The Effect of Work Environment, Work Motivation, and Work Discipline on Education Personnel at Widyagama University Malang

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Abstract

This study aims to determine the partial, simultaneous and dominant influence of the environment, motivation and work discipline on the performance of teaching staff at Widyagama University Malang. The type of research used is descriptive statistics with a quantitative research approach. The sample used was 92 educational staff. Sampling using purposive sampling technique. Data was collected using a questionnaire that had been tested for validity and reliability. The analytical method used is descriptive statistical analysis and multiple linear regression analysis using SPSS software version 25. The partial test results show that the environmental variables, motivation and work discipline have a significant effect on performance. This is evidenced by the t count value of each variable 4.646 (X1); 2.902 (X2); 3.891 (X3) > 1.986 (t-table). Simultaneous test results show that environmental variables, motivation and work discipline have a significant effect on performance, this is evidenced by the value of F (count) (150.031) > (2.70) F (table). The variable that has the dominant effect on performance is the work environment variable, this is evidenced by the highest β beta coefficient value of 0.611. the independent variable in this study has a contribution effect of 83.6%, the remaining 16.4% is influenced by other variables not included in the research model.

Keywords: Performance, Work Environment, Work Motivation and Work Discipline

1.   Introduction

The success of the company depends on employee behavior in order to achieve company goals effectively and efficiently (Nabawi, R. 2019). Companies are expected to embrace employees humanely, namely by providing work that can increase human value and dignity, providing the necessary facilities, meeting expectations, motivating, providing opportunities for growth and development and ensuring occupational health and safety. This needs to be done so that employees can meet their needs and expectations so that they can be fully committed to the goals of the company or organization itself.

Widyagama University Malang is a university with an innovation campus jargon founded by a foundation called the Indonesian Education Development Foundation (YPPI) in 1971. Initially the university was established as the Widyagama Bank Academy Malang on February 24, 1971. In the same year 1974, Widyagama Management Academy Malang was also established. On February 24, 1980, the Widyagama Malang Accounting Academy was re-established. To become a full-fledged university, YPPI merged the three academies into

Widyagama University Malang until now the university has 4 faculties, namely the faculty of agriculture, faculty of economics, faculty of engineering and faculty of law. There are two 2 vocational study programs namely D3 Banking, D3 Automotive Engineering as well as undergraduate graduate programs namely management and law study programs. In order to ensure the quality and development of the institution, it is necessary to have education personnel and educators who are committed to effective, efficient and professional performance.

Ekhsan, 2019 said that, improving the overall performance of employees in an organization will also improve the smoothness of the work process and the smoothness of the work process will facilitate the achievement of the goals of the organization concerned. There are 3 indicators to determine whether employee performance is good or bad at a company. These indicators are work quality, work quantity and timeliness. The quality, quantity and results of work in the form of employee performance can be assessed using work appraisal standards. (M Siagian, F, 2020). The quality of employee work can be measured by assessing employee behavior. From the assessment results, the scores are grouped based on certain predicates, namely: very good ($\geq$91), good (76-90), sufficient (61-75), less (51-60) and bad ($\leq$50).

Table 1. Employee SKP data

Year	Number of Employees	(%) Average Rating Performance	Description
2020	65	86,75	Good
2021	60	87,14	Good
2022	58	89,35	Good

Based on table 1. SKP data for educational staff, it can be seen that the percentage of the results of the quality assessment of educational staff at Widyagama University of Malang has reached a good score with an average score in 2020 to 2022 of 87.19. This is a proud effort but still requires progress efforts so that the institution can develop its performance by obtaining a very good predicate (more than 91%).

Malinda, T. (2023) states that, Companies that know the importance of human resources must prioritize human resources to maximize their skills, abilities, and capabilities which are expected to contribute to the achievement of company goals. Human resource development through various activities to improve individual employee performance is carried out not only by increasing competence, because competence alone is not enough, but agencies also need other efforts to develop their personnel. Another indicator showing the performance of education personnel is the timeliness of attendance to come to the office. The following is a recap of attendance data for education personnel at Widyagama University of Malang from January to October 2022.

