

# THE ROLE OF TRAINING, DISCIPLINE AND WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE: A PLS-SEM APPROACH

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## THE ROLE OF TRAINING, DISCIPLINE AND WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE: A PLS-SEM APPROACH

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### —Abstract—

Human resources fuel organizational success. Therefore, a corporation must always train its employees. The corporation can provide its employees with training and education, which may result in effective employee performance. However, the literature presenting a study methodology for properly training and educating employees to improve their performance is scarce. Consequently, to fill this void, this study seeks to examine and determine the direct effects of 1) Training and Discipline on the work environment and 2) Education and training, discipline, and the work environment on the performance of government employees in the Rectorate Personnel of Andalas University Padang. This study's population consisted of 272 civil servants, a sample of 100 individuals was selected via convenience sampling. The gathered data were analyzed using the PLS-SEM method and SmartPLS 3.0 software. The PLS-SEM analysis and hypothesis testing revealed that Training has a negligible effect on the Work Environment but a large effect on employee performance. In addition, discipline has a favorable and substantial impact on the Work Environment but has only a minor effect on the performance of the

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employees. In conclusion, the research revealed that the Work Environment harms <sup>4</sup> the Performance of Civil Servants at the Rectorate Personnel of Andalas University, Padang, albeit very modestly. In addition, ideas for practitioners are offered in the study's conclusion.

**Keywords:** Education and Training, Discipline, Work Environment, Employee Performance, PLS-SEM.

## 1. INTRODUCTION

Human resources are the driving force that can influence the achievement of an organization's objectives. Therefore, a company must continuously grow its human resources or personnel. Providing education and training to personnel is one of the advances the firm may make. The objective is to enhance the skill and caliber of employees' work performance. Employees who are skilled and with a broad perspective will accomplish their work efficiently and have a high level of performance. According to (Pattanayak, 2020), performance is the work an individual performs to complete given responsibilities. Good performance meets organizational standards and contributes to the attainment of organizational objectives. Therefore, organizational goals must be attained through excellent and optimum performance. To do this, efforts are launched <sup>60</sup> focusing on the elements influencing employee performance. Education and Training (Training) plays a crucial role in molding the attitudes and behaviors of aspiring Civil Servants.

According to PP number 101 for the year 2000, education and training is the process of organizing teaching and learning to enhance civil servants' skills (PNS). Education and training at government agencies strive to improve employees' knowledge, abilities, and attitudes to carry out tasks, positions, and professionalism following the agency's personality and code of ethics. Workplace discipline is also required to increase employee performance and training. Work discipline is an essential aspect of achieving high performance. Discipline demonstrates a situation or attitude of respect for company norms and regulations among employees (Stone et al., 2020). Discipline is essential for the growth of a business, particularly in motivating people to be self-disciplined in their individual and group work. In addition, discipline is important for teaching employees how to comply with and appreciate existing regulations, processes, and policies to create an excellent performance. Discipline is the essential operational component of human resource management since employee discipline directly correlates to performance. Without proper employee discipline, it is challenging for businesses to attain ideal results. In addition to the criteria mentioned above, employees' work environment also requires consideration. The work environment is a space for several groups with several supporting facilities to achieve company objectives following the vision and mission of the organization (Stone et al., 2020). A negative work atmosphere will result in discomfort and boredom. Discomfort in the workplace negatively impacts employees'

zeal and commitment, leading to an increase in laziness, which has a knock-on effect on performance.

Andalas Padang University is one of the state universities that Vice President Mohammad Hatta inaugurated on December 23, 1955. The location of this university is at Limau Manis, Padang, West Sumatra. Staffing authorities at Andalas University are responsible for leading and coordinating staffing and management activities and managing educators and education employees at Andalas Padang University. To accomplish the objectives mentioned above, qualified, devoted, disciplined, accountable, and high-performing personnel are unavoidably necessary as human resources. Mr. A. Haris stated, based on the author's conversation with the Head of the Sub-Division of Personnel at Andalas Padang University, that employees at the Rectorate of Andalas Padang University still exhibit some performance flaws. For example, employees are less thorough in task completion, not as quick and exact, and lack initiative in their work completion. One of the reasons for this is the lack of effective employee education and training. In addition, discipline is a crucial aspect of achieving employee performance goals. In practice, however, employees, including Alfa, tardiness, continue to violate numerous regulations. This will affect employee performance and impede the process of reaching the established goals. Table 1 summarizes the attendance list of employee absenteeism at the Andalas Padang University Rectorate Personnel.

