

The Influence of Work Environment, *Employee Engagement*, Work Discipline, and Achievement Motivation on Employee Performance

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Abstract. This study aims to determine the influence of work environment, employee engagement, work discipline and motivation for achievement on the performance of the University of Muhammadiyah Jember employees. This type of research is quantitative. The population in this study is 179 employees of the University of Muhammadiyah Jember. After that, the sample was processed using a sampling method with the slovin formula and *proportional sampling technique*, then the sample in this study was 124. The data source in this study uses primary data, namely questionnaires. The data were analyzed by multiple linear regression, normality test, multicollinearity test, heteroscedasticity test, t-test, and determination test which were carried out computationally with the SPSS program. The results of this study show that workload, work stress, and work environment have a positive and significant effect.

Keywords: work environment, employee engagement, work discipline and achievement motivation

1. Introduction

Human resources (HR) are considered one of the most important elements in today's period of fierce global competition because they are crucial to maintaining organizational sustainability, legitimacy, and public trust. Human resources according to [1] is all the potential that the community has that can be offered to the community to produce a good or service. The emphasis on human resources as valuable capital in organizations reflects more pressure on intangible resources than on real ones. Human capital investment aims to gain benefits for the organization either in the long or short term. To increase the use of its human resources by an organization, human resource management is needed. Human resource management can create an efficient unit of work for the company. The study of human resource management will show how businesses must recruit, train, use, assess, and maintain the right type (quantity) and number of workers (quality) to achieve this goal.

Human resources are very important in improving the performance of employees of a company or agency. Employee performance is something that individuals really do and can be seen according to Sedarmayanti [1]. Improving a high level of performance among employees is essential for a business as it will allow them to generate more work. Job assessments have requirements that must be met. Human resources play an important role in influencing the operations of an organization to achieve performance. Performance is the result of work and behavior shown in completing the tasks and obligations given within a specified period of time [2]. In addition, according to [3] states that the series of activities carried out in HR includes humans as actors in the organization concerned, so automatically the performance of the organization in question depends a lot on the behavior of the human beings in the organization. There are several factors that can affect the level of performance of employees of a company or agency, namely the work environment, *Employee Engagement*, work discipline and also motivation to achieve.

The University of Muhammadiyah Jember is one of the private universities in the city of Jember, which is located on Jalan karimata no 49, Sumbersari District, Jember Regency, East Java Province. The University of Muhammadiyah Jember is one of the universities belonging to the Muhammadiyah Organization. It was initially established on March 11, 1981 which was initiated by Muhammadiyah leaders and Muhammadiyah residents in Jember. In an effort to improve the quality of performance in the services of the University of Muhammadiyah Jember, what needs to be considered are the factors of the work environment, *employee engagement*, work discipline, and motivation to achieve. The working environment at the University of Muhammadiyah Jember is problematic because there are still many employees who leave the office during breaks to eat, which results in a lack of attention to the employee dining room, employee discipline in terms of attendance, and employee performance that is sometimes below standard. This is detrimental because it is related to service problems, where administration and student services are often delayed.

In addition, employee attachment to their work is still low because there are still many employees who do not understand the tasks being undertaken. The motivation that employees get is lacking, as a result, there are still many employees who are not motivated at all to become the best employees or outstanding employees. Work discipline is an important role in the world of work, especially regarding employee attendance on weekdays based on predetermined hours, because good work discipline will have an impact on improving employee performance. Not only that, employee discipline really must be applied to each employee because if discipline has been embedded in the individual employee, it can be ensured that an organizational goal can run well. Not all staff of the University of Muhammadiyah Jember carry out their work well, both permanent and non-permanent staff members carry out their work poorly or well. When researchers examined employee performance in this case using measures of general competence, special competence, and *soft skills*, it was found that many employees still obtained below-average scores and many employees did not obtain the desired score of 10. Employees from general administration received a score of 10 from each indicator, namely, 23 employees

in general competence, 18 employees in special competence, and 25 employees in soft skills. This is due to the many student complaints about the performance of employees who are sometimes late in meeting their needs and desires. This is also caused by an uncomfortable work environment, low level of employee attachment, and lack of discipline among Unmuh Jember employees. So there are many student complaints. Not only that, the motivation for achievement in each employee is still very lacking and minimal so employees are not motivated at all to always improve their achievements in order to get employee performance assessments that continue to increase every year.

