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The Effect of Work Environment, Reward, and Leadership Style on Work Discipline with Work Motivation as an Intervening Variable at PT. XYZ

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Work Environment, Reward, Leadership Style, Work Motivation, Work Discipline

ABSTRACT
Work environment, reward, leadership style is a factor that influences work dicipline with work motivation as an intervening variable. With the work environment, reward and high leadership style is expected to be able to improve work dicipline with work motivation as an intervening variable. The variables in this study are the work motivation as an intervening variable. The variables used in this study are the work environment, reward, leadership style, work motivation anad work discipline. This study aims to determine the influence of the work environment, reward and leadership style on work discipline with work motivation as an intervening variable at PT. XYZ. This study used a quantitative approach. In this study, the population was 110 operator employees at PT. XYZ. The data processing method used in this study was the descriptive approach. Structural Equation Modeling (SEM) based Partial Least Squares (PLS) with the help of software SmartPLS3. The results of this study indicate that the work environment, reward and leadership style has a positive and significant partial influence on work motivation and work discipline. Work environment, reward and leadership style have a positive and significant influence simultaneously on work discipline with work motivation as an intervening variable. The implications of these findings can be used as a basis for improving a positive work environment, reward good and effective leadership style so that it can increase work motivation which in turn will encourage increased employee work discipline.

INTRODUCTION

The challenge faced by organizations in their development is to compete quickly and precisely. For this reason, organizations must pay attention to resources as the most important part in achieving the company's mission. Resources are the power needed to produce an activity. This activity requires resources, including Human Resources (HR). Human resources are not just an ordinary element, but a crucial pillar that is the foundation of progress (Chandra et al., 2024: 73).

The progress and decline of the company is influenced by human resources who play the role of employees in a company (Rahmah et al., 2023: 229). Employees who work well will produce good performance and vice versa. Employee performance is a result of managing and carrying out tasks related to everything in the company within a certain period of time. There are things that reduce employee performance such as not being on time in completing tasks and not obeying the rules (Banne et al., 2023: 309).

In these conditions, it can be seen that employee performance is not in accordance with the company's expectations. For this reason, a process is needed that involves employees acting and having direct awareness of their responsibilities. Work discipline is the most dominant performance factor here because work discipline comes from awareness in employees, without any compulsion to follow company rules (Chusminah & Haryati, 2020:

365). The application of work discipline is a reflection in responding to work activities so that work can be well organized. The disciplined assumption that employees will be aware to follow existing rules so that the company's goals achieve goals (Nuryadi et al., 2023: 101).

Discipline is a form of behavior that is instilled in individuals inside and outside the organization. In an organization, it is said that discipline is discipline in work. Work discipline is the behavior of a person's willingness and willingness to comply with the rules that apply around him (Ulia et al., 2024: 177). Work discipline will make an employee come and go home on time, do the job well and comply with the existing rules. There are indicators that affect it, namely punctual attendance, compliance in working and obedience to rules (Dwiyanti F. et al., 2024: 425).

This is also experienced by PT. XYZ related to employee work discipline. PT. XYZ is one of the companies engaged in plastic manufacturing. The plastic products produced are plastic used for household appliances such as clothes racks, clothes racks, drinking bottles, dining places etc. This company has been operating since mid-2022 and is located in Cileungsi, Bogor Regency. PT. XYZ has employees consisting of three parts, namely the raft section, packing and injection. In this study, it will focus on employees of injection operators. The shift system consists of two shifts and 12 hours of work. Based on the results of the researcher's observations, PT. XYZ faces employee discipline problems which are reflected in the relatively high rate of absenteeism during the period from January 2024 to October 2025, which includes unexplained absences (alpha), permits, illness, and delays. The average attendance rate was recorded at 31.79%, with the highest number of alphas occurring in September 2024, the highest permits in October 2025, the highest number of illnesses in March and April 2024, and the highest delays also in October 2025. This condition shows that the level of employee attendance discipline is still not optimal, characterized by the fact that there are still many employees who are absent or arrive late for various reasons, thus reflecting the need for attention and improvement of management in improving employee work discipline.

In addition to attendance, it was also found that there were company rules that were often ignored, such as the use of inappropriate break time. Based on the results of the author's interview with Mr. Mardi as the Chief Mechanic of PT. XYZ, said that this had an impact on the alarm of the machine which would sound due to the work of the product by other operators who were entrusted so that it did not run smoothly. These operators also act out of control by setting up their own machines without mechanical knowledge and prolonging the printing time so that they can inhibit product results that are not optimal.

