

## Impact of Work Discipline, Work Environment, Communications and Motivation on Employee Performance in PT. KAI Gubeng Surabaya

Siti Rosyafah<sup>1\*</sup>, Elly Yuniar Nitawati<sup>2</sup>, Nurul Iman<sup>3</sup>  
Universitas Bhayangkara Surabaya

**Corresponding Author:** Siti Rosyafah [siti@ubhara.ac.id](mailto:siti@ubhara.ac.id)

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### ABSTRACT

The aim of this study is to see how the work discipline, work environment, communication, and motivation of employees affect their performance. This study involved a staff member of Gubeng Surabaya's PT. KAI, consisting of 217 people. Purposive sampling process using certain standards. This research is a quantitative type. Double linear regression analysis applied to the research model. This study showed that the variables of work discipline, work environment, communication, and motivation have a significant influence on employee performance, both individually and collectively. The work environment, motivation, communication, and discipline were the four free variables that simultaneously had a substantial impact on the employee's performance, as demonstrated by the results, which had a significance value on the F test of 0,000, or less than 0.05. Results of the analysis of the determination coefficient (R<sup>2</sup>) indicated that the value of R<sup>2</sup> was 64.8% of the influence of the variable free on the dependent variable. Other variables not included in this study affect the remaining portion.

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## **INTRODUCTION**

A company is said to be successful if employees make the maximum contribution to the company. Employee performance is one of the key determinants of a company's non-operational success to determine future productivity. Productivity can be achieved if employees in the company have good performance. Companies have used a variety of strategies to ensure that the performance of their employees matches their jobs. They must not only work, but also produce superior products and contribute fully to the company they work for. Ability is crucial to a person's performance because it is the ability that will be seen from their activities as they work in the workplace (Darojat, 2015).

Increased human resources do not guarantee the success of the organization. In order for the results of the performance assessment to be as expected, the organization must always manage and emphasize the achievement of human resources that are of superior value and have quality. Therefore, the quality of the human resources increases, it is essential that the behaviour and attitude of each employee can be used as an example in providing service, support, and well-being to the society in its entirety (Susilaningsih, 2008:3).

Employee performance is crucial to achieving what the organization expects. More importantly, the role of the employee as a human resource, towards the performance of the organization is crucial; decisions in the management of human resources are expected to be able to improve efficiency and even increase the productivity of the organisation that affect increased customer satisfaction. (Logahan, 2009:3).

To get maximized in the work and make their work acceptable well, individuals will face a variety of challenges. The human resource paradigm is changing today in the context of tight competition. The implementation of the Strategy in human resource management is always focused on achieving the availability of labour with the right proportion in quantity and quality, both now and in the future, according to Yasa (2007:75).

Leadership, commitment, work culture, quality of work life, position, motivation, working environment, compensation, work discipline, training, communication, and job satisfaction are some of the factors that can affect performance. All of these elements are influential, but it depends on what's actually happening. Some factors are powerful, while others are not. (Wahyuddin, 2006).

The Indonesian Railway Company (PT.KAI) is a state-owned enterprise responsible for providing, overseeing and managing rail transport in Indonesia. Since the railway is a safe, barrier-free, and inexpensive means of transportation, the Indonesian people are in great need of it. As the public's need for rail transportation is increasing, this condition encourages PT. Railways Indonesia to maintain and improve its performance to provide customers with a satisfactory quality of service. To meet the needs of customers, PT. Trains Indonesia needs to improve and enhance its performance by improving existing service problems, one of which is its lack of performance in terms of timeliness.

One of the causes of the decline in performance of employees of PT Railways Indonesia is the problem of delays and train accidents. Therefore, every company must keep an eye on and improve the performance of its employees by managing their employees as well as possible, developing and training talented employees. Employees must be managed as well as possible so that their time, energy, and abilities are optimized for the benefit of individuals and organizations. (Fathoni, 2006: 8).

Proper optimization in employee management, will result in high employee performance, which in turn will drive the company's performance increasingly. Therefore, PT. Indonesia Railways Gubeng Surabaya should look at the performance of its employees to address the problem, and the company should pay attention to any conditions that can affect the high and low performance of employees.

