



Received: December 07, 2022

Revised: March 22, 2023

Accepted: April 30, 2023

*Corresponding author: Cherly Elisabeth,
Faculty of Economic and Business,
Universitas Atmajaya, Makassar, Indonesia
E-mail: cherlysiegers@gmail.com

DESCRIPTIVE OF QUANTITATIVE DATA | SUPPLEMENTARY

The Influence of Motivation, Discipline, and Work Environment on Employee Performance

Cherly Elisabeth*

¹ Faculty of Economics and Business, Universitas Atmajaya, Makassar, Indonesia.

Email: cherlysiegers@gmail.com

Abstract: This research aimed to know and analyzed the influence of positive motivation, discipline, and job environment variables on performance by an employee on the Secretariat of General Election Commission East Luwu Regency and to know and analyzed the dominant variable toward performance by an employee on Secretariat of General Election Commission East Luwu Regency. This research used descriptive and quantitative approaches. Total respondents of research namely all employees of the Secretariat of General Election Commission East Luwu Regency amount to 35 respondents. The method of gathering data which used namely observation, interview, questionnaire, and documentation. The result analyzed from the F-test obtained count > F-table, so from the result it can to conclusion that simultaneously the motivation, discipline, and job environment variables influenced the performance of an employee on Secretariat of General Election Commission East Luwu Regency. From the result of the F-test and coefficient, the correlation can know also that the motivation, discipline, and job environment toward performance amount to 65,6% which means 34,4% influenced by another variable which was not observed in this research. The result of research from t-test obtained of t-count from each independent variable > t-table, with this can to conclusion that all the independent variables partially influenced toward performance by the employee on Secretariat of General Election Commission East Luwu Regency. Through the result of the coefficient, a regression can know that the dominant variable which influenced performance namely discipline.

Keywords: Motivation, Discipline, Job Environment, Performance

1. Introduction

The Secretariat of the General Election Commission (KPU) of East Luwu Regency is a government organization whose main task is to organize general elections at the national and regional levels. In addition, the East Luwu Regency KPU also carried out administrative processes and documented the holding of general elections at all levels. The complexity of the scope of work of the East Luwu Regency KPU Secretariat and the high external dynamics during the holding of general elections requires a good and effective management process to ensure that all the scope of tasks referred to can run smoothly. Human resources have an important role both individually and in groups, and human resources are one of the main drivers for the smooth running of an agency's activities, both government and private institutions are determined by the existence of human resources. For this reason, it is necessary to pay attention to and regulate the existence of its employees to improve good performance. (Donbesuur et al., 2020) The success of an agency is strongly influenced by the performance of individual employees. Every agency will always try to improve employee performance, with the hope that the goals will be achieved. One of the ways taken in improving the performance of its employees, for example by providing motivation, discipline, and creating a conducive work environment (Spivack & Woodside, 2019).

The success or failure of an employee at work will be known when implementing a performance appraisal system. Performance is the result of work that can be achieved by a person or group of people in an organization, by the authority and responsibility of each to achieve the goals of the organization



concerned legally, not violating the law, and by morals and ethics. Based on the average score of the DP3 value at the General Election Commission (KPU) Secretariat of East Luwu Regency, it still needs to be improved because one that can affect employee performance improvement is the evaluation of work performance (Nirino et al., 2021). After all, a good DP3 value is one of the requirements for promotion or class. (Stremersch et al., 2022) Employee performance is influenced by several factors both related to the workforce itself and those related to the agency environment. The performance of an employee needs to be considered because the success of a boss depends on the performance of employees who are under him. Therefore, employees should be rewarded according to their performance. Motivation can be a driving force for someone to carry out an activity to get the best results. Therefore, it is not surprising that employees who have high work motivation usually have high performance as well. For this reason, employee motivation needs to be raised and improved so that employees can produce the best performance. (Feng, 2023) Motivation is a potential force that exists within a human being, which can be self-developed or developed by several external forces whose essence revolves around material and non-material, which can affect the results of performance positively or negatively, which depends on the situation and conditions faced by the person concerned.

