

THE INFLUENCE OF WORK MOTIVATION, WORK DISCIPLINE AND WORK ENVIRONMENT ON THE PERFORMANCE OF SURABAYA CITY HEALTH OFFICE EMPLOYEES

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THE INFLUENCE OF WORK MOTIVATION, WORK DISCIPLINE AND WORK ENVIRONMENT ON THE PERFORMANCE OF SURABAYA CITY HEALTH OFFICE EMPLOYEES

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Abstract

Human resource management is part of organizational management that focuses on human resource elements. The purpose of this study is to determine the influence between the variables of work motivation, work discipline and work environment simultaneously on the performance of employees of the Surabaya City Health Office and to determine the influence between the variables of work motivation, work discipline and work environment partially on the performance of employees of the Surabaya City Health Office. The sampling technique in this study is the *probability sampling* technique, which is a sampling technique that provides equal opportunities for each element (member) of the population to be selected as a member of the sample. From the results of the study, the value of the lowest or weakest work discipline variables in influencing performance. For these unfavorable work discipline conditions, the inherent supervision (*waskat*) of the leadership needs to be improved again to stimulate employee discipline. Based on descriptive analysis, it can be seen that basically the respondent's assessment of each observed variable is positively assessed by the research respondent.

Keywords: P/Work Motivation, Work Discipline, Work Environment and Employee Performance

1. Introduction

In the era of globalization, the world has developed and changed. One important element of global competition is the linkage and dependence between nations, namely the development of quality human resources with high skills and abilities. (Istanti, Enny & Aisyah, 2022) Human Resource Management in the era of globalization is often underestimated by some humans, even though Human Resources have a major impact on global competition. Indonesia is one of the developing countries and will not be separated from the wheels of international economic activity (Achmad Daengs et al., 2020) Therefore, the Indonesian nation must begin to develop and improve the quality of its human resources. A good country is a country that is able to create quality human resources and has competitiveness with human resources from other countries. (Istanti & Sanusi, 2021)

Human resource management is part of organizational management that focuses on human resource elements. The task of Human Resource Management is to manage the human element well in order to obtain a workforce that is satisfied with its work. Human Resources are essentially one of the capitals and play an important role in the success of the organization. An organization, be it government or private, is always driven by human resources who play an active role in achieving the goals to be achieved from the organization. Organizational goals will certainly not be achieved if the performance of members or employees is not optimal.

Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Mangkunegara, 2017) In an agency often produces different quality of work for each individual employee. The

existence of these differences is caused by several factors such as work motivation, work discipline and work environment.

Factors that affect performance according to Siagian, (2018) are: compensation, work environment, organizational culture, leadership and work motivation, work discipline, job satisfaction, communication and other factors.

In the current era of globalization, the improvement of services and community demands is an unavoidable condition, this clearly demands professionalism in the bureaucracy. Civil servants of the Surabaya City Health Office as a state apparatus must be creative in creating innovations, so that work becomes more effective and efficient. In this case, an agency leader must strive to improve employee performance, including by paying attention to work motivation, work discipline and work environment.

Human Resource Management in the era of globalization is often underestimated by some humans, even though Human Resources have a major impact on global competition. Indonesia is one of the developing countries and will not be separated from the wheels of international economic activity

Motivation questions how to encourage the passion of subordinates, so that they are willing to work hard by providing all abilities and skills to realize company goals (Hasibuan, 2017). For this reason, a leader must know the motivation of his employees, because this factor is important to optimize performance, which ultimately to achieve agency goals. The thing that underlies the motivation variable as one of the variables in this study is that morale that has a tendency to weaken due to heavy workload, the need for encouragement from superiors so that employees are motivated to work. With these conditions, motivation becomes the right measure.

Discipline is an attitude of willingness and willingness of a person to obey and obey the norms of regulations that apply around him. Good employee discipline will accelerate company goals, while degenerate discipline will be a hindrance and slow down the achievement of company goals (Sutrisno, 2017). Discipline plays a very important role in the implementation of employees' daily duties. An employee who has a high level of discipline will continue to work well even without supervision from superiors. A disciplined employee will not steal work time to do other things that are not related to work. There are still employees who are not at work during working hours, for example going to eat and drink coffee at stalls.

