

The Influence of Work Environment, Work Discipline and Motivation on Employee Performance

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ABSTRACT

The purpose of this study was to determine and analyze the partial and simultaneous effect of environmental variables, work discipline, and work motivation on employee performance at the Regional Tax and Retribution Management Agency of Medan City. This study uses a quantitative approach. The analysis technique used is multiple linear analysis techniques. The results showed a significant effect partially and simultaneously between work environment, work discipline, work motivation on performance.

Keywords: Work Environment, Work Discipline, Motivation and Performance



INTRODUCTION

Human resources are essential for companies in managing, regulating, and utilizing employees to function productively to achieve company goals. The company's resources need to be managed professionally to achieve a balance between the needs of employees and the demands and capabilities of the company's organization. An employee who has work performance will undoubtedly have high loyalty to the company where he works, he will perform various tasks assigned to him fully sense of responsibility and will undoubtedly produce the best results for the company organization (Mangkunegara, 2013).

The study's factors that affect performance include the work environment, work discipline, and incentives. The work environment is where employees carry out their daily work. A conducive work environment provides security and allows employees to work optimally. The work environment can affect employee emotions (Jufrizen and Rahmadhani, 2020). If the employee likes the work environment where he works, the employee will feel at home in his workplace to carry out activities so that work time is used effectively and optimistically the employee's work performance is also high. The work environment includes working relationships between fellow employees and working relationships between fellow employees, working relationships between subordinates and superiors, and the physical environment where employees work (Mardiana, 2015).

A good, calm, and comfortable work environment will create satisfaction for employees in carrying out their duties. According to Sutrisno, (2013), the work environment is the entire work facilities and infrastructure that exist around employees who are doing work that can affect the implementation of work. This work environment includes a place to work, facilities and tools, work, cleanliness, lighting, tranquility, and working relationships between people.

The results of research conducted by Tanjung (2018) concluded that there is a significant and positive influence between the work environment on employee performance, which means that if the work environment increases, employee performance also increases, as well as the results of research by Siswadi, (2015), Khair, (2018), Bahri, (2019), Farisi & Fani, (2019); Yusnandar, (2019), that the work environment affects employee performance.

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According to Rivai, (2013), the better the discipline possessed by employees and the greater the motivation given, the higher the work productivity of employees which will have a positive effect on employees in the company as a whole. The influence of motivation and discipline on employee performance is very relevant to the opinions expressed by experts from previous research.

This opinion is relevant to previous research conducted by Jufrizen, (2018); Kamal, (2015), Arif et al., (2019), Arda, (2017), Nasution & Lesmana, (2018); (Prayogi, Lesmana and Siregar, 2019); (Harahap and Tirtayasa, 2020); (Faustyna and Jumani, 2015); Farisi et al., (2020); concluded that work discipline has a positive and significant effect on employee performance. To achieve organizational goals, an employee discipline attitude is needed so that the personal performance of each employee can be improved.

Psychologically, it shows that an employee's performance in carrying out his work is strongly influenced by the motivation that drives him. Employee motivation has a vital role because it is expected that each employee will work hard and be enthusiastic about achieving high work productivity. Leaders must carry out motivation to their subordinates because of the dimensions of the division of work to be done and possible. In a measurable and planned manner, motivation is the provision of a driving force that creates a person's work enthusiasm so that they are willing to work together, work effectively, and be integrated with all their efforts to achieve satisfaction. (Hasibuan, 2014).

Several studies state that motivation has a positive and significant effect on employee work performance, and this study also states that motivation is the dominant factor that affects employee performance improvement. More effective and competent in their field. The learning process must become a corporate culture so that employees' skills can be maintained. In this case, the loyalty of competent employees must be observed. One of the results of previous research Lesmana, (2019), Hasibuan & Silvy, (2019); Jufrizen & Pulungan, (2017), Fransiska & Tupti, (2020), (Jufrizen *et al.*, 2020); (Rizal and Radiman, 2019); (Jufrizen, 2017); (Andayani and Tirtayasa, 2019); (Harahap and Tirtayasa, 2020); (Hidayat, Tanjung and Juliandi, 2020); (Farisi, Irnawati and Fahmi, 2020); states that motivation affects work performance.

