



The Influence of Work Discipline, Quality of work life (QWL) and Work Environment on Work Motivation and Its Impact on the Performance of MSME Employees in Pasuruan Regency

Moc Aminudin Hadi¹, Andri Wibowo², Agung Edy Wibowo³, Mahben Jalil⁴, and Titok Waskito Adi^{5*}

¹Faculty of Economic and Business, University of Riau Kepulauan, Indonesia

²Room Division Management Study Program, Politeknik Pariwisata Batam, Indonesia

³Planning and Development Study Program, Politeknik Pariwisata Batam, Indonesia

⁴Magister Management Program, University of Panca Sakti Tegal, Indonesia

⁵Faculty of Economic and Business, University of W.R. Supratman, Indonesia

ARTICLE INFO

Article history:

Received Sep 10, 2022

Revised Sep 29, 2022

Accepted Oct 14, 2022

Keywords:

Work Discipline

QWL

Work Environment

Work Motivation

Employee Performance

ABSTRACT

This study aims to analyze the effect of work discipline, QWL and work environment on work motivation and its impact on the performance of MSME employees in Pasuruan Regency. The data of this study were obtained from questionnaires, observations and related literature studies according to the research objectives. The analysis technique uses path analysis with SPSS program. The number of samples is 95 respondents using the incidental sampling technique. The results showed that the variables of work discipline, QWL and work environment had a significant effect either partially or simultaneously on work motivation. Performance of Pasuruan Regency MSME employees. The results showed that work discipline, QWL and work environment had a significant effect either partially or simultaneously on the performance of MSME employees in Pasuruan Regency with work motivation as an intervening variable.

This is an open access article under the [CC BY-NC](https://creativecommons.org/licenses/by-nc/4.0/) license.



Corresponding Author:

Titok Waskito Adi,

Faculty of Economic and Business,

University of W.R. Supratman,

Jl. Arief Rahman Hakim No 14 Surabaya, 61111, Indonesia

Email: ahmadgamal1222@gmail.com

INTRODUCTION

Entering the post-covid pandemic era, all companies, even MSMEs, must immediately innovate in making products so that they can be accepted in the market. There is a tendency of higher costs considering that there are many materials that must be imported, which makes companies and/or MSMEs always be careful and careful in making decisions. One of the important efforts made by the company is to make products that are efficient in production costs with the support of adequate human resources. Whatever the quality of the machine or material, but if the human resources are not adequate, it will produce a product that is less than perfect. Products that are less than perfect make the cost of the production process high. The higher production costs will have an

impact on the decline in company profits. Therefore, employee performance needs to be improved in order to support the success of the company or MSME in achieving profits.

The role of Human Resources in a company or MSME is very important considering that these components can determine the level of success of the company. Professional business management and quality human resources are very much needed by the company or MSME in order to achieve the main goals of the company or MSME. MSME profits are strongly influenced by employee performance. The more employee performance increases, the profits will also increase. One of the factors that cause employee performance to increase is work motivation. The factor that can affect employee performance is work motivation. According to Hasibuan (2018:65) work motivation is the provision of a driving force that creates one's work enthusiasm so that they want to work together, work effectively, and be integrated with all their efforts to achieve satisfaction. Factors that also affect employee performance is the quality of work life (QWL). Nawawi (2008) in Gunawan (2018) argues that Quality of Work Life is that companies must create a sense of security and satisfaction in working in order to realize company goals. Awards given to employees, in order to create a welfare that will support improvements in completing their work, Quality of Work Life is needed to find out what needs employees want in order to support a service and Employee Performance in completing all tasks and obligations.

Factors that also affect employee performance is work discipline. Kasmir (2016: 193) work discipline is an employee's effort to carry out work activities in this case can be in the form of time, for example coming to work always on time. Then discipline in doing what was ordered to him in accordance with the orders that must be done. The high discipline carried out by employees will affect the performance of the employee's performance, as an impetus to achieve a goal, both the employee himself and by the company. If employees have a low level of discipline, then the impact will indirectly affect the level of employee performance in the company. If the employee violates the applicable regulations, the company will provide sanctions for violations according to their respective levels in order to create good work discipline within the company.

The third factor that affects employee performance is the work environment. Kasmir (2016: 192) the work environment is the atmosphere or conditions around the work location. The work environment can be in the form of rooms, layouts, facilities and infrastructure, as well as working relationships with fellow co-workers. A conducive work environment will create a good atmosphere for employees so that employees are able to maximize their performance, all the needs of employees will be met and activities within the company will run as expected. In addition, employees will optimize their working time effectively so that employee performance will increase and vice versa.

In relation to the performance of MSME employees, the policy taken by the government to encourage the growth of MSMEs is to facilitate the acquisition of capital to support the increasing growth of MSMEs. Because the micro, small and medium enterprises (MSME) sector has a very important role in the regional economy. The contribution of MSMEs to East Java's gross regional domestic product (GRDP) even reached 57.25%. This amount is very significant in supporting economic growth in East Java (7/8/2021).

