Three Booster to Employee Performance: Motivation, Environment and Discipline

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ABSTRACT

Plantation product as contributor to food and beverage industry hold an important role sustaining Indonesia nationwide economy; hence organization within plantation industry must hold a sustainable competitive advantage and performance among competitors. The purpose of this research is to analyze the effect of work motivation, work discipline and work environment on the employee performance in supporting function unit at PT. X. This study uses a quantitative causative descriptive with multiple regression method. The data is gathered from online questionnaire which was measured with 5 number Likert scale. The sampling method is saturated sampling technique on 82 respondents of supporting function division. The results of this study show that the work motivation, work and work environment affected the performance of employees in supporting function division of PT. X. This article contributes to both theoretical and practical consideration to add deeper understanding of Motivation Theory and more various human resource management strategy after Covid-19 pandemic in the company at plantation sector in Indonesia.

KEYWORDS – Work Motivation, Work Discipline, Work Environment, Employee Performance.

1. INTRODUCTION

The inflation rate provides insight into a country's growth and development to a certain extent. Indonesia's inflation rate is 1,87%, 5,51%, and 2,61% from 2021–2023, respectively; these numbers were being contributed by different industrial sector. (Badan Pusat Statistik 2022). Furthermore, it is also known that currently Indonesia is having a demographic bonus population. The demographic bonus population is characterized by a predominant age group of 10-59 years old. This group is comprised of millennials (born 1981-1996) and Gen Z (born 1997-2012), in total for 68.7% of the total population, equivalent with 183.36 million individuals (Badan Pusat Statistik 2023). This demographic bonus produces immense workforce that is expected to improve the quality and living standard based on their various knowledge and other positive attribute (Santoso et al. 2024). One way to expand living standard and quality of live is through consumption activities, where the major part of inflation occurred due to an increase at prices of expenditure group indices such as food, beverage and tobacco group by 5.83 % from total inflation in 2022 (Badan Pusat Statistik 2022). This number demonstrates the importance of food and beverage industry as one pillars supporting the Indonesia nationwide economy. As part of food and beverage industry, plantation sector Gross Domestic Product's in 2022 expanded to 735.907 billion, marked 10.86% increase from the previous year's 668.380 billion. This data signifies a positive trend in the plantation industry's performance (Kementrian Pertanian 2023). Indonesia's government oversight this plantation sector with the aim of preserving inflation through the performance of the industry and companies; recognizing their critical role in sustaining the livelihoods of the public sector area. Thus, it is important for the industry and companies within preserve both their short- and long-term performance.

Human Resources (HR) plays a significance role to organizational success (Robbins and Judge, 2022). One of HR main function is to be the prime mover and executor of every organizational activity, both profit-oriented and non-profit organizations. HR need to ensure employee's mastery skills and competencies to fulfil the job demands assigned to them in sustainable and long term oriented (Dessler, 2015). To drive high performers employee, companies need to manage performance comprehensively through all aspect (Widiyasari and Padmantyo, 2023). Employee performance now days is more than just the quality and quantity of individual result that fulfills

responsibilities. Employee performance currently has a various measurement on how well employees perform their duties and activities assigned to them within a certain period of time (Widiyasari and Padmantyo, 2023). Effective workforce management declining reduces labor costs, which will positively impact company's financial and non-financial performance. (Rosita and Susilowati 2024).

It is generally accepted that employee performance is positively generated from work motivation, work environment and work discipline (Kumari and Kumar 2023; Perkasa et al. 2023; Febrian and Saputra 2021; Astuti and Amalia 2021). However, there are still inconsistent research results due to massive adjustment of rules and procedures made by industry when Covid 19 in order to maintain the company's survival. Some conclude motivation positively effect employee performance (Fitriani and Ananda 2023; Wahyuningtyas and Ananda 2023; Melinda and Ananda 2023), other conclude that motivation insignificantly effect employee performance (Syarip, Juwaini, and Pasaribu 2024). Research development on work environment also found that many organization policies and procedure being rearranged and redefined regarding its work environment arrangement to support employee performance (Savira and Riyanto 2021). Work environment has a positive but not significant effect on employee performance (Syarip, Juwaini, and Pasaribu 2024), while other studies found no significance effect on work environment to employee performance (Nugroho and Wahjoedi 2023). Discipline also being measured in creative and innovative as a respond of this situation, which generate various result from previous study on the effect of discipline to employee performance (Krskova et al. 2021; Dharma et al. 2023; Antika et al. 2021). This mix result study can be further examined to find the latest improvement theory and practical consideration in human resource area.

