



## Implementation Education Study Of Work Motivation and Work Environment in Enhancing Employee Performance Surabaya City Electoral Commission

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### Abstrak

Penelitian ini dilatarbelakangi oleh kinerja karyawan KPU Kota Surabaya yang fluktuatif yang tidak bersinergi dengan kondisi motivasi kerja dan lingkungan kerja karyawan KPU Kota Surabaya. Penelitian ini bertujuan untuk mengetahui pengaruh (1) Motivasi kerja terhadap Kinerja, (2) Lingkungan kerja terhadap kinerja, (3) Motivasi kerja dan Lingkungan kerja secara bersamaan (simultan) terhadap kinerja, (4) Motivasi kerja adalah variabel dominan terhadap kinerja. Data yang digunakan sebagai sampel pada penelitian ini adalah hasil pengamatan dan kuesioner menggunakan metode random sampling. Pengungkapan nilai kuesioner menggunakan skala Likert 1-5. Metode analisis dalam penelitian ini menggunakan analisis uji t, uji f dan regresi linear berganda. Hasil dari penelitian ini menunjukkan (1) Motivasi kerja berpengaruh positif dan signifikan terhadap kinerja. (2) Lingkungan kerja berpengaruh positif dan signifikan terhadap kinerja. (3) Motivasi kerja dan lingkungan kerja secara bersamaan berpengaruh positif dan signifikan terhadap kinerja. (4) Motivasi kerja adalah variabel dominan diantara kedua variabel yang berpengaruh terhadap kinerja.

Kata Kunci : Motivasi Kerja, Lingkungan kerja, Kinerja..

### Abstract

*This research is motivated by the fluctuating employee performance of the Surabaya City Electoral Commission (KPU) that does not synergize with the working motivation and work environment conditions of the Surabaya City KPU employees. The aim of this study is to determine the influence of (1) work motivation on performance, (2) work environment on performance, (3) work motivation and work environment simultaneously on performance, and (4) work motivation as the dominant variable affecting performance. The data used in this study were obtained from observations and questionnaires using random sampling methods. The questionnaire values were disclosed using a Likert scale ranging from 1 to 5. The analytical methods used in this research are t-test analysis, F-test analysis, and multiple linear regression analysis. The results of this research indicate that (1) work motivation has a positive and significant influence on performance, (2) work environment has a positive and significant influence on performance, (3) work motivation and work environment simultaneously have a positive and significant influence on performance, and (4) work motivation is the dominant variable among the two variables influencing performance.*

*Keywords: Work Motivation, Work Environment, Performance.*

## **INTRODUCTION**

The success of an institution/organization is determined, among other factors, by the human resources within it. An organization must be capable of effectively empowering all its human resource components in order to enhance their utility and benefit. The current era of globalization impacts all aspects of life. Globalization creates a realm of fierce competition among organizations to achieve their targeted goals. With globalization in effect, the business world is compelled to achieve effective and efficient organizational structures. Effectiveness and efficiency within an organization are essential for it to maintain competitiveness and an edge over its competitors, ensuring its survival as time progresses.

Organizations themselves strive to develop their employees' abilities through various means to support the successful achievement of organizational goals. The organization's efforts in developing employee capabilities are expected to enhance employee performance, enabling the organization to realize its objectives effectively. In relation to the competition and technological advancements in the era of globalization, the management of human resources holds paramount importance and must be attended to by organizations to safeguard their existence. To maintain organizational success and longevity, organizations must preserve and enhance their resources, including elevating employee performance.

In the effort to enhance performance, one crucial aspect is the role of Human Resource Management (HRM), which significantly impacts the productivity of employees. HRM is a pivotal management domain that contributes to achieving organizational/institutional objectives. Organizations/institutions require human resources to manage all their activities, whether related to production, marketing, finance, general affairs, or systems employed. During the goal-attainment process, organizations/institutions set standards that each employee is expected to meet. Evaluating employee performance is one approach to optimizing employee work outcomes in carrying out their tasks and responsibilities.