An employee's motivation to work is usually a complicated matter because it involves both individual and organizational factors. The motivation of employees will be different, according to the level of education and economic conditions (Luo et al., 2023). For people who are more educated and more economically independent, the sources of motivation are also different, not solely determined by traditional means of motivation, such as formal authority and incentives, but also influenced by factors other needs. (Huang et al., 2022) stated that the results of research on motivation consisting of physiological needs, safety needs and job security, social needs, esteem needs, and self-actualization are proven to affect employee performance improvement. Strengthened based on research that has been put forward by several experts, it can be stated that there is a positive influence between motivation and employee performance, meaning that if employees are motivated to work because of the fulfillment of various needs, both basic needs, and complementary needs, employee performance both in terms of quality and quantity will also increase. (Luo et al., 2023). The phenomenon that occurs at the Secretariat of the General Election Commission (KPU) of East Luwu Regency is lacking motivation regarding the need for guarantees of a sense of security, atmosphere, and conditions of work risk, rewards for work done have not been properly applied to awards received by employees, making it difficult for employees to understand the assessment work that has been done as well as actualization needs also receive less attention. In addition to motivation, it would be better if employees were disciplined at work. Because without discipline, all activities that will be carried out will bring unsatisfactory results and are not in line with expectations (Lilian, 2022). This can result in a lack of achievement of agency goals and objectives and can also hinder the running of programs that are made. Because of that the work discipline factor has an influence and an important role in improving employee performance (Kok et al., 2022). When viewed in real terms, the disciplinary factor plays a very important role in carrying out the daily tasks of employees.

An employee who has a high level of discipline will continue to work well even without being supervised by a superior. A disciplined employee will not steal work time to do other things that have nothing to do with work. Likewise, employees who have discipline will obey the rules in the work environment with high awareness without any sense of coercion. In the end, employees who have high work discipline will have good performance when compared to employees who are lazy because working time is used as well as possible to carry out work by predetermined targets. (Tang, 2021) Discipline is a starting point for all success to achieve the goals of an agency. The application of discipline aims so that all employees in the agency are willing to voluntarily obey and comply with every applicable order without any coercion. Good work discipline can be seen from the high awareness of its employees in obeying and complying with all applicable rules and regulations, the great sense of responsibility for their respective duties, and increasing the efficiency and performance of its employees. According to (Chen et al., 2021), that discipline is related to compliance, obedience, and loyalty of an employee to the provisions, regulations, or norms that apply. So the intended



discipline includes the attitude of an employee to always obey and comply with applicable regulations and be loyal and obedient to the state and government.

(Clayback & Hemmeter, 2021) The discipline itself is divided into two types, namely preventive discipline, and corrective discipline. Preventive discipline is an action that seeks to encourage employees to fulfill and comply with existing rules because of their awareness, in other words, it is more aimed at preventing employees from making mistakes and violations. While corrective discipline is an action in the form of giving sanctions to employees or in other words it is more aimed at preventing employees from repeating the mistakes that have been made. Employees who lack discipline will find it difficult to increase productivity and it will be impossible to realize the goals set previously. The phenomenon that occurs at the Secretariat of the General Election Commission (KPU) of East Luwu Regency is that there are still many employees who are present at the office who are often late or absent without explanation, go home earlier than the set working hours, so that the expected performance achievement is not maximized. Therefore, a good leader must try to make his subordinates have good discipline.

In addition to the above factors, the work environment is very influential on employee performance. The royal environment in question is both the internal environment and the external environment. The internal conditions referred to usually originate from within the work environment of the employee concerned such as office facilities and infrastructure, and the availability of work equipment both needed for administrative purposes and to complete work in the field (Evanoff et al., 2022). In addition, harmonious relationships between fellow employees and leaders also help to create conditions for a conducive and good work environment so that the employee concerned feels more comfortable at work, and vice versa if the relationship is not harmonious it will cause a lack of enthusiasm at work. According to (Oukil et al., 2022), the work environment plays an important role in the context of carrying out everyday employee tasks. A pleasant work environment will result in better work performance. The intended work environment is the condition of the place (workspace), room ventilation, lighting, and other supporting facilities. The phenomenon that occurs at the Secretariat of the General Election Commission (KPU) of East Luwu Regency is inadequate office facilities and infrastructure including official vehicles so that employees have difficulty completing the tasks that have been given which will ultimately affect employee performance. Miscommunication between employees and mutual discrimination. Considering some of the above descriptions, it is very interesting to carry out research and studies with the title Effects of motivation, discipline, and work environment on employee performance at the Secretariat of the General Election Commission (KPU) of East Luwu Regency. Thus, the purpose of this study is to address several research questions including:

1. Does motivation, discipline, and work environment have a positive and significant effect on employee performance at the Secretariat of the General Election Commission (KPU) of East Luwu Regency?
2. Which variable has the dominant influence on employee performance at the General Election Commission (KPU) Secretariat of East Luwu Regency?

2. Research Design and Method

Research

Approach The research approach used is a descriptive approach and a quantitative approach. The descriptive approach explains in detail the influence of discipline motivation and the work environment on the performance of the employees of the General Election Commission (KPU) Secretariat of East Luwu Regency. This approach is the approach used to present frequency and percentage data as well as multiple linear regression.



