The Effect of Motivation, Work Environment and Discipline on Employee Productivity

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ABSTRACT

Human resources in the company need to be managed properlyprofessional in order to realize a balance between the needs of employees with the demands and capabilities of the company's organization. Increased productivity can be realized, if the leadership of the company correctly understands the determining factors for the success of increasing work productivity. Because every employee has the right to get fair appreciation from their leaders as a reciprocal of the services provided, so that it can encourage employees to be more motivated in their work.Work. The purpose of this study is to determine the effect of motivation, work environment and discipline simultaneously and partially on the work productivity of Letisia Gallery employees in Jombang. The sample of this research is Letisia Gallery employees in Jombang, with a total sample of 35 respondents. The analysis technique uses Multiple Linear Regression with the or program*software* SPSS. The results of the study show that simultaneously (simultaneously) it shows that motivation, work environment and discipline have an effect on employee work productivity, partially motivation and work environment have a positive and significant influence on employee work productivity, while partially discipline has no significant effect positive and significant to the work productivity of employees.

Keywords: motivation, work environment, discipline, work productivity

INTRODUCTION

HR capabilities at this time veryneeded in both developed and developing countries for the advancement of science and technology. Where in such developments it is notforever positive impact. So that it can cause unwanted events, especially through the culture that we often encounter at any time which has differences in each country (Saleh & Utomo, 2018).

At present the company in carrying out its activities, both companies engaged in industry, trade and services, will try to achieve the desired goals. One thing that needs to be considered in achieving the desired goals is not only dependent on technological superiority, operations, available facilities and infrastructure, but also depends on the aspect of human resources. This human resource factor is an important element that must be considered by the company, where competition or competition is very different. This forces companies to work more efficiently, effectively and productively (Ikhsan, 2019).

Human resources in the company need to be managed properlyprofessional in order to achieve a balance between employee needs and the demands and capabilities of the company's organization (Riniwati, 2016). This balance is the main key for the company to develop productively and naturally. The development of business and organization is very dependent on the productivity of the workforce in the company.

Increased productivity can be realized, if the leadership of the company correctly understands the determining factors for the success of increasing work productivity. The company expects its employees to work well, have high productivity and be able to describe the vision and mission that have been mutually agreed upon in order to achieve company goals (Marlina, 2015).

Getting the human resources expected by the organization to contribute positively to all company activities in achieving its goals, every employee is expected to have high work motivation so that later it will increase high work productivity. There is consensus that important factors in increasing productivity depend on management: better planning, more effective work procedures, better communication, more effective humanitarian resources, policies, improved decision-making and so on. All efforts to increase productivity in companies, sectors or countries require a strong organization and management that is a unified step in allsystem production (or service) (Mranani et al., 2019).

Currently, the company's competition is increasingly complex, so that a force is needed to support the company in order to win the competition in the market. The ability to attract and retain employees is a prerequisite for the success of the company. Human resources are the biggest capital in the company, therefore the development of human resources is the most important thing to improve the performance of employees in the company.

So the company must be fair to what has been given by employees to the company. Because every employee has the right to get fair appreciation from their leaders as a reciprocal of the services provided, so that it can encourage employees to be more motivated in their work.Work.

Work motivation according to Malayu S.P Hasibuan (1995: 158), "Giving a driving force that creates the excitement of someone's work, so that they want toWork equally work effectively andintegrated with all efforts to achieve satisfaction. Motivational factors have a direct relationship with employee performance.

Motivation is a very important thing for management to pay attention to if they want every employee to make a positive contribution to achieving company goals. Because with motivation, an employee will have high enthusiasm in carrying out the tasks assigned to him. Without motivation, an employee cannot fulfill his duties according to standards or even exceed standards because his motives and motivation for work are not fulfilled (Khair, 2019).

Motivation as a personal encouragement for employees not coercion from the outside, is an important factor in taking the opportunity to be able to perform tasks optimally. If each task can be carried out optimally, it is believed that employee work productivity can be shown as the interest of the organization or institution where they work.

Likewise with the work environment. A good work environment has an important role in increasing the work productivity of employees in the company. Because the work environment is one thing that can motivate employees to work very well. A good work environment can be seen from the working atmosphere (which includes: adequate lighting, good air circulation, the availability of safety equipment, noise that is kept to a minimum), from the condition of employee relations and the availability of other supporting facilities. With the facilities provided by the company, this has a direct effect on employee morale so that productivity increases. This is one of the most common problemsfaced company, namely how to improve and maintain a good work environment.

