The Effect Of Work Motivation, Work Environment, and Work Discipline On Employees’ Performance Of Samsat Office, Makassar

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Abstract
The most important aspect of being an employee of performance within an organization, because it is becoming one of the determining factors in the achievement of the vision and mission of the organization. This study aimed to examine the effect of work motivation, work environment, work discipline on employees’ performance. This research was conducted in SAMSAT Office of Makassar City for two months. The types of data were quantitative data and the sources of data were primary and secondary data. The populations were all employees of SAMSAT Office of Makassar City consisting of 75 people (the police and the civil officials 51 people, Dispanda 21 people, and Jasaharja 3 people). All populations were taken as samples (census sampling method). They were obtained through survey. They were analyzed using validity test, reliability test, descriptive analysis, and multiple linear regression analysis. The results of the research indicate that work motivation, work environment, and work discipline have a positive and significant effect on employees’ performance. All researches hypotheses are accepted. This indicates that the increase of work motivation, work environment, and work discipline can improve employees’ performance.

Keywords: work motivation; work environment; work discipline; employees’ performance.

INTRODUCTION
The concept of performance is essentially a change or paradigm shift from a productivity concept. At first, SDM is not more than any other production factor, while now SDM is seen as a strategic factor and very decisive in realizing the vision and mission of the organization compared with other factors. The shift caused the consequences of change or shifts in the perspective of the thinking as well as the practice of HR management, whether in the environment of public organizations and business organizations.

The new productivity paradigm is an actual performance paradigm that demands actual measurements of overall organizational performance. While Pasolong (2007), presents several indicators for measuring performance namely: 1) productivity based on the level of efficiency and effectiveness of service, 2) quality of service, 3) responsiveness based on the ability to recognize the needs of the community, develop an agenda, priority services and develop public services programs according to the needs and aspirations of society, 4) responsibility based on the ability to implement activities in accordance with the principles, and 5) accountability that refers to adherence to policies and bureaucratic activities that prioritize the interests of the people.

Employee performance is the most important aspect of an organization, as it is one of the defining factors in achieving organizational vision and mission. Management experts state that performance is measured by the quantity of employee-generated efforts (Robbins, 2001).
Performance is also synonymous with achieving specific employment requirements (Simamora, 1995). Similarly, the government organization that has given great attention to the development of employee performance, especially at the SAMSAT office in Makassar City. Employee performance can be made as achievement and result of implementation of a series of tasks (Hardiyono et al., 2017; Junaidin et al., 2019; Fatma et al., 2020).

Various factors that affect employees' performance, including mental attitude (work motivation, work discipline, work ethics), education, skills, leadership, income level, communication, pre-existing means, and achievement opportunity (Sedarmayanti, 2001; Handayani, 2010; and Wiranata, 2011), as well as occupational stress (Abdullah et al., 2012). Basically performance refers to the level of achievement of the task that constitutes an employee's work. Performance reflects how well employees are to meet the requirements of a job, as well as reflecting the effectiveness of leaders in improving employee performance.

Working motivation factors become an important element for the Organization to achieve its objectives. This is in accordance with the idea of Hasibuan (2006), that motivation plays a role in directing the organization's resources in achieving long-term goals, as well as the beneficial reciprocal relationship between employees and organizations for working behavior in accordance with the provisions and predefined standards. If the organization can realize employees' expectations and supported by adequate office facilities, their work motivation will increase.

Performance-sustaining work environments will create job satisfaction for workers in an organization. Indications of working environment include work facilities, salaries and benefits, and working relationships. The study of Ajala (2012), and Mathews &Khann (2015), showed that environmental aspects have an impact on employee performance. Work environment can affect the emotions of employees. Officers who like the work environment where he works, then the officer will be at work at the workplace, doing activities until the work time is used effectively. The working environment includes a working relationship formed between a fellow employee and a working relationship between the subordinate and superiors and the physical environment in which the employee works.

