



Reserach Article

DETERMINANTS OF EMPLOYEES PERFORMANCE ANALYSIS

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ABSTRACT

The purpose of this study was to determine the management of human resources that occurred at the Directorate General of Chemical, Textile and Multifarious Industries of the Ministry of Industry by examining the influence of motivation, discipline and work environment on the performance of employees at the Ministry of Industry Directorate General of Chemical, Textile and Multifarious Industry 146 employees, will be taken 30 respondents for instrument test, but by using sampling techniques to be 105 employees at the Directorate General of Chemical, Textile and Multifarious Industries of the Ministry of Industry selected by propotionate random sampling method. Data were collected using a questionnaire, and processed using SPSS 23. The resultsof analysis showed that motivation had a significant effect on employee performance, discipline had an effect on employee performance, and the work environment had a significant effect on employee performance. The implication of this research is that discipline and work environment variables need to be increased in order to increase motivation while motivation variables need to be maintained in order to improve the performance of the employees of the Directorate General of Chemical, Textile and Multifarious Industries of the Ministry of Industry.

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INTRODUCTION

In the face of the era of globalization, the lively efforts to improve human resources, there are various cases and issues that indicate symptoms of decreased performance. Abuse of office, decreased motivation, work discipline and various irregularities in the work environment which causes the recruitment process of civil servants (PNS) that are not objective, career paths are not transparent, mushrooming of corruption and collusion, so that normatively considered improper behavior, this sticks to the surface through news from various mass media as a material for public consumption. Even though the symptoms have not become a national issue and may be more appropriately seen as a case, but if it is not addressed immediately it will become an obstacle in improving work performance. Furthermore, the parties involved in implementing productivity must be able to prevent the "virus" from spreading more widely and should be abolished as soon as possible. The reseach problem is influence of motivation, discipline and work environment towardemployeeperformance of the Directorate General of Chemical, Textile and Multifarious Industries of the Ministry of Industry.

Theoretical Vackground

Employee Performance

Hasibuan (2012: 105), states that performance is a result of work achieved by a person in carrying out tasks that are charged to him based on skills, experience, and ability and time. So performance is the result achieved after the employee does the work. This job or task has been determined in advance in a specific job description.

Based on the description above it can be synthesized that Performance in this study is the real behavior displayed by employees as an achievement produced in accordance with the main duties and functions of each employee.

The dimensions and indicators are as follows:

Dimensions of work quality with the following indicators:

- a. Careful in carrying out the work
- b. Work hard according to ability

Dimensions of work quantity with the following indicators:

- a. Complete assignment according to SOP
- b. Number of evaluations in one month through SKP

Dimensions of responsibility with the following indicators:

- a. Able to complete each assignment and be disappointed if it fails
- b. Able to develop insights and ideas

Cooperation Dimensions with the following indicators:

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- a. Productive in working as a team and establishing good communication
- b. Able to support each other's colleagues

Initiative dimensions with the following indicators:

- a. Creativity in work.
- b. Have innovative ideas.

Motivation

According Siagian (2012: 138) argues that motivation is a driving force that causes a member of the organization to be willing and willing to mobilize abilities in the form of expertise or skills, energy and time to carry out various activities which are their responsibilities and fulfill their obligations, in order to achieve goals and various predetermined organizational goals.

Maslow's theory in Hasibuan (2012: 287) explains that in every human being consists of five needs, namely physiological needs, sense of security, social, awareness, and self-actualization. The explanation is;

- Self-actualization
- Self-esteem
- Social Ownership
- Sense of security
- Physiological Needs

It can be synthesized that Motivation is a combination of human strengths that can maintain, move, encourage and direct human behavior which is influenced by certain expectations and goals that have been planned.

The dimensions and indicators are as follows:

Dimensions of Physiological Needs with the following indicators:

1. Salary;
2. Allowances;
3. Facilities.

Dimensions The need for security with the following indicators:

1. Health and work security guarantees

Dimensions of Social needs with the following indicators:

1. A good working relationship;
2. Work participation, efforts to be appreciated by others.

Dimensions of Needs Award with indicators as follows:

1. Award for work performance and length of service;
2. Promotion of position.

Self-actualization needs dimension with the following indicators:

Work challenges

1. The opportunity to develop knowledge and expertise.

Discipline

Hasibuan (2012: 193) argues that: "Discipline is the awareness and willingness of a person to obey all organizational rules and prevailing social norms. Discipline according to Handoko (2003: 208) is the activity of management to implement organizational standards. Whereas according to Mathis

Jackson (2006: 314) discipline is an application of behavior modification for problematic employees or unproductive employees. (An application of behavior modification for problematic employees or unproductive employees).