The work environment is one of the factors that should be given more attention by the company because it greatly influences the state of employee productivity. Because the existence of a conducive and comfortable work environment will affect employee morale so that employees are motivated to achieve company goals. Vice versa, if the existing work environment is inadequate or less conducive, motivation, morale, and work productivity of employees will decrease.

With a conducive work environment for employees, it is expected that employee work productivity will increase. The work environment at the company certainly still has many shortcomings, because the work environment can encourage employees to work more optimally. Apart from that, it can also increase the morale and enthusiasm of employees, which of course will maximize employee productivity.

Increasing employee work productivity can be done in various ways, one of which is improving the work environment to make it more conducive and comfortable. Although the influence of the work environment is still minimal compared to other factors, this is significantCan resulted in huge losses to the company to controlsystem employee work.

Furthermore, one that can affect employee performance is discipline, therefore discipline is something that must be instilled in every employee. Discipline is the key to realizing company, employee and community goals, with good discipline it means that employees are aware and willing to do all their duties properly (Hasibuan, 2012: 198). There are several factors that must be considered in the application of discipline such as: Punctuality, using office equipment properly, high responsibility and adherence to company rules.

According to Hasibuan (2004:20), discipline factors greatly affect employee performance. Discipline is usually directly proportional to the productivity of employees in a company, if the level of discipline in a company's employees is good, then the level of productivity of the company will also be good. Enforcement of discipline that is too high can trigger employee work stress or can also trigger employee motivation because some employees tend to be lazy to work if

there is no strict enforcement of discipline. This phenomenon often occurs and directly or indirectly affects employee behavior. According to Hasibuan (2004:23),discipline is the most important function of Human Resource Management (HRM) and the key to realizing goals because without good discipline it is difficult to achieve maximum goals. Letisia Gallery has levelsdiscipline low, evidenced by the low level of employee attendance and punctuality when coming to work. The low level of employee discipline at Letisia Gallery occurs because the rules that have been set for employees are not given much attention, there are no severe sanctions for employees who violate them, and there is a lack of attention from superiors to subordinates. According to Hasibuan (2013) an employee is said to have high work discipline if he meets the criteria based on attitudes, norms, and responsibilities. Criteria based on attitude refers to the mentality and behavior of employees who come from their own awareness or willingness to carry out tasks and regulationscompany. Criteria based on norms related to regulations regarding what employees may and may not do while in the company. Criteria based on responsibility is the ability to carry out duties and regulations within the company.

Letisia Gallery is a company*home industry* located in Jombang. This business was founded in August 2000. Letisia Gallery is a business that sells and accepts orders for kebaya and carnival clothes. Even though the business is small, it already has 35 employees. His business has spread throughout Indonesia.

By looking at the production capacity produced, of course it requires an efficient and effective workforce in carrying out their work so that they pay more attention to the intense competition that is happening around them. Motivation, work environment and discipline are needed in carrying out a job both from oneself and from other parties so that the resulting work productivity brings satisfactory results.

Based on the description of the problem above, research was conducted on:**"The Influence of Motivation, Work Environment and Discipline on Employee Productivity (Study at Letisia Gallery in Jombang)".**

The objectives of this study are as follows:

1. To determine the effect of motivation, work environment and discipline on employee work productivity at Letisia Gallery in Jombang simultaneously
2. Partially to determine the effect of motivation, work environment and discipline on employee work productivity at Letisia Gallery in Jombang

It is hoped that the results of this research will serve as input and consideration for Letisia Gallery in how motivation, work environment and discipline will have a good impact on employee work productivity.

RESEARCH METHODS

Research design

Researchers used a quantitative approach by looking at phenomena & to measure the influence of motivation, work environment and discipline on employee work productivity. The type in research is researchcausal.

