The Relationship Between Work Environment, Work Motivation, Work Discipline, and Employee Performance in the Safety Risk Quality Control Unit

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Abstract

An organization's actions are primarily driven by its human resources, which also determine the rate of growth or decline of an organization. The ability of a company or organization to obtain quality work results and the desired quantity is greatly influenced by several factors, including work motivation, work discipline, and work environment. Motivational factors influence performance because motivational factors are a condition that moves humans towards a specific goal. Meanwhile, the discipline factor is a person's awareness and willingness to obey allapplicable company regulations and social norms. The next factor that influences employee performance is the work environment factor. This is because the work environment is a total of elements both within and outside the organization's boundaries that directly or indirectly impact managerial activities to achieve organizational goals. This research was conducted in the work environment at PT. Angkasa Pura II, especially at Soekarno-Hatta Cengkareng Airport, maximizes the best service, namely by providing a variety of modern airport support services supported by high-tech facilities, which is the airport's commitment to creating comfort for service users while in the airport environment. Airport-related services aim to support the creation of security, safety, and comfort for airport service users while in the airport area.

Article Info

1. Introduction

The development of flight traffic at Soekarno-Hatta Airport is gradually recovering. The flight recovery ratio at Soekarno-Hatta Airport in the fourth quarter of 2021 is around 68% to 70%. This means that the current condition of flight traffic has reached 68-70% of the condition before the pandemic, namely in 2019. Apart from that, these indicators show the excellent performance of Soekarno-Hatta Airport amid the pandemic and will support the performance of PT. Angkasa Pura II as a whole so that it can always maintain Indonesia's air connectivity. In Figure 1 above, we can see that there has been an increase in the number of passengers at Soekarno-Hatta airport from 2021, namely 7,945,377 (Domestic departures), 612,230 (International departures) to August 2022, namely 8,934,471 (Domestic departures), 1,493,840 (International departure).
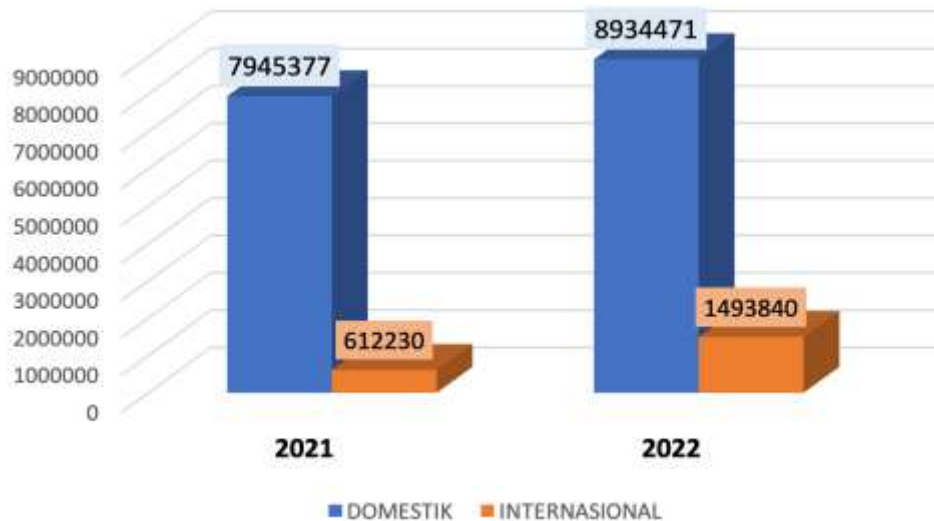
Figure 1. Flight Traffic at Soekarno-Hatta Airport
Source: PT. Angkasa Pura II Soekarno Hatta (2023)

Human resources are needed to continue supporting the running of the services offered by Soekarno-Hatta Airport, which are a central factor in the company. The human resources in question are employees with the motivation, and good work discipline the company needs to achieve its goals. The potential of these human resources needs to be developed, and attention needs to be paid to producing quality human resources for employee performance to impact the company's success.

Based on the problem formulation, the objectives of this research are:

a. Describe work motivation, discipline, work environment, and employee performance in the SRQC (Safety Risk Quality Control) unit. Angkasa PuraIISoekarno-Hatta Cengkareng Airport.
b. To find out and analyze the influence of work motivation, discipline, and work environment on employee performance in the SRQC (Safety Risk Quality Control) unit. Angkasa PuraII(Persero) Soekarno-Hatta Cengkaren Airportg.
c. To determine and analyze which work motivation, discipline, and environment dominate employee performance in the SRQC (Safety Risk Quality Control) unit. Angkasa PuraIISoekarno-Hatta Cengkareng Airport.

