

Optimizing Employee Performance in the West Sulawesi Provincial Office of Manpower: The Impact of Motivation, Discipline, and Work Environment**Optimalisasi Kinerja Pegawai Dinas Tenaga Kerja Provinsi Sulawesi Barat: Pengaruh Motivasi, Disiplin, dan Lingkungan Kerja****Hariyono AR¹, Nur Fajarani^{2*}, Jamaludin Kamarudin³**Universitas Muhammadiyah Mamuju^{1,2,3}hariyonoarono@gmail.com¹, fajarani.tkci@gmail.com², jamaludin_km90@yahoo.co.id³**Corresponding Author***ABSTRACT**

This study investigates the impact of Motivation, Work Discipline, and Work Environment on Employee Performance at the Office of Manpower and Transmigration in West Sulawesi Province. Through regression analysis, all three variables are found to significantly influence employee performance ($p < 0.05$). The calculated coefficient of determination (R^2) demonstrates that 79.2% of employee performance variation can be explained by these factors. However, 20.8% remains unaccounted for. The study emphasizes the vital role of these factors in enhancing employee performance and underscores the importance of creating a supportive work environment and fostering motivation and discipline.

Keywords: Motivation, Discipline, Work Environment, Employee Performance

ABSTRAK

Penelitian ini menginvestigasi pengaruh promosi, harga, dan kualitas produk terhadap keputusan pembelian konsumen pada Toko Trifth Carin di Kompleks Pasar Baru, Kabupaten Mamuju. Melalui analisis kuantitatif, ditemukan bahwa masing-masing variabel tersebut secara signifikan mempengaruhi keputusan pembelian individu. Selain itu, dampak gabungan dari promosi, penetapan harga, dan kualitas produk juga terbukti, didukung oleh korelasi yang kuat ($R = 0,749$) dan koefisien determinasi yang substansial ($R^2 = 0,561$). Dengan demikian, strategi promosi yang efektif, penetapan harga yang tepat, dan peningkatan kualitas produk sangat penting dalam mempengaruhi pilihan konsumen. Temuan ini menekankan perlunya pendekatan terpadu untuk meningkatkan keputusan pembelian, memandu bisnis dalam menyusun strategi pemasaran yang komprehensif untuk memenuhi preferensi konsumen dengan lebih baik.

Kata kunci : Promosi, Harga, Kualitas Produk, Keputusan Pembelian

1. Introduction

Environmental changes often occur in the process of development and economic growth of a region which will directly or indirectly affect life and the economy. The economy will run well, if the administration and implementation of development is supported by a good state apparatus. The improvement and enhancement as well as the quality of Civil Servants as state apparatus needs to be carried out continuously and in a planned manner. This is very important to know so that every organization is able to pay special attention to humans in their role as an employee in the organization. (Kuncoro in Sunyoto, 2013).

Utomo (201) states that work motivation is everything related to and has an influence on the soul of employees which includes the work atmosphere and employee job security. Work motivation in organizations has an important influence on smooth productivity for employees. Work motivation that is safe, comfortable, healthy, and pleasant can create satisfaction for employees in carrying out their activities and can also affect employee performance. Various personnel policies and activities carried out will provide pleasant work motivation for employees and people involved in the organization. In an organization, the work environment is one of the centers of attention. On the other hand, organizational

effectiveness also plays an important role for the organization to survive and to be able to compete in the face of rapid change. The work environment is the backbone of organizational development, because without a good work environment it will be difficult to achieve organizational goals. If someone is trying to influence the behavior of other individuals then that person needs to practice work environment style. A leader's work motivation will greatly affect working conditions, which will relate to how employees accept a style of work environment, happy or unhappy, like it or not. On the one hand, certain work environments can cause a decrease in performance. Performance is an important part that can affect the existence of employees in a government agency. Performance is a result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. therefore HR performance is work performance or work results both the quality achieved by HR unity over a period of time in carrying out his work duties in accordance with the responsibilities given to him (Prabu, 2009).