Human beings are motivated by the needs they possess in pursuing their objectives. While motivation is an essential aspect, it can be quite challenging to implement. It is essential to understand that in public organizations, both positive and negative interactions and activities frequently occur in relation to task execution. Several forms of encouragement are available to boost work enthusiasm, such as placing more emphasis on employees' desire to work, which, in turn, fosters their creativity and abilities.

This assertion is supported by a study conducted by Mahpudin and Purnamasari (2018:66), who state that work motivation is a condition that propels employees towards directed objectives. The study indicates that work motivation significantly

influences employee performance. The second factor affecting performance is the work environment. The work environment is a crucial aspect that organizations must consider. Several tasks must be accomplished by a specific organizational unit or position holder within a certain timeframe. Workload that lacks synergy becomes burdensome and negatively impacts working efficiency. Employees cannot work effectively if all tasks accumulate and must be completed within a short period. Organizations must establish an effective work environment for employees to foster a sense of contentment and encourage superior individual performance.

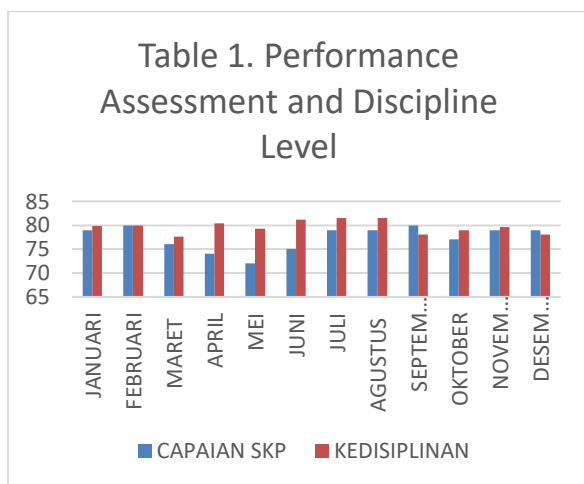
This statement is supported by Wahyudi et al. (2021), who assert that the work environment has a positive and significant effect on employee performance in the government office of Camba Sub-district, Maros Regency. The substantial amount of tasks and responsibilities assigned to employees often results in suboptimal outcomes due to the lack of a supportive work environment to facilitate the completion of multiple tasks. This occurrence can lead to a negative impact on employee performance. Both work motivation and the work environment are factors influencing employee performance. Employee performance requires a high level of personal responsibility and the courage to take risks. Employees who deliver outstanding performance contribute to the continuous growth of the organization each year. It is crucial for Human Resource Management to provide motivation and supportive work environments to employees, especially in an era marked by growing challenges and increased demands. This ensures the smooth execution of tasks and responsibilities within the organization. If employees can achieve optimal performance, they can also reach the targets set by the organization.

This sentiment is in line with research conducted by Astuti & Lesmana (2019:45), who state that performance is the qualitative and quantitative output achieved by an employee in carrying out tasks according to their responsibilities. The research demonstrates that motivation and the work environment have a significant influence on performance. One organization currently grappling with contemporary demands and the social evolution of the country is the Surabaya City Electoral Commission (KPU). The KPU in Surabaya is an organization engaged in the execution and organization of state matters, with its primary products being the guarantee of elections conducted in a Direct, General, Free, and Secret (LUBER) and Honest and Fair (JURDIL) manner. The organization is located at Jl. Adityawarman No. 87, Surabaya City. The Surabaya City KPU has achieved significant progress and managed to attain its target election service goals. Consequently, the Surabaya City KPU is continually required to provide services and deliver the best results in accordance with societal expectations and commitments.

Hence, the organization heavily relies on employee performance to ensure its ongoing growth and development. Based

on observations and interviews with the Head of the Finance, General Affairs, and Logistics Division of the Surabaya City KPU, it is evident that the physical working environment within the office is already suitable. However, it could be further improved through evaluation and development to enhance employee ease and comfort. This assertion emphasizes the impact of the work environment on employee performance.

