

The Effect of Work Motivation, Work Discipline and Work Environment on Employee Performance at PT Sport Glove Indonesia

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ABSTRACT

The point of this study is to look into how work motivation, work discipline, and work environment at PT Sport Glove Indonesia affect how well employees do their jobs. Using a quantitative method, the study uses first-hand information gathered from surveys sent to employees in different departments. To test the assumptions, multiple regression analysis was done. As shown by a positive regression coefficient and a t-test value above the critical level, the findings demonstrate that employee performance is positively and significantly impacted by work motivation. Similarly, there is a strong and positive correlation between employee performance and job discipline. This shows how important it is to follow company rules and be on time in order to reach organizational goals. In addition, the workplace has a positive and noteworthy impact, which suggests that a supportive and pleasant workplace makes workers more productive. These results make it clear that PT Sport Glove Indonesia needs to put a high priority on programs that boost motivation, tighten up discipline, and make the workplace a good place to work so that employees can do their best work. The study adds to what is known about company behavior and gives managers useful information they can use to make their workers more productive.

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

INTRODUCTION

Human resources (HR) of companies or institutions are very important to achieve their goals. Since an organization's ability to accomplish its objectives depends on its human resources, the caliber of its workforce affects the company's ability to compete. Since employees are a valuable asset for businesses, every detail of HR development programs or training must be considered to form competent, high-quality, and highly competitive employees. Companies desperately need employees with high performance and quality. Performance measurement is a way to find out how well employees perform their duties. Discipline, motivation, work environment and many other factors can affect employee performance. To achieve company goals, discipline is one thing that must be done. To achieve this goal, effective regulations are necessary. Although there is no guarantee, prevention is better.

The relationship between work passion and motivation can be optimized to enhance employee morale, attain established performance standards, and provide effective work motivation. The company places a high value on the work environment, as it is the location where employees conduct their daily tasks. A positive work environment can foster a sense of comfort and encourage employees to be more diligent. The company's productivity will meet expectations if employees exert themselves. The equipment and resources a person needs to work efficiently, either alone or in a group, are referred to as the employment environment. PT Sport Glove Indonesia is a renowned supplier of gloves to prestigious brands, as reported by Kompas.com. PT Sport Glove Indonesia (SGI) was established in 1998 by Mark Christopher Robba in Krandon Village, Pandowoharjo, Sleman Regency, Yogyakarta Special Region. According to Eka Noor Asmara, the Chief Financial Officer (CFO) of PT Sport Glove Indonesia, SGI is a business that

specializes in producing leather gloves for a range of uses, including industrial, sports, and military.

The company is confronted with a decline in performance, which is exemplified by the number of employees who arrive late and depart without authorization. Employee attendance records were employed to identify these issues. Employee work motivation and work environment are additional factors that contribute to the low level of discipline. The infrequent achievement of production targets and the numerous errors that result in an inequality in the number of products produced are the primary causes of the lack of work motivation. Employees' lack of motivation and comprehension of how to operate machines and other production instruments correctly in compliance with specified work procedures is the cause of this.

Obedience to rules is the essence of discipline. Dispensation, on the other hand, is an attempt to create a safe, efficient and productive work environment by using appropriate regulatory systems. The situation of the organization over a period of time also affects employee performance; this is closely related to the current rules of the game. thus becoming an integral part of employee discipline Ningtias, (2021). Workers disregard relevant written regulations. The success of the business is largely dependent on its workforce. Each worker is the core of the company's operation, and the company's performance depends on its employees. The company's success or failure is influenced by the caliber of its workforce. For any firm, employee performance is crucial. To accomplish the objectives of the business or organization, high staff performance is required. Everyone knows that achieving organizational goals is what all organizations want. Employees who do not do their best will find it difficult to achieve the desired results.

Compensation and motivation applied or provided by an organization are closely related to employee performance. At organization's use of compensation can help or influence how well its employees perform, particularly when it comes to raising employee performance to better align with their individual competencies, which in turn affects how much they are paid. Companies that have a good compensation system will affect worker motivation, which has an impact on worker performance.

Table 1. Decrease in Work Efficiency of PT Sport Glove Indonesia

Product Type	Workmanship Target	Realized Completion	(%)	Output
Size L gloves	5 Months	5 Months, 16 days	12,9%	87.1%
Size M gloves	5 Months	5 Months, 23 days	18.5%	81,5%
Size S gloves	5 Months	5 Months, 27 days	21,7%	78.3%

It can be seen that many products are not up to standard. For example, the size S glove type produces an output of 78.3% with a completion of 5 months over 27 days, size M produces an output of 81.5% with a completion of 5 months over 23 days, and size L produces an output of 87.1% with a completion of 5 months over 16 days. Thus, it can be concluded that this product takes longer to repair.