Based on the problems that occur, work discipline is influenced by several factors, including the work environment, rewards, leadership style, and work motivation. The work environment is a workplace condition that must support employee comfort and productivity, both from physical and non-physical aspects. The physical work environment includes lighting, air temperature, noise, and space for movement, while the non-physical work environment is concerned with the relationships between employees. A good work environment will provide a sense of security and comfort so that it can improve employee work discipline. The results of observations at PT. XYZ shows that facilities such as lighting and toilets are adequate, but there are still shortcomings in the form of poor air ventilation,

engine noise, narrow movement space, and lack of communication between old and new employees, which have the potential to affect work discipline.

In addition to the work environment, rewards and leadership style also play an important role in shaping employee work discipline. Rewards are a form of corporate rewards to employees that are given based on performance and responsibilities, such as bonuses and salary increases, which aim to motivate and improve work discipline. At PT. XYZ, rewards are given to employees with a certain level of attendance and achievement of targets, but in reality rewards are rarely received due to unstable attendance rates and unmet work targets. On the other hand, the leadership style applied also affects work discipline, especially in terms of decision-making, communication, and motivation. The results of observations show that decision delivery is often done suddenly without discussion, inconsistent shift changes, and a lack of motivational approaches to employees.

Work motivation as an internal factor for employees also affects work discipline and plays a role as an intervening variable. Work motivation is the motivation from within employees to work optimally, which is reflected through hard work, perseverance, goal orientation, and the desire to grow. At PT. XYZ, low work motivation is caused by boredom due to monotonous work, lack of focus on work goals, and lack of self-development planning. Previous research has shown that work environment, rewards, leadership style, and work motivation partially have a positive effect on work discipline, but there have been no studies that have examined the relationship with work motivation as an intervening variable. Therefore, this study aims to analyze the influence of work environment, rewards, and leadership style on work discipline through work motivation at PT. XYZ, and is expected to make an academic and practical contribution to the development of human resource management.

METHOD

Types of Research

This study uses a quantitative approach that aims to test the truth through hypothesis evaluation. The research was conducted at PT. XYZ, with an implementation period from April 2025 to January 2026. The research design used three types of variables, namely independent variables (work environment, rewards, and leadership style), dependent variables (work discipline), and intervening variables (work motivation). The research model is designed to test the influence of work environment, rewards, and leadership style on work discipline through work motivation as an intervening variable.

Population and Sample

The population in this study is all injection operators at PT. XYZ which totals 110 people. The sampling technique uses the saturated sampling method, which is a method of sampling from a fixed population or using all members of the population. Thus, all 110 employees of the injection operator were used as research samples, so that the sample could represent the entire population as a whole.

Data Collection Techniques

Data collection is carried out through two sources, namely primary data and secondary data. Primary data was obtained directly from the original source through the distribution of questionnaires and field observations of respondents. Secondary data is obtained from data

that has been processed beforehand, such as employee attendance. The research instrument is in the form of a questionnaire containing statements and questions using a Likert scale with an interval of 1-5, where the choice of answers ranges from strongly disagree (1) to strongly agree (5). The questionnaire included the identity of the respondents and statements related to the five research variables.

Data Analysis Techniques

The data analysis technique uses the Structural Equation Modeling (SEM) approach based on Partial Least Squares (PLS) with the help of SmartPLS 3 software. The analysis was carried out through two stages of evaluation, namely the evaluation of the measurement model (outer model) and the evaluation of the structural model (inner model). The evaluation of the outer model included a convergent validity test with a loading factor of >0.70 and AVE of >0.5, a discriminant validity test using the Fornell-Larcker criterion, and a reliability test with Cronbach's Alpha and Composite Reliability values >0.60. The internal model evaluation included the analysis of the determination coefficient (R^2), the path coefficient value, and the significance test using bootstrapping with t-statistical criteria >1.96 and p-value <0.05 to test the hypothesis of direct and indirect influence between variables through intervening variables.

RESULT AND DISCUSSION

A. Data Analysis and Hypothesis Testing

Data analysis and testing of research hypotheses using the SmartPLS 3 calculation tool. The calculation models that will be used in this study are measurement models (*outer model*), structural models (*inner model*) and hypothesis testing. The results of the calculation are as follows:

1. Evaluation Results of Measurement Model (*Outer Model*)

The evaluation of the measurement model aims to ensure that the statement or question used is suitable for measurement (valid and reliable). (Evi, Rachbini, 2022: 7). External *model analysis* can be seen through several steps, namely:

a. Convergent Validity *Test*

In the convergent validity test, it is Measurements used to determine the validity of any relationship or correlation between indicators and latent variables (Nurhalizah et al., 2023 : 130). Correlation can meet *convergent validity* with through the value of *loading factor* and *Average Variance Extracted (*AVE). In this test the indicator is said to be valid if Value *loading factor* from 0.60 - 0.70 i.e. acceptable (Maspupah & Aprianif, 2021 : 57).