To improve discipline for an employee starts from the responsibility of an employee at work, so that employees can be serious and totality in carrying out their duties or working. Based on this description, it can be seen that the work environment, employee engagement, work discipline, and achievement motivation have a significant influence on the employees of the University of Muhammadiyah Jember. When all of these indicators are highly supportive and implemented effectively, students will receive high-quality campus services. In addition, another factor related to the phenomenon that the researcher found is that some employees of the University of Jember said that the employee canteen is needed by some employees of the University of Muhammadiyah Jember. Therefore, this is raised as a phenomenon in this study. 123 employees agreed and 56 employees disagreed that the University of Muhammadiyah Jember needs a special canteen for employees so that not many employees go out of the campus area during breaks.

2. Literature Review

The work environment is one of the elements that affect worker performance. According to experts, the work environment is defined as everything that exists around workers and influences them in performing their assigned responsibilities, such as air conditioning, proper lighting, and workspace layout. The work environment includes elements such as temperature, humidity, ventilation, lighting, noise levels, and workplace cleanliness that may affect the employee's ability to carry out his or her duties [4][5]. Meanwhile, according to [6] the work environment is defined as one of the main factors to support employees to improve their performance in a company or organization. If the work environment feels comfortable, it will certainly have a good and significant impact on the employees in the environment, and vice versa, if the environment feels uncomfortable, it will certainly have a bad impact on the morale of employees which will provide output in the form of less than optimal service. Another factor that affects employee performance is employee engagement.

Employee engagement exhibits a variety of productive behaviors that increase synergistic efforts to achieve organizational goals that ultimately lead to improved employee performance. Employees who have a high level of engagement with their work will do their work with enthusiasm and show a difference compared to employees who do not have involvement in the form of understanding of the work and loyalty to the organization. Employee performance is

defined as one of the measures of the effectiveness of organizational goals. In measuring employee performance, measurement standards are needed for the implementation of the standards according to [3].

The third factor that can affect performance is discipline, according to [7] Discipline is the knowledge and desire to comply with all relevant company regulations and standards. Work discipline is a technique that organizational management uses to talk to staff members in an effort to increase knowledge of relevant social standards and get them to change their behavior [8]. A person shows discipline when they are aware of and willing to comply with all relevant company policies and standards. In addition, another element that affects worker performance is achievement motivation. The motivation for achievement is efforts and beliefs of individuals to realize learning goals with a certain standard of success and be able to overcome all obstacles that hinder the achievement of goals [9].

Every organization wants to see performance improvement in Every employee, and motivation is a condition in a person's personality that supports the desire to take certain actions to achieve goals. To do this, companies must provide strong incentives to each employee so that they can achieve their goals and perform better. Based on the findings of the research [10] Employee achievement motivation affects employee performance. This shows that achievement motivation may have an impact on employee performance. In addition, Ekayanti's research [11] shows that achievement motivation has a significant and positive effect on worker performance.

3. Research Method

The research design used in this study is causal research that examines cause and effect between independent variables and bound variables. The type of research used is quantitative research using data sources in the form of primary data and secondary data. Meanwhile, the sample population used in this study is 179 Muhammadiyah Jember employees, consisting of 134 permanent employees and 45 non-permanent employees. While the sample using the Slovin formula was obtained 124 in each field of work.

The sample collection technique in this study uses a *proportional sampling* technique, while the data collection method used in this study is using a questionnaire with a measurement scale using a Likert scale. The data analysis technique used is using a quantitative data analysis approach with the help of the IBM SPSS Statistic 25 measuring tool. In this study, several variables were studied, namely: (X1) Work Environment, (X2) *Employee Engagement*, (X3) Work Discipline, (X4) Achievement Motivation, and (Y) Employee Performance.

There are several stages in the data analysis of this research, namely: Data Validity and Reality Test, Classical Assumption Test, which includes: (Normality Test, Multicollinearity Test and Heteroscedasticity Test), Multiple Linear Regression Analysis, Hypothesis Test and Determination Coefficient Test (R^2).

