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Optimizing Work Performance

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Abstract
The purpose of this study was to see the effect of the work environment and work discipline on work performance with promotion as an intervening variable. Medan Region II Airport. The research population consisted of 96 employees and all populations were sampled and the sample technique used was saturated samples. The research model used was Path analysis and the research calculation tool used Smart PLS 3.3.3. Data collection techniques used were questionnaires and surveys. Based on the results of the research that has been done and the data analysis as explained in the previous chapter, the following conclusions are conveyed from the results of the research as follows: Work Discipline has a positive and significant effect on Work Performance. Work Discipline has a positive and insignificant effect on Promotion. Work environment has a positive and insignificant effect on work performance. Work environment has a positive and significant effect on promotion. Promotion has no significant negative effect on work performance. Work Discipline has an indirect effect on work performance through insignificant negative promotion. The work environment has an indirect effect on work performance through insignificant negative promotion.

Keywords: Work Environment, Work Discipline, Job Achievement, Promotion

INTRODUCTION

With the development of technology, education accompanied by increasing economic growth, the actors who are struggling in the fields of economy, culture and other fields can influence the goals of the organization to be achieved in the future. One of the efforts that must be made in facing external challenges is by preparing competent and qualified human resources. Work performance is the result that has been achieved by employees according to the applicable standards for the work that has been completed, so the work performance of employees needs to be evaluated and considered. Employees can be said to have achieved if the service provided is optimal and there are no complaints from the public regarding the services that have been provided. Work performance can also be said to be the result of work achieved by employees in carrying out the tasks that have been assigned to them very seriously to produce better performance. A comfortable work environment can increase employee performance so that in carrying out their duties they can be carried out optimally, healthily, safely and comfortably. The work environment is one of the main factors that determines employees to work optimally, with a comfortable, safe and calm work environment can improve employee performance in achieving goals. The work environment greatly influences employee performance, a pleasant work environment will realize the achievement of the organization's planned goals and objectives. Job promotion plays an important role for every employee and even becomes a dream that is always expected by employees, because with this promotion means trust and recognition of the abilities and skills of the employee concerned and recognition of the abilities and skills of the employee concerned to hold a higher position. Companies need to conduct performance appraisals because they relate to giving higher responsibilities and authority to employees and getting the right people in the right place. So there is a close relationship between successful people and disciplined people.

LITERATURE REVIEW

Work performance

According to Mangkunegara (2014): "Work performance is the result of work in terms of quality and quantity, achieved by an employee in carrying out his duties, in accordance with the responsibilities given to him. The definition of work performance according to Sutrisno (2016) is to interpret achievement as a person's level of competence in tasks that include his work.

Work Performance Indicators

Work performance indicators according to Sutrisno (2016), are as follows:

a. Work result

The level of quantity and quality that has been produced and the extent of supervision done

b. Job Knowledge.

The level of knowledge related to the job tasks that will have a direct impact on the quantity and quality of work results.

c. Initiative

The level of initiative during carrying out work tasks, especially in terms of handling problems that arise.

d. Mental Agility

The level of ability and dexterity in receiving work instructions and completing them using existing work methods and work situations.

e. Attitude

The level of work enthusiasm and positive attitude in carrying out work tasks. Time Discipline and Attendance The level of punctuality and attendance.

Work environment

According to Sedarmayati (2015) the definition of the work environment is as follows: "The work environment is the entirety of the tools and materials faced, the surrounding environment in which a person works, his work methods, and his work arrangements both as individuals and as a group. Human life cannot be separated from various conditions of the surrounding environment, between humans and the environment there is a very close relationship.

Work Environment Indicators

According to Sedarmayanti (2015) the work environment indicators are as follows:

1. Lighting/light in the workplace. Light or illumination is very beneficial for employees in order to obtain safety and smooth work,
2. Air circulation in the workplace Oxygen is a gas that is needed by living things to maintain survival, namely for the metabolic process.
3. Noise in the workplace One type of pollution that has kept experts busy dealing with it is noise, which is sound that is unwanted by the ear.
4. Bad smells in the workplace. The presence of smells around the workplace can be considered as pollution, because it can disrupt concentration at work, and the smells occur continuously.

Work Discipline

According to Sutrisno (2016), discipline is a person's attitude of willingness and readiness to obey and comply with the norms and regulations that apply around them.

Work Discipline Indicators

According to Sutrisno (2016) the indicators of work discipline are as follows:

a. Comply with time regulations, seen from the time of coming to work, going home from work, and break times that are on time according to the rules in force in the company.
b. Comply with company regulations Basic rules on how to dress and behave at work.
c. Comply with the rules of conduct at work. Demonstrated by carrying out work in accordance with duties, positions and responsibilities as well as how to relate to other work units.
d. Comply with other regulations in the company. Rules about what employees may and may not do in the company.

