



EFFECT OF WORK ENVIRONMENT AND MOTIVATION ON EMPLOYEE PERFORMANCE AT PT. KARYA MANDIRI GRESIK

Ari Kartiko¹

Institut Pesantren KH. Abdul Chalim Mojokerto
Ari.kartiko5@gmail.com

Akhmad Sirojuddin²

Institut Pesantren KH. Abdul Chalim Mojokerto
Akhmadsirojuddin86@gmail.com

Abstract

The establishment of the company aims to get maximum benefit. Competition for maximum profit can be achieved if the company has good performance. Capital facilities and infrastructure, technology and applicable regulations require human resources. Performance is closely related to human resources in the company. Human performance is greatly influenced by the work environment and motivation of an employee in carrying out their work. The influence of the work environment and one's motivation at work can be investigated through a quantitative approach that aims to find out how the influence of the work environment and work motivation on performance and find out which has the dominant influence of the two variables. In the research conducted at PT. Karya Mandiri, it addressed the results that one's work motivation has a more dominant influence on employee performance. It can be from a work motivation value of 0.523 while the influence of the work environment on performance is only 0.128. This primary data is obtained by distributing questionnaires to all employees and then the data is processed using software.

Keywords: *Performance, Work Environment, Work Motivation, Regression.*

Abstrak

Tujuan berdirinya suatu perusahaan adalah untuk mendapatkan hasil maksimal. Persaingan untuk mendapatkan hasil maksimum dapat dicapai jika perusahaan memiliki kinerja yang baik. Fasilitas modal dan infrastruktur, teknologi dan pemberlakuan aturan membutuhkan sumber daya manusia. Kinerja sangat terkait dengan sumber daya manusia di perusahaan. Kinerja manusia sangat dipengaruhi oleh lingkungan kerja dan motivasi seorang karyawan dalam menjalankan pekerjaannya. Pengaruh lingkungan kerja dan motivasi seseorang di tempat kerja dapat diselidiki melalui pendekatan kuantitatif yang bertujuan untuk mengetahui bagaimana pengaruh lingkungan kerja dan motivasi kerja terhadap kinerja dan mencari tahu mana yang memiliki pengaruh dominan dari kedua variabel tersebut. pada penelitian yang dilakukan di PT. Karya Mandiri, hasilnya adalah bahwa motivasi kerja seseorang memiliki pengaruh yang lebih dominan pada kinerja karyawan. Hasil tersebut dapat dilihat dari nilai motivasi kerja 0,523 sementara pengaruh lingkungan kerja terhadap kinerja hanya 0,128. Data primer ini diperoleh dengan membagikan kuesioner kepada semua karyawan dan kemudian data tersebut diproses menggunakan software.

Kata Kunci: *Performa, Lingkungan Kerja, Motivasi Kerja, Regresi.*

INTRODUCTION

The purpose of a company founded is to get the maximum profit, high productivity with good quality. In addition to capital, facilities and infrastructure, technology, and applicable regulations, companies or organizations require quality Human Resources (HR). In this case, good human resources will contribute well in terms of achieving productivity and improving quality, achieving the company's vision and mission. In the development era, it is hoped that the company will be able to compete and be sustainable with existing technological and communication advancements. The fact shows that companies that are not able to continue with the progress of time will lag behind the rapid development of the times.

Performance is an individual or group of people who have achievements or work within an organization that has been determined by the organization (Suntoro, 1999). Good and bad performance of employees can be influenced by internal and external factors. Internal factors are factors comes from within an individual / person. like attitude, expertise and knowledge, while external factors are factors related to the environment such as colleagues, leaders, subordinates and organizational climate. Both factors must be considered by management. Internal factors are related to the individual nature of employees, and the social environment that usually influences the nature of employees externally.

In the current industrial era, where the organizational environment is changing rapidly, it is needed the human resources who are not only enough to support the survival of the organization, but more than that. HR is required to provide competitive advantage to win the competition. Competitive advantage can be seen from the aspects of mastery of knowledge, skills and attitudes, as well as work behavior directed at achieving organizational goals. Technology makes it easy for humans to carry out their activities, especially in increasing productivity to achieve optimal performance. The work environment is another factor outside of humans, both physical and non-physical (Sofyan, 2013). A good work environment happens if employees can carry out work optimally and comfortably (Yugusna, Fathoni, and Haryono, 2016).

