

THE INFLUENCE OF MOTIVATION, WORK ENVIRONMENT, AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE THROUGH JOB SATISFACTION (STUDY AT THE SEMARANG REGENCY TRANSPORTATION OFFICE)

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ABSTRACT

This research was conducted with the aim of knowing the effect of motivation, work environment, and work discipline on employee performance through job satisfaction at the Semarang District Transportation Office. The sampling technique used in this research is accidental sampling. Research methods using quantitative methods. The analysis technique used is multiple regression analysis. The results of this study indicate that: (1) Motivation, work environment, and work discipline have a positive effect on job satisfaction. (2) Motivation, work environment, work discipline, and job satisfaction have a positive effect on employee performance. (3) Motivation, work environment, and work discipline through job satisfaction have a positive effect on employee performance. (4) Simultaneously there is a positive influence between motivation, work environment, and work discipline on employee performance.

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1. INTRODUCTION

Every company really needs qualified human resources to achieve predetermined company goals. In achieving these goals, a company needs a leader who is able to manage the human resources in the company, namely to improve employee performance efficiently, and effectively work within a company. To achieve the company's goals, the leader or manager will assign a task to each employee in accordance with their respective functions and positions in the company. The task given by the leader or manager to employees is a responsibility that must be carried out sincerely and earnestly in order to achieve the company's predetermined goals.

Performance is the result of work and work behavior that has been achieved in completing tasks and responsibilities assigned in a certain period (Kasmir, 2016). Meanwhile, according to (Mangkunegara, 2017) Performance is the result of work or achievement of a quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.

To improve employee performance in an organization, every organization needs to provide job satisfaction, work discipline, motivation, and work environment. (Affandi, 2018) which states that job satisfaction leads to an increase in performance, so that satisfied workers will be more productive at work. If a person is satisfied with his work he likes and is motivated to carry out his work and his performance is high, on the contrary if he is not satisfied with his work he is not motivated to carry out his work and his performance is low.

The Semarang Regency Transportation Office has the task of organizing transportation or transportation policy affairs for the Semarang regency, Central Java. The function of the Transportation Agency is to formulate policies in the field of transportation within its work area, technical policies in the field of transportation, administrative implementation including transportation permits, evaluations and reports related to the transportation sector. Because of its strategic function in the field of transportation, the Transportation Agency also prepares human resources as early as possible with schools assisted in the transportation sector such as the College of Land Transportation (STTD) and others.

Table 1. Performance Achievement Performance Indicators

INDICATORS	TARGET	REALIZATION	REALIZATION	%
	2021	2020	2021	
Traffic Safety Level	4,64	6,85	10,88	234,28

Percentage of Traffic Signs in Good Condition	86,58	84,75	92,32	106,64
Volume/Number of Vehicles Passing	135.684,00	118.222,00	125.024,00	92,14
Parking Lot Facility Availability Ratio	0,12	0,22	0,30	245,68
Affordability Ratio of Public Transport Tools	53,80	47,16	147,79	274,68
Percentage of Terminal Facilities as per Standards	100,00	66,67	100,00	100,00
Average User of Parking Services Per Day	435,00	475,00	341,00	78,39
Percentage of Transportation of People who have a Road Permit	100,00	100,00	100,00	100,00
Percentage of Goods Transportation that has a Road Permit	20,16	100,00	100,00	496,11

Source : LKJIP Dinas Perhubungan Kabupaten Semarang

From table 1 above, it can be described that the performance achievements of employees of the Semarang Regency Transportation Office show significant development, although there are several performance indicators that have not reached the specified targets so that they require motivation and active support of all components of the regional apparatus and the community and further improve discipline.

To improve performance, employees of the Semarang Regency Transportation Office can do various ways to maintain and improve the performance of their employees, including through socialization and procurement as well as maintenance of traffic facilities and infrastructure. With socialization, employees will be more motivated so as to achieve high work passion which will later affect employee performance. In addition, employees also need to be emphasized regarding discipline such as paying attention to attendance in order to optimize existing services and actively monitor the potential possessed by each employee.

