



MOTIVATION AND ROLE ON EMPLOYEE PERFORMANCE WITH THE WORK ENVIRONMENT AS A MODERATING VARIABLE

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Abstract

The human element in organizations is always related to individual behavior and characteristics that affect work results and the achievement of organizational goals. The role of motivation and the work environment needs to be observed to determine its support for the achievement of organizational goals through the achievement of employee performance. The purpose of this study was to determine the effect of work motivation on employee performance by involving the work environment variable as a moderating variable. This survey research uses a census sampling technique. The number of respondents as many as 103 respondents who were taken in one of the companies engaged in telecommunications in the city of Surabaya. To obtain results from the data collected, a process is carried out using descriptive statistics and regression analysis. The results of this study state that work motivation has a significant influence on employee performance. In addition, this study also found that the significant influence of work motivation on employee performance was proven to involve the work environment as a moderating variable.

Keywords: motivation, work environment, employee performance.

Introduction

All activities carried out to improve the business of a company are shown through efforts to produce performance. Human resources who have performance according to company expectations are important assets because they contribute to increasing the company's progress. Success in achieving superior performance requires the strategic role of employees as actors in every company activity. Therefore, companies need to monitor employee performance intensively to ensure compliance with standards and deliver results as expected by the company. Continuous efforts to develop employee performance are a challenge for managers. This is because the success of achieving the goals and survival of the company is also determined by the quality of the performance of the human resources involved in every work process in the company (Khayru, 2021). In addition to survival, companies are also required to generate income continuously as remuneration for personnel involved in the company's operational activities (Sinambela & Putra, 2021; Mardikaningsih & Arifin, 2021). This policy will lead to the development of human resources in the form of compensation.

Employee performance refers to each person's work in the workplace. Employee performance is the result of performance that can be achieved by a person or group both qualitatively and quantitatively in the workplace (Robbins & Judge, 2015). Work results can involve quality, quantity, and timeliness, but performance evaluation in company organizations is the main factor for developing employee potential and competencies. The role of employee performance is so important for the company that the management must consider improving the performance of every employee in the company by encouraging them to perform their duties and duties efficiently and effectively. Performance barriers must be removed such as stress, excessive workload, conflict, inappropriate leadership and inappropriate work culture (Ernawati, 2020; Widiyana, 2021; Mardikaningsih & Wisnujati, 2021; Putro, 2021; Issalillah & Wahyuni, 2021). Performance evaluation in principle is a form of employee performance appraisal. Managers must ensure that employee activities and outputs are in accordance with company goals (Irfan & Mataputun, 2021). It is therefore the priority of the organization to ensure that various strategic actions are in place to retain employees, encourage initiative and stimulate employee efforts which lead to better performance

and higher productivity. According to Kaye and Evans (2000), maintaining human resources is one of the main challenges in managing an organization. Success in solving various human resource problems can result in an effective company because motivated and more satisfied employees tend to be more cooperative and more productive at work (Hutomo, 2011).

Employee performance can be influenced by several factors, one of which is motivation. Employee motivation in the company must be a serious concern for managing human resources. Companies must pay attention to how to manage employee motivation at work so that they always focus on company goals (Darmawan, 2007). One of the strategic actions to maintain good performance is to cultivate and maintain employee motivation. Motivation is the driving force for each individual that underlies employees to act and do something. Employees will not do something optimally if they do not have high motivation from within themselves to excel at work. Motivation theory tries to identify the types of needs that people have and the situations in which they will be motivated to fulfill these needs in a way that contributes to performance and productivity.

The role of work motivation is shown by several empirical studies. According to Burns and Alexander (2020), good motivation can strengthen employee commitment to the organization. The study of Sohail et al. (2014) also shows the same thing where organizational commitment is strengthened by work motivation. The study of Wahyudi (2006); Joseph (2015) and Bashaer and Singh (2017) prove that work motivation will lead to an increase in company performance. Jayaweera Research (2015); Ghaffari et al. (2017); Olusadum and Anulika (2018) state that motivation has a positive and significant effect on employee performance. In addition, work motivation has a role as a deterrent to employee turnover (Retnowati et al., 2021).

In addition to work motivation, there is a role from the work environment to the formation of employee performance. A study from Badayai (2012) states that the work environment contributes to employee performance. According to Al-Omari and Okasheh (2017), employee performance is the result of the employee's motivation and abilities, and how he or she adapts to situational constraints and the work environment. Any disturbance in the work environment will have a direct influence on behavioral disorders which specifically affect the decrease in work motivation and employee performance (Lestari, 2020). Situational constraints that can

occur such as noise, office furniture, ventilation and light. This is a major physical condition that deserves more attention. Conflict and social disturbance are also situational constraints of the work environment. There is an idea that the work environment serves as a reinforcement of the relationship between work motivation and employee performance.

Based on the previous explanation, the purpose of this study was to determine the effect of work motivation on employee performance by involving the work environment variable as a moderating variable.