An interview with the production manager showed that after going through the quality control department, many products did not meet the company's standards. As a result, these products cannot be marketed and must be repaired, which reduces the efficiency of glove manufacturing.

Table 2. Pre-Survey Results of 20 Respondents Regarding the Causes of Low Employee Performance of PT Sport Glove Indonesia

No.	factors of declining performance	amount	presentation
1.	compensation	8	40,0%
2.	commitment	4	30,0%
3.	Motivation	6	20,0%
4.	leadership style	2	10,0%
Totally 20 100%			

After conducting open-ended questions about the variables that contributed to the company's performance drop can be summed up as follows: Twenty employees or respondents said that pay and work dedication were the main causes of the company's performance decline. Therefore, this study examines how compensation can be given to employees for their contribution to the organization.

Compensation provided to employees is one of the important elements that drives them to work, which in turn will increase employee morale and improve their performance. Employees assess that the facilities provided

The results show that the company still does not support employee performance. interviews of several employees about company facilities that do not support their performance, such as hot rooms, poor air circulation, noisy voices, and narrow workplaces. From the description above, it is clear that companies must pay attention to employee performance. This is because improving employee performance will not happen by itself, but requires effort and the role of the company and the employees themselves. Encouraging employees to put in as much work as they can at work is one strategy to boost their performance.

LITERATURE REVIEW

1. Employee Performance

Mottoh (2020) defines performance as the results produced by a job or profession's functions or indicators over a given period of time.. Performance, as defined by Gaundensius (2024), is the outcome of an individual's efforts in completing the tasks assigned to them, which are determined by their level of expertise, experience, severity, and time constraints. According to Ningtias's (2021) theory, employee performance is the amount and quality of work that an employee accomplishes while carrying out their assigned duties. Performance, as defined by Mottoh (2020), is the outcome of an individual's efforts in accordance with the demands of their occupation. Work standards are the levels of expectation that an individual must meet in order to successfully complete a specific task, and they are compared to the objectives or desired outcomes.

Performance is the result of an employee's work during a given time period in terms of both quantity and quality, in line with the tasks assigned. Performance is also defined as work outcomes that meet work standards, such as completing tasks or objectives by meeting requirements.

Employee Performance, as defined by Sofi (2024 : 67), is the result of the amount and caliber of work that person produces while carrying out the duties that have been delegated to them.

2. Work Motivation

Motivation, as defined by Puspitasari (2021: 455), is "a collection of attitudes and values that motivate individuals to accomplish particular tasks in accordance with their personal objectives." These attitudes and values are the factors that can encourage people to behave in ways that support these goals.

3. Work Discipline

Discipline includes obedience and respect for agreements made between employees and the rules that have been set (Prayogi et al, 2019). In all aspects of life, wherever we are, rules and regulate and limit every movement and behavior (Sudirman et al, 2019). Employess with good work duscipline mean that benefits will also be achieved that are useful for both the organization and the employees themselves (Putri et al, 2019). Every organization needs to have various provisions that must be obeyed by its members, standars that must be met (Putri et al, 2019). Employee discipline is a form of training that seeks to work cooperatively with other employees and improve their work performance (Sudirman et al, 2019).

4. Work Environment

As stated by Raharjo (in Nawawi, 2022 : 292), "the work environment is a set of properties of working conditions that can be measured based on the shared perceptions of organizational members who live and work together in an organization." Nevertheless, Lussier (in Nawawi, 2011: 293) posits that the work environment is a comparatively consistent internal quality of the organization that is perceived by its members.

METHOD

This study was carried out utilizing quantitative methods and is classified as causal associative research. Data were collected through questionnaires or questionnaires. The data were analyzed using the social statistics package (SPSS), descriptive analysis, and multiple regression tests.

This research was conducted at PT Sport Glove Indonesia, which was held from September to November 2024 and is situated at Krandon, Pandowoharjo, Ngaglik Sleman, Yogyakarta. The sample method was used. There were 135 employees of PT Sport Glove Indonesia who were the subject of this study.