When viewed deeper, one of the important things from Human Resources Management that needs to be considered properly by the company is motivation. Motivation is the desire found in an individual person who stimulates it to take actions (Riduan, 2003). Without sufficient motivation, the performance of existing human resources will be less than optimal. The bad

impact of the lack of motivation from the leaders can ultimately reduce the performance of the company itself. In addition, it can cause complaints from customers, cause employees to be lazy to work, and other possibilities leading to physical and psychological actions, such as increasing the degree of absenteeism and employee turnover. The problem of motivation is a source of motivation for employees. The aim of work motivation is to help the organization achieve strategic success while ensuring the work takes place and at the same time encouraging employees to improve employee performance.

Not different from the organization in general, PT. Karya Mandiri also places the element of HR as one of the determining factors for the achievement of goals. Gibson (2010) revealed that organizational performance or achievement depends on the work performance of its employees. It indicates that if the achievements of employees will contribute to the organization as a whole. The performance appraisal process must be carried out, aiming to measure or assess whether an employee has succeeded or failed in carrying out his work using predetermined standards.

Based on the above background, the formulation of the problem can be formulated as follows: a) How does the influence of the work environment, motivation on employee performance? b) Which variables have a significant effect on employee performance variables?

Based on the formulation of the problems that have been raised, the objectives of this study are as follows: a) Knowing the influence of the work environment, motivation on employee performance; b) Knowing more dominant variables between work environment variables, motivation on employee performance.

REVIEW OF LITERATURE

Performance

In terminology, performance is a measure of how well people do their jobs (Davis, 2002). Whereas according to Wibowo (2010) performance is about doing work and the results achieved from the work. Maximizing performance is a priority for most organizations today. Performance as a quality and quantity of the achievement of tasks, is carried out by individuals, groups and companies. According to Robert (2006) the dimensions of performance appraisal include 4 aspects which include: 1) Quantity of work is the work that is measured based on the speed and volume of work produced. 2) Quality of work is the quality of work that is measured based on accuracy, accuracy, skills, tidiness and the least errors in carrying out the work, 3) Dependability

is a dimension of employee performance regarding compliance with instructions, on time, initiative and the habit of maintaining work safety, and 4) Attitude regarding employees' positive attitudes towards institutions and jobs, and being able and willing to work with colleagues.

According to Veithzal (2005), there are two reasons why performance assessments need to be held, namely: 1) Managers need objective evaluations of past employee performance used to make decisions in the HR field in the future and, 2) Managers need tools allowing to help employees improve performance, plan work, develop abilities and skills for career development and strengthen the quality of the relationship between the manager concerned with his employees.

Intrinsic and extrinsic factors greatly affect performance. Intrinsic factors include the level of education, level of knowledge, level of skills, motivational attitude towards performance and level of work experience. Extrinsic factors are influenced by several things which include the family environment, socio-cultural environment, economic environment, learning environment, work environment and technology.

Work Environment

The work environment has two forms, namely the physical form of the work environment and the psychological form of the work environment. The physical form of the work environment is the third level (3) from Maslow and the second level (2) from Alder, where a person can interact with his colleagues, can be accepted by his group and feel family relationships or vice versa. The work environment can be interpreted in physical form, namely buildings, rooms, tidiness, cleanliness, facilities and other physical infrastructure. Besides that, it can also be interpreted in psychological form, namely a comfortable, pleasant, bored, or boring work atmosphere. A neat, clean, comfortable work environment, good temperature and lighting, sophisticated and modern equipment, are generally more likely to be favored by workers. Maximum performance will be very difficult to obtain with a dirty, cluttered, dusty table, hot air, blinding light and so on (Stephen, 2009).

At present, many organizations adopt and implement the 5s system which was originally applied by several companies in Japan. The basic principles of 5s are: 1) Seiri (Sorting Out), which classifies goods according to certain groups, including disposing of unnecessary items, 2) Seiton (Systematic Arrangement or Neatness), place the items in their original place, 3) Seiso (Spic & Span or Cleaning), clean and maintain regularly or periodically, 4) Seiketsu

(Standardizing), give a sign or label so that it is easy to find, see and recover and, 5) Shitsuke (Self-Discipline), guarantee that the 4 mentioned above can be implemented and used as should be.