## LITERATURE REVIEW

Working discipline is an activity carried out by an individual to meet the requirements of an organization. In its implementation, discipline is more emphasized on the element of individual consciousness to follow the rules that apply in the organization. (Susilaningih, 2008:3). In contrast, nevertheless, to the study done by Raharjo (2012:7), which demonstrated that the employee performance variable is unaffected by the work discipline variables. Additionally, in order to ensure that workers feel secure and at ease while performing their duties and responsibilities, it is imperative to support a positive work environment. Examples of such environments include those that can promote efficiency, security, safety, and success. Suprahitno (2007), p. 24.

According to Hasibuan (2007:195), close and mutually supportive working relationships between employees and managers are one of the factors that influence work discipline. This will have a positive impact on employee performance satisfaction and better performance outputs. These factors are expected to provide outstanding service and increase the value of the company.

A good working environment is also crucial to improving employee performance. The term "work environment" refers to everything that surrounds a person while they are at work, whether it be tangible or intangible, directly or indirectly affecting them and their job. (Potu, 2013). If the working environment is inadequate or not conducive, workers will be more productive. Besides, a good working environment makes employees support each other to complete tasks (Wardhani et al. 2016). It is possible to say that the working environment is something that exists around employees that influences how they perform and complete the tasks assigned to them in an area. A qualified human resource is not apart from the discipline of the individual concerned. According to Hayati et al. (2016), work discipline is the behavior of a person in an organization that has rules and working procedures. The conduct or conduct that conforms to the rules of the organization, whether written or unwritten, shall be followed by all employees (Hayati et al.).

Communication is an additional component that affects employee performance. While performing their duties, employees always communicate

with their fellow employees, their superiors, and their subordinates. One of the best ways to improve work performance is by communicating well. Sefudin (2011) stated that communication means transferring meaning or understanding meaning to another person through a certain symbol, symbol, or language so that the person receiving information can understand the meaning. Communication is a process of exchange and understanding of information carried out by two or more people, usually with the aim of motivating or influencing one's behavior. (Draft, 2010). When a thought or idea is communicated in a way that the recipient visualizes exactly what the sender articulated, it is perfect communication, assuming such a thing exists.

Work motivation is also a component that can influence employee performance. Work A person's motivation is what propels them to carry out an action that yields positive outcomes. It follows that more work motivation among employees typically translates into improved performance. So, to make employees accountable for what they do, they have to be motivated to work. According to Hasibuan (2007) and Purwanto (2013), motivation is the impulse that makes one want to work together, work well, and integrate all their efforts to satisfaction.

Based on the above thought, the research framework can be structured as follows:

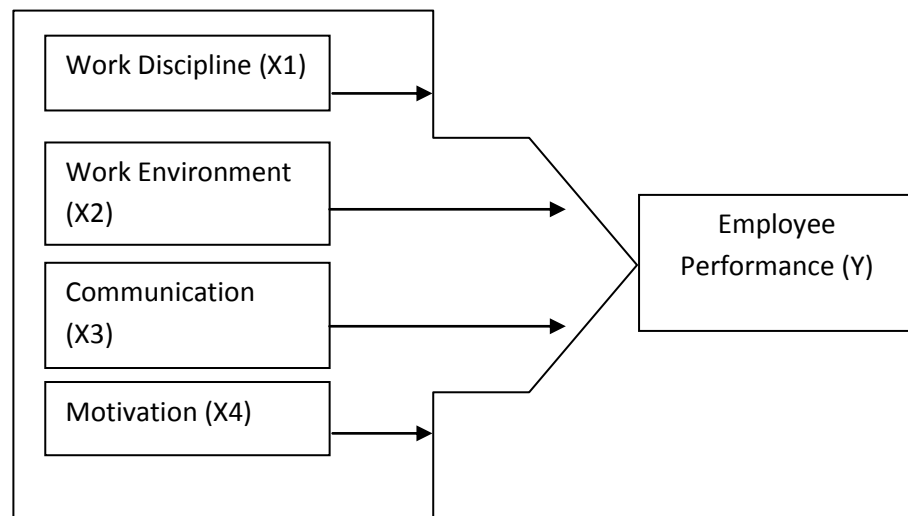


Figure 1. Research Framework

Based on the above theoretical framework of thinking, the hypothesis put forward in this study is:

1. H1 = There is a simultaneous influence between the variables of Work Discipline, Work Environment, Communication and Motivation on the performance of employees at the PT. KAI (Persero) Gubeng Surabaya.
2. H2 = There is a partial influence among the variable of Work discipline, working environment, communication and motivation on employee performance at PT.

3. H3 = Communication is the most dominant variable to employee performance at PT. KAI (Persero) Gubeng Surabaya.

## METHODOLOGY

There were one hundred employees in the sample. A sampling method known as non-probability sampling does not give every component or member of the population to be sampled an equal chance of being chosen. Purposive sampling is the process of gathering samples according to predetermined standards that align with the goal of the study and are intended to address current issues. The criteria for respondents in this study are:

1. The respondent is a permanent employee of PT KAI
2. The minimum working time of 1 year at PT. KAI

This is a type of quantitative research. The data in this study is primary data. A person's or a group's attitudes, beliefs, and perceptions of social phenomena can be gauged using the Likert scale. (Sugiyono, 2014).

The limits of the variables discussed in this language, have been presented theoretically and simplify the language, then required the presentation in the operational form as follows:

1. Working discipline (X1)

Maintaining discipline is crucial for ensuring that duties are carried out in a way that complies with regulations and supports job optimization. Indicators to measure staff discipline according to (Fathoni, 2006: 173) are:

- a. compliance with the rules
- b. timing accuracy

2. Working environment (X2)

A work environment is everything around an employee that can influence the performance of tasks assigned to him. There are some indicators of the working environment according to Nitisemito (1982) in Septianto (2010: 17) are as follows: a. Working mood

- b. Relationship with colleagues
- c. Availability of work facilities

3. Communication (X3)

In Susanti, Musadieg, and Ruhana (2014), Arni Muhammad defined communication as the interchange of both verbal and nonverbal cues between a sender and a recipient with the goal of altering the recipient's behavior. According to Hutapea and Nurianna (2008:28) indicators of communication skills include:

- a. Knowledge
- b. Skills
- c. Attitude (Attitude)

4. Work motivation (X4)

The work motivation is something that gives rise to the drive or spirit of work in other words the drive of the work spirit (Martoyo, 2007), the indicators of the motivation work in this study are as follows:

- a. desire

- b. need
- c. sense of security
- 5. Employee performance (Y)  
 The performance of an employee is the appearance of a employee or organization in carrying out and completing tasks that are the responsibilities of both individuals and groups in a given period. Indicators of employee performance according to Hasibuan (2007: 95) are as follows:
  - a. loyalty
  - b. honesty
  - c. discipline
  - d. creativity
  - e. cooperation
  - f. leadership
  - g. initiative
  - h. responsibility
  - i. work standards

**RESEARCH RESULT**

The F statistical test is used to test whether there is no significant simultaneous influence of a free variable on a bound variable, and the data processing will use SPSS.

Table 1. F Test Results

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11.186	4	2.796	43.813	.000 <sup>a</sup>
	Residual	6.064	95	.064		
	Total	17.249	99			

- a. Predictor: (Constant), Work Discipline, Work Environment, Communication, Motivation
- b. Dependent Variable : Employee Performance

Based on the above table, it can be seen that the calculation value of F is 43.813, which has a probability value of significance (0,000) < 0.05 so that we can say that H0 is rejected, meaning that the variables Work Discipline, Work Environment, Communication, and Motivation together (simultaneously) have a significant impact on Employee Performance (Y).

According to Kuncoro (2009:238), a partial test or t test is basically used to show whether an independent variable namely Working Discipline, Working Environment, Communication, and Motivation, individually (partially) has a significant influence on the employee performance bound variable. (Y).