Time and Location of Research

Quantitative KPI Secretariat of East Luwu Regency, making it easier in the data collection process as well as more efficient allocation of time and costs during the research process. The duration of time used in this study was 3 (three) months, starting from June to August 2014.

Data Collection Method

1. Observation

Observation is a data collection technique based on direct observation of the influence of motivation, discipline, and work environment on employee performance at the Secretariat of the Regional General Election Commission of East Luwu Regency.

2. Interview

The interview is a data collection technique that is carried out directly as an attempt to collect information by asking several questions verbally to be answered verbally as well, as a form of in-depth exploration of the information required from the respondent.

3. Questionnaire

The questionnaire is a tool to obtain data that contains questions or statements in writing and answers in writing by respondents about the variables studied. The measurement scale used is the Likert scale.

4. Documentation

This method is carried out by looking at existing official documents to provide an overview of the respondents and is used as support for discussing research results.

Types and Sources of Data

1. Types

Qualitative data types are needed to explain various things narratively about the data presented. While the type of quantitative data to calculate the results of processing statistical data by its interpretation.

2. Data Source

a). Primary data, namely data obtained through direct research on the object under study. The data was obtained through interviews and observation methods from respondents, b) Secondary data, namely data obtained from various sources, including from documentation/writing and information from parties related to the study being studied.

Population and Sample

The population is the total number of characteristics that will become the object of research. The population of this study was all employees at the Regional General Election Commission Secretariat of East Luwu Regency, consisting of 35 people. The sample is part of the population or part of the number and characteristics of the population. The size of the population is very limited, so the number of samples is the same as the number of the population, so this study uses the census method, namely determining the sample equal to the total population. So, the respondents in this study were as many as 35 people.

Method of Analysis

Descriptive analysis of the influence of motivation, discipline, and work environment on employee performance at the General Election Commission Secretariat of East Luwu Regency. Multiple linear regression analysis methods with the formula: (Sugiyono, 2008:277)

$$Y = b_0 + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Information:

Y = Employee Performance

X1 = Motivation



- X2 = Discipline
 X3 = Work Environment
 b1-3 = Regression coefficient
 b0 = Constant
 e = Standard error

Furthermore, to determine the effect and significant level = 0.05 or 5% were tested using the F-test and t-test through the SPSS 16.00 computer program.

Operational Definition and Measurement

1. Employee performance is the process of completing work up to the results of work produced by employees. The indicators are quality of work, the quantity of work, effectiveness, efficiency, and initiative. Weighting measurements using a Likert Scale: Strongly disagree = 1, disagree = 2, quite agree = 3, agree = 4, strongly agree = 5
2. Motivation is the attitude and behavior shown by employees in working based on encouragement or support from within and outside themselves employees to achieve goals (Subramaniam et al., 2022). The assessment indicators are physiological needs, safety and security needs, social needs, esteem needs, and self-actualization needs. Weighting measurements using a Likert Scale: Strongly disagree = 1, disagree = 2, quite agree = 3, agree = 4, strongly agree = 5
3. (Dyer et al., 2021) Discipline is the attitude of an employee to always obey and comply with applicable regulations and be loyal and obedient in completing tasks that are given. The assessment indicators are compliance, adherence, and loyalty to the provisions, regulations, and norms that apply. Weighting measurements using a Likert Scale Strongly disagree = 1, disagree = 2, moderately agree = 3, agree = 4, strongly agree = 5
4. The work environment is the daily environment where employees carry out or complete their work. As indicators are the comfort of the workplace, relationships with co-workers, relationships with superiors, available equipment, and safety in the work environment. Weighting measurements using a Likert Scale (Donley, 2021). Strongly disagree = 1, disagree = 2, moderately agree = 3, agree = 4, strongly agree = 5

3. Research Results and Discussion

Table 1. Frequency and Percentage of Respondents by Gender

Sex	Frequency (people)	Percentage
Male-male	16	45.7
Female	19	54.3
Total	35	100

Table 2: Frequency and Percentage of Respondents by Age

Age (Years)	Frequency (Person)	Percentage (%)
25 – 29	12	34.3
30 – 34	14	40.0
35 – 39	6	17.1
40 – 44	2	5.7
45 – 49	1	2.9
Total	35	100

Table 3. Frequency and Percentage of Respondents by Education

Level of Education	Frequency (Person)	Percentage (%)
High School	18	51.4
Undergraduate (S1)	16	45.7
(S2)	1	2.9
Total	35	100

Table 5: Frequency and Percentage of Respondents' Responses Regarding Employee Performance