Method

The research method used is a combination of descriptive and survey methods, namely the research is carried out directly to the source of the data that occurs at the time the research is conducted to describe and observe matters relating to the measurement of research variables. The data is processed and analyzed quantitatively through a parametric statistical approach. The tool used for data collection is a questionnaire adopted from various studies. To make the research valid, non-probability sampling has been used in this study and only respondents who have been included can provide effective input for the analysis. Sampling with a census technique which is part of non-probability sampling as a sampling technique that does not provide equal opportunities for every member of the population to be selected as a sample. Saturated sampling is a sampling technique when all members of the population are used as samples. The number of respondents was 103 respondents who were taken in one of the companies engaged in telecommunications in the city of Surabaya.

The questionnaire was designed to examine the effect of work motivation on employee performance with work environment as the moderating variable using an eight-point Likert scale. The structure of the questionnaire has been arranged as, at the beginning of the questionnaire demographic information has been placed, in the next part of the questionnaire the main items of variables have been placed in three parts according to the number of variables involved. The independent variable is work motivation. Indicators of this variable according to Conway and Briner (2002) include rewards; provision of proper work; promotion; social working conditions; appreciation. The dependent variable is employee performance. According to Robbins and Judge (2015), employee

performance indicators are quality; quantity; punctuality; effectiveness; and independence. The work environment serves as a moderating variable that serves to strengthen or weaken the relationship between the independent and dependent variables. The work environment variable consists of three indicators, namely the physical work environment; social work environment; and mental work environment (Jain and Kaur, 2014). All of these indicators are translated into statements in the questionnaire that provide answer choices based on a Likert scale with eight ranges of choices, from Strongly Agree with a score of 8, to Strongly Disagree with a score of 1.

To obtain results from the data collected, a process is carried out using descriptive statistics and regression analysis. The quality of the data is carried out through validity and reliability tests.

Result and Discussion

Data collection from 103 employees is described based on the characteristics of respondents who have relevance to the research topic. Table 1 shows the background of the respondents.

Table 1. Respondent Profile

Characteristics	Group	Frequency	Percentage
Gender	Man	67	65
	Woman	36	35
Length of time at the current company	< 2 years	3	2,9
	25 years	28	27.2
	6 – 10 years	49	47.6
	> 10 years	23	22.3
Age	21 – 30 years	28	27.2
	31 – 40 years	41	39.8
	41 – 50 years	25	24.3
	> 50 years	9	8.7

Sources are obtained from the results of data tabulation

Table 1 shows a descriptive analysis of respondents from 103 people. Respondents were dominated by the male group as much as 65%. The respondent group is mostly at the age of 31-40 years or 39.8%. For characteristics based on length of service, the respondent group is dominated in the range of 6 to 10 years, which means that most of the employees have had a long relationship with the company.

The questionnaire must meet the validity test so that the validity of the questionnaire is guaranteed. Each statement item must be valid with conditions not less than 0.3. The SPSS output for the validity test is shown in Table 2. Each statement item from each variable shows feasibility and is valid because it has a corrected item total correlation value greater than 0.3.

Table 2. Validity Test

Variables	Statement Items	Total Correlation
Work Motivation	1	0.651
	2	0.643
	3	0.761
	4	0.727
	5	0.778
Work Environment,	1	0.865
	2	0.834
	3	0.823
	4	0.796
	5	0.811
	6	0.775
Employee Performance	1	0.559
	2	0.586
	3	0.475
	4	0.691
	5	0.605

Source: SPSS Output Results

The internal consistency of the questions measuring the research variables was tested using the Cronbach test as shown in Table 3. The condition is that the alpha value is more than 0.7. From the SPSS output, Cronbach's alpha value for work motivation is 0.777, work environment is 0.812, and employee performance is 0.823. These results indicate that all scales have internal consistency and are therefore reliable for use and further processing.

Table 3. Reliability Test

Variabel	Cronbach's Alpha	Status
Work Motivation	0.777	Reliable
Work Environment	0.812	Reliable
Employee Performance	0.823	Reliable

Source: SPSS Output Results

Table 4. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.713 ^a	.508	.503	3.72976	.508	104.405	1	101	.000
2	.820 ^b	.673	.667	3.05594	.165	50.450	1	100	.000
3	.833 ^c	.695	.685	2.96842	.022	6.984	1	99	.010

Source: SPSS Output Results

Table 4 shows that SPSS output produces three types of models, namely numbers 1 to 3 which correspond to the predictors in the regression model which are described as follows:

1. Model 1 only involves work motivation as a predictor with a predictor contribution of 50.8%. The value of the change in F is 104.405 ($p=0.000$; $p<0.05$). This means that work motivation has the ability to predict employee performance significantly.
2. Model 2 involves the work environment in the regression model. Work environment involvement has increased the predictor contribution from 50.8% to 66.7%. The work environment causes an improvement in the F value of 50.450. This contribution is quite significant ($p=0.000$; $p<0.05$).
3. Model 3 previously in the regression model involved the work environment as an independent variable, then positioned the work environment with a moderating role. This role is a significant predictor by providing an effective contribution from 66.7% to 69.5%. This contribution is also very significant, which can be seen from the change in the value of the better F to 6.984 ($p=0.010$; $p<0.05$), which is significant.