The work environment is a working condition, situation, and condition that causes the workforce to have high morale and work enthusiasm to improve performance as expected. Discipline is a person's awareness and willingness to obey all company regulations and applicable social norms (Fathoni, 2015) Discipline is training, especially the mind and attitude training, to produce self-control and obey applicable regulations. Siagian, (2013) The following experts state discipline in a positive sense. Concerning work, work discipline is an attitude and behavior that shows employee compliance with applicable organizational regulations.

Based on the literature review that has been carried out above, the theoretical thinking model developed in this study is show in the following figure:

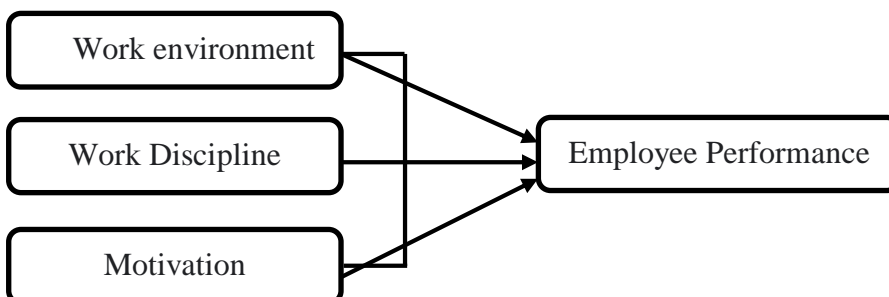


Figure 1. Framework Research

Based on the explanation in the introduction, the hypothesis of this research is H1: There is an effect of the work environment on performance, H2: There is an influence of discipline on employee performance. H3: There is an effect of motivation on employee performance. H4: There is an effect of Work Environment, Work Discipline, and Motivation on Employee Performance at the Badan Pengelola Pajak dan Retribusi Daerah Provinsi Sumatera Utara.

METHOD

The research approach used in this research is associative and quantitative research. Quantitative research is research based on the philosophy of positivism, used to examine specific populations or samples, data collection using research instruments, data analysis is quantitative/statistical, intending to test predetermined hypotheses. The population of this study was all employees of the Regional Tax and Levy Management Agency of North Sumatra Province, amounting to 291 employees. With the limitation of not reaching the entire population, the Simple Random Sampling technique is used; namely, the sampling of population members is carried out randomly without regard to the strata/groups that exist in the population. Sampling was carried out using the Slovin formula, obtaining a sample of 84 respondents. The data analysis technique uses Multiple Regression Analysis.

RESULTS AND DISCUSSION

Table 1. Multiple Linear Regression Analysis Coefficients^a

| Model | Unstandardized Coefficients | | Standardized Coefficients |
|-----------------|-----------------------------|------------|---------------------------|
| | B | Std. Error | Beta |
| 1 (Constant) | 11.567 | 5.885 | |
| Work enviroment | .261 | .079 | .339 |
| Work Dicipline | .166 | .066 | .248 |
| Motivation | .254 | .139 | .178 |

a. Dependent Variable: performance

From calculations using a computer program and using the SPSS Version 20 application, the results obtained are: $a = 11,567$; $b_1 = 0,166$; $b_2 = 0,261$; $b_3 = 0,254$. Based on table 1, the multiple linear regression equation that can be formulated is as follows: $Y = 11,567 + 0,166X_1 + 0,261X_2 + 0,254X_3$, where : Value $a = 11,567$ shows that if the independent variable is the Work Environment (X_1) Work Discipline (X_2), and Motivation (X_3) in a constant state or does not change (equal to zero), then the Performance (Y) is equal to 11,567. Regression coefficient value $X_1 = 0,261$ This shows that if the Work Environment increases by 100%, it will increase the Performance of the Employees of the Regional Tax and Levy Management Agency of North Sumatra Province by 26.1%. The contribution given by the work environment to performance is 26.1%. The value of the regression coefficient $X_2 = 0.166$ indicates that if work discipline increases by 100%, it will increase the performance of employees of the Regional Tax and Levy Management Agency of North Sumatra Province by 16.6%. The contribution given by Work Discipline to Performance is 16.6%, as seen from the standardized coefficients in Table 1. The regression coefficient value $X_3 = 0.254$ shows that if motivation increases by 100%, it will increase the performance of the Regional Tax and Levy Management Agency of North Sumatra Province by as much as 25.4%. The contribution given by the motivation to performance is 25.4%. The equation shows that all independent variables (X_1 , X_2 , and X_3) have a positive coefficient b_i , meaning that all independent variables have a unidirectional effect on variable Y (Performance). Variable X_1 (Work Environment) has the most significant relative contribution among the three variables.