Job Promotion

According to Hasibuan (2016) job promotion is a transfer that increases the authority and responsibility of employees to a higher position in an organization so that their obligations, rights, status, and income are greater. The term job promotion means progress, where a promotion can occur when an employee is promoted from a low position to a higher position. Increases in salary and responsibility usually accompany job promotions.

Job Promotion Indicators

According to Hasibuan (2016) the indicators for job promotion are as follows:

a. Honesty Employees must be honest, especially to themselves, their subordinates, agreements in carrying out or managing the position, must be in accordance with their words and actions.
b. Discipline Employees must be disciplined in themselves, their duties, and obey the applicable regulations, both written and customary.
c. Employee Work Performance is able to achieve work results that can be accounted for in terms of quality and quantity and work effectively and efficiently.
d. Cooperation Employees can work together harmoniously with fellow employees, both horizontally and vertically, in achieving company goals.
e. Employee Skills The employee is capable, creative and innovative in completing the tasks in the position well.
f. Employee Loyalty must be loyal in defending the company or corps from actions that are detrimental to the company or corps.
g. Leadership He must be able to foster and motivate his subordinates to work together and work effectively in achieving company goals.
h. Communicative. The employee can communicate effectively and is able to receive or perceive information from superiors and subordinates well, so that miscommunication does not occur.
i. Education. Employees must have a diploma from formal education in accordance with job specifications.

METHOD

According to Sugiyono (2017) quantitative research is used to examine populations or samples, sampling techniques are generally carried out randomly, data collection using research instruments, quantitative or statistical data analysis with the aim of testing the

established hypothesis. The location of the research was carried out at the Medan Region II Airport Authority Office.

According to Sugiyono (2017) population is a generalization area consisting of objects or subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions drawn. The population in this study was 96 employees. The sampling technique was saturated sampling, namely 96 employees.

The data sources used are primary data and the collection uses a questionnaire.

The regression equation is:

$$Z = a + b1X1 + b2X2 + e$$

$$Y = a + b3X1 + b4X2 + b5Z + e$$

Where:
Y = Work Performance
Z = Job Promotion
X1 = Work Environment
X2 = Work Discipline
b1 = Work Environment coefficient
b2 = Work Discipline coefficient
b3 = Work Environment coefficient
b4 = Work Discipline coefficient
b5 = Job Promotion Coefficient
a = constant

Data Analysis Techniques

Data analysis in this study used Structural Equation Modeling (SEM) based on Partial Least Square (PLS) using SmartPLS 3.3.3 software. PLS is one of the Structural Equation Modeling (SEM) solution methods that has advantages compared to other SEM techniques. SEM has a higher level of flexibility in research that connects theory and data, and is able to perform path analysis with latent variables so that it is often used by researchers who focus on social sciences. PLS is a structural equation model (SEM) based on components or variants.

Measurement Model (Outer Model)

The procedure in testing the measurement model consists of validity testing and reliability testing.

1. Validity Test

There are several stages of testing that will be carried out, namely through convergent validity and discriminant validity tests.

a. Convergent Validity

At this stage, it will be seen how big the correlation is between the indicator and its latent construct. So that it produces a loading factor value. The loading factor value is said to be high if the component or indicator correlates more than 0.70 with the construct to be measured. However, for early stage research from development, a loading factor of 0.5 to 0.6 is considered sufficient (Ghozali, 2014). In addition, at this stage it is seen how much value each variable has. So that it produces an AVE (Average Variance Extracted) value. The AVE value is said to be high if it has a value of more than 0.5. If there is an AVE value of less than 0.5, then there are still invalid indicators. (Ghozali, 2014).

b. Discriminant Validity

This validity test explains whether two variables are sufficiently different from each other. The discriminant validity test can be met if the correlation value of the variable to the variable itself is greater when compared to the correlation value of all other variables. This value is called Fornell Lacker. In addition, another way to meet the discriminant validity test can be seen in the cross loading value (how much the correlation value is between the indicators that measure the variable). The cross loading value can be accepted if the cross loading value of each variable statement item to the variable itself is greater than the correlation value of the statement item to other variables (Ghozali, 2012).