Economic growth in the second quarter of 2021 in East Java reached 7.05%, of which 59.78% was supported by household spending or consumption. This means that MSMEs in East Java have tremendous space to grow, develop, and expand their market. In line with the growth of MSMEs in Pasuruan City, which is also affected by the COVID-19 pandemic. Based on the Statistical Data of the Province of East Java in 2021, the contribution of Pasuruan MSMEs in the economy in 2019 is IDR 5.73 trillion. The contribution of Pasuruan SMEs is still low when compared to Sidoarjo, Gresik, and especially Surabaya. This means that the growth of MSMEs is still low so it needs to be investigated further. Therefore, the object of this research is the UMKM of Pasuruan City.

Regarding the low performance of MSME employees, the authors are interested in researching with the title "Analysis of the Effect of Work Discipline, Quality of work life and work

environment on work motivation and their impact on the performance of MSME employees in Pasuruan Regency.

RESEARCH METHOD

Work Discipline

Sutanjar & Saryono, (2019) work discipline is a tool used by managers to communicate with employees so that they are willing to change a behavior as well as an effort to increase one's awareness and willingness to obey all company regulations and applicable norms. Meanwhile (Sembiring et al., 2019) argues that employee discipline in human resource management departs from the view that no human being is perfect, free from mistakes and mistakes. Work discipline is a tool used by leaders to communicate with employees so that they are willing to change their behavior following the established rules of the game (Lijan, 2016:335). Discipline is necessary to regulate group actions, where each member must control his impulses and work together for the common good (Azzahrati, 2018). So, discipline is the key to the success of a company in achieving organizational goals (Marayasa & Faradila, 2019). Fahraini & Syarif (2022), indicators of work discipline are as follows: Obeying the rules of time, Obeying the rules of the organization/institution, Obeying the rules of behavior at work and Obedient to other regulations in the organization/institution.

Based on the results of these studies, the research hypotheses can be formulated as follows:

- H₁ : Work discipline has a positive and significant effect on work motivation of MSME employees in Pasuruan Regency
- H₂ : Work discipline has a positive and significant effect on the performance of MSME employees in Pasuruan Regency

Quality Of Work Life (QWL)

According to Adikoeswanto et al. (2020) states that Quality of WorkLife (QWL) or quality of work life refers to whether the work environment is pleasant or not for an employee. Daniel, (2019) defines QWL as every activity (improvement) that occurs at every level in an organization to increase the effectiveness of a greater organization through increasing human dignity and growth. In solving organizational problems and decisions, QWL pays attention to the impact of working on individuals while comparing organizational effectiveness and the idea of participation (Layadi & Sahetapy, 2022). The results of the study (Mutholib & Ammy, 2020) and (Farmi et al., 2021) found that Quality of Work Life (QWL) had a positive and significant effect on performance. A good QWL will affect performance, if a good QWL is created, there will be an increase in employee performance (Gunawan & Fauzianingsih, 2018). Arnold and Feldman's (1986) Work Life Quality Indicators in Rugian (2017) include: Employee Involvement, Balanced Compensation, Sense of Job Security, Safety of the Work Environment and a sense of Proud of the Institution. Overall Quality of Work Life has a direct and significant effect on work motivation where a good Quality of Work Life will increase work motivation and performance of workers and it is hoped that every worker will work hard and be enthusiastic to achieve high work productivity (Rugian, et al, 2017).

- H₃ : Quality of Work Life has a positive and significant effect on work motivation of MSME employees in Pasuruan Regency
- H₄ : Quality of Work Life has a positive and significant effect on the performance of MSME employees in Pasuruan Regency

Work environment

The work environment is a place where employees work and this will determine whether employees feel comfortable so they can do their jobs well. According to Sedarmayati (2019), the work environment is the entire means of production and materials encountered, the surrounding environment in which a person works, his work methods, and work arrangements both as individuals and as groups. According to Nitisemoto (2018: 197) the work environment is everything

that is around the workers that can affect him in carrying out the tasks assigned, such as cleaning, music and others. According to Agus Ahyari, the internal work environment indicators are as follows: Lighting, Noise, and Safety at work.

With a good work environment, it can automatically affect employee performance. The influence of the environment on employee performance has been carried out by previous research conducted by Shale, et al (2019) which resulted in research that the work environment had a positive and significant effect on employee performance. Based on the results of these studies, the research hypotheses can be formulated as follows:

- H₅ : The work environment has a positive and significant effect on the work motivation of MSME employees in Pasuruan Regency
- H₆ : The work environment has a positive and significant effect on the performance of MSME employees in Pasuruan Regency

Work Motivation

According to (Jufrizen, 2018), motivation is motivation which can be interpreted as a mental state and human mental attitude that provides energy, encourages activity, and directs or channels behavior towards achieving needs that provide satisfaction or reduce imbalances. According to Sutrisno (2019: 55), work motivation is the provision of a driving force that creates one's work enthusiasm, so that they want to work together, work effectively and be integrated with all their efforts to achieve job satisfaction. Based on the understanding of some of the authors above, it can be concluded that work motivation is to encourage activities within a person in the formation of behavior to achieve certain goals that need to be fulfilled to adapt to their environment in achieving their goals. According to Sedarmayanti (2019) Indicators of work motivation include: Salary, Policy and administration, Work relations, Working conditions, Work itself, Opportunities for advancement, Recognition or appreciation, Success and Responsibility.