In addition to work motivation and work discipline, the work environment can also affect directly. The work environment is everything that is around employees and that can affect them in carrying out the tasks they charge (Sedarmayanti, 2017). For example, the number of archive files in the workspace that accumulate, it needs a good and neat arrangement in order to work comfortably.

Problems in the Surabaya City Health Office include:

1. Employee morale is weakened due to heavy workload.
2. There are still employees who are not in place during working hours.
3. The work environment is less comfortable because many archive files in the workspace are piled up.

This problem is clear that the factors of work motivation, work discipline and work environment at the Surabaya City Health Office really need to be improved again so that the overall employee performance becomes even better, so that later the duties and functions of the Surabaya City Health Office itself can be carried out in accordance with the expected goals of the agency.

The objectives of this study are:

1. To determine the influence between the variables of work motivation, work discipline and work environment simultaneously on the performance of employees of the Surabaya City Health Office.

2. To determine the influence between the variables of work motivation, work discipline and work environment partially on the performance of employees of the Surabaya City Health Office.

Based on the description above, the author is interested in conducting research with the title **"The Effect of Work Motivation, Work Discipline and Work Environment on the Performance of Surabaya City Health Office Employees"**.

Human Resource Management

Human resource management is part of organizational management that focuses on human resource elements. The task of HRM is to manage the human element well so that a satisfied workforce is obtained for their work. Human resources are essentially one of the capitals and play an important role in the success of the agency. Good HR management is the key to success in achieving agency goals.

According to Simamora, (2021), human resource management is the utilization, development, assessment, remuneration, and management of individual members of organizations or groups of workers. Meanwhile, according to (Sutrisno, 2017), human resource management can be defined as a policy and practice needed by someone who runs the "people" or human resources aspect of a management position, including recruitment, screening, training, reward and assessment.

Work Motivation

According to the Modern Indonesian dictionary, written by Muhammad Ali (in Sudarwanto, 2006: 10), motives are defined as causes that encourage one's actions, the basis of thoughts and opinions of something that is the subject. From the understanding of motives can be derived the understanding of motivation as something essential, which becomes an encouragement for someone to work.

Hasibuan, (2017) stated that motivation questions how to encourage the passion of subordinates, so that they are willing to work hard by providing all abilities and skills to realize company goals. Motive is often equated with encouragement. The drive or energy is a mental and physical movement to do, so that the motive is a *driving force* that moves humans to behave and the action has a specific purpose. Motivation is generally related to trying to achieve a goal. We will narrow the focus to organizational goals related to work behavior (Enny Istantia, Achmad Daengs GSb, Fadjar Budiantoc, Indah Noviandarid, 2020)

Understanding Work Discipline

Hasibuan, (2017) Discipline is a person's awareness and willingness to obey all company regulations and applicable social norms. Awareness here is the attitude of a person who voluntarily obeys all rules and is aware of his duties and responsibilities. So, a person will obey or do all his duties well, not by force. While willingness is an attitude, behavior, and actions of a person in accordance with company regulations, both written and unwritten.

Sutrisno, (2017), discipline is an attitude of a person's willingness and willingness to obey and obey the regulatory norms that apply around him. Good employee discipline will accelerate company goals, while degenerate discipline will be a hindrance and slow down the achievement of company goals. From the above opinion, it can be concluded that work discipline is an orderly state in which a person or group who is a member of the organization wants to obey and implement existing regulations, both written and unwritten.

Understanding Work Environment

The work environment is the social, psychological, and physical life in the company that affects workers in carrying out their duties. Human life is inseparable from various conditions

of the surrounding environment, between humans and the environment there is a very close relationship. In this case, humans will always try to adapt to various circumstances of the surrounding environment. Similarly, when doing work, employees as humans cannot be separated from various circumstances around where they work, namely the work environment. During work, each employee will interact with various conditions contained in the work environment.

