

## THE INFLUENCE OF WORK MOTIVATION, WORK DISCIPLINE, AND WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE AT THE MADIUN CITY LAND OFFICE

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### ABSTRACT

*This study aims to know influence of work motivation, work discipline, and work environment on the performance of the employees of the Madiun City Land Office. The population in this study were 59 employees of the Madiun City Land Office. The sample of this research was 59 people. Sampling using saturated sampling technique. The data analysis technique used the Partial Least Square (PLS) approach and was assisted by the SmartPLS 3.2 software. Data analysis techniques include testing the outer model (measurement model) consisting of convergent validity, discriminant validity, composite reliability, inner model testing (structural model) consisting of variant analysis ( $R^2$ ) or Determination Test,  $t$  test, and  $F$  test. The results of the study are: 1) work motivation variable ( $X_1$ ) and work environment ( $X_3$ ) partially affect the performance of the Madiun City Land Office employees, 2) work discipline variable ( $X_2$ ) partially has no effect on the employee performance of Madiun City Land Office, 3) work motivation variable ( $X_1$ ), work discipline ( $X_2$ ) and work environment ( $X_3$ ) simultaneously affect the performance of the Madiun City Land Office employees, 4) work environment variable ( $X_3$ ) has the most dominant influence on the performance of the Madiun City Land Office employees.*

**Keywords:** Work Motivation, Work Discipline, Work Environment, Employee Performance.

### 1. INTRODUCTION

Employees are the company's most important asset in the development of a company. Employee contributions determine the direction of the company's goals. So it is necessary always to maintain the performance of permanent employees or even increase the quantity and quality. Mangkunegara (2007) defined performance (work achievement) as the quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. The implementation of tasks assigned to employees becomes a benchmark in performance appraisal. The results of this assessment will be a decision whether the employee performs well or not so that it can be seen whether the company's goals are achieved or not.

Motivation is one of the factors that can influence employee performance (Mangkunegara, 2007). According to Septiawan, Masrunik, & Rizal (2020), work motivation is something that can cause enthusiasm or encouragement to work individually or in groups towards work in order to achieve goals. Employee work motivation causes enthusiasm and direction of employee activities in completing their work to achieve company goals. Like the research results of Kelimeda, Hairudinor, Ridwan, & Dalle (2018) and Usmiar & Utomo (2020) showed that motivation has a significant influence on employee performance. The strong drive that occurs in employees should be maintained to always produce performance according to company standards. However, the results of this study are different from the results of research by Syawal (2018) and Kuswati (2020), stating that motivation does not significantly influence employee performance.

In addition to the motivation that encourages employees to complete their duties and responsibilities, employee work discipline also needs to be maintained so that there are no irregularities or omissions at work. So that the company can achieve its goals. According to Siagian (2014), work discipline is a management action to encourage organization members to meet the demands of various

provisions. The company applies work discipline in order to produce employee performance that is in accordance with predetermined standards. The research results by Usmiar & Utomo (2020) and Budianto (2020) show that discipline has a significant influence on employee performance. The existence of work discipline can move employees to produce work that meets company standards. In contrast to the research results of Setyawan (2020), Kelimeda, Hairudinor, Ridwan, & Dalle (2018), and Kelibulin, et al. (2020), work discipline does not influence employee performance.

The work environment factor is a factor that needs to be considered if the company wants its employees to produce optimal work. According to Sedarmayanti (2017), the work environment can be divided into two types, namely physical and non-physical work environments. Coloring, lighting, air, noise, space, safety, and cleanliness are forms of the physical environment. Meanwhile, cooperation between groups and smooth communication, work structure, attention, and support from the leadership and responsibility are forms of the non-physical work environment. Appropriate and supportive environmental conditions will result in good employee performance and even reach optimal. The results of Putri, Ekowati, Supriyanto, & Mukaffi (2019) and Pratama (2020) research indicate that the work environment influences employee performance. This study proved that a comfortable work environment makes employees' concentration increase to produce optimal employee performance. The results of this study are inversely proportional to the results of Wulan's research (2020), which shows that the work environment does not influence employee performance. Differences in research results may occur if the object of research conducted is different.

The research gap made researchers want to know work motivation, work discipline, and work environment at the Madiun City Land Office related to employee performance. Employees at the Madiun City Land Office whose status is Civil Servant and Non-Civil Servant Government Employees (PPNPN) expect optimal performance in accordance with applicable work standards.