Table 2. T Test Results

		Coefficients <sup>a</sup>							
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations		
		B	Std. Error	Beta			Zero-order	Partial	Part
1	(Constant)	.493	.260		1.895	.061			
	Disiplin Kerja	.164	.068	.180	2.415	.018	.550	.241	.147
	Lingkungan Kerja	.200	.046	.284	4.381	.000	.508	.410	.267
	Komunikasi	.419	.079	.411	5.307	.000	.695	.478	.323
	Motivasi	.206	.068	.216	3.042	.003	.557	.298	.185

a. Dependent Variable: Kinerja Karyawan

Based on the above table, the magnitude of the significance value of the Work Discipline-Free variable in the t test is 0.018 or < 0.05. This shows that the Work-Discipline Free variable (X1) has a partially significant influence on Employee Performance (Y). The value of significance for the Work Environment-free variable is 0,000 or < 0,05. This demonstrates that the work Environment Free variables (X2) have a partial significant impact on Employer Performance (y). The magnitudo of the Communication Free Variable Significance (X3) in the T test is 0.000 or < 0.05. This indicates that the Free Communication Variable (x3) has a Partially Significant Impact on the Employment Performance (J). The Magnitude Of the Motivation Free Variabel (X4) in the test is 0.003 or < 0.05 (Y).

The partial correlation value (r) shows how close the relationship between the free variable that covers the variables of Work Discipline, Work Environment, Communication, and Partial Motivation is to the bound variable of Employee Performance. From the table above it can be seen that the Communication variable has the largest correlations value of 0.478 which means Communication has a dominant influence on Employees Performance.

## DISCUSSION

The testing of the simultaneous influence of each free variable on the bound is carried out using the F. Working Discipline, Working Environment, Communication, and Motivation tests together (simultaneously) have a significant influence on Employee Performance. The results of this study show that the hypothesis "There is a simultaneu influence between the variables of Working discipline, working environment, communication and motivation on employee performance at PT. KAI (Persero) Gubeng Surabaya", is stated to be accepted.

This is in line with a study conducted by Kusumawati Sara (2017) on the Impact of Working Environment, Discipline and Communication on Nursing Performance at Kumala Siwi Kudus University, where the study demonstrates that together Working environment, discipline and communication have a positive and significant impact on performance.

The test of the partial influence of each free variable on the bound variable was carried out using the t. Partially variables of Work Discipline, Work Environment, Communication, and Motivation influence on Employee Performance. The results of this study showed that the hypothesis that says "There is a partial impact between variables Work Disziplin, Work environment, Communications and Motivations on employee performance at PT. KAI (Persero) Gubeng Surabaya", is stated to be accepted.

This shows that the better the work discipline, working environment, communication and motivation, the higher the performance of the employees of PT. KAI (Persero) Gubeng Surabaya. Work discipline given to employees becomes a determinant of Employee Performance because if the Work Discipline does not match the employee's expectations then it is highly likely that employees will not show good Performance.

The work motivation given to the employee is the determinant of employee performance. That is to say, the higher the work Motivation given, then employees are always showing good performance. So in this case the job motivation is also the cause of the high Employee Performance.

## CONCLUSIONS AND RECOMMENDATIONS

Based on the overall results of the research and the conclusions obtained, a number of suggestions can be developed for the parties interested in this study.

1. Improve or maintain the work discipline, working environment, communication and motivation given to form a good employee performance at the PT. KAI (Persero) Gubeng Surabaya, referring to previous research that by improving the work discipline, work environment, communications and good motivation then performance becomes increased so that it can make the name of PT.
2. The free variables used are limited to only four variables, namely work discipline, work environment, communication and motivation. While there are many other factors that can influence performance, further researchers are expected to take other variables such as training, job satisfaction, and promotion that can improve performance.

## ADVANCED RESEARCH

This research still has limitations, so further research needs to be done related to the topic "Impact of Work Discipline, Work Environment, Communications and Motivation on Employee Performance". Future research can use different Employee Performance objects to add insight for readers.

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