

The Effect of Work Environment, Work Discipline, and Work Motivation on Employee Performance in Manufacturing Company

Ida Bagus Gede Adi Kirana, Anak Agung Ayu Sriathi, and I Gusti Made Suwandana

ABSTRACT

The purpose of this study was to determine the significance of the effect of work environment, work discipline, and work motivation on employee performance. This research was conducted at the manufacturing company CV. Mertanadi. The theory used in this research, namely attribution theory, is put forward to study the process of how a person interprets an event, reason, or behavior. The number of samples in this study was 58 employees with the method of determining the sample, namely the saturated sampling technique. Data was collected by distributing questionnaires. The results showed that the work environment had a positive and significant effect on employee performance. Work discipline has a positive and significant effect on employee performance. Work motivation has a positive and significant effect on employee performance. The results of this study can be taken into consideration in making decisions and providing information to CV. Mertanadi to improve employee performance.

Keywords: employee performance, work environment, work discipline, work motivation.

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I. INTRODUCTION

The sustainability of an agency is strongly influenced by the human resources involved in it. Human resources are more than just a factor of production because they have talent, energy, skills, and knowledge. The advantages possessed by human resources are used to mobilize other resources to achieve agency goals effectively and efficiently. The success of an institution or organization depends largely on the human resource activities that run in a particular agency (Aniasari & Wulandari, 2021). Human resources can support the achievement of organizational goals, then the organization must utilize human resources more effectively and efficiently with a tendency toward improving employee performance. Human resources play a major role in designing, managing, and developing the organization so that it can survive and succeed in achieving its goals. Organizational goals will not be realized without the active role of humans. In practice, of course, managing and managing an organization's human resources is not easy because they have different thoughts, feelings, statuses, and backgrounds. The continuity of an organization/company is determined by the performance of its employees (Wahyudi *et al.*, 2020).

Performance is something for encouragement and skills to complete obligations or work (Syafrina & Manik, 2018). Employee performance can be influenced by the work environment, where if the company's work environment is good, the performance of its employees will also increase. While the work environment in the company still has problems, especially in terms of noise that still disturbs employees in carrying out their work activities and also the limited space for employees available so that employees are

not free to work. This makes the company must be able to improve its work environment again so that the performance of its employees is not disturbed and so that it can be improved (Wilandari, 2021). The work environment can provide a comfortable and safe feeling as a result allowing employees to work optimally. If employees like the area where they work and have good ties with fellow company members, then employee commitment and loyalty to the company will be maximized and will get good performance results.

Every employee is expected to have high work discipline so that later it will improve high performance. Work discipline is the actions, behavior, and actions of a person by organizational rules to increase one's understanding and willingness so as not to commit negligence, deviation, or negligence in carrying out work. This understanding fits the events that occur in the company (Ferawati, 2017). Work discipline is an important aspect that affects employee performance. In a company, work discipline is very closely observed so that company leaders can take into account the performance of the employee, and whether the employee at work will instill work discipline (Nugraheni *et al.*, 2022).

Motivating employees is also important to improve their performance. Motivation is a condition or condition that can encourage someone in a way to be willing without coercion to improve performance in achieving company goals motivating employees in the company is very important. Motivation is one of the factors that can support maximum performance because motivation is a person's internal state that activates and directs behavior to certain targets. employees in an organization can be motivated by providing what their needs and wants (Wanta *et al.*, 2022).