In an effort to maintain and improve employee performance, a leader who uses a situational work environment style is needed, namely a leader who in addition to having personal abilities, is also able to read the condition of his subordinates and their work motivation. In this case, the maturity of subordinates is directly related to the right work environment style to be applied, so that the leader obtains adequate obedience or influence. For this reason, the leader must be able to create a work atmosphere that supports subordinates to always achieve. A leader must be able to read and understand the desires of his employees or subordinates in creating performance and a sense of responsibility or the back and forth of the organization where the employee works. in principle, employee performance lies in two things, namely how the leader's attitude towards his subordinates and the employees themselves. consequently, between the work environment and performance is closely related. Government institutions have an important role in carrying out the bureaucratic process as a public service. In an increasingly transparent and open society, government institutions must be able to improve the function of community services in accordance with the needs and to anticipate an increasingly modern society so that government institutions are required to always optimize the quality and ability of employee performance.

Performance according to Mangkunegara (2013) "Performance (work performance) is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him". Performance does not arise easily but performance arises internally in the human person himself and externally by providing stimuli such as Work Motivation, and Work Motivation. Performance factors consist of internal factors and external factors. For example, a person's performance is due to having high abilities and someone is the type of hard worker, while someone has poor performance because the person has low abilities and the person has no efforts to improve his abilities. External factors are factors that affect a person's performance that come from the environment. Such as the behavior, attitudes, and actions of coworkers, subordinates or leaders, work facilities, work motivation and organizational climate (Mangkunegara, 2013).

Motivation is what causes, channels, and supports human behavior, so that they want to work hard and enthusiastically to achieve optimal results. The inner atmosphere is seen in the spirit or passion of work that produces work activities as a contribution to the achievement of the company's business goals. According to Mas'ud (2009

), work motivation is a condition in a person's personality that encourages individual desires to carry out certain activities in order to achieve goals. The motivation that exists in a person will manifest a behavior directed at the goal of achieving satisfaction goals. Work motivation is something that creates a desire for a person or worker, both from within himself and from outside to carry out work or activities with a sense of responsibility in order to

achieve the desired goals. So, motivation is not something that can be observed but is something that can be inferred because of something that appears. Motivation is a driving factor that can create employee morale to achieve organizational goals. Thus, motivated people will make greater efforts than those who are not. Agencies or organizations not only expect capable, capable, and skilled employees, but most importantly want to work hard and want to achieve maximum work results, the ability and skills of employees are meaningless to the company if they do not want to work hard. In order for management activities to run well, the organization must have knowledgeable and highly skilled employees and efforts to manage the agency as optimally as possible so that employee performance increases.

Basically, performance can be done well if a leader of an organization is able to provide promotions, or other facilities for employees who excel. Leaders must also be able to interact well with all employees and consider all employees as important members in the agency environment and treat employees as well as possible, so that subordinates or employees feel more comfortable so as to create a harmonious atmosphere in work motivation.

Based on the results of observations of researchers to employees of the West Sulawesi Provincial Manpower Office, they stated that they were often late for the office due to a lack of comfort when they were in the office. So that employees feel uncomfortable due to inadequate office space and office facilities and the lack of assertiveness given to employees and sanctions or reprimands if employees come late to the office. Furthermore, related to leadership on employee performance in a government agency, in this case the research was conducted at the West Sulawesi Provincial Manpower Office, in the organizational structure a leader is assisted by his subordinates. The phenomenon that occurs is that there is a change in leadership that often occurs without employees knowing when the time is. Therefore, the application of a leadership style carried out by the leader must be appropriate because it will affect the original government objectives.

2. Literature Review

Motivation comes from the Latin word *movere* which means drive or move, all human behavior is usually based on motivation or encouragement in many ways that cause them to behave this way. In management, motivation is what causes all members of the organization to work in completing work according to the motives or goals of the organization or company to be achieved. According to Kartika (2012) the definition of motivation is the whole process of providing work motives to subordinates in such a way that they want to work sincerely for the achievement of organizational goals efficiently and economically. Meanwhile, according to Roesyadi (2012) suggests that motivation is often interpreted as encouragement. This encouragement or energy is a mental and physical movement to do so that motivation is a driving force that moves humans to behave in their actions that have a certain purpose, as for motivation as a condition where a person's effort and willpower are directed towards achieving certain results or goals. Motivation is increasingly important because managers distribute work to their subordinates to be done properly and integrated into the specified goals, (Kartika 201). Every activity carried out by a person is driven by a force from within a person, this driving force is called motivation, (Mas'ud 2009).

