

THE ROLE OF WORK MOTIVATION IN IMPROVING EMPLOYEE PERFORMANCE

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Abstract

The goal of this study is to evaluate the influence of the work environment and work discipline on employee performance and motivation. The sample that was obtained consisted of 114 workers. According to the findings of the research, the environment of the workplace has a positive and significant impact on the drive to perform one's job. Positive and significant effects on work motivation can be attributed to the presence of work discipline. The environment in which employees work has a significant and beneficial impact on the performance of those employees. The performance of employees is positively impacted by work discipline, however, this impact is not large. Motivation plays a part in mediating the relationship between worker performance work environment and discipline.

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

1. Introduction

According to Zainal et al. (2019), human resources as employees are capable, skilled, and responsible constitute an asset for the firm that is extremely valuable for the continued existence of the company. Human resources continue to be the primary emphasis and the foundation upon which businesses are built to thrive in this age of globalization. It is not going to be possible for the company to complete its activities, even though it is supported by contemporary facilities and infrastructure. The abundance of competition in the employment market for positions that need expertise and high-quality work is the reason behind this. This is something that can be accomplished by managing human resources in such a way that they become a source of competitive advantage and have excellent employee performance. As Yulihadi & Sutianingsih (2023) point out, the success of an organization is primarily dependent on the employees' ability to carry out their work, which is reflected in their performance throughout the organization. There is a correlation between high employee performance and increased employee loyalty to the firm as well as increased employee motivation to work (Andriyani, 2020).

To begin, the environment of the workplace is the first factor that might affect performance. The work environment can establish expectations for subordinates, and it is supported by proper facilities and infrastructure in the workplace. These elements will have a favourable impact on employees, which will lead to an increase in employee performance. When carrying out duties for the organisation, the working environment plays a very significant role. It is possible for a positive work atmosphere to facilitate the implementation of tasks, which in turn can boost employee performance and foster a sense of enthusiasm among workers. A favorable work environment will boost employee performance, which will in turn drive employees to

provide their best effort to the workplace. Employees will experience a sense of contentment when they are working for the organization if they are provided with a comfortable environment throughout their performance. For this reason, it would be preferable if the working environment needed to be enlarged to develop people who are knowledgeable and have greater performance. Employees now have more leeway to voice their perceptions of pleasure as a result. It has been stated by Saputra (2019) that in the workplace, both the facilities and the infrastructure are interrelated with the employees who are carrying out their activities, and as a result, they have a significant impact on the activities that they are carrying out. Pendapat yang sama dikemukakan oleh (Ritonga & Bahri, 2022; Sutianingsih & Kirom, 2023; Sutianingsih & Yuliyana, 2023) bahwa lingkungan kerja berpengaruh nyata pada tinggi rendahnya kinerja karyawan.

Work discipline is essential for the advancement of the company for it to continue to compete in the world of manufacturing in Indonesia. This is because work discipline is vital to attain both high quality and quantity of work. These results support the argument made by Yantika et al. (2018) and Sutianingsih (2018), according to which employees who receive disciplinary action are aware of the norms and regulations that apply within the company. The absence of work discipline in a company will make it challenging for the firm to obtain maximum outcomes, and it will also make it challenging for the company to achieve success. Discipline in the workplace is an essential component in the process of developing human resources; hence, workplace discipline is required by companies to prevent neglect in the performance of the job. Employee performance is the outcome that an employee accomplishes while completing his activities in compliance with the responsibilities that have been delegated to him. This is the result of an employee's labour after putting in effort or hard work, which an individual accomplishes via his work behaviour while performing job-related tasks.

Any activity that generates excitement or encouragement for one's work is considered to be work motivation. As a result, work motivation is a driver of work enthusiasm. This is because highly motivated people will want to get better at their job and will be more productive as a result. Every single business constantly has the goal of increasing the productivity of every employee. According to Robbin and Judge (2008), People should think of motivation as a process that explains how hard, where, and how long they keep going after their goals. To ensure that employee performance is consistently at its highest level and that employee productivity is increased, businesses must have a thorough understanding of the degree to which their workers are motivated to accomplish their jobs. In addition, the provision of training to employees can enhance the capabilities and knowledge of employees, leading to a rise in employee performance. This is essential for the organization to meet its goals and remain competitive in the commercial sector.