Table 2. Data on employees coming late to the office

Month	Number of Employees	Late ± 15 minutes
January		20
February		15
March		32
April		20
May	120	25
June		21
July		33
August		18
September		24
October		12
Average		**22**

Based on table 2, data on employees who came late to the office, it can be seen that in July it was recorded as the highest number of education personnel who came late, namely 33 education personnel. Based on interviews conducted at Widyagama University of Malang with 4 representatives of education personnel and 2 heads of departments in different departments, environment, motivation and work discipline are important variables that can affect the performance of education personnel. This happens because there are some employees who expect unlimited working environment conditions and the availability of facilities (Elevators) in prime condition. Arianto & Kurniawan, 2020 states that the work environment is the overall tool or material faced by a person either as an individual or as a group that can affect him in carrying out his duties because this has an important meaning to give a pleasant and safe impression.

The condition of the work environment at Widyagama University of Malang in terms of facilities is good as well as lighting facilities, air temperature, and security levels. however, it requires improvement and improvement in several aspects. Based on data found through direct observation, it was found that there were work facilities that were still in the process of procurement. Relationships between coworkers and leaders also indicate good, as evidenced by the familiarity of each other in carrying out tasks. Once a week there is a meeting between employees and the Chancellor's leadership to discuss with each other to hold annual agendas such as *family gatherings* which function to continue to motivate the performance of education personnel.

Employee work motivation is also influenced by age level. (Sutrischastini & Riyanto, 2017) stated that motivation is formed from age and attitute in dealing with work situations (*situation*) is the energy that moves themselves aimed at achieving organizational goals. Based on data in the Employee Performance Targets (SKP) and interviews with 2 heads of departments

at the Faculty of Law and Agriculture, Widyagama University of Malang, it is known that the motivation of education personnel still needs to be improved. This is based on the Employee Work Target (SKP), especially for employees who are entering retirement age. Another factor that must be considered that can affect the performance of education personnel is the work environment and work discipline. The work environment is the overall tool or material faced by a person either as an individual or as a group that can affect him in carrying out his duties because this has an important meaning to give a pleasant and safe impression. (Arianto & Kurniawan, 2020). The environment can affect performance by supporting each other and continuing to establish good relationships with coworkers. according to (Nabawi, 2020) states that the work environment in a company is very important for management to pay attention to. Although it does not carry out the production process in a company, this factor has a major influence on the image of the company's good name. Work discipline can also affect performance. According to Rivai (2019) Work discipline is a tool used by managers to communicate with employees so that they are willing to change a behavior as well as an effort to increase a person's awareness and willingness to obey all company regulations and applicable social norms. Thus, if the rules or regulations in the company are ignored, or often violated, then employees have poor work discipline. Conversely, if employees are subject to company provisions, then employee performance is good. Based on the description above, the author intends to examine problems related to the partial, simultaneous and dominant influence on the work environment, work motivation and work discipline on educational staff at Widyagama University Malang.

2. Research Method

This research was conducted on education personnel at Widyagama University Malang from November 2022 to January 2023. The total population of education personnel was 120 individuals. The sampling technique was carried out by purposive sampling method, which is a technique for determining samples with certain considerations with the aim of representative data (Sugiyono, 2017). By using the Slovin formula, 92 respondents were obtained. The data collection technique was carried out by distributing questionnaires through google form. The data obtained is primary data and secondary data. The scale of respondents' assessment of the questionnaire using a Likert scale of 1 - 4 with the following information:

Table 3. Likret scale rating

No.	Description of options	Description	Score
1	SS	Strongly Agree	4
2	S	Agree	3
3	TS	Disagree	2
4	STS	Strongly Disagree	1

2.1 Hypothesis

In this study, the researcher proposes the following hypothesis:

1. There is an influence between the work environment, work motivation and work discipline partially on the performance of educational staff at Widyagama University Malang.

2. There is an influence between the work environment, work motivation and work discipline simultaneously on the performance of educational staff at Widyagama University Malang.