The psychological form of the work environment can be made a picture that someone works to fill social needs and interactions. Most people want to work to get more than just money or achievements that come from work, for example having colleagues who are friendly and mutually supportive, pleasant boss behavior. Creating a comfortable psychological work environment, according to the philosophy of Fish Stephen (2003), is applying the principle of fun work. This philosophy applies four principles, namely: 1) Play, which combines fun and work, 2) Make their day (make every day happy). This can be done by celebrating birthdays, welcoming guests, congratulating, visiting colleagues who are sick, and so on, 3) Be There, positioning yourself where really needed and working wholeheartedly, like a nurse who work cheerfully, so that it will comfort the patient and, 4) Choose your attitude which is a better way to complete a job, or a problem. Like when stuck in a traffic jam, it's better to listen to music than to shout or press the horn repeatedly.

Motivation

According to Mathis and Jackson (2006) motivation is the desire from someone who causes someone to do something or act. Matteson (2005) revealed that motivation is one's willingness to perform in relation to an individual wanting, or willingness to try to achieve maximum performance in doing his work.

There are many motivational theories and research findings that seek to provide an explanation of the behavioral-outcome relationship. Attitude theory can be classified into a content approach or process approach from motivation. The content approach focuses on identifying factors in a person who encourage, direct, maintain and stop behavior. The process approach focuses on how individual behavior is encouraged, directed, maintained and stopped.

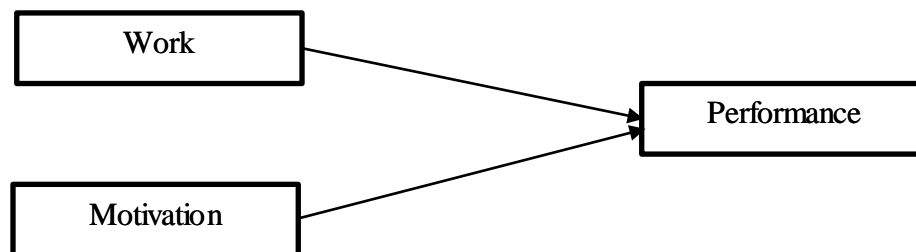
An important content approach to motivation is Maslow's hierarchy of needs, based on the core theory of Maslow's needs is to place the lowest physiological needs and the highest self-actualization needs. The sequence of Maslow's hierarchy of needs is as follow 1) Physiological. The need for food, drink, shelter and free from pain, 2) Security and safety. The need to be free from threats, interpreted as safe from events, or environment that threatens, 3) Togetherness, social and love. The need for friendship, affiliation, interaction and love. 4) Self-esteem. The

need for self-esteem and respect from others and, 5) Self Actualization. The need to fulfill one's own needs to the maximum uses abilities, skills and potential.

McClelland theory of need focuses on three (3) things, namely: 1) Need for achievement, the desire to achieve success. He is struggling to fulfill ambitions personally rather than achieving success in the form of corporate or organizational rewards, 2) Need for power. Some people may always be influential, respected and happy to control other human beings. Such people are actually happy with the tasks assigned to them, or status tends to be more concerned with pride, prestige and gain influence on other humans and 3) Need for affiliation. People who have this need are motivated to be friendly, bear and cooperate rather than as a venue for competition within an organization.

Based on the theories having been put forward, then a framework of thought is made as in Figure 1.

Figure 1
The framework of thought



Research Hypothesis

Research hypotheses are temporary answers or presumptions that will be tested for correctness. Based on the above research framework, the following hypotheses can be drawn:

1. There is a significant influence of work environment variables, motivation on employee performance.
2. Motivation variables have more influence on employee performance.

RESEARCH METHODS

This study used explanatory research methods with survey techniques aiming to test hypotheses between hypothesized variables or explain the effect of clausal relationships between variables through hypothesis testing. According to Sugiyono (2014), Hypothesis testing aims to explain the causal relationship between research variables and the formulation of hypothesis testing.

Types and Data Sources

The data type is primary data. Primary data were obtained through direct visits, or surveys conducted at the study site, which were examined with the help of a questionnaire. In addition, the data are taken through the results of discussions and interviews with employees related to the research object. In this case the operational part of PT. Karya Mandiri, amounting to 55 employees. For the performance variable questionnaire filled out by the head of the division, or the supervisor of the employees who work in each section, more authorized to assess employee performance. then the data will be processed using the program statistical product and Service Solutions version 16 (SPSS).

Population and Sampling Techniques

The population is the whole of the research subjects (Arikunto, 2006). The population in this study is the employees of PT. Mandiri Works. In this case the operational part of PT. Karya Mandiri, amounting to 55 employees. In this study, sampling was not carried out, but used census studies, meaning that the entire population was chosen to be a respondent.