Based on the central problem and research objectives above, it is hoped that this research will be beneficial for all parties, both academics and practitioners, including the following:

a. Academic

This research will help increase knowledge regarding the influence of work motivation, discipline, and work environment on employee performance. It can also be used as a guide or reference when researching the same theme.
b. Practical

It is hoped that the results of this research will serve as consideration for companies to pay more attention to employee performance related to work motivation, work discipline, and work environment.

Literature Review

According to Sulistyan et al. (2020), performance results from a person's work and behavior in a certain period. Thus, based on several theories above, researchers can conclude that performance is the work result that can be achieved by an employee in a particular organization according to his authority and responsibility within a certain period and is assessed by his immediate superior to achieve organizational goals, which are reflected in the dimensions target, quality, completion time, and compliance with principles. The indicator is work results, ability, effectiveness, efficiency, speed, accuracy, and responsibility.

Many factors influence employee work performance so that their performance improves, worsens, or decreases (Shimura et al., 2021). These factors also influence human resource management's assessment of each individual in a company or organization (Rizki & Sulistyan, 2022). A deep understanding of the factors that influence employee performance is not only important for increasing workforce productivity and well-being, but also for designing more effective and sustainable human resource management strategies.

Sulistyan (2017) states that work motivation is the desire to act. Each person can be motivated by several different forces. There are 5 aspect which need attention to encourage (motivate) employee performance, according to Mitchell et al. (2017):
a. Quality of work
b. Promptness
c. Initiative
d. Capabilities
e. Communications

These five aspects can be used as measurements in assessing a person's level of performance. Apart from that, Mitchell also said that to measure performance, it is determined:

$$Performance = Ability \times Motivation$$

From this statement, it is clear that to get an idea of a person's performance, a special assessment of ability and motivation is needed. Among several factors that influence a person's performance, it turns out that those that can be intervened or treated through education and training are ability factors that can be developed. An employee's high or low performance is determined by factors that influence it, either directly or indirectly.

Mangkunegara (2017) states, "Factors that influence performance achievement are ability and motivation factors." It is formulated that the factors that can influence performance are:

$$Human\ Performance = Ability + Motivation$$

Based on the phenomena and theories that have been presented, there are three assumptions, including:
a. Work motivation, work discipline, and work environment significantly affect employee performance in the SRQC (Safety Risk Quality Control) unit. Angkasa PuraIISoekarno-Hatta Cengkareng Airport.
b. The work environment has a dominant influence on employee performance in the SRQC (Safety Risk Quality Control) unit. Angkasa PuraIISoekarno-Hatta Cengkareng Airport.

2. Methods

The scope of this research is in the Human Resources (HR) field with a focus on studying work motivation, work discipline, the work environment, and employee performance in the SRQC (Safety Risk Quality Control) unit of PT. Angkasa Pura II Soekarno-Hatta Cengkareng Airport. In this research, all employees of the SRQC (Safety Risk Quality Control) unit of PT. Angkasa Pura II Soekarno-Hatta Cengkareng Airport, in Terminal 3 there are 35 employees and all of them are taken. The method of analyzing data in this research was carried out using multiple linear regression analysis, which is used to determine the effect of the dependent variable (X) on the independent variable (Y). The multiple linear regression model used in this research is Ghozali (2018).

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_2 X_3 + e$$

Hypothesis testing is carried out using the t test. If the significance level is less than 0.05, then the hypothesis is accepted. If the significance level is more than 0.05, then the hypothesis is rejected. Data analysis was also carried out by looking at the results of the R^2 value, namely to see the magnitude of the influence of work motivation, work discipline and work environment on employee performance.

3. Results and Discussion

3.1. Results

Multiple linear regression analysis determines the relationship between one variable and another variable. Regression is an analytical tool used to measure the influence of the independent variable on the dependent variable. Based on data processing using the SPSS program, an equation is obtained, which can be seen in the following table:

Table 1. Multiple Linear Regression Test Results

Variable	Information	Regression Coefficient (β)	t count	Sig.
X1	Work Motivation	0.021	0.154	0.879
X2	Work Discipline	0.361	3,170	0.003
X3	Work Environment	0.638	6,330	0.001
Constant = -1.888				
R = 0.932				
Adjusted R = 0.856				
F count = 68.293				
Sig.F = <0.001				
n = 35				
Dependent Variable = Employee Performance (Y)				

Source: Data Processed (2023)

Based on Table 14, the regression equation obtained from the calculation results is as follows:
$$Y = -1.888 + 0.021\,X1 + 0.361\,X2 + 0.638\,X3 + e$$
The model can be interpreted as follows:
a. The regression constant coefficient value of -1.888 shows that if the variables Work Motivation, Work Discipline, and Work Environment are assumed to be constant or have a value of 0, then there is still or is no performance of employee work in the PT SRQC unit. Angkasa Pura II Soekarno Hatta Airport Cengkareng.
b. The Work Motivation regression coefficient value (X1) of 0.021 is positive, which means that the better the work motivation, the more employee performance will increase.
c. The Work Discipline regression coefficient (X2) of 0.361 is positive, which means that the better the work discipline, the more employee performance will increase.
d. The Work Environment regression coefficient value (X3) of 0.638 is positive, which means that the better the work environment, the more employee performance will increase.