In multiple linear regression, it is known by some classical assumptions of multiple regression or also known as BLUES (Best Linear Unbias Estimation). The classical assumption test aims to identify whether the regression model is good or not. In this research model, all classical assumption tests starting from the normality test, multicollinearity test, and heteroscedasticity test meet the requirements of the classical assumption test so that it can be continued with hypothesis testing.

Table 2. t-test

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|------------------|-----------------------------|------------|---------------------------|-------|------|
| | B | Std. Error | Beta | | |
| 1 (Constant) | 11.567 | 5.885 | | 1.965 | .053 |
| Work Environment | .261 | .079 | .339 | 3.313 | .001 |
| Work Dicipline | .166 | .066 | .248 | 2.505 | .014 |
| Motivation | .254 | .139 | .178 | 4.835 | .000 |

a. Dependent Variable: Performance

In Table 2, the t-test table above can be seen about the Work Environment (X2) variable on Performance (Y) obtained t_{count} 3,313 with a sig probability $0,001 < 0,05$. It is known that t_{table} 1,989. So in this research $t_{count} > t_{table}$, This shows that the work environment has a positive and significant effect on performance. So that in this study, H_a is accepted, and H_o is rejected. H_2 : the effect of Work Discipline (X1) on Performance (Y) obtained t count of 2,505 with a sig. probability $0,014 < \alpha$ 0,05. Noted that t_{table} 1,989. So in this research $t_{count} > t_{table}$, means showing that work discipline has a positive and significant effect on performance. so that in this study H_a is accepted and H_o is rejected.

H_3 : The effect of motivation (X3) on performance (Y) obtained t count 4.835 with a probability of sig 0.000 < from = 0.05. It is known that t_{table} is 1.989. So in this study $t_{arithmatic} > t_{table}$ indicates that motivation has a positive and significant effect on performance. so that in this study H_a is accepted, and H_o is rejected.

In the F test with the provisions, if the probability value of F (sig) in the Anova table ≤ 0.05 , H_o is rejected, but if the probability value is sig > 0.05 , then H_0 is accepted. The data needed to test the above hypothesis are as follows:

Tabel 3 F Uji test ANOVA^b

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|----|-------------|--------|-------------------|
| 1 | Regression | 252.240 | 3 | 84.080 | 12.234 | .000 ^a |
| | Residual | 549.796 | 80 | 6.872 | | |
| | Total | 802.036 | 83 | | | |

a. Predictors: (Constant), Motivation, Work Environment, Work Discipline

b. Dependent Variable: performance

The value of F_{count} in the table above is 12.234 while F_{table} is 2.72 with sig $0.000 \leq 0.05$ or F_{table} 12.234 $>$ from F_{count} 2.72, the significance value is $0.000 <$ from the probability

value of 0.05. Shows H_0 is rejected and H_a is accepted, meaning that the Work Environment (X1), Work Discipline (X2), and Motivation (X3) have a positive and significant effect on Performance (Y) at level = 0.05.

To find out the extent of the contribution or percentage of the influence of the Work Environment (X1), Work Discipline (X2), and Motivation (X3) on Performance (Y), it can be known through a determination test, namely as follows:

Table 4. Test of Determination

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .561 ^a | .314 | .289 | 2.62154 |

$D = R^2 \times 100\% = 0.561 \times 100\% = 31.4\%$. The value of R Square is known to be 0.314 or 31.4%, indicating that 31.4% of the Performance variable (Y) is influenced by the Work Environment (X1), Discipline (X2), and Motivation (X3). The remaining 68.6% is influenced by variables not examined in this study.

Discussion

A good, calm, and comfortable work environment will create satisfaction for employees in carrying out their duties. According to Edy Sutrisno (2013), the work environment is the entire work facilities and infrastructure that exist around employees who are doing work that can affect the implementation of work. This work environment includes a place to work, facilities and tools, work, cleanliness, lighting, tranquility, and working relationships between people. The results of research conducted by (Hasrudy Tanjung, 2018) concluded, "there is a significant and positive influence between the work environment on employee performance." This means that if the work environment increases, then employee performance also increases.