RESEARCH AND DISCUSSION

1. Reliability Test

The analysis was carried out using a variety of techniques, such as fit tests, structural model testing, and validity and reliability tests of the questionnaire data, in order to meet the research objectives. One hundred questionnaires were distributed to participants.. Of all responders, 29% were between the ages of 18 and 25, 24% were between the ages of 26 and 30, and 12% were older than 36. According to Sarstedt et al. (2021) criteria, a load factor value greater than 0.7 is deemed legitimate. According to the

findings of the convergent validity test, all 20 of the indicators employed in this study have load factor values greater than 0.7, ranging from 0.708 to 0.910. Furthermore, Average Variance Extracted (AVE) is used as a measure to evaluate the extent to which indicators have a positive correlation with other indicators in one construction. The AVE value that meets the acceptable criteria is more than 0.5. In this study, the AVE values obtained ranged from 0.634 to 0.753, indicating that the data met the validity standards. To test the reliability of internal consistency, measurements are taken to ensure that the results are consistent and reliable.

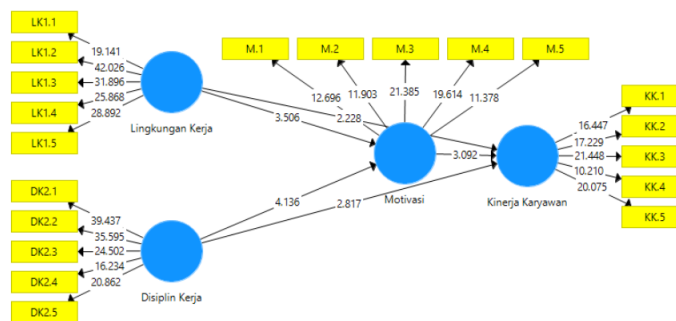


Figure 2. Path Coefficient and P Value

At this point, the bootstrapping approach with a one-sided significance criterion is used to view the T statistical value and P value. A hypothesis is considered acceptable if the P value is less than 0.05 or the T statistic value is greater than 1.65 with a 95% confidence level (Sarstedt et al., 2021). The direction of the association can be ascertained using the original sample.

2. Validity Test

Table 1. Hypothesis Test Results

Hypothesis	Original Sample	T Statistics	P Values	Information
H1	0.217	2.228	0.026	Accepted
H2	0.327	2.817	0.005	Accepted
H3	0.352	3.092	0.002	Accepted
H4	0.396	3.506	0.000	Accepted
H5	0.469	4.136	0.000	Accepted
H6	0.165	2.179	0.030	Accepted
H7	0.139	2.750	0.006	Accepted

The findings of hypothesis testing indicated that all seven hypotheses were accepted. Evaluating H1 The work atmosphere positively influences motivation. In addition to a positive original sample value of 0.217 and a p-value of 0.026, which is less than 0.05, the T statistic is 2.228, surpassing 1.65. This supports H1 by showing a positive relationship between motivation and the workplace. Examining H2: Work discipline positively influences motivation, yielding a T statistic of 2.817, which exceeds 1.65, accompanied by a positive original sample value of 0.327 and a p value of 0.005, which is less than 0.05. This suggests a positive correlation between motivation and work discipline; therefore, H2 is accepted. The H3 test, which examined the impact of motivation on employee performance, produced a T statistic of 3.092, which exceeded 1.65. The p value was 0.002, which is less than 0.05, and the original sample value was 0.352.

H3 is thereby validated by the positive correlation between employee performance and motivation. The statistical T value of 3.506, which exceeds 1.65, and a p value of 0.000, which is less than 0.05, were obtained from the analysis of H4 regarding the impact of the work environment on employee performance. The initial sample value of 0.396 was also positive. This validates H4 by indicating a favorable relationship between worker performance and the workplace. In the analysis of H5 on the impact of work discipline on employee performance, the T statistic of 4.136, which is greater than 1.65, produced a p value of 0.000, which is less than 0.05, and a positive original sample value of 0.469. This implies that employee performance is positively impacted by work discipline; so, H5 is approved. Analysis of the H6 work environment and its motivational effect on employee performance yielded a T statistic of 2.179, over the 1.65 cutoff. The p-value was less than 0.05, at 0.030. Additionally, the initial sample value of 0.165 is positive. Given that it implies a favorable relationship between employee performance and motivation in the workplace, this lends credence to H6. The analysis of H7 about the effect of work discipline and motivation on employee performance yielded the T statistics of 2.750, which are greater than 1.65, a p value of 0.006, which is less than 0.05, and a positive original sample value of 0.139. This demonstrates a substantial relationship between work discipline and employee performance, supporting the validity of H7.

