

Influence Work Environment, Intrinsic motivation, and Work Discipline to Employee Performance at BPKAD Bantul Regency

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ABSTRACT

This study aims to determine the effect of work environment, intrinsic motivation, and work discipline on employee performance of the Bantul Regency Financial, Revenue and Asset management Agency. In the process of archieving organizational goals, employee performance is an important factor cannot be ignored. This research uses a quantitive approach by distributing questionnaires to 80 respondents who are the entire population in the agency. The data analysis technique used is multiple linear regression to determine the relationship between variabels. The results showed that three independent variabels namely work environment, intrinsic motivation, and work discipline have a positive influence on work performance, both simultaneous and partially. These results show that a supportive work atmosphere, empuragement from within, and compliance with the rules, indeed play a major role in increasing employee productivity. The research is expected to be a reference and improvement for the Bantul Regency Regional Financial, Revenue, and Asset Management Agency in increasing employee motivation, work environment, work discipline and employee performance so that they can increase and organizational goals can be achieved.

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

INTRODUCTION

Competent and qualified resurces are needed to support pructivity and activities so that the goals of the company or an organization can be achieved perfectly. A company certainly has supporting factors of the success of the company in archieving certain target or goals, human resources are important asset to support a succes in an organization (Arianto et al., 2023). Every company needs human resources who have potential in every field, either leaders or employees who will manage the company so that it continues to have good goals. Companies need to encourage employees to develop potential and improve the abilities and skills of employees so that optimal performance is achieved.

This research was conducted at the Bantul Regency Regional Financial, Revenue and Asset Management Agency which is located at Jl. Wolter monginsidi No. 01 Bantul. The Bantul Regency Financial Management, Revenue and Regional Assets Agency (BPKAD) is a Bantul Regency regional apparatus responsible for regional financial management which has a crucial role in

realizing good governance, optimal performance of BPKAD employees is certainly needed to achieve these goals. The reason the researcher determines the place of research in this agency is because there is a connection between the title taken by researcher and the phenomena that occur in the agency. Based on the results of observations, the researcher said that where problems, including some employees at the Bantul Regency Regional Financial, Revenue and Asset Management Agency office who were often late for work, this would certainly create a negative impression for the agency. There are also some employees who do not maximize working time so that some work is delayed and neglected so that later it will affect employee discipline and work performance. Therefore, with the phenomenon faced by the agency, it will be continuous with the research conducted by the researcher.

This research is based on the importance of employee work performance in achieving organizational goals. Good work performance can make a significant contribution to the success of an organization, including the Bantul Regency Regional Financial, Revenue and Asset management agency office. One of the factors to achieve company goals is work performance. As we know, achieving company goals is something that is an important part because employee performance will have an impact on the company. According to (Ginawati et al., 2019), one way to improve work performance is to provide motivation to subordinates. In addition, according to (Garnida, 2014), work performance is the result of seriousness of a person in carrying out a job that is entrusted to him with skills, experience, and knowledge. Entrusted to him with skills, experience and seriousness in accordance with the responsibilities that have been given to him. In carrying out their duties as started in the job description, the results of each worker need to be assessed after a certain period of time. The term work performance comes from the word Actual Performance (a work achievement achieved by a person). What is meant by work performance is the quality and quantity of work achieved by an employee.

Employee performance is influenced by several factors, including work environment, organizational culture, employee relations, intrinsic motivation, and work discipline. This research focuses on the influence of the last three factors on employee performance at the Bantul Regency Financial, Revenue and Asset Management Agency, which can provide insight for management in improving employee performance. According to (Madyoningrum & Azizah, 2022), 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 trying to adapt to various conditions of the surrounding environment.

Similarly, when doing work, employees as humans cannot be separated from the various circumstances around where they work, namely the work environment. While doing work, each employee will interact with various conditions contained in the work environment. This is as research by (Aji, 2020), that the physical conditions of the work environment have a positive and significant effect on work performance. This means that the higher the physical condition of the work environment, the higher the work performance.