From the description above, it can be assumed that the work environment has an effect and has a significant relationship with employee performance. This means that employee performance will also increase if work discipline is increased by one unit in the work discipline variable. Research results Siswadi, (2015), Tanjung, (2018), Khair, (2018), Bahri, (2019), Andriany, (2019), arisi & Fani, (2019); Yusnandar, (2019) and that the work environment affects employee performance. With discipline, performance will increase. Employee discipline plays a dominant, crucial, and critical role in improving employee performance. Employee discipline is essential. Work discipline must be instilled in every employee because this will involve the moral responsibility of the employee in his duties (Sutrisno, 2012).

Semakin baik disiplin yang dimiliki karyawan dan semakin besar motivasi yang diberikan maka semakin tinggi produktivitas kerja karyawan yang akan berpengaruh positif terhadap karyawan diperusahaan secara keseluruhan. Pendapat diatas relevan dengan penelitian terdahulu yang dilakukan oleh Arif et al., (2019), Arda, (2017), Arianty, (2016), (Nasution & Lesmana, 2018); (Prayogi, Lesmana and Siregar, 2019); (Harahap and Tirtayasa, 2020); (Faustyna and Jumani, 2015); (Arianty, 2016); (Farisi, Irnawati and Fahmi, 2020); (Azhar, Nurdin and Siswadi, 2020); With discipline, performance will increase. Employee discipline plays a dominant, crucial, and critical role in improving employee performance. Employee

discipline is essential. Work discipline must be instilled in every employee because this will involve the moral responsibility of the employee in his duties.

Motivasi kerja amat sangat dibutuhkan untuk suatu pekerjaan, karena pada dasarnya Humans are easily motivated by giving what they want, so that other needs will be more motivated to be achieved (security/safety, acceptance, appreciation, and self-actualization). Humans cannot directly achieve higher needs without going through basic needs (physical needs). The importance of motivation in organizations causes someone to work if there is motivation because, without a motive, people will not do something. Motivation can arise from within because of basic human needs that are universal but cannot be stimulated. Stimuli from outside can be physical or non-physical, called motivation, while the object is called motivator.

Several studies state that motivation has a positive and significant effect on employee work performance, and this study also states that motivation is the dominant factor that affects employee performance improvement. More effective and competent in their field. The learning process must become a corporate culture so that employees' skills can be maintained. In this case, the loyalty of competent employees must be observed. One of the results of previous research Lesmana, (2019), Hasibuan & Silvy, (2019); Jufrizen & Pulungan, (2017), Fransiska & Tupti, (2020), Jufrizen et al., (2020); Tanjung, (2018), Rizal & Radiman, (2019); Jufrizen, (2017); Andayani & Tirtayasa, (2019); states that motivation affects work performance.

The success of achieving profit according to the business strategy plan is a manifestation of the existence of an organization or similar company. Such existence is highly dependent on the payment of wages or salaries and other motivations that are appropriate or appropriate to the work carried out by the environmental workforce, not on the work that is ordered to be done. The work order is not necessarily done if the motivation is low—one of the factors that considerably influence work motivation.

According Amirullah, (2015) Suggests Motivation is a psychological process that enhances and directs behavior to achieve goals. It appears as a necessity and a driving force that can mobilize all potential, both employees and other resources. On the other hand, from an operational perspective, Motivation appears as a positive effort in mobilizing the power and potential of employees so that they can productively achieve their goals. Research result Nasution & Lesmana, (2018a) that there is an Influence of Work Discipline and Supervision on Employee Performance Improvement.

CONCLUSION

A significant influence between work discipline, work environment, and motivation on performance of employees of the Regional Tax and Levy Management Agency of North Sumatra Province. Work discipline, work environment, and motivation are high or increased, and performance can increase. On the other hand, if work discipline, work environment, and motivation are low or declining, performance will decrease.

Work Environment, Work Discipline, and Motivation are essential to improve performance. The company pays more attention to the given work environment to be more conducive and feel more comfortable at work. Regarding Work Discipline, the company should apply the existing regulations more and be more assertive in giving warnings to employees who do not comply with the applicable regulations. Organizations should pay attention to motivation because with good motivation, and it is expected that employee performance will increase. There is a limitation of research using questionnaire data because it is feared that respondents do not answer the statement seriously with the actual situation.

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