The close relationship between the independent variables work motivation, work discipline, and work environment with the dependent variable Employee Performance can be measured using multiple correlation coefficient analysis. The resulting R (Correlation Coefficient) value is 0.932, indicating that the correlation between the independent variables (work motivation, work discipline, work environment) and the dependent variable (employee performance) is 93.2%. This figure shows a strong relationship between the independent variable chosen by the researcher and the dependent variable. The R^2 (adjusted) value or the coefficient of determination is 0.856, meaning that work motivation, discipline, and work environment influence employee performance by 85.6%. The remaining 14.4% is another independent variable that should have been studied.

Based on the F test results in table 1, it can be seen that the calculated F value is 68.293 with a significance level of <0.001, whereas the F table value for $\alpha = 0.05$ and df = 31 is 2.91. The comparison value between F calculated and F table shows greater (F calculated 68.293 > F table 2.91). And also the sig value. F < 0.001 is less than the researcher's error rate 0.05 or 5%. So, it can be concluded that work motivation, work discipline, and work environment significantly affect employee performance. Thus, the first research hypothesis can be proven.

The resulting t value for the work motivation variable of 0.154 is negative, with a significance result of 0.879 > 0.05. These results show that Work Motivation does not affect employee performance. This means that motivation cannot improve employee performance. Lack of appreciation in the form of praise or bonuses from superiors to their subordinates can result in

low employee motivation at work, which needs to be paid attention to by the company. The resulting calculated t value for the Work Discipline variable 3.170 is positive, with a significance result of 0.003 < 0.05. These results show that Work Discipline simultaneously affects Employee Performance.

3.2. Discussion
The Effect of Work Motivation on Employee Performance
The research results show that motivation has no significant effect on employee performance at PT. Angkasa Pura II, especially at Cengkareng Soekarno-Hatta Airport, raises deep questions regarding what factors may be more dominant in influencing their performance. One aspect that may need to be considered is work environmental factors, such as management systems and company culture, which may influence employee motivation and performance simultaneously. In addition, it is also important to evaluate the performance measurement methods used in the research, because sometimes subjective factors such as individual perceptions of their performance can also influence the research results.

However, this research still provides valuable insight into the company's internal dynamics and the potential for other factors that may play a role in improving employee performance. There may be a need for further research that includes additional variables, such as job satisfaction, organizational commitment, or external factors such as market pressures or government policies that influence Angkasa Pura II's operations. Thus, these findings can be a starting point for further exploration of how companies can improve the performance of their employees through more holistic management strategies. Although motivation does not seem to be the main factor influencing employee performance at PT. Angkasa Pura II, this does not mean that management needs to ignore the importance of motivation altogether. There is still value in building a work culture that encourages and maintains employee motivation, even though the direct link to individual performance may not always be obvious. By strengthening commitment to employee well-being and creating a supportive work environment, companies can build a solid foundation for long-term productivity, even if the influence of motivation is indirect on performance.

The findings of this research are in line with the findings of research conducted by Paais and Pattiruhu (2020), which shows that work motivation does not have a significant influence on employee performance. This indicates that, although work motivation can be an important factor in encouraging productive work behavior, in certain contexts, other factors such as the work environment, management system, or individual characteristics may be more dominant in influencing employee performance. Thus, the results of this research provide additional contributions to the understanding of the complexity of factors that influence employee performance, and emphasize the importance of looking holistically in analyzing the dynamics of motivation and performance in an organizational context.

The Effect of Work Discipline on Employee Performance
The finding that work discipline has a significant effect on employee performance at PT. Angkasa Pura II, especially at Cengkareng Soekarno-Hatta Airport, highlights the importance of fundamental management aspects in forming an effective work culture. Work discipline includes compliance with company rules and procedures, punctuality, and dedication to assigned tasks. By having disciplined employees, companies can increase operational efficiency, reduce the risk of errors, and strengthen the image of professionalism in the eyes of customers and business partners.

This research provides a signal to the management of PT. Angkasa Pura II to prioritize efforts that strengthen work discipline among employees. This can be done through various means, such as providing training and development to increase understanding of company policies, implementing an effective monitoring system, and providing appropriate rewards or sanctions in response to employee work behavior. By strengthening work discipline, companies can improve service quality, maintain operational security and safety, and build a solid foundation for long-term growth. However, it is also important to remember that work discipline is not the only factor that influences employee performance. It is important for management to treat these findings as part of a broader picture of the factors that influence employee productivity and performance.

