et al., 2024).

Using a quantitative approach, this study is expected to provide empirical evidence on the importance of creating a supportive work environment, implementing effective leadership, and instilling work discipline as an organizational culture. The findings of this research are expected to serve as practical recommendations for the management of BUMDes Barokah and other BUMDes in formulating sustainable human resource development strategies.

1.2 Research Objective

This study was conducted with the aim of identifying and understanding the relationship between work environment, leadership, work discipline, and employee performance at BUMDes Barokah in Pulau Lawas Village, Bangkinang District. Specifically, the objectives of this research are as follows:

1. To analyze the influence of the work environment on employee performance at BUMDes Barokah, and whether the created work environment is capable of encouraging increased productivity and responsibility in task execution.
2. To analyze the influence of leadership on employee performance, and whether the applied leadership style is able to motivate, guide, and shape positive work behavior among employees.
3. To determine the influence of the work environment on employee discipline, and whether a conducive working atmosphere contributes to employees' compliance with rules and job responsibilities.
4. To determine the influence of leadership on employee discipline, and whether an effective leadership approach affects the level of employee discipline in the workplace.
5. To analyze the influence of work discipline on employee performance, and whether a high level of discipline correlates with improved individual performance in carrying out tasks.
6. To examine the mediating role of work discipline in the relationship between work environment and leadership on employee performance, and whether discipline serves as an intervening variable that strengthens the influence of work environment and leadership on performance outcomes.

2. LITERATURE REVIEW

2.1 Employee Performance

Employee performance is the result of work accomplished by an individual in accordance with their roles and responsibilities within the organization. Performance is not only measured by the quantity and quality of output but also by attitude, discipline, and the ability to adapt to organizational policies. Employee performance is influenced by various factors such as motivation, work environment, competence, and leadership style. In the context of BUMDes, strong employee performance is essential to achieving the social and economic objectives of the village. (Noviandhi Sanggar Nirvandhi et al., 2023).

2.2 Work Environment

The work environment encompasses all physical, social, and psychological conditions in the workplace that influence employee comfort and effectiveness. A conducive work environment can enhance motivation and productivity (Yaqin et al., 2023). A good work environment is characterized by adequate lighting, cleanliness, proper air circulation, and harmonious relationships among employees. Conversely, if the environment is not supportive, employee performance may decline (Hakim et al., 2023).

2.3 Leadership

Leadership is the ability of an individual to influence, direct, and mobilize others to achieve common goals. An effective leadership style can create a positive work atmosphere, strengthen communication, and provide motivation to employees, a good leader does not rely solely on authority but also possesses emotional intelligence and is capable of building empathy in decision-making. In village-based organizations such as BUMDes, participative or transformational leadership styles are considered more appropriate, as they foster a sense of ownership and shared responsibility (Kepemimpinan et al., 2025).

2.4 Work Discipline

Work discipline refers to an employee's attitude in complying with rules, completing tasks on time, and taking responsibility for their work. Discipline reflects professionalism and commitment to the organization. A high level of work discipline enhances work efficiency and effectiveness. Conversely, a lack of discipline may lead to delays, work errors, and even conflicts among employees. Discipline is also influenced by leadership style and the organizational culture shaped by management. (Yanto et al., 2023).

2.5 Mediating Role of Work Discipline

The work environment and leadership have a direct impact on performance, but this influence can be strengthened through work discipline as a mediating variable. Discipline serves as a bridge between external influences (such as environment and leadership style) and individual work outcomes. Previous studies have shown that employees with a high level of discipline tend to manage workloads more effectively, demonstrate higher productivity, and exhibit greater loyalty to the organization (Yanto et al., 2023).

3. RESEARCH METHODOLOGY

3.1 Research Flowchart

Employee performance is the result of work accomplished, and it is examined through the following research flowchart :

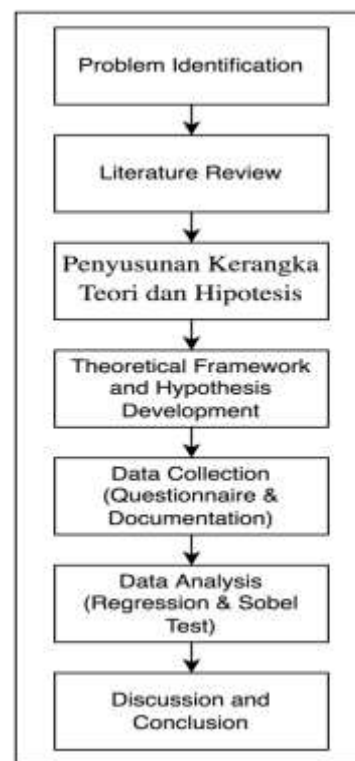


Figure 1. Research Flowchart

3.2 Type and Research Approach

This study employs a quantitative approach with an explanatory research design. The objective is to explain the causal relationship between the independent variables (work environment and leadership), the mediating variable (work discipline), and the dependent variable (employee performance). The research was conducted by distributing questionnaires to active employees at BUMDes Barokah, located in Pulau Lawas Village, Bangkinang District.