Motivation

Motivation is the provision of driving force that creates a person's excitement so that they are willing to work together, work effectively and integrate with all their efforts to achieve satisfaction (Hasibuan, 2016). Motivation is the impulse that an individual has that can stimulate to be able to perform actions or something that is the basis or reason for a person to behave or do something (Usman, 2013). Motivation is a force that refreshes and directs people's work to its goals (Kasmari et al., 2020). With motivation, employees will give their best, work more productivity, and increase work effectiveness and efficiency (Isnowati and Muna, 2022).

Work Environment

According to (Afandi, 2018), states that the work environment is everything around the employee and can affect in carrying out the duties assigned to him, for example by the presence of air conditioner (AC), adequate lighting and so on. The work environment is one of the important factors in creating employee performance, because the work environment has a direct influence on employees in completing work which will ultimately improve organizational performance (Aulia and Kasmari, 2022).

Work Discipline

Work discipline is a tool used by managers to change a behavior and part of an effort to increase one's awareness and willingness to obey all applicable rules and social norms (Afandy, 2016). Basically there are many indicators that affect the level of discipline of employees of an organization. Work discipline is also an important factor in the association and the necessity of components for the purpose. Without discipline it is difficult to achieve goals (Suhana et al., 2021).

Job Satisfaction

According to (Sutrisno, 2017) the term "Satisfaction" refers to the general attitude of an individual towards his work. A person with a high level of job satisfaction shows a positive attitude towards work. Meanwhile, another opinion about job satisfaction is also expressed by (Hasibuan, 2017) job satisfaction is an emotional attitude that is pleasant and loves his job. Another definition of job satisfaction is a form of a person's positive feelings towards the results of the evaluation of each characteristic of his work (Kasmari et al., 2022).

Employee Performance

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 (Mangkunegara, 2017). Success or failure in an organization in carrying out tasks is closely related to employee performance, the achievement of performance in the organization is a factor that must be considered to realize the company in achieving the goals that have been set. Performance is the result of the work of an employee or employee in carrying out duties (Lie Liana et al., 2022).

2. METHOD

The data source used in this study is *isimer pr* data. According to (Husein Umar, 2013), Primary data can be defined as data obtained from the first source, either from individuals / individuals for example the results of interviews, or those derived from the results of filling out questionnaires carried out by researchers. This research uses quantitative methods. The population in this study was employees who until now are still actively working at the Semarang Regency Transportation Office as many as 150 employees, researchers took a sample of 60 employees. The sampling technique used is *Accidental sampling* is a technique of determining samples by chance, that is, the unit or subject is available to researchers when data collection is carried out (Sugiyono, 2017).

3. RESULTS AND DISCUSSION

Validity Test

Table 2. Validity Test Results

No	Variable	Indicators	KMO	Factor Loading	Information
1	Motivation (X1)	X1.1	0,785	0,782	Valid
		X1.2		0,685	Valid
		X1.3		0,702	Valid
		X1.4		0,823	Valid
		X1.5		0,830	Valid
		X1.6		0,757	Valid
		X1.7		0,760	Valid
		X1.8		0,882	Valid
		X1.9		0,853	Valid
2	Work Environment (X2)	X2.1	0,924	0,922	Valid
		X2.2		0,974	Valid
		X2.3		0,849	Valid
		X2.4		0,958	Valid
		X2.5		0,948	Valid
		X2.6		0,877	Valid
		X2.7		0,926	Valid
		X2.8		0,949	Valid
		X2.9		0,957	Valid
		X2.10		0,934	Valid
		X2.11		0,888	Valid
3	Work Discipline (X3)	X3.1	0,765	0,680	Valid
		X3.2		0,785	Valid
		X3.3		0,802	Valid
		X3.4		0,853	Valid
		X3.5		0,800	Valid