Research Instruments

The research instrument is a measure of the observed phenomenon. The variables in this measurement are measured using a Likert scale. Likert scale is a form of scale indicating the answer from the respondents agree, or disagree with a question about an object. The Likert scale measurement method consists of five answer ranges. Categorization of answers is explained as follows:

a) Very poor/ strongly disagree / very dissatisfied / not important (1); b) Poor / Disagree / dissatisfied / slightly Important (2); c) Fair/ neutral / neither / moderately important (3); d) Good / agree / satisfied / important (4); e) Excellent/ strongly agree / very satisfied / very important (5)

Data Collection Techniques

Data collection techniques used in this study were the questionnaire method. To collect the data, the method of distributing questionnaires to be filled by respondents was used.

Data Analysis Techniques

According to Sugiyono (2014) This research uses multiple linear regression analysis, with the following formula:

$$Y = b_0 + b_1X_1 + b_2X_2 + e$$

Which:

X1 = Work environment

X2= Motivation

e = error, or factors outside the variables studied, but have research results.

Y = Employee performance (dependen Variabel).

RESULTS AND DISCUSSION

Based on the results of multiple linear regression analysis using the SPSS program, a summary can be arranged as follows:

Table 1
Recapitulation of Multiple Linear Regression Analysis

Independent Variable	Regression Coefficient	t Stat	Probability (Sig.t)
Motivation	0.523	6,520	0,000
Work environment	0.129	1,338	0,188
Constant	7.580		
F Stat	17.275		
Adjusted R ²	0.477		
R Square	0.505		
R	0.710		
Dependent variable (Y) Employee Performance			

Primary data sources processed 2020

Based on table 1, multiple linear regression equations can be made as follows:

$$Y = 7,580 + 0,128 X1 + 0,523 X2$$

Based on the regression equation above, it can be explained: a) a constant value (α) of 7,580 is, if the independent variables (work environment and motivation) have no influence or have zero value then the magnitude of the performance value is based on a constant that is 7,580, b) Work environment variables has a positive influence with a value of 0.128 on the performance of the employees of PT. Mandiri Works. It means that the high value of the work environment will increase employee performance or there will be an increase of 0.128 on employee performance variables to increase one unit of work environment variables. c) The variable of work motivation get a positive influence with a value of 0.523 to employee performance. meaning that the higher the score of work motivation will have a good impact on employee performance or if there is an increase in every one unit of work motivation variables increase the

performance variable by 0.523 assuming the other independent variables are constant, d) the coefficient of determination (R²) of 0.505 after adjusting the adjusted R square of 0.477 explains the work environment and employee motivation has a contribution value of 47% on changes in employee performance. Based on the above calculation of the two independent variables, the independent variable motivation has a dominant value on employee performance.

In order to see the perfect relationship between the independent variables and the regression model, it is necessary to do a multicollinearity test. The results of the multicollinearity test in this study are presented in table 2 as follows:

Table 2
Multicollinearity Test

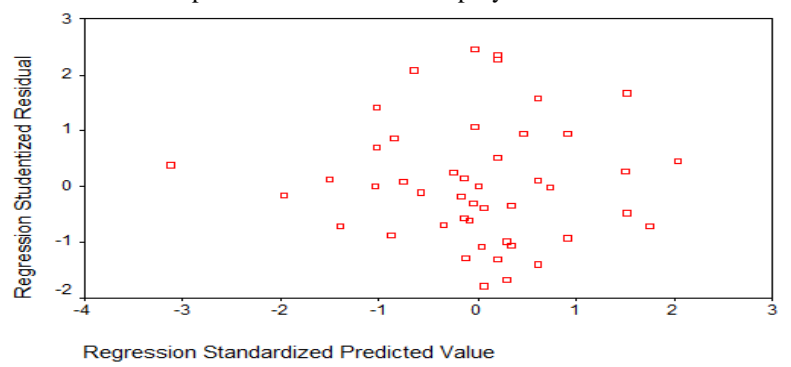
No	Independent Variable	Tolerance	VIF Value
1	Work motivation (X ₂)	0.860	1.162
2	Work environment (X ₃)	0.913	1.095

Source: SPSS Analysis Output Data

The value of the variance inflation factor is more than 1.0. It shows that the independent variables in this study are free from the classic assumption of multicollinearity, if the VIF value is less than 10 and the tolerance value is above 0.1 or 10%, it can be concluded that the regression model does not occur multicollinearity (Ghozali, 2005).