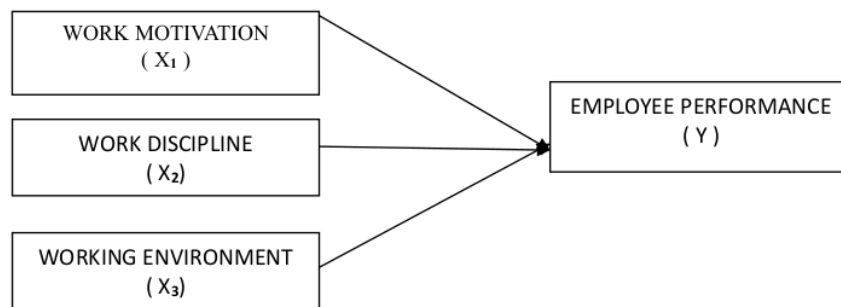
Mangkunegara, (2017), Employees will be able to achieve maximum performance if they have a high achievement motive. The achievement motive that employees need to have must be grown from within themselves and from the work environment. This is because the achievement motive that is grown from within oneself will form a strength and if the work environment situation also supports it, the achievement of performance will be easier.

Sedarmayanti, (2013), the work environment is the entire tool and material faced, the surrounding environment where a person works, his work methods, and work arrangements both as individuals and as a group. From some of the opinions above, it can be concluded that the work environment is everything that is around employees at work, whether in physical or non-physical form, directly or indirectly, which can affect themselves and their work while working.

Understanding Employee Performance

An organization, be it government or private, is always driven by a group of people who play an active role in achieving the goals to be achieved from the organization. Organizational goals will certainly not be achieved if the performance of members or employees is not optimal. Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Mangkunegara, 2017)

Figure 1
Research Conceptual Framework



2. Research Method

Work Motivation (X₁)

That is something that raises enthusiasm or encouragement for employees at the Surabaya City Health Office.

The indicators of work motivation (X₁) in this study are:

- 1) Motivational (intrinsic) factors
- 2) *Hygienic* or maintenance factors (extrinsic)

Work Discipline (X₂)

That is the attitude of willingness and willingness of a person to obey and obey the norms of regulations that apply at the Surabaya City Health Office.

The indicators of work discipline (X2) are:

1. Goals and abilities.
2. Leadership examples
3. Remuneration
4. Justice
5. Waskat
6. Legal Sanctions
7. Assertiveness.
8. Humanitarian relations.

Work Environment (X3)

That is everything around the employees of the Surabaya City Health Office that can influence him in carrying out the duties charged.

The indicators of the work environment (X3) in this study are:

1. Lighting or light
2. Temperatures
3. Noise
4. Decoration
5. Employee Relations

Employee Performance (Y)

That is the result of work in quality and quantity achieved by employees of the Surabaya City Health Office in carrying out their functions in accordance with the responsibilities given to them.

The employee performance indicators (Y) in this study are:

1. The quality of employee work is the quality produced in the work (good or not quality).
2. The quantity of employee work is the amount of work that must be completed
3. Punctuality is in accordance with the planned time.

7

Population

According to Sugiyono, (2019) population is a generalized area consisting of objects or subjects that have certain qualities and characteristics set by researchers to be studied and then drawn conclusions. So, the population is not only people, but also other objects and objects of nature. Population is also not only the number that exists in the object or subject studied, but also includes all characteristics or properties possessed by the subject or object. The purpose of holding a population is to be able to determine the size of sample members taken from sample members and limit the validity of generalization areas.

The population in this study is all employees of the Surabaya City Health Office totaling 310 employees.

Sample

According to Sugiyono, (2019) samples are part of the number and characteristics possessed by the population. Given that the number of samples is quite large, the author uses a sampling technique using the Slovin formula (Umar, 2003), which is as follows:

The sampling technique in this study is the *probability sampling* technique, which is a sampling technique that provides equal opportunities for each element (member) of the population to be selected as a member of the sample. Which includes *simple random sampling*

because the sampling of sample members from a population is done randomly without regard to the strata present in that population. (Sugiyono, 2019)

3. Results and Discussion

Multiple Linear Regression Analysis

From the results of multiple regression analysis, it can be seen that the first hypothesis that states "There is an influence between variables of work motivation, work discipline, work environment simultaneously on employee performance" is acceptable, because simultaneously (together) the research variables have a significant influence on employee performance (Y) with a calculated F value of 58,199 and a significance number of 0.000.