According to (Sa'diyah & Endratno, 2013) Intrinsic motivation is described as one of the most important psychological motivations in education when individuals are intrinsically motivated to engage in activities that interest them. Such engagement helps them to learn, develop, and expand their capacities. Learners who have intrinsic motivation will have their abilities tested and they are eager to learn, even if there is no reward or encouragement from others or from the environment. So, in intrinsic motivation, the goal that learners want to achieve is in the learning activity itself. This is as research by Eom & Ashil, (2019) which states that intrinsic motivation has a positive and significant relationship to learning outcomes. However, this is different from research conducted by Sa'diyah & Endratno, (2013) they say that intrinsic motivation has a positive but insignificant influence on employee discipline at the Pelita depot of PT Pelita Satria Perkasa Sokaraja.

Another factor that can affect an employee's work performance is work discipline. Work discipline according to Rahman et al., (2020) is defined as an attitude, behavior and actions according to the rules of the organization in written and unwritten form. In addition, work discipline can be said to be the most important thing in an organization, because the success of an organization can be measured by how much discipline its employees have. According to Welsh & Little, (2018) discipline is as comprehensive as education, because it includes mental, physical and moral. That is, discipline is the whole mental, physical, ethical training since a person enters ration education to subordinates about various things that need to be known and done. The importance of education is also explained by Hasibuan, (2018) "discipline must be enforced in a company organization, because without the support of good employee discipline it is difficult for the company to realize its goals". Therefore, with the existence of work discipline in every employee in the company / agency will be advanced, because every employee who is disciplined in doing work and completing tasks within the company / agency in a timely manner, within a certain period of time employees will carry out work for the better. This is as research by Frimayasa et al., (2020) which states that work discipline has a positive relationship with employee performance.

Hypotesis Development

Work environment is everything that is in the worker's environment that can affect him carrying out work such as humidity, temperature, ventilation, lighting, noise, cleanliness of the workplace and adequate equipment for work, by providing a good work environment, adequate facilities, cleanliness and also security to its employee is certainly a way for workers to feel comfortable and at home to work (Afandi et al., 2018). Meanwhile (Madyoningrum & Azizah, 2022) state that the work environment is a very important role in carrying out the task assigned to employees, with a pleasant work environment and giving satisfaction and a sense of comfort so that it affects the improvement of employee performance, the work environment as attitudes, values, norms and feelings commonly owned by employees in relation to their organization. Research conducted by Titan Bayu Aji (2020), states that the physical condition of the work environment has a positive and significant effect on work performance.

H1: The Work Environment has a positive effect on employee performance.

Intrinsic motivation is a driver of work that comes from within workers. As an individual, in from of awareness of the importance or benefits or meaning of the work he does (Putra et al., 2022). If someone has intrinsic motivation himself, then he will unconsciously do an activity that does not require motivation from outside himself. Meanwhile, according to (Chen, 2018), employee with high intrinsic motivation tendencies are more likely to participate in group learning and share knowledge with others, because they believe that their personal experiences and skill can help others. Research (Sultoni, 2020) states that intrinsic motivation has a positive and significant effect on employee work performance

H2: Intrinsic motivation has a positive effect on work performance employees

Work discipline is a condition or respectful attitude that exists in employees towards the rules and regulations in the company, if the rules or regulations in the company are ignored, or often violated, then employees have a bad disciplinary attitude (Edi Sutrisno, 2016). Conversely, if employees are subject to the provisions of the company illustration, with this job satisfaction will make workers work as well as possible and have a good impact on and will ensure the maintenance of order and smooth implementation of tasks so that optimal results are obtained. Research by (Mulyadi et al., 2023) states that work discipline has a positive and significant effect on employee performance.

H3: Work Discipline has a positive and significant effect on employee work performance.