Based on the definitions and studies above, it can be synthesized that Discipline is the attitude and behavior of employees who are obedient and orderly to the rules set out in the main duties and functions.

The dimensions and indicators are as follows:

Dimensions of Work Discipline Objectives with the following indicators:

1. In accordance with the applicable regulations;
2. Complete work objectives;
3. Develop abilities.

Dimensions of Supporting Factors for Work Discipline with the following indicators:

1. Exemplary leadership;
2. Reply to services;
3. Justice;
4. Organizational relations.

Dimensions of the Determining Factors of Work Discipline with the following indicators:

1. Adhering supervision;
2. Penalties;
3. Firmness.

Work Environment

Understanding the work environment according to Armstrong (Hadari, 2006: 75), the work environment consist of the system of work, the design of jobs, working conditions, and the ways in which people are treated by their managers and co-workers (Environment work consists of a work system, job design, working conditions, and the way people are treated at work by their managers and coworkers).

Nitisemito (2002: 109) also stated another understanding that "The work environment is everything that exists around the worker and that can affect him in carrying out the tasks charged by the work unit".

Meanwhile, according to Sedarmayanti (2001: 1) "The work environment is the whole tool and material equipment faced, the surrounding environment in which a person works, the method of work, and the work arrangements both as individuals and as a group".

By paying attention to the theory of the work environment above, a synthesis can be taken that the work environment is the environment or area where employees work in the form of a work environment in the form of physical infrastructure (material) and non-physical environment with regard to social relations and communication between employees in a work organization.

The dimensions for the work environment are as follows:

1. Dimensions of the Physical Environment with the following indicators:
 - a. Lighting / light at work
 - b. Temperature / air temperature at work
 - c. Air circulation at work

- d. Color / layout in the workplace
 - e. Cleanliness and tidiness of workspace
2. Non-Physical Environment Dimensions with the following indicators:
- 1. Social environmental factors
 - 2. Social status factor
 - 3. Factor of work relationship within the company
 - 4. Information system factors
 - 5. Psychological factors

Hypothesis

- 1. **H₁**: There is an effect of Motivation on Employee Performance at the Directorate General of Chemical, Textile and Multifarious Industries of the Ministry of Industry).
- 2. **H₂**: There is a Discipline effect on Employee Performance at the Directorate General of Chemical, Textile and Multifarious Industries of the Ministry of Industry).
- 3. **H₃**: There is influence of Work environment on Employee Performance of the Directorate General of Chemical, Textile and Multifarious Industries of the Ministry of Industry).
- 4. **H₄**: There is the influence of Motivation, Discipline and Work environment together on Employee Performance at the Directorate General of Chemical, Textile and Multifarious Industries of the Ministry of Industry

METHODOLOGY

The research method is basically a scientific way to get data with specific purposes and uses Sugiyono, (2012: 3). In this study there were 3 (three) types of variables namely independent variable (X) and dependent variable (Y). Motivation, discipline and work environment are categorized as independent variables, while those categorized as dependent variables are performance.

Table 1 Research Characteristics

No.	Research Characteristics	Type
1	Based on the method	Quantitative
2	Based on goals	Descriptive and causal
3	Based on the time	Cross-Section

Population is all elements or individuals to be studied. The population in this study were employees of the Directorate General of Chemical, Textile and Multifarious Industries, Ministry of Industry in South Jakarta, a total of 146 employees, then the sample taken in this study were 105 respondents, using the *Slovin formula* according to Hussein Umar (2004: 78)

RESULT

Dual Regression Significance Test

Motivation (X1), Discipline (X2), Work environment (X3) variables with Employee Performance (Y)

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	1357.794	3	452.598	34.928	.000 ^b
Residual	958.885	103	12.958		
Total	2316.679	104			

a. Dependent Variable: Employee Performance
 b. Predictors: (Constant), Work Environment, Discipline, Motivation

From the table above shows the significant influence between Motivation, Discipline, and Work environment on employee performance, this is indicated by the value of FTest = 34.928, this value is greater than the Ftable value of 1.76, as well as a significance value of 0.000 smaller from $\alpha = 0.1$, the result is significant so H_0 is rejected. This shows that there is a significant or statistically significant effect between Motivation (X1), Discipline (X2), and Work environment (X3) together on Employee Performance (Y).