1.1 Research Object: PT. X

Beside theoretical aspect, human resource management is integral to both the primary and especially supporting functions of a company. By managing both aspects comprehensively, companies can enhance divisional value, optimize business processes, and ultimately strengthen their competitive value chain (Wheelen et al. 2018). PT X is a plantation company who produce, grow and processes fruits and vegetable products such as pineapple, banana and kale plants. Widely distributed, PT X markets its products not only in Java, but also to Sumatra, Bali and Kalimantan. Currently, its biggest plantation site located in East Java employs plan to expand its site to meet market demand. This company is publicly well known for its brand Sunpride. As a player in food industry sector, of course PT. X need to maintain a competitive advantage over other competitors both larger and smaller scale. One way to maintain its competitive advantage is, of course, through good and comprehensive human resource management. Here are some data regarding 2022 performance from PT. X.

Table 1 Individual KPI Target from PT. X at 2022

Perspective	KPI	Weight	Target	Achievement
Finance	Profitability	22%	IDR 23.619.000	IDR 25.00.000
	Cost		IDR 448.268	IDR 500.000
Initiative	Production	70%	100 %	70,67 %
	Selling		100 %	90,92 %
Individual	Involvement	8%	100 %	90 %

Source: Internal

Table 2: Sales, Market Share and Employment Status from PT. X at 2021-2022

	Year 2021	Year 2022
Temporary employees	976 people	1.010 people
Nationwide market share of PT. X	12%	10.6%
B2C sales	27.110 unit	19.161 unit
Nationwide sales	104.407 unit	94.936 unit

Source: secondary data exploratory within the same plantation industry

Table 1 infer that individual performance achievement of PT. X is not align with its target. This study considers supporting unit division because this division plays the most role in the expansion strategy of the largest plantation site in East Java. In the supporting unit division, there are three criterion of assessment which are finance with a weight of 22%, individual initiative with a weight of 70% and individual aspects with a weight of 8%. It is known that for financial criteria, throughout 2022 the supporting unit division has met its specified targets on cost savings and unit profits whose numbers have exceeded standards. However, based on the second criterion, namely individual initiative and individual aspects, the division's performance fails to meet the target. The 2022

production figures for pineapple, banana and kale commodities were only 70.67% of the specified target capacity; and commodity sales throughout 2022 were also only 90.92% of the specified. This phenomenon raised to be deeper analyzed in this study. In addition to the performance indicators of the supporting unit division, information on company performance was obtained from Table 2 that there was a decrease in national sales, individual consumer sales, and a decrease in market share. Throughout 2021, PT. X secured a market share of 12%, reflecting consumer confidence in its product. However, in 2022, PT.X faced challenges that its market share declined to only 10.6%. This was followed by B2C sales that declined from 27,110 units in 2021 to 19,161 units in 2022. It caused the nationwide sales decline as well from 104,407 units in 2021 to 94,936 units in 2022. This indicator downturn given in table 2 represents a variety of operational aspects of the company, including human resource management and production. It is shows the role of employees in maintaining the quality of products, services and organizational performance.

Based on the theoretical explanation and based on the empirical data, this research wants to minimize the gap in previous study on employee performance. There have been many previous studies that discuss employee performance, but not enough have specifically discussed it more deeply from the post-pandemic Covid-19 in plantation sector. Thus, this study aims to deeper analyze the effect of motivation, work environment and work discipline on employee performance at PT X.

2. THEORETICAL FRAMEWORK AND HYPOTHESIS DEVELOPMENT

Human resource management is the process of training, acquiring, compensating, and evaluating employees, while also addressing labor relations issues, as well as safety, health, and fairness concerns. Thus, human resource management is crucial as it helps managers avoid problems such as hiring the wrong people for the job. More importantly, human resource management ensures that managers achieve results through the people they recruit (Dessler 2020, 3). Motivation is the enthusiasm and persistence to pursue specific actions. All behaviour is motivated by something, such as the desire to meet needs for money, recognition, friendship, or a sense of achievement. In the organization context, employee motivation affects productivity, and part of a manager's job is to channel motivation towards achieving organizational goals (Daft, 2016, 551). According to Maslow in Fomenky (2015) there are five needs in motivating an individual: (1) Physiological needs, such as survival and physical necessities like eating, drinking and housing. (2) Safety needs, which include the need for security and emotional safety, as well as protection from physical danger. (3) Social needs, which involve the need for social interaction, acceptance, affection, and other related aspects. (4) Esteem needs, which involve gaining self-respect and recognition from the environment, including both internal and external factors. (5) Self-actualization needs, which represent the level at which an individual act based on self-awareness and personal desire. Work motivation is the internal drive that encourages employees to work optimally to achieve their goals. The higher the motivation, the greater the employee's effort to reach the company's objectives (Sukiyah et al. 2021). Furthermore, according to Hasibuan (2016) in Hakim et al., (2021) motivation is a driving force that creates enthusiasm in an individual's work. With the rign identification of employee performance, organization can direct the right strategy to achieve its best performance. With enthusiasm, a person independently does his job, either supervised or not, and willingly obey the regulation. Work discipline involves respect for and adherence to agreements made by employees and established regulations (Prayogi et al., 2019). Positive and supportive situation also consider to effect performance.