**Table 1. Employee Attendance List of Andalas Padang University Staffing from January to October 2020**

Month	Number of Employees	Description			Total	%
		Late Arrival	Early Leave	Absence		
January	272	41	17	8	66	24,26
February	272	34	11	4	49	18,01
March	272	44	9	6	59	21,69
April	272	46	10	2	58	21,32
May	272	39	19	10	68	25,00
June	272	37	12	7	56	21,11
July	272	42	11	3	56	20,59
August	272	44	16	9	69	25,37
September	272	21	13	3	37	13,60
October	272	48	14	4	66	24,26
November	272	28	11	3	42	15,44
December	272	22	14	3	39	14,34

**Source:** Andalas Padang University Staffing, 2021.

The Employment of the Rectorate of Andalas Padang University in 2020, as shown in Table 1, indicates that employee discipline is not optimal. High absenteeism and



tardiness will substantially harm employee performance. Based on the material and interviews acquired, the phenomenon seen is a modest reduction in the performance of government workers at Andalas Padang University, as evidenced by the employees' disregard for work discipline. A work environment that is not conducive to job productivity, such as open, narrow, and crowded places, and the inability to use technology, also contributes to a drop in employee performance (computers). If a positive work environment surrounds the employee, they will have excellent performance and instantly build good cooperation with coworkers, improving job happiness. However, if the surrounding work environment is poor, the employee's performance and job happiness will suffer.

Based on prior research conducted by (Mukminin et al., 2020) shows that simultaneously work discipline, work environment, and education and training have a major effect on performance. While partial test findings indicate that work discipline has a major impact on performance, the work environment, education, and training also greatly impact performance. Likewise, a study (Qomariah et al., 2022) reveals that education, training, and discipline both partially and simultaneously substantially affect employee performance. According to the findings of Sabita and Nuraini's (2020) study, training, work environment, and discipline significantly and favorably impact employee performance. This demonstrates that employee performance has improved as a result of training, a conducive work environment, and a high level of discipline in the performance of their jobs. Moreover, according to research (Hermawati, 2021), there is a simultaneous influence of education and training, competence, and work environment on performance, as well as a partial influence of education and training, competence, and work environment. Based on the above, the following problems can be formulated: 1) Do TRAINING and discipline have a direct effect on the work environment of civil servants of the Rectorate Personnel of Andalas University Padang; 2) Does TRAINING, discipline, and work environment have a direct effect on the performance of civil servants in the Rectorate Personnel of Andalas University Padang; 3) Does TRAINING and discipline through the work environment affect the performance of civil servants in the Rectorate staff of Andalas University Padang indirectly.

## 2. LITERATURE REVIEW

According to Daft (2021), employee performance is the consequence of a person's quality and amount of work performed following their assigned obligations. According to (Shirmohammadi et al., 2021), performance is the degree to which specific duties are accomplished. Shirmohammadi et al. (2021) also defines individual performance as the level of accomplishment or effort of a person about goals to be attained or tasks to be completed within a given time frame. Performance is the result of labor that can be accomplished by a person or group of persons inside an organization in line with their separate authority and responsibilities to fulfill organizational goals legally, morally, and

ethically (Afandi, 2018). According to (Pattanayak, 2020), performance is the work an individual does to complete given responsibilities.

From the perspectives mentioned above, it can be determined that an employee's performance is the consequence of work completed following the tasks assigned to him within a specific time frame. Achieving an organization's objective is reliant on strong performance. Performance is also a reflection of the work performed by employees and is typically used as the basis for evaluating individuals or organizations. According to Daft (2021), the performance metrics are quality, quantity, timeliness, effectiveness, and independence. According to (Pattanayak, 2020), education is the interaction between developing general knowledge and comprehension of the entire work environment. According to Stahl et al. (2020), training is a brief educational activity that employs a planned and organized approach to teach non-management personnel technical knowledge and abilities for restricted reasons.

Training is a method for enhancing employee competence (Stone et al., 2020). Positive training can be attained by situating the training program within strategic planning and implementing regular phases. According to (Hasan et al., 2019), education includes training. Training is targeted, applicable, and immediate. Specific training is relevant to the field of the job being undertaken. Practical and immediate signifies that what has been practiced can be implemented immediately. According to PP 101 of the year 2000, education and training is the process of organizing teaching and learning to enhance civil servants' skills (PNS). According to Roscoe et al. (2019), education and training are efforts to strengthen human resources, particularly intellectual ability, and human personality. According to (Pattanayak, 2020), education and training are an attempt to improve the technical, theoretical, conceptual, and moral abilities of employees following the needs of the job/position by enhancing the technical skills of the employee's work implementation through education and training. Education and training are continual processes aimed at cultivating employees' abilities and skills to attain optimal work outcomes (Jackson & Edgar, 2019).