Variable Operational Definitions

1. Employee Productivity (Y)

According to Sukamto (1995) productivity is the output value in relation to a particular input unit. Increased productivity which means the number of resources used with the number of goods and services produced is increasingincreased and improving. Simamora (2004), states that employee work productivity can be measured through the following indicators:

   a.   Working quantity
   b.   Work quality
   c.   Punctuality

2. Motivation (X_1)

Motivation is an activity to perform as a willingness to expend a high level of effort for organizational goals, that iscoordinated by the effort's ability to satisfy an individual need. The motivation indicators refer to Maulidar et al (2012) which cover:

   a.   Fair and decent pay
   b.   Safe feeling
   c.   Opportunity to develop career
   d.   There are allowances
   It is.   Interesting bonus

2. Work Environment (X_2)

According to Nitisemito (2000) the work environment is something that exists around workers and influences them in carrying out the tasks assigned to them. Sedarmayanti (2001) states that the work environment can be measured through the following indicators:

   a.   Lighting/lighting
   b.   Air temperature
   c.   noise
   d.   Spatial
   It is.   Employee relations

3. Discipline (X_3)

Work discipline is a behavior that is owned by an employee that shows the values of obedience, loyalty, order and order to the regulations and policies that apply both written and unwritten. The disciplinary indicators in this study refer to Feni Pertiwi (2007), including:

   a. Presence

   b. Adherence to work rules

   c. Adherence to work standards

Population, Sample, and Sampling technique

The sample used in this study is saturated sampling. According to Ridwan (2013: 7) saturated sampling is a sampling technique when the entire population is used as a sample and is also known as a census.

The population as well as the sample in this study were all Letisia Gallery employees in JOmbnag, totaling 35 employees.

This researchuse primary and secondary data. Primary datagot from the results of the questionnaire. While secondary data comes from journals, theses, books, internet websites, research results, and other information deemed relevant to this research topic.

Data Collection Procedures

Data collection was carried out through a survey, namely by distributing questionnaires to Letisia Gallery employees in Jombang.

Data analysis technique

Data analysis in this study used multiple linear regression techniques*software* SPSS.

RESULTS AND DISCUSSION

Classic assumption test

1. Multicollinearity Test

The multicollinearity test was carried out to test whether the regression model found a correlation between the independent variables. A good regression model should not have a correlationbetween variableindependent. Testing whether there are symptoms of multicollinearity is carried out by taking into account the value of the correlation matrix generated during data processing and the VIF value (*Variance Inflation Factor*) and their tolerances. If the value of the correlation matrix is not greater than 0.5, it can be said that the data to be analyzed is free from multicollinearity. Then if the VIF value is below 10 and the tolerance value is close to 1, it is concluded that the regression model does not have multicollinearity (Singgih Santoso, 2000). Multicollinearity test results can be seen in table 4.8 below:

Table 1. Multicollinearity Test Results =

Collinearity Statistic		
Variabel	Toleran	VIF
Motivation	0,482	2,076
Work environment	0,465	2,151
Discipline	0,678	1,475

Source: Processed primary data, 2023

Based on table 1 above, it can be seen that the regression model does not experience multicollinearity disorders. This is seen in the value*tolerance* each variable is greater than 10 percent (0.1). The VIF calculation results also show that the VIF value of each variable is less than 10. So it can be concluded that there is no multicollinearity between the independent variables in the regression model.

2. **Heteroscedasticity Test**

The heteroscedasticity test was carried out to test whether in a regression model there is an inequality of residual variance from one observation to another, so it is called Heteroscedasticity (Singgih Santoso, 2000). One way to detect heteroscedasticity is by looking at the scatter plot graph between the predicted value of the dependent variable (ZPRED) and its residual value (SRESID). If the dots form a certain pattern that is regular, such as a big wave widens, then narrows, then heteroscedasticity has occurred. If the points spread above and below the number 0 on the Y axis without forming a certain pattern, then there is no heteroscedasticity. The results of the heteroscedasticity test from the SPSS program can be seen in Figure 1 below:
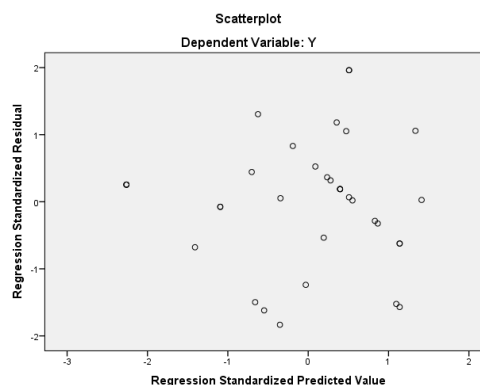

Figure 1. Heteroscedasticity Test Results

Source: Processed primary data, 2023

In Figure 1 it can be seen that the points on the graph*scatterplot* does not have a clear distribution pattern and the points spread above and below the number 0 on the Y axis. This indicates that there is no heteroscedasticity disorder in the regression model.