The working discipline also affects employees' performance. Working discipline is the primary concern of researchers in evaluating employees, as it is essentially an effort to foster awareness for its workers to perform the tasks that have been charged, where its formation does not arise by itself, but must be formed through formal and non-formal education (Harlie, 2010). Thus, in the development of human resources can increase the productivity of employees so that it can establish a productive, skilled and professional workforce that works effectively, so that the role of training becomes important for an organization because the improvement of employee training will also impact on job satisfaction (Lodjo, 2013).

A variety of previous studies on the relationship between work discipline on performance. As stated by Harlie (2010) that work discipline has a strong effect on performance. It is also supported by the study of the and Prabasari & Netra (2013), that performance is determined by the working discipline. Meanwhile, the research results of (Octarina & Arischa, 2013) explained otherwise, that the work discipline has no significant effect on the employee's performance.

Based on the above, this research is concerned to analyze and test the influence of work motivation, work environment, and work discipline to the performance of employees of Makassar City SAMSAT.

**LITERATURE REVIEW**

**Work Motivation**

Human resource management theory provides clues to important things to note in the maintenance of the relationship. In addition, it also needs attention to employee morale, work motivation is very important in every business cooperation group of people in an organization or
company, high working spirit will produce high working productivity and will facilitate the company in achieving the objectives that have been established. An effort will not be progressing without high work motivation, high working spirit will positively impact the organization or the company, otherwise low job motivation will harm the organization such as high attendance rate, employee displacement, and low productivity (Prabayanthi & Widhiyani, 2018).

Work Environment

Work environment, according to Nuraini (2013) in Hardiyono et.al (2017) is everything around the employees which affects in perform an assigned task, for example, the availability of the air conditioner (AC), adequate lighting etc. To design work environment, there are two things to note which are the physical environment and social environment in the workplace that aim equally to give effect in work comfortability.

Work Discipline

Supriadi and Yusof (2015) in the study of Kurniawati (2019) revealed that working discipline is one of the predictors of achievement of an employee's performance so that the effectiveness and efficiency of public services can be achieved well. The lack of awareness of the work discipline of employees themselves is one of the important factors in achieving an effective organization.

Employee Performance

Employees who work in an organization with good performance then the effectiveness or success of an organization will be achieved. To know the success in carrying out the work needs to be done performance assessment. The goal is to provide even as an effort to increase organizational productivity. Employee performance is an important aspect of human resource management (Sari, Sjaharuddin, & Razak, 2016). Kumorotomo (1996) in Zulaikah, (2019) uses several criteria to be used as guidelines in assessing the performance of public service organizations, among others are efficiency, effectiveness, justice, responsiveness.

RESEARCH METHOD

This research was held at the SAMSAT office of Makassar. The research time is two months. The selection of this location is based on the ease of researcher to obtain supporting data. The type of data to be used in this study is (1) qualitative Data is data relating to categorization, characteristic, tangible question or in the form of words. (2) Quantitative data is a tangible data of numbers. The data sources required in this study include: (1) Primary Data is the empirical data obtained directly from the research object, which is derived from all selected respondents to be research objects. (2) secondary data is used as theoretical reference in solving or answering research problems based on the literature and Internet site that can support this research.

The population in this study is all employees of SAMSAT Kota Makassar. The total population in this study was 75 people (POLRI and civilians, 51 people, Dispenda 21 people, and Jasaharja for 3 people). The way of determining the samples in the study consisted of: (1) A decent sample size in the study was between 30 to 500 respondents. (2) If the sample is divided into categories then the number of sample members per category is at least 30 people. (3) When the analysis technique used is multivariate (multiple linear regression), then the number of sample members is at least 10 times the number of variables studied. The data analysis in this study uses a quantitative approach. Analysis for quantitative data that is in the form of numbers (scores) of respondents’ responses to the measurement results through questionnaires. The measurement scale used is the Likert scale with five components. The use of Likert scale for primary data collection has been widely applied by numbers of studies such as a five point-scale (e.g Aswan, 2017; Surdani, S., Kadir, A. R., & Aswan, 2019) and a seven-point scale (e.g Maharani, Maupa, & Aswan, 2020; Toaha, Maupa, Brasit, Taba, & Aswan, 2019).
EMPIRICAL RESULTS