4. Result and Discussion

Respondent Characteristics

The characteristics of the respondents' answers based on research conducted at the University of Muhammadiyah Jember stated that based on the gender of the Mayotiras of the University of Muhammadiyah Jember employees, it was dominated by men with 65 respondents or 52.4% and only 59 female respondents (47.6%). Meanwhile, based on the age category, it can be stated that it is dominated by the age of 21-30 years or 45.1% which is the productive age in carrying out high-intensity work activities. Third, based on the last education, the employees of the University of Muhammadiyah Jember are dominated by employees with the last education as S1 scholars in various fields with a total of 101 reports or 81.5%. And the last one based on the length of work, the average working age dominance is in 1-5 years of service with 47 respondents or 37.9%, then followed by 11-15 years of service with 32 respondents with 25.8% and 6-10 years with 25.1%.

Validity and Reliability Test

According to [12] The validity test shows the degree of accuracy between the data, which especially occurs in things that have data that can be collected by the researcher. Validity tests are used to assess the validity of a questionnaire. Based on the test results, it was obtained that each variable indicator of the Work Environment (X1), *Employee Engagement* (X2), Work Discipline (X3), Achievement Motivation (X4), and Employee Performance (Y) have a value of $R_{table} < R_{count}$ and a significant value of < 0.05 (5%). Based on this, it can be concluded that each of the Answer Indicators of the Work Environment variable (X1), *Employee Engagement* (X2), Work Discipline (X3), Achievement Motivation (X4), and Employee Performance (Y) were declared valid. Reliability testing is a method used to assess the consistency and accuracy of a questionnaire, which functions as an indication of a certain variable or construct. A questionnaire can be considered trustworthy if a person's responses to the questions are constant or stable over some time. Based on the results of reliability testing with the Work Environment variable (X1), *Employee Engagement* (X2), Work Discipline (X3), Achievement Motivation (X4), and Employee Performance (Y) of the University of Muhammadiyah Jember stated that the value of Cronbach's Alpha > 0.6 , this means that each of the research variables is declared reliable.

Multiple Linear Regression

[13] Defines multiple regression analysis as a statistical technique used to assess the impact of various independent variables on a single dependent variable. The findings of multiple linear regression analysis are as follows:

Table 1. Results of Multiple Linear Regression Analysis

Variable	Regression Coefficient	Sig.	Information
Constant	0,238	-	-
Work Environment (X1)	0,199	0,000	Significant
<i>Employee Engagement</i> (X2)	0,210	0,003	Significant
Work Discipline (X3)	0,250	0,003	Significant
Achievement Motivation (X4)	0,373	0,000	Significant

Source: SPSS 25 Processing Data

Based on Table 1, the results of the multiple linear regression equations can be obtained in the following way:

$$Y = 0.238 + 0.199X1 + 0.210X2 + 0.250X3 + 0.373X4 + e$$

Formula explanation :

1. Constant Value

Based on the above equation, a positive constant value is obtained. This means that if the values of the independent variables, namely Work Environment (X1), Employee Engagement (X2), Work Discipline (X3), and Achievement Motivation (X4), are all zero, then the value of Employee Performance (Y) will also be positive.

2. Work Environment (X1)

The value of the Coefficient of the Work Environment variable is positively correlated with employee performance, this shows that the better the Work Environment, the more it will have an impact on improving employee performance.

3. *Employee Engagement* (X2)

The value of the Employee Engagement variable coefficient is positive, indicating that there is a unidirectional relationship between Employee Engagement and employee performance. In other words, when Employee Engagement increases, employee performance also increases.

4. Work Discipline (X3)

The value of the coefficient of the Work Discipline variable has a positive value indicating that there is a unidirectional relationship between Work Discipline and Employee Performance. In other words, when Work Discipline increases, Employee Performance also increases.

5. Achievement Motivation (x4)

The value of the variable coefficient of Achievement Motivation with a positive value indicates that there is a unidirectional relationship between Work Discipline and Employee Performance, where an increase in Work Discipline leads to an increase in Employee Performance.

Normality Test

The normality test is used to assess whether the confounding or residual variables in the regression model are normally distributed. An effective regression model has a normal or near-normal distribution so that it is possible to conduct feasibility and statistical tests [13].

Table 2. Results of the Normality Test

Variable	Kolmogorov Smirnov <i>Grades</i>	Information
Unstandardized Residual	0,281	Normally distributed

Source: SPSS 25 Processing Data

Based on the test findings in the table, the value of the probability or significance of the research variable > 0.05 . Therefore, it can be ensured that the data in this investigation is distributed normally.

Multicollinearity Test

The purpose of the multicollinearity test is to find out if there is a relationship between independent variables in the regression model [13]. The multicollinearity test was specifically developed to assess whether the regression model identifies a relationship between independent variables.