Thus, it can be stated that work motivation and work environment are able to predict employee performance. In addition, the work environment is also proven to be a moderator of the relationship between work motivation and employee performance. Table 5 shows that the predictions of each predictor. In Model 3, all predictors are involved. The regression equation obtained is $Y = 9.836 + 4.212 X_1 + 4.376 X_2 - 0.315 X_1X_2$.

Table 5. Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	31.280	2.027		15.431	.000
	Motiv	3.283	.321	.713	10.218	.000
2	(Constant)	21.014	2.202		9.544	.000
	Motiv	2.307	.297	.501	7.767	.000
	Lingk	2.484	.350	.458	7.103	.000
3	(Constant)	9.836	4.740		2.075	.041
	Motiv	4.212	.777	.915	5.424	.000
	Lingk	4.376	.793	.807	5.521	.000
	Mot_lingk	-.315	.119	-.670	-2.643	.010

Source: SPSS Output Results

Work motivation is proven to have a significant effect on employee performance. This finding emphasizes the role of work motivation which has a contribution to the development of employee performance. This finding is in accordance with the results of previous studies from Jayaweera (2015); Ghaffari et al. (2017); Olusadum and Anulika (2018). Employee performance is a manifestation of the overall value performed by employees over a certain period of time as separate parts of the behavior expected by the company. Employees can act in their careers well, provided they have the motivation and work skills needed to perform well (Spector, 1997). Work motivation can be in the form of rewards; provision of proper work; promotion; social working conditions; appreciation. All of these things are employee expectations that are the company's obligation to fulfill them (Darmawan et al., 2020). The remuneration package is one of the most popular forms of strengthening work motivation and tends to produce higher performance from workers (Sinambela & Ernawati, 2021). This result is in accordance with the equity theory which states that compensation must be in accordance with the proportion of each employee's contribution. The objectivity and fairness that is manifested in the system is solely to encourage better employee contributions to the progress of the company (Werdati et al., 2020). The greater the motivation of the employee, the greater the potential for good performance he shows.

This study also found that the work environment was proven to play a moderating role in the relationship between work motivation and employee performance. Individual performance is more than the ability of

the employee itself. Motivation as the main driver along with work ability is combined in the form of employee efforts to provide work results according to company expectations. To achieve proper performance and more effective and optimal efficiency and productivity, every company is looking for ways to create a supportive environment for its employees to reach a level of ability that can make a greater impact on their work (Jahroni, 2021). Motivation is an individual characteristic, but it can arise from the individual (eg personality) as well as from environmental conditions. Improving employee performance along with productivity to achieve maximum efficiency of human and material resources used is a clear and important management task (Darmawan, 2021). Performance shows the level of quality of work of working employees, their level of innovation, problem solving techniques and methods of utilizing available resources, as well as the energy and time they use to perform tasks in the work environment.

Perhaps the workplace environment in some industries is unsafe, unhealthy and uncomfortable. However, the company can at least strive for working conditions that do not pose a threat to safety, health and work comfort and have an impact on employee performance. A conducive work environment will have a good impact on the continuity of work, while a less conducive work environment will have a negative impact on the continuity of work (Armstrong, 2009). The work environment in this case relates to processes, systems, structures, tools or conditions in the workplace that have a good or bad impact on individual performance. According to Luthans (2011), a work environment that is designed according to employee satisfaction and free flow of exchange of ideas is a better medium to motivate employees towards achieving better work results and productivity. A work environment when properly designed, motivates employees towards better work outcomes.

Conclusion

The results of this study indicate that work motivation has a significant influence on employee performance. In addition, this study also found that the significant influence of work motivation on employee performance was proven to involve the work environment as a moderating variable.

Based on these findings, the authors suggest the following. The management must take the initiative to motivate employees along with efforts to improve the work environment. When employees are motivated, their job performance will improve, and they will achieve the desired work results and goals. The classic way to do this is for managers to know the main needs of workers to manage and manage them towards great job performance in the company. When their needs are met, employees tend to take responsibility for their performance and thus they will perform well to achieve their company goals. Compensation in all forms is a form of fulfilling employee expectations of the company regarding welfare. An effective company is one that cares about the welfare of its employees. The fulfillment of this has the potential to create job satisfaction for employees and this is effective in supporting better work results. In addition, companies should also provide a pleasant working environment for their employees so that they can concentrate on their tasks and be more productive. Job satisfaction and compensation can be used as independent variables or observed moderating variables for further studies based on the results of this study.

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