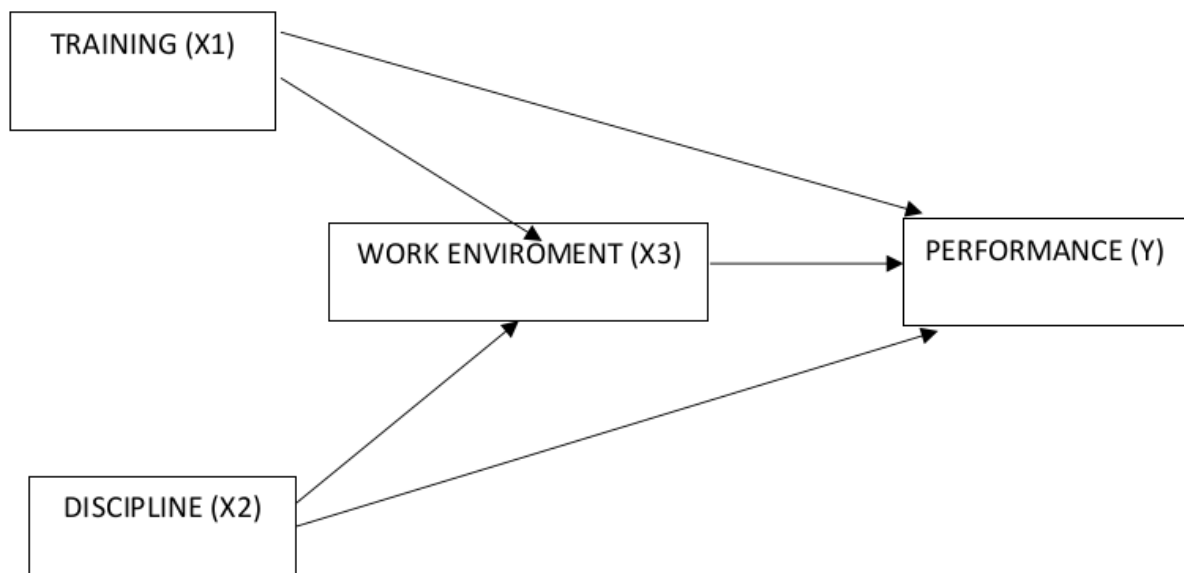
Therefore, education and training are the establishments of an environment in which personnel can enhance their skills, knowledge, and attitudes to assist the business in achieving its objectives. According to Roscoe et al. (2019), the indicators for education and training include training content, training techniques, instructor attitudes and skills, training duration, and training facilities. In addition, leaders utilize work discipline to interact with employees so that they are willing to adjust their conduct according to the game's established rules. According to Boon et al. (2019), work discipline is the willingness to consciously comply with every applicable workplace regulation and the effort to perform every task properly. Discipline is a person's behavior following regulations and current work practices or an attitude, behavior, and actions that conform to the organization's written and unwritten rules. According to Roscoe et al. (2019),

markers of discipline are rule observance, time management, work responsibility, and levels of absenteeism.

While the work environment is a location for several groups with many supporting facilities to achieve company goals following the vision and mission of the organization (Stone et al., 2020), according to Afandi (2018), the work environment is everything that surrounds employees. It might affect their performance of assigned duties, such as the availability of an air conditioner (AC), proper lighting, etc.

According to (Shirmohammadi et al., 2021), the work environment is an atmosphere where employees may perform their daily responsibilities with all the necessary work facilities and infrastructure. According to (Stone et al., 2020), the work environment's conditions can be influenced by numerous elements, including lighting/light in the workplace, air temperature in the workplace, security at work, air circulation, and decorating in the office. In addition, a study by (Qomariah et al., 2022) demonstrates that Education and Training (Training) impacts employee performance. According to (Wardani & Riyanto, 2019), discipline and work environment have a favorable and significant impact on the performance of employees at the Internal Control Inspectorate of the Bekasi Regency Government. In addition, research (Mukminin et al., 2017) demonstrates that work discipline, work environment, and education and training substantially impact performance.

Based on the definition mentioned above and prior research, a conceptual framework for this study can be developed, as seen in Figure 1.



**Figure 1.** Conceptual Framework

From Figure 1, the following hypothesis can be formulated:



H1: It is suspected that training significantly affects the work environment of civil servants in the Rectorate Personnel of Andalas University Padang.

H2: It is suspected that discipline significantly affects the work environment of civil servants in the Rectorate Personnel of Andalas University Padang.

H3: It is suspected that training significantly affects the performance of civil servants in the Rectorate Personnel of Andalas University Padang.

H4: It is suspected that discipline significantly affects the performance of civil servants in the Rectorate Personnel of Andalas University Padang.

H5: It is suspected that the work environment significantly affects the performance of civil servants in the Rectorate Personnel of Andalas University Padang.