Table 3. Multicollinearity Test Results

Variable	Correlation Value	Information
Work Environment (X1)	0,607	No multicollinearity
<i>Employee Engagement</i> (X2)	0,253	No multicollinearity
Work Discipline (X3)	0,213	No multicollinearity
Achievement Motivation (x4)	0,496	No multicollinearity

Source: SPSS 25 Processing Data

Based on the findings of the *Collinearity Statistics* study shown in table 3, it can be seen that there is no multicollinearity in the model. This is shown by a correlation coefficient < 0.8 .

Heteroscedasticity Test

A heteroscedasticity test was performed to see if there was uneven variance in the residue between different observations in the regression model.

Table 4. Glacier Test Results

Variable	Sig	Information
Work Environment (X1)	0,241	No Heterogeneity
Employee Engagement (X2)	0,294	No Heterogeneity
Work Discipline (X3)	0,304	No Heterogeneity
Achievement Motivation (x4)	0,414	No Heterogeneity

Source: SPSS 25 Processing Data

Based on Table 4, the significance value of each variable > 0.05 . Therefore, based on these findings, it can be concluded that there is no heteroscedasticity in the equations evaluated.

Partial t-test

The t-test is used to assess the significance of the relationship between variables X and Y, regardless of whether the variables X1, X2, X3, X4, The t-test quantifies the extent to which an explanatory variable or independent variable contributes to explaining the variation of the dependent variable [13].

Table 5. Test Results

Variable	t-Calculate	t-Table	Sig	Information
Work Environment (X1)	4.586	1,657	0,000	H0 rejected
Employee Engagement (X2)	3.016	1,657	0,003	H0 rejected
Work Discipline (X3)	3.044	1,657	0,003	H0 rejected
Achievement Motivation (x4)	4.819	1,657	0,000	H0 rejected

Source: SPSS 25 Processing Data

Table 5 provides a clear picture of the extent to which each independent variable affects the dependent variable:

1. Work Environment (X1) against the Employee Performance variable (Y)
Table 5 shows that the significant level (α) of the Work Environment variable (X1) is $0.000 < 0.05$. This shows that the work environment has a considerable influence on employee performance (H1 accepted).
2. *Employee Engagement* (X2) against the Employee Performance variable (Y)
Based on Table 5, it can be seen that the significance level (α) of the *Employee Engagement* variable (X2) is $0.003 < 0.05$. This means that *Employee Engagement* has a significant influence on Employee Performance (H2 accepted).
3. Work Discipline (X3) against the Employee Performance variable (Y)
Table 5 shows that the significant level (α) of the Work Discipline variable (X3) is $0.003 < 0.05$. Therefore, it can be concluded that Work Discipline has a great influence on Employee Performance, and the hypothesis (H3 is accepted).
4. Achievement Motivation (X4) against the Employee Performance variable (Y)

Table 5 shows that the significant level (α) of the Achievement Motivation variable (X4) is $0.003 < 0.05$. Therefore, it can be concluded that Achievement Motivation has a great influence on Employee Performance, and the hypothesis (H4 is accepted).

Coefficient of Determination (R^2)

The determination coefficient measures the extent to which the model can explain the variation of the bound variable. The coefficient value ranges from zero to one, inclusive ($0 \leq R^2 \leq 1$).

Table 6. R^2 Test Results

R	R Square	Adjusted R Square
0,894	0,799	0,792

Source: SPSS 25 Processing Data

Table 6 shows that the model has an R Square value of 0.799. This means that the variable representing employee performance (Y) is influenced by the work environment (X1), *Employee Engagement* (X2), Work Discipline (X3), and Achievement Motivation (X4) by 79.9%. This figure shows that the independent variables together have a significant influence of 79.9% on the dependent variables, while the rest of the influence is caused by factors that are not included in the model.

Discussion

First Hypothesis

Multiple regression analysis shows that the work environment has a significant influence on employee performance. This is supported by the results of the t-test, where the t-value (4.586) is greater than the critical t-value (1.657), while the significance level (0.000) is less than the predetermined threshold of 0.05. The regression coefficient has a positive influence that shows that an improved work environment will improve the performance of employees of the University of Muhammadiyah Jember (H1 accepted). According to Schultz and Sydney (2015), the physical work environment determines employee performance. An employee's performance is directly affected by the quality of his physical work environment. A conducive and complete work environment will encourage optimal work and produce excellent performance. Conversely, an inadequate or unsupportive work environment can make employees uncomfortable and negatively impact their performance. Experiencing fatigue quickly and showing laziness, resulting in decreased employee performance.

