The Influence Of Work Discipline, Work Motivation, And Work Environment On Employee Performance At Indra Community Health Center, Central Java Province

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ABSTRACT

This research aims to determine the influence of Work Discipline, Work Motivation and Work Environment on Employee Performance at the Community Sensory Health Center Office, Central Java Province. The sampling technique used a saturated sampling of 35 people. In this research, data was collected through questionnaires and data analysis tools using SPSS 27, including validity tests, reliability tests, classical assumption tests, multiple linear regression analysis, and hypothesis testing using the t-test, f-test and R2 test. The results of this research show that Work Discipline and Work Motivation have a significant effect on employee performance. In contrast, the Work Environment has no effect. It is not significant on employee performance, with coefficient of determination (Adjusted R Square) of 0.307 means that 30.7 percent of employee performance is influenced by the variables Work Discipline, Work Motivation and Work Environment. Meanwhile, the remaining 69.3 percent of employee performance was influenced by other variables not examined in this research.
Keywords*: Work Discipline; Work Motivation; Work Environment; Employee Performance;*

INTRODUCTION

Human resources are essentially capital and play an important role in the success of an organization. Good human resource management is the key to successfully achieving organizational goals set out in human resource management. Human resources, often referred to as the workforce, have an important role in maintaining the organization's survival. Whether an organization develops or not depends on the performance or productivity of its employees (Wahyuni & Badri, 2023)

An important factor in human resource management is employee performance. The success of efforts to improve employee performance is directly related to effective human resource management at the individual, organizational and work group levels. Human resources greatly determine the management in an organization, meaning that performance that meets expectations will be realized if humans have the power and abilities to meet the demands of needs in carrying out organizational activities. Based on this, factors that can be used to measure and improve employee performance include work discipline, motivation and work environment.

The Central Java Provincial Community Sensory Health Center is the Technical Implementation Unit of the Central Java Provincial Health Service, which is the

operational implementing element in providing public health services that have the main task and function of not only serving eye health but also serving ear, nose and throat health. Therefore, It requires employees who have high dedication in work discipline, work motivation and a supportive work environment, so it is hoped that with this dedication, employees can work optimally in their workplace.

Based on data obtained from the Central Java Province Community Sensory Health Center shows that there is instability in the level of absenteeism every month during 2022. The following is a table of data on the level of absenteeism every month during 2022:

Table 1. Employee Absence Data

Month	Percentage of Employee Absence
January	1%
February	7%
March	3%
April	1%
May	2%
June	1%
July	5%
August	2%
September	3%
October	3%
November	4%
December	7%

Source: Central Java Province Community Sensory Health Center 2022

The level of employee absenteeism at the Central Java Province Community Sensory Health Center during 2022 tends to be unstable and will experience an increase in absenteeism. In January, the percentage of absenteeism was 1%; in the following month, there was a fairly high increase, namely 7% of the percentage of absenteeism. From March to June, the percentage of absenteeism decreased, where in March it was 3%, in April it was 1%, in May it was 2%, and in June it was 1%. Then, in July, there was an increase in absenteeism by 5%. There was a decrease in absenteeism again from August to October, where in August it was 2%, and in September and October, it was

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3%. And experienced an increase in absenteeism rates in November and December by 4%. and 7%. The highest absenteeism rate was in February and December, where the absenteeism rate was 7%

An increase in employee absence from work will certainly have a negative impact on the resulting performance achievements. This problem of absenteeism is one of the factors that can disrupt the health service process so that the resulting performance is less than optimal. A high increase in employee absenteeism results in a decrease in productivity due to a lack of direct contribution from employees who should be present.