3. The work environment has a dominant effect on the performance of education personnel at Widyagama University Malang.

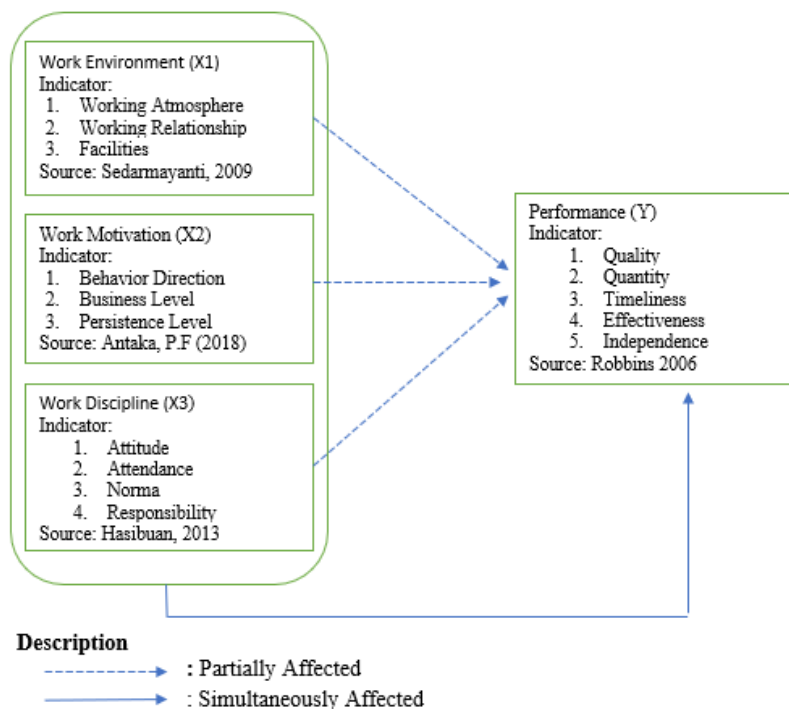The conceptual framework in this study is as follows:

Figure 1. Conceptual framework

2.2 Data Analysis

The population used in this study are users of the Visiting Jogja application where the number of users is unknown or infinite. The large population of visiting Jogja application users does not allow researchers to study all users. Then a sample is used from a large population of users of the Visit Jogja application. The sample that the researcher will use is required to be

representative of the original data. The sample calculation used by researchers uses the Rao Purba formula (in Latief and Nur, 2019) with the following formula:

Data analysis using multiple linear regression which aims to determine the effect of environment, motivation and work discipline on the performance of educational staff at Widyagama University Malang. (Farisi et al., 2020) state that before multiple regression analysis is carried out, a classical assumption test is first carried out which consists of normality test, linearity test, multicollinearity test, heteroscedasticity test, autocorrelation test and determination coefficient test (R^2). If the classical assumption test is met, then hypothesis analysis and multiple regression analysis can be carried out. Calculation of data analysis using SPSS version 25 (IBM SPSS version 25.0, SPPS Inc, Chicago) the multiple linear regression equation used is as follows:

Y = a + b1X1+b2X2+...bnXn.

Y = Employee Performance

a = Constant value

X1 = Work Environment

X2 = Work Motivation

b1 = Standardized regression coefficient of Democratic Leadership Style (X1)

b2 = Standardized regression coefficient of Compensation (X2)

Hypothesis analysis in this study was tested partially, simultaneously (F test) and dominantly (t test), namely: carried out to determine the significance of the relationship between each variable X and Y, whether X has a significant effect on variable Y. The decision-making criteria H1 is accepted if t sig < α 5% (0.05). Simultaneous test (F test) is conducted to determine the significance of the relationship between all variables X and Y, whether all variables X have a significant effect on variable Y. Decision-making criteria H1 is accepted if the F sig value> α = 5%.

3. Results and Discussions

This research was conducted by testing the validity and reliability of various instruments that had been filled out by respondents.

3.1 Validity Test

The validity test is used to determine the level of validity of the data from the instrument (questionnaire) used in data collection.