Attribution theory is used as the basis of this research. This theory refers to how a person explains the causes of the behavior of others or oneself which is determined whether internal or external and its influence will be seen in individual behavior in dispositional attributions and situational attributions or internal and external causes. Dispositional attributions something refers to a person. Meanwhile, situational attributions refer to the environment that influences behavior. Based on this description, the following theoretical framework can be drawn up:

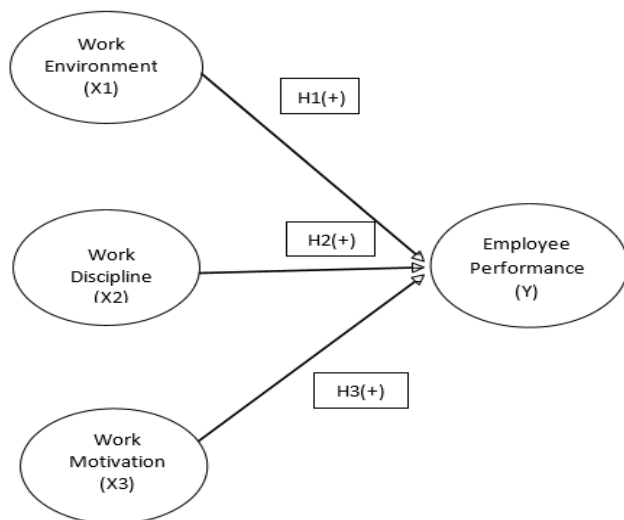


Fig. 1. Conceptual Framework.

The work environment affects employee performance. A comfortable work environment for the company can improve performance. If in creating an atmosphere that is attractive to employees' views on their work, agencies need to pay attention to working conditions (Fitri *et al.*, 2021). On the other hand, employees will get results in their self-development, so they can improve their work performance which ultimately affects the performance of the agency as well. An adequate work environment and following the working conditions of employees can improve employee performance in a company. The work environment describes geographical conditions that can directly affect the condition of a person who is carrying out his work (Wahyudi *et al.*, 2020).

H1: The work environment has a positive and significant effect on employee performance.

Work discipline can be interpreted to state that to achieve goals, discipline can be an important function for the organization because if employee discipline is good, it will improve work performance (Suryawan & Salsabilla, 2022). An employee with high discipline will carry out his duties in an orderly manner even without careful supervision from superiors, not stealing work time and being used to carry out activities that are not related to work, and obeying regulations without any sense of coercion. Work discipline is a mental way to reflect behavior or habit, group or community towards compliance with policies that have been set by the company or ethical norms and principles applied to achieve a planned goal (Firmansyah *et al.*, 2020).

H2: Work discipline has a positive and significant effect on employee performance.

Motivation is one of the things caused by needs, desires, and willingness that encourage an individual to use his physical and mental energy to achieve the desired goals (Harahap & Tirtayasa, 2020). Suryawan & Salsabilla (2022) states that motivation can be interpreted as a person's condition in realizing a personal desire to do certain activities to achieve a goal. Motivation itself is to move a person and arouse his desire to be able to do something until he can get a predetermined target.

H3: Work motivation has a positive and significant effect on employee performance.

II. METHODOLOGY

This study uses a quantitative approach that is associative causality (causation) which means that this study aims to determine the relationship between two or more variables. The use of this method aims to analyze the effect of work environment variables (X1), work discipline (X2), and work motivation (X3) on employee performance (Y). This research was conducted at the CV. Mertianadi.

Employee Performance is a record of the work results obtained from certain job functions or activities during a certain period. Yusuf (2021) states that there are five indicators used to measure employee performance which can be explained as follows: Work Quantity, Work Quality, Work Knowledge, Collaboration Creativity.

The work environment is the entire toolkit and materials encountered, the surrounding environment in which a person works, work methods, and work arrangements both as individuals and groups (Nabawi, 2020). Prastyo & Santoso (2022) stated that there are three indicators of the work environment, namely: Relationships between co-workers, Workplace atmosphere, and Availability of work facilities.

Work discipline is important in the operative function of an activity that should not be ignored or underestimated because it is part of the function of maintaining the quality of employees, and if an employee has better work discipline, the higher work performance he can achieve and becomes a good example for his students. The discipline indicators include Attendance, Attitudes, and Behavior, Responsibilities (Hidayati *et al.*, 2019).

