

THE INFLUENCE OF WORK DISCIPLINE, WORK MOTIVATION AND WORK ENVIRONMENT ON EMPLOYEES' PERFORMANCE

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Abstract

The purpose of this study was to determine the effect of work discipline, work motivation, and work environment on the performance of Pasangkayu Regency Bappeda Litbang employees. The subjects of this research were all employees of Bappeda Litbang Pasangkayu Regency. The research method used was quantitative method with descriptive verification research type. The sampling technique used in this study was the census technique using multiple linear regression analysis methods. The data collection was conducted directly by distributing questionnaires to respondents, 34 employees of Bappeda Litbang Pasangkayu Regency. The results showed that the variables of motivation discipline and work environment simultaneously had a significant effect on the performance of employees of Bappeda Litbang Pasangkayu Regency. Partially discipline, motivation and work environment also have a significant effect on employee performance at Bappeda Litbang Pasangkayu Regency.

Keywords: Discipline, Motivation, Work environment, Employee performance

INTRODUCTION

Human resources are the main driver of the activities of an organization. Its progress is determined by the existence of the human resources. Therefore, human resources or employees are important concern in order to achieve organizational success. (Ayer et al., 2016). Employee performance is a very important factor for an organization. Performance as a manifestation of an employee's work behavior which is displayed as work performance in accordance with his role in an agency within a certain period of time. This is because employee performance determines the success and survival of the organization. In every organization, humans are one of the most important components in reviving the organization. This must be supported by good performance as well because without good performance, the organization will not achieve its goals.

According to Mangkunegara, (2010) performance is a result of a person's efforts achieved by the existence of abilities and actions in certain situations. Employee performance is influenced by various factors, including: work environment, work discipline, organizational culture, leadership, and motivation. This research will discuss discipline, motivation, work environment and their relationship with employee performance. Work discipline is a conscious attitude or willingness of an employee to perform and obey the rules set by the agency. Employees with good work discipline are expected to be able to carry out and complete the work they are responsible for effectively and efficiently and on time. (Setiawan, 2013). In organizations, especially government organizations, it is no secret that government organizations are often criticized by the public due to the low performance produced in each period of task implementation, in the internal scope of the organization, especially regarding performance, it is influenced by supervision and work discipline factors as a leadership control function for the implementation of subordinate work responsibilities including aspects of evaluating work achievements. (Marsaoly, 2016).

Obedience in carrying out the rules determined or expected by the organization or agency at work, with the intention that the workforce carries out its duties in an orderly and smooth manner, including self-restraint not to commit acts that deviate from the rules. Someone who has discipline tends to work in accordance with the rules and obligations imposed on him. Discipline is a serious obedience that is supported by awareness to carry out its duties and obligations and behave as it should in a certain environment. According to Susiarto and Ahmadi, (2007), employee discipline is part of the performance factor. Prasetyo, (1984) stated that one of the determining factors of performance effectiveness is discipline. An employee's work discipline is not only seen from attendance, but also can be assessed from the employee's attitude in carrying out work. Employees who have high discipline do not delay work and always try to finish on time even though there is no direct supervision from superiors.

In addition to work discipline, in order to improve employee performance, motivation also needs to be considered. Motivation is an activity that involves, channels, and maintains human behavior. Motivation is an important subject for leaders because leaders work through and with other people. Therefore, employees who have high motivation usually have high performance as well. Holil and Sriyanto, (2010) and Purnomo, (2008) mentioned that there is one factor that affects performance, namely motivational factors, where motivation is a condition that drives a person to strive to achieve goals or achieve desired results. The work environment which consists of physical and non-physical environments are also an important part of employee continuity in carrying out work which will then lead to interactions between individuals and the work environment. A comfortable work environment tends to motivate employees to work more optimally. According to Nitisemito, (2011) the work environment is everything that is around the workers that can affect him in carrying out the tasks assigned. For example, cleanliness, music, and others.

