

Does intrinsic motivation, physical work environment and discipline can enhance worker performance?

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Abstract: Human resources have an important role for the company, because human resources are a combination of knowledge, creativity and skills needed to move the company. An employee's performance is an important beginning for the company's performance. The purpose of this research are to to analyze how much the influence of intrinsic motivation, physical work environment and work discipline on employee performance on CV.BCD with 115 respondents. The type of data used in this study is primary data. Where primary data is data obtained directly from respondents. The results showed in partial testing intrinsic motivation, physical work environment and work discipline on employee performance. Between Intrinsic Motivation, Physical Work Environment and Work Discipline shows a positive and significant influence.

Keywords: Employee performance, intrinsic motivation, physical work environment, work discipline, human resources.

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I. Introduction

Human resources and organizations/companies are inseparable units. Human resources are one of the determinants of the success of an organization or company. Therefore, as a living asset that needs to be maintained and developed, employees must get special attention. Companies can run as expected if they have human resources that are oriented to the best results, increased profits, and company development. Companies need systematic, planned and efficient human resource management so that employees can contribute optimally in achieving company goals. Basically the goal of HR Management is to provide an effective workforce for the organization to achieve its stated goals. In the process of achieving this goal, the personnel management learns how to obtain, develop, utilize, evaluate and retain workers in the right number and type. Employees are social people who get rich for every company. They become planners, implementers, and controllers who always succeed actively in realizing company goals. Many research consider employee performance as the dependent variable (Butts et al., 2009; Chuang and Liao, 2010; Lukertina, 2018; Beltrán-Martín and Bou-Llusar, 2018).

Environment is everything that is outside the company but have an influence on the growth and development of the company (Surjosuseno, 2015). In general, the environment cannot be controlled by the company so the company had to adjust to the environment. By paying attention to a good working environment or create working conditions that can provide the motivation to work (Sofyan, 2013). Motivation is the force that activates behavior and goes directly to a destination than others. Luthans (2005) state the physiological deficiency that drives the behavior or the motivation to reach a goal or gain incentives.

Walker (2003) identified six ways of in which discipline matrix can contribute to the overall goals of police disciplinary systems: first, communicating the values of the agency; second, ensuring accountability by specifying minimum discipline; third, ensuring appropriate discipline; four, ensuring consistency in discipline; five, ensuring fairness in discipline; and six, ensuring accountability for command officers. According to Yunus (2014) state of the employee work discipline is a thing that shows employee attitudes and behavior towards work; this means that employees have a commitment to the rules that apply in the organization. Discipline formed in employees reflects responsibility in carrying out their duties and jobs so that they can increase enthusiasm and job satisfaction in achieving organizational goals. Table 1 shows fluctuations in employee discipline and high levels of employee non-compliance with working hour's regulations.

Table 1. Employee Attendance in 2013 - 2015

Year	Late	Home early	Absent
2013	173	148	57
2014	167	132	53
2015	194	163	68

Source: Company Data

Table 2. Sales Data of one product

Year	Sales target	Sales	%
2013	800.000/ctn	700.000	87,5
2014	1.000.000/ctn	900.000	90
2015	1.500.000/ctn	1.120.000	74,7

Source: Company Data

Table 2 shows that sales targets have not been achieved from year to year. Efforts to increase motivation in employees are carried out by giving overtime expenses to create a positive correlation between increasing targets and performance.

II. Literature Review

According to Robbins (2015), employee performance is a function of interact ability and motivation. In The positive attitude employee’s towards work, and everything facing in the work environment. (Nawawi, 2016). According to Sedarmayanti (2011), performance is the work of workers, a management process in an organization as a whole, which must be proven concretely and can be measured (compared to predetermined standards). According to Safiullah, (2015) motivation is an index of inner feeling in a certain way to the need of the individual that jobs must be designed to further employee’s performance and fulfillment Motivation has affect employee performance (Sriwidodo, 2010; Hidayat and Taufiq, 2013; Prahiawan and Simbolon, 2014; Mailisa, 2014; Suwarno, 2014; Riyanto et al., 2017). According to Djamarah (2006), intrinsic motivation is motives that become active or function without external stimulation because every individual has the urge to do something. Meanwhile Subari (2015), in his results showed no significant motivation directly affect performance. . The hypothesis (H₁) based on the statement is: Intrinsic motivation has a positive and significant effect on employee performance.

Sedarmayanti (2011) defined the physical work environment as a whole of tools, materials, environment, work methods, and individual or group work arrangements. Some research and study finding result that work environment have influence to employee performance (Hidayat and Taufiq, 2013; Mailisa, 2014; Prahiawan and Simbolon, 2014), while some result defined the physical work environment and the non-physical work environment also have affect to employee performance (Setyadi et al., 2015), and the other defined the physical work environment affect to employee performance (Pramana and Sudharma , 2013; Rahayu et al., 2013; Riyanto et al., 2017). Based on the statement, the hypothesis (H₂) is: The physical work environment has a positive and significant effect on employee performance.