### 3. RESEARCH METHODOLOGY

This research was conducted on Andalas University Padang's Rectorate Personnel Office public personnel. This study's population consisted of 272 civil personnel. Using the Slovin formula, samples of up to 100 individuals were collected. The strategy for determining the respondent is convenience sampling, i.e., anyone the researcher coincidentally encounters in each area may be employed as a respondent as a primary data source (Bloomfield et al., 2019). The questionnaire served as the data-gathering instrument. The questionnaire contains four primary components. Each structure is measured with additional dimensions. The training, work environment, and performance constructions were each measured using a five-dimensional scale, while the discipline construct was measured using a four-dimensional scale. Each scale's items were scored using a 5-point Likert scale, ranging from 1 to 5 (Strongly Disagree to Agree Strongly). Using path analysis, the quantitative analysis addresses the first, second, and third problems (Mertler et al., 2021). The data analysis method was executed using PLS-SEM and the SmartPLS 3 program.

### 4. RESULTS AND DISCUSSION

#### 4.1 Variable Descriptive Analysis

##### a. Employee Performance

From the results of the distribution of research questionnaires to respondents, it can be seen that the average respondents' answers for each indicator on the Employee Performance Variable as shown in the following table.



**Table 2. Average Results of Employee Performance Variable Questionnaire Answers**

Indicator									
Quality		Quantity		Punctuality		Effectiveness		Independence	
Σ	Average	Σ	Average	Σ	Average	Σ	Average	Σ	Average
153	51	112	37,3	112	37,3	118	39,3	92	30,7
146	48,6	187	62,3	185	61,7	176	58,7	170	56,7
1	0,3	1	0,3	3	1	6	2	37	12,3
0	0	0	0	0	0	0	0	1	0,3
10	0	0	0	0	0	0	0	0	0

Source: primary data processed, 2021

Based on Table 2, it can be concluded that the majority of responses for quality indicators were Strongly Agree, indicating that employee performance is excellent in terms of quality, i.e., employees have done their work meticulously and provided the best work results and can be held accountable. Most respondents agreed on Quantity, Timeliness, Effectiveness, and Independence. This demonstrates that employee performance is fairly good, indicating that employees have completed work according to their respective fields of work, are able to complete work on time, and overcome problems encountered in their respective jobs.

b. Education and Training (TRAINING)

For the results of the description of the TRAINING variable, it can be seen from the average results of the research respondent questionnaire answers in Table 3.

**Table 3. Average Results of Employee Training Variable Questionnaire Answers**

Indicator									
Training Content		Training Method		Instructor Attitude and Skills		Training Time		Training Facilities	
Σ	Average	Σ	Average	Σ	Average	Σ	Average	Σ	Average
139	46,3	119	39,7	119	39,7	110	36,7	124	41,3
158	52,7	179	59,7	177	59	185	61,7	171	57
3	1	2	0,6	4	1,3	5	1,6	5	1,7
0	0	0	0	0	0	0	0	0	0
27	0	0	0	0	0	0	0	0	0

Source: primary data processed, 2021

Based on Table 3, it can be inferred that most respondents answered "yes" when asked about training content indicators. Agreed, this demonstrates that the material of the offered training is comprehensive and easy to comprehend, following the needs of the employees and supporting the employees' work. Most respondents responded

affirmatively to the Training Method indicator, indicating that the training method utilized is consistent with the employee's prior work experience. The majority of respondents agreed with the Instructor Attitude and Skills indicator, indicating that the instructor mastered the course topic and was able to deliver it well. Most respondents agreed on the indication of training time, indicating that the time specified is consistent with the training program and does not interfere with office work. On the indicator of Training Facilities, most respondents gave an affirmative response, indicating that the space and amenities supplied for the training were adequate.

c. Discipline

The following presents the average respondent's answers for the work discipline variable.

**Table 4. Average Results of Questionnaire Answers on Employee Discipline Variables**

Indicator							
Obeying the Rules		Effective Use of Time		Responsibilities at Work		Attendance Rate	
Σ	Average	Σ	Average	Σ	Average	Σ	Average
122	40,7	113	37,7	93	31	98	32,7
175	58,3	185	61,7	204	68	172	57,3
3	1	2	0,6	3	1	28	9,3
0	0	0	0	0	0	2	0,7
36	0	0	0	0	0	0	0

Source: primary data processed, 2021

Table 4 shows that the level of employee discipline is high, as most respondents answered "Agree" when asked about compliance indicators. This indicates that employees have complied with the rules by arriving to work on time and always following SOPs. On measures of efficient time management, respondents responded more Agreed; this indicates that the level of employee discipline is high, showing that employees can accomplish their work on time and with full accountability. On the indicators of responsibility at work, most respondents selected Agree, but some selected Disagree. This is because some employees still do not clean up old work equipment. Regarding employee attendance, most respondents responded Agree, indicating that employee attendance is rated as good. However, some respondents responded Disagree, suggesting that employees who violate the rules, such as Alfa, arrive late and leave early.

d. Work Environment

The average respondent's answers for each indicator on the work environment variable can be seen in Table 5.

