

THE EFFECT OF WORK MOTIVATION, WORK ENVIRONMENT, AND WORK DISCIPLINE TOWARD PERFORMANCE OF STAFF

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ABSTRACT: *The study is aimed at investigating (1) the direct influence of work motivation toward performance of State Civil Apparatus; (2) the direct influence of work environment toward performance of State Civil Apparatus; (3) the direct influence of work Discipline toward performance of State Civil Apparatus; (4) the direct influence work motivation toward work discipline of State Civil Apparatus; and (5) the direct influence work environment toward work discipline of State Civil Apparatus. It applied a quantitative method. The technique of data collection is a questionnaire, and the technique of data analysis is path analysis. Findings revealed that (1) work motivation has direct positive and significant influence toward performance of State Civil Apparatus; (2) work environment has direct positive and significant influence toward performance of State Civil Apparatus; (3) work discipline has direct positive and significant influence toward performance of State Civil Apparatus; (4) work motivation has direct positive and significant influence toward work discipline; (5) work environment has direct positive and significant influence toward work discipline.*

Keywords: *Work Motivation, Work Environment, Work Discipline, Performance of State Civil Apparatus*

I. INTRODUCTION

These days, the bureaucracy performance becomes the most strategic issues due to its impact on economic and politic. The Performance itself, basically, according to Mangkunegara (2005: 67) is the work achievement either quantitatively or qualitatively achieved by somebody in doing his task and responsibility, what has been done by the employees, hence it influences their contribution to the institution or organization including the quality services.

The fact the researchers found in the field is that the apparatus' performance is still not fulfilling the expectation which is observed from: a) the completed works do not fulfill the expectation, b) the quality of works are not appropriate to the requirements due to lack of ability and skill of the apparatus in running their tasks and functions, c) cooperation in completing works is still lack, and d) the responsibility of the apparatus toward their tasks is still minimum. In order to overcome the problems, an analysis of the apparatus' performance becomes important or has strategic value. The information about the apparatus' performance and what factors influencing the performance is crucial to be explored, hence the measurement of the apparatus' performance should be interpreted as an activity to evaluate or to observe the success or failure of the task and function implementation.

Wexley and Yuki (2000: 97) identify factors influencing performance, such as motivation, discipline, and work environment. The fact has been found is that the motivation of the apparatus in Department of Education in Pohuwato District is still lack because of some factors, namely: a) the awareness of utilizing the free time during working is still minimum, b) there are still apparatus whose works are not appropriate with their expertise, c) the willingness to improve the ability and skill in working is still minim. The problems need to be handled because the motivation is a crucial thing to be concerned by the institution if the apparatus is demanded to give positive contributions toward the achievement of the institution's goals. By having the motivation, apparatus will be highly motivated in doing their tasks and responsibilities. Hence, the high motivation of apparatus in doing their jobs will create a high quality performance.

Prasetyo (1984: 72) says that one of the determinant factors of the performance is discipline. Work discipline of apparatus cannot be only observed through the attendance, but also is measured through their attitudes in doing their jobs. The high discipline employees will not delay their works and always try to complete them on time even there is no control directly from the higher authority. In fact, in implementing their jobs, the apparatus is having low discipline. There are still some apparatus who are absent from their jobs, which cause their jobs are not properly completed, and there are apparatus who do not obey the applied rules. All the problems influence the apparatus' performance. Then, it needs concern from the leader to try maximizing the apparatus' performance in order to achieve the goals of the institution/organization.

II. RESEARCH METHODOLOGY

The research and been conducted in Department of Education, Pohuwato District, on 119 State Civil Apparatus as the population. The samples, after being determined based on the formulation of Nomogram Harry King, were 98 State Civil Apparatus. The data that had been collected through questionnaires are analyzed through path analysis.

FINDINGS

A. Path Analysis Results

The results of path analysis are explained as follows:

1. X_1, X_2, X_3 toward Y

The analysis result is presented in the following table:

Table 1: The Direct Influence

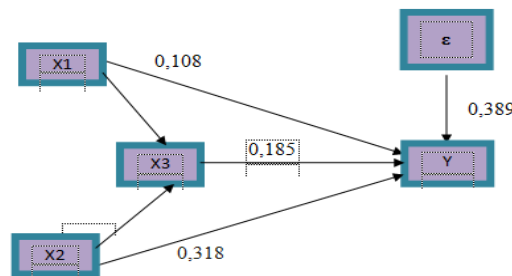
Model	Standardized Coefficients	Correlation	Determination	
	Beta		Value	%
Work Motivation	0.180	0.599	0.108	10.80%
Work Environment	0.438	0.727	0.318	31.80%
Work Discipline	0.279	0.664	0.185	18.50%

Source: SPSS 21 Data Processing, 2019

Based on the number in the Standardized Coefficients column, the structural equation is:

$$\hat{Y} = 0,180X_1 + 0,438X_2 + 0,279X_3 + e$$

Based on the explanation above, the construct description about the influence of work motivation, work environment, and work discipline toward the performance of the State Civil Apparatus can be observed as follows:



Picture 2: The influence of X_1 , and X_2 , and X_3 toward Y

2. X_1 and X_2 toward X_3

The analysis result is presented in Table 2:

Table 2: The Equation Regression Analysis Result of the Indirect Influence

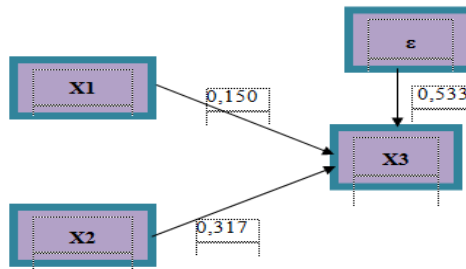
Model	Standardized Coefficients	Correlation	Determination	
	Beta		Value	%
Work Motivation	0.267	0.561	0.150	15.00%
Work Environment	0.489	0.649	0.317	31.70%

Source: SPSS 21 Data Processing, 2019

Based on the number in the Standardized Coefficients column, the structural equation is:

$$\hat{Y} = 0,267X_1 + 0,489X_2 + e$$

Based on the explanation above, the construct picture of the influence of work motivation and work environment toward work discipline can be observed as follows:



Picture 4.6: The Influence of X₁ and X₂ toward X₃

B. Hypothesis Verification

The hypothesis verification to answer the problem statement is conducted through Tuckey test (t-test). By significance of 5% and df value for n-k-1 – 98-3-1 = 94, it obtains t_{table} for 1,986. The test result is explained in the table below:

Table 4.14: Hypothesis Verification Result

Construct	Model	Path Coefficient	t _{count}	Sig	Note
1	X ₁ ->Y	0.108	2.150	0.034	Positive and Significant
	X ₂ ->Y	0.318	4.799	0.000	Positive and Significant
	X ₃ ->Y	0.185	3.164	0.002	Positive and Significant
2	X ₁ -> X ₃	0.150	2.851	0.005	Positive and Significant
	X ₂ -> X ₃	0.317	5.220	0.000	Positive and Significant

Source: SPSS 21 Data Processing, 2019

Based on Table 4.14, the partial test result can be explained as follows:

1. The Influence of Work Motivation, Work Environment, And Work Discipline toward Performance of State Civil Apparatus

t_{count} value is higher than t_{table}. The significance value of work motivation is lower than the probability value of 0,05 (0,034<0,05), hence the work motivation positively and significantly influences the performance of State Civil Apparatus.

t_{count} value is higher than t_{table}. The significance value of work environment is lower than the probability value of 0,05 (0,000<0,05), hence the work environmet positively and significantly influences the performance of State Civil Apparatus.

t_{count} value is higher than t_{table}. The significance value of work discipline is lower than the probability value of 0,05 (0,002<0,05), hence the work discipline positively and significantly influences the performance of State Civil Apparatus.

2. The Influence Work Motivation and Work Environment toward Work Discipline

t_{count} value is higher than t_{table}. The significance value of work motivation is lower than the probability value of 0,05 (0,005<0,05), hence the work motivation positively and significantly influences work discipline.

t_{count} value is higher than t_{table}. The significance value of work environment is lower than the probability value of 0,05 (0,000<0,05), hence the work environment positively and significantly influences work discipline. The work environment is able to contribute to 31,70% toward the improvement of work discipline. The positive value of the coefficient indicates that the more conducive the work environment, the more improve the discipline of the State Civil Apparatus in performing their responsibilities.

III. DISCUSSION

Findings reveal that the t_{count} value of work motivation variable is 2,150. It is compared to t_{table} for 1,986, t_{count} value is higher than t_{table}. The significance value of work motivation variable is lower than probability value of 0,05 (0,034<0,05). Hence, Ha₁ stating that work motivation influences the performance of State Civil Apparatus is accepted. It can be concluded that at the level of confidence of 95% (alpha of 0,05), the work motivation positively and significantly influences the performance of State Civil Apparatus at Department of Education, POhuwato District. The work motivation is able to give a contribution to 10,80% toward the improvement of the performance of State Civil Apparatus. The positive coefficient shows that the better the work motivation, the better the performance of the apparatus.

This result is appropriate to the statement of Rivai (2005: 45) that work motivation is a set of attitudes and values that influence individuals to achieve specific things based on their goals.

The descriptive analysis result shows that the work motivation variable score is 82,53% in a sufficient criteria. It indicates that the State Civil Apparatus have high encouragement and motivation to do their works in which the spirit can make their works easier.

The same thing also has been stated by Caroline Njambi (2014) that motivation is a potential factor in improving the performance of apparatus in an organization

Meanwhile, t_{count} value of work environment variable is 4,779 higher if it is compared to t_{table} for 1,986. The significance value of work environment variable is lower than the probability value of 0,05 ($0,000 < 0,05$). Hence, Ha_2 which states that work environment influences the performance of State Civil Apparatus is rejected. It can be concluded that at the level of confidence of 95% (alpha of 0,05), the work environment positively and significantly influences the performance of State Civil Apparatus at Department of Education, Pohuwato District. The work environment contributes to 31,80% toward the improvement of the performance of State Civil Apparatus. The positive coefficient shows that the more conducive the work environment, the better the performance of the apparatus.