3. **Normality test**

The purpose of the normality test is to test whether in a regression model, the dependent variable and independent variable or both have a normal distribution or not. A good regression model is the data distribution is normal or close to normal. Normality detection is done by looking at the graph*Normal Probability Plot* (Ghozali, 2005).

To test whether the data distribution is normal or not, you can do it by looking at the normal probability plot graph which compares the cumulative distribution of the actual data with the cumulative distribution of the normal distribution. If the data spreads around the line and follows the direction of the diagonal line, the regression model meets the normality assumption, but if the data spreads away from the diagonal line and/or follows the direction of the diagonal line, the regression model does not meet the normality assumption. The results of the normality test can be seen in Figure 2 below:
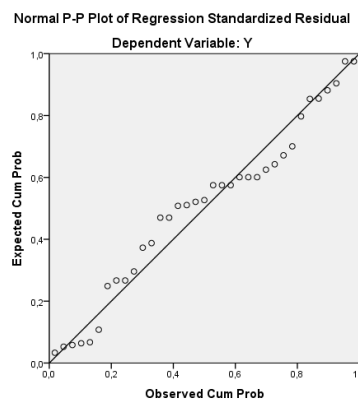

Figure 2. Normality Test Results

Source: Processed primary data, 2023

In Figure 2 it can be seen that the graph is normal*probability plot* shows a normal chart pattern. This can be seen from the dots that spread around the normal graph. This can be seen from the dots that spread around the diagonal line and follow the diagonal line. Because of this it can be concluded that the regression model is feasible to use because it meets the assumption of normality.

4. **Autocorrelation Test**

The autocorrelation test aims to test whether in the linear regression model there is a correlation between errorsbully in period t with confounding errors in period t-1 (previous). Autocorrelation detection is carried out with the Durbin-Watson statistical test (Ghozali, 2013: 110)

Table 2. Autocorrelation Test Results

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,753ª	,568	,526	1,05567	1,725

a. Predictors: (Constant), X3, X1, X2

b. Dependent Variable: Y

Based on table 2 from the results of the autocorrelation test, value calculation*Durbin-Watson* it can be seen that it has a value of 1.725, it means that in this study there is a problem of autocorrelation due to*Durbin-Watson* is at du < d < 4-du, namely 1.6528 < 1.725 > 1.2833.

Multiple Linear Regression Analysis

This study uses multiple linear regression to prove the research hypothesis. This analysis uses input based on data obtained from questionnaire. The full results of data processing using the SPSS program are in the appendix and are then summarized as follows:

Table 3. Results of Multiple Linear Regression Analysis

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-1,196	1,075		-1,112	,275		
	X1	,364	,154	,401	2,355	,025	,482	2,076
	X2	,315	,165	,330	1,903	,066	,465	2,151
	X3	,178	,201	,127	,885	,383	,678	1,475

a. Dependent Variable: Y

Based on table 3 data where the results of the regression analysis obtained the regression equation as follows:

$$Y = -1,196 + 0,364 \ X1 + 0,315 \ X2 + 0,178 \ X3$$

The results of multiple linear regression analysis which are still in the form of numbers can be explained in easy-to-understand languageas the following:

1. Constant = -1.196

It can be explained that the magnitude of the constant is -1.196. This indicates that if there are no variables that include motivational variables (X_1), work environment(X_2), and discipline (X_3), then employee work productivity decreased by -1.196 units.

2. b1 = 0.364

The value of 0.364 in the motivational variable (X1) is positive so that it can be said that the higher the motivation given by Letisia Gallery, the higher the work productivity of employees.

3. b2 = 0.315

The value of 0.315 in the work environment variable (X2) is positive so that it can be said that the higher the level of work environment provided by Letisia Gallery, the higher the work productivity of employees.

4. b3 = 0,178

The value of 0.178 in the discipline variable (X3) is positive so that it can be said that the higher the discipline given by Letisia Gallery, the higher the work productivity of employees.