Table 4. Instrument validity test

Variables	Item	r Count	r Table	N
Performance (Y)	Y1.1	0,843	0,2050	
	Y1.2	0,858	0,2050	
	Y1.3	0,799	0,2050	
	Y1.4	0,726	0,2050	
	Y1.5	0,846	0,2050	
Work Environment (X1)	X1.1	0,808	0,2050	
	X1.2	0,841	0,2050	
	X1.3	0,747	0,2050	
Work Motivation (X2)	X2.1	0,886	0,2050	
	X2.2	0,856	0,2050	92
	X2.3	0,849	0,2050	
Work Discipline (X3)	X3.1	0,865	0,2050	
	X3.2	0,879	0,2050	
	X3.3	0,872	0,2050	
	X3.4	0,865	0,2050	

From table 4. it can be seen that each variable on all statement items is valid because based on the validity test decision making, if r Count> r Table (0.2050), then the data is interpreted as valid.

3.2 Reliability Test

Reliability test is a technique used to measure internal consistency in research using Cronbach's alpha technique. The reliability test results are as follows:

Table 5. Instrument reliability test

NO	Variables	Cronbach's Alpha	N Of Items	Critical Limit	Information
1	Performance (Y)	0,869	5	> 0.6	Reliable
2	Work Environment (X1)	0,715	3	> 0.6	Reliable
3	Motivation (X2)	0,830	3	>0,6	Reliable
4	Work Discipline (X3)	0,896	4	>0,6	Reliable

Based on table 5. it can be seen that all statement items on each variable Performance (Y) 0.869; Work environment (X1) 0.715; Work motivation (X2) 0.830; and work discipline (X3) 0.896 declared reliable. This is based on the interpretation of the Cronbach alpha coefficient value of more than 0.6 so that the data is said to be reliable.

3.3 Prerequisite Test Analysis (Classical Assumption)

Prerequisite analysis testing is carried out before conducting multiple linear regression analysis.

Normality Test

The purpose of the normality test is to test whether the observations are normally distributed or not. The results of the Normality test are as follows:
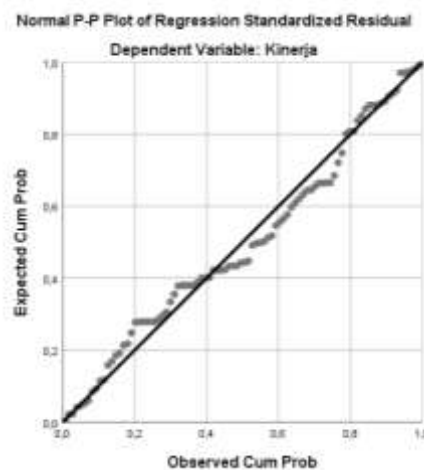

Figure 2. Normality test results

Based on Figure 2, it can be seen that the residual points tend to spread between the diagonal lines. Thus the residuals are declared to spread normally so that the assumption of normality is met.

Linearity Test

The linearity test is to determine the relationship between the independent variable and the dependent variable is linear or not. The results of the linearity test can be seen in the following table:

Table 6. Linearity test results

Variable Relationship	F	Sig
Performance*Work Environment	5,497	0,000
Performance*Work Motivation	2,626	0,013
Performance*Work Discipline	1,887	0,066

Based on Table 6, it can be seen that the significance value of *deviation from linearty* is (Y*X1) 0.000; (Y*X2) 0.013; (Y*X3) 0.066> 0.05 so it can be concluded that the data is linear.

Multicollinearity Test

The multicollinearity test was conducted to determine the amount of intercorrelation between the independent variables in the study.

Table 7. Multicollinearity test results

Coefficients[a]		
	Collinearity Statistics	
Model	**Tolerance**	**VIF**
1 (Constant)		
Work Environment	,283	3,539
Work Motivation	,247	4,053
Work Discipline	,237	4,225
a. Dependent Variable: Performance		

Based on table 7. It can be seen that the *tolerance* value> 0.10 or *VIF* value < 10, so there is no multicollinearity.