The results of the data of 110 respondents who are employees of injection operators at PT. XYZ is processed using SmartPLS 3. To find out the *outer loading value* of each variable indicator as shown in Table 1.

Table 1. Loading Factor

	Work Environment (X1)	Reward (X2)	Leadership Style (X3)	Work Discipline (Y)	Motivation (Z)
L1	**0.704**				
L2	**0.714**				
L3	**0.724**				

L4	**0.705**				
L5	**0.709**				
L6	**0.703**				
L7	**0.716**				
R1		**0.716**			
R2		**0.740**			
R3		**0.711**			
R4		**0.703**			
R5		**0.737**			
R6		**0.727**			
R7		**0.718**			
G1			**0.705**		
G2			**0.721**		
G3			**0.721**		
G4			**0.728**		
G5			**0.707**		
G6			**0.710**		
G7			**0,716**		
D1				**0.735**	
D2				**0.712**	
D3				**0.718**	
D4				**0.710**	
D5				**0.716**	
D6				**0.731**	
D7				**0.741**	
M1					**0.748**
M2					**0.743**
M3					**0.775**
M4					**0.790**
M5					**0.786**
M6					**0.777**
M7					**0.763**

In Table 1. indicates that all indicators for each variable have met the conditions of convergent validity, i.e. having *loading factor* greater than 0.70 (>0.70). Therefore, it can be concluded that the overall indicator can measure each of its latent variables well. Meanwhile, the convergent validity test using the AVE value is the value of the indicator used to look at the construct. The AVE value is said to be valid if the AVE value > 0.5 (Nurhalizah et al., 2024 : 130). The following AVE values can be seen in Table 2.

Table 2. Nilai Average Variance Extracted (AVE)

Variabel	Average Variance Extracted (AVE)
X1 Work Environment	**0.505**
X2 Reward	**0.521**
X3 Leadership Style	**0.512**
Y Work Discipline	**0.523**
Z Work Motivation	**0.591**

In Table 2. it is known that all the indicators that make up each variable have met the conditions of convergent validity because the root value of *the average variance extracted* (AVE) > 0.50.

b. Discriminant Validity *Test*

Discriminant validity is the result of measurement that measures how different a variable is from other latent variables. *Discriminant validity* is known through *the Fornell larcker* value. *Fornell Larcker* will be analyzed by comparing the root value of AVE must be greater than the correlation value between other variables. The validity of the discriminant shows between the indicator and the variable is valid because the value is >0.70 which is the rule of discriminating using *cross loading* (Waleleng et al., 2024: 383). The following *cross loading* can be seen in Table 3.

Table 3. Cross Loading

	X1 Work Environment	X2 Reward	X3 Leadership Style	Y Work Discipline	Z Work Motivation
L1	**0.704**	0.608	0.642	0.665	0.630
L2	**0.714**	0.642	0.706	0.680	0.673
L3	**0.724**	0.580	0.648	0.643	0.652
L4	**0.705**	0.609	0.639	0.644	0.689
L5	**0.709**	0.659	0.629	0.672	0.690
L6	**0.703**	0.614	0.656	0.680	0.664
L7	**0.716**	0.630	0.665	0.672	0.660
R1	0.594	**0.716**	0.621	0.647	0.620
R2	0.663	**0.740**	0.695	0.703	0.693
R3	0.649	**0.711**	0.621	0.659	0.641
R4	0.624	**0.703**	0.639	0.677	0.625
R5	0.642	**0.737**	0.681	0.704	0.702
R6	0.644	**0.727**	0.667	0.688	0.643
R7	0.594	**0.718**	0.602	0.676	0.627
G1	0.683	0.643	**0.705**	0.656	0.631
G2	0.659	0.649	**0.721**	0.679	0.686
G3	0.633	0.699	**0.721**	0.733	0.712
G4	0.687	0.661	**0.728**	0.718	0.715
G5	0.701	0.663	**0.707**	0.689	0.668
G6	0.646	0.585	**0.710**	0.627	0.635
G7	0.610	0.584	**0.716**	0.664	0.667
D1	0.658	0.716	0.694	**0.735**	0.696
D2	0.668	0.719	0.717	**0.712**	0.684
D3	0.709	0.664	0.707	**0.718**	0.683
D4	0.653	0.638	0.662	**0.710**	0.667
D5	0.691	0.674	0.682	**0.716**	0.716
D6	0.660	0.676	0.684	**0.731**	0.710
D7	0.699	0.679	0.679	**0.741**	0.725
M1	0.656	0.762	0.727	0.743	**0.748**
M2	0.722	0.693	0.761	0.744	**0.743**
M3	0.726	0.643	0.690	0.728	**0.775**
M4	0.782	0.683	0.757	0.747	**0.790**
M5	0.740	0.713	0.701	0.750	**0.786**
M6	0.673	0.673	0.706	0.736	**0.777**
M7	0.739	0.686	0.730	0.740	**0.763**