It is recognized that employee performance conditions are currently not fully effective. This is evident from the assessment of employee performance, which tends to fluctuate.



Based on Table 1. it can be observed that employee performance from 2020 to 2021 exhibited fluctuations. The achievement targets for all Surabaya City KPU employees ranged from 72% to 80%. This can be seen in May, where the lowest achievement of the performance target (SKP) was at 72%, and the highest was in February, reaching 80%. From interviews conducted at the Surabaya City KPU, several recurring issues were identified, including the lack of organizational attention towards providing motivation to employees and a supportive environment during the Covid-19 pandemic. During this time, each employee worked individually and there was a lack of social interaction, resulting in absenteeism, tardiness, and errors in work. Employees arriving late or working from home disrupted their performance and decreased work productivity. Therefore, efforts to enhance performance through motivation are needed, with the hope of achieving optimal results.

According to Table 1.1, it is evident that employee discipline, in terms of absenteeism during the period from July to December 2020, tended to increase each month. This behavior may influence other employees to follow suit. This illustrates the lack of work motivation and supportive work environment for the Surabaya City KPU employees. Through observations conducted at the

Surabaya City KPU, it is evident that work motivation and the work environment are crucial aspects that the organization needs to address.

Performance evaluation, especially for civil servants (ASN), is regulated by government regulations such as Presidential Regulation (PP) No. 30 of 2019 on the performance assessment of civil servants, and PP No. 46 of 2011 on the performance achievements of civil servants. According to these regulations, employee performance is assessed using Performance Target Agreements (SKP) with performance targets encompassing four aspects: quantity, quality, timeliness, and cost. In Surabaya City KPU, the SKP for employees comprises 6 indicators: service orientation, integrity, commitment, discipline, cooperation, and leadership.

Excessive work achievement (including overtime) can result in both physical and psychological work-related stress and emotional reactions, such as headaches, digestive disturbances, and irritability. This is supported by the findings of interviews conducted with several employees of Surabaya City KPU, who stated that almost every day, employees complete their tasks beyond the stipulated working hours because they cannot finish their work during regular working hours, leading them to extend their working hours. From this issue, it can be inferred that the high achievement targets for employees in Surabaya City KPU are not balanced by work motivation and the work environment. The aforementioned conditions will have an impact on the performance of Surabaya City KPU employees. Therefore, the organization needs to consider factors related to employee work motivation and the work environment.

In previous research conducted by Saptono, Mahyuddin, and Basrindu (2017:15-25) in a study titled "The Influence of Work Environment and Work Motivation on Employees in the Kapuas District Labor Office," it was stated that work motivation significantly influences the performance of employees in the Kapuas District Labor Office. Furthermore, in a study conducted by Wahyudi et al. (2021), it was found that work motivation and the work environment have a positive and significant impact on the performance of employees at the government office of Camba Sub-district, Maros Regency. Based on these research findings, in order to enhance employee performance, it can be achieved by managing employee work motivation and enhancing the supportive work environment.

## **METHODS**

Based on questioner, the respondents universally agree or strongly agree with the motivational variables (X1). By category, the responses are as follows:

Statement X.1.1 on the dimension of motivational expectations, namely Reward and Punishment, was strongly agreed to by 16 respondents (45.7%) and agreed to by 19 (54.3%). Overall, all 35 employees (100%) of KPU City of Surabaya understand that they receive Rewards and Punishment as stipulated.

Statement X.1.2 about timely compensation was strongly agreed to by 16 respondents (45.7%) and agreed to by 19 (54.3%). This indicates all 35 employees (100%) understand that they are compensated on time.

Statement X.1.3, related to the provision of motivation, was strongly agreed to by 13 respondents (37.2%) and agreed to by 22 (62.8%). All 35 employees (100%) understand that motivation positively affects their attitude towards their work.