Previous research on the effect of work motivation on employee performance was conducted by Juniantara (2015) which resulted in motivation having a positive and significant effect on employee performance. Based on the results of these studies, the research hypotheses can be formulated as follows:

- H₇ : Work motivation has a positive and significant effect on the performance of MSME employees in Pasuruan Regency

Employee performance

Mogot et al., (2019) stated that performance is the result of work that has a strong strategic relationship with the organization, customer satisfaction and contributes to the economy. A similar opinion was also expressed by (Muis et al., 2018) who stated that performance is the result of work produced by employees or real behavior that is displayed according to their role in the organization. From some of these opinions it can be concluded that performance is the process of achieving organizational goals and the results of the human resource efforts themselves in an organization. In addition, according to (Wanasaputra & Dewi, 2017) Performance is the result of work achieved by a person in carrying out the tasks given based on ability, experience and seriousness which is measured by considering the issue of quantity, quality and time.

Based on the understanding of some of the authors above, it can be concluded that employee performance is the success in work achieved by a person or group of people in an organization according to their respective duties and responsibilities based on ability, experience and seriousness in achieving the desired goals both effectively and efficiently. According to Tohardi (Putra et al., 2017), the performance indicators are: Innovation, work speed and work strength.

Conceptual Framework

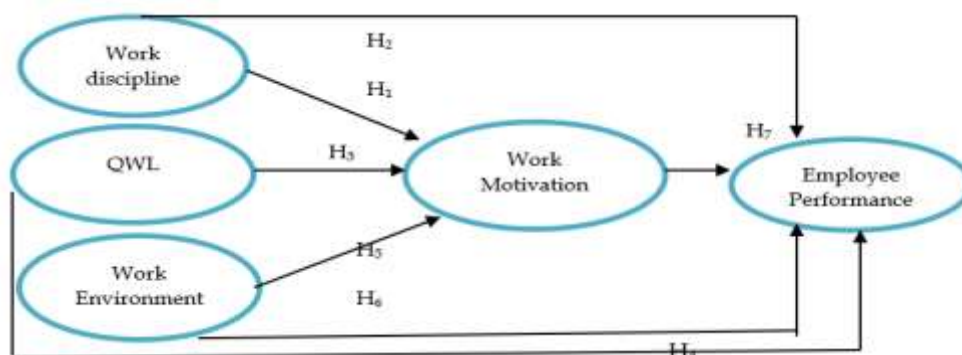


Figure 1. Conceptual Framework

Sugiyono (2019:65) in Bambang *et al* (2022) states that causal associative is a research problem formulation that asks the relationship between two or more variables. A cause-and-effect relationship is a cause-and-effect relationship. In this study there are independent variables (influenced) and bound (influenced). In this study, an associative research strategy was used to identify the extent of the influence of independent variables consisting of work discipline, quality of work life and environment on the variables, namely work motivation and employee performance (the dependent variable), either partially or simultaneously.

The population of this research is MSME employees in Pasuruan Regency. The number of sample members (sample size) is 95. According to Sugiyono (2019), the sample is "part of the number and characteristics possessed by the population. Questionnaire data is a number of questions and statements that represent the five variables studied, namely work discipline, quality of work life, work environment, work motivation and employee performance with an answer scale of 1, 2, 3, 4 and 5 for each statement item submitted. Data analysis using path analysis with SPSS version 23. program.

RESULTS AND DISCUSSIONS

Result

The results of descriptive statistics of respondents in this study indicate that the majority of respondents are female with a total of 72 people or 75.79% and 24.21% are male. The majority of respondents in this study were aged 21-30 years with a total of 49 people or 51.58%, then ages between 31-40 years as many as 24 people or 25.26%, ages between 41-50 years with a total of 13 people or 13.68 % and at least 9 people over 50 years old or 9.47%. The majority of respondents have high school education with a total of 48 people or 50.53%, junior high school education with a total of 27 people or 28.42%, tertiary education with 11 people or 11.58% and the least with elementary education with a total of 9 people or 9.47%. More details can be seen in table 1.