The findings of this study are in line with previous research conducted by [14] entitled "The Effect of the Implementation of ISO 9001:2008, Motivation, Ability, and Work Environment on the Performance of Surabaya Health Center Employees with Employee Engagement as a Moderation Variable." The findings of this study show that the work environment has a considerable influence on the performance of Puskesmas employees in Surabaya. The work

environment and accompanying facilities may have an impact on the performance of the tasks assigned to employees. An optimal work environment is expected to improve employee performance.

Secoond hypothesis

Multiple regression analysis and t-test for the second hypothesis (H2) show that employee engagement has a significant effect on employee performance. This is supported by a count value of $3.016 > t_{table}$ of 1.657. In addition, the significance level of $0.003 < 0.05$. The regression coefficient has a positive influence that shows that the higher the level of employee involvement, the better the performance of the University of Muhammadiyah Jember employees. Therefore, (the H2 hypothesis is accepted). The findings of this study are in line with previous research conducted by [15] entitled "The Impact of Employee Motivation, Training, and Engagement on Employee Performance (Case Study of Matahari Department Store Tbk Suncity Mall Madiun)". The findings of the study show that employee engagement has a good and great influence on worker performance at Matahari Department Store Tbk Suncity Mall Madiun.

Third hypthesis

Multiple regression analysis shows that work discipline has a significant influence on employee performance. This is supported by the results of the t-test, where the t-value is $3.044 > t_{critical}$ value is 1.657, and the significance level is $0.003 < 0.05$. The regression coefficient has a positive influence that shows that the improvement of work discipline will lead to an increase in the performance of employees of the University of Muhammadiyah Jember. Therefore, we accept the H3 hypothesis. As stated by Hasibuan (2016:193), discipline refers to the awareness and readiness of individuals to comply with all relevant organizational rules and community standards.

The findings of this study are in line with previous research conducted by [16]. The findings of this study show that work discipline has a good and great influence on worker performance at PT. The research conducted by Hazara Cipta Pesona aims to determine the influence of work discipline, work environment, and work motivation on employee performance at Pt. Hazara Cipta Pesona. Considering that work discipline has a positive and large impact on employee performance, business regulations related to work discipline need to be enforced for all employees of PT. Hazara Cipta Pesona ensures that all workers comply with the duties and obligations given by the company's expectations.

Fourth hypothesis

Multiple regression analysis shows that achievement motivation has a significant influence on employee performance. This is supported by the t-test, where the t-count value is $4.819 >$ the ttable value is 1.657. In addition, the significance level is $0.000 < 0.05$. The regression coefficient shows a positive impact that shows that the greater the level of achievement motivation, the higher the performance of the employees of the University of Muhammadiyah Jember. Therefore, H4 is acceptable. Motivation includes important work, job security, a sense of accomplishment, promotion channels, and opportunities. A person who is highly motivated to excel is more motivated to engage in a passionate and innovative activity that requires a way of thinking for the future and taking individual responsibility for the outcome than someone who is highly motivated to achieve.

The findings of this study are in line with previous research conducted by [17] with the title "The Influence of Work Discipline, Work Environment, and Work Motivation on Employee Performance Through Work Engagement at Pt. Jasa Marga Surabaya Mojokerto." The findings of the study show that motivation has a considerable influence on the performance of employees of PT. Jasa Marga Surabaya Mojokerto.

5. Conclusion

Based on the researcher's study and discussion, the following conclusions can be drawn: (1) The findings of multiple regression testing show a fairly good influence of the work environment on employee performance. This shows that creating a conducive working environment will increase the productivity and effectiveness of staff at the University of Muhammadiyah Jember. (2) The findings of multiple regression analysis show that there is a statistically significant and beneficial influence of employee involvement on employee performance. This shows that fostering the involvement of quality employees will improve the performance of the University of Muhammadiyah Jember employees. (3) The findings of multiple regression analysis show a considerable positive impact of work discipline on employee performance. This shows that a strong work ethic will improve the performance of workers at the University of Muhammadiyah Jember. (4) The findings of multiple regression analysis show that there is a strong and beneficial influence between achievement motivation and employee performance. This shows that a strong drive to achieve success will increase the productivity of the University of Muhammadiyah Jember employees.

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