**Table 5. Average Results of Employee Work Environment Variable Questionnaire Answers**

Indicator									
Illumination		Temperature		Workplace Safety		Air Circulation		Decoration	
Σ	Average	Σ	Average	Σ	Average	Σ	Average	Σ	Average
106	35,3	107	35,6	140	46,7	99	33	88	29,3
188	62,7	176	58,6	151	50,3	177	59	188	62,7
6	2	17	5,6	7	2,3	24	8	23	7,7
0	0	0	0	0	0	0	0	1	0,3
10	0	0	0	2	0,7	0	0	0	0

**Source:** Primary Data Processed 2021

Based on Table 5, it can be concluded that for the indicator of illumination/lighting, respondents answered: "Agree." This indicates that the lighting in the employee's room is functioning properly, indicating that the employee's workplace has adequate lighting and ventilation where light can enter. On the temperature indicator, most respondents selected Agree, but some individuals selected Disagree. This is because there are still spaces where employees work that are less comfortable and have an uncomfortable temperature.

Most respondents replied Agree with the workplace safety indicators, but there were still respondents who answered Less Agree and Strongly Disagreed. This is because there is still one employee whose workspace is not equipped with CCTV and fire prevention equipment. In addition, many respondents selected Agree for the air circulation indicator, indicating that the air circulation in the room where the employee works are satisfactory. However, some respondents responded with a Disagreement, as there are still employee workspaces with poor air circulation. On the Decoration indicator, most respondents responded Agree, although some also responded Less Agree and Disagree. This is because there are still work spaces without stunning paintings.

## 5. QUANTITATIVE ANALYSIS

### 5.1 Measurement Model Analysis (Outer Model)

This evaluation consists of three stages, namely the convergent validity test, discriminant validity test, and composite reliability test.

#### 1. Convergent Validity Test

The convergent validity test using smartPLS 3.0 is seen from the loading factor value of the indicators that measure these variables. According to general rules, the value of LF indicator 0,7 is said to be valid. In developing new models or indicators, LF values



between 0,5 – 0,6 are still acceptable (Mostafiz et al., 2019). The results of the convergent validity analysis with smart PLS can be seen in Figure 2.

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From Figure 2, it can be seen that the loading factor value of each indicator, where several indicators have a coefficient value below 0,7, namely indicators IP2, Mp2, Sk2, Wd2, Fp2, Fp3, R12, We1, We2, Tj3, Ab3, dk2, Su2, Ch1, Ch2, Q13, Qn1, Qn2, Ef2, Ef3, Km2 and Km3. Indicators with an LF value below 0,7 will be deleted for further analysis. The results of the outer loading output (after deletion) can be seen in Table 6.

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The convergent validity of all sets of endogenous constructs can be considered legitimate because the LF value of each indicator is greater than 0.7, as shown in Table 6. According to Mertler et al. (2021), convergent validity is met if a correlation has a loading value greater than 0.5. According to (Black et al., 2019), Exploratory Factor Analysis is a technique that investigates the factors present in observed variables. This is exploratory research. Hence, the loading factor value requirements must be more than 0.06 to 0.07. Therefore, it can be asserted that all indicators included in this study possess convergent validity.