According to Robbins (2013) motivation is a process that explains the intensity, direction, and persistence of an individual to achieve his goals. The inner or psychological atmosphere of a worker as an individual in an organizational society or company that is his work environment, has a very large influence on the implementation of his work. Motivation is what causes, channels, and supports human behavior, so that they want to work hard and enthusiastically to achieve optimal results. The inner atmosphere is seen in the spirit or passion of work that produces work activities as a contribution to the achievement of the

company's business goals. According to Mas'ud (2009), motivation is a condition in a person's personality that encourages individual desires to carry out certain activities in order to achieve goals. The motivation that exists in a person will manifest a behavior directed at the goal of achieving satisfaction goals. Work motivation is something that creates a desire for a person or worker, both from within himself and from outside to carry out work or activities with a sense of responsibility in order to achieve the desired goals. So, motivation is not something that can be observed but is something that can be inferred because of something that appears. Based on the understanding of motivation from several opinions above, motivation is a driving factor that can create employee morale to achieve organizational goals.

Thus, motivated people will make greater efforts than those who are not. Agencies or organizations not only expect capable, capable, and skilled employees, but most importantly want to work hard and want to achieve maximum work results, the ability and skills of employees are meaningless to the company if they do not want to work hard. In order for management activities to run well, the organization must have knowledgeable and highly skilled employees and efforts to manage the agency as optimally as possible so that employee performance increases.

Work motivation is a driving factor that arises both from within individuals and from outside themselves, which encourages them to carry out activities or actions. The concept of work motivation involves two main dimensions, namely internal and external dimensions, which reflect the sources of motivation that come from within the individual and the influence of the external environment. Individuals demonstrate work motivation through these two dimensions, and specific indicators are used to measure the extent to which a person meets the demands of the job. Uno (2010) outlines the two main dimensions of work motivation and their associated indicators: The internal motivation dimension, with indicators: Responsibility in completing work tasks. Achievement of tasks by reaching predetermined targets. Presence of clear and motivating goals. Personal satisfaction when doing work. Passion to outperform the performance of other individuals. Focus on achievement in work. External motivation dimension, with indicators: Motivation to fulfill life and work needs. Satisfaction from praise or recognition for work results. Work in the hope of getting incentives or rewards. Work in the hope of getting attention from coworkers and superiors. Through observation of these two dimensions and related indicators, we can measure the level of individual work motivation in carrying out the tasks he faces as an employee.

According to Baron (201) views discipline through punishment. Work discipline can basically be interpreted as a form of obedience to one's behavior in complying with certain provisions or regulations related to work, and imposed in an organization or company. then according to Nitisemito (2011), the problem of work discipline is a problem that needs attention, because with discipline, it can affect the effectiveness and efficiency of achieving organizational goals. Meanwhile, according to So, work discipline is a form of obedience to employee attitudes and behavior that can affect the effectiveness of employee performance in the company.

Meanwhile, according to Baron (2012), there are several things that can be used as an indication of the high and low level of employee work discipline, namely: punctuality, compliance with superiors, rules against prohibited behavior, order against rules that are directly related to work productivity. Work discipline can be defined as an attitude of respect, respect, obedience and obedience to applicable regulations, both written and unwritten and able to carry them out and not avoid receiving sanctions if he violates the duties and authority given to him. Work discipline that is not rooted in personal awareness will result in weak and unsustainable discipline. Discipline can be instilled and developed through education or habituation with positive examples, starting from childhood in the family environment, and continuing to grow until it becomes a strong form of discipline.