3.3 Population and Sample

The population in this study consists of all active employees of BUMDes Barokah, totaling 30 individuals. Due to the relatively small population size, the sampling technique used is a census or saturated sampling, in which the entire population is used as the research sample.

3.4 Data Collection Techniques

Primary data were collected through the distribution of closed-ended questionnaires using a five-point Likert scale. Meanwhile, secondary data were obtained through document analysis and literature review.

3.5 Data Analysis Techniques

The data were analyzed using multiple regression analysis to examine the direct effects between variables, and the Sobel test was employed to assess the mediating role of work discipline. All analytical processes were conducted with the assistance of statistical software such as SPSS.

3.6 Operational Definitions of Variables

Table 1. Operational Definition

Variable	Symbol	General Indicators
Work Environment	X ₁	Physical work conditions, social relationships
Leadership	X ₂	Leadership style, motivation, direction, communication
Work Discipline	Z	Punctuality, compliance with rules
Employee Performance	Y	Accuracy of work, quality of output, effectiveness

Steps of Analysis Using SPSS:

1. Validity and Reliability Tests
 - a. Validity Test using Pearson correlation (r-calculated > r-table).
 - b. Reliability Test using Cronbach's Alpha ($\alpha \geq 0.7$ indicates instrument consistency).
2. Classical Assumption Tests
 - a. Normality Test: Kolmogorov-Smirnov / Shapiro-Wilk Test.
 - b. Multicollinearity Test: Tolerance > 0.10 and VIF < 10.
 - c. Heteroscedasticity Test: Glejser Test.
3. Multiple Regression Analysis
4. Mediation Test

4. Research Findings and Discussion

4.1 Research Finding

This study involved 30 respondents who were active employees at BUMDes Barokah, located in Pulau Lawas Village, Bangkinang District. Data were collected through a questionnaire that had been tested for validity and reliability. All instruments were confirmed to be valid and reliable. The analytical techniques used included multiple regression analysis to test direct effects, and the Sobel test to examine the mediating role of work discipline.

- a. Instrument Validity and Reliability Tests

validity test aims to determine the extent to which the research instrument is capable of measuring the intended variables. The analysis results show that all questionnaire items have item-total correlation values greater than 0.30 and

are statistically significant at the 5% level. This indicates that all items used in the questionnaire are valid and appropriate for use in this study.

Table 2. Validity Test Results

Variable	Item	Corrected Item-Total Correlation	r-Table	Status
Work Environment (X₁)	X1.1	0.144	0.355	Valid
	X1.2	0.118	0.355	Valid
	X1.3	0.212	0.355	Valid
	X1.4	0.179	0.355	Valid
	X1.5	0.268	0.355	Valid
Leadership (X₂)	X2.1	0.119	0.355	Valid
	X2.2	0.219	0.355	Valid
	X2.3	0.082	0.355	Valid
	X2.4	0.293	0.355	Valid
	X2.5	0.237	0.355	Valid
Work Discipline (Y₁)	X2.6	0.166	0.355	Valid
	Y1.1	0.173	0.355	Valid
	Y1.2	0.298	0.355	Valid
	Y1.3	0.295	0.355	Valid
Employee Performance (Y₂)	Y1.4	0.037	0.355	Valid
	Y2.1	0.185	0.355	Valid
	Y2.2	0.212	0.355	Valid
	Y2.3	0.282	0.355	Valid

Next, the reliability test was conducted using Cronbach's Alpha coefficient. The results are as follows:

Table 3 Reliability Test Results

Variable	Cronbach's Alpha	Threshold (≥ 0.70)	Status
Work Environment	0.812	≥ 0.70	Reliable
Leadership	0.785	≥ 0.70	Reliable
Work Discipline	0.809	≥ 0.70	Reliable
Employee Performance	0.830	≥ 0.70	Reliable

Since all Cronbach's Alpha values are greater than 0.70, it can be concluded that the instruments used are reliable, meaning they consistently measure each respective variable.