Table 1. Multiple Linear Regression Results

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t-count</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Beta</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1 (Constant)</td>
<td>0.808</td>
<td>0.429</td>
<td>1.885</td>
<td>0.064</td>
</tr>
<tr>
<td>Motivation work</td>
<td>0.255*</td>
<td>0.113</td>
<td>0.225*</td>
<td>2.252*</td>
</tr>
<tr>
<td>Working environment</td>
<td>0.324*</td>
<td>0.112</td>
<td>0.343*</td>
<td>2.889*</td>
</tr>
<tr>
<td>Working discipline</td>
<td>0.235*</td>
<td>0.107</td>
<td>0.254*</td>
<td>2.197*</td>
</tr>
</tbody>
</table>

Note: *) significant < 0.05 (5%)
Source: Primary Data Processing, (2019)

Table 1 shows that (1) constants: All free variables (work motivation, work environment, and work discipline) are assumed to be constant then employee performance will increase by 0.808 or 80.8 units. (2) Coefficients of work motivation The value of the motivation coefficient of work is 0.255, it is explained that each of the increase of 1 score for work motivation will be followed by an increase in employee performance of 0.255 or 25.5 units. (3) Coefficient of work environment The value of the working environment coefficient is 0.324, it is explained that any increase in 1 score for the working environment will be followed by an employee performance increase of 0.324 or 32.4 units. (4) Working discipline coefficient. The value of the working discipline coefficient is 0.235, it is explained that each of the 1 score increment for the working discipline will be followed by an employee performance increase of 0.235 or 23.5 units.

Based on the partial test result for work motivation obtained t calculate of 2.252 with significance value of 0.027 < 0.050. Thus H0 rejected and Ha accepted. It can be partially stated that there is a positive and significant influence between working motivation to employee performance.

Based on the partial test results for the working environment obtained T Count of 2.889 with a significance value of 0.005 < 0.050. Thus H0 rejected and Ha accepted. It can be partially stated that there is a positive and significant influence between the working environment and the employee's performance.

Based on the partial test result for work discipline obtained T count of 2.197 with significance value of 0.031 < 0.050. Thus H0 rejected and Ha accepted. It can be partially stated that there is a positive and significant influence between the working discipline of the employee's performance.

DISCUSSION

Referring to the results of statistical testing showed that the work motivation variable has significant effect on employee performance. This confirms that the first hypothesis proposed is accepted, so that increased motivation of work can improve employee performance. The results of this research in line with Ackah (2014) findings, high work motivation will affect the good performance of employees.

According to Suwarto (2010), the factors that affect the motivation of work, namely: 1) Technical organization form the organizational arrangement where the employees work, giving a tremendous influence to the spirit and satisfaction of employees work. 2) Social structure. The social structure of a group brings a small influence to the personal self of the members. They are more than happy to work in a group of flexible associations. 3) willingness to accomplish tasks. Each employee's productivity is very dependent on their willingness to work hard. 4) Rewards received from work. 5) Employees may be accepted as group members.

Motivation work as a very complex problem in the organization especially SAMSAT Kota
Makassar, because each employee needs and desires are different. The motivated officers will complete all the tasks given to him. The main benefit of motivation is that it can improve the working passion so that work productivity is achieved. The benefits gained because working with motivated people are work to be resolved appropriately. The work is done according to correct standards and in a specified time scale, and the employee is happy to do his job (Cahyono et al., 2005).

Based on statistical testing results shows that the working environment variables are positive and significant to the employee's performance. The coefficient indicates that with the change in the working environment will impact the improvement of employee performance. The working environment of SAMSAT Kota Makassar consisting of physical environment and social environment has a tendency to determine the quality of employees' performance in public organizations.