DISCUSSION

The Effect of Work Motivation on Employee Performance at PT Sport Glove Indonesia

Regression analysis demonstrated a significant positive effect of work motivation on employee performance, as represented by the equation $Y = 11,161 + 0.253X_2$. The regression equation indicates a positive relationship between work discipline and employee performance. The t-test results ($t = 3.320$, $p < 0.001$) confirm the significance of this relationship, leading to the rejection of the null hypothesis (H_0) and acceptance of the alternative hypothesis (H_1)

According to the coefficient of determination, the dependent variable's proportion on work environment, work motivation, and work discipline is 63.7%. Variables not covered in this study have an impact on the remaining variables, which make up 37.3%. The research findings were corroborated by a factor analysis of job motivation, which included reward, challenge, responsibility, involvement, development, and opportunity.

The statement with the highest number, 401, indicates that the tasks and responsibilities assigned are in line with my abilities and education, and the smallest statement, 354, indicates the opportunity to learn new things.

The Effect of Work Discipline on Employee Performance at PT Sport Glove Indonesia

This study employs multiple linear regression to examine the relationship between work discipline and employee performance, testing the hypothesis that improved work discipline enhances employee performance. The regression equation that results, ($Y = 11.161 + 0.269X_1$), emphasizes a positive regression coefficient for the work discipline variable, suggesting that improved employee discipline leads to improved performance levels. The t-test results reveal a statistically significant positive correlation between employee performance and work discipline ($t = 2.814$, $p = 0.006$), leading to the rejection of the null hypothesis (H_0) in favor of the alternative hypothesis (H_1). The coefficient of determination ($R^2 = 0.637$) reveals that work environment, motivation, and discipline collectively explain 63.7% of employee performance variance, with

remaining factors accounting for 36.3%. Results show significant employee agreement (score: 425) on the necessity of distinct objectives for effective task execution, whereas supervisor fairness garnered a lower score (373), indicating room for improvement

The Effect of Work Environment on Employee Performance at PT Sport Glove Indonesia

Regression analysis reveals a significant direct relationship between work environment (X_3) and employee performance (Y), as represented by the equation $Y = 11.161 + 0.738X_3$. This equation implies that improvements in the work environment will lead to an increase in employee productivity.

The t-test results show a computed t-value of 6.887, which exceeds the critical t-value of 1.989, with a significance level of 0.000 (below the 0.05 threshold). Consequently, the null hypothesis (H_0) is rejected, and the alternative hypothesis (H_1) is accepted, confirming that employee performance is significantly influenced by the work environment. The coefficient of determination reveals that 63.7% of the variation in employee performance is explained by the variables of work discipline, work motivation, and work environment. The remaining 37.3% is attributed to factors not examined in this study.

Further analysis of workplace conditions, including cleanliness, humidity, lighting, temperature, air circulation, acoustics, decor, and security, supports these findings. For example, the air quality in the workspace was rated as comfortable, with a score of 409 positive responses, while the lowest score, 362, indicates that the lighting in the workspace is adequate and meets required standards.

CONCLUSIONS

Work Motivation, Work Discipline and Work Environment on Employee Performance at PT Sport Glove Indonesia, it can be concluded that :

1. From the results of hypothesis testing, it has been proven that there is a positive influence between work motivation variables on employee performance. This is in accordance with the regression coefficient value obtained by the work motivation variable which is positive. In addition, the t test results with the $t_{count} > t_{table}$ value and the significance value, then H_0 is rejected and H_1 is accepted. It can be concluded that work motivation variables have a positive and significant effect on employee performance variables at PT Sport Glove Indonesia.
2. The results of hypothesis testing have proven that there is a positive influence between work discipline variables on employee performance. This is in accordance with the regression coefficient value obtained by the work discipline variable which is positive. In addition, the t test results produce a $t_{count} > t_{table}$ value and a significance value, so H_0 is rejected and H_1 is accepted. It can be concluded that the work discipline variable has a positive and significant effect on the employee performance variable at PT Sport Glove Indonesia
3. In this research through theoretical experiments, it is tested and there is a positive influence between work environment variables on employee performance. This is in accordance with the regression coefficient value obtained by the work environment variable is positive. In addition, the t test results that produce the $t_{count} > t_{table}$ value and the significance value, then H_0 is rejected and H_1 is accepted. It can be concluded that the work environment

variable has a positive and significant effect on the employee performance variable at PT Sport Glove Indonesia.

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