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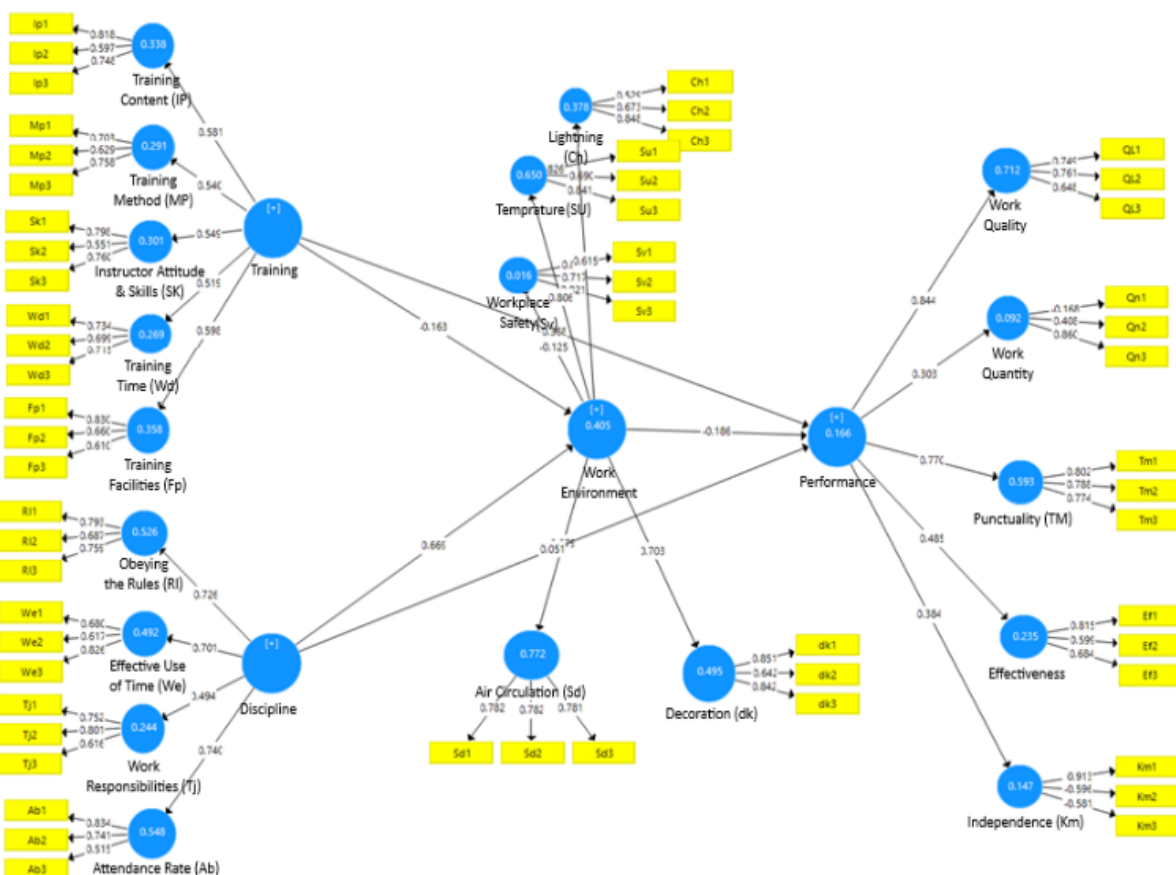


Figure 2. Output Path Coefficient

2. Discriminant Validity Test

The cross-loading value for each question indicator on the variable can reveal the discriminant validity test. An indicator is judged valid if its loading factor to the intended construct is greater than its loading factor to other constructs.

**Table 6. Output Outer Loading**

Variable	Indicator	Indicator Code	Load Factor Value	
TRAINING (X1)	Training Content	Ip1	0,861	
		Ip3	0,797	
	Training Method	Mp1	0,755	
		Mp3	0,834	
	Instructor Attitude & Skills	Sk1	0,835	
		Sk3	0,809	
Training Time	Wd1	0,734		
	Wd3	0,885		
	Training Facilities	Fp1	1,000	
DISCIPLINE (X2)	Obeying the Rules	Rl2	0,772	
		Rl3	0,820	
		Effective Use of Time	We3	1,000
	Work Responsibilities	Tj1	0,729	
		Tj2	0,871	
	Attendance Rate	Ab1	0,870	
		Ab2	0,785	
Work Environment (X3)	Lighting	Ch3	1,000	
	Temperature	Su1	0,861	
		Su3	0,900	
	Workplace Safety	Sv1	0,837	
		Sv2	0,706	
		Sv3	0,837	
	Air Circulation	Sd1	0,782	
		Sd2	0,782	
		Sd3	0,780	
	Decoration	dk1	0,887	
		dk3	0,913	
	Performance (Y)	Work Quality	Ql1	0,805
			Ql2	0,800
Work Quantity		Qn3	1,000	
Punctuality		Tm1	0,807	
		Tm2	0,786	

		Tm3	0,770
	Effectiveness	Ef1	1,000
	Independence	Km1	1,000

Source: Primary Data Output Processed 2021

Table 7. Output Cross Loading

	Training	Discipline	Work Environment	Performance
	X1	X2	X3	Y
Ip1	0,861	-0,073	-0,214	0,312
Ip3	0,797	0,262	0,117	0,193
Mp1	0,755	0,060	-0,064	0,114
Mp3	0,834	0,289	-0,019	0,227
Sk1	0,835	0,306	0,149	0,029
Sk3	0,809	0,121	-0,001	0,067
Wd1	0,734	-0,070	0,082	-0,014
Wd3	0,885	0,163	0,147	0,043
Fp1	1,000	0,131	0,044	0,199
Rl2	0,094	0,772	0,342	-0,148
Rl3	0,188	0,820	0,242	-0,002
We3	0,240	1,000	0,387	0,150
Tj1	0,000	0,729	0,210	0,056
Tj2	0,094	0,871	0,160	0,003
Ab1	0,213	0,870	0,476	-0,042
Ab2	0,194	0,785	0,438	0,035
Ch3	0,051	0,263	1,000	-0,079
Su1	0,014	0,331	0,861	-0,058
Su3	0,038	0,467	0,900	-0,030
Sv1	0,174	-0,031	0,837	0,025
Sv2	0,124	-0,067	0,706	0,091
Sv3	-0,032	-0,115	0,837	0,144
Sd1	0,062	0,552	0,782	-0,077
Sd2	-0,010	0,450	0,782	-0,275
Sd3	0,038	0,408	0,780	-0,039
dk1	0,067	0,324	0,887	-0,078
dk3	0,112	0,392	0,913	-0,078
Ql1	0,385	0,036	-0,089	0,805
Ql2	0,082	-0,080	-0,119	0,800
Qn3	0,039	0,294	0,167	1,000
Tm1	0,353	-0,116	-0,198	0,807