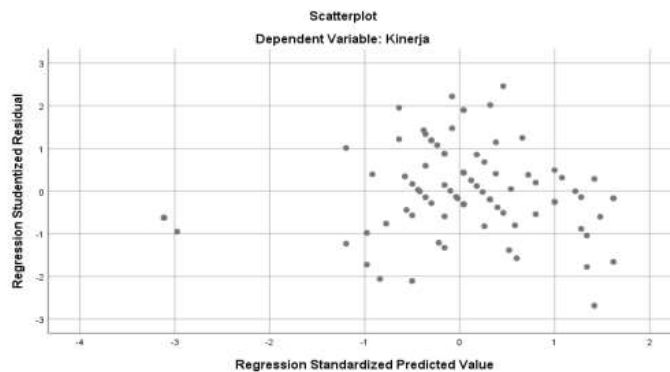*Heteroscedasticity Test*

Figure 3 Heteroscedasticity test results

Based on Figure 3. above, it can be seen that the residual points spread randomly, not forming a certain clear pattern. Thus the residuals are declared homogeneous so that the assumption of heteroscedasticity is fulfilled.

Autocorrelation test

Autocorrelation is a correlation between members of a series of time-series observations. The following are the results of the autocorrelation test in this study:

Basis for decision making:

1. If d < dL or d > 4 - dL, then the null hypothesis is rejected, meaning there is autocorrelation.

2. If dU < d < 4-dU then the null hypothesis is accepted, meaning there is no autocorrelation.

3. If dL < d < dU or 4-dU < d < 4-dL, there is no conclusion.

Autocorrelation test results with Durbin watson method

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n      : 92
d      : 2,155
dL     : 1,5941
dU     : 1,7285
4 - dL :      4 - 1,5941     : 2, 4059
4 - dU:      4 - 1,7285     : 2,2715
Result : dU < d < 4-dU
        : 2,155 < 2,207 < 2,2715
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Conclusion: Based on the basic decision-making criteria dU < d < 4 - dU is 2.155 < 2.207 < 2.2715 so it can be concluded that there is no autocorrelation.

3.4   Hypothesis Analysis

Multiple Linear Regression Results

Multiple Linear Regression Analysis was conducted to determine the effect of X1 Work environment, X2 Motivation, X3 Work Discipline on (Y) Educational Personnel Performance. The following are the Multiple Linear Regression Test Results:

Based on Table 9. above, multiple linear regression calculations using the SPSS program obtained the following multiple linear regression equations:

Y= 0.994 + 0.611X1 + 0.423 X2 + 0.427 X3

Description:

a. The constant value obtained of 0.994 indicates that if the work environment variable (X1), work motivation (X2), and work discipline (X3) is 0, then performance will increase by 0.994.

b. The work environment coefficient (X1) of 0.611 identifies that the work environment has a positive effect on performance. This means that increasing the work environment by 1 unit tends to increase the performance of education personnel by 0.611.

c. The Motivation Coefficient (X2) of 0.423 identifies that motivation has a positive effect on performance. This means that increasing motivation by 1 unit tends to increase the performance of education personnel by 0.423.

d. The Discipline Coefficient (X3) of 0.427 identifies that work discipline has a positive effect on performance. This means that increasing work discipline by 1 unit tends to increase the performance of education personnel by 0.427.

Partial Hypothesis Testing (t-test)

The T test is used to see the partial influence (each) between variables on the performance of educational staff at Widyagama University. The following are the T test results:

Table 10. Partial test results

Model		t	Sig.
1	(Constant)	1,420	,159
	Work Environment	4,646	,000
	Work Motivation	2,902	,005
	Work Discipline	3,891	,000

Based on Table 10. Partial test results show that the work environment variable with a t value of 4.646> t table 1.98609. This value can prove the Ho hypothesis is rejected and H1 is accepted, which means that "There is a partially significant effect of the work environment on the performance of educational staff at Widyagama University Malang".

In the work motivation variable, there is a t value of 2.902> t table 1.98609. This value can prove the Ho hypothesis is rejected and H1 is accepted, which means that "There is a significant partial effect of work motivation on the performance of educational staff at Widyagama University Malang".

In the work discipline variable, there is a t value of 3.891> t table 1.98609. This value can prove the Ho hypothesis is rejected and H1 is accepted, which means that "There is a significant partial effect of work discipline on the performance of educational staff at Widyagama University Malang".