Employee performance is the result achieved by an individual or group within an organization, each having specific roles and responsibilities to meet the organizational goals (Audenaert et al. 2019). Operational performance benchmarks include speed, cooperation, accuracy, quality, and the integration of outputs (Nabawi 2020). According to Tirtayasa (2019), performance refers to the activities carried out by employees in performing their daily tasks, which are assessed based on established standards. Employee performance is generally defined as the completion of tasks assigned to employees (Saban et al,. 2020).

2.1. Work Motivation on Employee Performance

According to research by Cahya et al., (2021), work motivation does not affect employee performance. Conversely, Marlapa and Mulyana (2020) found that work motivation has a positive impact on employee performance. Suprapti et al., (2020)) also found that motivation influences employee performance. According to Hasibuan (2019) in Hadiwijaya et al., (2024) work motivation is crucial for improving work productivity because an individual with high motivation will work more effectively to ensure their tasks are completed successfully, leading to enhanced productivity. With proper motivation, tasks are expected to be completed quickly and accurately. Employees will also be more engaged and satisfied with their activities due to their motivation, resulting in better performance and increased productivity (Hadiwijaya et al., 2024). Thus, based on the explanation above from previous study, this article propose the first hypothesis H_1: work motivation positively

affects employee performance.

2.2. Work Discipline on Employee Performance

According to Dheviests and Riyanto (2020), work discipline affects employee performance. This finding is consistent with research by Sucipto et al., (2022), which indicates that work discipline has a positive impact on employee performance. However, (Muna and Isnowati 2022) found that work discipline does not influence employee performance. Employees with good work discipline benefit both the organization and themselves (Putri et al. 2019). Employee discipline is a form of training that enhances cooperation with other employees and improves work performance (Sudirman et al. 2020). Handoko (2017) in Harianto and Saputra (2020) explains that work discipline in a business organization provides guidance and rules that serve as work guidelines to maintain agreed-upon order. Thus, the second hypothesis proposed in this research is H_2: work discipline positively affects employee performance

2.3. Work Environment on Employee Performance

According to Nopitasari et al., (2021), the work environment has a relevant impact on employee performance. On the other hand, Sabilalo et al., (2020) found that the work environment negatively affects employee performance. Conversely, research by Sucipto et al., (2022) indicates that the work environment has a positive impact on employee performance. Work environment is crucial to consider even when production is not ongoing, as it significantly impacts employees (Al Sabei et al. 2020). According to Badrianto dan Ekhsan (2019), employee's need oriented work environment contribute to performance increase, vice versa for facility inadequate work environment lower performance and employee motivation. Sutaguna et al. (2023) define the work environment as the surroundings of the worker that can influence the execution of their assigned tasks. Oyerinde (2020) states that the work environment can be understood as the place where employees feel comfortable in their work, both physically and mentally. Due to various results from previous studies, the hypothesis proposed in this research is H_3: work environment positively affects employee performance

2.4. Research Model

The research framework in this study is to analyze the influence of employee performance with several variables that serve as the main framework used in this research. Therefore, the research model used in this study is as follows:
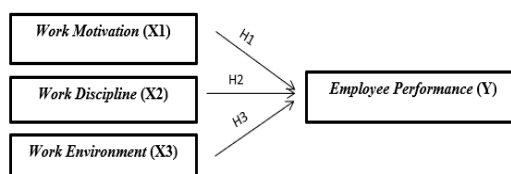

Figure 1. Research Model

3. RESEARCH METHOD AND OPERATIONAL DEFINITIONS

This study aims to examine the influence of work motivation, work discipline, and work environment on employee performance at PT. X. The research method used in this study is a combination of descriptive quantitative and causal methods. According to Sugiyono (2019, p 126), the population is the general area consisting of objects or subjects with certain characteristics that are determined by the researcher for investigation. The population in this study consists of 82 employees of PT. X in the supporting function unit. The sampling technique used in this study is saturated sampling which refers to the same numbers of sample and population (Sugiyono 2019, p 133). Therefore, the sample size for this study is all 82 employees in the supporting function unit that represent. Data collection for this study was conducted through the distribution of questionnaires via online questionnaire. The data is measured with 5 number Likert scale and being analyzed with regression method with descriptive statistic and variables, validation and reliability test, goodness of fit from the model and hypothesis testing.