## 2. RESEARCH METHOD

This quantitative research was conducted on employees of the Madiun City Land Office. The total population is 59 people, consisting of 32 people with the status of Civil Servants at the Madiun City Land Office and 27 people with the status of Non-Civil Servant Government Employees (PPNPN). All members of the population were sampled in this study or saturated sampling. The scale used in this research instrument is a Likert scale consisting of Strongly Disagree (score 1), Disagree (score 2), Moderately Agree (score 3), Agree (score 4), and Strongly Agree (score 5). The following indicators are used on the variables of the study:

- Work motivation(X1) variable, consists of (Mangkunagara, 2007): The needs of achievement, the needs of affiliation, and the needs of power and influence on others.
- Work Discipline variable (X2), consists of (Siswanto, 2013): Frequency of attendance, level of alertness of employees, adherence to labor standards, adherence to labor regulations, and work ethic.
- Work Environment Variable (X3), consists of (Nitisemito, 1992): Work atmosphere, good treatment, sense of security, and harmonious relationship.
- Employee performance variable (Y), consists of (Bangun, 2012): Number of jobs, quality of work, punctuality, attendance, and ability to cooperate.

The following is the form of the framework for this research:

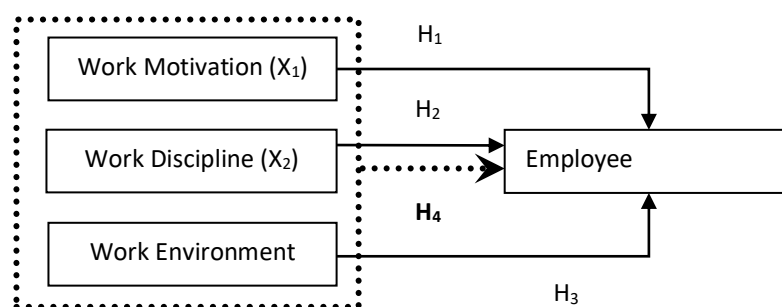


Figure 1. Thinking Framework

The hypothesis in this study is:

- H1 : Work Motivation (X1) has a significant influence on employee performance (Y) at Madiun City Land Office
- H2 : Work Discipline (X2) has a significant influence on Employee Performance (Y) at Madiun City Land Office
- H3 : Work Environment (X3) has a significant influence on Employee Performance (Y) at Madiun City Land Office
- H4 : Work Motivation (X1), Work Discipline (X2), Work Environment (X3) simultaneously influence Employee Performance at Madiun City Land Office.

The instrument in this study is in the form of a statement (questionnaire). Validity and reliability tests were conducted to determine the feasibility of the research instrument. Afterward, the Partial Least Square (PLS) test was carried out using SmartPLS software to answer the problem formulation and hypotheses. The validity test is done with Convergent Validity and Discriminant Validity. Convergent Validity by looking at the Loading Factor value. The instrument is said to be valid if the Loading Factor value is greater than 0.70. Discriminant Validity by looking at the cross-loading value of construct measurement. A measurement model has good discriminant validity if the correlation between the construct and its indicators is higher than the correlation with indicators from other block constructs. Reliability test is done with Composite Reliability. The construct is said to be reliable if the composite reliability has a value greater than 0.70.

To determine the magnitude of the influence between the independent variable and dependent variable (the model formed) using a determination test. Determination test by looking at the Adjusted R-Square value. To test the hypothesis by looking at the value of t statistic and F statistic with a degree of freedom of 95% (alpha 5%).

### 3. RESULTS AND DISCUSSION

#### 3.1. Validity, Reliability, and Determination Tests

The following are the Loading factor values in the First Iteration:

**Table 1. Loading Factor Values in the First Iteration**

Variable	Statement Item	Loading Factor	Variable	Statement Item	Loading Factor	
Work Motivation	MK1	0,508	Work Environment	LK1	0,699	
	MK1	0,508		LK2	0,572	
	MK2	0,593		LK3	0,543	
	MK3	0,806		LK4	0,454	
	MK4	0,712		LK5	0,71	
	MK5	0,765		LK6	0,669	
	MK6	0,728		LK7	0,739	
	MK7	0,7		LK8	0,705	
	MK8	0,442		LK9	0,798	
	MK9	0,324		LK10	0,731	
	MK10	0,694		LK11	0,853	
	MK11	0,808		LK12	0,607	
	MK12	0,808		LK13	0,669	
	MK13	0,703		LK14	0,582	
	MK14	0,712		LK15	0,659	
	MK15	0,538		LK16	0,887	
	Work Discipline	DK1	0,526	Employee Performance	KK1	0,841
		DK2	0,66		KK2	0,857
DK3		0,226	KK3		0,743	
			KK4		0,572	
		KK5	0,735			
		KK6	0,735			