Tm2	0,277	0,146	0,030	0,786
Tm3	0,239	0,206	-0,009	0,770
Ef1	0,212	0,153	0,032	1,000
Km1	-0.004	0,326	0,303	1,000

### 3. Composite Reliability Test

If the Composite Reliability value is larger than 0.6-0.7 and Cronbach's alpha is greater than 0.6-0.7, it can be assumed that a latent variable has high reliability (Saleh et al., 2020). Table 8 displays the results of the latent variable reliability test.

**Table 8. Reliability Test Results**

Variable Construct	Cronbach's alpha	Composite Reliability	Description
Training (X1)	0,610	0,727	Reliable
Discipline (X2)	0,689	0,771	Reliable
Work Environment (X3)	0,775	0,792	Reliable
Performance (Y)	0,697	0,674	Reliable

Table 8 shows the Composite Reliability and Cronbach's alpha values greater than 0,6, which means that all latent variables in this study are reliable.

#### a. Evaluation of structural model (inner model)

Evaluation of the structural model on SEM with PLS is done by performing the R-squared test (R2) and the significance test by estimating the path coefficient.

##### 1. R square test

Changes in the R-square value can be used to assess the effect of certain independent latent variables on the latent dependent variable. The results of the R-square test in this study can be seen in table 9.

**Table 9. R-square Value**

Variable	R-square
Work Environment (Z)	0,403
Performance (Y)	0,164

The R-square value in table 9 shows that the Contribution of Training and Discipline to the Work Environment is 40.3%. Meanwhile, the contribution of Training, Discipline, and Work Environment to performance is 16.4%. To test the suitability of the model, the equation Q 2 was used as follows:

$$Q^2 = 1 - (1 - \text{Work Environment}) (1 - \text{Performance})$$

$$= 1 - (1 - 0,403) (1 - 0,164)$$

$$= 1 - (0,597) (0,836)$$

$$= 1 - 0,499$$

$$= 0,501 > 0 \text{ means the model has compatibility/suitability.}$$

2. Significance test

The significance test for the SEM model with PLS seeks to identify the influence of exogenous variables on endogenous variables. The relationship between the effects of exogenous variables on endogenous variables is determined by executing a bootstrapping procedure using the smartPLS 3.0 computer application to test hypotheses using the SEM PLS method. Table 10 displays the outcomes of the hypothesis testing.

**Table 10. Path Coefficient Value**

	Original Sample	Mean	Standard Deviation	t-Statistics	P values
Training → (X1) Work Environment (Z)	-0,156	-0,150	0,116	1,342	0,180
Discipline → (X2) Work Environment (Z)	0,666	0,656	0,080	8,371	0,000
Training → (X1) Performance (Y)	0,370	0,346	0,167	2,220	0,027
Discipline → (X2) Performance (Y)	0,020	0,039	0,116	1,342	0,180
Work Environment → (Z) Performance (Y)	-0,182	-0,176	0,118	1,545	0,123

Based on Table 10, explanations are as follows:

1. The Training path coefficient on the Work Environment is -0,156 with a significance value of 0,180 > 0,05, which means  $H_a$  is rejected and  $H_0$  is accepted. So it can be concluded that Training has a negative and insignificant effect on the Work Environment directly.
2. The path coefficient value of Discipline in the Work Environment is 0,666 with a significance value of 0,000 < 0,05. This means that  $H_a$  is accepted, and  $H_0$  is rejected. It can be concluded that Discipline has a significant positive effect on the Work Environment directly.
3. The Training path coefficient on Work Performance is 0,370 with a significance value of 0,027 < 0,05. This means that  $H_a$  is accepted, and  $H_0$  is rejected. It can be

concluded that Training has a significant positive effect on Work Performance directly.

4. The path coefficient value of Discipline on performance is 0,020 with a significance value of 0,180 > 0,05. This means  $H_a$  is rejected, and  $H_0$  is accepted. It can be concluded that work Discipline has a positive and insignificant effect on the work environment directly.
5. The path coefficient value of Work Environment on Performance is -0,182 with a significance value of 0,123 > 0,05. This means  $H_a$  is rejected, and  $H_0$  is accepted. It can be concluded that Discipline has a negative and significant effect on the Work Environment directly.