In the work environment, discipline can be reflected through actions such as regular and punctual arrival, wearing neat clothes, using equipment carefully, and work production that complies with the procedures set by the company. Baron (2012) reveals several indicators that measure the level of employee work discipline, such as adherence to working hours, obedience to superior orders, compliance with regulations regarding impermissible behavior, and the level of adherence to regulations that are directly related to work productivity. Work discipline can be defined as an attitude that reflects respect, obedience, and compliance with applicable rules, both written and unwritten, and is able to carry it out without avoiding sanctions if it violates the assigned duties or responsibilities.

Handoko (2011) shows that indicators of employee work discipline include: Regular, punctual, and orderly attendance at work, neat clothing, which affects work comfort and self-confidence, Careful use of office equipment to avoid damage, Responsibility in fulfilling tasks, which shows a high level of discipline. From this description, it can be concluded that work discipline indicators include discipline towards time, discipline towards rules, and discipline in carrying out responsibilities. All of these reflect the attitude of obedience and responsibility of employees towards their duties in the work environment.

To improve employee performance, the work environment is a factor that is quite important to get attention because work motivation is a place where employees carry out work activities. Furthermore, the author describes the definition of work motivation put forward by Nitisemito (2010:) which states "the work environment is everything that is around workers who can influence them in carrying out their assigned tasks".

Meanwhile, Sedarmayanti (2010) explains that "the work environment is the whole of the tools and materials at hand, the surrounding environment in which a person works, his work methods, and his work arrangements both as an individual and as a group". From the above opinions, it can be concluded that the work environment is all the conditions around the workplace, both concerning physical and non-physical aspects and can make employees feel comfortable and do their jobs well. Furthermore, indicators of work motivation according to Serdamayanti (2010: 27), the work environment is an environment that is close to employees in carrying out their duties. This includes the organization of the workspace, lighting, good air exchange, cleanliness of the room, and job security. In addition, future security and work facilities are also important. All of these affect employee performance and are an important focus for the organization or company.

Performance can affect the activities of an organization or government agency, the better the performance shown by employees will greatly assist in the development of the organization or government agency. According to Robbins, (2012) employee performance is the result of work both in quality and quantity achieved by a person in carrying out tasks according to the responsibilities given. Meanwhile, according to Hasibuan (2010: 94), "A work result achieved by a person in carrying out the tasks assigned to him which is based on skills, experience and seriousness and time." According to Mangkunegara (2013: 9) "The quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given to him".

Then according to Sedarmayanti (2010: 174), "Fulfilling or carrying out the obligations of a vow, the results of workers, organizational processes, concretely proven, perfecting responsibility, measurable, can be compared with predetermined standards." Furthermore, according to Hasibuan (2010: 35), "performance or work performance is the result of work achieved by a person in carrying out the tasks assigned to him based on skills, experience and seriousness and time". In the Civil Servant (PNS) environment, performance appraisal is known as the Job Performance Assessment List (DP3), which is made by direct superiors within a period of one year. DP3 serves as a consideration in the development of civil servants based on the career system and work performance. DP3 consists of eight norms of behavior: Loyalty:

Obedience: Complying with laws and regulations and official regulations. Honesty: Carry out tasks sincerely and do not abuse authority. Cooperation: Working together with others for maximum results. Initiative: Taking steps or actions without the need for orders.

Work environment: Able to motivate others in carrying out tasks (specifically for certain positions). Based on the explanation above, it can be concluded that performance is the work of an individual or group based on ability, experience, seriousness, and time. The purpose of performance evaluation is to improve and enhance company performance through improved HR performance. This evaluation does not only assess physical results, but also involves various aspects such as ability, craft, discipline, and work relationships according to their duties.

Based on the theory of Veithzal Rivai (2011), the objectives of employee performance appraisals include increasing work ethic and motivation, assessing current performance, encouraging accountability, providing fair rewards, differentiating employees, developing HR through mutations or training, improving performance, identifying obstacles, getting feedback, managing sanctions or rewards, strengthening the relationship between employees and supervisors, and channeling work-related complaints.

There are five indicators to measure individual employee performance, as described by Robbins (2012). First, work quality is measured based on employee perceptions of work results and task perfection according to ability. Second, quantity measures the amount of work, such as units or activity cycles. Third, timeliness shows the extent to which activities are completed on time by considering coordination and use of time. Fourth, effectiveness measures the optimal utilization of organizational resources for better work results. Fifth, independence reflects the ability of employees to carry out their duties with commitment and responsibility to work and the agency.