Based on previous research conducted by (Putri & Pradana, 2021) and (Soejarminto & Hidayat, 2022), it is stated that work discipline has a positive and significant effect on employee performance. Meanwhile, according to research (Agus Dwi Cahya et al., 2021) and (Syach et al., 2023), work discipline does not influence employee performance. Research conducted by (Paramananda et al., 2021) and (Akbar et al., 2022) states that work motivation has a positive and significant effect on employee performance. Meanwhile, according to research, (Khasanah Uswatun et al., 2019) and (Daspar, 2020), work motivation does not influence employee performance. Research conducted by Badri, 2023) and (Marpaung Putri Annisa, 2022) states that the work environment has a positive and significant effect on employee performance. Meanwhile, according to research conducted by (Fitriani et al., 2019) and (Yuningsih et al., 2021), the work environment does not influence employee performance.

THEORETICAL BACKGROUND

Employee Performance

According to Afandi (2018), Performance is the work result that can be achieved by a person or group of people in a company by their respective authority and responsibilities to achieve organizational goals illegally, does not violate the law and does not conflict with morals and ethics. According to Kasmir (2019), performance is the result of work and work behavior that has been achieved in fulfilling the tasks and responsibilities given over a certain period. The success of efforts to improve employee performance is directly related to effective human resource management at the

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individual, organizational and work group levels. Human resources greatly determine the management in an organization, meaning that performance that meets expectations will be realized if humans have the power and abilities to meet the demands of needs in carrying out organizational activities. According to Maryati (2021), employee performance indicators are Quality of Work, Quantity of Work, Execution of Duties, Responsibility.

Work Discipline

According to Hasibuan (2018), Discipline is a person's awareness and willingness to obey all company regulations and applicable social norms. Discipline reflects a person's sense of responsibility for the assigned tasks. This encourages work enthusiasm, work enthusiasm, and the realization of company, employee and community goals. According to Rivai (2019), work discipline is a tool that managers use to communicate with employees so that they are willing to change their behavior and as an effort to increase a person's awareness and willingness to comply with all company regulations and applicable social norms. According to Agustini (2019), Work discipline is an attitude of obedience to the rules and norms that apply in a company to increase employee determination in achieving company/organization goals. According to Agustini (2019), the indicators that influence the level of employee discipline in an organization are as follows: Attendance level, work procedures, obedience to superiors, work awareness, and responsibility.

Work Motivation

According to Maruli (2020), work motivation is everything that arises from a person's desires by generating passion and desires from within a person that can influence, direct and maintain behavior to achieve goals or desires that are by the scope of work. This is similar to what Ferdinatus (2020) said: Work motivation must be built with a good personality or character because encouragement of work motivation based on wrong principles and reasons will result in personal and organizational losses. According to Novitasari (2017), indicators for measuring motivation are drive to achieve goals, work enthusiasm, initiative, sense of responsibility, human relations,

Work Environment

According to Sedarmayanti (2017), "The physical work environment is all physical conditions found around the workplace which can affect employees either

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directly or indirectly. According to Sunyoto (2018), the work environment is very important when employees carry out work activities. Paying attention to a good work environment or creating working conditions that can motivate to work will influence employee enthusiasm or enthusiasm for work. According to Enny (2019), the work environment is everything that exists around workers or employees, including physical and non-physical work environments that can influence employee job satisfaction in carrying out their work to obtain maximum work results. According to Sedarmayanti (2017), several indicators used to measure the work environment are work atmosphere, relationships with coworkers, relationships between subordinates and leaders, and availability of work facilities.

The Relationship between Work Discipline and Employee Performance

Discipline is a determining factor in the success of achieving company goals. Employees with good discipline tend to be more efficient, productive, and careful when carrying out their duties. I also want to be complying with rules, manage time well, and create a more harmonious work environment. Good discipline also affects relationships with coworkers and helps achieve team goals. According to research by Abdul Hanafi and Zulkifli (2018), work discipline influences employee performance. Research conducted by Jose Beno and Dody Nata Irawan (2019) shows that work discipline has a positive and significant effect on employee performance. Research by Daspar (2020) shows that work discipline influences employee performance. Thus, we can take the following hypothesis:

H1: Work discipline influences employee performance

The Relationship between Work Motivation and Employee Performance

One factor that can support employee performance is work motivation. The success of an organization cannot be separated from the work motivation provided by the leadership to its employees. Intrinsically or extrinsically motivated employees tend to be more productive, creative and focused in carrying out their duties. Strong motivation drives them to achieve the best results, pay attention to the quality of work, and innovate. This also positively impacts consistent attendance, skill development, and harmonious relationships with coworkers. According to research by Abdul Hanafi and Zulkifli (2018), work motivation influences employee performance. This is supported

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by research by Agung Prawoto and Wachid Hasyim (2022) that shows that work motivation has a positive and significant effect on employee performance. Thus, the following hypothesis can be drawn:

H2: Work motivation influences employee performance

The Relationship between the Work Environment and Employee Performance

A good work environment will have an impact on employee performance. A positive, inclusive, supportive work atmosphere can increase employee motivation and productivity. Comfortable facilities, adequate technology, and a cooperative work culture create conditions that enable employees to work efficiently and effectively. Good communication between coworkers and management is also an important factor in creating a positive work environment. Employees who feel valued and supported in a healthy environment tend to be more satisfied with their jobs, contributing to better performance. Therefore, organizations that invest in creating a positive work environment can improve employee performance and promote overall company growth. According to research by Abdul Hanafi and Zulkifli (2018), the work environment influences employee performance. Research conducted by Jose Beno and Dody Nata Irawan (2019) shows that the work environment has a positive and significant effect on employee performance. Daspar (2020) also said that the work environment influences employee performance. Thus, the following hypothesis can be taken:

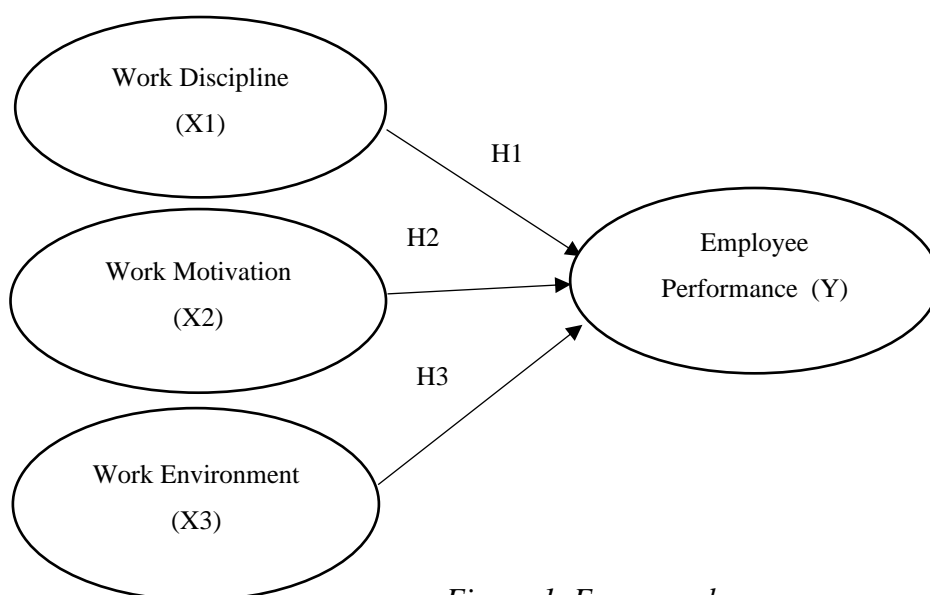H3: The work environment influences employee performance