## 6. DISCUSSION

According to the Hypothesis t-test results, Training has a direct negative and negligible effect on the Work Environment. Meanwhile, Discipline has a direct and substantial positive impact on the workplace. The positive influence of Discipline on the Work Environment demonstrates that discipline significantly impacts the work environment of civil servants in the Rectorate Personnel of Andalas University Padang. The more disciplined employees are, the better and more favorable the work environment will be. On the other hand, the negative impact of Training demonstrates unequivocally that Training has nothing to do with the construction of the work environment. Training can increase employee understanding, insight, and skills at work. Eventually, this will affect enhancing the performance of the workforce. Research undertaken by (Hendrawijaya et al., 2020) indicates that work discipline, work environment, and training have a direct and substantial favorable impact on employee performance. Job happiness mediates the large beneficial indirect influence of work discipline, work environment, and training on employee performance.

Training has a considerable favorable influence on the performance of government workers in the Rectorate Personnel of Andalas University Padang, according to the results of the t-test. In the meantime, neither Discipline nor Work Environment directly impacted the performance of PNS in the Rectorate Personnel of Andalas University Padang. This study's findings demonstrate that education and training enhance employee performance. In addition, through education and training, employees can increase their understanding, knowledge, and talents, affecting their work performance. This study indicates that the work environment and discipline have no direct effect on the performance of government servants in the Rectorate Personnel of Andalas University Padang. This is because the performance of government workers in the Rectorate Personnel of Andalas University Padang has been excellent, as shown by the findings of the descriptive analysis, which indicate that, on average, respondents agreed or strongly agreed with each indicator.



Although the work environment and discipline of employees at Andalas University are pretty good, there are still a large number of alpha and tardy employees, and the air temperature is not ideal. However, these factors do not hinder the performance of employees.

This research is backed by other studies (Suryanto et al., 2022), which concluded that the work environment did not affect employee performance. In addition, Pratiwi and Nawangsari's (2021) research reveals that discipline, education, and work environment do not affect employee performance when all three factors are considered together. Contrary to the findings of (Farisi et al., 2021) and (Soetjipto et al., 2021), the work environment has a positive and significant impact on the performance of employees at the Public Relations and Protocol Section of the Ponorogo Regency Regional Secretariat.

The hypothesis test results reveal that Training and discipline have no significant effect on the performance of government employees at the Rectorate Personnel of Andalas University Padang via the indirect effect of the work environment. This indicates that the work environment of Civil Servants at the Rectorate Personnel of Andalas University, Padang, is less capable of encouraging or mediating their performance. According to Daft (2021), employee performance is the consequence of a person's quality and amount of work performed following their assigned obligations. According to (Shirmohammadi et al., 2021), performance is the degree to which specific duties are accomplished. Previous research conducted by Susita et al. (2020) indicates that the work environment has both a direct and indirect effect on employee loyalty. However, the results of this study contradict those findings. According to previous research (Wahyudi et al., 2022), the work environment has a positive and considerable direct and indirect impact on teacher performance. According to research (Tentama et al., 2019), the work environment has a negligible effect on employee performance.

## 7. CONCLUSION AND SUGGESTION

### 7.1 Conclusion

This study aims to establish the extent to which training, discipline, and the working environment influence employee performance. One hundred public officials working in the Rectorate Personnel Office of the University of North and Padang were sampled using the convenience sampling technique to collect data for the study. According to the conclusions of this study, Training has a negligible effect on the Work Environment but a big effect on employee performance. In addition, discipline has a favorable and substantial impact on the Work Environment but has only a minor effect on the performance of the employees. In conclusion, the research revealed that the Work Environment harms the Performance of Civil Servants at the Rectorate Personnel of Andalas University, Padang, albeit very modestly.

## 7.2 Suggestions

Technical suggestions that can be made for the Personnel Management of the Andalas Padang State University Rectorate are as follows:

1. Based on the results of the descriptive analysis, the Training provided was quite good, but the Training time and the training facilities provided appeared inadequate. Therefore, institutions should pay close attention to the offered training schedule so as not to interfere with office work, and amenities such as suitable rooms and internet connection are required so that training participants can feel at ease when engaging in education and training.
2. In terms of discipline, the indicator of employee absenteeism must be improved. This is seen by the number of employees arriving late, tardy, or absent, as it will influence their ability to complete their work later. If there are no strict consequences, this could impair the performance of other employees.
3. Management is encouraged to pay more attention to room decoration, air circulation, and temperature in each employee's workstation in terms of the work environment. Because it is essential to preserve the comfort of employees at the workplace, thereby enhancing their motivation and performance.

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