3. Research Methods

This research was conducted at the West Sulawesi Provincial Manpower Office with the aim of evaluating the effect of work motivation, work discipline, and work environment on employee performance. The types of data used include qualitative data in the form of descriptions of work motivation, work discipline, and work environment, and quantitative data expressed in numbers and presented in the form of frequency distribution tables. Data sources come from primary data obtained through questionnaires and direct observation of employees, as well as secondary data such as literature, lecture notes, and information on organizational structure.

The population of this research is all employees of the West Sulawesi Provincial Manpower Office, which is 49 people, with a sample of 32 people. Data will be analyzed using multiple linear regression analysis with the help of SPSS software to test the research hypothesis. The operational definitions in this study include: Work Motivation: The spirit and desire to work of employees as measured through indicators such as responsibility, target achievement, personal goals at work, personal excellence, and life goals at work. Work Discipline: A leadership approach that emphasizes the empowerment of subordinates through improving self-concept, which is measured through indicators such as order, discipline in dress, careful use of equipment, and responsibility. Employee Performance: The results of each employee's work in their duties and responsibilities, measured through indicators of quantity, quality, timeliness, effectiveness, and independence.

4. Results and Discussions

The data analysis process in this study was carried out using IBM SPSS (Statistical Package for Social Science) software version 24. The following is an explanation of the results of data processing through multiple linear regression equations in this study:

Table 1. Hypothesis Testing Result

Variable	Beta	T Value	Significant
Constant	1,121	1,118	0,061
Motivation	4,351	4,331	0,006
Discipline	3,138	3,128	0,013
Work Environment	2,749	2,724	0,018
F Square		95,78	0,000
R Square		0,790	

The results of the statistical analysis conducted regarding the effect of work motivation show that the tcount value of 4.331 exceeds the ttable value of 1.66. In addition, the significance value obtained is 0.006, which is smaller than the predetermined significance level of 0.05. Thus, it can be interpreted that there is a significant influence between work motivation on employee performance. The decision-making process is based on a comparison between the tcount value and the ttable value, as well as considering the significance value. The tcount value which is greater than the ttable value indicates that the relationship between work motivation variables and employee performance is quite strong and statistically significant. Therefore, the null hypothesis (H0) which states that there is no influence between work motivation and employee performance can be rejected. With the acceptance of the alternative hypothesis (H1), it means that work motivation has a positive and significant influence on employee performance. This illustrates that the higher the level of work motivation possessed by employees, the better the performance they show in carrying out their duties and responsibilities. This result supports the theoretical view that links work motivation with improved individual performance.

The results of statistical analysis show that the discipline variable has a tcount value of 3.128, which exceeds the ttable value of 1.66. In addition, the significance value obtained is 0.013, which is smaller than the predetermined significance level of 0.05. Based on these values, it can be concluded that there is a significant influence between work discipline variables on employee performance. The decision-making process is based on the comparison between the tcount value and the ttable value, as well as considering the significance value. These factors indicate that the relationship between the work discipline variable and employee performance is quite strong and statistically significant.

Therefore, the null hypothesis (H0) stating that there is no influence between work discipline and employee performance can be rejected. With the acceptance of the alternative hypothesis (H1), it means that work discipline has a positive and significant influence on employee performance. This shows that employees who are able to maintain a good level of work discipline tend to have better performance in carrying out their duties and responsibilities. This result is in line with the view that work discipline is an important factor in creating an efficient and productive work environment. However, it is important to remember that the results of this analysis only show a statistical relationship between work discipline and employee performance. Other factors, such as motivation, work environment and other personal factors, can also affect employee performance. Therefore, these results should be used as a basis for planning and developing more holistic human resource management strategies to improve overall performance.