Figure 1. Framework

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METHOD, DATA AND ANALYSIS

The variables in this research are independent in this research, such as work discipline (X1), work motivation (X2), and work environment (X3). Meanwhile, the Dependent Variable in this research is Employee Performance (Y). The population in this study consisted of employees of the Community Sensory Health Center of Central Java Province, totaling 35 people. Because the population is relatively small, the sampling technique uses a census (saturated sample) or total sample, which is a sampling technique when all population members are sampled. Data will be collected by distributing questionnaires in the form of questions to be filled in by the respondents. The measurement scale used is a Likert scale with a measurement score from 1 to 5. In this research, the model and data analysis technique uses a multiple linear regression analysis approach. Before carrying out a simple regression analysis, a quality test of the research instrument and a classical assumption test were first carried out using the SPSS version 27 for the Windows program. The instrument tests used are validity tests and reliability tests. Then the classical assumption test includes the normality test, multicollinearity test and heteroscedasticity test. Hypothesis testing using the t-test and finally, the F test and determination test

RESULTS

Validity Test

Table 1. Validity Test

Variable	Indicator	r count	r table	Information
Work Discipline (X1)	X1.1	0,918	0,3338	Valid
	X1.2	0,878	0,3338	Valid
	X1.3	0,805	0,3338	Valid
	X1.4	0,951	0,3338	Valid
	X1.5	0,918	0,3338	Valid
Work Motivation (X2)	X2.1	0,807	0,3338	Valid
	X2.2	0,854	0,3338	Valid
	X2.3	0,709	0,3338	Valid

	X2.4	0,887	0,3338	Valid
	X2.5	0,854	0,3338	Valid
Work Environment (X3)	X3.1	0,719	0,3338	Valid
	X3.2	0,804	0,3338	Valid
	X3.3	0,829	0,3338	Valid
	X3.4	0,712	0,3338	Valid
Employee Performance (Y)	Y1	0,829	0,3338	Valid
	Y2	0,796	0,3338	Valid
	Y3	0,900	0,3338	Valid
	Y4	0,667	0,3338	Valid

Source: SPSS Output 27 (data processed), 2023.

The validity test results show that all indicators of work discipline, work motivation, work environment and employee performance variables are declared valid because the r-value of each indicator is greater than the r table.

Reliability Test

Tabel 2. Reliability Test

Variable	*Cronbach Alpha*	Reliable Standards	Information
Work Discipline (X1)	0,938	0,60	Reliable
Work Motivation (X2)	0,848	0,60	Reliable
Work Environment (X3)	0,765	0,60	Reliable
Employee Performance (Y)	0,811	0,60	Reliable

Source: SPSS Output 27 (data processed), 2023.

The reliability test results show that the show work discipline, work motivation, work environment and employee performance are reliable as a variable measuring tool because Cronbac's alpha e of the variable is greater than 0.60.

Normality Test

Tabel 3. Normality Test

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One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		35
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	1.62826921
Most Extreme Differences	Absolute	.165
	Positive	.125
	Negative	-.165
Test Statistic		.165
Asymp. Sig. (2-tailed)[c]		.237
Monte Carlo Sig. (2-tailed)[d]	Sig.	.000
	99% Confidence Interval	Lower Bound	.000
		Upper Bound	.000

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

Source: SPSS Output 27 (data processed), 2023.

Based on the table Normality Test, it can be concluded that the Kolmogorov-Smirnov significance value is 0.237 > 0.05. So, the regression model in this study is normally distributed.

Multicollinearity Test

Table 4. Multicollinearity Test

Coefficients[a]

Model		Collinearity Statistics	
		Tolerance	VIF
1	DISIPLIN KERJA	.897	1.115
	MOTIVASI KERJA	.442	2.262
	LINGKUNGAN KERJA	.470	2.126

a. Dependent Variable: KINERJA

Source: SPSS Output 27 (data processed), 2023.

Based on the table of the multicollinearity test, all independent variables have a tolerance value greater than 0.10 and a VIF value smaller than 10, so it can be concluded that the regression model used does not have symptoms of multicollinearity.