Statement X.1.4 regarding complete commitment to work was strongly agreed to by 14 respondents (40%) and agreed to by 21 (60%). All 35 employees (100%) understand that they are expected to fully commit to their work.

Statement X.1.5, about having self-confidence at work, was strongly agreed to by 14 respondents (40%) and agreed to by 21 (60%). All 35 employees (100%) understand that they are expected to show confidence in their work.

Statement X.1.6 on the dimension of motivation valence, that their wish has been fulfilled since they started working here, was agreed to by 35 respondents (100%).

Statements X.2.1 to X.2.7 and Y.1 to Y.7 document respondents' agreement on various aspects of their work environment and performance, with feedback overwhelmingly positive across multiple dimensions, including cleanliness, lighting, air ventilation, relationship with colleagues, and career development in the office as well as their job's alignment with their skills, interests, and talent. All 35 employees (100%) agreed or strongly agreed to all of the statements.

In all, the results demonstrate a strong comprehension and agreement among the City of Surabaya KPU Employees regarding functional, motivational, and environmental aspects of their working conditions.

In a broad sense, the employees of KPU Surabaya share similarities or homogeneity with other civil servants,

encompassing motivation, work environment, and job performance, as they have been regulated or systematized by the government. A noticeable difference lies in the KPU, where the arrangement of this department's units exhibits a mobility that, on average, surpasses that of other departments.

### **Influence of Motivation and Work Environment on the Performance of KPU Surabaya Employees**

The results of the t-test and questionnaire indicate alignment with previous theories and research conducted by Sapitri (2016), demonstrating that motivation significantly and positively affects employee performance, and Muiz et al. (2018), revealing that partially there is a positive and significant influence of motivation on employee performance. This is further supported by the observation that 54.3% of KPU Surabaya employees have dedicated more than 10 years to their service.

Based on the t-test and questionnaire outcomes, the work environment variable significantly and positively influences employee performance in accordance with prior research conducted by Sofyan (2013), revealing a significant influence of the work environment on employee performance in BAPPEDA, and also by Khair and Siagian (2018), stating that the work environment has a positive and significant effect on employee performance. This observation is corroborated by KPU Surabaya employees' statements that an evaluation and development within their work environment would be beneficial.

The results of the f-test align with prior theories and research, indicating that the motivation and work environment variables positively and significantly impact performance, consistent with the research by Nugraha and Sutawijaya (2018), highlighting the positive and significant impact of motivation and work environment on employee performance at PT. Telekomunikasi Indonesia Tbk., both partially and simultaneously. Likewise, the research by Pang and Lu (2018) demonstrates that work environment and autonomous job motivation positively influence non-financial performance dimensions, such as customer service, employee productivity, and service quality. Similar findings are reported by Fajri, Rahman, and Wahyudi (2021), Christian, Garza, and Slaughter (2011), Deci, Olafsen, and Ryan (2017), Gillet et al. (2013), Grant (2008), Fauziah and Suryani (2017), Herlambang and Rahardjo

(2016), Kurniawan and Wibowo (2017), Mulyana and Setiawan (2017), Nugraha and Sutawijaya (2018), Pratiwi (2017), Puspitasari (2015), Rahayu and Kusumawati (2016), Sari and Susilo (2016), and Yulianto and Solimun (2015). Both motivation and work environment variables demonstrate a concurrent positive relationship and influence on employee performance.

## CONCLUSIONS

Based on the results of analysis and hypothesis testing after incorporating control variables in this research context, the following conclusions can be drawn:

1. Organizational commitment has a positive and significant impact on the performance of employees at KPU Kota Surabaya.
2. Work environment has a positive and significant impact on the performance of employees at KPU Kota Surabaya.
3. Motivation and work environment, both simultaneously and jointly, have an impact on the performance of employees at KPU Kota Surabaya.
4. The work environment emerges as the dominant variable influencing the performance of employees at KPU Kota Surabaya.

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