The results of statistical analysis show that the work environment variable has a t -count value of 2.724, which exceeds the t -table value of 1.66. In addition, the significance value obtained is 0.018, which is also smaller than the predetermined significance level of 0.05. Based on these values, it can be concluded that there is a significant influence between work environment variables on employee performance. Thus, the alternative hypothesis (H_1) which states that there is a positive and significant influence between the work environment and employee performance can be accepted. These results indicate that work environment conditions, such as room arrangement, lighting, air exchange, cleanliness, and other factors, can affect employee performance levels. Conducive work environment factors can provide additional support and motivation for employees in carrying out their duties and responsibilities. Conversely, an uncomfortable or inadequate work environment can negatively impact employee productivity and performance. Therefore, it is important for organizations or companies to create a work environment that supports and motivates employees to achieve better performance.

The results of the statistical analysis shown in table 1 indicate the simultaneous influence (together) of the independent variables, namely Work Motivation, Work Discipline, and Work Environment, on employee performance at the West Sulawesi Provincial Manpower Office. In the table, the F -count value obtained is 95.78, while the F -table value used as a reference is 2.77. By comparing the two values, it is found that $F_{\text{count}} > F_{\text{table}}$. This shows that the independent variables together have a significant influence on the dependent variable (employee performance). The importance of this result is that it confirms that the variables tested in this study, namely Work Motivation, Work Discipline, and Work Environment, not only have an individual influence (as previously tested), but also have a significant influence jointly on employee performance. Thus, this study provides evidence that efforts to increase work motivation, build good work discipline, and create a conducive work environment can have a positive impact on employee performance at the West Sulawesi Provincial Manpower Office. The implication is that human resource management strategies and improvements in these three aspects can be taken to maximize overall employee performance.

Table 1 presents the coefficient of determination (R^2) of 0.790, which indicates how much variation in the dependent variable (employee performance) can be explained by the combination of independent variables in this study, namely Work Motivation, Work Discipline, and Work Environment. With an R^2 value of 0.790, this means that about 79.2% of the variation in employee performance at the West Sulawesi Provincial Manpower Office can be explained by these independent variables. This shows that the variables of Work Motivation, Work Discipline, and Work Environment have a considerable influence on variations in employee performance. However, the remaining 20.8% of the variation in employee performance cannot be explained by the combination of independent variables in this study. This shows that there are other factors not tested in this study that also have an influence on employee performance. These factors may include variables that are not included in the analysis model, external environmental factors, individual characteristics that are not measured, and so on. This interpretation of the R^2 value underscores the importance of considering other factors that can affect employee performance in addition to the variables that have been tested. The results of this study provide a basis for understanding the extent of the influence of the independent variables in explaining variations in employee performance, but it is still necessary to conduct further analysis to get a more complete and accurate picture of the factors that affect overall performance.

5. Conclusion

In conclusion, the analysis presented in Table 1 provides valuable insights into the relationships between the variables Motivation, Work Discipline, Work Environment, and

Employee Performance at the Office of Manpower and Transmigration of West Sulawesi Province. The calculated coefficients of determination (R^2) indicate the extent to which the variability in employee performance can be explained by the combination of these independent variables. The obtained R^2 value of 0.790 signifies that approximately 79.2% of the variation in employee performance can be attributed to the factors of Motivation, Work Discipline, and Work Environment considered in this study. This substantial portion of explained variance suggests a significant influence of these factors on employee performance. However, it's important to acknowledge that around 20.8% of the variability remains unexplained by the current model, implying the existence of other factors not examined in this research. This study underscores the importance of Motivation, Work Discipline, and Work Environment in contributing to employee performance within the context of the Office of Manpower and Transmigration. Yet, it also emphasizes the need for further exploration to account for the unexplained variability. Factors beyond the scope of this study, such as external influences and unmeasured individual characteristics, might play a role in shaping employee performance. In practical terms, the findings highlight the significance of creating a conducive work environment, fostering work discipline, and nurturing employee motivation to enhance overall performance. However, organizations should also be mindful of additional factors that can impact performance and should consider a holistic approach when designing strategies to improve employee effectiveness. It's important to note that this study provides a specific perspective based on the examined variables and the context of the Office of Manpower and Transmigration of West Sulawesi Province. Future research could delve deeper into other potential factors and contexts to gain a more comprehensive understanding of employee performance dynamics.

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