Heteroscedasticity Test

Table 5. Heteroscedasticity Test

Coefficients

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Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	-1.235	5.048		-.245	.808
	DISIPLIN KERJA	.055	.197	.053	.281	.780
	MOTIVASI KERJA	-.046	.117	-.106	-.393	.697
	LINGKUNGAN KERJA	.105	.199	.138	.530	.600

a. Dependent Variable: ABSRES
Source: SPSS Output 27 (data processed), 2023.

Theteroscedasticity Test shows that all independent variables (work discipline, work motivation, and work environment) have a significance value of more than 0.05. So, it can be concluded that in this study, there was no heteroscedasticity.

Multiple Linear Regression Analysis Test

Tabel 6. Multiple Linear Regression Analysis Test

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	4.133	1.893		1.284	.009
	DISIPLIN KERJA	.333	.308	.163	2.081	.000
	MOTIVASI KERJA	.272	.183	.319	2.485	.012
	LINGKUNGAN KERJA	.539	.311	.361	1.734	.093

a. Dependent Variable: KINERJA
Source: SPSS Output 27 (data processed), 2023.

Based on the table above, the multiple linear regression equation used is:

$$Y = 0.163 X_1 + 0.319 X_2 + 0.361 X_3$$

The multiple linear regression equation can be explained as follows:

The coefficient value of the Work Discipline variable (X_1) is 0.163, which is positive, meaning that the better the work discipline (X_1), the more employee performance will increase.

The coefficient value of the Work Motivation variable (X_2) is 0.319, which is positive, which means that the more work motivation (X_2) increases, the more more employee performance will increase.

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The coefficient value of the Work Environment variable (X3) is 0.361, which is positive, which means that the better the Work Environment variable (X3), the more more employee performance will increase.

Partial Test (T-Test)

Tabel 7. Partial Test (T-Test)

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.133	1.893		1.284	.009
	DISIPLIN KERJA	.333	.308	.163	2.081	.000
	MOTIVASI KERJA	.272	.183	.319	2.485	.012b
	LINGKUNGAN KERJA	.539	.311	.361	1.734	.093

a. Dependent Variable: KINERJA

Source: SPSS Output 27 (data processed), 2023.

From the table above, the following results are obtained:

1. Test the work discipline hypothesis (X1) on employee performance

It is known that the results of t calculated for work discipline (2.081) > t table (2.039) and sig. $0.000 < 0.05$. So, H1 is accepted, meaning that the work discipline variable positively and significantly affects employee performance.

2. Test the work motivation hypothesis (X2) on employee performance

It is known that t calculated work motivation (2.485) > t table (2.039) and sig. $(0.012) < 0.05$. So, H2 is accepted, meaning that the work motivation variable positively and significantly affects employee performance.

3. Test the work environment hypothesis (X3) on employee performance

It is known that t calculated work environment (1.734) < t table (2.039) and sig. $(0.093) > 0.05$. So, H3 is rejected, meaning that work environment variables do not affect employee performance.

Simultaneous Test (F Test)

Tabel 8. Simultaneous Test (F Test)

ANOVAª

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	39.245	3	13.082	6.013	.002b

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Residual	67.441	31	2.176		
Total	106.686	34			

a. Dependent Variable: KINERJA

b. Predictors: (Constant), LINGKUNGAN KERJA, DISIPLIN KERJA , MOTIVASI KERJA

Source: SPSS Output 27 (data processed), 2023.

Based on Table 4.16 above, it can be seen that the calculated F value is 6.013 > F table value 2.883, and the significance value is 0.002 < 0.05. This shows that work discipline (X1), work motivation (X2), and work environment (X3) together (simultaneously) have a significant effect on employee performance (Y).

Determination Coefficient Test (R^2 Test)

Tabel 9. Determination Coefficient Test (R^2 Test)

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.607[a]	.368	.307	1.475

a. Predictors: (Constant), LINGKUNGAN KERJA, DISIPLIN KERJA ,
MOTIVASI KERJA

Source: SPSS Output 27 (data processed), 2023.