Work motivation is a person's encouragement to work, for example, a large salary, a nurturing leader, adequate work facilities, a comfortable work environment, pleasant co-workers, etc. (Hasibuan & Silvyva, 2019). Prastyo & Santoso (2022) stated that the indicators of work motivation are as follows: Responsibilities, Work Performance, Opportunities for Advancement, Recognition of Performance, Challenging Work.

The sample in this study amounted to 58 employees. The data collection method used is a questionnaire (google form). The data analysis technique used in this research is the multiple linear regression analysis techniques.

III. RESULTS AND DISCUSSION

Characteristics of respondents are profiles of respondents who participated in filling out the questionnaire in this study. Characteristics of respondents were divided into several groups. Characteristics by gender are used to determine the proportion of male and female respondents, age is used to determine the age range of respondents, education is used to determine the level of education that respondents have taken, and years of service to find out how long they have worked, and position to determine the respondent's job position. The gender of the respondents can be used as a reference to determine the proportion of respondents between men and women in the study. Most of the respondents were female as many as 12 people and the rest were male as many as 46 people. The dominant male gender is motivated by the type of business that runs in the field of production and delivery services, where the company requires a larger male workforce in carrying out the company's operations. The respondent's age describes a person's maturity and experience. Respondents with the highest number aged over 40 years, namely 24.1%, and the lowest number, namely 13.8%, were aged 36-40 years. Companies operating in the production and delivery service sector need employees who are proficient in the field of production and delivery to maximize company operations. Respondent's education can be used as an indicator to determine the proportion of education. Respondents with a high school education are in the highest position, as many as 40 people (69%). Education is an indicator of employee insight in studying knowledge. High school education becomes dominant because the dominant employee occupies the production and delivery department where the qualifications needed for this position are a high school. The working period is the length of time the respondent has worked at CV. Mertanadi. Respondents with a working period of 1 to 3 years in the highest position were 19 people with a percentage of 32.8%. The minimum period of work is under 1 year, which is 7 people with a percentage of 12.1%. The dominated working period of 1 to 3 years indicates that the dominating employee has not worked at the company for a long time.

A. Work Environment

The distribution of respondents' answers to the work environment with the highest average value of 4.13 on the statement "Communication between co-workers is harmonious and there is no conflict between co-workers". The lowest average value is 4.03 in the statement "The room is conducive to work (not noisy)". The average value for the work environment variable is 4.09, which is included in the very good criteria.

B. Work Discipline

The distribution of respondents' answers to work discipline with the highest average value of 4.32 on the statement "Employee discipline comes on time". The lowest average score is 4.24 on the statement "Abiding by the rules of behavior in the company". The average value for the work discipline variable is 4.28, which is included in the very good criteria.

C. Work Motivation

The distribution of respondents' answers to work motivation with the highest average score of 4.31 on "I have the opportunity to develop my skills". The lowest average score is 4.10 on the statement "My work results become a reference for colleagues". The total average value for the work motivation variable is 4.25, which is included in the very good criteria.

D. Employee Performance

The distribution of respondents' answers to employee performance with the highest average value of 4.13 on the statement "Employees can work together and are responsible for the company". The lowest average score is 3.55 on the statement "employees have understood job performance". The average value for the employee performance variable is 3.93, which is included in the good criteria.

E. Hypothesis Testing

TABLE I: MULTIPLE LINEAR REGRESSION ANALYSIS

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
	1 (Constant)	0,128	2,317		
X1	0,628	0,193	0,371	3,260	0,002
X2	0,473	0,195	0,286	2,426	0,019
X3	0,268	0,132	0,240	2,033	0,047
F sig	0,000				
Adjusted R Square	0,556				

The value of the f test in the sig table is 0.000. The value of sig 0.000 < 0.05 then as the basis for decision making in the F test can mean that there is the influence of the independent variable simultaneously (together) on the dependent variable. Adjusted R2 of 0.556, which means that 55.6% of the level of employee performance is influenced by the work environment, work discipline, and work motivation. A total of 44.4% of the level of employee performance is influenced by factors other than factors in the research model.