Simultaneous Hypothesis Testing

The results of multiple linear regression analysis testing show that the simultaneous test (F) can be seen in the following table:

Table 11. Simultaneous hypothesis test results (f-test)

	Model	Sum of Squares	df	Mean Square	F	Sig.
	ANOVA[a]					
1	Regression	845,724	3	281,908	150,031	,000[b]
	Residuals	165,352	88	1,879		
	Total	1011,076	91			

a. Dependent Variable: Performance

b. Predictors: (Constant), Work Discipline, Work Environment, Work Motivation

Based on Table 11. shows that the test statistics F (count) (150.031) > F (table) (2.70). Thus Ho is rejected H1 this shows "There is a simultaneous influence of work environment, work motivation and work discipline on the performance of educational staff at Widyagama University Malang.

Dominance Testing

The dominant test is used to determine which independent variable has a dominant effect on the dependent variable. The dominant test results are as follows:

Table 12. Dominance testing

Model	Unstandardized Coefficients	
	B	Std. Error
1 (Constant)	,994	,700
Work Environment	,611	,131
Work Motivation	,423	,146
Work Discipline	,427	,110

In Table 12. Dominant testing, there is a standardized coefficient value β (beta) with the highest value, namely 0.611 work environment variables, 0.423 work motivation variables, and 0.427 work discipline variables. so it can be decided that the work environment is the dominant variable affecting performance compared to other variables. This can be interpreted if the increasing atmosphere of the work environment can improve the performance of education personnel at Widyagama University Malang.

Coefficient of Determination (R)^2

The Coefficient of Determination (R²) test aims to measure the overall contribution of variable X (independent) to variable Y (bound). The following are the results of the Coefficient of Determination (R²) test:

Table 13. Coefficient of determination (R)^2

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,915ª	,836	,831	1,371	2,155

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

Based on table 13. The coefficient of determination shows that the coefficient of determination (R^2 *square*) = 0.836, meaning that the independent variables jointly affect the independent variable by 83.6%, the remaining 16.4% is influenced by other variables not included in the research model.

3.5 Discussion of Research Results

The discussion related to the independent variables consisting of work environment, work motivation and work discipline on the performance of education personnel at Widyagama University Malang is described as follows:

Partial Effect of Work Environment on Performance

Partial test results show that the work environment variable with a t value of 4.646> t table 1.98609. This value can prove the Ho hypothesis is rejected and H1 is accepted, which means that "There is a partially significant effect of the work environment on the performance of educational staff at Widyagama University Malang".

The work atmosphere in a company should run conducively. The work atmosphere includes an ideal workplace with work aids, cleanliness, lighting that already supports employee work. Although the location of the workspace is close without a partition wall so that the services carried out are quite noisy and lack privacy in service, this does not interfere much with the performance of education personnel.

The working relationship between education personnel and leaders is good so that it supports the work achievements of education personnel in order to create cooperation between them in order to achieve optimal work quality. If there are employees who need help, other employees will quickly provide the assistance services needed to improve the quality of their colleagues' work. In carrying out their work, education personnel at Widyagama University of Malang spend most of their working hours indoors so that a conducive workspace has a positive

influence on improving their performance. However, the work environment at Widyagama University of Malang has not reflected an ideal situation. This can be seen from the physical work environment which experiences several obstacles. Obstacles in the physical work environment, for example, there are several old buildings, elevators that often experience problems, the number of LCD Projectors that are lacking in each lecture room, the lack of color printers in each faculty. Whereas through the completeness of these facilities it will support the effectiveness of employee work so as to produce good quality work with an optimal quantity of work.

The results of this study are relevant to the results of previous research conducted by Diyanti, D., Hubeis, M., & Affandi, M. J. (2017). The effect of work motivation and work climate on job satisfaction of educational staff of Bogor Agricultural University. The results showed that partially and simultaneously the work motivation and work climate variables had a significant effect on the job satisfaction of the educational staff of the Bogor Agricultural University.