RESEARCH METHODS

The type of research used in this research is quantitative research, namely research whose data in the form of numerical data or numbers. The population used in this study 80 employees of the Bantul Regency regional Financial, Revenue and Asset Management Agency who would also be used as samples in this study. The sampling technique that will be used in this study is non probability sampling. The indicators in this study are adopted from Work Environment (Norawati et al., 2022), Intrinsic Motivation (Wahjoedi, 2021), Work Discipline (Sastra Praja & Usman, 2022), and Employee Performance (Jackson et al., 2011).

RESULTS AND DISCUSSION

Characteristics Responden

Table 1. characteristics Responden

Keterangan		n	Presentase
Jenis Kelamin	Laki-laki	39	49%
	Perempuan	41	51%
Usia	20-25 th	2	3%
	26-30 th	15	18%
	31-35 th	11	14%
	36-40 th	17	21%
	41-45 th	14	18%
	46-50 th	12	14%
	>50 th	9	11%
Pendidikan Terakhir	SMA/Sederajat	9	11%
	Diploma	29	37%
	S-1	41	51%
	S-2	1	2%

(Source: data processed, 2025)

Characteristics of gender responden show that there are more female (51%) while man (49%). Characteristics of respondents based on age, the majority of respondents were between 36-40 years old. And based on education, the majority of BPKPAD employees in Bantul District have a bachelor's degree.

Validity and Reliability Test

Table 2. Validity and Reliability Test

WE	r-hitung	IM	r-hitung	WD	r-hitung	EP	r-hitung
X1.1	0.646	X2.1	0.808	X3.1	0.525	Y1.1	0.678
X1.2	0.547	X2.2	0.812	X3.2	0.673	Y1.2	0.718
X1.3	0.587	X2.3	0.877	X3.3	0.694	Y1.3	0.766
X1.4	0.635	X2.4	0.811	X3.4	0.642	Y1.4	0.663
X1.5	0.587	X2.5	0.809	X3.5	0.597	Y1.5	0.616
X1.6	0.583	X2.6	0.670	X3.6	0.687	Y1.6	0.711
X1.7	0.611	X2.7	0.805	X3.7	0.647	Y1.7	0.725
X1.8	0.532	X2.8	0.674	X3.8	0.543	Y1.8	0.680
Cronbach alpha std.	0.741		0.911		0.784		0.847

WE= Work Environment; IM= Intrinsics Motivation; WD= Work Discipline

(source: data processed, 2025).

The validity test results presented in table 4 show the corrected item-item total correlation value > from r-table (0.185) or declared Valid. Cronbachs alpha value based on std. > 0.70 or declared reliable.

Classical Assumption Test

Table 3. Classical Assumption Test

Ind	Dep	Multi		Glej. Test	Kol-Smir Test
		Tol.	VIF	Sig.	Asymp. Sig
WE	EP	0.993	1.007	0.996	0.180
IM		0.973	1.028	0.686	
WD		0.979	1.002	0.435	

WE= Work Environment; IM= Intrinsics Motivation; WD= Work Discipline

(source: data processed, 2025).

The results of the classical assumption testing in Table 5 show there is no multicollonearity in the regression model equation, as the tolerance value is more than 0.10 VIF is below 10. In addition, the regression model equation also does not show heterocedasticity (Glejster test, p more than 0.05), and normality is also met with a normal distribution (Kolmogrov-Smirnov test asymp. Sig. More than 0.05).

Linear Regression Test

Table 4. Linear Regression Test

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	8.031	6.743		1.191	.237
Work Environment	.318	.154	.216	2.070	.042
Intrinsic Motivation	.258	.105	.259	2.455	.016
Work Discipline	.235	.106	.234	2.222	.029

a. Dependent Variable: Employee Performance

(Source: data processed, 2025).

T-Test

Table 5. T- Test

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	8.031	6.743		1.191	.237
Work Environment	.318	.154	.216	2.070	.042
Intrinsic Motivation	.258	.105	.259	2.455	.016
Work Discipline	.235	.106	.234	2.222	.029

a. Dependent Variable: Employee Performance

(Source: data processed, 2025).