2. Reliability Test

In general, reliability is defined as a series of tests to assess the reliability of statement items. Reliability tests are used to measure the consistency of measuring instruments in measuring a concept or to measure the consistency of respondents in answering statement items in questionnaires or research instruments. To measure the level of reliability of research variables in PLS, you can use the alpha coefficient value or Cronbach's alpha and composite reliability). The Cronbach's alpha value is recommended to be greater than 0.7 and the composite reliability is also recommended to be greater than 0.7. (Sekaran, 2014)

Structural Model (Inner Model)

This test is conducted to determine the relationship between exogenous and endogenous constructs that have become hypotheses in this study (Hair et al., 2017). To produce inner model test values, the steps in SmartPLS are carried out using the bootstrapping method. The structural model is evaluated using R-square for the dependent variable, the Stone-Geisser Q-square test for predictive elevation and the t-test and significance of the structural path parameter coefficients with the following explanation:

1. Coefficient of Determination / R Square (R2)
2. Predictive Relevance (Q2)
3. t-Statistic
4. Path Coefficient
5. Fit Model

RESULTS AND DISCUSSION

Outer Model Analysis

Measurement model testing (outer model) is used to determine the specifications of the relationship between latent variables and their manifest variables, this testing includes convergent validity, discriminant validity and reliability.

1. Convergent Validity

Convergent validity of the measurement model with reflective indicators can be seen from the correlation between item/indicator scores and construct scores. Individual indicators are considered reliable if they have a correlation value above 0.70. However, in the scale development stage of research, loadings of 0.50 to 0.60 are still acceptable. Based on the results for outer loading, it shows that there are indicators that have loadings below 0.60 and are not significant. The structural model in this study is shown in Figure 1 below:

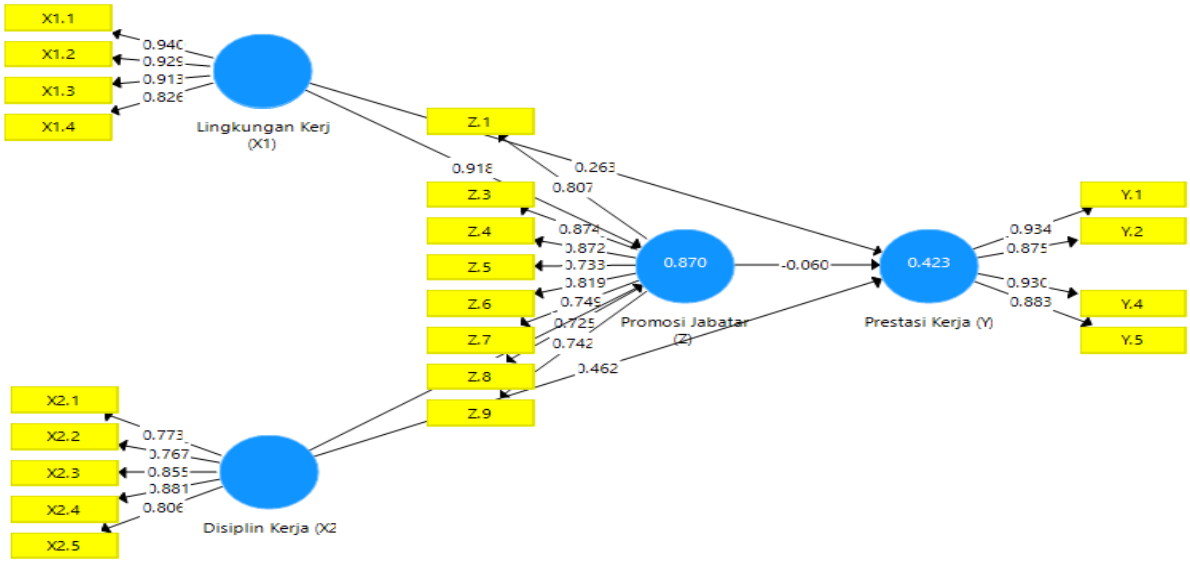

Figure 1. Outer Model
Source: Smart PLS 3.3.3

Table 1. Outer Loadings

	Work Discipline (X2)	Work Environment (X1)	Work Performance (Y)	Job Promotion (Z)
X1.1		0.940		
X1.2		0.925		
X1.3		0.913		
X1.4		0.826		
X2.1	0.773			
X2.2	0.767			
X2.3	0.855			
X2.4	0.881			
X2.5	0.806			
Y.1			0.934	
Y.2			0.875	
Y.4			0.930	
Y.5			0.883	
Z.1				0.807
Z.3				0.874
Z.4				0.872
Z.5				0.733
Z.6				0.819
Z.7				0.749
Z.8				0.725
Z.9				0.742

Source: Smart PLS 3.3.3

Table 1 shows that the assessment of the loading factor results > 0.07 means that all indicators are valid after indicators Y.3 and Z.2 are deleted because they are invalid so that the number of indicators is now 21 indicators after the loading factor is valid, then further research can be carried out. This means that all indicators are valid indicators to measure the construct.