		X3.6		0,657	Valid
		X3.7		0,770	Valid
		X3.8		0,690	Valid
		Y1.1		0,930	Valid
		Y1.2		0,826	Valid
		Y1.3		0,804	Valid
4	Job Satisfaction (Y1)	Y1.4	0,856	0,865	Valid
		Y1.5		0,858	Valid
		Y1.6		0,849	Valid
		Y1.7		0,882	Valid
		Y.1		0,854	Valid
		Y.2		0,933	Valid
		Y.3		0,915	Valid
5	Employee Performance (Y)	Y.4	0,911	0,913	Valid
		Y.5		0,924	Valid
		Y.6		0,869	Valid
		Y.7		0,955	Valid
		Y.8		0,958	Valid

Based on the table above, validity testing shows the *Kaiser Meyer Olkin Measure Of Sampling* (KMO-MSA) values for all research variables > 0.5 and loading factor values > 0.4 so it can be assumed that the data is sufficient for factor analysis.

Reliability Test

Table 3. Reliability Test Results

Variable	Cronbach's Alpha	Limit Value	Information
Motivation (X1)	0.757		Reliable
Working Environment (X2)	0.785		Reliable
Work Discipline (X3)	0.752	0,7	Reliable
Job Satisfaction (Y.1)	0,797		Reliable
Employee Performance (Y)	0.797		Reliable

From the table, it appears that all the variables studied in this study provide *Cronbach alpha* values above 0.70 so that it can be concluded that all variables are reliable or reliable to be used as a variable measuring instrument.

Regression Analysis

Table 4. Regression Test Results

Type	Coefficients ^a				t	Sig.
	Unstandardized Coefficients		Standardized Coefficients			
	B	Std. Error	Beta			
(Constant)	8.069	2.685			3.005	.004
Motivation	.252	.076	.330		3.292	.002
1 Work Environment	.329	.055	.571		6.012	.000
Disciplining Work	.291	.088	.330		3.323	.002
Job Satisfaction	.347	.111	.298		3.138	.003

a. Dependent Variable: Employee Performance

Based on table 4, it can be known that the regression equation of *the standaedized* form formed is:

$$Y = 0.330 (X1) + 0.571 (X2) + 0.330 (X3) + 0.298 (Y1) + e$$

Information:

Y : Employee Performance

Y1 : Job Satisfaction

X1 : Motivation

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X2 : Working Environment
X3 : Work Discipline
e : item error

From the aforementioned multiple linear regression equation shows that :

- 1) The regression coefficient X1 (Motivation) is positive (0.330) meaning that if the motivation is good, the employee's performance (Y) will increase.
- 2) Regression coefficient X2 (Work Environment) The positive coefficient (0.571) means that if the work environment is supportive, employee performance (Y) will increase.
- 3) Regression coefficient X3 (Work Discipline) The positive coefficient (0.330) means that if the work discipline is good, employee performance (Y) will increase.
- 4) Regression coefficient Y1 (Job Satisfaction) The positive value coefficient (0.298) means that if work discipline is good, employee performance (Y) will increase.

Statistical Test (T-Test)

Table 5. T Test Results
Coefficients^a

Type	Standardized Coefficients Beta	t	Sig.
(Constant)		-.608	.546
1 Motivation	.218	2.503	.015
Work Environment	.138	2.077	.042
Disciplining Work	.697	8.041	.000

Type	Standardized Coefficients Beta	T	Sig.
(Constant)		3.005	.004
Motivation	.330	3.292	.002
1 Work Environment	.571	6.012	.000
Disciplining Work	.330	3.323	.002
Job Satisfaction	.298	3.138	.003

a. Dependent Variable: Employee Performance

Based on the data in the table above, the results of the statistical test (t test) can be described as follows:

- a) Motivation has a sig value of 0.0015 < 0.05 so that it has a positive effect on job satisfaction.
- b) The work environment has a sig value of 0.0042 < 0.05 so that it has a positive effect on work integrity.
- c) Work discipline has a sig value of 0.0000 < 0.05 so that it has a positive effect on job satisfaction.
- d) Motivation has a sig value of 0.002 < 0.05 so that it has a positive effect on employee performance.
- e) The work environment has a sig value of 0.000 < 0.05 so that it has a positive effect on employee performance.
- f) Work Discipline has a sig value of 0.002 < 0.05 so that work discipline has a positive effect on employee performance.
- g) Job satisfaction has a sig value of 0.003 < 0.05 so that it has a positive effect on employee performance.