According to Pacitti (2011) defined that work discipline is the behavior and acting in accordance with company’s rules, written or no. discipline is also someone consciousness and will to obey all the applicable laws and social norms. The results of some research (Hidayat and Taufiq, 2013; Pramana and Sudharma, 2013; Jeffrey and Ruliyanto, 2017) showed that work discipline has positive and significant effect on employee performance. Based on the statement, the hypothesis (H₃) of the research is: work discipline has a positive and significant effect on employee performance. The conceptual framework scheme from the description above is illustrated in Figure 1 below.

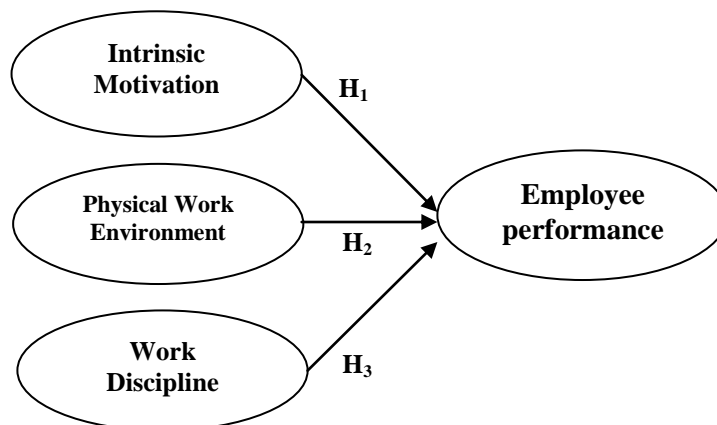


Figure 1. Conceptual framework

III. Method

The researcher used quantitative research methods and causal research designs. Causal research is a causal relationship where the independent variables affect the dependent variable (Sugiyono, 2013). Causal research aims to test the hypothesis about the effect of independent variables (Intrinsic motivation, Physical work environment and work discipline) on the dependent variable (Employee performance) on the organization. The populations in this study were 115 employees who worked at the organization and the sample are 115 respondents. Sampling was carried out using a non-probability sampling method with data saturation (census). All measurement of rated on 5-point Likert type scale ranging from 1 (strongly disagree) to 5 (strongly agree). The next step is to process the data to answer the problem statement. The data analyzed or processed using the SPSS for Windows.

IV. Result and Discussion

All of the variable items have validity score up to 0.6. Data collection is done with the technique of direct submitting from respondents and guiding respondents to fill out questionnaires. Score in determining the respondent's answer, using a Likert scale. After that, validity and reliability tests were carried out. According to Ghozali (2013), the validity test is used to measure the validity of the questionnaire. According to Sugiyono (2013), the questionnaire is said to be valid if the questions can reveal the things that will be measured by the questionnaire. A question is said to be valid if the correlation of each factor is positive and has a strong construct (> 0.3).

Table 3. Validity test result

Variable	Question	r Score	r Table	Result
Intrinsic Motivation	1	0,356	0,182	Valid
	2	0,339	0,182	Valid
	3	0,527	0,182	Valid
	4	0,516	0,182	Valid
	5	0,478	0,182	Valid
	6	0,453	0,182	Valid
	7	0,523	0,182	Valid
	8	0,325	0,182	Valid
Physical Work Environment	1	0,439	0,182	Valid
	2	0,592	0,182	Valid
	3	0,458	0,182	Valid
	4	0,467	0,182	Valid
	5	0,682	0,182	Valid
	6	0,732	0,182	Valid
	7	0,743	0,182	Valid
	8	0,548	0,182	Valid
Work Discipline	1	0,486	0,182	Valid
	2	0,628	0,182	Valid
	3	0,711	0,182	Valid
	4	0,681	0,182	Valid
	5	0,785	0,182	Valid
	6	0,738	0,182	Valid
	7	0,582	0,182	Valid
	8	0,507	0,182	Valid
Employee performance	1	0,459	0,182	Valid
	2	0,513	0,182	Valid
	3	0,707	0,182	Valid
	4	0,672	0,182	Valid
	5	0,723	0,182	Valid
	6	0,786	0,182	Valid
	7	0,728	0,182	Valid
	8	0,574	0,182	Valid

The validity test results above indicate that all indicators of all variables are valid and can be continued to the next test. Reliability is a term used to show the consistency of measurement results if the measuring instrument is used repeatedly. The measurement results are called reliable if the Cronbach's Alpha value is \geq 0.6.