The regression equation in this study consists of 2 substructures.

Substructure equation 1 is as follows:

$Z = b1X1 + b2X2 + e1$

$Z = 0.918X1 + 0.017X2 + e1$

Substructure Equation 2

$Y = b3X1 + b4X2 + b5Z + e2$

$Y = 0.263X1 + 0.462X2 – 0.060Z + e2$

2. Discriminant Validity

In this section, the results of the discriminant validity test will be described. The discriminant validity test uses the cross loading value. An indicator is declared to meet discriminant validity if the cross loading value of the indicator on its variable is the largest compared to other variables. The following are the cross loading values of each indicator:

Table 2. Discriminant Validity

	Work Discipline (X2)	Work Environment (X1)	Work Performance (Y)	Job Promotion (Z)
X1.1	0.885	**0.940**	0.599	0.893
X1.2	0.805	0.929	0.549	0.881
X1.3	0.797	0.913	0.655	0.806
X1.4	0.648	0.826	0.377	0.786
X2.1	0.773	0.658	0.599	0.552
X2.2	0.767	0.674	0.402	0.639
X2.3	0.855	0.772	0.522	0.756
X2.4	**0.881**	0.749	0.528	0.717
X2.5	0.806	0.708	0.569	0.667
Y.1	0.619	0.588	**0.934**	0.561
Y.2	0.405	0.439	0.875	0.412
Y.4	0.641	0.611	0.930	0.547
Y.5	0.611	0.539	0.883	0.492
Z.1	0.673	0.803	0.529	0.807
Z.3	0.731	0.821	0.474	**0.874**
Z.4	0.775	0.890	0.549	0.872
Z.5	0.592	0.680	0.492	0.733
Z.6	0.808	0.767	0.455	0.819
Z.7	0.462	0.617	0.244	0.749
Z.8	0.562	0.622	0.453	0.725
Z.9	0.482	0.636	0.280	0.742

Source: Smart PLS 3.3.3

In table 2 above, the indicators in the research variables have a greater cross loading value compared to the cross loading value on other variables. The cross loading value for the Work Discipline variable is greater than other variables, the cross loading value for the Work Environment variable is greater than other variables, the cross loading value for the Work Performance variable is greater than the variable, the cross loading value for the Job Promotion variable is greater than other variables, meaning that the cross loading value is valid in a discriminatory manner.

3. Composite reliability

The next test is the composite reliability of the indicator block that measures the construct. A construct is said to be reliable if the composite reliability value is above 0.60 and the cronbachs alpha value of the indicator block that measures the construct. A construct is said to be reliable if the cronbachs alpha value is above 0.7. The following is a table of loading values for the research variable constructs generated from running the Smart PLS program in the following table:

Table 3. Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Work Discipline (X2)	0.875	0.909	0.668
Work Environment (X1)	0.924	0.946	0.816
Work Performance (Y)	0.928	0.948	0.820
Job Promotion (Z)	0.915	0.931	0.628

Source: Smart PLS 3.3.3

Table 3 shows that the Average Variance Extracted (AVE) of each variable, namely Work Discipline, Work Environment, Work Performance, Job Promotion has a construct> 0.50, meaning all constructs are reliable. Thus, it can be stated that each variable has high discriminant validity. Meanwhile, it can be seen in the table above that the composite reliability value of each variable shows a construct value> 0.60. These results indicate that each variable has met the composite reliability so that it can be concluded that all variables have a high level of reliability.

Furthermore, in the table above, the Cronbach's alpha of each variable shows a construct value of > 0.70. Thus, these results indicate that each research variable has met the requirements for the Cronbach's alpha value, so it can be concluded that all variables have a high level of reliability. So it can be concluded that the indicators used in this study have high discriminant validity in compiling their respective variables.

Inner Model Analysis

The stages of analysis carried out in the evaluation of the structural model are seen from several indicators, namely:

1. Coefficient of Determination (R2)

Based on the data processing that has been carried out using the SmartPLS 3.0 program, the R Square value is obtained as follows:

Table 4. R Square Results

	R Square	Adjusted R Square
Work Performance (Y)	0.423	0.397
Job Promotion (Z)	0.870	0.866

Source: Smart PLS 3.3.3

Table 4 above shows that the R Square value for the Job Performance variable is 0.423. This finding explains that the percentage of Job Performance is 42.3%. This means that the variables Work Discipline, Work Environment, and Job Promotion affect Job Performance by 42.3% and the remaining 57.7% is influenced by other variables. Meanwhile, the R Square value for the Job Promotion variable is 0.870. This finding explains that the percentage of Job Promotion is 87.0%.