Based on the results of observations and interviews with the leaders of Bappeda Litbang Pasangkayu district, it was found that there were still employees in carrying out their duties and responsibilities who were often late so that work was often piled up and sometimes even the use of working time was not efficient and effective. During office hours, there were still employees who arrived late, even sometimes employees were outside the office during working hours, employees returned home earlier than the specified time. As a result of all this, the implementation of tasks is not going well. Motivational factors are also quite dominant in influencing employee performance. Most of the employee's performance is actually influenced by the encouragement that arises from within him to do the job seriously rather than the impetus imposed from outside. This situation is due to the fact that what is meant by the urge to work is the emergence of life needs for various things, which can only be fulfilled by doing work successfully. Apart from work discipline and work motivation, employee performance is also influenced by the work environment. In Bappeda Litbang Pasangkayu district, there are indications that the work environment is not comfortable. This is based on pre-research observations to random employees of Bappeda Litbang Pasangkayu district obtained data, that the work environment is not in accordance with the wishes of employees, especially the physical work environment. Based on the background of the above problems, the authors are interested in conducting research with the title. The Effect of Work Discipline, Work Motivation and Work Environment on Employee Performance of Bappeda Litbang Pasangkayu Regency.

RESEARCH METHODS

Research Paradigm

In this study, the research paradigm used is quantitative research. Quantitative research is a research method based on the philosophy of positivism, used to research on certain populations or samples, data collection using research instruments, data analysis is quantitative or statistical, with the aim of testing predetermined hypotheses (Sugiyono, 2019: 16).

Place and Time of Research

The research location is a place or area where research will be conducted. The research place to be carried out by the author is located at Bappeda Litbang Pasangkayu Regency, precisely on Jl. Abd. Muis, Kel. Pasangkayu, Kec. Pasangkayu, Kab. Pasangkayu, Prov. West Sulawesi. The research time is planned for

2 months, starting in March-April 2023.

Population and Sample

The research population according to Sugiyono, (2019: 126) is a generalization area consisting of; subjects / objects that have certain qualities and characteristics set by researchers to study and then draw conclusions. The research population is employees who work at Bappeda Litbang Pasangkayu Regency are 34 employees.

The sample is part of the number and characteristics possessed by the population. If the population is large, and the researcher is unlikely to study everything in the population, for example due to limited funds, energy and time, then the researcher can use a sample taken from that population. What is learned from the sample, the conclusion will be applicable to the population. For this reason, samples taken from the population must be truly representative (representative) (Sugiyono, 2019: 127). The number of employees of Bappeda Litbang Pasangkayu Regency is 34 people, so the sampling technique used is saturated sampling. Saturated sampling is a sampling technique when all members of the population are used as samples. This is often done when the population is relatively small. Another term for the sample is census, where all members of the population are sampled.

Data Collection Technique

This research uses questionnaires, interviews, observation, and documentation methods. Questionnaire or questionnaire according to Sugiyono, (2019; 296) presents a series of written questions to respondents to obtain responses, which are then used to collect data on responses to problem formulations and hypotheses. In this study, the questionnaire was distributed in the form of a statement with a Likert scale.

Data Analysis Technique

The data analysis technique used in problem solving and hypothesis testing is to use descriptive analysis which aims to interpret data in qualitative form. Meanwhile, hypothesis testing is carried out using multiple regression analysis to process quantitative data obtained from respondents' answers to the questionnaire.

Descriptive Analysis

The purpose of this study is to provide an empirical overview of the research conclusions. The mean frequency table was chosen as the descriptive statistic in this study. This metric was used to describe the frequency and average of replies for the variable items under consideration.