Items		Strongly Agree	Agree	Fairly Agree	Less Agree	Strongly Disagree	Total	Mean
		5	4	3	2	1		
P1Y	F	14	21	0	0	0	154	4.40
	%	40.0	60.0	0.0	0.0	0.0		
P2Y	F	10	25	0	0	0	150	4.29
	%	28.6	71.4	0.0	0.0	0.0		
P3Y	F	14	20	1	0	0	153	4.37
	%	40.0	57.1	2.9	0.0	0.0 0.0		
P4Y	F	14	12	7	2	0	143	4.09
	%	40.0	34.3	20.0	5.7	0.0		
P5Y	F	11	24	0	0	0	151	4.31
	%	31.4	68.6	0.0	0.0	0.0		
Average = 4.29								

Table 6: Frequency and Percentage of Respondents' Responses Regarding Motivation

Item		Strongly Agree	Agree	Fairly Agree	Less Agree	Strongly Disagree	Total	Mean
		5	4	3	2	1		
P1X1	F	14	12	7	2	0	143	4.08
	%	40.0	34.3	20.0	5.7	0.0		
P2X1	F	13	13	6	3	0	141	4.03
	%	37.1	37.1	17.1	8.6	0.0		
P3X1	F	14	12	8	1	0	144	4.11
	%	40.0	34.3	22.9	2.9	0.0		
P4x1	F	7	15	5	8	0	126	3.60
	%	20.0	42.9	14.3	22.9	0.0		
P5x1	F	22	10	3	0	0	149	4.26
	%	62.9	28.6	8.6	0.0	0.0		
Average = 4.016								

Table 7: Frequency and Percentage of Respondents' Responses Regarding Discipline

Items		Strongly Agree	Agree	Fairly Agree	Less Agree	Strongly Disagree	Total	Mean
		5	4	3	2	1		
P1X2	F						160	4.57
	%	62.9	31.4	5.7	0.0	0.0		
P2X2	F	16	16	3	0	0	153	4.37
	%	45.7	45.7	8.6	0.0	0.0		
P3X2	F	16	14	5	0	0	151	4.31
	%	45.7	40.0	14.3	0.0	0.0		



Items		Strongly Agree	Agree	Fairly Agree	Less Agree	Strongly Disagree	Total	Mean
		5	4	3	2	1		
P4x2	F	6	12	4	0	%	134	3.82
	P5X2	17.1	37.1	34.3	11.4	0.0		
0.0	F	16	12	7	0	0	161	4.60
	%	45.7	34.3	20.0	0.0	0.0		
Average = 4.334								

Table 8: Frequency and Percentage of Respondents' Responses Regarding Work Environment

Items		Strongly Agree	Agree	Fairly Agree	Less Agree	Strongly Disagree	Total	Mean
		5	4	3	2	1		
P1X3	F	12	5	8	10	0	124	3.54
	%	34.3	14.3	22.9	28.6	0.0		
P2X3	F	7	10	10	8	0	121	3.46
	%	20.0	28.6	28.6	22.9	0.0		
P3X3	F	9	10	12	4	0	129	3.69
	%	25.7	28.6	34.3	11.4	0.0		
P4x3	F	7	13	0	6	—	126	3.60
	%	20.0	37.1	25.7	17.1	0.0		
P5X3	F	15	11	8	1	0	145	4.14
	%	42.9	31.4	22.9	2.9	0.0		
Mean = 3.69								

Table 9: Effects of Motivation, Discipline, and Work Environment Simultaneously

Dependent Variable	Independent	Variable	R	R2	F-calculate	Sig
Performance Employee (Y)		Motivation Discipline Work Environment	0.810	0.656	19.740	0.000

Table 10: Influence of Motivation, Discipline, and Work Environment

Independent Variable	Coefficient B	Standardized Coefficient Beta	t-count	t-table	P Sig
Constant	0.894 1.894		2.572		0.068
Motivation	0.220	0.276	2.030	Partially	0.015
Discipline	0.432	0.584	5.348	2.030	0.000
Work Environment	0.192	0.302	2.794	2.030	0.009
t – count > t – table					

References

- Chen, L. L., Mirpuri, S., Rao, N., & Law, N. (2021). Conceptualization and measurement of digital citizenship across disciplines. *Educational Research Review*, 33, 100379.
<https://doi.org/10.1016/j.edurev.2021.100379>
- Clayback, K. A., & Hemmeter, M. L. (2021). Exclusionary discipline practices in early childhood settings: A survey of child care directors. *Early Childhood Research Quarterly*, 55, 129–136.