2. Goodness of Fit (GoF) Assessment

The goodness of fit model test can be seen from the NFI value ≥ 0.697 which is stated as fit. Based on the data processing that has been done using the SmartPLS 3.3 program, the Model Fit value is obtained as follows:

Table 5. Fit Model

	Saturated Model	Estimation Model
SRMR	0.187	0.187
d_ULS	1,758	1,758
d_G	1,789	1,789
Chi-Square	546,192	546,192
NFI	0.882	0.882

Source: Smart PLS 3.3.3

The results of the goodness of fit test of the PLS model in table 6. below show that the NFI value of 0.882 means FIT. Thus, from these results it can be concluded that the model in this study has a high goodness of fit and is suitable for testing the research hypothesis.

3. Hypothesis Testing

After assessing the inner model, the next step is to evaluate the relationship between latent constructs as hypothesized in this study. Hypothesis testing in this study was conducted by looking at the T-Statistics and P-Values. The hypothesis is accepted if the T-Statistics value is > 1.96 and P-Values < 0.05. The following are the results of the Path Coefficients of direct influence:

Table 6. Path Coefficients (Direct Effect)

	Original Sample (O)	T Statistics (| O/STDEV |)	P Values	Results
Work Discipline (X2) -> Work Achievement (Y)	0.462	2,483	**0.013**	**Accepted**
Work Discipline (X2) -> Job Promotion (Z)	0.017	0.209	**0.835**	**Rejected**
Work Environment (X1) -> Work Performance (Y)	0.263	0.757	**0.449**	**Rejected**

Work Environment (X1) -> Job Promotion (Z)	0.918	12,289	**0,000**	**Accepted**
Position Promotion (Z) -> Job Performance (Y)	-0.060	0.200	**0.841**	**Rejected**

Source: Smart PLS 3.3.3

Based on table 6 above, there is a direct influence of 5 hypotheses and will be explained for Work Discipline has a positive and significant effect on Work Performance with an original sample value of 0.462 P values 0.013 <0.05. Work Discipline has a positive and insignificant effect on Job Promotion with an original sample value of 0.017 P values 0.835> 0.05. Work Environment has a positive and insignificant effect on Work Performance with a value of 0.263 and P values 0.449> 0.05. Work Environment has a positive and significant effect on Job Promotion with a value of 0.918> 0.05. Job Promotion has a negative and insignificant effect on Job Performance with an Original sample value of -0.060 and P values 0.841> 0.05.

Table 7. Path Coefficients (Indirect Effect)

	Original Sample (O)	T Statistics (| O/STDEV |)	P Values	Results
Work Discipline (X2) -> Position Promotion (Z) -> Work Achievement (Y)	-0.001	0.037	**0.971**	**Rejected**
Work Environment (X1) -> Position Promotion (Z) -> Work Performance (Y)	-0.055	0.199	**0.842**	**Rejected**

Source: Smart PLS 3.3.3

The results of table 7 above show that Work Discipline has an indirect effect on Work Performance through Job Promotion, which is negative and not significant with the original sample value of -0.001 P values 0.971 > 0.05. Work Environment has an indirect effect on Work Performance through Job Promotion, which is negative and not significant with the original sample value of -0.055 P values 0.842 > 0.05

CLOSING

Conclusion

1. Work Discipline has a positive and significant influence on Work PerformanceinMedan Region II Airport Authority Office
2. Work Discipline has a positive and insignificant effect on Job PromotioninMedan Region II Airport Authority Office
3. Work environment has a positive and insignificant effect on work performanceinMedan Region II Airport Authority Office
4. Work Environment has a positive and significant influence on Job PromotioninMedan Region II Airport Authority Office
5. Job Promotion has a negative but insignificant effect on Work PerformanceinMedan Region II Airport Authority Office
6. Work Discipline has no effect on Work Performance through Position PromotioninMedan Region II Airport Authority Office
7. The work environment has no effect on work performance through promotioninMedan Region II Airport Authority Office

Suggestion

1. Organizations must create a comfortable, safe and good working environment for employees.
2. Organizations must be able to discipline employees to improve employee performance.
3. Organizations must promote for promotion by looking at the skills, quality and work experience of employees.
4. Organizations must seek to recruit employees who have achievements for the advancement of the organization.

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