Statistical Hypothesis Testing

1. **Ujit**

Basically the T test shows how far the influence of one independent variable is partially in explaining the variation of the dependent variable. The full results of data processing using the SPSS program are in the appendix and are then summarized as follows:

Table 4. Partial Test Results (t test)

Model	T	Sig.
(Constant)	-1,112	,275
x1	2,355	,025
x2	1,903	,066
x3	0,885	,383

The coefficient results through hypothesis testing and then compared with the T table, namely n = 35 samples with α = 0.05, then a T table of 1.689 is obtained. So from the results of each variable it can be seen which variables have an effect on employee work productivity as follows:

H1 : Test the hypothesis of motivation on satisfactionemployee work productivity from the calculation results obtained by T arithmetic for X1 of 2.355 is greater than T table 1.689 with a significance of 0.025 which is less than the significance level of 0.05. Means that it can be concluded that Ho is rejected, so this indicates that the variable motivation has a positive and significant effect on satisfactionemployee work productivity.

H2: Test the work environment hypothesis againstemployee work productivityfrom the calculation results obtained by T arithmetic for X2 of 1.903 is greater than T table 1.689 with a significance of 0.066 greater than the 0.05 significance level. It means that it can be concluded that Ho is rejected, so this shows that the work environment variable has a positive and significant effect onemployee work productivity.

H3 : Discipline hypothesis test againstemployee work productivityfrom the calculation results obtained by T arithmetic for X3 of 0.885 smaller than T table 1.689 with a significance of 0.383 greater than the 0.05 significance level. Means that it can be

concluded that Ho is accepted, then this shows that the disciplinary variable has no positive and significant effect onemployee work productivity.

2. Simultaneous Test (F Test)

Used to determine the relationship between variables*independent* and variables*depend*, whether the variables Motivation (X1), Work Environment (X2), and Discipline (X3) really influence simultaneously (together) on the dependent variable Y (employee work productivity).

The results of the F test in this study can be seen in table 5 below:

Table 5. Simultaneous Significance Test Results (Test F)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	45,338	3	15,113	13,561	,000ᵇ
	Residual	34,548	31	1,114		
	Total	79,886	34			

a. Dependent Variable: Y

b. Predictors: (Constant), X3, X1, X2

Source: Processed primary data, 2023

From the results of the F test in this study, the calculated F value was 13.561 with a significance value (P value) of 0.000. With a significance level of 95% ($\alpha = 0.05$). Significance figure (P value) of 0.000 <0.05. On the basis of this comparison, H0 is rejected or it means that the variables of motivation, work environment and discipline have a significant influence simultaneously on the variable of employee work productivity.

3. Coefficient of Determination

The coefficient of determination (R^2) is carried out to see whether there is a perfect relationship or not, which is shown in whether changes in the independent variables (motivation, work environment and discipline) will be followed by the dependent variable (employee work productivity) in the same proportion. This test is by looking at the value of R Square (R2). The value of the coefficient of determination is between 0 to 1.

Furthermore, a small R^2 value means the ability of the variablesindependent in explaining variable variationsdepend very limited. Values close to 1 mean variablesindependent provides almost all the information needed to predict variationdepend (Ghozali, 2005).

The value used in this study is the Adjusted R2 value because this value can increase or decrease if one independent variable is added to the model being tested. Adjusted R2 value can be seen in table 6 below:

Table 6. Regression Test Results (Coefficient of Determination)

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,753^a	,568	,526	1,05567	1,725

a. Predictors: (Constant), X3, X1, X2

b. Dependent Variable: Y

Source: Processed primary data, 2023

In table 6 it can be seen that the Adjusted R2 value is 0.526. This can be interpreted that the independent variables (motivation, work environment and discipline) can explain the variablesdepend (employee work productivity) of 52.6%, while the rest is explained by other factors not examined,

The Effect of Motivation on Employee Productivity

The results of the research that has been carried out by researchers can be concluded that the motivational variable is tested partially to produce a T count of 2.355 greater than Ttable of 1.689 andmark sig of 0.025 less thanlevel significance is 0.05. Based on the data above, the motivational variable in this study has a positive and significant effect on the employee satisfaction variable at Letisia Gallery.

Based on the results of multiple linear regression analysis, the value of b1 = -0.364 is obtained. This means that the motivational variable affects employee work productivity by 0.364 or has a positive effect, which means that if the motivational variable increases, it will affect employee work productivity by 0.364.

Motivation is an activity to perform as a willingness to expend a high level of effort for organizational goals, that iscoordinated by the effort's ability to satisfy an individual need.