2. Theoretical Foundation

Work Environment

As Sutrisno (2014) points out "The work environment is the entire work facilities and infrastructure around employees who are doing work which can influence the implementation of work". A statement made by Sinambela (2021) states that "the work environment describes the general attitude of employees and society towards trade unions." According to Arsalani, et al. (2011), the work environment is comprised of two components: the physical work environment and the non-physical work environment. "The physical work environment is the physical

conditions around employees and has a direct or indirect influence on employees," Setyadi et al. (2015) state. "The physical work environment is the physical conditions around employees." According to Nuryasin et al., (2016), The physical work environment, which is connected to the interpersonal interactions that occur between every employee that works for the same company, is different from the non-physical work environment.

Work Discipline

As Hamali (2016) points out "Work Discipline is a strength that can develop within employees so that they can adapt voluntarily to regulatory decisions, as well as high work values and behaviour." According to Sutrisno (Sutrisno, 2014), "The most important aspect of work discipline is order, and the most important characteristic of organization and discipline is how this order is maintained." There is a facet of work discipline that is articulated by Hasibuan (2012). This facet is known as the capacity objective, and it is comprised of the employee's presence at the workplace on time and the intensity of the employee's presence when they are working.

Work Motivation

In the words of Winardi (2011), "Motivation is the result of several processes that are internal or external to an individual, in carrying out certain activities." When it comes to the study of motivation, an individual can find themselves passionate about carrying out duties. A motivated individual is one who, more precisely, goes above and beyond to support the production objectives of both his work unit and the organization in which he is employed. According to (Siswandi, 2011), the term "motivation" is defined as "all efforts to bring out the enthusiasm from within in other people (subordinates) so that they are willing to work hard to achieve organizational goals through providing or providing the satisfaction of their needs." This definition is derived from the management idea.

Employee Performance

According to Bangun (2018), "The work results achieved by a person are based on the requirements of the positions they hold." Certain requirements that must be followed to accomplish goals are referred to as job standards. These requirements are a part of a job. The degree of performance that is expected to be attained in a specific position is referred to as performance standards. These standards are a comparison of the goals or targets that would be accomplished. According to Sedarmayanti (2010), employee performance refers to the obligation of the employee to accomplish their work assignments by the criteria that are established by the organization. According to Rivai (Rivai, 2009), performance is a function of motivation and ability. To successfully finish a task or work, an individual must possess a specific degree of willingness in addition to a particular level of skill. The outcome of work developed by workers and completed by corporate aims using their talents is known as employee performance. This definition can be used to support the assertion that employee performance is the product of said work.

3. Research Methods

When looking at the outcomes of the independent and dependent variables, this research is helpful because it provides information. In the course of this investigation, a questionnaire is utilized as the method of data collection. For this study, the population consisted of 161 individuals who were employed by manufacturing companies. By using Sobel formulas, it was

found that the sample size should be 114 people. To calculate the number of samples required for this investigation, the proportionate sample random sampling technique was used with the Slovin formula. For this investigation, the semantic differential scale was utilized as the scale for data measurement. to determine the extent to which different factors have an influence on the dependent variable in a partial manner. The validity and reliability testing methodology, together with the route analysis approach with computerized calculations utilizing the SPSS version 25.0 program, are the testing techniques that are utilized in this research to evaluate measuring instruments.

4. Results And Discussion

Validity Test

Table 1 (see below) presents the findings from the validity assessment of this research. The results were obtained by utilizing the SPSS 26 program as a measure of the quality level of research variable instruments.

Table 1. Validity Test Results

No	Working environment	Work discipline	Work motivation	Employee performance
1	0,578	0,416	0,521	0,776
2	0,615	0,538	0,748	0,757
3	0,725	0,531	0,790	0,610
4	0,734	0,548	0,815	0,774
5	0,669	0,587	0,849	0,754

Source: Primary Data Processed (2023)

It may be inferred that all of the question indicator items for each variable are valid as the predicted r value is higher than the table's r value.

Reliability Test

Table 2 below presents the findings of the reliability testing conducted for this research. The results were obtained by employing the SPSS 26 software as a means of evaluating the quality level of the research variable instruments.