Employee Performance as dependent variable is a form of task completion. Employee performance that aligns with targets and work patterns is a significant indicator in evaluating an organization's success in achieving its vision, mission, and goals (Febrianti et al., 2020). Indicators of employee performance include: quality, quantity, enthusiasm for completing tasks, mastery of job functions, duration of task completion, zero mistakes, and responsibility for duties. Work motivation as the first independent variables is as a state within employees that provides the drive and desire for individuals to engage in specific activities to achieve a goal (Adiguzel and Sonmez Cakir 2022). In this article motivation is measured with receiving salary according to standards, receiving bonuses based on performance, having good relationships with other employees, completing tasks with skill, and

feeling comfortable with task completion. Work discipline as the second independent variables refers to guidance and rules within a business organization that serve as work guidelines to maintain agreed-upon order Handoko (2017) in Harianto and Saputra (2020). Indicators of work discipline in this article are arriving and go home on time, always adhering to rules, working according to standards, being meticulous in work, and keeping work equipment organized. Work environment as the third independent variables refers to the place where employees feel comfortable in their work, both physically and mentally Oyerinde (2020). Indicators of the work environment include: adequate lighting, comfortable temperature, good relationships with colleagues and supervisors, feeling safe at work, and suitable facilities provided.

4. RESEARCH RESULTS

Based on the results from the questionnaire, here are the result presented in table 3,4 and 5.

Table 3. Respondent Characteristics

Characteristic's	Frequency	Valid (%)	Total (%)
Gender			
Male	55	67.1	67.1
Female	27	32.9	100.0
Age			
20-26 years	32	39.0	39.1
27-33 years	46	56.1	95.1
34-40 years	3	3.7	98.8
41-47 years	1	1.2	100.0
Education level			
High school / vocational	43	52.4	52.4
Diploma	3	3.7	56.1
Bachelor	36	43.9	100.0

Data processing results from the questionnaire

Table 4. Validity Test Results

Variable	Items	Calculated r	Table r	Cronbach alfa	Goodness of fit
Work Motivation (X1)	M1	0.802	0.220	0,698	
	M2	0.702	0.220		
	M3	0.548	0.220		
	M4	0.644	0.220		
	M5	0.680	0.220		
Work Discipline (X2)	D1	0.750	0.220	0,720	
	D2	0.731	0.220		
	D3	0.645	0.220		
	D4	0.645	0.220		$f = 35,102 >$
	D5	0.670	0.220		2,72 ;
Work Environment (X3)	L1	0.754	0.220	0,806	
	L2	0.721	0.220		
	L3	0.656	0.220		
	L4	0.821	0.220		
	L5	0.797	0.220		Sig $0,001 < 0,05$
Employee Performance (Y)	K1	0.685	0.220	0, 735	
	K2	0.743	0.220		
	K3	0.682	0.220		
	K4	0.772	0.220		
	K5	0.592	0.220		

Data processing results from the questionnaire

Table 5. Hypothesis testing

Variable	t	Sig	Explanation
Work Motivation	2,024	0,046	H_1 accepted
Work Discipline	4,380	0,001	H_2 accepted
Work Environment	2,635	0,010	H_3 accepted

Data processing results from the questionnaire

Based on the Table 3 above, it can be seen that out of 82 respondents, 55 are male and 27 are female, represent majority worker are male for 67,1%. Respondents aged 20-26 years total 32, aged 27-33 years total 46, respondents aged 34-40 years total 3, and respondents 41-47 years total 1. It means that the largest group of respondents is in the 27-33 age range for 56,1%. The number of respondents with a high school/vocational education is 43, diploma is 3, bachelor's degree total 36. It means that the largest group of respondents for 52,4% has a high school/vocational education. This statistic descriptive of the respondent shows the characteristic of the respondent in this study. From table 4, it can also be seen from descriptive variables, that the mean numbers are closer to the maximum number, so it can be concluded that most respondents tend to agree with the statements in the questionnaire. This shows that the questionnaire is suitable for further testing. From Table 4 above, it can be seen that the statement items on all variables have an r statistic whose value is greater than the r table of 0.220. So it can be concluded that all question items correctly measure the variables studied. Likewise, from the Cronbach Alfa, it can be seen that all variables have a value above 0.600, so it can be concluded that all question items in the questionnaire are consistent in measuring the variables. It is also known that the f statistic value is 35.102 which is greater than the f table of 2.72 with a significance of 0.001 <0.05 so it can be concluded that the research model here is fit and can be used, and variations in employee performance in supporting function unit at PT. X can be explained by variations in work motivation, work discipline and work environment as in the model. From this it can be concluded that testing can be carried out to the next stage.