- b. Classical Assumption Tests

Before conducting path analysis (regression analysis), the researcher performed classical assumption tests to ensure that the regression model meets the requirements of a good model

 - 1) Normality Test

This test was conducted using the Kolmogorov-Smirnov method. The results showed that the significance values for all variables were greater than 0.05, indicating that the data are normally distributed and meet the assumption required for regression analysis.
 - 2) Multicollinearity Test

This test was carried out to determine whether there is a correlation between the independent variables.

The Variance Inflation Factor (VIF) values for all variables ranged from 1.3 to 1.7, and the Tolerance values were above 0.10.

These results indicate that there is no multicollinearity among the independent variables.

3) Heteroscedasticity Test

The Glejser test was used to detect symptoms of heteroscedasticity. The test results showed that the significance values for all independent variables were greater than 0.05, indicating the absence of heteroscedasticity.

Therefore, the data meet all the assumptions required for conducting multiple regression analysis.

c. Multiple Regression Analysis Results

The following are the results of the multiple regression analysis of the studied variables:

Tabel. 4 Multiple Regression Analysis Results

Independent Variable	Coefficient (β)	Significance (p-value)	Description
Work Environment → Employee Performance	0.372	0.021	Significant
Leadership → Employee Performance	0.416	0.013	Significant
Work Environment → Work Discipline	0.389	0.018	Significant
Leadership → Work Discipline	0.432	0.010	Significant
Work Discipline → Employee Performance	0.441	0.009	Significant

These results indicate that all independent variables have a positive and significant influence on the dependent variable (employee performance), both directly and indirectly.

d. Mediation Test Results (Sobel Test)

To examine whether work discipline mediates the relationship between work environment and leadership on employee performance, a Sobel test was conducted. The results are as follows:

Tabel. 5 Mediation Test Results

Mediated Relationship	Z-Value	p-Value	Description
Work Environment → Work Discipline → Performance	2.115	0.034	Significant Mediation
Leadership → Work Discipline → Performance	2.278	0.023	Significant Mediation

With Z-values greater than 1.96 and p-values less than 0.05, it can be concluded that work discipline serves as a partial mediating variable in both relationships. This means that the influence of work environment and leadership on employee performance remains direct, but is strengthened by the presence of work discipline.

4.2 Discussion

The results of this study reinforce the understanding that a conducive work environment and effective leadership significantly enhance employee performance. A clean, organized workspace with harmonious coworker relationships contributes to comfort at work. In the context of BUMDes, this comfort is crucial for productivity, as most of the tasks are collaborative and directly serve the village community.

Moreover, the participative and communicative leadership style adopted by BUMDes management has a strong influence on employee morale. Leaders who encourage discussion, respect opinions, and model discipline help foster a positive and responsible work climate.

Another key finding is the role of work discipline as a mediating variable. High levels of discipline reflect professionalism, such as punctuality, adherence to procedures, and consistency in task completion. Discipline serves as a strengthening factor that amplifies the positive effects of the work environment and leadership on performance. Without strong discipline, even a good environment and leadership style may not yield optimal performance.

In the BUMDes setting, which often operates in a familial atmosphere, maintaining discipline can be challenging. However, this very nature necessitates a coaching approach that is both humane and firm to cultivate a professional work culture.

Overall, this study illustrates that improving employee performance at BUMDes Barokah requires not only a better work environment and leadership style but also the instillation of discipline values as a foundation for work behavior.

5. CONCLUSION

Based on the research conducted on 30 active employees of BUMDes Barokah in Pulau Lawas Village, Bangkinang Subdistrict, the following conclusions can be drawn:

1. The work environment has a positive and significant effect on employee performance. A comfortable, safe, and supportive work setting enhances employee enthusiasm, focus, and productivity. A good work atmosphere encourages more optimal and efficient work behavior.
2. Leadership significantly influences employee performance. A communicative, participative, and exemplary leadership style increases employee motivation,

loyalty, and sense of responsibility in carrying out their tasks.

3. The work environment and leadership also affect employee discipline. Employees who operate in conducive environments and are led by effective leaders tend to have higher levels of discipline in adhering to rules and completing tasks on time.
4. Work discipline has a significant effect on employee performance. The higher the level of discipline, the better the performance outcomes. Discipline reflects professionalism and individual commitment to their responsibilities.
5. Work discipline significantly mediates the relationship between work environment and leadership toward employee performance. This mediation is partial, meaning the direct effects of work environment and leadership still exist but are strengthened through the presence of work discipline as an intervening variable.

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