Table 2. Reliability Test Results

No	Variable	Nilai Alpha	Standard Alpha	Keterangan
1	Working environment	0,649	0,60	Reliable
2	Work discipline	0,602	0,60	Reliable
3	Work motivation	0,804	0,60	Reliable
4	Employee performance	0,762	0,60	Reliable

Source: Primary Data Processed (2023)

Taking into consideration the data presented in Table 2, the alpha value is higher than the usual alpha value, which is 0.6. This suggests that the data is trustworthy and appropriate for further investigation.

Normality Test

Table 3. Normality Test Results
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		114
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	1.84665900
	Most Extreme Differences	
	Absolute	.072
	Positive	.064
	Negative	-.072
Test Statistic		.072
Asymp. Sig. (2-tailed)		.200 ^c

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.

The Kolmogorov-Smirnov method was used to do the normality test, and the results showed a statistical significance value of 0.200, which was higher than the 0.05 level. These results can be seen in Table 3. After careful consideration, we can say that the regression method used in this study is in line with the normality assumption.

Test Results t

Table 4. Substructural t Test Results 1

Model		Unstandardized Coefficients		Standardized Coefficients	t	sig
		B	Std. Error	Beta		
1	Constant	0,442	1,950		0,227	0,821
	Working environment	0,521	0,082	0,489	6,390	0,000
	Work discipline	0,446	0,103	0,329	4,308	0,000

Source: Primary Data Processed (2023)

Our best guess for the t value is 6.390, which is higher than the t table value of 1.658. The t-test results, which can be seen in Table 4, show this. There are less than 0.05 outcomes, which equals 0.00. This is because the work setting is important. We can conclude that the work environment has a big and good effect on how motivated people are to do their jobs. That being said, we can say that H1 is correct. We think the t value is 4.308, which is higher than the t table value of 1.658 (4.308 is greater than 1.658). This is clear from Table 5, which shows the t-test results. Work discipline has a 0.00 significance rating, below the 0.05 cutoff. Consequently, one may conclude that work discipline has been shown to have a positive and noteworthy impact on the drive to work. We can conclude that H2 is suitable.

Table 5. Substructural t Test Results 2

Model	Unstandardized Coefficients		Standardized Coefficients	t	sig
	B	Std. Error	Beta		
1 Constant	7,675	1,792		4,282	0,000
Working environment	0,188	0,088	0,208	2,149	0,034
Work discipline	0,145	0,103	0,126	1,415	0,160
Work motivation	0,350	0,087	0,412	4,017	0,000

Source: Primary Data Processed (2023)

The t-test results are shown in Table 5. The predicted t value is 2.149, which is higher than the t table value of 1,658. Not important enough: the work setting is only 0.03% important, which is less than the 0.05 threshold. As a result, we can say that the working environment has a positive and significant effect on how well workers do their jobs. Based on this information, we can say that H3 is fine. The t-test results in Table 5 make it clear that the predicted t-value is 1.415, which is less than the t-table value of 1.658 (1.415 is less than 1.658). Doing your job well is worth 0.16 points, which is more than 0.05 because it is important. What this means is that it has been shown that discipline at work has a small but good effect on how well employees do their jobs. From this, we can say that H4 is turned down. Table 5 also shows the t-test results. The calculated t value is 4.017, which is higher than the t table value of 1,658 (4,017 is greater than 1,658). The level of value of being motivated at work is 0.00, which is less than the 0.05 level. From this, we can say that it has been shown that motivation at work has a positive and significant effect on how well workers do their jobs. Based on this information, we can say that H5 is fine.

Coefficient of Determination (R²)

Table 6. Results of Substructural Determination 1 and 2

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,709	0,503	0,494	2,036
2	0,652	0,425	0,409	1,877

Source: Primary Data Processed (2023)

It's clear that the R square number, which is 0.503, or 50.3%, depends on how model 1 turns out, which we already talked about. Two things affect how motivated people are to work in manufacturing companies: the work setting and the rules of the job. The other 49.7% of work drive seems to be affected by things that were not looked at in this study. After looking at model 2, we can see that the R square value is 0.425. This means that work environment, discipline, and motivation all affect 42.5% of employee performance in manufacturing companies. The other 57.5% is affected by other factors and variables that were not studied in this study.