A good regression model does not occur heteroscedasticity. To detect the presence or absence of heteroscedasticity, a scatterplot graph method can be used which is generated from the SPSS program output. If the picture shows the points spread randomly and spread both above and below the number 0 on the Y axis, then this can be concluded that there is no heteroscedasticity in the regression model (Ghozali, 2005). Test results can be shown in Figure 2 below:

Figure 2
Heteroscedasticity Testing Results Scatterplot
Dependent Variable: Y- Employee Performance



Source: Appendix SPSS output processed 2020

Furthermore, hypothesis testing is carried out by the F test and use SPSS analysis aids, the results of which will be directly compared with a probability of α 0.05 or 5% are presented in the following table 3.

Tabel 3
Results of F test data analysis

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	439.988	3	146.663	17.275	.000 ^a
	Residual	432.994	51	8.490		
	Total	872.982	54			

a. Predictor : (Constant), X1 - Work environment, X2 – Motivation

b. Dependent variable: Y – Employee performance

Primary Data Sources processed 2020

The table above shows that the work environment and motivation variables jointly affect employee performance, (Significantly positive α 0,000%) with a value of $F = 17,275$ means it has meaning if the F value of the analysis is compared with the F table = 3.16, it will be seen that the F analysis 17,275 is greater than 3.16 in the F table, or it can be stated that the probability value is significant α 0.05. Thus H_0 is rejected and H_a is accepted. It shows that the hypothesis is tested and can be accepted at the real level $\alpha = 0.05$.

CONCLUSION

Based on the analysis and discussion above, it can be concluded: a) this research is an explanatory research explaining the work environment variables and motivation on the performance of employees of PT. Karya Mandiri simultaneously, b) multiple linear regression techniques are able to show significant differences between work environment and work motivation on employee performance at a significance level of α 0.05, c) work motivation is the most dominant variable on employee performance

The researcher suggests some efforts to get good performance and can improve human resources at PT. Karya Mandiri: a) develop incentive policies, training and employee development, b) in order to get optimal performance, need to improve aspects of the work environment in terms of facilities and infrastructure and make improvements in interaction or communication between leaders and subordinates, c) need to maintain and increase employee rewards.

REFERENCES

- Arikunto. (2006). *Prosedur Penelitian Suatu Pendekatan Praktek*. Jakarta: PT. Rineka Cipta.
- Davis, Gordon B. (2002). *Sistem Informasi Manajemen*, bagian I Pengantar. Seri Manajemen N. 90-A Cetakan ke dua Belas, Jakarta.
- Gibson. (2010). *Organisasi Dan Manajemen : Perilaku, Struktur, Dan Proses, Keempat*. Jakarta: Erlangga.
- Mathis R.L. dan Jackson J.H. (2006). *Human Resources Management. Ed. Edisi Bahasa Indonesia*. Jakarta: Salemba Empat.
- Matteson M.T. (2005). *Organizational Behavior and Management*. Seventh Edition. The McGraw-Hill Companies. Edisi Bahasa Indonesia, Gina Gania. (2006). *Perilaku dan Manajemen Organisasi*. Erlangga. Jakarta.
- Riduwan. (2003). *Variabel-variabel Penelitian*. Bandung: Alfabeta.
- Robert L. (2006). *Human Resources Management*. Ed. Edisi Bahasa Indonesia. Jakarta: Salemba Empat.
- Singarimbun. (TA). *Metode Penelitian Survei*. Jakarta: LP3ES.
- Stephen P. dan Timothy A. Judge. (2009). *Organizational Behavior*. New York: McGraw-Hill Education Companies Inc.
- Steve. (2012). "Work Environment and Job Attitude among Employees in a Nigerian Work Organization", *Journal of Sustainable Society*, 1.2, 36–43.
- Sugiyono. (2014). *Metode Penelitian Pendidikan Pendekatan Kuantitatif, Kualitatif, dan R&D*. Bandung: Alfabeta.
- Veithzal. (2005). *Manajemen Sumber Daya Manusia dari Teori ke Praktik*. Jakarta: PT. Raja Grafindo Persada.
- Wibowo Diby, Eric. (2005). *Kepemimpinan dan Kerja sama di dalam Manajemen Kependidikan*. Jakarta: PT. Grasindo.