Table 1. Demographic Table

| Variable | Category | Count | Percentage |
|----------|-----------|-------|------------|
| Gender | Male | 23 | 24.21% |
| | Female | 72 | 75.79% |
| | Total | 95 | 100.00% |
| Age | 21 -30 | 49 | 51.58% |
| | 31 -40 | 24 | 25.26% |
| | 41 -50 | 13 | 13.68% |
| | >50 | 9 | 9.47% |
| | Total | 95 | 100.00% |
| | Education | SD | 9 |
| SMP | | 27 | 28.42% |

| | | |
|------------------|----|---------|
| SMA | 48 | 50.53% |
| Perguruan Tinggi | 11 | 11.58% |
| Total | 95 | 100.00% |

1. Validity and Reliability Test

According to Nasution et al. (2018) validity testing is carried out to find out the truth of what is actually being measured, in this study what is measured is the accuracy of each question item used in measuring research variables. Validity testing was carried out with the corrected item total correlation model. Each question item is declared valid if it produces a corrected item total correlation coefficient above or equal to 0.30, while question items that do not meet the requirements are eliminated from the data processing stage. The reliability test was conducted to determine the consistency of the measuring instrument used and the reliability of the measuring instrument. In general, an instrument is said to be good if it has a Cronbach's Alpha coefficient > 0.6 so that the research questionnaire is declared reliable. The results of the validity and reliability tests of the research variables can be seen in the following table:

Table 2. Validity and Reliability Test

| Variables | | Validity Test | | Reliability Test |
|--|------------------|---|-------------|-----------------------|
| Work Discipline | Item | <i>Corrected Item Total Correlation</i> | Information | <i>Cronbach Alpha</i> |
| Obey the rules of time | X _{1.1} | 0.760 | Valid | 0.653 |
| Obey the organization's rules | X _{1.2} | 0.819 | Valid | |
| Obey the rules of conduct at work | X _{1.3} | 0.790 | Valid | |
| Comply with other regulations in the rganization | X _{1.4} | 0.449 | Valid | |
| Quality of Work Life (QWL) | Item | <i>Corrected Item Total Correlation</i> | Information | <i>Cronbach Alpha</i> |
| Employee Engagement | X _{2.1} | 0.837 | Valid | 0.898 |
| Balanced Compensation | X _{2.2} | 0.869 | Valid | |
| Job Security | X _{2.3} | 0.807 | Valid | |
| Work Environment Safety | X _{2.4} | 0.837 | Valid | |
| Proud of the organization | X _{2.5} | 0.869 | Valid | |
| Work Environment | Item | <i>Corrected Item Total Correlation</i> | Information | <i>Cronbach Alpha</i> |
| A clean work environment, and pleasant. | X _{3.1} | 0.900 | Valid | 0.824 |
| Be in a safe and peaceful | X _{3.2} | 0.907 | Valid | |
| A quiet work environment | X _{3.3} | 0.784 | Valid | |
| Work Motivation | Item | <i>Corrected Item Total Correlation</i> | Information | <i>Cronbach Alpha</i> |
| I expect a suitable salary | Y _{1.1} | 0.428 | Valid | 0.826 |
| Policy and administration | Y _{1.2} | 0.651 | Valid | |
| Work relationship | Y _{1.3} | 0.680 | Valid | |
| Working conditions | Y _{1.4} | 0.716 | Valid | |
| The work itself | Y _{1.5} | 0.691 | Valid | |
| Opportunity to advance | Y _{1.6} | 0.783 | Valid | |
| Recognition or award | Y _{1.7} | 0.299 | Valid | |
| Success | Y _{1.8} | 0.407 | Valid | |
| Responsibility | Y _{1.9} | 0.230 | Valid | |
| Employee Performance | Item | <i>Corrected Item Total Correlation</i> | Information | <i>Cronbach Alpha</i> |

| | | | | |
|-----------------|-----------|-------|-------|-------|
| Have innovation | $Y_{2,1}$ | 0.894 | Valid | |
| Working speed | $Y_{2,2}$ | 0.944 | Valid | 0.691 |
| Working power | $Y_{2,3}$ | 0.790 | Valid | |

The calculation results show that all indicators for the variables of work discipline, QWL, work environment, work motivation and employee performance are valid because they have a calculated r value greater than r table, which is 0.200. So that the variables of work discipline, QWL, work environment, work motivation and employee performance can be used for the next stage of testing. By using SPSS 23.0 for windows, it can be concluded that work discipline, QWL, work environment, work motivation and employee performance are reliable, because the Cronbach alpha value is above 0.6.

2. Coefficient of Determination Test (R²)

The coefficient of determination is used to predict how big the contribution of the influence of the independent variable (X) to the dependent variable (Y) with the condition that the F test results in regression analysis are significant where the R Square value is close to 1, then the influence of the independent variable on the dependent variable will be stronger and vice versa if the further the value is from 1, the weaker the effect will be.

| R Square | |
|------------|-------|
| equation 1 | 0,729 |
| equation 2 | 0,565 |

From the results of the table above, it is known that in equation 1 the magnitude of R Square is 0.729 or 72.9%, meaning that the remaining 27.1% is influenced by variables other than those studied. While in equation 2 the magnitude of R Square is 0.565 or 56.5%, meaning that the remaining 43.5% is influenced by variables other than those studied.