Based on the table of the Determination Coefficient Test (R^2 Test), the adjusted R Square value obtained is 0.307, which means that 30.7 percent of employee performance is influenced by the variables of work discipline, work motivation and work environment. Meanwhile, the remaining 69.3 percent of employee performance was influenced by other variables not examined in this research.

DISCUSSION

The Effect of Work Discipline on Employee Performance

Based on the results of the tests that have been carried out, the results obtained are t calculated for work discipline (2.081) > t table (2.039) and sig. 0.000 < 0.05. This means that the work discipline variable positively and significantly affects employee performance. This shows that good work discipline from employees can provide better performance, and vice versa; if the work discipline possessed by the employee decreases, then performance can also decrease. Disciplined employees tend to work more regularly and efficiently, increasing overall productivity. Apart from that, a high level of discipline also reflects a greater level of responsibility for the tasks and work

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carried out. Disciplined employees are usually consistent in their daily behavior and performance, creating the basis for achieving consistent performance over the long term. These results are by research from Abdul Hanafi and Zulkifli (2018), Jose Beno and Dody Nata Irawan (2019) (Daspar, 2020), (Yuningsih et al., 2021) and (Prawoto & Hasyim n.d. 2022) regarding the influence of discipline work on employee performance which states that the work discipline variable has a significant effect on employee performance.

The Influence of Work Motivation on Employee Performance

Based on the results of the tests that have been carried out, the results obtained are t calculated work motivation (2.485) > t table (2.039) and sig. (0.012) < 0.05. This means that the work motivation variable positively and significantly affects employee performance. This shows that good work motivation from employees can provide better performance, and vice versa; if the employee's work motivation decreases, then performance can also decrease. A high level of motivation can be an encouragement to increase employee productivity and dedication to their work. These results are by research from Abdul Hanafi and Zulkifli (2018), Jose Beno and Dody Nata Irawan (2019), (Yuningsih et al., 2021) and (Prawoto & Hasyim n.d. 2022) regarding the influence of work motivation on employee performance which states that the work motivation variable has a significant effect on employee performance.

The Influence of the Work Environment on Employee Performance

Based on the results of the tests that have been carried out, the results obtained are t calculated work environment (1.734) < t table (2.039) and sig. (0.093) > 0.05. This means that work environment variables do not affect employee performance. Work environmental factors, in this case, include the workplace building, spacious workspace, air ventilation, availability of places of worship, and employee transportation facilities; based on theory and understanding, the theories do not seem to have a significant influence on improving employee performance. Although various factors in the work environment can influence employee well-being and satisfaction, there are some situations where the work environment may not directly affect employee performance. First, individual differences may exist in how employees respond or react to the work environment. Some people may be better able to adjust to less-than-ideal situations,

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while others may be less affected by environmental factors. These results are by research from (Yuningsih et al., 2021), which states that work environment variables do not affect employee performance.

CONCLUSIONS

Based on research results, work discipline has a positive and significant effect on employee performance; work motivation has a positive and significant effect on employee performance, which means that if it is improved, employee performance will increase, and the work environment has no effect on employee performance. To improve employee performance, it is recommended to prioritize programs to strengthen work discipline and involve employees in training to increase awareness and discipline. Focus attention on increasing work motivation by identifying factors that can increase motivation. Optimizing the work environment and improving the quality of employee management can be achieved through attention to physical comfort, open communication, and fair management policies. In this research, there are still several research limitations, namely the variables studied are only work discipline, work motivation and work environment, which are still not enough to measure variables that can influence employee performance, and the data collection technique used in this research is only based on data collected through questionnaires. So, it is recommended that further research be conducted to add other variables such as employee training, work ethic, organizational culture, and work stress. It is recommended that further research include interviews in data collection so that the data collected through questionnaires can be strengthened.

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