Apart from work discipline, other aspects such as motivation, job satisfaction, management support and working conditions also have the potential to significantly influence employee performance. Therefore, a holistic approach to human resource management remains crucial to ensure a company's long-term growth and success.

The findings of this research consistently support the findings of previous research conducted by Maryani et al. (2021), Rivaldo and Nabella (2023), which confirmed that work discipline has a significant influence on employee performance. This shows that compliance with rules and procedures, punctuality, and dedication to work play a crucial role in achieving desired performance results. Thus, this research strengthens understanding of the importance of paying attention to and strengthening aspects of work discipline in an effort to increase employee productivity and effectiveness, and confirms that these findings are relevant and applicable in different organizational contexts.

The Effect of Work Environment on Employee Performance

The finding that the work environment has a significant influence on employee performance at PT. Angkasa Pura II, especially at Cengkareng Soekarno-Hatta Airport, highlights the importance of paying attention to contextual factors in increasing workforce productivity and welfare. A conducive work environment includes aspects such as company culture, management systems, superior support, and the availability of necessary resources. By creating a positive and supportive work environment, companies can increase employee motivation, satisfaction and overall performance.

This provides an important signal to PT management. Angkasa Pura II to allocate adequate resources and efforts to improve the work environment for employees. Efforts such as improving communication between management and employees, providing career development opportunities, and improving reward and recognition systems can help create a more positive work environment. Apart from that, it is also necessary to pay attention to factors that might hinder the creation of a conducive work environment, such as conflict between teams, unclear policies, or an imbalance in workload. By overcoming these challenges, companies can create a work environment that supports employee growth and performance. However, it is also important to remember that the work environment is only one of many factors that influence employee performance. Although important, the influence of the work environment can interact with other factors such as motivation, leadership, and economic conditions to form a more comprehensive picture of individual performance. Therefore, the management of PT. Angkasa Pura II needs to adopt a holistic approach in managing the work environment and other factors that influence employee performance, in order to achieve business goals and improve overall organizational sustainability.

The findings of this research are in line with research conducted by Zaeni et al. (2022), which also confirmed that the work environment has a significant influence on employee performance. This shows consistency in the understanding that a good work environment, which includes aspects of organizational culture, the quality of relationships between colleagues and superiors, as well as the support provided by management, can be an important factor in increasing employee motivation and productivity. Thus, these findings strengthen evidence that attention to the creation and maintenance of a conducive work environment can be an effective strategy in improving employee performance in various organizational contexts, including at PT. Angkasa Pura II.

4. Conclusion

This research explains the influence of motivation, work discipline, work environment, and performance at the PT SRQC unit. Angkasa Pura II Soekarno-Hatta Cengkareng Airport, where the results of the research conclusions and suggestions are presented, based on the objectives of the problem. Work motivation employee at the SRQC unit PT. Angkasa Pura II Soekarno-Hatta Cengkareng Airportfound that everyemployees have a positive response to employees working in healthy conditions at the PT SRQC unit. Angkasa Pura II Soekarno-Hatta Cengkareng Airport.

Employee work discipline at the PT SRQC unit. Angkasa Pura II Soekarno-Hatta Cengkareng Airportit can be found that everyemployee obey work regulations, that is, be responsible for the tasks that have been given. The employee work environment at the PT SRQC unit. Angkasa Pura II Soekarno-Hatta Cengkareng Airport found that every employee felt comfortable working in a conducive work environment that could support their duties, mainly due to psychological and environmental factors where employees felt helped by social support from co-workers. Performance employee at the SRQC unit PT. Angkasa Pura II Soekarno-Hatta Cengkareng Airportfoundthat every employee has full responsibility for completing their work. The research results show that apart from work motivation, namely work discipline and the work environment of employees in the PT SRQC unit. Angkasa Pura II Soekarno-Hatta Cengkareng Airportpositive impact on performanceemployee.The research calculations show that work motivation does not affect employee performance during the transition period from the COVID-19 pandemic to the new average period. The lack of rewards in the form of praise, compensation or bonus allowances, and working conditions can be factors in work motivation that need to be paid attention to by the company. Environment work has a strong impact and is the most dominant influence on the performance of employees. A good working environment is essential and needs to be paid attention to in PT's SRQC unit. Angkasa Pura II Soekarno-Hatta Cengkareng Airport.Therefore, companies need to collaborate with employees to create a more conducive work environment that can support tasks, mainly psychological and environmental factors, where employees feel helped by social support from co-workers. An excellent physical and psychological environment between employees is needed to support performance work. For this reason, facilities and the infrastructure need to be reviewed and evaluated. The evaluation results will likely increase overall performance. Writer believes there are still many other variables that are 14.4%caninfluenceperformance before being examined in this research. This should be material for further consideration to improve employee performance using these other factors.

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