Table 3. shows that all indicators of each variable in this study have achieved discrimination validity. This is evidenced by the correlation value of the construct with each indicator being higher than the correlation with the other constructs. Therefore, based on *cross loading* data, it can be concluded that these indicators are discriminatically valid.

c. Reliability Validity *Test*

Reliability validity is the degree of consistency and stability of data or findings (Sugiyono, 2013: 268). Reality testing consists of two ways, namely *cronbach's alpha* and *composite reliability.* The test is said to be reliable, namely by looking at the value of the *cronbach's alpha* and *composite reliablity* Worth 0.60-0.70 (Kurniawan et al., 2022 : 599). Next *cronbach's alpha* and *composite reliability* which can be seen in Table 4.

Table 4. Cronbach`s Alpha dan Composite Reliability

	Cronbach`s Alpha	Composite Reliability
X1 Work Environment	**0.837**	**0.877**
X2 Reward	**0.847**	**0.884**
X3 Leadership Style	**0.841**	**0.880**
Y Work Discipline	**0.848**	**0.885**
Z Work Motivation	**0.885**	**0.910**

Table 4. shows that all variables are declared reliable or pass the reliability test due to *Cronbach's alpha* values >0.70 and *composite reliability* >0.70

2. Evaluation of Structural Models (*Inner Model*)

Structural model evaluation aims to assess the influence of one variable on another variable (Evi & Rachbini, 2022 : 7). The Inner model is carried out using Smart PLS 3.0. can be seen in Figure 1.

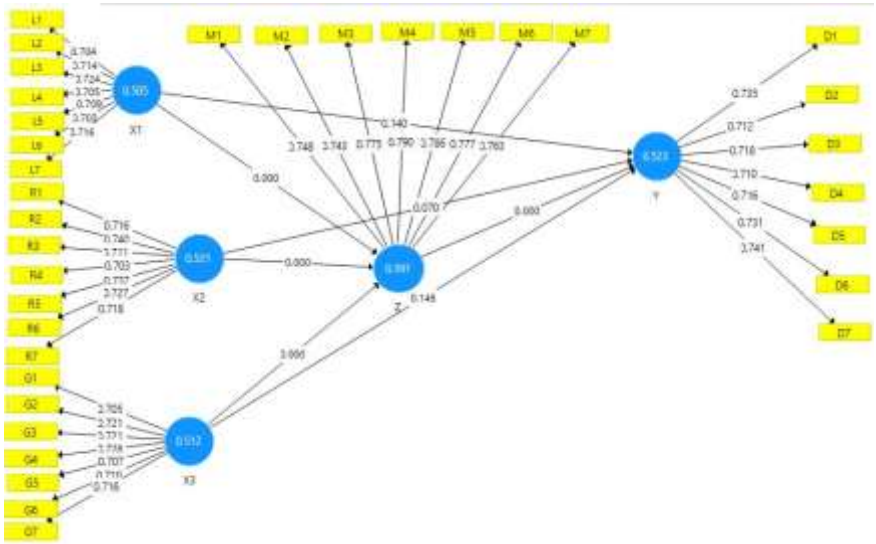

Figure 1. Inner Model

The *analysis of the inner model* can be seen through several steps, namely:

a. Coefficient of Determination (R2)

The coefficient of determination is also called R-*square.* The coefficient of determination is used to find out how much influence a variable has Exogons against the variable endogenous (Wahyuni et al., 2023 : 158). Next R-*square* can be seen in Table 5.