The result agrees with the statement of Sedarmayati (2011: 21) that the work environment is a set of tools and materials as well as the surroundings where someone or group of people works along with their method and management.

The descriptive analysis result demonstrates that the score of the work environment variable is 85,30% in good criteria. It indicates that the work environment is conducive. The conducive work environment will create good cooperation and it can reduce conflict which then produces optimal work achievement.

It is, however, supported by Bambang (1991: 23) that the work environment is one of the factors influencing the performance of employees. Employees who work in an environment that fully support them to work optimally will create good performance and vice versa.

According to Flippo (1998:111), work environment is a condition when a good working place, physically or non-physically, gives a please, secure, peaceful, endure vibe.

Besides, t_{count} value of work discipline variable is 3,164, and it is higher if it is compared to t_{table} for 1,986. The significance value of work discipline variable is lower than the probability value of 0,05 ($0,002 < 0,05$). Hence, Ha_3 which states that work discipline influences the performance of the State Civil Apparatus is accepted. It can be concluded that at the level of confidence of 95% (alpha of 0,05), the work discipline positively and significantly influences the performance of the State Civil Apparatus at Department of Education, Pohuwato District. The work discipline contributes to 18,50% toward the improvement of performance of the State Civil Apparatus. The positive coefficient shows that the higher the work discipline, the more optimal the performance of the State Civil Apparatus.

The result, however, is supported by Susiarto and Ahmadi (2006:65) that work discipline of the apparatus is a part of work factors. Prasetyo adds (1984:72), one of the determinant factors of the performance is work discipline. Work discipline of apparatus cannot be only observed through the attendance, but also is measured through their attitudes in doing their jobs.

The descriptive analysis result shows that the performance of the State Civil Apparatus lies in good criteria for 87,86%. It shows that the State Civil Apparatus is able to achieve the maximal work result as a part of their responsibilities in fulfilling their roles as good performers. Employees are able to develop their work results if they are always supported with a conducive work environment and motivation in the order they become discipline doing works.

According to Setiawan (2013), the employee's work discipline is not only assessed based on the attendance but also through the attitude of the employee is running the tasks. Employees who have high discipline do not delay their works and always try to complete them on time even there is no control directly from the higher authority. In this case, the work discipline influences the employees' performance in running tasks.

Another result shows that t_{count} value of work motivation variable is 2,581 higher than t_{table} for 1,986. The significance value of work motivation variable is lower than probability value of 0,05 ($0,005 < 0,05$). Hence, Ha_4 which states that work motivation influences the work discipline is rejected. It can be concluded that at the level of confidence of 95% (alpha of 0,05), the work motivation positively and significantly influences work discipline at Department of Education, Pohuwato District. The work motivation contributes 15% toward the improvement of work discipline. The positive coefficient shows that the higher the work motivation, the more discipline the State Civil Apparatus.

The findings are supported by Winardi (2011: 40). It is stated that humans always have requirements that they always try to fulfill. In order to be motivated, we need certain actions to be fulfilled, and if the requirements are not fulfilled, there will be always other needs appeared until all people have motivation.

Dessler (2013:97), who also supports this finding, says that the cause and effect relationship of behavior of giving compensation, for example, promotion, depends on the achievement the employees keep.

The characteristic of being dependence is closely related to the relationship between behavior and the thing causing the behavior itself.

On the other hand, t_{count} value of work environment variable is 5,220 higher than t_{table} for 1,986. The significance value of work motivation variable is lower than probability value of 0,05 ($0,000 < 0,05$). Hence, H_{a5} which states that work environment influences the work discipline is accepted. It can be concluded that at the level of confidence of 95% (alpha of 0,05), the work environment positively and significantly influences work discipline at Department of Education, Pohuwato District. The work environment contributes to 31,70% toward the improvement of work discipline. The positive coefficient shows that the more conducive the work environment, the more discipline the State Civil Apparatus.

Nitisemito (in Nuraini 2013: 97) states that work environment is everything around the employees that can influence them in running their tasks. The work environment is designed in order to create a correlation that can bind the employees with their workplace. Work environment is considered well if employees can run their activities optimally, healthy, securely, and comfortably. Bad work environment consumes more energy and time, and it does not support the efficient work system.

The descriptive test result reveals that work discipline variable has a score of 87,85% which lies in good criteria. It indicates that the employees at Department of Education, Pohuwato District, always keep their discipline, either time or attitudes, in doing their job. The discipline will make the apparatus creates works based on the expectation.

IV. CONCLUSION

Work motivation has a direct positive and significant influence toward the performance of State Civil Apparatus. Work environment has a direct positive and significant influence toward performance of State Civil Apparatus. Work discipline has a direct positive and significant influence toward the performance of State Civil Apparatus. Work motivation has a direct positive and significant influence toward work discipline. Work environment has a direct positive and significant influence toward work discipline.

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