Discussion

This discussion is about the results of research findings regarding the suitability of opinion theory and previous research that has been put forward by previous research and to overcome this. Here are 7 (seven) main sections that will be discussed in the analysis of the results of this study, which are as follows

:

| | Significans Value | T Statistics | Results | Conclusion |
|---------------|-------------------|--------------|-------------|------------|
| [H1] X1-> Y1 | 0,011 | 2,590 | Significant | Accepted |
| [H2] X1 -> Y2 | 0,026 | 2,265 | Significant | Accepted |
| [H3] X2 -> Y1 | 0,000 | 4,817 | Significant | Accepted |
| [H4] X2 -> Y2 | 0,031 | 2,185 | Significant | Accepted |
| [H5] X3 -> Y1 | 0,000 | 4,811 | Significant | Accepted |
| [H6] X3 -> Y1 | 0,000 | 4,805 | Significant | Accepted |
| [H7] Y1 -> Y2 | 0,007 | 2,742 | Significant | Accepted |

1. The Effect of Work Discipline on Work Motivation

The results showed that work discipline had a positive and significant effect on the work motivation of MSME employees in Pasuruan Regency. The work discipline variable has a significant level of 0.011 which is smaller than 0.05 and the value of t table $<$ t arithmetic ($1.659 < 2.590$). That is, the higher the work discipline, the higher the employee's work motivation. Disciplinary action can help employees become more productive, thereby benefiting them in the long run. Effective

disciplinary action can spur individual employees to increase employee work motivation which ultimately results in achievement for the individual concerned. This condition is in line with the results of research conducted by Istiqomah (2015) and Munawaroh (2018) which show that work discipline has a significant positive effect on work motivation.

2. The Effect of Work Discipline on Employee Performance

The results showed that work discipline had a positive and significant effect on the performance of MSME employees in Pasuruan Regency. The work discipline variable has a significant level of 0.026, which is smaller than 0.05 and the value of $t_{table} < t_{arithmetic}$ ($1.659 < 2.265$). That is, the higher the work discipline, the higher the employee's performance. Disciplinary action can help employees become more productive, thereby benefiting them in the long run. Effective disciplinary action can spur individual employees to increase employee work motivation which ultimately results in achievement for the individual concerned. This is in line with the results of research from Permadi (2017), Sunarsi (2017) and Pangarso, et al (2016) which show that work discipline has a significant positive effect on employee performance. The same thing was also obtained from several studies conducted by Gani (2018), Ekowati, et al (2018) and Efendi, et al (2020) which showed that work discipline had a significant positive effect on employee performance through motivation as an intervening variable.

3. The Effect of QWL on Work Motivation

The results showed that Quality of Work Life (QWL) had a positive and significant effect on work motivation of MSME employees in Pasuruan Regency. The QWL variable has a significant level of 0.000 which is smaller than 0.05 and the value of $t_{table} < t_{count}$ ($1.659 < 4.817$). This means accepting hypothesis H2 which reads: Quality of Work Life has a significant positive effect on work motivation. This means that the better the implementation of QWL, the healthier the employee, the stronger the commitment to the organization, the guaranteed job security, making the employee work more optimally or more motivated at work. . These results are in line with the results of research conducted by Layadi & Sahetapy (2022) that solving organizational problems and decisions, QWL pays attention to the impact of working on individuals when comparing organizational effectiveness and the idea of participation.

4. Effect of QWL on employee performance

The results showed that QWL had a positive and significant effect on the performance of MSME employees in Pasuruan Regency. The QWL variable has a significant level of 0.031 which is smaller than 0.05 and the value of $t_{table} < t_{count}$ ($1.659 < 2.185$). That is, there is a positive and significant relationship between QWL and employee performance. Employees who have a high QWL will be more likely to speak positively about the organization because they tend to have a willingness to help other individuals, and perform performances that exceed normal estimates. (Astitiani & Sintaasih, 2019) stated that QWL plays a very important role in improving organizational performance. The results of the study (Mutholib & Ammy, 2020) and (Farmi et al., 2021) found that Quality of Work Life (QWL) had a positive and significant effect on performance. The higher the Quality of Work Life (QWL), the higher the employee's performance.

5. The Influence of Work Environment on Work Motivation

The results of the study indicate that the work environment has a positive and significant effect on the work motivation of MSME employees in Pasuruan Regency. The work discipline variable has a significant level of 0.000 which is smaller than 0.05 and the value of $t_{table} < t_{count}$ ($1.659 < 4.811$) This means accepting the H3 hypothesis which reads: the work environment has a significant positive effect on work motivation. This means that the better the work environment received by employees, it will further increase employee motivation. This condition is in line with the results of

research conducted by Harry Kurniawan and Heryanto (2019) which showed that the work environment had a significant positive effect on work motivation. These results are in line with the results of research conducted by Moulana, et al (2017), Josephine, et al (2017) and Nurhuda, et al (2019) which states that the work environment has a significant positive effect on work motivation.