Partial Effect of Work Motivation on Performance

In the work motivation variable, there is a t value of 2.902 > t table 1.98609. This value can prove the Ho hypothesis is rejected and H1 is accepted, which means that "There is a significant partial effect of work motivation on the performance of educational staff at Widyagama University Malang". Motivation is an encouragement to a series of human behavior processes in achieving goals (Wibowo, 2014). At Widayagama University of Malang, motivation is needed to provide energy and enthusiasm to educational staff in carrying out work. Every educational staff at Widyagama University of Malang has the desire and continues to develop good performance. This performance is a form of output in Employee Work Targets or SKP. Employee Work Target itself has a predicate category to show the quality of work of each employee. Every year education personnel must be able to produce good performance predicates. The existence of this, encourages employees to create superior performance through various achievements. This performance will later be taken into consideration for promotion, salary and achievement of education personnel. The desire to develop performance then directs education personnel to carry out their work as well as possible, so that it has meaning for themselves, others, and the institution.

The results of this study are relevant to the results of previous research conducted by Sedamaryanti, et al. (2018). "The effect of work motivation on the performance of educational staff of the medical faculty of Padjadjaran University)" The results showed that partially motivation has a positive and significant effect on the performance of educational staff of the medical faculty of Padjadjaran University)".

Partial Effect of Work Discipline on Performance

In the work discipline variable, there is a t value of 3.891 > t table 1.98609. This value can prove the Ho hypothesis is rejected and H1 is accepted, which means that "There is a significant partial effect of work discipline on the performance of educational staff at Widyagama University Malang". According to Afandi 2018: 12 in (Farisi et al., 2020) states that discipline is a tool used by managers to change a behavior and as an effort to increase a person's awareness and willingness to obey all company regulations and applicable social norms. Disciplined education personnel obeying the rules and regulations will make positive energy, which creates a better maintained, safe, comfortable, quality, superior, productive, effective, efficient work environment. It also encourages willingness to carry out university duties and regulations, such as attendance related to the presence of employees in the workplace to work and being able to utilize and use equipment properly. This will also encourage employees to have a higher attendance rate and encourage employees to be able to work within the specified time, so that employee performance can increase.

The results of this study are relevant to the results of previous research conducted by Afandi 2018. "The Effect of Implementation of SOP (Standard Operating Procedure) and Work Discipline on the Performance of Education Personnel at Stikes Surya Mitra Husada Kediri" The results showed that the application of SOP and work discipline partially had a positive and significant effect on the performance of education personnel at Stikes Surya Mitra Husada.

The Effect of Work Environment, Work Motivation and Work Discipline Simultaneously on the Performance of Education Personnel at Widyagama University Malang

Based on table 4.16, the simultaneous test shows that the test statistic F (count) (150.031) > F (table) (2.70). Thus Ho is rejected H1 this shows "There is a simultaneous influence of work environment, work motivation and work discipline on the performance of educational staff at Widyagama University Malang. Noor, (2013) states that performance is a condition that must be recognized and confirmed by certain parties to determine the achievement of individual results related to the vision implemented by the company and knowledge of the positive and negative impacts of company policies. There are three factors that affect the performance of education personnel at Widyagama University Malang, namely work environment, work motivation and work discipline. This indicates that the work environment, work motivation and work discipline, have an impact on improving employee performance. A company not only needs a good enough work environment, but motivation and discipline that supports work so that it can produce a superior employee performance as well and can help the company to be able to achieve and advance company goals.

The results of the research on the dominant test show that the work environment (X1) has the largest beta coefficient of 0.611 so that it can be interpreted that the work environment is the variable that most influences the performance of education personnel compared to the variables of motivation or work discipline. This happens because comfort at work will have an impact on the quality of one's work. (Adha, R. N., et al. 2019).

4. Conclusions

Based on the results of the research conducted, it can be concluded that the environment, motivation and work discipline partially and simultaneously proved significant to the performance of educational staff at Widyagama University of Malang. The work environment is the most dominant variable affecting the performance of education personnel at Widyagama University of Malang compared to motivation or work discipline variables. It is hoped that the results of this study can provide information for Widyagama University of Malang in managing human resources related to work environment, work motivation, and work discipline along with all policies that are directly related to aspects of human resources better.

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