Tabel 1
Perhitungan Hasil Regresi Berganda

R	R Square	F hitung	Sig. F	
.841	.708	58.199	.000	

Based on the calculation table above, it can be seen that the R value of the test results simultaneously (together) between employee performance variables shows a result of 0.841 which means that all variables are correlated reasonably or in other words all variables are correlated with each other. The R value has an influence on the R2 coefficient of determination of 0.708 which means that the contribution of independent variables (work motivation, work discipline and work environment) in influencing employee performance is 70.8% while the remaining 29.2% is influenced by other variables that are not observed in this study.

Multiple regression testing for partial testing

Table 2
Multiple regression test results for partial testing

Variabel	Koefisien Regresi Berganda	t Hitung	Sig.t	Parsial (r^2)	
Konstant a	0.943	4.283			
X1	0.253	3.541	.001	.225	
X2	0.206	2.309	.024	.147	
X3	0.331	2.519	.014	.160	

Source : Primary Data Processed

Based on the recapitulation of the regression test above shows that:

1. that variable X1 has an influence on variable Y.
While the strong influence of variable X1 will be seen through the coefficient of determination which shows a number of 0.225, which means the contribution of variable X1 in influencing variable Y is 22.5%.
2. The variable of labor discipline (X2) in the calculation of the value of t shows that the calculated t has a value of 2.309 with a significance of t of 0.024.

While the strong influence of the variable X2 will be seen through the coefficient of determination which shows a number of 0.147 which means the contribution of variable X2 in influencing variable Y is 14.7%.

3. The work environment variable (X3) in the calculation of the value of t shows that the calculated t has a value of 2.519 with a significance of t of 0.014.

While the strong influence of the variable X3 will be seen through the coefficient of determination which shows a number of 0.160, which means the contribution of variable X3 in influencing variable Y is 16%.

Referring to the values of the correlation coefficient in the table above, the regression equation can be given as follows:

$$Y = 0.943 + 0.253 X1 + 0.206 X2 + 0.331 X3 + 0.292$$

4. Discussion

The description of the condition of employee motivation when viewed from intrinsic and extrinsic motivation shows a high tendency when viewed in each item above the middle value 3. However, to get optimal performance, motivation must be continuously increased for employees, especially meeting the need to develop, especially promotion factors.

In addition, in reality, the prices of daily necessities continue to increase so that goods certainly have a great impact on employees, so that if their extrinsic needs, especially wage factors and other benefits, are not increased, it will have an impact on performance will decrease.

From the results of the study, the value of the lowest or weakest work discipline variables in influencing performance. For these unfavorable work discipline conditions, the inherent supervision (*waskat*) of the leadership needs to be improved again to stimulate employee discipline.

In terms of the work environment, the emphasis is mainly placed on interpersonal relationships, where the work environment in the process of interpersonal relationships will stimulate individuals related to the work process so that in these individuals a certain feeling is created for the activities of the agency.

Interpersonal relationships are often very complex and can be effective or not. If between human beings can cooperate well. Then they have an effective relationship and the relationship will be very pleasant and rewarding. Effective interpersonal relationships are carried out with mutual understanding of each other. This means respecting each other and treating each other with understanding. Good way, and thoughtfully. Because everyone is unique, they don't always understand and relate to so many different human beings. Sometimes it is even very difficult. If between individuals in the organizational environment cannot work well, then this shows that interpersonal relationships that occur are not effective. In order to relate effectively, each individual must be able to adapt existing abilities to the existing situation.

Conclusion

From the results of research on respondents selected as samples at the Surabaya City Health Office, several things can be concluded as follows:

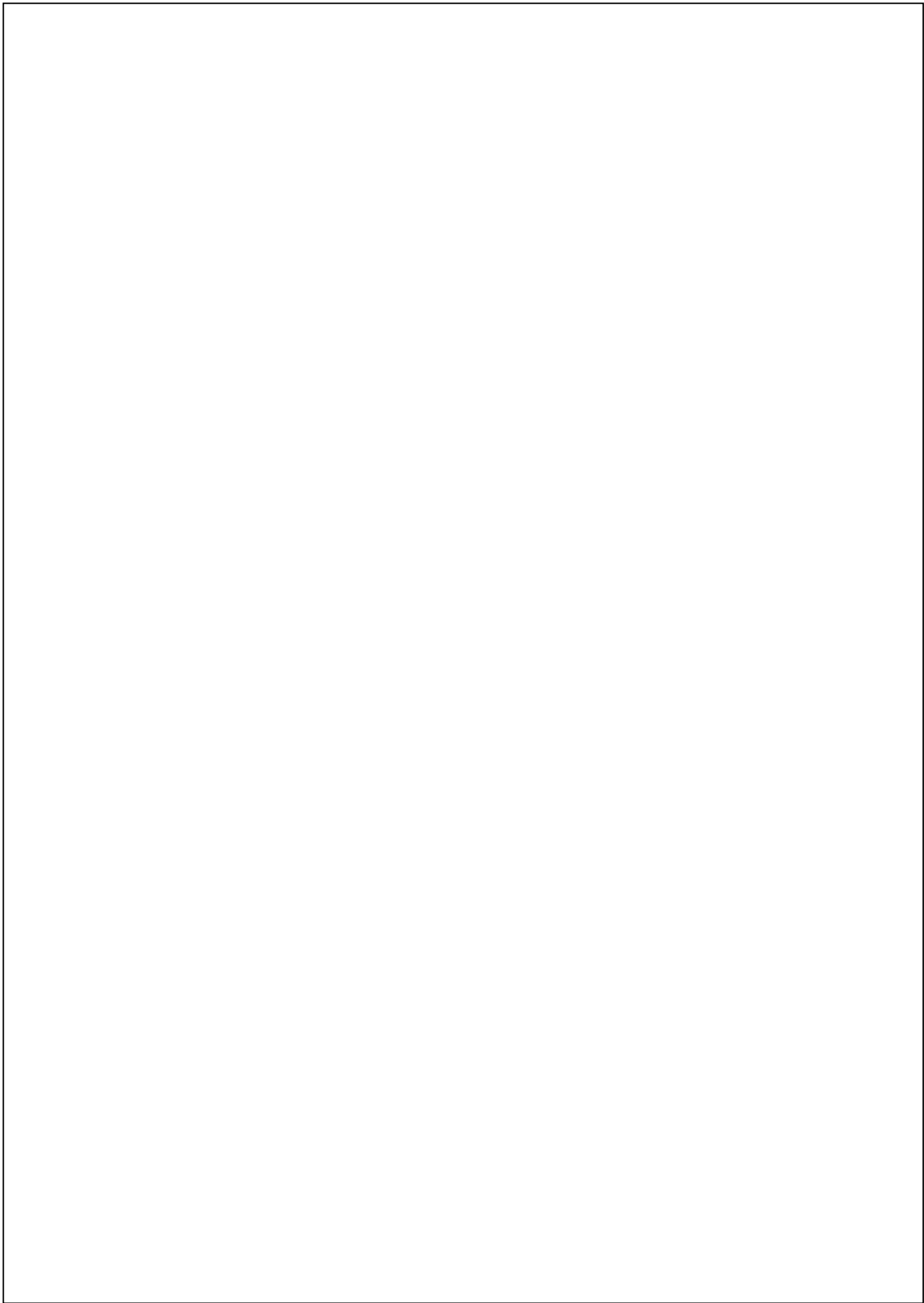
1. Based on descriptive analysis, it can be seen that basically the respondent's assessment of each observed variable is positively assessed by the research respondent.
2. The results of testing the variables formulated into the first hypothesis, namely "There is an influence between the variables of work motivation, work discipline and work environment simultaneously on employee performance" is acceptable, because simultaneously (together) the research variables have a significant influence on employee

performance (Y) with a calculated F value of 58,199 and a significance number of 0.000 which means that the contribution of variables Work motivation, work discipline and work environment simultaneously (together) affect employee performance is 58,199%. While other factors outside the observed variables had an effect of 29.2%.

3. The results of testing the variables formulated into the second hypothesis, namely "*There is an influence between work motivation, work discipline, and work environment partially on employee performance*", turned out to support the theory that had been described earlier, that from the results of multiple linear regression analysis it turned out that the second hypothesis proposed was acceptable. This is evidenced by the regression coefficient (B) on the work motivation variable of 0.253 and significant t of 0.001, the work discipline variable (X2) with a regression coefficient (B) of 0.206 and significant t of 0.024, the work environment variable (X3) with the regression coefficient (B) of 0.331 and significant t of 0.014.

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