6. Influence of Work Environment on Employee Performance

The results of the study indicate that the work environment has a positive and significant effect on the performance of MSME employees in Pasuruan Regency. The work discipline variable has a significant level of 0.000 which is smaller than 0.05 and the value of $t_{table} < t_{arithmetic}$ ($1.659 < 4.805$). This means accepting hypothesis H6 which reads: the work environment has a significant positive effect on employee performance. This means that the higher the value of the work environment received by the employee, the better the performance of the Pasuruan Regency MSME employees. This condition is the same as research conducted by Dhermawan, et al (2012), Kurniawan (2020) and Hilmawan (2019) which states that the work environment has a significant positive effect on employee performance. This is in line with the results of research by Moulana et al. (2017), Josephine et al. (2017) and Muhni (2017) which show that compensation has a significant positive effect on employee performance through work motivation as an intervening variable. The results of this study are research (Wijaya & Susanty, 2017), (Farisi & Fani, 2019), (Elizar & Tanjung, 2018), (Julita & Arianty, 2019) and (Siagian & Khair, 2018) which prove that the work environment has an influence positive (significant) on employee performance.

7. The Effect of Work Motivation on Employee Performance

The results of the study indicate that the work environment has a positive and significant effect on the performance of MSME employees in Pasuruan Regency. The work discipline variable has a significant level of 0.007 which is smaller than 0.05 and the value of $t_{table} < t_{count}$ ($1.659 < 2.742$). This means accepting hypothesis H7 which reads: work motivation has a significant positive effect on employee performance. This means accepting hypothesis H7 which reads: work motivation has a significant positive effect on employee performance. This means that the higher the motivation of the employees, the higher the performance of the Pasuruan Regency MSME employees. Similar conditions were also obtained in several studies conducted by Juniantara (2015), Hilmawan (2019), Candana, et al (2020) and Kurniawan (2020) which stated that work motivation had a significant positive effect on employee performance.

CONCLUSION

Based on the results of this study, it can be concluded that it is true that there is a positive influence of work discipline, QWL and work environment on work motivation and employee performance, while the positive influence of work discipline, QWL and work environment on employee motivation, and work motivation on employee performance, but not positive effect of QWL on the performance of MSME employees in Pasuruan Regency.

The theoretical implication of this research is to show that work discipline, QWL and work environment affect work motivation and employee performance. This shows that work motivation and good performance are strongly supported by work discipline, QWL and a good work environment.

While the managerial implications of this research can be addressed to MSME entrepreneurs in Pasuruan Regency, the results of this study prove that in the business world work motivation is not enough to trigger employee performance but they can maintain or improve work discipline, QWL and work environment. Therefore, MSME management can provide motivation and direction so that employees feel they belong to the company and create personal commitment to achieve management's common goals. To increase employee performance motivation, it is necessary to create work discipline that is in accordance with the MSMEs. MSMEs view the importance of respect

for humans in their work environment. So that the important role of the quality of work life is to change the organizational climate so that technically and humanely it leads to a better quality of work life. A comfortable work environment will also make employees feel comfortable at work and can continue to improve the performance of MSME employees.

This study also has limitations in the method of collecting data using questionnaires so it is very possible that the data obtained from respondents' answers are limited and not sufficient to examine more deeply about the effect of work discipline, QWL and work environment on work motivation and performance of MSME employees in Pasuruan Regency. For future researchers, it is possible to research not only with a questionnaire but also with interviews and approaches or observations so that the results obtained are more accurate.

ACKNOWLEDGEMENTS

The journal was created in June and July 2022 for the process of visiting MSMEs in Mojokerto Regency and distributing questionnaires to processing and making research reports, as well as journaling