Table 1. Basis for Mean Interpretation

Score Value	Interpretation
1,00 - 1,80	Very Bad
1,81 - 2,60	Bad
2,61 - 3,40	Simply
3,41 - 4,20	Good
4,21 - 5,00	Very good

Source: Husein, 2011

Multiple Regression Analysis

Quantitative analysis is used in this case to answer questions and evaluate hypotheses using statistical numbers and parametric statistical analysis tools multiple linear regression (Multiple Regression Linear) can be described as follows:

$$Y = a + b X_{11} + b X_{22} + b X_{33} + e \quad (1)$$

Description: Y = Company Performance, a = constant, b₁ = work discipline variable regression coefficient, b₂ = work motivation variable regression coefficient, b₃ = work environment, X₁ = halal supply chain management, X₂ = green supply chain management, X₃ = work environment e = standard

error

RESULTS AND DISCUSSION

Multiple Regression Analysis Results

To answer the problems and test the hypothesis in this study, researchers used an analytical tool in the form of multiple linear regression. All multiple regression analysis test results in this study can be seen in Table 2 below:

Table 2 Multiple Regression Analysis Results

Dependent Variable	Unstandardized	Test t	Sig
	Coefficients B		
(Constant)	8,623	1,088	0,285
Work discipline (X) ₁	0,328	2,429	0,021
Work Motivation (X) ₂	0,190	2,743	0,010
Work Environment (X) ₃	0,667	4,279	0,000
Constant: 8.623 R _{Square} : 0,588			
Multiple R: 0.767 F _{Counted} : 14,387			
Adjusted R _{Square} : 0.547 Sig: 0,000			

Source: SPSS data processing results, 2023

If the results of multiple linear regression analysis table 2 are entered into the regression equation model, the following results are obtained:

$$Y = 8.623 + -0.328X_1 + 0.190X_2 + 0.667X_3 \quad (2)$$

The above equation shows that the independent variables analyzed in the form of variables (X₁, X₂ and X₃) have an influence on the dependent variable (Y) the regression analysis model for the performance of Pasangkayu Regency Bappeda Litbang employees can be seen as follows:

1. For a constant value of 8.623, it means that the performance of employees at the Bappeda Litbang Pasangkayu Regency before the independent variable is 8.623.
2. Work Discipline (X₁) with a regression coefficient of 0.328 means that there is a positive influence between work discipline and employee performance. This means that the higher the employee work discipline, the higher the performance of the Pasangkayu Regency Research and Development Bappeda employees.
3. Work Motivation (X₂) with a regression coefficient of 0.190 means that there is a positive influence between work motivation and employee performance. This means that the higher the employee's work motivation, the higher the employee's performance at the Pasangkayu Regency Research and Development Planning Agency.
4. Work Environment (X₃) with a regression coefficient of 0.667, this means that there is a positive influence between the work environment and employee performance. This means that the higher the employee's work environment, the higher the employee's performance at the Bappeda Litbang Pasangkayu Regency.

Hypothesis Test F test

Simultaneous test is a test to determine whether the independent variable (X) under study has an influence on the dependent variable (Y), meaning that all independent variables, namely discipline (X₁), motivation (X₂), work environment (X₃) with employee performance variables at Bappeda Litbang Pasangkayu Regency. The determination test (model reliability) shows the R-Square value = 0.588 or

58.8% of the independent variable is influenced by the two independent variables, the rest of the employee performance variable is influenced by other variables not studied. Furthermore, the calculation results obtained $F_{Counted} = 14.387$ at the real level $\alpha=0.05$ or $Sig.F < 0.05$. The table shows that the significant value of $F = 0.000$. Thus it can be stated that together (simultaneously) the independent variables have a significant influence on the independent variables. Thus, the first hypothesis which states that work discipline, work motivation and work environment together affect the performance of employees of Bappeda Litbang Pasangkayu Regency based on the results of the F-test is proven.

Test t

1. Work discipline (X1)

For the work discipline variable, the calculation results show that the significant level is 0.021 with a sig.t value <0.05 at the 95% confidence level. So it can be stated that the work discipline variable has a significant effect on the performance of employees of Bappeda Litbang Pasangkayu Regency. Thus, the second hypothesis which states that work discipline affects the performance of employees of Bappeda Litbang Pasangkayu Regency.