From Table 5, we can see that the significance value is 0.046, and the calculated t-value is 2.024, while the critical t-value is 1.991. The critical t-value is derived from the degree of freedom (df) = 78 using the formula 82 - 3 - 1 = 78 and a significance level of $\alpha/2 = 0.025$. Since the calculated t-value 2.024 is greater than the critical t-value (1.991) and the significance value 0.046 is less than 0.05, it can be concluded that H_1 is accepted. This means that there is a positive and significant effect of work motivation on employee performance in the supporting function unit of PT. X. This can be explained by the receiving salary according to standards, receiving bonuses based on performance, having good relationships with other employees, completing tasks with skill, and feeling comfortable with task completion proven to expand employee performance in the supporting function at PT. X. This result align to the study of (Kumari and Kumar 2023) , but contrast to the study from (Syarip, Juwaini, and Pasaribu 2024). Next for H_2 where the significance value obtained is 0.001, and the calculated t-value is 4.380, while the critical t-value is 1.991. The critical t-value is derived from the same formula as already explained in H_1. Since the calculated t-value 4.380 is greater than the critical t-value 1.991 and the significance value 0.001 is less than 0.05, it can be concluded that H_2 is accepted. This indicates that there is a positive and significant effect of work discipline on employee performance in the supporting function unit of PT. X. By continuously arrive on time, always adhering to rules, working according to standards, being meticulous in work, and keeping work equipment organized, when an employee emphasized this behavior than it is proven to expand his performance at work. This result is refer to (Krskova et al. 2021) which identified dimension that form discipline in the higher education. This result also align to the study from (Dharma et al. 2023). For H_3, it can be seen from the result that the significance value obtained is 0.010, and the calculated t-value is 2.635, while the critical t-value is 1.991. Since the calculated t-value 2.635 is greater than the critical t-value 1.991 and the significance value 0.010 is less than 0.05, it can be concluded that H_3 is accepted. This indicates that there is a positive and significant effect of work environment on employee performance in the supporting function unit of PT. X. By improving adequate lighting, comfortable temperature, good relationships and communication with colleagues and supervisors, feeling safe at work, and suitable facilities provided, then organization can gain improvement on its employee performance at supporting unit function at PT.X. This result is contradictory to (Nugroho and Wahjoedi 2023) yet align to (Syarip, Juwaini, and Pasaribu 2024).

5. CLOSING

The conclusions drawn from this research are as that work motivation has a positive effect on employee performance at PT. X, work discipline has a positive effect on employee performance at work environment demonstrate a positive effect on employee performance at supporting function at PT. X. This study results basically support the fundamental theoretical background of how these three variables impact the employee performance. However, there are some limitations in the study where this study consider only motivation, work environment and discipline as antecedent of work performance. This study also applied only in supporting unit with only 82 members of the unit. Thus, to address the limitations, author provides several recommendations where future researchers are encouraged to include additional variables in their studies and expand the unit analysis outside the supporting function or different company and industry, and also expanding the respondent number to go beyond 82. This study result add enhancement to theoretical concept on how motivation theory can be applied in various way inside human resource management context. Beside theoretical implication, what is need to be considered from this study is practical recommendation where companies should pay attention to good

human resource management practises. Employee needs, maintain good working relationships, and provide comfortable facilities to enhance employee motivation in completing tasks proven to manage motivation level, thus it need to be oversight carefully. Since work motivation positively affects employee performance, good motivation can improve employee performance in achieving company goals. Companies should also focus enhance on rules and regulation that can pursue employee discipline level, such as punctuality, adherence to regulations, thoroughness in work, and organization of work equipment. Companies should also improve the quality of work environment, including adequate lighting, comfortable temperature, good facilities, and positive working relationships, to make employees feel safer while performing their jobs. Since work environment positively affects employee performance, then both physical and nonphysical factors of work environment need to be managed comprehensively.

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