References

- Adikoeswanto, D., Eliyana, A., Sariwulan, T., Dharmawan Buchdadi, A., & Firda, F. (2020). Quality of Work Life's Factors and Their Impacts on Organizational Commitments. *Systematic Reviews in Pharmacy*, 11(7), 450-461.
- Afandi, Pandi. (2016). *Concept & Indicator Resources Management*. Yogyakarta: Depublish
- Astitiani, N., & Sintaasih, D. K. (2019). Mediating Role of Knowledge Sharing on the Effect of Quality of Work Life and Job Satisfaction on Employee Performance. *Journal of Management, Business Strategy And Entrepreneurship*, 13(1), 1-14.
- Azzahrati, A. (2018). The Influence of Leadership Style and Work Discipline on Employee Performance. *At-Tadbir: Scientific Journal of Management*, 2(1).
- Amy Nurhuda, et al. (2019). The Influence of Transformational Leadership Style, Work Discipline, Work Environment on Motivation and Performance of Employees at Anwar Medika Hospital Jl. Raya Bypass Krian Km.33 Balongbendo Sidoarjo, *Journal of IQTISHAD equity Faculty of Economics Management Study Program Vo.1 No.1*.
- Astadi Pangarso and Putri Intan Susanti, (2016). The Effect of Work Discipline on Employee Performance at the Bureau of Basic Social Services at the Regional Secretariat of West Java Province, *Journal of Theoretical and Applied Management Year 9. No. 2*.
- Audrey Josephine and Dhyah Harjanti, (2017). The Effect of the Work Environment on Employee Performance in the Production Division through Work Motivation as an Intervening Variable at PT. Trio Corporate Plastic (Tricopla), *AGORA Vol. 5, No. 3*.
- Bambang Purwoko, Moc Aminudin Hadi², Ahmad Gamal³, and Wiwik Prihartanti⁴(2022). The Effect of Production Costs and Sales Volumes on Profits of Registered Food and Beverage Sub-Sector Manufacturing Companies on the Indonesia Stock Exchange for the 2018-2020 Period. *Enrichment: Journal of Management*, 12 (3) (2022) 2459-2468
- Dori Mitra Candana, et al, (2020). The Effect of Motivation and Work Environment on Employee Performance With Work Discipline as an Intervening Variable at Pt Batang Hari Barisan, *Journal of Economics Management Information Systems*, Volume 2, Issue 1, September.
- Daniel, C.O. (2019). Analysis of quality work life on employees performance. *International Journal of Business and Management Invention (IJBMI)*, 8(2), 60-65.
- Dhermawan, A.A., Sudibya, I. G., and Utama, I. W.(2012). The Effect of Motivation, Work Environment, Competence, and Compensation on Job Satisfaction and Employee Performance in the Bali Provincial Public Works Office. *Journal of Management, Business Strategy, and Entrepreneurship Vol. 6 No. 2*.
- Efandi, A., & Bahri, S. (2020). The Influence of Motivational Leadership and Work Discipline on Employee Performance. *Maneggio: Scientific Journal of Masters in Management*, 3(2), 235-246
- Elizar, & Tanjung, H. (2018). Effect of Training, Competence, Work Environment on Employee Performance. *Mangegio: Scientific Journal of Masters in Management*, 1(1), 46-58

- Fahraini, F., & Syarif, R. (2022). The Effect of Compensation, Work Discipline and Communication on Employee Performance at PT. Nikos Distribution Indonesia. *IKRAITH-ECONOMICS*, 5(1), 20-30.
- Farmi, N., Apridar, A., & Bachri, N. (2021). Effect of Quality of Work Life on Employee Performance of PT. POS Indonesia (Persero) KPRK Lhokseumawe with Intrinsic Motivation and Job Satisfaction as Intervening Variables. *J-MIND (Journal of Indonesian Management)*, 5(2), 84-93.
- Fauzi, A. (2020). *Work management*. Airlangga university press
- Ferry Moulana et al. (2017). The Effect of Work Environment on Employee Performance Through Mediator Variables of Work Motivation (Study on Employees of PT. Telkom Indonesia, Tbk Witel South Java, Jalan A. Yani, Malang). *Journal of Business Administration (JAB) | Vol. 44 No.1 March 2017*.
- Gani, Nyreni. (2018). The Influence of Work Discipline and Leadership on Performance through Employee Work Motivation at Febi UIN Alauddin Makasar, *ASSETS Journal* volume 8, number 2, december.
- Gunawan, W. I., & Fauzianingsih, L. (2018). Effect of Quality of Work Life and Motivation on Employee Performance (Case Study of Cidahu Village Employees, Sukabumi Regency). *IMWI Repository Horizon*, 1(2), 28-41.
- Harry Kurniawan and Heryanto. (2019). Effect of Work Discipline and Work Environment on Employee Performance with Work Motivation as an Intervening Variable in Department of Tourism, Youth and Sport of Padang District Archives of Business Research - Vol.7, No.7 Publication Date: July. 25, 2019 Heryanto
- Istiqomah, Siti Noor. (2015). The Influence of Work Discipline and Communication Climate on the Performance of Yogyakarta City Transportation Service Employees with Work Motivation as an Intervening Variable, *Journal of Business Strategy* Vol.19 No.
- Ipan Hilmanawan, (2019). The Effect of Work Motivation and Work Environment on Employee Performance Through Job Satisfaction as an Intervening Variable (Study at PT. Multi Fabrindo Gemilang Jakarta). *Treasures of Berazam Science* Volume 2, Number 2, June.
- Josephine, A., & Harjanti, D. (2017). The Effect of Work Environment on Performance in the Production Department through Work Motivation as an Intervening Variable at PT. Trio Corporate Platic (Tricopla). *AGORA*, 5(3), 1-8.
- Juniantara, I. W., & Riana, I. G. (2015). The effect of motivation and job satisfaction on the performance of cooperative employees in Denpasar. *E-Journal of Economics and Business*, Udayana University, 4(9), 611-628.
- Jufrizen, J. (2017). The Influence of Leadership and Organizational Culture on Performance With Job Satisfaction as an Intervening Variable. *Scientific Journal of Cohesion*, 1(1), 166-177.
- Cashmere. (2016). *Human Resource Management (Theory and Practice)*. PT. Raja Grafindo Persada: Jakarta.
- Kurniawan, Noor Riadi. (2020). The Effect of Work Motivation and Work Environment on Employee Performance With Job Satisfaction as an Intervening Variable at Pt Pln (Persero) Up3 Kuala Kapuas, Central Kalimantan, *Syntax Transformation Journal* Vol. 1 No. 7, September 2020
- Layadi, L. J., & Sahetapy, W. L. (2022). The Influence of Organizational Culture on Employee Performance Through Organizational Citizenship Behavior as a Mediation Variable at PT. Various Commerce In Kupang. *Agora*, 10(1).
- Lijan Poltak Sinambela, *Human Resource Management*, (Jakarta: PT. Bumi Aksara, 2016), p.335
- Marayasa, I. N., & Faradila, A. (2019). The Effect of Motivation and Work Discipline on Employee Performance at PT. Indonesian Dinar Bank. *Journal of Effective Economics*, 2(1).
- Mogot, H. Y., Kojo, C., & Lengkong, V. P. K. (2019). The Influence of Leadership Style, Work Ethic, Competence And Work Discipline On Employee Performance At PT. PLN Manado Branch. *EMBA Journal: Journal of Economic Research, Management, Business And Accounting*, 7(1).
- Muis, M. R., Jufrizen, J., & Fahmi, M. (2018). The influence of organizational culture and organizational commitment on employee performance. *Jesya (Journal of Islamic Economics and Economics)*, 1(1), 9-25.
- Munawaroh. Istiqomah. (2018), The Effect of Discipline and Environment on Work Motivation and Their Impact on Employee Performance at the Manpower and Transmigration Office of South Sumatra Province, *Journal of Management Science* Vol. 8 No. 1.
- Marayasa, I. N., & Faradila, A. (2019). The Effect of Motivation and Work Discipline on Employee Performance at PT. Indonesian Dinar Bank. *Journal of Effective Economics*, 2(1).
- Mutholib, M., & Ammy, B. (2020). The Influence of Work Rotation, Quality Of Worklife and Transformational Leadership Style on Employee Performance at PT. PLN (Persero) North Sumatra Region. *Journal of AKMAMI (Economic Management Accounting)*, 1(3), 198-208