	DK4	0,662		KK7	0,807
	DK5	0,553		KK8	0,736
	DK6	0,572		KK9	0,732
	DK7	0,625			
	DK8	0,801			
	DK9	0,612			
	DK10	0,804			
	DK11	0,521			
	DK12	0,298			
	DK13	0,826			
	DK14	0,484			
	DK15	0,782			
	DK16	0,514			
	DK17	0,438			
	DK18	0,539			
	DK19	0,823			
	DK20	-0,117			

Source: Primary Data processed, 2020

From the results of data processing with SmartPLS in Table 1, there are 29 statement items (instruments) in each variable in this study that has a loading factor value greater than 0.70, so it can be said to be valid. Furthermore, 34 statement items have a loading factor value of less than 0.70, namely first, on the Work Motivation variable with 7 statement items, second, the Work Discipline variable with 15 statement items, third on the Work Environment variable with 10 statement items, and finally, on the Employee Performance variable with 1 statement item. This shows that the variable statement item with a loading factor value greater than 0.70 has a high level of validity, thus fulfilling convergent validity. While the variable indicator with a loading factor value of less than 0.70 has a low validity level, therefore, the statement item needs to be eliminated or removed from the model. The following is the loading factor value for the last iteration after eliminating statement items (instruments) whose value is less than 0.70.

**Table 2. Loading Factor Values in the Last Iteration**

<b>Variable</b>	<b>Statement Item</b>	<b>Loading Factor</b>
Work Motivation	MK3	0,712
	MK5	0,850
	MK11	0,890
	MK12	0,881
	MK18	0,800
Work Discipline	DK10	0,899
	DK13	0,815
	DK15	0,766
	DK19	0,879
Work Environment	LK9	0,936
	LK10	0,935
	LK11	0,944
	LK16	0,945
Employee Performance	KK1	0,840
	KK2	0,858
	KK3	0,736
	KK5	0,734
	KK6	0,736
	KK7	0,812
	KK8	0,752
	KK9	0,745

Based on Table 2, after eliminating the statement items (instruments), it is known that the value of all loading factors for each statement item is greater than 0.70. Then the calculation can be continued again.

Discriminant Validity was done by looking at the cross-loading value of the construct measurement. Then the results of the cross-loading are as follows:

**Table 3. Cross-Loading Results**

Variable	Statement Item	Work Discipline	Employee Performance	Work Environment	Work Motivation
Work Discipline	DK10	<b>0,899</b>	0,605	0,452	0,564
	DK13	<b>0,815</b>	0,486	0,324	0,642
	DK15	<b>0,766</b>	0,439	0,258	0,612
	DK19	<b>0,879</b>	0,646	0,491	0,637
Employee Performance	KK1	0,602	<b>0,840</b>	0,614	0,709
	KK2	0,646	<b>0,858</b>	0,656	0,775
	KK3	0,534	<b>0,736</b>	0,656	0,469
	KK5	0,425	<b>0,734</b>	0,460	0,455
	KK6	0,496	<b>0,736</b>	0,488	0,471
	KK7	0,520	<b>0,812</b>	0,551	0,606
	KK8	0,366	<b>0,752</b>	0,882	0,596
	KK9	0,485	<b>0,745</b>	0,548	0,793
Work Environment	LK9	0,326	0,750	<b>0,936</b>	0,548
	LK10	0,437	0,723	<b>0,935</b>	0,445
	LK11	0,541	0,816	<b>0,944</b>	0,599
	LK16	0,443	0,838	<b>0,945</b>	0,647
Work Motivation	MK3	0,624	0,737	0,558	<b>0,890</b>
	MK5	0,660	0,715	0,571	<b>0,881</b>
	MK11	0,523	0,674	0,456	<b>0,800</b>
	MK12	0,526	0,481	0,326	<b>0,712</b>
	MK18	0,661	0,651	0,535	<b>0,850</b>

Source: Primary Data processed, 2020

Based on the cross-loading results in Table 3, the correlation value of the instrument with its indicators is greater than the correlation value with other instruments. This means that all instruments or latent variables already have good discriminant validity, where the instruments in the instrument block are better than the instruments in other blocks.