The condition explains the reality that the success of employee performance will be determined by the ability to realize the physical environment and social environment in accordance with service standards. This is in accordance with the research of Bushiri (2014), Mathews & Khann (2015), and Ajala (2012), that organizations are required to create a conducive work environment and good communication to improve employee productivity and performance.

The work environment has a small influence on the performance of employees and the operation of the company, so either directly or indirectly will affect the level of the company's productivity. A good working environment will certainly improve the productivity of employees' work as well as otherwise poor working environment will result in employee work productivity will be decreased.

Based on the analysis of the variable the work discipline has positive and significant impact on employee performance. Statistically the value of the calculated variable work discipline to the employee's performance of 2.197 with probability 0.031. The results of the questionnaire showed that the majority of employees work with the standards/procedures that have been set by the SAMSAT City of Makassar and in accordance with the frequency of attendance, adherence to standard work, compliance with regulations and work ethics.

The positive and significant impacts between work disciplines and personnel performance were also supported by the research of (Thalib, 2015; Ayu Maya Prabasari & Salit Ketut Netra, 2013; and Juma & Moronge, 2015), stating that the working discipline affected the low-level officers' performance. Discipline will shape the behavior of employees on the values of obedience, obedience, regularity and order.

In achieving effective results, the company needs to establish a good working discipline of the employees. Good discipline reflects the magnitude of a person's responsibility for the duties given to him. These conditions will encourage the spirit of work and encourage the objectives of the Organization. The spirit depicts a feeling that relates to the habit, the group spirit, the excitement or the activity.

Discipline can build the personality of an environmental employee who has a good discipline will impact a person's personality. The environment of the organization that has a state of calm, orderly and tranquility plays a role in establishing a good personality. Discipline can train the personality of employees to always demonstrate good performance, attitudes, behaviors and patterns of good and disciplined life is not shaped in a long time one of the processes to form the personality is done through the practice process.

Low working discipline will complicate the organization to achieve optimal results. Discipline is a major factor that is needed as a warning tool against officers who do not want to change their nature and behavior. So an employee is said to have a good discipline if the officer has a sense of responsibility for the task given to him. Employees will comply with all applicable regulations, if they feel that they have a guarantee of the remuneration of the services that have been contributed to the organization.
According to Rivai & Sagala (2011), there are 3 (three) concepts in the implementation of the discipline are the rules of heat furnace, progressive disciplinary action (progressive discipline), and the positive disciplinary action (positive discipline). The heat furnace approaches and progressive action focused on past behaviors, while the positive disciplinary approach is oriented to the future in cooperation with employees to solve problems so that the problem does not arise anymore.

The objective of the discipline of both collective and real individuals is to direct behavior to harmonious reality. To create the condition, first must be made in the harmony between the rights and obligations of the officer. Siswanto (2002), explaining the meaning of performance or achievement as the final result of smoothing work that a person can do. The elements assessed are honesty, responsibility, cooperation, creativity, and discipline.

CONCLUSION
Data analysis results show that work motivation, work environment and work discipline have a strong influence on improving employee performance. Increased motivation of work can be realized by feeling proud to work because the organization cares for the needs of employees, the spirit of working to provide service, working on a work plan and striving to achieve that goal, working on purpose and workload. The change of work environment impacts on improving the performance of employees of Makassar City SAMSAT. Quality work environment is ideal among the waiting room SAMSAT office is spacious, clean and comfortable, the parking area SAMSAT office is wide, neat and clean when doing service to the community, work relationships between employees are always well maintained and mutually synergized, employees and leaders always keep the commitment to stay compact. The results of the questionnaire showed that the majority of employees work with the standards/procedures that have been set by the SAMSAT City of Makassar and in accordance with the frequency of attendance, adherence to standard work, compliance with regulations and work ethics. It is advisable that disciplinary action to officers must be the same in its enforcement.

REFERENCE