2. Work motivation (X2)

For work motivation variables, the calculation results show that the significance level is 0.010 with a sig.t value of <0.05 at the 95% confidence level. So it can be stated that the work motivation variable has a significant effect on employee performance at Bappeda Litbang Pasangkayu Regency. Thus, the third hypothesis which states that work motivation affects the performance of employees of Bappeda Litbang Pasangkayu Regency based on the results of the t test is proven.

3. Work environment (X3)

For work environment variables, the calculation results show that the significance level is 0.000 with a sig.t value of <0.05 at the 95% confidence level. So it can be stated that the work environment variable has a significant effect on employee performance at Bappeda Litbang Pasangkayu Regency. Thus, the fourth hypothesis which states that, motivation affects the performance of employees of Bappeda Litbang Pasangkayu Regency based on the results of the t test is proven.

DISCUSSION

The Effect of Work Discipline on Employee Performance at Bappeda Litbang Pasangkayu Regency.

Work discipline (X1) is something that must be instilled for every employee. This can also affect performance, namely habits that are instilled in oneself or examples from the leadership given to subordinates so that subordinates can respect the leadership even more to respect their work. Enforcement of rules that strengthen the creation of good performance, namely by utilizing time as efficiently and effectively as possible in doing daily work. There should also be supervision from superiors to subordinates, which can often be found in government agencies that lack discipline enforcement so that employees carry out daily work according to their own wishes, not because of the urge to want to advance so that the vision and mission of the agency are achieved. Decisive actions must also be enforced so that there is a deterrent effect for every irresponsible employee. Not only motivation has a significant effect on employee performance.

In the results of previous research conducted by Rozalia (et al., 2015) mentioned that work discipline has a positive and significant effect on employee performance, then company rules regarding discipline at work must be enforced for all employees, so that all employees do their job duties and responsibilities in accordance with what the company expects. Previous studies have also stated that employee discipline affects employee work performance such as the results of research conducted by Pereira & Said, (2019) stated that discipline has a significant effect on employee work performance from the results of the data processing he did. In line with the results of research conducted by (Ayer et al., (2016) (2016) stated that of the several variables he studied, discipline is a variable that has a major effect on employee work performance at his research site. The discipline formed within an employee is a reflection of the

magnitude of a person's sense of responsibility for the tasks assigned to him, this encourages work passion, work enthusiasm, and the realization of organizational goals, employees, and society in general.

Based on the research results, it has been proven that work discipline is related to employee performance. Discipline is a form of employee self-control and regular implementation shows the level of seriousness of the work team in an organization. Discipline itself is a condition. Conditions that are created because of behavior. Discipline development will be carried out if there are definite written rules to be used as a common guide. Discipline is the desire and awareness of a person to obey the rules of the organization / organization and the prevailing social norms. Improving discipline can be done through exemplary leadership, enforcement of rules, application of sanctions and supervision of leaders.

The Effect of Work Motivation on Employee Performance at Bappeda Litbang Pasangkayu Regency

Work motivation (X2), for employees can improve performance so that the vision and mission goals of the agency are achieved. Without the motivation of each employee, many employees tend to be discouraged in carrying out their daily work, this affects or becomes something that hinders. Based on the test results, it can be seen that the effect of motivation on employee performance is a significance level of 0.000, thus the sig.t value is <0.05 at the 95% confidence level. This shows that the indicators contained in motivation, such as physiological needs, security needs, social relationships, recognition and self-actualization which are intrinsic motivation because of the emergence of this motivation from within each employee, even though employees are not motivated by their superiors, the encouragement of employee morale will still arise from within each employee which is the needs of human life. This is in line with research conducted by Parashakti & Ekhsan, (2020) Parashakti & Ekhsan, (2020) which states that every employee, wants to be considered good at work so that he must be able to bring up self- motivation in himself to achieve high performance.