The next analysis compares the AVE root value with the correlation between variables. The AVE root value must be higher than the correlation between variables. The model can be said to have better discriminant validity if the square root of the AVE for each variable is greater than the correlation between the two constructs in the model. It can be said that the AVE value is good if it has a value greater than 0.50. The following are the AVE values and the AVE square root:

**Table 4. AVE and AVE Square Root Values**

Variable	Cronbach's Alpha	rho_A	Average Variance Extracted (AVE)
Work Motivation	0,885	0,899	0,688
Work Discipline	0,863	0,885	0,708
Work Environment	0,956	0,959	0,883
Employee Performance	0,907	0,913	0,606

Source: Primary Data processed, 2020

Based on Table 4, all variables show an AVE value > 0.50, with the smallest value, 0.606, for the Employee Performance variable and the largest, 0.883, for the Work Environment variable. These values have met the requirements for the specified minimum AVE value.

Reliability testing used composite reliability. The variable is declared reliable if the composite reliability value is > 0.7.

**Table 5. Composite Reliability Values**

Variable	Composite Reliability
Work Motivation	0,916
Work Discipline	0,906
Work Environment	0,968
Employee Performance	0,924

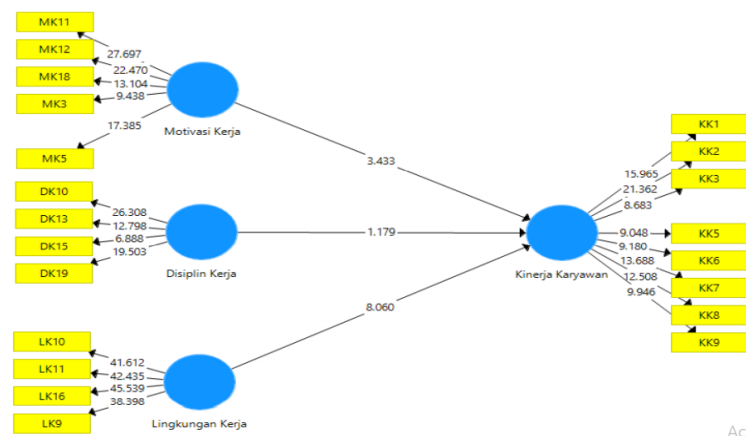
Source: Primary Data processed, 2020

From the SmartPLS output in Table 5, the composite reliability value for all variables is higher than 0.70. With the resulting value, all constructs have good reliability because they are following the minimum value limit that has been required.

In the results of the determination test, the Adjusted R-Square value is 0.832 or 83.2%. This means that work motivation, work discipline, work environment, and employee performance can explain the variability of 83.2%, and the remaining 16.8% is explained by other variables not examined in this study.

### 3.2. Hypothesis Test

The rule of thumb used in this study in the t-test (partial) is that the t statistic is greater than the t table with a significance level of p-value 0.05 (5%), and the value of the t table is 1.96. The following is the figure of models in this research:



**Figure 2. Research Model**

The first hypothesis tested whether work motivation(X1) influences employee performance (Y). The results show that the value of the beta coefficient of work motivation (X1) on Employee Performance (Y) is 0,367, and the t-statistic is 3.433 (see Table 6). These results state that the t-statistic is significant because > 1.96 with p-value (0.001) < 0.05, so the first hypothesis is accepted. This proves that work motivation (X1) influences employee performance (Y) at the Madiun City Land Office.

The second hypothesis test whether Work Discipline (X2) influences employee performance (Y). The test results showed that the beta coefficient of Work Discipline (X2) on Employee Performance (Y) is 0.135, and the t-statistic is 1.179. These results state that the t-statistic is not significant because of 0.05, so the second hypothesis is rejected. This proves that Work Discipline (X2) influences Employee Performance (Y) at the Madiun City Land Office, which is not proven true.

The third hypothesis tests whether the work environment (X3) influences employee performance (Y). The test results show that the beta coefficient of the Work Environment (Y) on Employee Performance is 0.552, and the t-statistic is 8.060. These results state that the t-statistic is not significant because of 0.05, so the third hypothesis is accepted. This proves that the work environment (X3) influences employee performance (Y) at the Madiun City Land Office.