Sobel Test

To ascertain whether or not the mediation effect is significant, the Sobel test is employed. The strength of the indirect effect is tested to perform the Sobel test.

Table 7. Sobel Test

No	Independent Variable	Sobel test statistic	One-tailed probability
1	Work environment	3,708	0,00
2	Work discipline	2,648	0,00

Source: Primary Data Processed (2023)

The work environment and work discipline variables have Sobel test values of 3.708 and 2.648, respectively, and the significance threshold is less than 0.05, according to the findings of the Sobel test computations above. This indicates that the impact of workplace culture and work rules on employee performance can be mitigated by job motivation.

Discussion

The work environment has a positive and significant effect on work motivation

The results of the regression analysis show that employee motivation is positively impacted by the work environment, with a coefficient (b1) of 0.208. According to the findings of the hypothesis test, the estimated t value of 6.390 with a significance of 0.00, where the significance value is smaller than 0.05, suggests that the work environment has a positive and large influence on work motivation, leading to high work levels. environment will increase motivation at work. This is supported by studies (Andriyani et al., 2020; Nurhuda et al., 2020) that show a strong and positive correlation between work environment and job motivation. This demonstrates why study hypothesis 1 should be accepted.

Work discipline has a positive and significant effect on work motivation

The results of the regression analysis show that work discipline has a positive relationship with work motivation, with a coefficient (b2) of 0.126. Work discipline has a positive and significant influence on work motivation, as indicated by the computed t value of 4.308 with a significance of 0.00, where the significance value is smaller than 0.05. This suggests that a high level of work discipline will improve work motivation. The outcomes of the hypothesis test agree with these findings. Consistent with our findings, research by (Anggrainy et al., 2018; Jufrizen, 2021) shows a positive and significant influence on job motivation. This leads to the acceptance of study hypothesis 2.

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

From the regression study, we can see that the workplace improves employee performance, with a coefficient (b3) of 0.412. The hypothesis test showed that there is a strong and positive link between the work environment and employee success. This means that a good work environment will make employees do better at their jobs. The t number that was found is 2.149, and the significance level is 0.00, which is less than 0.05. (Adha et al., 2019; Bahri, 2019) have also found that the work setting has a positive and significant effect on how well employees do their jobs. These results back up what this study found. In light of this, study hypothesis 3 should be accepted.

Work discipline has a positive and significant effect on employee performance

The regression study shows that employees do better at their jobs when they are disciplined, with a coefficient (b4) of 0.489. A high level of work discipline will help employees do their jobs better, as shown by the hypothesis test results, which include a t-value of 1.415 and a significance value of 0.00, which is less than 0.05. This means that work discipline has a small but good effect on how well employees do their jobs. Munir et al.'s (2020) research shows that work regulation has a small but positive effect, which fits with our findings. This means that study hypothesis 4 can't be true.

Work motivation has a positive and significant effect on employee performance

There is a positive relationship between work motivation and employee success, as shown by the coefficient (b5) of 0.329. The hypothesis test results show a t value of 4.017 with a significance value of 0.00, which means that the effect on employee performance will be greater if they are more motivated to do their work. This shows that work motivation has a big and positive effect on how well employees do their jobs. Research has shown that work motivation has a big and good effect on how well employees do their jobs (Asmawiyah et al., 2020; Susanto, 2019), which backs up the findings of this study. Because of this, study hypothesis number five is true.

The Influence of the Work Environment on Employee Performance Through Work Motivation

The work environment variable's Sobel test value is 3.708, and the significance level is less than 0.05, according to Table 7's Sobel test computation findings. This indicates that the impact of the workplace on worker performance can be mitigated by work motivation.

The Influence of Work Discipline on Employee Performance Through Work Motivation

The work discipline variable has a Sobel test value of 2.648 and a significance level of less than 0.05, as shown in Table 9. This shows that job incentives might help employees do their jobs better even when they have to follow rules.

5. Conclusion

The first finding of this study is that work motivation is positively and significantly impacted by the work environment and work discipline. Subsequently, employee performance is positively and significantly impacted by the work environment and motivation. Workplace discipline, meanwhile, makes a small but favourable difference. Moreover, work motivation acts as an effective mediator between employee performance, work discipline, and the work environment.

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