F. Discussion

The results of the t-statistical test of the work environment variable have a coefficient value of 0.628 and a significance value of 0.002 which is smaller than 0.05 (0.002 < 0.05). Thus, it can be concluded that the work environment has a positive and significant effect on employee performance. Therefore, H1 is accepted. A comfortable work environment for the company can improve performance. On the other hand, an inadequate work environment will reduce performance. If in creating an atmosphere that is attractive to employees' views on their work, agencies need to pay attention to working conditions. On the other hand, employees will get results in their self-development, so they can improve their work performance which ultimately affects the performance of the agency as well. An adequate work environment and the working conditions of employees can improve employee performance in a company. The work environment describes geographical conditions that can directly affect the condition of a person who is carrying out his work (Wahyudi *et al.*, 2020).

The results of the t statistical test for the work discipline variable have a coefficient value of 0.473 and a significance value of 0.019 which is smaller than 0.05 ($0.019 < 0.05$). Thus, it can be concluded that work discipline on employee performance is positive and significant on employee performance. Therefore, H2 is accepted. Work discipline can be interpreted to state that to achieve goals, discipline can be an important function for the organization because if employee discipline is good, it will improve work performance (Suryawan & Salsabilla, 2022). An employee with high discipline will carry out his duties in an orderly manner even without careful supervision from superiors, not stealing work time and being used to carry out activities that are not related to work, and obeying regulations without any sense of coercion. Work discipline is a mental way to reflect behavior or habit, group, or community towards compliance with policies that have been set by the company or ethical norms and principles applied to achieve a planned goal.

The results of the T statistical test for the work motivation variable have a coefficient value of 0.268 and a significance value of 0.047 which is smaller than 0.05 ($0.047 < 0.05$). Thus, it can be concluded that work motivation has a positive and significant effect on employee performance. Motivation is one of the things caused by needs, desires, and willingness that encourage an individual to use his physical and mental energy to achieve the goals. Suryawan & Salsabilla (2022) states that motivation can be interpreted as a person's condition in realizing a personal desire to do certain activities to achieve a goal. Motivation itself is to move a person and arouse his desire to be able to do something until he can get a predetermined target.

G. Research Implication

The results of this study provide additional knowledge about attribution theory which explains that attribution refers to how a person explains the causes of the behavior of others or himself caused by internal parties such as traits, characters, and attitudes while external parties such as pressure from certain situations or circumstances that will influence individual behavior in life. The results of this study can be used as reference material and provide conceptual contributions for similar researchers and further research to develop a science for the development and advancement of the world of education. This is due to the existence of work environment variables, work discipline, and work motivation that can provide evaluation and review of information regarding decision making according to needs, on employee performance.

IV. CONCLUSION

Based on the results of research on employee performance, it can be concluded several things. The work environment has a positive and significant effect on the performance of CV employees. Mertanadi. This means that the better the employee's work environment, the employee's performance will increase. Work discipline has a positive and significant effect on the performance of CV employees. Mertanadi. This means that the better the work discipline within the company, the employee's performance will also increase. Work motivation has a positive and significant effect on the

performance of CV employees. Mertanadi. This means that the better the work motivation within the company for employees, the better the employee's performance.

Based on the results of research that in the performance of employees' CV. Mertanadi has the lowest average score in a room conducive to work (not noisy). So, suggestions from this study to management to make a more comfortable workplace for employees by making regulations in the workspace so that it is not noisy. Mertanadi is influenced by work discipline. So, suggestions from researchers to management to supervise employees who work to be more disciplined towards company rules by checking each employee's work regularly and giving a score for each employee's work. Based on the results of research that the performance of employees' CV. Mertanadi is influenced by work motivation. So, suggestions from researchers to management are to give appreciation to employees who work well to increase self-confidence by giving compensation for employees who work to meet work targets.

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