The researcher concludes that if the motivation is of high quality or quality, the work productivity of employees will increase. The majority of Letisia Gallery employees are local residents, so they have good quality.

Based on the discussion above, H0 (hypothesis 0) in this study is rejected, which means that motivation has a positive and significant effect on the variable employee productivity.

The Effect of the Work Environment on Employee Productivity

The results of the research that has been carried out by researchers can be concluded that the work environment variables tested partially produce a T count of 1.903 greater than Ttable of 1.689 andmark sig of 0.066 greater thanlevel significance is 0.05. Based on the data above, that the work environment variable in this study has a positive and significant effect on the work productivity variable of Letisia Gallery employees.

Based on the results of multiple linear regression analysis, the value of b2 = 0.315 was obtained. This means that the work environment variable affects employee work productivity by 0.315 or has a positive effect, which means that if the work environment variable increases, it will affect employee work productivity by 0.315.

The work environment is something that is around the workers and that influences them in carrying out the assigned tasks. The researcher concludes that if the work environment is of high quality or high, the employee's work productivity will increase. The majority of Letisia Gallery employees are local residents, so they have good quality.

Based on the discussion above, H0 (hypothesis 0) in this study was rejected, which means that the work environment has a positive and significant effect on employee productivity variables.

The Effect of Discipline on Employee Productivity

The results of the research that has been carried out by researchers can be concluded that the discipline variable tested partially produces a T count of 0.885 which is smaller than Ttable of 1.689 andmark sig of 0.383 greater thanlevel significance is 0.05. Based on the data above, the discipline variable in this study has no positive and significant effect on the work productivity variable of Letisia Gallery employees.

Based on the results of multiple linear regression analysis, the value of b3 = 0.178 is obtained. This means that the disciplinary power variable affects employee work productivity by 0.178 or has a positive effect, which means that if the disciplinary variable increases, it will affect employee work productivity by 0.178.

Work discipline is a behavior that is owned by an employee that shows the values of obedience, loyalty, order and order to the regulations and policies that apply both written and unwritten.

The researcher concludes that if discipline is of high quality or quality then employee work productivity will increase. The majority of Letisia Gallery employees are local residents, so they have good quality.

Based on the discussion above, H0 (hypothesis 0) in this study is accepted, which means that discipline does not have a positive and significant effect on employee productivity variables.

The Effect of Motivation, Work Environment and Discipline on Employee Productivity

Based on the results of research that has been done by researchers that variablemotivation, work environment and disciplinepositive and significant effectregularlysimultaneouson the work productivity of Letisia Gallery employees. This is based on the results of test calculationsF, by comparing F count and F table, we get F count (13.561) greater thanFtable (2.68), and the significance value is 0.000 which is smaller than the significance level of 0.05.

The better or highermotivation, work environment and disciplineowned and offered by a company, it will be able to increase employee work productivity.

The results of the analysis of the coefficient of determination (R^2) show numbers*Adjusted R Square* 0.526 or 52.6%. This means that it is 52.6% variablemotivation, work environment and disciplinecan explain the variance of employee productivity variables, the remaining 47.4% can be explained by other variables outside of the research variables that are not discussed in this study.

The analysis and data above showmotivation, work environment and disciplinepositive and significant effect on employee productivity. It can be concluded that H1 (Hypothesis 1) in this study ismotivation, work environment and disciplinepositive and significant effect simultaneously on the work productivity of Letisia Gallery employees, accepted. By upgradingmotivation, work environment and disciplineit will have a positive effect on employee work productivity.

CONCLUSION

Joint testing shows that the variables of motivation, work environment and discipline have a joint or simultaneous effect on the work productivity of Letisia Gallery employees in Jombang. So that H1 (Hypothesis 1) which states that motivation, work environment and discipline have a joint or simultaneous effect on the work productivity of Letisia Gallery employees in Jombang, is accepted, Motivation has a positive and significant influence on employee productivity. So that H2 (Hypothesis 2) which states motivation has no positive and partially significant effect on employee work productivityLettuce Gallery in Jombang rejected.

The work environment has a positive and significant influence on employee work productivity. So that H2 (Hypothesis 2) which states motivation has no positive and partially significant effect on employee work productivityLettuce Gallery in Jombang rejected, Discipline does not have a positive and significant effect on employee work productivity so that H2 (Hypothesis 2) which states discipline has no positive and partially significant effect on employee work productivityLettuce Gallery in Jombang accepted.

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