**Table 6. Path Coefficient Results**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics	P Values
Disiplin Kerja -> Kinerja Karyawan	0.135	0.124	0.114	1.179	0.239
Lingkungan Kerja_ -> Kinerja Karyawan	0.552	0.540	0.068	<b>8.060</b>	0.000
Motivasi Kerja -> Kinerja Karyawan	0.367	0.386	0.107	<b>3.433</b>	0.001

Source: Primary Data processed, 2020

To test simultaneously, the F test was used with the following formula:

$$F = \frac{R^2 / k - 1}{(1 - R^2) / (n - k)}$$

$$F = \frac{0,832 / 4 - 1}{(1 - 0,832) / (59 - 4)}$$

$$F = \frac{0,2773}{0,003}$$

$$F = 92,43$$

The table F value is 2.77, and the calculated F value is 92.43. So that it can be seen that simultaneously, the variables of Work Motivation (X1), Work Discipline (X2), and Work Environment (X3) influence the employee performance (Y) of the Madiun City Land Office.

### 3.3. Discussions

The study results indicate a significant influence between the variables of work motivation on the performance of the Madiun City Land Office employees. This is in accordance with research conducted by Kelimeda, Hairudinor, Ridwan, & Dalle (2018) and Usmiar & Utomo (2020). Motivation played a very important role for the Madiun City Land Office employees in influencing the level of ability to carry out their functions, duties, and responsibilities. Giving awards for employee performance is encouragement and enthusiasm for employees in carrying out their duties. Employees feel valued and appreciated for the efforts made in completing their duties. In addition, the freedom of creativity and the opportunity to develop their competencies are also forms of motivation given to employees. The encouragement and enthusiasm from the company make employees feel they have the energy to generate themselves to complete their tasks and responsibilities optimally so that employees will feel satisfied with the results of their work.

The study results show no influence between the work discipline variables on employee performance at Madiun City Land Office. The results of this study are in line with the results of research by Kelimeda, Hairudinor, Ridwan, & Dalle (2018), Setyawan (2020), and Kelibulin et al. (2020). Work discipline, which includes the frequency of employee attendance, adherence to work standards and regulations, and a good work ethic, did not make Madiun City Land Office employees feel compelled to do it. Employees felt that this is a natural thing to implement and maintain so that the word discipline did not have a certain influence on the performance given by employees. According to Keith Davis (Mangkunegara, 2007), work discipline is defined as implementing management to strengthen thesis guidelines. The work discipline created by the company does not have a special impact on employees due

to the self-discipline that has been embedded in the employees themselves. Any form of punishment provided by the company for violators of discipline becomes meaningless.

The study results indicate a significant influence between the Work Environment on Employee Performance at Madiun City Land Office. This is in accordance with the research conducted by Putri, Ekowati, Supriyanto, & Mukaffi (2019) and Pratama (2020). The work atmosphere, sense of security, treatment, and good relations between employees at Madiun City Land Office was created well to influence employee performance positively. Employees work in comfortable conditions so that they can produce satisfactory performance. Work discipline that does not influence employee performance is due to a very supportive work environment for employees. So there is no feeling of compulsion in carrying out their duties. Ernest J. McCormick (Mangkunegara, 2007) defined work motivation as an influential condition to generate, direct and maintain behavior related to the work environment. This means that the encouragement given to employees has created a comfortable work environment such that employees feel valued so that a feeling of comfort is formed at work. Such a work atmosphere is usually what employees will look for because it will influence the resulting performance and impact job satisfaction, employee loyalty, and company performance.

Based on data analysis of work motivation, work discipline and work environment variables simultaneously influenced employee performance at Madiun City Land Office. This means that motivation, work discipline, and a conducive work environment need to be created at the Madiun City Land Office so that the resulting employee performance is optimal and positively influences company performance. The work environment variable that needs special attention in creating optimal performance is because the dominant variable produced by this research is the work environment variable.

#### 4. CONCLUSIONS

The work motivation and work environment provided by the Madiun City Land office made employees feel comfortable, influencing the resulting performance. A conducive and supportive work environment for employees makes the work discipline created by the company meaningless. Such working conditions can serve as an example for other companies.

Companies can get optimal employee performance can be obtained by creating a conducive work environment for employees, such as motivating employees as a form of encouraging employees to complete their duties.

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