Table 5. R-square

	R Square	R Square Adjusted
Y Work Discipline	0.966	0.965
Z Work Motivation	0.926	0.924

Based on Table 5, the value of the determination coefficient can be seen from the R-square value for the endogenous latent construct as the predictive power. The data shows that the R-square *adjusted* variable of work discipline is 0.965 or 96.5%, this can be interpreted that factors that affect work discipline, namely work environment, *rewards,* leadership style and work motivation simultaneously affect changes in work discipline. Meanwhile, the R-square *adjusted* variable of work motivation is 0.924 or 92.4%, this means that the factors that affect work motivation are work environment, *rewards,* leadership style and work discipline. Simultaneously affect changes in work motivation. Therefore, the value of the determination coefficient is included in the strong category because it is above 0.67. Then, there is a multicollinearity/VIF test which can be seen in Table 6.

Table 6. Multicollinearity/VIF Test

	Y Work Discipline	Z Work Motivation
X1 Work Environment	**1,551**	**1,639**
X2 Reward	**1,580**	**1,755**
X3 Leadership Style	**1,597**	**1,624**
Y Work Discipline		**1,822**

In Table 6. It is known that all variables have a value of <5 so that correlations between independent variables do not occur symptoms of multicollinearity.

b. Path Coefficient Value

The value of this coefficient will determine the relationship between the latent variables that have been formulated. The results of the path coefficient that presents the relationship between the constructs and the significance of the research hypothesis are seen in Table 7.

Table 7. Path Coefficient

	Y Work Discipline	Z Work Motivation
X1 Work Environment	**0,121**	**0,390**
X2 Reward	**0.311**	**0,195**
X3 Leadership Style	**0.225**	**0,408**
Z Work Motivation	**0,358**	

The value in Table 7. shows that the *path coefficient* value has approached +1 which has a positive relationship. If the value of the path coefficient is close to +1 then the latent variable has a strong positive relationship, on the other hand, if the path coefficient is close to -1 then the latent variable has a strong negative relationship. Then, the significance of the estimated path coefficient is produced from *the bootstrapping* process where the significance is determined based on t-values and p-values.

c. Hypotesis Test

The significance test will be related to the occurrence of significant direct and indirect influences between variables. Significance testing is a decision determination from the hypothesis results themselves. The following significance on the direct influence hypothesis test can be seen in Table 8.

Table 8. Direct Influence Hypothesis

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
X1 Work Environment -> Z Work Motivation	0.390	0.396	0.075	5.185	**0.000**
X2 Reward -> Z Work Motivation	0.195	0.198	0.054	3.612	**0.000**
X3 Leadership Style -> Z	0.408	0.399	0.068	5.985	**0.000**

Work Motivation					
X1 Work Environment -> Y Work Discipline	0.121	0.122	0.057	2.110	**0.035**
X2 Reward -> Y Work Discipline	0.311	0.308	0.039	7.976	**0.000**
X3 Leadership Style -> Y Work Discipline	0.225	0.224	0.061	3.684	**0.000**
Z Work Motivation - > Y Work Discipline	0.358	0.360	0.072	5.002	**0.000**

Through Table 8,it is known that there is a direct effect of work environment on work discipline, work environment on work motivation, leadership style on work motivation, reward on work motivation, leadership style on discipline and work motivation on work discipline. Because hypotheses obtained P values smaller than 0.05 (0.000 < 0.05).

Then, the following results of the indirect influence hypothesis can be seen in Table 9.

Table 9. Indirect Influence Hypothesis

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
X1 Work Environment -> Z Work Motivation -> Y Work Discipline	0.140	0.141	0.033	4.295	**0.000**
X2 *Reward* -> Z Work Motivation -> Y Work Discipline	0.070	0.073	0.026	2.670	**0.008**
X3 Leadership Style -> Z Work Motivation -> Y Work Discipline	0.146	0.146	0.044	3.353	**0.001**

It is known from the table that the P values obtained for the indirect effect is smaller than 0.05. This meaens that there is indirect effect of work environment, rewared and leadership style on work discipline with work motivation as an intervening variable.

CONCLUSION

This study aims to test the influence of work environment, rewards, and leadership style on work discipline with work motivation as an intervening variable in PT. XYZ uses SmartPLS 3.0 analysis. The results of the study show that work environment, rewards, and leadership style have a positive and significant effect on work motivation, which means that comfortable working conditions, the right reward system, and effective leadership can increase employee morale and motivation. In addition, these three variables also have a positive and significant effect directly on work discipline, so that a conducive work environment, fair rewards, and a firm and communicative leadership style can form disciplined work behavior. Work motivation has been shown to have a positive and significant effect on work discipline, as well as mediating the influence of work environment, rewards, and leadership style on work discipline, indicating that the increase in employee discipline is not only directly influenced by these three factors, but also through an increase in work motivation formed within the company.

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