Based on the results of the research Test of statistical hypotheses that have been done then the following results are obtained:

First hypothesis: $\beta \neq 0$ ("There is an effect of Motivation on Employee Performance at the Directorate General of Chemical, Textile and Multifarious Industries of the Ministry of Industry).

From the results of the hypothesis test, it can be seen that the correlation between Motivation (X1) and Employee Performance (Y) variables is positive / unidirectional and the level is categorized as strong enough. Judging from r^2 , the value of the figure is only 56.3%. Motivation variable (X1) can affect the variability of Employee Performance (Y) values. Even so, the increase in Motivation will still increase Employee Performance values as shown by the regression equation formula.

The results of this study indicate that Motivation influences Employee Performance and Implications of the fact that empirical research shows that the higher the motivation the better the Employee Performance is.

The second hypothesis: $\beta \neq 0$ ("There is a Discipline effect on Employee Performance at the Directorate General of Chemical, Textile and Multifarious Industries of the Ministry of Industry).

The coefficient of determination of the variable Discipline (X2) of 0.114 indicates that the contribution of the Discipline variable (X2) is 11.4% to Employee Performance (Y) while the influence of other variables such as organizational culture, job satisfaction, organizational commitment and others determine 88, 6%. From the results of the hypothesis test it can be seen that the correlation between the variables of Discipline (X2) with Employee Performance (Y) variables is positive / unidirectional and the level is categorized as low. Judging from r^2 , the value of the figure is only 11.4%. The variable Discipline (X2) can affect the variability of Employee Performance (Y) values. Even so, the increase in Discipline will still increase Employee Performance values as shown by the regression equation formula.

The results of this study indicate that the Discipline influences Employee Performance Implications of the fact that this empirical research shows that the better the discipline the higher the Employee Performance.

Third hypothesis: $\beta \neq 0$ ("There is influence of Work environment on Employee Performance of the Directorate General of Chemical, Textile and Multifarious Industries of the Ministry of Industry).

From the results of the hypothesis test it can be seen that the correlation between Work environment (X3) and Employee Performance (Y) variables is positive / unidirectional and the level is categorized as low. Judging from r^2 , the number value

is only 10.0%. Work environment (X3) variables can affect the variability of Employee Performance (Y) values. Even so, an increase in Work environment will still increase Employee Performance values as shown by the regression equation formula. The results of this study indicate that the Work environment influences Employee Performance. The implications of the fact that empirical research shows that the higher the work environment, the better the employee's performance.

The fourth hypothesis: $\beta_1 \neq \beta_2 \neq 0$ ("There is the influence of Motivation, Discipline and Work environment together on Employee Performance at the Directorate General of Chemical, Textile and Multifarious Industries of the Ministry of Industry).

The coefficient of determination of the variables Motivation (X1), Discipline (X2) and Work environment (X3) of 0.569 indicates that the contribution of the influence of Motivation (X1), Discipline (X2) and Work environment (X3) variables together has an effect of 56, 9% of Employee Performance (Y) while the influence of other variables such as organizational culture, job satisfaction, organizational commitment and others also determine 43.1%.

The results of this study indicate that Motivation, Discipline and Work environment together affect employee performance. This relationship can be interpreted that changes in Employee Performance are influenced by Motivation, Discipline and Work environment variables.

CONCLUSIONS

The results of data analysis carried out and presented in the previous chapter regarding the influence of motivation, discipline and environment work on the performance of the Directorate General of Chemical, Textile Industry, Aneka funds can be deduced as follows:

1. There is a motivation effect on Employee Performance of the Directorate General of the Chemical, Textile and Multifarious Industry of the Ministry of Industry. The regression equation Although there is an influence of motivation variables on performance, the contribution of influence is only 56.3% and the remaining 43.7% is influenced by other factors.
2. There is a disciplinary influence on Employee Performance of the Directorate General of the Chemical, Textile and Multifarious Industry of the Ministry of Industry. Although there is an influence of discipline variables on performance, the influence of the influence is only 11.4% and the remaining 88.6% is influenced by other factors.
3. There is influence of Work environment on Employee Performance of the Directorate General of Chemical, Textile and Multifarious Industries of the Ministry of Industry. Although there is an effect of Work Motivation variable on Employee Performance, the influence of the influence is only 10.0% and the remaining 90.0% is influenced by other factors.
4. There is influence of motivation, discipline, work environment together on Employee Performance Directorate General of Chemical, Textile and Multifarious Industries of the Ministry of Industry. Although there are effects of motivation, discipline

and work environment variables together on performance, the contribution of influence is only 56.9% and the remaining 43.1% is influenced by other factors.

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