Table 4. Reliability test result

Variable	Cronbach's Alpha	Cronbach's Alpha Standard	Description
Intrinsic Motivation	0,740	0,7	Reliable
Physical Work Environment	0,847	0,7	Reliable
Work Discipline	0,794	0,7	Reliable
Employee performance	0,876	0,7	Reliable

The results of the Reliability Test using the SPSS program show that the Cronbach's Alpha coefficient for all variables is > 0.6 where the Intrinsic Motivation variable is 0.740, the Physical Work Environment variable is 0.847, the Work Discipline variable is 0.794, and the Employee Performance variable is 0.876. The normality test aims to test the normality of the distribution of the independent variables in the regression model. The results of the normality test using Kolmogorov-Smirnov and SPSS version 25 are as follows:

Table 5. Normality test result
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		115
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	1.01409943
Most Extreme Differences	Absolute	.098
	Positive	.087
	Negative	-.098
Kolmogorov-Smirnov Z		1.054
Asymp. Sig. (2-tailed)		.217

a. Test distribution is Normal.
b. Calculated from data.

The multicollinearity test aims to test the correlation between independent variables in the regression model. A good regression model is shown by the absence of a correlation between independent variables.

Table 6. Multicollinearity test result
Coefficients^a

Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
Intrinsic_motivation	.469	2.134
Physical_work_environment	.513	1.950
Work_discipline	.435	2.297

Dependent Variable: Employee_performance

The heteroscedasticity test using the Glejser test aims to test the inequality of the variance from the residuals of one observation to another in the regression model.

Table 7. Glejser test result
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.115	.913		1.221	.225
Intrinsic_motivation	-.022	.038	-.081	-.591	.556
Physical_work_environment	-.036	.027	-.175	-1.334	.185
Work_discipline	.044	.032	.199	1.402	.164

a. Dependent Variable: ABS_RES

Multiple linear regression analysis is used to determine the effect of independent variables on the dependent variable. This study used multiple regression analysis in the statistical analysis.

Table 8. Multiple Linear Regression Test result

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	.288	1.255		.229	.819
Intrinsic_motivation	.175	.052	.149	3.377	.001
Physical_work_environment	.189	.037	.219	5.179	.000
Work_discipline	.638	.043	.673	14.679	.000

This coefficient of determination is used to know how much influence the independent variable has on the dependent variable. The coefficient of determination values obtained from the adjusted R square are as follows:

Table 9. R² test result

Model Summary^b

Model	R	R Square
1	.948 ^a	.898

a. Predictors: (Constant), Work_discipline, Physical_work_environment, Intrinsic_motivation

b. Dependent Variable: Employee_performance

The table above shows the results of the coefficient of determination (adjusted R2) of 0.898 or 89.8%. It shows that the influence of the performance of the contribution of intrinsic motivation, physical work environment, and work discipline to performance is 89.8% while the remaining 10.2% is influenced by other factors not examined in this study.

A simultaneous significance test or F test is used to determine the significance of the results of the regression analysis. The significance value is 0.05. If the probability or significance is greater than 0.05 then Ho is accepted or Ha is rejected. On the other hand, if the probability or the significance is less than 0.05 then Ho is rejected and Ha is accepted.

Table 10. F test result

ANOVA^b

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1035.424	3	345.141	326.779	.000 ^a
	Residual	117.237	111	1.056		
	Total	1152.661	114			

a. Predictors: (Constant), work_discipline, physical_work_environment, intrinsic_motivation

b. Dependent Variable: Employee_performance

The table above shows that the value of the F-count (326,779) is greater than the F-table (2.73) with a significance of 0,000 or less than 0.05 (Ho is rejected). It can be concluded that intrinsic motivation, physical work environment, and work discipline have positive and significant effects on employee performance.

T-tests are used to show the effect of each independent variable individually on the variation of the dependent variable. Decision making can be done by looking at the probability. If the probability or significance is > 0.05 then Ho is accepted and Ha is rejected, and vice versa. Here are the results of the test:

Table 11. T-test result

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.288	1.255		.229	.819
	Intrinsic_motivation	.175	.052	.149	3.377	.001
	Physical_work_environment	.189	.037	.219	5.179	.000
	Work_discipline	.638	.043	.673	14.679	.000

V. Conclusion

The T-Test result for the effect of intrinsic motivation on employee performance is 3,377 with a significance value of 0.001 (<0.05). It can be concluded that the intrinsic motivation has a positive and significant effect on employee performance. This is in line with the results of research by Djamarah (2006). Motivation must be given objectively, and the company must also be willing to accept input from employees and vice versa.

The T-Test result for the influence of the physical work environment on employee performance is 5,179 with a significance value of 0,000 (less than 0.05). It can be concluded that the physical work environment has a positive and significant effect on employee performance. This is in line with the results of

research by Pramana and Sudharma (2013); Rahayu et al.(2013); Riyanto et al.(2017). Companies need to improve the condition of the physical work environment because good working environment conditions can improve employee performance.

The T-Test result for the influence of work discipline on employee performance is 14,679 with a significance value of 0,000 (less than 0.05). It can be concluded that the work discipline has a positive and significant effect on employee performance. This is in line with the results of research by Hidayat and Taufiq (2013); Pramana and Sudharma (2013); Rahman (2014); Jeffrey and Ruliyanto (2017). The company must maintain work discipline through existing regulations. Good work discipline can improve employee performance.

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