- Nasution, E. H., Musnadi, S., & Faisal. (2018). Factors Affecting Job Satisfaction and Its Impact on the Performance of Regional Office Employees of the Directorate General of Aceh's State Assets. *Journal of Master of Management*, 2(1). Banda Aceh
- Nitisemoto, Alex S. (2018). *Personnel Management (Human Resource Management)*. Jakarta: Ghalia Indonesia
- Nurhuda, et al. (2019). The Influence of Transformational Leadership Style, Work Discipline, Work Environment on Motivation and Performance of Employees at Anwar Medika Hospital Jl. Raya Bypass Krian Km.33 Balongbendo Sidoarjo, *Journal of IQTISHAD equity Faculty of Economics Management Study Program* Vo.1 No.1.
- Permadi, Indra. (2017). The Effect of Work Environment and Discipline on Performance on CV. Sukabumi Green Nature, *Economist Journal* Vol. 3 No. April 1 2017
- Permana, D. A., Hamid, D., & Iqbal, M. (2015). Effect of Quality of Work Life and Work Environment on Work Discipline. *Journal of Business Administration (JAB)* | Vol, 26(2).
- Rugian., M.S, I. Saerang., V. Lengkong. (2017) Effect of work discipline, training, quality of work life and work-family conflict on employee performance (Case Study at PT. Bank BTPN Tbk Main Branch Manado). *Junal EMBA*. Vol.5 No.2 June 2017, p. 487 – 498.
- Sedarmayanti. (2016). *Work Procedure and Work Productivity A Review From Ergonomics Aspects Or The Relationship Between Humans And Their Work Environment (Vol. Third Printing)*. CV. Forward Mandar: Bandung
- Salih, Muhammad Abdul Rochman, and Mashariono. (2019). The Influence of Work Discipline, Motivation and Work Environment on Employee Performance” *Journal of Management Science and Research: Volume 8, Number 8, August*.
- Siagian, T. S., & Khair, H. (2018). The Influence of Leadership Style And Work Environment On Employee Performance With Job Satisfaction As An Intervening Variable. *Maneggio: Scientific Journal of Masters in Management*, 1(1), 59–70.
- Sugiyono. (2019). *Quantitative, Qualitative and R&D Research Methods*. Bandung: Afabeta Sunarsi, Denok. 2017. The influence of leadership style and work discipline on employee performance at CV. independent effort Jakarta, *Scientific Journal, JENIUS Human Resource Management*. Vol. 1, No. 2.
- Sutanjar, T., & Saryono, O. (2019). The Influence of Employee Motivation, Leadership and Discipline on Employee Performance. *Journal of Management Review*, 3(2), 321–325.
- Sembiring, D., Thane, S., & Badaruddin, I. I. (2019). Motivation, Work Discipline and Commitment in Improving Human Resource Performance (Study at the Jayapura Aviation Education and Training Center Office). *The Journal of Business and Management Research*, 2(2), 233–242
- Sutrisno, E. (2019). *Human Resource Management*. First Edition. Jakarta: PT.Kencana.