The Effect of Motivation (X1) On Job Satisfaction (Y1)

Based on the results of the T test, it is known that the value of Sig. For the influence of Motivation (X1) on Job Satisfaction (Y1) is 0.0015 < 0.05. While the value of β is positive 0.218. Thus motivation has an influence and is of positive value. So that the hypothesis that states motivation has a positive effect on job satisfaction is proven. Then the hypothesis is accepted.

Motivation has an important role in increasing employee work productivity, if an employee is motivated, then always achieve high work passion which will affect work performance. Organizations with the achievement of employee conditions that have good performance will be able to achieve organizational goals. Work motivation has a positive impact on job satisfaction, so that increased motivation can increase

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job satisfaction in employees. The results of this study support the results of research conducted by Parimita et al., (2018), and Sigalingging et al., (2019), the results of the study show that motivation has a positive effect on job satisfaction.

Effect of Work Environment (X1) On Job Satisfaction (Y1)

Based on the results of the T test, it is known that the value of Sig. For the influence of the Work Environment (X2) on Job Satisfaction (Y1) is $0.0042 < 0.05$. While the value of β is positive at 0.138. Thus the work environment has an influence and is of positive value. So that the hypothesis that states the work environment has a positive effect on job satisfaction is proven. Then the hypothesis is accepted.

The right work environment has an impact on the ability of employees to the maximum, so it directly affects employee behavior. This is able to have an impact on morale which is a form of job satisfaction. A person is able to carry out his work well, so that an optimal result is achieved, if among other things supported by an appropriate environmental condition. An environment is said to be good or appropriate if employees can carry out their activities optimally, safely, and comfortably. The results of this study support the results of research conducted by Hartini et al (2017), and Yohana et al (2017) the results of the study show that the work environment has a positive effect on job satisfaction.

Effect of Work Discipline (X1) On Job Satisfaction (Y1)

Based on the results of the T test, it is known that the value of Sig. For the influence of Work Discipline (X1) on Job Satisfaction (Y1) is $0.0000 < 0.05$. While the value of β is positive at 0.697. Thus labor discipline has an influence and is of positive value. So that the hypothesis that states work discipline has a positive effect on job satisfaction is proven. Then the hypothesis is accepted.

The higher the level of employee discipline, the more employee satisfaction will increase. Conversely, the lower the level of employee discipline, the lower employee satisfaction. With the establishment of regulations, both written and unwritten, it is hoped that employees can carry out a disciplined attitude at work so that their job satisfaction increases. The results of this study support the results of research conducted by Lumentut et al (2015) and Tony Listianto et al (2017) the results of the study show that work discipline has a positive effect on job satisfaction.

The Effect of Motivation (X1) On Employee Performance (Y)

Based on the results of the T test, it is known that the value of Sig. For the influence of Motivation (X1) on Employee Performance (Y) is $0.0002 < 0.05$. While the value of β is positive at 0.330. Thus motivation has an influence and is of positive value. So the hypothesis that says motivation has a positive effect on employee performance is proven. Then the hypothesis is accepted.

Encouragement that makes employees do things in a way and to achieve certain goals. This means that any increase in employee work motivation will provide a very meaningful increase in employee performance in carrying out their work. A person to do something, while a motive is a need, a desire (wish), a impulse (*desire*) or impulse that an individual has that can stimulate to be able to perform actions or something that is the basis or reason for a person to behave or do something. The results of this study support the results of research conducted by Parimita et al., (2018), and Sigalingging et al., (2019), the results of the study show that motivation has a positive effect on employee performance.