- <https://doi.org/https://doi.org/10.1016/j.ecresq.2020.11.002>
- Donbesuur, F., Ampong, G. O. A., Owusu-Yirenkyi, D., & Chu, I. (2020). Technological innovation, organizational innovation and international performance of SMEs: The moderating role of domestic institutional environment. *Technological Forecasting and Social Change*, 161, 120252. <https://doi.org/https://doi.org/10.1016/j.techfore.2020.120252>
- Donley, J. (2021). The Impact of Work Environment on Job Satisfaction: Pre-COVID Research to Inform the Future. *Nurse Leader*, 19(6), 585–589. <https://doi.org/https://doi.org/10.1016/j.mnl.2021.08.009>
- Dyer, L., Power, J., Steen, A., Wallis, L., & Davison, A. (2021). Uncertainty and disciplinary difference: Mapping attitudes towards uncertainty across discipline boundaries. *Design Studies*, 77, 101055. <https://doi.org/https://doi.org/10.1016/j.destud.2021.101055>
- Evanoff, B., Fadel, M., Sembajwe, G., & Descatha, A. (2022). T90. Job Exposure Matrices: A Useful Tool To Assess Work Environment Exposures Relevant To Psychiatric Diseases Across The Lifespan. *European Neuropsychopharmacology*, 63, e216–e217. <https://doi.org/https://doi.org/10.1016/j.euroneuro.2022.07.388>
- Feng, Y. (2023). Do listed companies fulfill their public commitments? Evidence from the stake-raising commitments of Chinese companies. *Pacific-Basin Finance Journal*, 77, 101893. <https://doi.org/https://doi.org/10.1016/j.pacfin.2022.101893>
- Huang, T.-L., Wu, C.-N., Chang, M.-H., Liao, G.-Y., & Teng, C.-I. (2022). From skill growth expectancy to online game commitment. *Computers in Human Behavior*, 137, 107422. <https://doi.org/https://doi.org/10.1016/j.chb.2022.107422>
- Kok, C., Müller, C., Ongena, S., & Pancaro, C. (2022). The disciplining effect of supervisory scrutiny in the EU-wide stress test. *Journal of Financial Intermediation*, 101015. <https://doi.org/https://doi.org/10.1016/j.jfi.2022.101015>
- Lilian, A. (2022). Motivational beliefs, an important contrivance in elevating digital literacy among university students. *Heliyon*, 8(12), e11913. <https://doi.org/https://doi.org/10.1016/j.heliyon.2022.e11913>
- Luo, T., Rüschenpöhler, L., & Wang, J. (2023). Student motivation in STEM: factors related to and measurement of STEM motivation (R. J. Tierney, F. Rizvi, & K. B. T.-I. E. of E. (Fourth E. Erkican (reds); bl 401–408). Elsevier. <https://doi.org/https://doi.org/10.1016/B978-0-12-818630-5.13067-2>
- Nirino, N., Santoro, G., Miglietta, N., & Quaglia, R. (2021). Corporate controversies and company's financial performance: Exploring the moderating role of ESG practices. *Technological Forecasting and Social Change*, 162, 120341. <https://doi.org/https://doi.org/10.1016/j.techfore.2020.120341>
- Oukil, A., El-Bouri, A., & Emrouznejad, A. (2022). Energy-aware job scheduling in a multi-objective production environment – An integrated DEA-OWA model. *Computers & Industrial Engineering*, 168, 108065. <https://doi.org/https://doi.org/10.1016/j.cie.2022.108065>
- Spivack, A. J., & Woodside, A. G. (2019). Applying complexity theory for modeling human resource outcomes: Antecedent configurations indicating perceived location autonomy and work environment choice. *Journal of Business Research*, 102, 109–119. <https://doi.org/https://doi.org/10.1016/j.jbusres.2019.05.006>
- Stremersch, S., Camacho, N., Keko, E., & Wuyts, S. (2022). Grassroots innovation success: The role of self-determination and leadership style. *International Journal of Research in Marketing*, 39(2), 396–414. <https://doi.org/https://doi.org/10.1016/j.ijresmar.2021.10.003>
- Subramaniam, C., Johari, J., Mashi, M. S., & Mohamad, R. (2022). The influence of safety leadership on nurses' safety behavior: The mediating role of safety knowledge and motivation. *Journal of Safety Research*. <https://doi.org/https://doi.org/10.1016/j.jsr.2022.10.013>
- Tang, J. (2021). CEO self-discipline in power use: A key moderator for the effect of CEO power. *European Management Journal*, 39(5), 633–644. <https://doi.org/https://doi.org/10.1016/j.emj.2021.01.007>