Based on the research results, it has been proven that motivation is related to employee performance. This is because with motivation, employees will try to improve their performance so that the objectives of the task will be achieved. Motivation is the willingness to expend high levels of effort for organizational goals conditioned by the ability of that effort to meet some individual needs. Increased motivation can be done through individual employees by increasing intrinsic motivation in the form of responsibility for the implementation of tasks, recognition of the successful implementation of tasks and development of their careers. In addition, extrinsic motivation in the form of providing benefits and awards for outstanding employees also affects employee performance.

The Effect of Work Environment on Employee Performance at Bappeda Litbang Pasangkayu Regency

The work environment basically has a role in improving employee performance. Creating a work environment that is pleasant and can meet the needs of employees will provide a sense of satisfaction and encourage their work enthusiasm. Because starting from the comfort of employees at work, good relationships with coworkers, and the availability of work facilities, it can improve employee performance. The suitability of the work environment can be seen in the long term, if the work environment is not good, it can demand more labor and time.

The work environment variables in this study are lighting or light, air temperature, noise, and job security and employee performance indicators are work quantity, work quality, time use, and cooperation. Every employee always wants a comfortable and pleasant work atmosphere because it can improve employee performance. Harmonious and familial coworker relations are one of the factors that can a good work environment that will result in good employee performance, otherwise if the work environment is not good it will result in poor employee performance as well. This research is also supported by research Pereira & Said, (2019) which was conducted to show that whether the work environment has a significant effect on employee performance.

The influence of work discipline, work motivation and work environment on employee performance at Bappeda Litbang Pasangkayu Regency

Research conducted with previous research has proven that simultaneously the variables of work discipline, work motivation and work environment affect employee performance. So the first hypothesis is proven that simultaneously work discipline, work motivation and work environment have a positive effect on the performance of employees of Bappeda Litbang Pasangkayu Regency. This provides empirical confirmation and interpretation of the importance of work discipline, work motivation and work environment on improving employee performance. Employee work discipline will affect high performance. Meanwhile, high employee motivation will result in high performance. The high work environment can improve employee performance. Bappeda Litbang Pasangkayu Regency which applies high work discipline will increase employee motivation at work, so that it will produce high performance.

In previous research conducted Isnaeni, (2020) said that motivation and work discipline have a significant positive effect on employee performance. This is also reinforced by research Arisanti et al. (2019). This study examines the effect of motivation and discipline variables on performance to be studied at the Bappeda Litbang Pasangkayu Regency. Performance is conceptualized as a person's behavior in setting work goals, achieving work target targets, working methods and personal characteristics. Performance or work achievement (performance) is defined as an expression of ability based on knowledge, attitudes, skills and motivation in producing something. Performance is equated with the work of an employee, to achieve good performance, a good element is human resources even though the planning has been arranged well and neatly if the employees who do it are not qualified and do not have high morale, the planning that is arranged will be in vain. Performance is the result of the quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities that have been given to employees of Bappeda Litbang Pasangkayu Regency.

The coefficient is positive, meaning that there is a positive relationship between work discipline and employee performance, the more work discipline increases, the more employee performance will increase. The high level of motivation possessed by employees will affect employee performance which has an impact on good employee performance based on their abilities and expertise. Likewise, a comfortable work environment will affect employee performance to increase. With good discipline, high motivation and a comfortable environment will result in good performance as well.

CONCLUSION

Based on the results of research and discussion, it can be concluded as follows, work discipline, work motivation and work environment simultaneously affect the performance of employees of Bappeda Litbang Pasangkayu Regency. Work discipline partially affects the performance of employees of Bappeda Litbang Pasangkayu Regency. Work motivation has a significant effect on the performance of employees of Bappeda Litbang Pasangkayu Regency. The work environment has a significant effect on the performance of employees of Bappeda Litbang Pasangkayu Regency. The results stated that the work environment variable had a dominant effect on the performance of Pasangkayu Regency Bappeda Litbang employees.

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