Effect of Work Environment (X2) on Employee Performance (Y)

Based on the results of the T test, it is known that the value of Sig. For the influence of the Work Environment (X1) on Employee Performance (Y) is $0.0000 < 0.05$. While the value of β is positive at 0.571. Thus the work environment has an influence and is of positive value. So the hypothesis that says the work environment has a positive effect on employee performance is proven. Then the hypothesis is accepted.

The environmental situation in the work area has an impact on employee performance. A more working environment will reduce the number of errors, complaints, attendance rates and therefore will improve performance. A person is able to carry out his work well, so that an optimal result is achieved, if among other things supported by an appropriate environmental condition. An environment is said to be good or appropriate if employees can carry out their activities optimally, safely, and comfortably. The results of this study support the results of research conducted by Chandra et al., (2018), and Priyono et al., (2019), the results of the study show that the work environment has a positive effect on employee performance.

Effect of Work Discipline (X3) on Employee Performance (Y)

Based on the results of the T test, it is known that the value of Sig. For the effect of Work Discipline (X1) on Employee Performance (Y) is $0.0002 < 0.05$. While the value of β is positive value of 0.330. Thus labor discipline has an influence and is of positive value. So the hypothesis that says work discipline has a positive effect on employee performance is proven. Then the hypothesis is accepted.

The operative function of human resource management is paramount because the better the discipline of employees, the higher the performance that an employee can achieve. A tool that managers use to change a behavior as well as partly an effort to increase one's awareness and willingness to obey all applicable rules and social norms. The results of this study support the results of research conducted by Tony Listianto et al, (2018), and Bambang Setiaji et al, (2019), the results of the study show that the work environment has a positive effect on employee performance.

Effect of Job Satisfaction (Y1) on Employee Performance (Y)

Based on the results of the T test, it is known that the value of Sig. For the effect of Job Satisfaction (Y1) on Employee Performance (Y) is $0.0003 < 0.05$. While the value of β is positive at 0.298. Thus job satisfaction has an influence and is of positive value. So the hypothesis that job satisfaction has a positive effect on employee performance is proven. Then the hypothesis is accepted.

A person with a high level of job satisfaction shows a positive attitude towards work. Employees who have job satisfaction will be able to work well, are full of enthusiasm, are active, and can perform better than employees who do not get job satisfaction. Employees who do not obtain job satisfaction will never achieve psychological satisfaction and eventually negative attitudes or behaviors will arise and in turn will be able to cause frustration. Job satisfaction is an important role that has a major effect on employee performance. an individual's behavior towards his duties that has a relationship in the conditions of the work environment, cooperation between employees, as well as components in physical factors. The results of this study support the results of research conducted by Hanafi et al, (2018), and Sigalingging et al, (2019), the results of the study show that the work environment has a positive effect on employee performance.

4. CONCLUSION

Motivation (X1) has a positive effect on Job Satisfaction (Y1) of employees of the Semarang Regency Transportation Agency. So that if motivation increases, job satisfaction increases. The Work Environment (X2) shows a positive influence on Job Satisfaction (Y1) of employees of the Semarang Regency Transportation Agency. So that if the work environment increases, job satisfaction increases. Work Discipline (X3) has a positive effect on Job Satisfaction (Y1) of the Semarang Regency Transportation Agency. So that if work discipline increases, job satisfaction increases. Motivation (X1) has a positive effect on employee performance (Y) of the Semarang Regency Transportation Office. So that if motivation increases, employee performance increases. The Work Environment (X2) has a positive effect on the Performance of Employees (Y) of the Semarang Regency Transportation Office. So that if the work environment improves, employee performance increases. Work Discipline (X3) has a positive effect on Employee Performance (Y) of the Semarang Regency Transportation Office. So that if work discipline increases, employee performance increases. Job Satisfaction (Y1) has a positive effect on Employee Performance (Y) of the Semarang Regency Transportation Office. So that if job satisfaction increases, employee performance increases

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