The results of the table above can be concluded that the effect of the research hypothesis is as follows:

a. Work Environment (X1)

The results of the t test on the work environment on employee performance are carried out by comparing the significant level of the test results with the target significance level (which is determined), namely $5\% = 0.05$. the significance level of the work environment is $0.042 < 0.05$, it can be concluded that the work environment has a positive and significant effect on employee work performance is accepted.

b. Intrinsic Motivation (X2)

The results of the t test on intrinsic motivation on employee work performance are carried out by comparing the significance level of the test results with the target significance level of intrinsic motivation $0.016 < 0.05$, it can be concluded that intrinsic motivation has a positive and significant effect on employee performance is accepted.

c. Work Discipline (X3)

The t test results on work discipline on employee performance are carried out by comparing the significance level of the test results with the target significance level (determined), namely 5% is $0.029 < 0.05$, it can be concluded that work discipline has a positive and significant effect on employee performance.

Coefficient Determination (R^2)

Table 6. coefficient determination (R^2)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.418 ^a	.175	.142	4.607

a. Predictors: (Constant), WE, IM, WD

b. Dependent Variable: EP

source: data processed, 2025

Based on table above, it can be seen that the calculation of the R square value is 0.142 or means that 14.2% of employee work performance variable are influenced by variables, work environment intrinsic motivation, and work discipline, while the remaining 0.858 or means 85.8% is influenced by other variables that are not covered in this study.

CONCLUSION

Based on the results of the analysis and research that has been conducted at the Bantul Regency Regional Financial, Revenue and Asset Management Agency, it can be concluded that the work environment is proven to have a significant positive influence on employee performance. This means that the better the work environment provided, the better the work performance of employees at the Bantul Regency Regional Financial, Revenue and Asset Management Agency. The results of this study show that the majority of employees assess the work environment in the office is quite good, especially in terms of adequate lighting so as to be able to create a comfortable work atmosphere and support productivity. However, there are still obstacles in the aspect of noise which is considered quite disturbing the work concentration of some employees, so this aspect needs further attention from management.

In terms of intrinsic motivation, BPKAD Bantul Regency employees generally have high motivation in carrying out their duties. This is reflected in the high scores on the indicators of pleasure at work, loyalty to the organization, and good organizational skills. However, there are still

shortcomings in terms of training provided by superiors to employees, which has an impact on the less than optimal development of employee competencies and skills on an ongoing basis.

Furthermore, work discipline is also in the good category, which is shown by employees ability to organize work priorities and complete tasks effectively. However, the results also found that there are still employees who do not optimally understand the importance of attendance in supporting the smooth operation of the office. This can be seen from the lowest score on the indicator of understanding the importance of attendance, so further efforts are needed to increase employee awareness of the importance of time discipline.

Overall, the work performance of employees at the Bantul Regency Regional Financial, Revenue and Asset Management Agency is included in the good category. Employees are considered capable of completing tasks without the need for continuous supervision and are reliable in carrying out their responsibilities. However, the aspect of on-time attendance is still one of the things that needs to be improved so that employee work performance is optimized. Thus, it can be concluded that a conducive work environment, high intrinsic motivation, and good work discipline are important factors that contribute to improving employee performance at BPKPAD Bantul Regency. Increasing on these aspects is expected to further encourage the achievement of organizational goals effectively and efficiently.

For future researchers, it is recommended that they expand the research object to other agencies or different sectors so that the research results can be generalized more broadly. Future researchers can also add other relevant variables, such as workload (Tanjung et al., 2021), work skills (Nurriqli & Karsudjono, 2020), or career development (Ermianti et al., 2018). So that the research results become more comprehensive. In addition, the use of mixed research methods such as interviews or observations can be considered so that the data obtained is more in-depth and valid.

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